





## Tema

## Theme

# J-Turn

*J-Turn* pada hakikatnya kata *Turn Around* atau *J-Turn*, yang bisa diartikan PT Jasa Armada Indonesia Tbk (JAI Tbk/IPC Marine/IPCM) bertindak untuk memutar penurunan kinerja menjadi baik. Tahun 2019 menandai suatu komitmen dan inisiatif manajemen untuk memulai proses *Turn Around* atau suatu transformasi proses bisnis yang bersifat mendasar sebagai upaya meraih pijakan serta kinerja yang sifatnya berkelanjutan. Manajemen berkomitmen untuk memulai strategi bisnis dari perbaikan yang bersumber dari ekosistem pelabuhan yang bersumber dari *service excellence* terhadap jasa kapal pandu dan tunda. Atas komitmen dan inisiatif tersebut telah dihasilkan suatu pijakan kinerja yang bersifat fundamental seperti perolehan laba yang tumbuh 24% dari tahun sebelumnya, pendapatan dari *non-operational* meningkat. Hal ini dapat dilihat pada 3 ukuran kinerja yaitu EBITDA *margin*, *net profit margin*, dan biaya terhadap pendapatan. Pencapaian awal tersebut merupakan buah dari proses transformasi yang bertahap, terukur, dan berkelanjutan. Raihan kinerja tersebut tidak terlepas dari dukungan sumber daya manusia serta *approach* manajemen dalam memahami ekspektasi seluruh pemangku kepentingan. Manajemen meyakini bahwa *internal confidence* yang telah diperoleh selanjutnya akan mampu melahirkan kinerja operasional dan keuangan serta pertumbuhan yang berkualitas dan berkelanjutan.



*J-Turn is essentially the word Turn Around, or J-Turn, which can be interpreted as PT Jasa Armada Indonesia Tbk (JAI Tbk/IPC Marine/IPCM) acts to turn around the decline in performance to turn out well. The year 2019 marked the management's commitment and initiative to start the Turn Around process or a transformation of fundamental business processes to gain sustainable footing and performance. Management is committed to starting a business strategy from the improvement that originates from the port system, which is sourced from service excellence for pilotage and towage services. As a result, a first performance foothold, such as the profit acquisition grew 24% from the previous year, non-operating revenues increased. It can be seen in 3 performance measures, namely EBITDA margin, net profit margin, and expense to revenue ratio. This achievement is the result of a gradual, measurable, and sustainable transformation process. This performance achievement is inseparable from the support of human resources and management's approach to understanding stakeholder expectations. Management believes that internal confidence will ultimately be able to produce operational and financial performance as well as quality and sustainable growth.*



## Kesinambungan Tema

### Theme Continuation



### Penguatan Pondasi Untuk Peningkatan Kinerja dan Pertumbuhan Bisnis

Tahun 2018 merupakan tahun penting bagi perkembangan bisnis Perseroan. Sebagai Perseroan yang baru berstatus terbuka, Perseroan optimis mampu menciptakan nilai maksimal bagi para pemegang saham. Perseroan berupaya untuk dapat menjadi pemain terbaik, berkinerja optimal dan bisnis tumbuh berkelanjutan.

Dalam mewujudkannya Perseroan telah mempersiapkan diri melakukan transformasi bisnis sejalan dengan Strategi Roadmap yang telah dicanangkan. Pada tahap awal Perseroan fokus dalam penguatan bisnis dgn melaksanakan berbagai langkah strategis diantaranya penguatan layanan bisnis inti maupun penunjang, pengembangan kapabilitas dan kapasitas *human resource*, pengembangan proses bisnis dan SOP, pengembangan IT dan penguatan aset produktif.

Selain itu penguatan dilakukan juga dengan pengembangan pasar domestik, sinergi dan kemitraan strategis serta pembenahan struktur organisasi dan budaya perusahaan.

Kami yakin dengan kerja keras dan strategi yang tepat Perseroan mampu menciptakan nilai tambah dan masa depan yang lebih baik tidak hanya bagi Perseroan namun juga bagi Pemegang Saham dan *Stakeholders*.

#### ***Strengthening Foundations for Performance Improvement and Business Development***

*2018 is an important year for the Company's business development. As a new limited liability company, the Company is optimistic in creating maximum value for the shareholders. The Company strives to be the best player, perform optimally, and grow business sustainably.*

*In creating this, the Company has prepared itself to transform the business in line with the predetermined Roadmap Strategy. In the early stages, the Company focused on strengthening business by carrying out various strategic steps, including strengthening core business services and supporting services, developing human resource capabilities and capacities, developing business processes and SOPs, developing IT, and strengthening productive assets.*

*Besides, the Company strengthens the business by developing the domestic market, strategic synergies, and partnerships, as well as refining the organizational structure and corporate culture.*

*We are confident that with hard work and proper strategy, the Company shall be able to create added value and a better future, not only for the Company itself but also for Shareholders and Stakeholders.*





## Terbuka untuk Tumbuh dan Berbagi

Pertumbuhan industri pelayaran dalam negeri dan pertumbuhan ekonomi Indonesia, khususnya dalam sektor perdagangan, adalah potensi besar yang ditangkap Perseroan. Karena nantinya potensi tersebut membuat banyak kapal yang akan bersandar berlabuh di pelabuhan tempat Perseroan beroperasi. Perseroan melihat potensi yang baik untuk mengembangkan bisnis pemanduan dan penundaan kapal pada wilayah perairan TUKS atau di luar daerah operasional pelabuhan milik IPC, kegiatan pemanduan untuk ship-to-ship (STS), dan kerja sama pengangkutan barang atau komoditi milik Persero atau BUMN dalam rangka realisasi Sinergi BUMN yang digadang oleh Kementerian BUMN.

Di tahun 2017, Perseroan telah melaksanakan beberapa aksi korporasi demi mempercepat kemajuan dan menjemput peluang yang dimiliki. Perseroan melakukan restrukturisasi bisnis khususnya perubahan kebijakan pengelolaan Pemanduan dan Penundaan di wilayah PT Pelabuhan Indonesia II (Persero). Perseroan berhasil memperoleh izin sebagai Badan Usaha Pelabuhan (BUP) sebagai modal utama Perseroan untuk melaksanakan ekspansi bisnis di bidang Pemanduan dan Penundaan di seluruh Indonesia.

Perseroan berhasil menutup tahun 2017 dengan kesuksesan pelaksanaan listing di Bursa Efek Indonesia (BEI) di mana pada hari pertama perdagangan saham Perseroan di bursa, harga saham naik dari harga saham perdana sebesar Rp380 per lembar saham naik menjadi Rp402 per lembar saham, dan terus bergerak naik menjadi Rp434 per lembar saham pada penutupan tahun 2017. Perseroan merupakan satu-satunya perusahaan dalam bidang jasa pemanduan dan penundaan yang mencatatkan sahamnya pada Bursa Efek Indonesia sejak 22 Desember 2017. Dengan menjadi perusahaan terbuka, Perseroan berkeyakinan akan mampu tumbuh berkelanjutan sehingga memberikan nilai tambah kepada pemangku kepentingan dan pemegang saham.

### **Openness to Develop and Share**

*As the domestic shipping industry continues to grow, in line with Indonesia's economic growth, particularly in the trade sector, the Company has the potential to serve more vessels that will dock on the port where the Company operates. The Company has a good potential for developing a pilotage and towage services in the TUKS water territory or outside the IPC's port operations area, ship-to-ship (STS) pilotage activities, and cooperation of freight forwarding or commodity owned by Persero or SOEs in the realization of SOEs Synergy, launched by the Ministry of SOEs.*

*In 2017 the Company implemented several corporate actions to accelerate progress and to catch the opportunities. The Company restructured its business, especially the change of Pilotage and Towage management policy within the PT Pelabuhan Indonesia II (Persero) area. The Company succeeded in obtaining the license as a Port Operation Entity (BUP) as the Company's main capital to expand the business in the field of Pilotage and Towage throughout Indonesia.*

*The Company succeeded in closing 2017 with listing itself on Indonesia Stock Exchange (BEI) on December 22, 2017. On the first day of the share trading, the stock price rose from the initial price of Rp380 per share to Rp402 per share, and it continued to increase. On the closing day in 2017, the price is Rp434 per share. The Company is the only Company engaged in pilotage and towage business that listed its shares on the Indonesia Stock Exchange. By becoming an open company, the Company believes it will be able to grow sustainably to provide added value to the stakeholders and shareholders.*

# Daftar Isi

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# Kinerja 2019

## 2019 Performance





# Ikhtisar Keuangan

## Financial Highlights

Dalam juta Rupiah, kecuali dinyatakan lain / In million Rupiah, unless otherwise stated

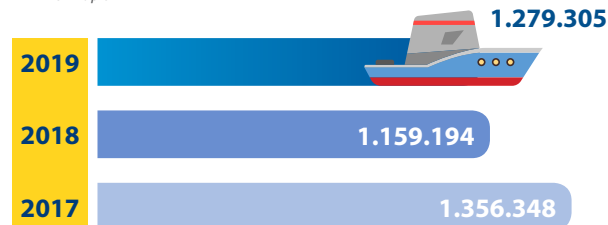
| LAPORAN POSISI KEUANGAN<br>FINANCIAL POSITION STATEMENT                     | 2019      | 2018      | 2017      | 2016      | 2015      |
|-----------------------------------------------------------------------------|-----------|-----------|-----------|-----------|-----------|
| Total Aset / Total Assets                                                   | 1.279.305 | 1.159.194 | 1.356.348 | 598.370   | 501.600   |
| Total Liabilitas / Total Liabilities                                        | 199.892   | 118.038   | 352.326   | 261.636   | 215.320   |
| Total Ekuitas / Total Equity                                                | 1.079.412 | 1.041.156 | 1.004.021 | 336.734   | 286.280   |
| LABA RUGI KOMPREHENSIF<br>COMPREHENSIVE INCOME (LOSS)                       | 2019      | 2018      | 2017      | 2016      | 2015      |
| Pendapatan - Neto / Net Revenue                                             | 681.677   | 727.051   | 746.653   | 827.607   | 873.952   |
| Beban Pokok Pendapatan / Cost of Revenue                                    | (476.970) | (499.772) | (499.247) | (600.546) | (541.693) |
| Laba Bruto / Gross Profit                                                   | 204.707   | 227.279   | 247.407   | 227.061   | 332.260   |
| Pendapatan (Beban) Lain-lain / Other Income (Expenses)                      | (96.236)  | (124.857) | (80.199)  | (58.002)  | (44.436)  |
| Laba Usaha / Operating Income                                               | 108.471   | 102.422   | 167.208   | 169.059   | 287.824   |
| Pendapatan Keuangan / Financial Income                                      | 23.911    | 18.620    | 1.136     | 846       | 637       |
| Beban Keuangan / Financial Expenses                                         | (155)     | (209)     | (83)      | (106)     | (71)      |
| Laba Sebelum Beban Pajak Penghasilan / Income Before Corporate Income Tax   | 132.227   | 120.833   | 168.261   | 169.799   | 288.390   |
| Beban Pajak Penghasilan / Income Tax Expense                                | (42.179)  | (48.026)  | (47.844)  | (52.735)  | (79.780)  |
| Laba (Rugi) Setelah Pajak / Profit (Loss) After Tax                         | 90.047    | 72.807    | 120.417   | 117.064   | 208.609   |
| Penghasilan Komprehensif Lain / Other Comprehensive Income                  | -         | -         | -         | -         | -         |
| Laba Komprehensif Tahun Berjalan / Comprehensive Income for the Year        | 90.047    | 72.807    | 120.417   | 117.064   | 208.609   |
| Laba per saham dasar (angka penuh) / Basic Earnings per Share (full amount) | 17,04     | 13,78     | 84,51     | 210,83    | 35,96     |
| RASIO KEUANGAN / FINANCIAL RATIOS                                           |           |           |           |           |           |
| Rasio Likuiditas / Liquidity Ratio                                          |           |           |           |           |           |
| - Rasio Kas / Cash Ratio                                                    | 233%      | 284%      | 139%      | 21%       | 41%       |
| - Rasio Lancar / Current Ratio                                              | 374%      | 626%      | 263%      | 202%      | 217%      |
| Rasio Solvabilitas / Solvency Ratio                                         |           |           |           |           |           |
| - Rasio Liabilitas terhadap Aset / Debt To Assets Ratio (DAR)               | 16%       | 10%       | 96%       | 1051%     | 758%      |
| - Rasio Liabilitas terhadap Ekuitas / Debt To Equity Ratio (DER)            | 19%       | 11%       | 35%       | 78%       | 75%       |
| Rasio Kolektibilitas Piutang / Receivables Collectability                   |           |           |           |           |           |
| - Rasio Perputaran Piutang (kali) / Receivable Turn Over (times)            | 3,98      | 2,65      | 5,60      | 2,92      | 3,37      |
| - Rasio Perputaran Piutang Harian (hari) / Average Collection Period (days) | 61        | 83        | 82        | 94        | 44        |
| Rasio Keuangan Lainnya / Other Financial Ratios                             |           |           |           |           |           |
| Marjin Laba / Profit Margin Ratio                                           | 13,21%    | 10,01%    | 16,13%    | 14,14%    | 23,87%    |
| Rasio Laba Tahun Berjalan terhadap Ekuitas / Return On Equity (ROE) ratio   | 8,34%     | 6,99%     | 11,99%    | 34,76%    | 72,87%    |
| Rasio Laba Tahun Berjalan terhadap Aset / Return On Assets (ROA) ratio      | 7,04%     | 6,28%     | 8,88%     | 19,56%    | 41,59%    |

## Grafik Ikhtisar Keuangan

### Financial Highlights Graphic

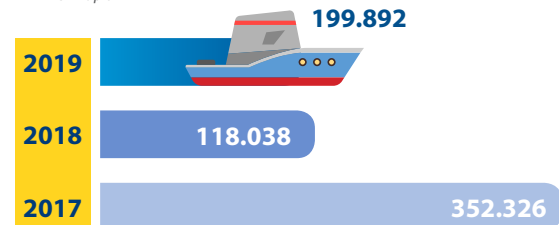
#### Total Aset

Total Assets  
Dalam jutaan Rupiah  
In million Rupiah



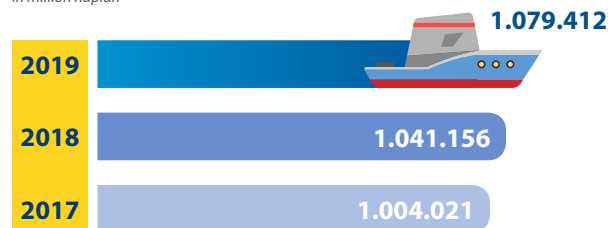
#### Total Liabilitas

Total Liabilities  
Dalam jutaan Rupiah  
In million Rupiah



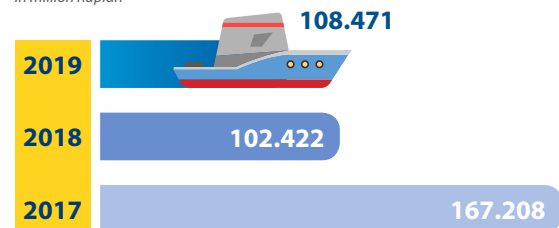
#### Total Ekuitas

Total Equity  
Dalam jutaan Rupiah  
In million Rupiah



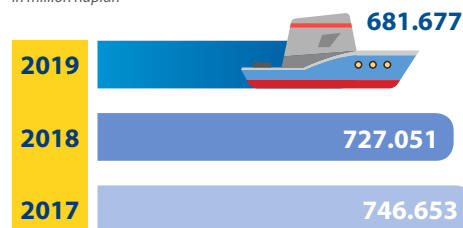
#### Laba Usaha

Operating Income  
Dalam jutaan Rupiah  
In million Rupiah



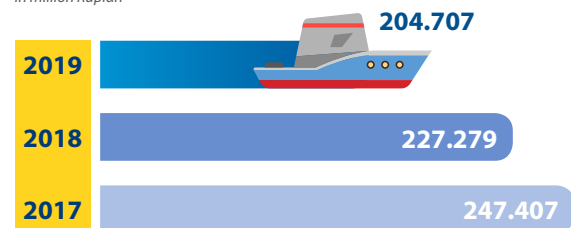
#### Pendapatan - Neto

Net Revenue  
Dalam jutaan Rupiah  
In million Rupiah



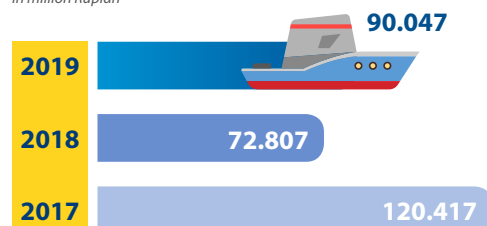
#### Laba Bruto

Gross Profit  
Dalam jutaan Rupiah  
In million Rupiah



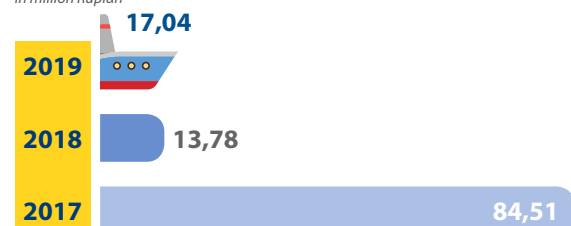
#### Laba (Rugi) Setelah Pajak

Profit (Loss) After Tax  
Dalam jutaan Rupiah  
In million Rupiah



#### Laba per saham dasar (angka penuh)

Basic Earnings per Share (full amount)  
Dalam jutaan Rupiah  
In million Rupiah





**Rekan-rekan BOD sebagai *inspiring role model*, juga rekan-rekan yang diamanahkan dalam posisi struktural sebagai *role model* dan seluruh pekerja sebagai *change agent* yang kami cintai dan banggakan,**

***BOD colleagues as inspiring role models, also colleagues who are entrusted in structural positions as role models and all employees as change agents that we love and are proud of,***

Tugas kita semua, khususnya pimpinan/*role model* hanya 4 (empat):

1. Melanjutkan hal yang sudah baik (*going concern*)
2. Meluruskan hal yang belum lurus (*good governance*)
3. Menyelesaikan masalah yang belum selesai (*pending matters*)
4. Membangun sesuatu yang baru (*going concern*)

Lakukan tugas itu dengan 3 langkah:

1. *Clear direction* dalam memberikan pengarah dan contoh
2. *Involved*, keterlibatan kita dan semua pihak dalam proses dan hasilnya
3. *Control & monitoring* proses dan hasilnya

Tidak cukup kita berhasil dalam bidang tugas kita masing-masing (*hardware, software & brainware*). Namun harus turut mewarnai budaya perusahaan kita (*heartware*) "Menciptakan lingkungan kerja yang nyaman, inovatif, kreatif, mengembangkan insan PT JAI Tbk yang fokus pada *customer centric*, integritas serta bangga pada perusahaan dan Budayanya"

*The duties for all of us, especially the leaders/ role models are only 4 (four):*

1. *Continuing things that are already good (going concern)*
2. *Straightening things that are not yet straight (good governance)*
3. *Resolving pending matters*
4. *Building something new (going concern)*

*Perform the duties in 3 steps:*

1. *Clear direction in providing direction and examples*
2. *Involved, our involvement and all parties in the process and results*
3. *Control & monitoring processes and results*

*It is not enough that we succeed in our respective fields of work (hardware, software & brainware). However, it must also color our corporate culture (heartware), "Creating a comfortable, innovative, creative work environment, developing PT JAI Tbk's personnel who focus on customer-centric, integrity and pride in the company and its culture."*

**“LEAD BY HEART  
MANAGE BY HEAD”**



Suksesnya implementasi transformasi budaya perusahaan di PT JAI Tbk dapat dilihat dan dirasakan melalui 3 hal:

1. *Personal style = behavior / attitude / character*
2. *Thinking style = thinking perspective*
3. *Appearance style = Look Great, Feel Great & Do Great*

Hasil akhirnya adalah SDM PT JAI Tbk harus menjadi *value creator*.

Sebagai *value creator* bagi perusahaan, kita harus bisa melakukan:

1. *Surplus creator* bagi perusahaan
2. *Welfare creator* bagi perusahaan

Jadikan perusahaan dan diri kita:

1. *Freedom*, bukan bekerja karena perintah. Tapi bekerja karena tanggung jawab
2. *Health*, bekerja untuk kesehatan dan kesejahteraan kita dan perusahaan
3. *Family*, bekerja untuk kebahagiaan keluarga dengan sebaik-baiknya
4. *Universe*, bermanfaat bagi sesama, masyarakat, lingkungan, bangsa dan negara serta semesta alam melalui implementasi *Corporate Social Responsibility* kita "*Humanity-Love-Culture*."

Semoga kita sehat selalu, bekerja keras dengan semangat kebersamaan, keikhlasan dan rasa syukur. Jangan pernah lelah untuk berbuat baik.

Bangunlah Jiwanya, Bangunlah Badannya

**IPC Marine**

[Great Maritime, Great Indonesia]

*The successful implementation of corporate culture transformation at PT JAI Tbk can be seen and felt through 3 things:*

1. *Personal style = behavior / attitude / character*
2. *Thinking style = thinking perspective*
3. *Appearance style = Look Great, Feel Great & Do Great*

*The end result is that PT JAI Tbk's human resources must become a value creator.*

*As a value creator for the Company, we must be able to do:*

1. *Surplus creator for the Company*
2. *Welfare creator for the Company*

*Make the Company and ourselves:*

1. *Freedom, not work because of orders. But it works because of responsibility*
2. *Health, working for the health and the welfare of us and the Company*
3. *Family, work for family happiness as well as possible*
4. *Universe, beneficial for others, society, environment, nation, and the country as well as the universe through the implementation of our Corporate Social Responsibility "Humanity-Love-Culture."*

*May we always be healthy, work hard with a spirit of togetherness, sincerity, and gratitude. Never get tired of doing good.*

*Build Its Soul, Build Its Body*

**IPC Marine**

[Great Maritime, Great Indonesia]

Jakarta, 31 Maret / March 2020



**CHIEFFY ADI KUSMARGONO**

Direktur Utama / President Director

## Penghargaan Awards



The Best Subsidiary for Customer Loyalty 2018, IPC Certificated of Appreciation, February 2019.



The Best Mass Media Engagement, IPC Group Secretary Forum, Juni 2019



Silver Award on 2018 Vision Award Annual Report Competition League of American Communications Professionals LLC , July 2019.



Outstanding Production Value Award on 2018 Vision Award Annual Report Competition League of American Communications Professionals LLC , July 2019.



Top 10 Indonesian Reports of 2018 Award on 2018 Vision Award Annual Report Competition League of American Communications Professionals LLC , July 2019.



Technical Achievement Award on 2018 Vision Award Annual Report Competition League of American Communications Professionals LLC , July 2019.



GRC Award 3<sup>rd</sup> Star for Implementation Company 2019, Top GRC Award 2019, September 2019



The Most Committed GRC Leader 2019, Top GRC Award 2019, September 2019.



National Standard of Indonesia (SNI) Award 2019 Silver Level, Badan Standarisasi Nasional (BSN), November 2019.



Top Digital Implementation 2019 on Logistic & Transportation Sector # Stars 3 Level, Top Digital Award 2019, November 2019.



Top Leader on Digital Implementation 2019, Top Digital Award 2019, November 2019.



The Best Innovating Subsidiary, IPC Certificated of Appreciation, November 2019.



Runner Up Digital Technology Risk Award, ASEAN Risk Award 2019, December 2019.



The Best Partner Corporation B3IP Award 2019, December 2019.

## Sertifikasi Certifications



Migration OHSAS : 2007 To ISO 45001:2018 Lloyd's Register Quality Assurance Certificated, May 2019.



OHS System (Sistem Manajemen K3 / SMK3), Ministry of Labour Republic Indonesia, August 2019.



# Laporan Manajemen

Management  
Report





## **Laporan Dewan Komisaris** Report of the Board of Commissioners



**DANI RUSLI UTAMA**  
Komisaris Utama  
President Commissioner

Tahun 2019 merupakan tahun dimana sebuah transformasi dimulai dan tengah berlangsung saat ini. Pencapaian kinerja yang telah dicapai di tahun 2019 diharapkan dapat menjadi darah bagi proses transformasi yang akan membentuk kedayatahan sistemik sehingga perusahaan tumbuh sehat dan kokoh menuju pertumbuhan berkelanjutan. raihan kinerja operasional dan keuangan merupakan cerminan awal dari sebuah proses transformasi yang terukur dan terkendali serta raihan kinerja tata kelola dan manajemen risiko mencerminkan organisasi yang *well-governed*.

Ke depan Dewan Komisaris terus mendorong dan memantau agar transformasi berlangsung secara terukur, akuntabel serta kredibel.

*2019 was the year where a transformation began and was currently underway. The achievement of performance that has been achieved in 2019 was expected to become the blood for the transformation process that would shape systemic resilience so that the Company grew healthy and robust towards sustainable growth. Achievement of operational and financial performance was an initial reflection of a measurable and controlled transformation process, and achievement of the performance of governance and risk management reflected well-governed organizations.*

*Going forward, the Board of Commissioners continues to encourage and monitor that the transformation takes place in a measurable, accountable, and credible manner.*

## Para Pemegang Saham dan Stakeholders yang terhormat,

*Dear Distinguished Shareholders and Stakeholders,*

Puji syukur kehadiran Allah SWT, Tuhan Yang Maha Esa, atas karunia dan limpahan rahmat-Nya, sepanjang tahun 2019, Dewan Komisaris Perseroan mampu melaksanakan perannya dengan baik dalam mengawasi dan memberikan arahan kepada Direksi. Suatu kehormatan bagi saya mewakili Dewan Komisaris untuk menyajikan laporan pengawasan terhadap kinerja Perseroan untuk Tahun Buku 2019 khususnya aspek pengawasan Dewan Direksi.

*Praise and Gratitude to Allah SWT, the Almighty God, upon His grace and blessing, throughout 2019, the Company's Board of Commissioners was able to carry out its role properly in overseeing and providing direction to the Board of Directors. It is an honor for me to represent the Board of Commissioners to present a supervisory report on the performance of the Company for Fiscal Year 2019, especially the supervisory aspects of the Board of Directors.*

## Tinjauan Ekonomi dan Industri

Secara umum pertumbuhan ekonomi dunia pada tahun 2019 melambat, yang menyebabkan ketidakpastian pasar keuangan global. Isu sentral dalam perekonomian global di antaranya adalah perang dagang antara Amerika Serikat

## Economic and Industrial Review

*In general, growth in the world economy in 2019 would slow down, which would cause uncertainty in global financial markets. Central issues in the global economy included a trade war between the United States (US) and China. The impact of the trade war*



(AS) dengan Tiongkok. Dampak dari perang dagang tersebut menyebabkan berkurangnya volume perdagangan dunia yang memperlambat laju pertumbuhan ekonomi dunia. Bank Indonesia memperkirakan pertumbuhan ekonomi dunia sebesar 3,0% pada 2019, menurun dari 3,6% pada 2018, dan kemudian pulih menjadi 3,1% pada 2020, ditopang pertumbuhan negara berkembang.

Pada tahun 2019, pertumbuhan ekonomi Indonesia tetap terjaga ditopang konsumsi rumah tangga, ekspansi fiskal, serta perbaikan ekspor. Tingkat inflasi per Desember 2019 tercatat sebesar 2,7% (yoy), lebih rendah sekitar 1% dari yang ditargetkan Bank Indonesia yaitu sebesar 3,5%. Terkendalinya inflasi dipengaruhi oleh rendahnya inflasi inti, inflasi *volatile food* yang cenderung rendah serta inflasi *administered price* yang relatif terjaga. Keberhasilan Bank Indonesia dalam menjaga inflasi ini tidak terlepas dari fungsi koordinasi bersama dengan Pemerintah baik di tingkat pusat maupun daerah.

Kemudian, struktur perekonomian Indonesia masih didominasi oleh 3 (tiga) lapangan usaha utama, yaitu pengolahan, pertanian, dan perdagangan. sampai dengan akhir 2019, industri pengolahan memiliki pertumbuhan tertinggi sebesar 4,29%, diikuti oleh sektor pertanian sebesar 3,92%, dan perdagangan sebesar 4,46%.

Investasi mulai tercatat meningkat di beberapa daerah terkait hilirisasi nikel, dan diperkirakan akan terus meningkat dengan sejumlah kebijakan transformasi ekonomi yang ditempuh Pemerintah serta mulai meningkatnya keyakinan dunia usaha. Investasi bangunan juga terus membaik didorong peningkatan kegiatan konstruksi. Dengan perkembangan tersebut, pertumbuhan ekonomi Indonesia membaik sehingga secara keseluruhan tahun 2019 mencapai 5,0%.

## Penilaian Atas Kinerja Direksi Tahun 2019

Dewan Komisaris memandang bahwa Direksi telah berkomitmen dan berinisiatif dengan baik dan mampu menunjukkan kinerja positif sebagai bekal menyongsong tahun-tahun depan yang penuh tantangan. Di tengah berbagai tantangan eksternal dan internal, IPCM berhasil memperbaiki kinerja laba bersih yang mencapai Rp90 miliar atau meningkat 24 persen dibandingkan laba bersih tahun 2018. Pencapaian kinerja terutama ditopang dengan pendapatan bisnis tunda dan pengelolaan kapal milik induk perusahaan, yang mencapai sebesar Rp610 miliar (89,53 persen dari total pendapatan

*caused a reduction in the volume of world trade, which slowed the pace of world economic growth. Bank Indonesia predicted world economic growth of 3.0% in 2019, declining from 3.6% in 2018, and then recovering to 3.1% in 2020, supported by the growth of developing countries.*

*In 2019, Indonesia's economic growth would be maintained on the back of household consumption, fiscal expansion, and export improvement. The inflation rate as of December 2019, was recorded at 2.7% (YoY), lower by around 1% than Bank Indonesia's target of 3.5%. Controlled inflation was influenced by low core inflation, volatile food inflation, which tended to be low and relatively maintained administered price inflation. The success of Bank Indonesia in maintaining inflation was inseparable from the joint coordination function with the Government both at the central and regional levels.*

*Then, the structure of the Indonesian economy was still dominated by 3 (three) main business fields, namely manufacturing, agriculture, and trade. Until the end of 2019, the manufacturing industry had the highest growth of 4.29%, followed by the agricultural sector at 3.92%, and trade at 4.46%.*

*Investment began to increase in several areas related to nickel downstream. It was expected to continue to grow with several economic transformation policies pursued by the Government and the growing confidence of the business community. Building investment also continued to improve, driven by increased construction activities. With these developments, Indonesia's economic growth increased so that, overall, in 2019, it reached 5.0%.*

## Assessment of Board of Directors' Performance in 2019

*The Board of Commissioners views that the Board of Directors has committed and had a good initiative and was able to show positive performance in preparation for welcoming challenging years. In the midst of various external and internal challenges, IPCM managed to improve its net profit performance, which reached Rp90 billion or an increase of 24 percent compared to the 2018 net profit. Achievement of performance was mainly supported by revenues from tug service business and fleet management owned by the parent company, which amounted to Rp610 billion (89.53 percent of total revenues of Rp682 billion) and pilotage and tug*

Rp682 miliar) serta pendapatan pandu dan tunda dari terminal khusus (Tersus) sebesar Rp 71 miliar (10,47 persen). Disamping itu, perusahaan berhasil memperoleh pendapatan non operasional yang mencapai Rp36,2 miliar. Hal ini memberikan dampak positif terhadap EBITDA marjin, *net profit* marjin dan rasio biaya/pendapatan masing-masing 23,78%, 13,21% dan 84% (versus 2018, 21%, 10% dan 83%).

Secara ringkas, perkembangan dan pencapaian di tahun 2019 antara lain:

1. Perluasan Pasar, antara lain:
  - Sudah beroperasi: Ambang Luar Sungai Musi, TUKS Titan, TUKS wilayah Gandus.
  - Akan beroperasi di Tahun 2020: Teluk Melano dan Kendawangan.
2. Peningkatan kinerja keuangan antara lain peningkatan aset sebesar 10%. Percepatan dari pembayaran sehingga *Average Collection Period* (ACP) menurun dari 83 hari (2018) menjadi 61 hari (2019) dan posisi kas membaik dari Rp334 miliar (2018) menjadi Rp466 miliar (2019). Selain itu, ROE dan ROA meningkat masing-masing menjadi 8,3% dan 7% (versus 2018, 7% dan 6,3%).
3. Peningkatan jumlah investasi dari Rp248 miliar (2018) menjadi Rp301 miliar (2019) dimana penyerapannya sampai akhir tahun 2019 mencapai 68,6%.
4. Perkuatan manajemen dan SDM melalui Perubahan Manajemen pada bulan Oktober 2019, penyesuaian jumlah karyawan dari 863 orang (2018) menjadi 856 orang (2019) dan perubahan struktur organisasi baru bulan November 2019.
5. Implementasi Transformasi Budaya baru yang meliputi penajaman visi. Misi dan tata nilai perusahaan serta

*service revenues from special terminals (Tersus) of Rp71 billion (10.47 percent). In addition, the company managed to obtain a non-operating income, which reached Rp36.2 billion. This had a positive impact on margin EBITDA, net profit margins and operating expenses/revenues ratio respectively 23.78%, 13.21% and 84% (contra to 2018, 21%, 10% and 83%).*

*In summary, developments and achievements in 2019 included:*

1. *Market Expansion, including:*
  - *Operating: Outer Threshold of Musi River, Terminal for Own Interests (TUKS) of Titan, TUKS of Gandus area.*
  - *Will operate in 2020: Melano Bay and Kendawangan.*
2. *Increased financial performance, including an increase in assets by 10%. The acceleration of payments so that the Average Collection Period (ACP) decreased from 83 days (2018) to 61 days (2019), and the cash position improved from Rp334 billion (2018) to Rp466 billion (2019). Besides, ROE and ROA increased respectively to 8.3% and 7% (contrary to 2018, 7%, and 6.3%).*
3. *Increase in the amount of investment from Rp248 billion (2018) to Rp301 billion (2019), where the absorption until the end of 2019 reached 68.6%.*
4. *Strengthening management and human resources through Management Change in October 2019, adjusting the number of employees from 863 people (2018) to 856 people (2019), and changing the new organizational structure in November 2019.*
5. *Implementation of a new Cultural Transformation, which includes sharpening the Vision. The Company's*

**IPCM berhasil memperbaiki kinerja laba bersih yang mencapai**

**Rp90 miliar**

**atau meningkat 24 persen dibandingkan laba bersih tahun 2018.**

*IPCM succeeded in improving the performance of net profit which reached Rp90 billion or an increase of 24 percent compared to net profit in 2018.*

**Perusahaan berhasil memperoleh pendapatan non operasional yang mencapai**

**Rp36,2 miliar**

**The Company managed to obtain non-operating revenues which reached Rp36.2 billion**

- dimulainya program *rebranding* pada bulan November 2019.
6. Pengembangan Manajemen Risiko dan Teknologi Informasi yang meliputi implementasi RMIS (*Risk Management Information System*), SIMOP (*Sistem Manajemen Operasi*), SIMAKBI (*Sistem Akuntansi Biaya*) serta optimalisasi AMOS. Selain itu, perusahaan berhasil mendapatkan beberapa penghargaan yang terkait, antara lain *Risk Technology* (ASEAN Risk Award 2019), *Top Digital Implementation on Logistic & Transportation Sector* dan *Top Leader in Digital Implementation* (Top Digital Award 2019). Tingkat maturitas manajemen risiko sesuai hasil asesmen konsultan independen adalah 2,48 (dari skala 5 dimana tingkat yang diharapkan induk perusahaan adalah 4).
  7. Peningkatan kerjasama dengan Grup BUMN, antara lain pelayanan pandu tunda kepada PT Pertamina Trans Kontinental dan PT Nusantara Regas, pengadaan BBM dan pelumas dengan PT Pertamina, PT Pertamina Patra Niaga dan PT Pertamina Lubricant. Optimalisasi penggunaan produk perbankan dengan PT Bank Mandiri (Persero) Tbk, dan PT Bank Negara Indonesia (Persero) Tbk serta pengadaan seragam dengan PT Sarinah (Persero).
  8. Pelaksanaan kegiatan Tanggung Jawab Sosial Perusahaan sebesar Rp427 juta atau 0,5% dari laba bersih 2019.

## Pandangan Atas Prospek Usaha

Dewan Komisaris memandang Prospek usaha yang disusun oleh Direksi sudah cukup realistis. Optimisme pada pertumbuhan bisnis Perseroan di masa depan dapat diterima. Dewan Komisaris meyakini, dengan manajemen bisnis yang baik, didukung berbagai kebijakan ekonomi dan pembangunan nasional akan memberikan dampak positif bagi prospek usaha Perseroan. Industri pelayaran dalam negeri mengalami pertumbuhan yang signifikan sejalan dengan pertumbuhan ekonomi Indonesia khususnya dalam sektor perdagangan. Pertumbuhan kegiatan bongkar muat tersebut memberikan potensi kepada Perseroan untuk melayani lebih banyak kapal yang akan bersandar di pelabuhan tempat Perseroan beroperasi, yang tentunya akan berdampak positif pada pertumbuhan pendapatan dari jasa pemanduan dan penundaan.

Seiring dengan pertumbuhan ekonomi dalam negeri dan nilai perdagangan, Perseroan melihat potensi yang baik untuk mengembangkan bisnis pemanduan dan penundaan kapal pada wilayah perairan TUKS atau di luar daerah operasional pelabuhan milik IPCM, kegiatan pemanduan untuk *ship-to-*

*Mission and Values* and the commencement of the rebranding program in November 2019.

6. *Development of Risk Management and Information Technology, which includes the implementation of RMIS (Risk Management Information System), SIMOP (Operations Management System), SIMAKBI (Cost Accounting System), and optimization of AMOS. Also, the Company managed to get several related awards, among others, Risk Technology (ASEAN Risk Award 2019), Top Digital Implementation on Logistics & Transportation Sector and Top Leader in Digital Implementation (Top Digital Award 2019). The maturity level of risk management, according to the results of the independent consultant assessment, was 2.48 (from a scale of 5 where the level expected by the parent company was 4).*
7. *Enhancing cooperation with the SOEs Group, including pilotage and towage services to PT Pertamina Trans Continental and PT Nusantara Regas, procurement of fuel and lubricants with PT Pertamina, PT Pertamina Patra Niaga, and PT Pertamina Lubricant. Optimizing the use of banking products with PT Bank Mandiri (Persero) Tbk and PT Bank Negara Indonesia (Persero) Tbk and the procurement of uniforms with PT Sarinah (Persero).*
8. *Implementation of Corporate Social Responsibility activities of Rp427 million or 0.5% of 2019 net profit.*

## Outlook on Business Prospects

*The Board of Commissioners considers the Business Prospect prepared by the Board of Directors is quite realistic. The optimistic growth of the Company's business in the future is acceptable. The Board of Commissioners believes that good business management, supported by national economic and development policies, will have a positive impact on the Company's business prospects. The domestic shipping industry is growing significantly in line with Indonesia's economic growth, especially in the trading sector. The growth of loading and unloading activities provides the Company the potential to serve more vessels to be dependent on the port where the Company operates, which will have a positive impact on revenue growth in terms of pilotage and towage services.*

*In line with domestic economic growth and trade value, the Company sees a good potential for developing a vessel pilotage and towage business within the TUKS water territory or outside the ports' operational area owned by PT Pelabuhan Indonesia II (Persero), Ship-to-Ship (STS) pilotage activities, and the*

ship (STS), dan kerja sama pengangkutan barang atau komoditi milik Persero atau BUMN dalam rangka realisasi Sinergi BUMN yang digadang oleh Kementerian BUMN.

Dalam rangka merumuskan arah dan strategi secara tepat, Perseroan menyusun rencana bisnis secara realistis dengan memperhatikan berbagai faktor internal dan eksternal yang mempengaruhi kelangsungan usaha, prinsip kehati-hatian (*prudential*) dan penerapan manajemen risiko yang efektif. Perseroan telah menerapkan beberapa langkah strategis sebagai respon terhadap perubahan dinamika pasar yang terjadi melalui program Transformasi dan menerapkan inisiatif rencana strategis. Tahun 2019 ditandai dengan program transformasi, yaitu berupa perluasan bisnis, peningkatan jumlah investasi, penguatan SDM dan transformasi budaya baru berupa penajaman visi, misi, dan tata nilai yang baru.

## Penerapan Tata Kelola Perusahaan

Dewan Komisaris dalam kapasitas fungsi pengawasan dan pemberian nasihat, sepenuhnya menyadari pentingnya implementasi *Good Corporate Governance* (GCG) bagi IPCM. Dengan penerapan GCG, perseroan memiliki fondasi untuk menjaga kualitas kinerja operasional, kinerja keuangan dan kemampuan untuk menjaga serta melindungi kepentingan pemegang saham (shareholders) dan seluruh pemangku kepentingan (*stakeholders*).

Mengacu kepada regulasi yang ada serta arahan dari induk perusahaan, manajemen IPCM berkomitmen untuk menjalankan pengurusan dan pengawasan dengan mengacu kepada prinsip-prinsip Tata Kelola Perusahaan Yang Baik dan Etika Bisnis.

Secara berkala Perseroan melakukan kegiatan *assessment* GCG mengacu pada Surat Keputusan Sekretaris BUMN Nomor: SK16/S.MBU/2012 tentang indikator/parameter penilaian dan evaluasi atas penerapan Tata Kelola Perusahaan yang Baik. Hasil penilaian GCG Perseroan tahun buku 2019 sebesar 95,235 dan masuk kriteria Penerapan GCG "Sangat Baik".

Dewan Komisaris sepenuhnya mendukung komitmen dan program kerja yang dilaksanakan Direksi terkait dengan penerapan prinsip-prinsip Tata Kelola Perusahaan Yang Baik dan Etika Bisnis termasuk mendukung upaya-upaya agar GCG berjalan secara efektif seperti upaya menghindari benturan kepentingan, penerapan pelaporan LHKPN, pelaporan dugaan pelanggaran (WBS) dan lain-lain.

*cooperation of the freight services for goods or commodities owned by the Company or SOEs to realize SOEs Synergy, carried by the Ministry of SOEs.*

*The Company formulates a realistic business plan, taking into account various internal and external factors that affect business continuity, prudential principles, and the application of effective risk management in order to formulate the Company's direction and strategy appropriately. The Company has implemented several strategic steps in response to changes in market dynamics that occur through a transformation program and implement a strategic plan initiative. The year 2019 was marked by a transformation program, in the form of business expansion, an increase in the amount of investment, strengthening of human resources and a new cultural transformation in the way of sharpening new visions, missions, and values.*

## Implementation of Corporate Governance

*The Board of Commissioners, in its supervisory and advisory function capacity, is fully aware of the importance of implementing Good Corporate Governance (GCG) for IPCM. With the implementation of GCG, the Company has a foundation to maintain the quality of operational performance, financial performance, and the ability to manage and protect the interests of shareholders and all stakeholders.*

*Referring to existing regulations and directions from the parent company, IPCM management is committed to carrying out the management and supervision concerning Good Corporate Governance principles and Business Ethics.*

*The Company regularly conducts GCG assessment activities, referring to the Secretary of SOEs' Decree No. SK16/S.MBU/ 2012 on the indicators/parameters for assessment and evaluation of Good Corporate Governance implementation. The Company scored 92.235 for the GCG assessment in the 2019 fiscal year and obtained a "Very Good" criteria for GCG implementation.*

*The Board of Commissioners fully supports the commitments and work programs implemented by the Board of Directors related to the implementation of Good Corporate Governance principles and Business Ethics. We also support the efforts to implement GCG effectively, such as avoiding conflicts of interest, applying LHKPN reporting, alleged violation reporting (WBS), and others.*



Dewan Komisaris mendukung seluruh upaya manajemen untuk melakukan sosialisasi dan internalisasi GCG kepada seluruh jajaran insan IPCM dan pemangku kepentingan. Ke depan, secara terencana dan bertahap, manajemen IPCM diharapkan mampu mengagendakan kelengkapan infrastruktur GCG perusahaan.

## Penerapan WBS

*Whistleblowing System (WBS)* adalah infrastruktur penerapan GCG yang memfasilitasi laporan pihak luar perusahaan dan pihak internal atas berbagai dugaan pelanggaran. *Whistleblowing System (WBS)* yang efektif akan mendorong terbentuknya kultur perusahaan berbasis prinsip-prinsip GCG dan penerapan bisnis beretika. Sistem ini memfasilitasi semua pihak baik pimpinan, karyawan, maupun pihak luar yang terkait dengan Perseroan untuk melakukan pelaporan dugaan pelanggaran.

Dewan Komisaris tentu saja berkomitmen untuk membangun dan mengawasi perusahaan dengan penerapan prinsip-prinsip Tata Kelola Perusahaan Yang Baik (GCG) termasuk penerapan fungsi dan mekanisme pelaporan dugaan pelanggaran (WBS). IPCM telah memiliki secara khusus kebijakan dan infrastruktur penerapan WBS yang mengacu kepada kebijakan, mekanisme dan infrastruktur sesuai dengan praktik-praktik terbaik.

## Penilaian Komite Komisaris

Dalam rangka efektivitas peran, fungsi dan kewajiban yang dijalankannya Komisaris telah membentuk Komite Audit.

Komite Audit merupakan komite yang mendukung Dewan Komisaris dalam menilai pelaksanaan pengendalian internal termasuk aspek keuangan, tata kelola perusahaan dan manajemen risiko perusahaan. Selama tahun 2019, Komite Audit telah mengadakan rapat sebanyak 13 rapat bersamaan dengan rapat Dewan Komisaris.

Dewan Komisaris berpendapat bahwa Komite Audit telah menjalankan peran dan fungsi nya dengan baik sehingga mampu memberikan masukan yang efektif bagi Dewan Komisaris dalam menjalankan fungsi pengawasan dan pemberian nasihat bagi Direksi.

*The Board of Commissioners supports all management's efforts to disseminate and internalize GCG to all levels of IPCM employees and stakeholders. In the future, in a planned and gradual manner, IPCM management is expected to be able to schedule the completeness of the Company's GCG infrastructure.*

## WBS implementation

*Whistleblowing System (WBS) is a GCG implementation infrastructure that facilitates reports from outside the Company and internal parties on various alleged violations. An effective Whistleblowing System (WBS) will encourage the formation of a corporate culture based on GCG principles and ethical business implementation. This system facilitates all parties, including leaders, employees, and external parties related to the Company, to report alleged violations.*

*The Board of Commissioners is, of course, committed to building and overseeing the Company by implementing Good Corporate Governance (GCG) principles, including the application of functions and mechanisms for reporting alleged violations (WBS). IPCM has a specific policy and infrastructure for implementing WBS that refers to policies, mechanisms, and infrastructure following best practices.*

## Assessment of Board of Commissioners' Committee

*In the context of the effectiveness of the roles, functions, and obligations carried out by the Board of Commissioners, the Audit Committee has been formed.*

*The Audit Committee is a committee that supports the Board of Commissioners in assessing the implementation of internal control, including aspects of financial, corporate governance, and corporate risk management. During 2019, the Audit Committee held 13 meetings with the Board of Commissioners.*

*The Board of Commissioners considers that the Audit Committee has carried out its role and function properly to be able to provide effective input for the Board of Commissioners in carrying out the supervisory function and providing advice to the Board of Directors.*

## Perubahan Komposisi Anggota Dewan Komisaris

Komposisi Dewan Komisaris per 31 Desember 2019 adalah sebagai berikut:

Dani Rusli Utama : Komisaris Utama

A Sumardi : Komisaris Independen

## Apresiasi Pemangku Kepentingan

Atas nama Dewan Komisaris, kami menyampaikan penghargaan kepada pemegang saham yang telah memberikan kepercayaan dan dukungan kepada IPCM. Kepada Direksi dan seluruh pegawai IPCM, kami menyampaikan penghargaan yang setinggi-tingginya atas keuletan, semangat, kerja keras dan memberikan komitmen baik secara individu maupun secara bersama-sama melaksanakan dan memastikan terselenggaranya pelayanan jasa Perusahaan.

Bagi para mitra kerja, kami ingin menyampaikan ucapan terima kasih yang setulus-tulusnya untuk kepercayaan yang diberikan selama ini dan kami berharap untuk dapat terus meningkatkan pelayanan agar dapat memenuhi ekspektasi para pengguna jasa. Kepada mitra usaha, kami mengucapkan terima kasih atas dukungannya yang terus menerus, dalam masa yang baik maupun yang sulit. Penghargaan juga kami sampaikan kepada para pemangku kepentingan lainnya.

Sebagai penutup, Dewan Komisaris mengajak kepada semua jajaran Perusahaan untuk tetap optimis dalam menghadapi tantangan di masa depan. Kami yakin bahwa dengan kerjasama yang baik, saling bahu-membahu, dan bergandeng tangan seraya menjaga kekompakan di antara kita, semua kesulitan dan tantangan yang berat Insya Allah akan dapat kita lalui dengan baik. Semoga hubungan dan kerjasama yang harmonis di antara seluruh Pemangku Kepentingan senantiasa tercipta di masa yang akan datang.

## Changes in the Composition of Members of the Board of Commissioners

The composition of the Board of Commissioners as of December 31, 2019 was as follows:

Dani Rusli Utama : President Commissioner

A Sumardi : Independent Commissioner

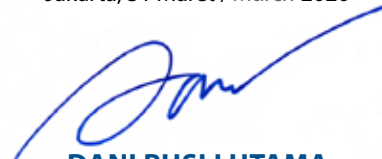
## Stakeholder Appreciation

On behalf of the Board of Commissioners, we would like to express our gratitude to shareholders who have given trust and support to IPCM. To the Board of Directors and all employees of IPCM, we extend our highest appreciation for their tenacity, enthusiasm, hard work, and commitment both individually and jointly to carry out and ensure the implementation of the Company's services.

For our partners, we would like to express our sincere gratitude for the trust given so far, and we hope to continue to improve services in order to meet the expectations of service users. To our business partners, we thank you for your continued support in both good and difficult times. We also convey our appreciation to other stakeholders.

Last but not least, the Board of Commissioners would like to encourage all the Company's personnel to remain optimistic in facing challenges in the future. We believe with good collaboration, synergy, and teamwork as well as maintaining harmonious relations among us, with God's wills, we will be able to face all hard difficulties and challenges ahead. Hopefully, the relationships and harmonious cooperation among all Stakeholders will remain maintained in the future.

Atas Nama Dewan Komisaris  
On behalf of the Board of Commissioners  
Jakarta, 31 Maret / March 2020



**DANI RUSLI UTAMA**  
Komisaris Utama / President Commissioner

## Laporan Direksi

### Report of the Board of Directors



#### **CHIEFY ADI KUSMARGONO**

Direktur Utama  
President Director

Tahun 2019 merupakan tahun penuh tantangan dan dinamika bisnis yang terus berkembang dimana Direksi penuh komitmen untuk menyongsong perubahan dan dinamika bisnis tersebut. Seiring dengan transformasi yang tengah berjalan, Direksi berhasil mencapai KPI dengan skor 89,13 naik 5,84% dari tahun 2018 sebesar 85,07. EBITDA Margin mencapai 23,78% dibanding tahun 2018 sebesar 20,55%. ROE tahun 2019 mencapai 8,34% lebih tinggi dari tahun sebelumnya yang mencapai 6,99%.

Raihan kinerja positif diharapkan akan membangun internal confidence serta secara agregat mampu membangun suatu kedayatahan sistemik; suatu parameter yang sangat fundamental dibutuhkan oleh sebuah perusahaan saat ini.

*2019 was a year full of challenges and business dynamics that continued to grow where the Board of Directors was full of commitment to meet these changes and business dynamics. As the transformation progresses, the Board of Directors managed to reach the KPI with a score of 89.13 up 5.84% from 2018 of 85.07. EBITDA Margin reached 23.78% compared to 2018 of 20.55%. ROE in 2019 reached 8.34% higher than the previous year, which reached 6.99%.*

*Positive performance gains were expected to build internal confidence and, in the aggregate, able to construct a systemic survival, a very fundamental parameter needed by a company today.*

## Para Pemegang Saham dan Stakeholders yang terhormat,

*Dear Distinguished Shareholders and Stakeholders.,*

Puji syukur kehadiran Allah SWT, Tuhan Yang Maha Kuasa, atas limpahan rahmat dan karunia-Nya, sehingga Perseroan berhasil melewati tahun buku 2019. Pada kesempatan yang baik ini atas nama Direksi izinkan kami melaporkan hasil pengelolaan dan kinerja Perseroan selama tahun buku 2019.

*Praise the presence of Allah SWT, The Almighty God, for it is with His abundant grace and blessings that the Company succeeded in passing the 2019 fiscal year. On this good opportunity, on behalf of the Board of Directors, let us report the results of the Company's management and performance during the 2019 fiscal year.*

### Tinjauan Ekonomi dan Industri

Secara umum pertumbuhan ekonomi dunia pada tahun 2019 melambat, yang menyebabkan ketidakpastian pasar keuangan global. Isu sentral dalam perekonomian global di antaranya adalah perang dagang antara Amerika Serikat (AS) dengan Tiongkok. Dampak dari perang dagang tersebut menyebabkan berkurangnya volume perdagangan dunia yang memperlambat laju pertumbuhan ekonomi dunia. IMF

### Economic and Industrial Outlook

*In general, growth in the world economy in 2019 would slow down, which would cause uncertainty in global financial markets. Central issues in the worldwide economy include a trade war between the United States (US) and China. The impact of the trade war caused a reduction in the volume of world trade, which slowed the pace of world economic growth. The IMF predicted that global economic growth in 2019 would only be at 3.0%. Bank Indonesia*



memprediksi pertumbuhan ekonomi global pada tahun 2019 hanya berada pada level 3,0%. Bank Indonesia memperkirakan pertumbuhan ekonomi dunia sebesar 3,0% pada 2019, menurun dari 3,6% pada 2018, dan kemudian pulih terbatas menjadi 3,1% pada 2020, ditopang pertumbuhan negara berkembang.

Pada tahun 2019, pertumbuhan ekonomi Indonesia tetap terjaga ditopang konsumsi rumah tangga, ekspansi fiskal, serta perbaikan ekspor. Tingkat inflasi per Desember 2019 tercatat sebesar 2,7% (yoy), lebih rendah sekitar 1% dari yang ditargetkan Bank Indonesia yaitu sebesar 3,5%. Terkendalinya inflasi dipengaruhi oleh rendahnya inflasi inti, inflasi *volatile food* yang cenderung rendah serta inflasi *administered price* yang relatif terjaga. Keberhasilan Bank Indonesia dalam menjaga inflasi ini tidak terlepas dari fungsi koordinasi bersama dengan Pemerintah baik di tingkat pusat maupun daerah.

Kemudian, struktur perekonomian Indonesia masih didominasi oleh 3 (tiga) lapangan usaha utama, yaitu pengolahan, pertanian, dan perdagangan. sampai dengan akhir 2019, industri pengolahan memiliki pertumbuhan tertinggi sebesar 4,29%, diikuti oleh sektor pertanian sebesar 3,92%, dan perdagangan sebesar 4,46%.

Investasi mulai tercatat meningkat di beberapa daerah terkait hilirisasi nikel, dan diperkirakan akan terus meningkat dengan sejumlah kebijakan transformasi ekonomi yang ditempuh Pemerintah serta mulai meningkatnya keyakinan dunia usaha. Investasi bangunan juga terus membaik didorong peningkatan kegiatan konstruksi. Dengan perkembangan tersebut, pertumbuhan ekonomi Indonesia membaik sehingga secara keseluruhan tahun 2019 mencapai 5,0%.

## Kinerja Perusahaan 2019

Perseroan merupakan salah satu perusahaan jasa pelayanan kapal, yang memiliki sarana dan prasarana pemanduan yang terbesar di Indonesia. Dalam menjalankan kegiatan usahanya, Perseroan tetap fokus dalam memberikan layanan terbaik kepada para pelanggan, baik pada pelanggan *captive* maupun pelanggan *non-captive*. Saat ini Pelanggan *captive* Perseroan merupakan pelanggan yang dilayani di wilayah pelabuhan umum Pelindo II dengan kontribusi hingga di atas 80%. Sementara pelanggan *non-captive* merupakan pelanggan yang dilayani di luar pelabuhan umum, yaitu pelabuhan khusus atau TUKS (Terminal Untuk Kepentingan Sendiri) dengan kontribusi sekitar 20%.

*forecasted world economic growth of 3.0% in 2019, declining from 3.6% in 2018, and then recovering to a limited 3.1% in 2020, supported by growth in developing countries.*

*In 2019, Indonesia's economic growth would be maintained on the back of household consumption, fiscal expansion, and export improvement. The inflation rate as of December 2019, was recorded at 2.7% (YoY), lower by around 1% than Bank Indonesia's target of 3.5%. Controlled inflation was influenced by low core inflation, volatile food inflation, which tended to be low and relatively maintained administered price inflation. The success of Bank Indonesia in maintaining inflation was inseparable from the joint coordination function with the Government both at the central and regional levels.*

*Then, the structure of the Indonesian economy was still dominated by 3 (three) main business fields, namely manufacturing, agriculture, and trade. Until the end of 2019, the manufacturing industry had the highest growth of 4.29%, followed by the agricultural sector at 3.92%, and trade at 4.46%.*

*Investment began to increase in several areas related to nickel downstream. It was expected to continue to grow with some economic transformation policies pursued by the Government and the growing confidence of the business community. Building investment also continued to improve, driven by increased construction activities. With these developments, Indonesia's economic growth improved so that, overall, in 2019, it reached 5.0%.*

## Company Performance 2019

*The Company is one of the ship service companies, which has the most extensive piloting facilities and infrastructure in Indonesia. In carrying out its business activities, the Company continues to focus on providing the best service to customers, both captive and non-captive customers. Currently, the Company's captive customers are customers served in the Pelindo II public port area with contributions up to 80%. While non-captive customers are customers that are served outside public ports, namely special ports or TUKS (Terminal for Own Interest) with a contribution of around 20%.*

Pendapatan usaha pada tahun 2019 adalah sebesar Rp681,68 miliar mencapai 93,76% dari tahun sebelumnya yang mencapai Rp727,05 miliar. Laba usaha pada tahun 2019 mencapai Rp108,47 miliar dan mencapai 105,9% dari pencapaian tahun sebelumnya yang sebesar Rp102,42 miliar. EBITDA mencapai Rp162,07 miliar dan mencapai 108,46% dari tahun sebelumnya yang mencapai Rp149,44 miliar. Sedangkan laba bersih mencapai angka Rp90 miliar dan mencapai 123,68% dari pencapaian tahun sebelumnya sebesar Rp72,80 miliar.

Total aset tahun 2019 meningkat jika dibandingkan dengan tahun 2018, hal ini terutama disebabkan oleh kenaikan penerimaan kas dari pelanggan dan penerimaan bunga deposito serta bertambahnya aset tetap seiring dengan realisasi investasi tahun 2019.

Total Liabilitas dan Ekuitas naik 10,36% dari realisasi tahun 2018, peningkatan liabilitas terbesar terjadi pada komponen beban akrual dan utang dividen, sedangkan peningkatan ekuitas terjadi seiring dengan pencapaian laba rugi tahun 2019 sebesar Rp 90 miliar.

Berdasarkan rasio keuangan, EBITDA Margin mencapai rasio 23,78% naik dibanding tahun sebelumnya yang mencapai 20,55%. Net Profit Margin mencapai 13,21% naik dibanding tahun sebelumnya yang mencapai 10,01%. *Return on Assets* (ROA) mencapai rasio 7,04% naik dari tahun sebelumnya yaitu 6,28%. *Return on Equity* (ROE) naik dari 8,34% dibanding tahun sebelumnya yaitu 6,99%.

Adapun pencapaian *Key Performance Indicator* (KPI) Tahun 2019 adalah sebesar 89,13, dimana Aspek yang mencapai target tahun 2019 adalah Fokus Pelanggan; Efektifitas Produk Proses, dan Kepemimpinan, Tata Kelola dan Kemasyarakatan.

## Kebijakan Strategis Perusahaan

Dalam rangka merumuskan strategi secara tepat, Perseroan telah menyusun RKAP secara realistis dengan memperhatikan berbagai faktor internal dan eksternal yang mempengaruhi kelangsungan usaha dan penerapan manajemen risiko yang efektif. Perseroan telah menerapkan beberapa langkah strategis sebagai respon terhadap perubahan dinamika bisnis yang terjadi melalui program Transformasi dan menerapkan inisiatif rencana strategis.

*Revenues in 2019 were Rp681.68 billion, reaching 93.76% from the previous year, which reached Rp727.05 billion. Operating profit in 2019 reached Rp108.47 billion and reached 105.9% of the prior year's achievement of Rp102.42 billion. EBITDA reached Rp162.07 billion and reached 108.46% from the previous year, which reached Rp149.44 billion, while income for the year reached Rp90 billion and reached 123.68% of the prior year's achievement of Rp72.80 billion.*

*Total assets in 2019 increased when compared to 2018. It was mainly due to an increase in cash receipts from customers and Interest income from time deposit as well as an increase in fixed assets in line with the realization of investment in 2019.*

*Total Liabilities and Equity increased 10.36% from the realization in 2018, the largest increase in liabilities occurred in accrued expenses and dividend payable components, while the increase in equity occurred in line with the achievement of 2019 income for the year of Rp 90 billion.*

*Based on financial ratios, EBITDA Margin reached a ratio of 23.78%, an increase compared to the previous year, which reached 20.55%. Net Profit Margin reached 13.21%, up from the last year, which reached 10.01%. Return on Assets (ROA) reached a ratio of 7.04%, up from the previous year at 6.28%. Return on Equity (ROE) rose from 8.34% compared with last year, which was 6.99%.*

*The 2019 Key Performance Indicator (KPI) score was 89.13, where the aspects that reach the 2019 target are Customer Focus; Effectiveness of Process Products, and Leadership, Governance, and Community.*

## Company's Strategic Policies

*In order to formulate a strategy precisely, the Company formulates a realistic Work Program and Budget (WP&B), taking into account various internal and external factors that affect business continuity and the application of effective risk management. The Company has implemented several strategic steps in response to changes in business dynamics throughout the Transformation program and implemented a strategic plan initiative.*

Dalam menjalankan operasional bisnis, Perseroan telah menyusun berbagai kebijakan strategis untuk menuju kinerja Perusahaan yang unggul, diantaranya adalah:

1. Melaksanakan *monitoring* program-program yang mendukung visi Perseroan
2. Menjalankan fungsi koordinasi di dalam Struktur Organisasi Perseroan pasca pemisahan pemanduan dengan penundaan
3. Mengkaji dan menganalisa peluang baru untuk memajukan Perseroan
4. Mendukung program-program ekspansi bisnis Perseroan.

### Kendala Yang Dihadapi Perseroan

Kondisi perekonomian global diprediksi masih akan mengalami hambatan dan berpengaruh terhadap kondisi makro Indonesia. Disamping itu tingkat persaingan bisnis dan perkembangan teknologi yang semakin cepat menuntut kualitas SDM dan pelayanan kepada pelanggan mampu beradaptasi sesuai dengan perkembangan yang ada. Kondisi tersebut merupakan peluang sekaligus menjadi tantangan bagi bisnis Perseroan untuk senantiasa mampu meningkatkan produktivitas dan profesionalisme SDM, meningkatkan kualitas layanan, dan juga terus berinovasi di bidang teknologi. Dengan manajemen bisnis yang baik, didukung berbagai kebijakan ekonomi yang dilakukan pemerintah, diyakini perseroan akan mampu mengatasi berbagai kendala dan tantangan seiring kondisi ekonomi yang semakin membaik

### Prospek Usaha

Berdasarkan hasil analisa SWOT yang sudah memperhitungkan faktor eksternal dan internal Perseroan sebagaimana dipersyaratkan dalam klausul ISO 9001:2015 dan ISO 14001:2015, Perseroan berada pada kuadran I. Dapat diartikan Perseroan mempunyai posisi yang paling menguntungkan, sehingga dengan kekuatan yang dimiliki dimungkinkan untuk memanfaatkan peluang bisnis yang ada. Seiring dengan pertumbuhan ekonomi dalam negeri dan nilai perdagangan, Perseroan melihat potensi yang baik untuk mengembangkan bisnis pemanduan dan penundaan kapal pada wilayah perairan TUKS atau di luar daerah operasional pelabuhan milik PT Pelabuhan Indonesia II (Persero), kegiatan pemanduan untuk Ship-to-Ship (STS), dan kerjasama pengangkutan barang atau komoditi milik Persero atau BUMN dalam rangka realisasi Sinergi BUMN yang digadang oleh Kementerian BUMN.

*In carrying out the business, the Company has compiled various strategic policies to achieve superior Company's performance, including:*

1. *Carrying out monitoring programs that support the Company's vision*
2. *Carrying out coordination functions within the Company's Organizational Structure post-separation of pilotage and towage.*
3. *Reviewing and analyzing new opportunities to advance the Company*
4. *Supporting the Company's business expansion programs.*

### Obstacles Faced by the Company

*Global economic conditions are predicted to continue to experience obstacles and affect Indonesia's macro conditions. Besides, the business competition level and the rapid, increasingly technological growth required the quality of human resources and services to customers that able to adapt following existing developments. This condition is an opportunity as well as a challenge for the Company's business always to be able to increase the productivity and professionalism of HR, improve service quality, and also continue to innovate in technology. With good business management, supported by various economic policies carried out by the government, it is believed that the Company will be able to overcome multiple obstacles and challenges as economic conditions improve.*

### Business Prospect

*Based on SWOT analysis with due regards to the Company's external and internal factors as required in the clauses of ISO 9001: 2015 and ISO 14001: 2015, the Company is in the first quadrant. It means the Company has the most favorable position. Thus, with the existing power, it is possible to take advantage of current business opportunities. In line with domestic economic growth and trade value, the Company sees a good potential for developing a vessel pilotage and towage business within the TUKS water territory or outside the ports' operational area owned by PT Pelabuhan Indonesia II (Persero), Ship-to-Ship (STS) pilotage activities, and the cooperation of the freight services for goods or commodities owned by the Company or SOEs to realize SOEs Synergy, carried by the Ministry of SOEs.*

Secara umum, faktor-faktor yang dapat menjadi katalis bagi prospek pertumbuhan Perseroan adalah sebagai berikut:

1. Pertumbuhan lalu-lintas perdagangan sebagai faktor utama ekspansi bisnis Perseroan yang melekat dengan industri pelayaran dan pengelolaan pelabuhan
2. Potensi pertumbuhan usaha yang luas didukung dengan kemampuan ekspansi PT Pelabuhan Indonesia II (Persero) sebagai pemain utama dalam pengelolaan pelabuhan di Indonesia.
3. Pertumbuhan Pelabuhan di Indonesia yang membuka peluang ekspansi bisnis Perseroan untuk jasa pemanduan dan penundaan lainnya, khususnya di segmen usaha TUKS dan STS.
4. Potensi pertumbuhan jasa pemanduan dan penundaan kapal seiring dengan peningkatan aktivitas operasional pelabuhan milik PT Pelabuhan Indonesia II (Persero).
5. Penyediaan jasa pemanduan dan penundaan di luar PT Pelabuhan Indonesia II (Persero).
6. Kerjasama angkutan logistik bagi produk industri BUMN.

Selaras dengan faktor-faktor tersebut, Perseroan memiliki keyakinan untuk dapat memaksimalkan manfaat dari sinergi BUMN ini dengan berpegang pada pengalaman dan kemampuan teknis Perseroan. Sinergi BUMN ini merupakan koridor integrasi yang diusung oleh Pemerintah untuk meningkatkan efisiensi dan kompetensi BUMN.

## Penerapan Tata Kelola Perusahaan yang Baik

Direksi menyadari bahwa dewasa ini bahwa kinerja perusahaan tidak semata-mata diukur dari kinerja operasional dan keuangan bahkan harga saham semata, melainkan secara seimbang diukur pula dari kinerja tata kelola perusahaan.

Dalam rangka terus meningkatkan kualitas penerapan tata kelola perusahaan yang baik, Perseroan telah melakukan berbagai upaya untuk memastikan pelaksanaan tata kelola perusahaan dapat dilaksanakan secara konsisten. Pengelolaan Perseroan senantiasa dilandasi dengan pelaksanaan prinsip tata kelola perusahaan yang baik (*Good Corporate Governance*) sesuai ketentuan yang berlaku.

Agar tetap selaras dengan perkembangan industri dan perubahan lingkungan usaha dengan tetap menjunjung komitmen terhadap pelaksanaan GCG maka Perseroan pada tahun 2018 telah melakukan evaluasi dan revisi *Soft Structure GCG* seperti *Board Manual*, *Code of Conduct* sesuai

*In general, factors that could be a catalyst for the Company's growth prospects are as follows:*

1. *The growth of trade traffic is a crucial factor in the Company's business expansion inherent with the shipping and port management industries*
2. *The potential for broad business growth is supported by the expansion capability of PT Pelabuhan Indonesia II (Persero) as a major player in port management in Indonesia.*
3. *Port Growth in Indonesia opens the Company's business expansion opportunities for other pilotage and towage services, particularly in the TUKS and STS business segment.*
4. *The potential for pilotage and towage services in line with the increase in port operations owned by PT Pelabuhan Indonesia II (Persero)*
5. *Provision of pilotage and towage services outside of PT Pelabuhan Indonesia II (Persero).*
6. *Cooperation of logistic transportation for SOEs' industrial products.*

*In line with these factors, the Company has the confidence to be able to maximize the benefits of SOEs' synergy by adhering to the Company's experience and technical capabilities. The Government carries SOEs synergy as an integration corridor to improve the efficiency and competence of SOEs.*

## Good Corporate Governance Implementation

*The Board of Directors realizes that today the Company's performance is not merely measured by operational and financial performance and even stock prices, but is also equally measured by the performance of corporate governance.*

*To continuously improve the quality of good corporate governance implementation, the Company has made various efforts to ensure that corporate governance can be implemented consistently. The Company's management is always performed based on the implementation of Good Corporate Governance principles following prevailing regulations.*

*To stay abreast with the industry developments and changes in the business environment, while still committing to GCG implementation, in 2018, the Company has evaluated and revised GCG Soft Structure, such as the Board Manual, Code of Conduct, per prevailing laws and regulations, and has carried out GCG*



dengan peraturan perundang-undangan yang berlaku serta telah melaksanakan evaluasi penilaian implementasi GCG. Disamping itu, sebagai bentuk komitmen Perseroan dalam menerapkan Tata Kelola Perusahaan yang Baik, Perseroan telah menyampaikan informasi secara tepat waktu, akurat dan lengkap kepada Pemegang Saham dan *Stakeholders* sesuai dengan peraturan perundang-undangan yang berlaku. Perseroan juga telah melakukan Penandatanganan komitmen bersama dalam hal implementasi penerapan manajemen risiko di seluruh jajaran manajemen.

Secara berkala Perseroan melakukan kegiatan *assessment* GCG mengacu pada Surat Keputusan Sekretaris BUMN Nomor: SK16/S.MBU/2012 tentang indikator/parameter penilaian dan evaluasi atas penerapan Tata Kelola Perusahaan yang Baik. Hasil penilaian GCG Perseroan tahun buku 2019 sebesar 95,235 dan masuk kriteria Penerapan GCG "Sangat Baik".

Perseroan akan terus mengembangkan Tata Kelola Perusahaan yang Baik, termasuk mengacu pada praktek terbaik sepanjang masih dalam koridor regulasi, demi terciptanya kepatuhan dan kegiatan bisnis berkesinambungan.

## Penilaian atas Kinerja Komite-Komite yang Berada di Bawah Direksi

Sampai dengan akhir tahun 2019, Perseroan belum memiliki Komite di bawah Direksi sehingga tidak terdapat informasi mengenai penilaian atas kinerja komite-komite yang berada di bawah Direksi beserta dasar penilaiannya.

## Perubahan Komposisi Direksi

Pada Tahun 2019 Perseroan mengalami perubahan susunan Direksi pada tanggal 15 Oktober 2019 sebagaimana akta No 18 tanggal 12 Desember 2019 sehingga komposisi Direksi Perseroan sebagai berikut:

1 Januari 2019 – 15 Oktober 2019

|                  |                             |
|------------------|-----------------------------|
| Dawam Atmosudiro | : Direktur Utama            |
| Herman Susilo    | : Direktur Keuangan dan SDM |

15 Oktober 2019 – 31 Desember 2019

|                       |                                  |
|-----------------------|----------------------------------|
| Chiefy Adi Kusmargono | : Direktur Utama                 |
| Herman Susilo         | : Direktur Komersial dan Operasi |
| Supardi               | : Direktur Armada dan Teknik     |
| Rizki Pribadi Hasan   | : Direktur Keuangan dan SDM      |
|                       | selaku Direktur Independen       |

*Assessment. Besides, as a form of the Company's commitment to implementing Good Corporate Governance, the Company has submitted timely, accurate, and comprehensive information to Shareholders and Stakeholders, following the prevailing laws and regulations. The Company has also signed a joint commitment to the risk management implementation throughout all levels of management.*

*The Company regularly conducts GCG assessment activities, referring to the Secretary of SOEs' Decree No. SK16/S.MBU/ 2012 on the indicators/parameters for assessment and evaluation of Good Corporate Governance implementation. The Company scored 92.00 for the GCG assessment in the 2019 fiscal year and obtained a "Very Good" criteria for GCG implementation.*

*The Company will continue to develop Good Corporate Governance, by referring to best practices within the corridor of regulation, to create compliance and sustainable business activities.*

## Performance Assessment of the Committees under the Board of Directors

*As of the end of 2019, the Company did not have any Committee reporting directly to the Board of Directors. Thus, there was no information related to the performance assessment of committees under the Board of Directors and the basis of their assessment.*

## Change in Board of Directors' Composition

*In 2019 the Company experienced changes in the composition of the Board of Directors on October 15, 2019 as Deed No. 18 dated December 12, 2019 so that the composition of the Company's Board of Directors was as follows:*

*January 1, 2019–October 15, 2019*

|                         |                                     |
|-------------------------|-------------------------------------|
| <i>Dawam Atmosudiro</i> | <i>: President Director</i>         |
| <i>Herman Susilo</i>    | <i>: Director of Finance and HC</i> |

*October 15, 2019–December 31, 2019*

|                              |                                                             |
|------------------------------|-------------------------------------------------------------|
| <i>Chiefy Adi Kusmargono</i> | <i>: President Director</i>                                 |
| <i>Herman Susilo</i>         | <i>: Director of Commercial and Operations</i>              |
| <i>Supardi</i>               | <i>: Director of Fleet and Engineering</i>                  |
| <i>Rizki Pribadi Hasan</i>   | <i>: Director of Finance and HR as Independent Director</i> |

## Apresiasi Pemangku Kepentingan

Atas nama Direksi, kami menyampaikan penghargaan kepada pemegang saham yang telah memberikan kepercayaan dan dukungan kepada IPCM. Kepada Dewan Komisaris atas arahan dan pengawasan yang diberikan kepada kami. Kepada seluruh pegawai IPCM, kami menyampaikan penghargaan yang setinggi-tingginya atas keuletan, semangat, kerja keras dan memberikan komitmen baik secara individu maupun secara bersama-sama melaksanakan dan memastikan terselenggaranya pelayanan jasa IPCM.

Bagi para mitra kerja, kami ingin menyampaikan ucapan terima kasih yang setulus-tulusnya untuk kepercayaan yang diberikan selama ini dan kami berharap untuk dapat terus meningkatkan pelayanan agar dapat memenuhi eskpektasi para pengguna jasa. Kepada mitra usaha, kami mengucapkan terima kasih atas dukungannya yang terus menerus, dalam masa yang baik maupun yang sulit. Penghargaan juga kami sampaikan kepada seluruh para pemangku kepentingan lainnya.

Sebagai penutup, Direksi mengajak kepada semua jajaran Perusahaan untuk tetap optimis dalam menghadapi tantangan di masa depan. Kami yakin bahwa dengan kerjasama yang baik, saling bahu-membahu, dan bergandeng tangan seraya menjaga kekompakan di antara kita, semua kesulitan dan tantangan yang berat Insya Allah akan dapat kita lalui dengan baik. Semoga hubungan dan kerjasama yang harmonis di antara seluruh Pemangku Kepentingan senantiasa tercipta di masa yang akan datang.

## Stakeholders Appreciation

*On behalf of the Board of Directors, we would like to extend our appreciation to shareholders who have given trust and support to IPCM. To the Board of Commissioners for the direction and supervision have given to us. To all IPCM employees, we extend our highest appreciation for tenacity, enthusiasm, hard work, and commitment, both individually and jointly, to carry out and ensure the implementation of IPCM services.*

*For our partners, we would like to express our sincere gratitude for the trust given so far, and we hope to continue to improve our services to meet the expectations of service users. To our business partners, we thank you for your continued support in both good and difficult times. Our appreciation also goes to all other stakeholders.*

*Last but not least, the Board of Directors would like to encourage all the Company's employees to remain optimistic in facing challenges in the future. We believe that with good cooperation, teamwork, and holding hands while maintaining cohesiveness between us, with God's wills, all the difficulties, and severe challenges, we will be able to go through well. Hopefully, the harmonious relationships and cooperation among all Stakeholders will always be realized in the future.*

Atas Nama Board of Directors  
*On behalf of the Board of Directors*  
Jakarta, 31 Maret / March 2020



**CHIEFY ADI KUSMARGONO**  
Direktur Utama / President Director

## Surat Pernyataan Dewan Komisaris dan Direksi tentang Tanggung Jawab atas Laporan Tahunan 2019

### Statement Letters from the Board of Commissioners and Board of Directors on the Accountability for the Annual Report 2019

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Jasa Armada Indonesia Tbk tahun 2019 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.  
Jakarta, 2020

*We, the undersigned, testify that all information in the 2019 Annual Report of PT Jasa Armada Indonesia Tbk is presented in its entirety and we are fully responsible for the correctness of the contents of the Annual Report and Financial Statements of the Company.*

*This statement is hereby made in all truthfulness.  
Jakarta, 2020*

#### Dewan Komisaris Board of Commissioners



**Dani Rusli Utama**  
Komisaris Utama / President Commissioner



**Albertus Sumardi**  
Komisaris Independen / Independent Commissioner

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Jasa Armada Indonesia Tbk tahun 2019 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.  
Jakarta, 2020

*We, the undersigned, testify that all information in the 2019 Annual Report of PT Jasa Armada Indonesia Tbk is presented in its entirety and we are fully responsible for the correctness of the contents of the Annual Report and Financial Statements of the Company.*

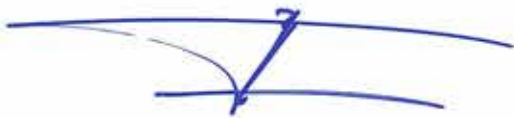
*This statement is hereby made in all truthfulness.  
Jakarta, 2020*

## Direksi

Board of Directors



**Chieffy Adi Kusmargono**  
Direktur Utama / President Director



**Herman Susilo**  
Direktur Komersial dan Operasi/  
Director of Commercial and Operations



**Supardi**  
Direktur Teknik dan Armada /  
Director of Fleet and Engineering



**Rizki Pribadi Hasan**  
Direktur Keuangan dan Sumber Daya Manusia (Direktur Independen) /  
Director of Finance and Human Resource (Independent Director)



# Profil Perusahaan

Company Profile





## Identitas Perseroan

### Company Identity

#### Nama Perusahaan Company Name

PT Jasa Armada Indonesia Tbk yang selanjutnya disebut Perseroan.  
*PT Jasa Armada Indonesia Tbk, hereinafter referred to as the Company.*

#### Kegiatan Bisnis Utama Sesuai Anggaran Dasar Main Business Activities Pursuant to the Articles of Association

Penyelenggaraan dan pengusahaan jasa kapal, penumpang, barang, dan kegiatan jasa terkait dengan kepelabuhanan.

*Providing and operating vessel, passenger, goods, and port related activities services.*

#### Nama Panggilan Well-known Name

"IPC Marine".

#### Kode Saham Stock Code

IPCMI

#### Tanggal Pencatatan di Bursa Stock Listing Date at Stock Exchange

22 Desember 2017.

*22 December 2017.*

#### Status Perusahaan Corporate Status

Anak Perusahaan Badan Usaha Milik Negara.

*A subsidiary of a State-Owned Enterprise (SOE).*





### Tanggal Pendirian Date of Establishment

9 September 2013.  
*September 9, 2013.*

### Kepemilikan Saham Shareholdings

1. PT Pelabuhan Indonesia II (Persero) 76,89% atau 4.063.504.600 lembar saham.  
*76.89% PT Pelabuhan Indonesia II (Persero) or equivalent to 4,063,504,600 shares.*
2. PT Multi Terminal Indonesia 0,11% atau 5.800.000 lembar saham.  
*0.11% PT Multi Terminal Indonesia or equivalent to 5,800,000 shares.*
3. Masyarakat 23% atau 1.215.506.500 lembar saham.  
*23% Public or 1,215,506,500 shares.*

### Dasar Hukum Pendirian Legal Basis of Establishment

Akta Pendirian Nomor 24 tanggal 10 Juli 2013, yang telah mendapatkan pengesahan dari Menteri Kehakiman dan Hak Asasi Manusia Republik Indonesia berdasarkan Surat Keputusan Nomor AHU-47228.AH.01.01. Tahun 2013, tanggal 9 September 2013 dan telah didaftarkan dalam Daftar Perseroan No. AHU-0084678.AH.01.09. Tahun 2013, tanggal 9 September 2013.

*Deed of Establishment No. 24 dated 10 July 2013, approved by the Ministry of Justice and Human Rights of the Republic of Indonesia, through the Decision Letter No. AHU-47228.AH.01.01. of 2013, dated 9 September 2013, and has been registered in the Company Register No. AHU-0084678.AH.01.09. of 2013, dated 9 September 2013.*

### Modal Dasar Authorized Capital

Rp1.500.000.000.000,- (Satu triliun lima ratus miliar Rupiah) terbagi atas 15.000.000.000 (Lima belas miliar) lembar saham dengan nilai masing-masing saham Rp100,- (Seratus Rupiah).  
*Rp1,500,000,000 (One trillion five hundred billion Rupiah), divided into 15,000,000,000 (fifteen billion) shares at par value of Rp100 (One hundred Rupiah).*

### Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid Capital

Rp528.481.110.000,- (Lima ratus dua puluh delapan miliar empat ratus delapan puluh satu juta seratus sepuluh ribu Rupiah) terdiri atas 5.284.811.100 (Lima miliar dua ratus delapan puluh empat juta delapan ratus sebelas ribu seratus) lembar saham.

*Rp528,481,110,000 (five hundred twenty-eight billion four hundred eighty-one million one hundred ten thousand Rupiah), consists of 5,284,811,100 (five billion two hundred eighty-four million eight hundred and eleven thousand one hundred) shares.*

### Jumlah Pegawai Employees

219  
219

### Kantor Pusat Head Office

PT Jasa Armada Indonesia, Tbk  
Komplek Gd. PT Rukindo, Jl. Raya Ancol Baru,  
Ancol Timur, Jakarta Utara 14430  
Telepon / Phone : (021) 430 6789  
Faksimili / Facsimile : (021) 436 6789  
E-mail : corsec@ipcmarine.co.id

### Jaringan Kantor Office Network

Kantor Perwakilan atau Unit Operasi Tanjung Priok, Banten, Panjang, Palembang, Teluk Bayur, Bengkulu, Pontianak, Cirebon, Jambi, Pangkal Balam, Tanjung Pandan.  
*Representative Office or Operation Units of Tanjung Priok, Banten, Panjang, Palembang, Teluk Bayur, Bengkulu, Pontianak, Cirebon, Jambi, Pangkal Balam, Tanjung Pandan.*

### Akses Informasi Information Access

Website : www.ipcmarine.co.id  
Facebook : Ipc Marine  
Instagram : Ipc Marine  
twitter : @ipc marine  
Customer Service/Whistle Blowing System : +62 8111 719 100  
Telepon / Phone : (021) 430 6789  
Faksimili / Facsimile : (021) 436 6789  
E-mail : corsec@ipcmarine.co.id  
E-mail Customer Service : ipcm.care@ipcmarine.co.id  
E-mail Whistle Blowing System : good.governance@ipcmarine.co.id



## Riwayat Singkat JAI Tbk

### JAI Tbk Brief History



Perseroan mulai beroperasi tahun 1960 sebagai unit usaha Perusahaan Nasional Pelabuhan ("PN Pelabuhan"). Selama tahun 1964–1969, izin operasional pelabuhan di Indonesia hanya diberikan untuk Otoritas Pelabuhan, dimana PN Pelabuhan fokus pada aspek komersial. Pada tahun 1969–1983, izin untuk kegiatan operasional diberikan ke setiap pelabuhan, sehingga PN Pelabuhan dan Otoritas Pelabuhan dihilangkan. Pada tahun 1985, seluruh operator pelabuhan di Indonesia *merger* menjadi empat perusahaan, dimana keempat perusahaan tersebut beroperasi sesuai dengan wilayahnya masing-masing. Salah satu perusahaan tersebut adalah Perum Pelabuhan II dan Perseroan berubah menjadi unit usaha Perum Pelabuhan II.

Pada tahun 1992, Badan hukum Perum diubah menjadi Perseroan Terbatas (PT) berdasarkan Peraturan Pemerintah No.57/1991, yang sahamnya dimiliki oleh Negara Republik Indonesia, sehingga Perum Pelabuhan II berganti nama menjadi Perusahaan Perseroan (Persero) PT Pelabuhan

*The Company started operating in 1960 as a business unit of Perusahaan Nasional Pelabuhan ("PN Pelabuhan"). In 1964–1969, port operating permits in Indonesia are only granted to the Port Authority, in which PN Pelabuhan focused on the commercial aspect. Throughout 1969–1983, permits for operational activities are assigned to each port. Thus, PN Pelabuhan and Port Authority are dismissed. In 1985, all port operators in Indonesia merged into four companies, and those four companies operate in accordance with their respective territories. One of the companies is Perum Pelabuhan II, and the Company changed into the business unit of Perum Pelabuhan II.*

*In 1992, the Perum legal entity was changed into a Limited Liability Company (PT) based on the Government Regulation No. 57 of 1991, wholly owned by the Republic of Indonesia. Thus, Perum Pelabuhan II was renamed to PT Pelabuhan Indonesia II, and the Pilotage and Towage Services was a part of the business*

Indonesia II dan Layanan pemanduan dan penundaan masuk ke dalam usaha PT Pelabuhan Indonesia II (Persero). Seiring dengan identitas baru yang diluncurkan oleh PT Pelabuhan Indonesia II (Persero) tahun 2012 sebagai IPC, ditindaklanjuti dengan transformasi untuk lebih efektif dan efisien dalam melayani kebutuhan jasa pelanggan atau pengguna jasa kepelabuhanan, pada tanggal 10 Juli 2013 unit usaha layanan pemanduan & penundaan di-*spin off* menjadi PT Jasa Armada Indonesia atau yang dikenal dengan nama IPC Marine Service berdasarkan Akta Pendirian Nomor 24 tanggal 10 Juli 2013 oleh Notaris Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn., yang telah mendapatkan pengesahan dari Menteri Kehakiman dan Hak Asasi Manusia (Menkumham) Republik Indonesia berdasarkan Surat Keputusan Nomor AHU-47228.AH.01.01.Tahun 2013, tanggal 9 September 2013 dan telah didaftarkan dalam Daftar Perseroan No. AHU-0084678.AH.01.09. Tahun 2013, tanggal 9 September 2013. Selanjutnya mengalami beberapa kali perubahan Anggaran Dasar berdasarkan Akta No.75 tanggal 14 Maret 2014, Akta No. 35 tanggal 20 Februari 2017, Akta No.14 tanggal 11 Oktober 2017, Akta No.15 tanggal 7 November 2017 dan terakhir Akta No.29 tanggal 10 November 2017 oleh Notaris Fathiah Helmi, S.H., yang telah diberitahukan kepada Menkumham berdasarkan Surat Penerimaan Pemberitahuan Perubahan Anggaran Dasar No.AHU-AH.01.03-0189812 sebagaimana didaftarkan dalam Daftar Perseroan No.AHU-0142773.AH.01.11. Tahun 2017 tanggal 10 November 2017. Sejak awal berdiri sampai dengan akhir tahun 2018 tidak terdapat perubahan nama Perseroan.

Sebagai anak perusahaan PT Pelabuhan Indonesia II (Persero) yang bergerak di bidang usaha jasa penyelenggaraan dan pengusahaan jasa kapal, penumpang, barang dan kegiatan jasa terkait dengan kepelabuhanan, termasuk penyediaan jasa penundaan dan mengusahakan pelayanan jasa pemanduan, serta penyediaan sarana bantu pemanduan dan prasarana pemanduan, Perseroan mentransformasikan nilai-nilai perusahaan induk PT Pelabuhan Indonesia II (Persero) sebagai Aksi Korporasi dalam bentuk *Operational Excellence*, *Customer Centricity*, dan *Quantum Leap* guna mengoptimalkan kepuasan pelanggan, pemasok, komunitas, lingkungan, karyawan, serta pemegang saham.

Sejak *spin-off*, Perseroan melakukan investasi secara masif untuk perbaikan kualitas armada dan peningkatan kapasitas SDM sesuai standar internasional, di bawah supervisi Thome Consulting, Singapore. Hasilnya, kualitas armada meningkat dari Grade 2.4 (48% dari skor tertinggi 100%) menjadi Grade 3.6 (72%). Perseroan melakukan optimasi secara revolusioner

*unit of PT Pelabuhan Indonesia II (Persero). In line with the new identity launched by PT Pelabuhan Indonesia II (Persero) in 2012 as IPC, the Company followed it up by transforming more effectively and efficiently in servicing the customers' needs or the port users. Thus, on 10 July 2013, the business unit of pilotage and towage is spun-off into PT Jasa Armada Indonesia or known as IPC Marine Service. PT Jasa Armada Indonesia established based on the Deed of Establishment No. 24 dated 10 July 2013, approved by the Ministry of Justice and Human Rights of the Republic of Indonesia through the Decision Letter No. AHU-47228.AH.01.01. of 2013, dated 9 September 2013, and has been published in the State Gazette No. 78 dated 27 September 2013, and has been registered in the Company Register No. AHU-0084678.AH.01.09. of 2013, dated 9 September 2013. Subsequently, the Company experienced several amendments to the Articles of Association based on Deed No. 75 dated 14 March 2014, Deed No. 35 dated 20 February 2017, Deed No. 14 dated 11 October 2017, Deed No. 15 dated 7 November 2017, and the latest Deed No. 29 dated 10 November 2017 of Notary Fathiah Helmi S.H., notified to Minister of Justice and Human Rights based on the Notification of Acceptance of the Articles of Association No. AHU-AH.01.03-0189812 as registered in the Company Register No. AHU-0142773.AH.01.11. of 2017 dated 10 November 2017. Since its establishment at the end of 2018, the Company never experienced any changes in its name.*

*As a subsidiary of PT Pelabuhan Indonesia II (Persero) that engages in the business of providing and operating vessel, passenger, goods, and port related activities services, including towage and pilotage provision, as well as providing auxiliary facilities and infrastructure for pilotage, the Company transforms the values of the holding company of PT Pelabuhan Indonesia II (Persero) as a Corporate Action in the form of Operational Excellence, Customer Centricity, and Quantum Leap to optimize customer, supplier, community, environment, employee, and shareholder satisfaction.*

*Since the spin-off, the Company has invested massively for fleet quality improvement and HR capacity building according to international standards under the supervision of Thome Consulting, Singapore. As a result, the quality of the fleet increased from grade 2.4 (48% out of 100%) to grade 3.6 (72%). The Company undertakes revolutionary optimization in the areas of*

di bidang pemeliharaan, perbaikan, dan sistem pengadaan barang. Hal ini dilakukan melalui *strong corporate governance*, dan peningkatan integritas SDM guna memastikan kualitas layanan dengan standar tertinggi serta tingkat profitabilitas secara berkelanjutan. Perseroan juga meningkatkan kualitas dan memasarkan Layanan VVIP dengan standar *Zero Waiting Time*. Hasilnya, pasar di luar PT Pelabuhan Indonesia II (Persero) berkembang, dan pendapatan Perseroan meningkat 68% di tahun pertama operasi penuh setelah *spin-off*. Dengan pengalaman operasi selama 57 tahun, total armada 72 unit kapal, kinerja pemanduan & penundaan 52,000 kapal/tahun, serta kapabilitas dalam melayani klien-klien ternama nasional dan asing, Perseroan adalah perusahaan yang paling berpengalaman, paling besar, dan paling dapat diandalkan di Indonesia.

Perseroan memperoleh Sertifikasi Dokumen Penyesuaian Manajemen Keselamatan (DOC) *ISM Code* untuk Manajemen Pengoperasian Kapal dan Sertifikasi Manajemen Keselamatan (SMC) untuk 10 Kapal Tunda yang dioperasikan oleh Perseroan dari Direktorat Jendral Perhubungan Laut tanggal 24 Februari 2016 berlaku sampai dengan 27 September 2020. Pada 10 Maret 2016, dalam rangka bulan bakti K3 telah tercapai 5.000.000 Jam Kerja Tanpa Kecelakaan dan diberikan penghargaan oleh Direktur pengawas K3 Kementerian Tenaga Kerja Republik Indonesia. Kemudian pada 14 April 2016, Perseroan mendapatkan sertifikasi *Integrated Management System* ISO 9001:2015, ISO 14001:2015 dan OHSAS 2007 dari *Lloyd's Register Quality Assurance Indonesia* yang berlaku sampai dengan 13 April 2019.

Pada tanggal 15–18 Desember 2017, Perseroan melakukan penawaran umum sebesar 1.215.506.500 (satu miliar dua ratus lima belas juta lima ratus enam ribu lima ratus) saham baru atau sebesar 23% (dua puluh tiga persen) dari modal ditempatkan dan disetor penuh Perseroan setelah Penawaran Umum Perdana Saham yang dicatatkan di Bursa Efek Indonesia (BEI) pada tanggal 22 Desember 2017.

Seiring dengan perubahan status Perseroan menjadi Perusahaan Tbk, Logo Perseroan berubah berdasarkan Akta No.14 tanggal 11 Oktober 2017 menjadi IPC Marine.

Pada tahun 2018, Perseroan melakukan Penandatanganan Perjanjian antara PT Citra Shipyard Batam tentang pengadaan empat unit kapal tunda minimal daya 2x2200 HP tipe *azimuth stern drive* (ASD) kebutuhan PT JAI Tbk serta Penerimaan Pelimpahan pelaksanaan kegiatan jasa pemanduan dan

*maintenance, repair, and procurement systems. This is conducted through strong corporate governance, and enhancement of human resource integrity to ensure the highest quality of service and sustainable profitability. The Company also improves quality and markets VVIP services with Zero Waiting Time standard. As a result, markets outside PT Pelabuhan Indonesia II (Persero) expanded, and the Company's revenues increased 68% in the first year of full operation after the spin-off. With 57 years of operating experience and a total of 72 vessels, 52,000 vessels/year of pilotage and towage performance, and capabilities in serving leading national and foreign clients, the Company is the most experienced, largest, and most reliable company in Indonesia.*

*The Company obtained ISM Code Security Management Adjustment Document (DOC) for Vessel Operational Management, and Safety Management Certification (SMC) for 10 Tugboats operated by the Company from the Directorate General of Sea Transportation dated 24 February 2016, valid until 27 September 2020. On 10 March 2016, in the OHS dedicated month, the Company achieved 5,000,000 Working Hours Without Accident and was awarded by the Director of OHS Supervisor of the Ministry of Manpower of the Republic of Indonesia. Further, on 14 April 2016, the Company was awarded Integrated Management System ISO 9001: 2015, ISO 14001: 2015, and OHSAS 2007 from Lloyd's Register Quality Assurance Indonesia, which are valid until 13 April 2019.*

*On 15-18 December 2017, the Company made a public offering of 1,215,506,500 (one billion two hundred fifteen million five hundred and six thousand five hundred) new shares or 23% (twenty-three percent) of the issued and fully paid capital of the Company after the Initial Public Offering of Shares listed on the Indonesia Stock Exchange (IDX) on 22 December 2017.*

*In line with the changes in the Company's status to a public company (Tbk), the Company's Logo changed based on Deed No. 14 dated 11 October 2017 to IPC Marine.*

*In 2018, the Company signed an Agreement with PT Citra Shipyard Batam on the procurement of four tugboats with a minimum power of 2x2200 HP azimuth stern drive (ASD), a necessity of PT JAI Tbk, and Receipt of Delegation of ship-to-ship (STS) pilotage and tug services in the waters of the Musi River Estuary in Palembang,*





penundaan kapal *ship-to-ship* (STS) pada wilayah perairan Muara Sungai Musi Palembang, Sumatera Selatan dan Muara Sabak Jambi dari Kementerian Perhubungan Direktorat Jenderal Perhubungan Laut.

*South Sumatera, and Muara Sabak, Jambi, from the Ministry of Transportation, Directorate General of Sea Transportation.*

Disamping itu, pada tanggal 21 Desember 2018 terdapat kontrak Kerjasama Penyediaan Sarana dan Prasanana Pemanduan dilingkungan PT Pelabuhan Indonesia II (Persero) antara Perseroan dengan PT Pelabuhan Indonesia II (Persero) dalam masa perjanjian selama 10 tahun.

*In addition, on 21 December 2018, there was a Cooperation Agreement of Provision of Pilotage Facilities within PT Pelabuhan Indonesia II (Persero) environment between the Company and PT Pelabuhan Indonesia II (Persero) for a 10-year period.*

Pada tahun 2019, PT JAI Tbk menghadiri acara penandatangan kerjasama pelayanan pemanduan dan penundaan antara IPC Pontianak dan Kepala Unit Pelayanan Pelabuhan ("KUPP") Telok Melano dan KUPP Kendawangan dimana pelayanan penundaan akan dilakukan oleh PT JAI Tbk selaku anak perusahaan IPC.

*In 2019, PT JAI Tbk attended the signing ceremony of cooperation on pilotage and towage services between Pontianak IPC and Head Unit of Telok Melano Port ("KUPP") and Kendawangan KUPP where the towage service would be carried out by PT JAI Tbk as a subsidiary of IPC.*

## Perubahan Nama

### Change of Name

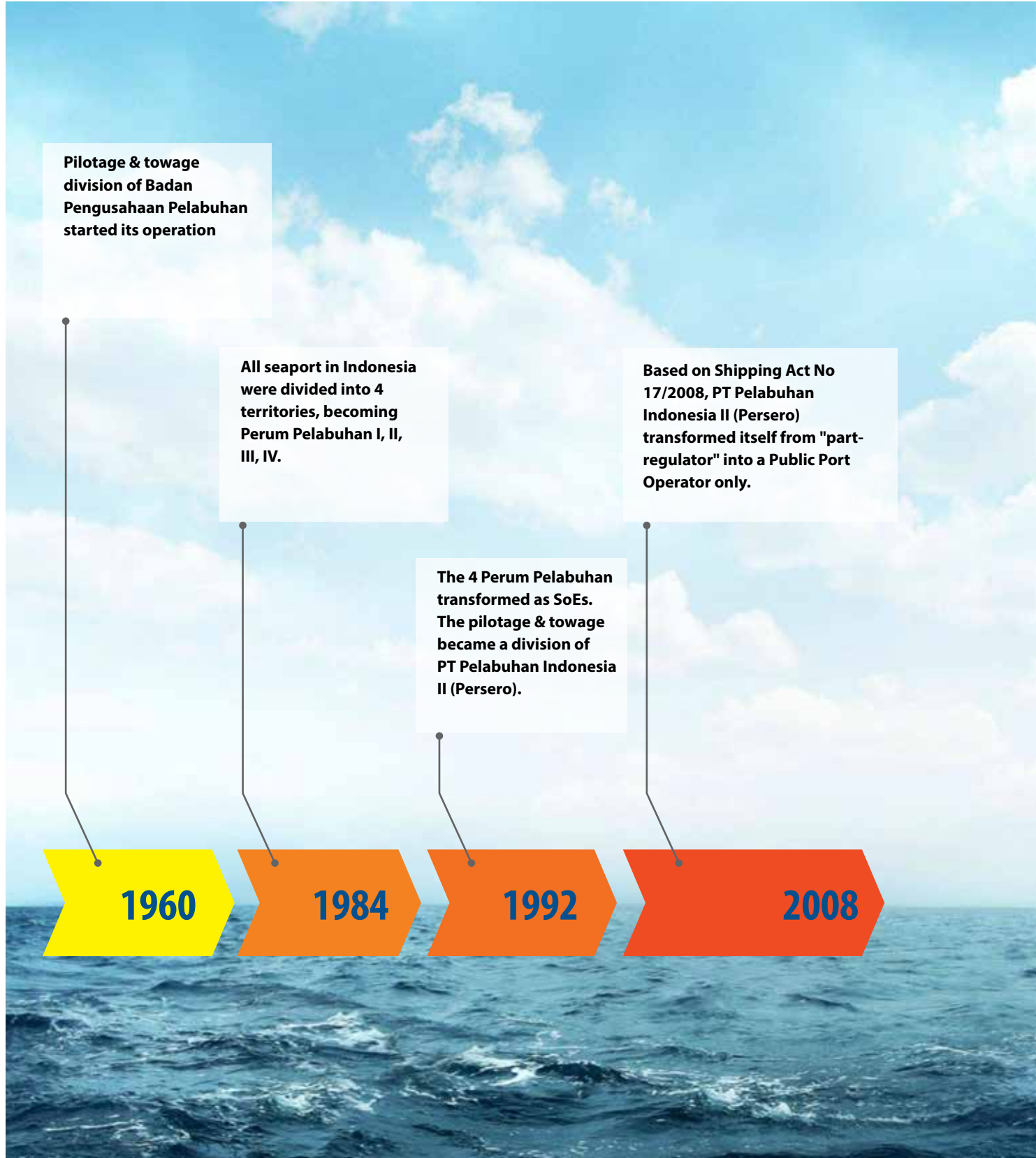
Sesuai dengan uraian riwayat singkat, PT JAI Tbk tidak pernah melakukan perubahan nama sejak pertama kali berdiri hingga saat ini.

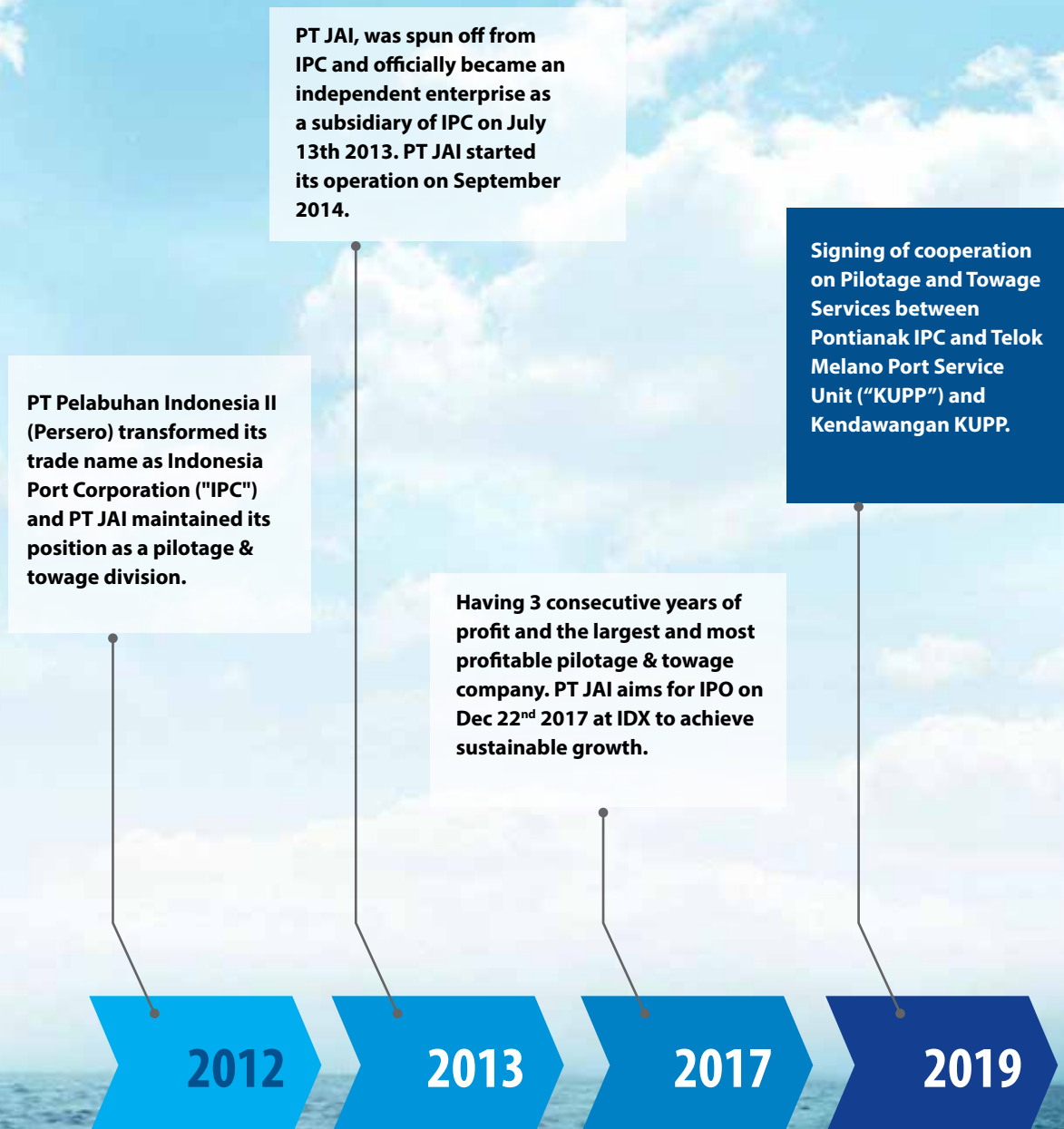
*In accordance with the description of the brief history, PT JAI Tbk has never made change of name since it was first established until now.*



## Jejak Langkah JAI Tbk

### JAI Tbk Milestones





## Makna Logo Perseroan

### The Meaning of the Company's Logo



Logo Perseroan merupakan turunan dari logo Pemegang Saham utama, PT Pelabuhan Indonesia II (Persero), yang mencitrakan identitas korporasi dalam bertransformasi menjadi Indonesia Port Corporation (IPC), perusahaan penyedia layanan kepelabuhanan di Indonesia yang lebih efisien dan modern dalam berbagai aspek operasinya guna mencapai tujuan menjadi operator pelabuhan kelas dunia.

Logo IPC mewakili semangat transformasi, serta harapan akan awal yang baru demi menyongsong masa depan yang lebih cerah. Untuk mencapai tujuan, IPC percaya perubahan dan kemajuan yang konstan, penuh dengan kejenuhan dan energi, agresif tetapi tetap ramah, memberikan semangat yang unik untuk Indonesia. Logo IPC juga merupakan simbol kebanggaan bagi semua pihak di dalam organisasi untuk membawa IPC ke depan.

*The Company's logo is a derivation of the Major Shareholder's logo, PT Pelabuhan Indonesia II (Persero). The logo portrays the corporate identity in its transformation to become Indonesia Port Corporation (IPC), a more efficient and modern port service provider in Indonesia in various aspects of its operations to achieve the goal of becoming a world-class port operator.*

*The new IPC Logo represents the transformation spirit, and the hope for a new and brighter beginning. To achieve its goals, IPC believes constant change and progress, full of happiness and energy, aggressive but still friendly, providing a unique spirit for Indonesia. IPC Logo is also a symbol of pride for all parties within the organization to bring the IPC forward.*



## Tagline Perseroan

Berdasarkan Surat Keputusan Direksi PT Jasa Armada Indonesia Tbk Nomor: HK-56/17/12/I/MS-19 tentang Corporate Tagline Direksi PT Jasa Armada Indonesia Tbk. Corporate Tagline PT Jasa Armada Indonesia Tbk terdiri dari:

1. Corporate Tagline PT Jasa Armada Indonesia Tbk
2. Tagline Corporate Culture PT Jasa Armada Indonesia Tbk
3. Logo & Tagline Corporate Culture PT Jasa Armada Indonesia

### Penempatan dan Penggunaan Corporate Tagline

1. Penempatan dan Penggunaan Corporate Tagline PT Jasa Armada Indonesia Tbk latar belakang (Background) warna putih.

## The Company's Tagline

*Based on the Decree of the Directors of PT Jasa Armada Indonesia Tbk Number: HK-56/17/12 /I/MS-19 concerning the Corporate Tagline of the Directors of PT Jasa Armada Indonesia Tbk. The PT Jasa Armada Indonesia Tbk Corporate Tagline consists of:*

1. *Corporate Tagline of PT Jasa Armada Indonesia Tbk*
2. *Corporate Culture Tagline of PT Jasa Armada Indonesia Tbk*
3. *Corporate Culture Logo & Tagline for PT Armada Indonesia Services*

### Placement and Use of Corporate Tagline

1. *Placement and application of Corporate Tagline PT Jasa Armada Indonesia Tbk with white background*





2. Penempatan dan Penggunaan *Corporate Tagline* PT Jasa Armada Indonesia Tbk dengan latar belakang (*Background*) warna hitam atau gelap
2. *Placement and application of PT Jasa Armada Indonesia Tbk Corporate Tagline with black or dark background*



3. Penempatan dan Penggunaan *Corporate Tagline* PT Jasa Armada Indonesia Tbk untuk *Cover Slide* Presentasi atau Materi Lainnya.
3. *Placement and application of PT Jasa Armada Indonesia Tbk Corporate Tagline with Cover Slide Presentation or Other Material.*



## Visi, Misi dan Nilai Perseroan

### Vision, Mission, and Corporate Values

#### Dasar Pengesahan Visi dan Misi

Visi, Misi dan Tata Nilai disetujui Dewan Komisaris dan Direksi melalui Rencana Kerja Anggaran Perusahaan (RKAP) 2019.

#### Basis Validation of Vision and Mission

*Vision, Mission and Corporate Values were approved by the Board of Commissioners and Board of Directors through the 2019 Corporate Work Plan and Budget (RKAP).*

## Visi / Vision

### Menjadi fasilitator pertumbuhan perdagangan melalui pelayanan pemanduan dan penundaan berkelas dunia dalam ekosistem kepelabuhanan.

*To be a world-class pilotage and towage services in the port ecosystem that facilitate trade growth.*

#### Kelas Dunia

IPCM mampu membangun kepemimpinan tingkat nasional dengan ekspansi bisnis di seluruh Indonesia dalam menjadi fasilitator pertumbuhan perdagangan. Pengembangan bisnis secara berkelanjutan dengan penguatan kerjasama dengan pengguna jasa, mitra dan pemain ekosistem kepelabuhanan lainnya, baik domestik maupun internasional.

IPCM sebagai perusahaan kelas dunia memiliki kualitas utama:

1. Memiliki citra perusahaan yang baik
2. Sarana/peralatan dan prasarana yang modern
3. Sistem IT yang terintegrasi dan terkoneksi
4. Profesional, menerapkan standar operasional terbaik, produktivitas tinggi, bekerja secara efektif dan efisien, "zero accident" serta memenuhi SLA/SLG yang disepakati dengan pengguna jasa
5. Kemudahan dan kecepatan akses sesuai dengan yang dibutuhkan oleh pengguna jasa pemanduan dan penundaan.

#### World Class

*IPCM has the capability to lead the nation by business expansion throughout Indonesia as the facilitator for trade growth. The company develops sustainable business through strengthening the collaboration with domestic and international customers, suppliers and other stakeholders in the port ecosystem.*

*As a world class company, IPCM has the following qualities:*

1. *Good corporate image*
2. *Modern facilities and equipments*
3. *Integrated and connected IT system*
4. *Professional, applying the best operational standards, high productivity, working effectively and efficiently. "Zero accident" and meet SLAs/SLGs agreed with customers*
5. *Ease and speed of access in accordance with what is needed by customers.*



### Fasilitator Pertumbuhan Perdagangan

IPCM tidak hanya mampu menjadi perusahaan penyedia jasa pelayanan pemanduan dan penundaan kelas dunia yang unggul dalam operasional dan pelayanan. Namun juga berperan menjadi fasilitator pertumbuhan perdagangan. IPCM mendorong dan memaksimalkan peluang perdagangan dengan:

1. Mengoptimalkan akses eksklusif ke sejumlah besar area ekosistem kepelabuhanan.
2. Mengintegrasikan agenda Nasional melalui pengembangan bisnis jasa pelayanan pemanduan dan penundaan, dengan dukungan konektivitas dengan para pemain industri.

### Trade Growth Facilitator

*In addition to world class pilotage and towage services that are leading in terms of operational and services. IPCM acts as trade growth facilitator. The company pushes and maximizes trade opportunity through:*

1. *Optimalization of exclusive access to many port ecosystems.*
2. *Integrate national agenda by the development of pilotage and towage services business that is supported by the connectivity from the industry players.*

### Ujung Tombak Ekosistem Kepelabuhanan

IPCM menjadi ujung tombak para pemain ekosistem kepelabuhanan terkait lainnya dengan cara:

1. Penyediaan sarana dan prasarana yang modern.
2. Penyediaan jasa pelayanan pemanduan dan penundaan di seluruh wilayah operasi berbasis IT yang terkoneksi dengan para pemain industri.

### Leading the port ecosystem

*IPCM spearheads the respective players in the port ecosystem by way of:*

1. *Providing modern facilities and equipments*
2. *Providing pilotage and towage service in the whole operational areas that are IT based and connected to the industry players.*



## Memaksimalkan nilai tambah untuk pemangku kepentingan/*Stakeholders*.

*Maximize stakeholders value.*

### Pemegang Saham

Memaksimalkan penciptaan nilai untuk pemegang saham melalui peningkatan kinerja keuangan dan optimalisasi manajemen tata kelola melalui best-practice GCG.

### Pegawai

Menciptakan lingkungan kerja yang nyaman bagi pegawai, mewujudkan insan perusahaan yang fokus pada pelanggan, berintegritas, inovatif, kompeten, bangga kepada perusahaan dan budayanya, serta memberikan kesejahteraan dan kepuasan kepada karyawan.

### Pelanggan dan Mitra

Meningkatkan kualitas layanan dan produk dengan menggunakan teknologi dan kapabilitas termutakhir dan memaksimalkan aksesibilitas melalui integrasi produk dan di sepanjang rantai nilai logistik untuk memenuhi kepuasan pelanggan dan mitra.

### Masyarakat & Negara Indonesia

Memastikan keamanan arus perdagangan dalam mendukung perekonomian Indonesia dengan efisiensi biaya logistik dalam peningkatan kesejahteraan masyarakat.

### Shareholders

*Increasing shareholders value through the improvement of financial performance and maximizing the implementation of Good Corporate Governance*

### Employees

*Developing comfortable working environment, producing workers who are customer focus, have integrity, innovative, competent, and proud of the company and its culture, as well as providing satisfying welfare to employees.*

### Customers and Suppliers

*Increasing the quality of products and services using the latest technology and capabilities as well as maximizing accessibility through product integration and the logistics value chain to meet and satisfy the customers and suppliers.*

### The Indonesian Country and Community

*Securing the trade flow that support the country's economy through efficient logistic cost to increase the people welfare*





## PERNYATAAN MENGENAI BUDAYA PERUSAHAAN (CORPORATE CULTURE)

Budaya Perusahaan memegang peranan penting dalam pengelolaan sumber daya manusia Perusahaan dalam upaya mewujudkan Visi, Misi dan Target Perusahaan. Dalam melaksanakan proses pengembangan mencapai visi Perusahaan "Menjadi fasilitator pertumbuhan perdagangan melalui pelayanan pemanduan dan penundaan berkelas dunia dalam ekosistem kepelabuhanan."

PT JAI Tbk memiliki tata nilai sebagai komitmen perusahaan untuk mewujudkan visi dan misinya berdasarkan standar global dan penerapan tata kelola perusahaan yang baik (*Good Corporate Governance*). Nilai-nilai PT JAI Tbk terdiri dari *Customer Centric, Integrity, Nationalism, Teamwork, Action*, dan nilai-nilai ini wajib diketahui dan menjadi pedoman bagi seluruh karyawan dalam beraktivitas. PT JAI Tbk menetapkan lima tata nilai perusahaan yang dapat menjadi pedoman bagi seluruh karyawan dalam menjalankan aktivitas sehari-hari.

## STATEMENT ON CORPORATE CULTURE

*Corporate culture plays an important role in managing the Company's human resources in an effort to realize the Company's Vision, Mission, and Targets. In carrying out the development process, achieving the Company's vision, "To be a world-class pilotage and towage services in the port ecosystem that facilitate trade growth."*

*PT JAI Tbk has values as a company's commitment to realize its vision and mission based on global standards and the application of good corporate governance (Good Corporate Governance). The values of PT JAI Tbk consist of Customer Centric, Integrity, Nationalism, Teamwork, Action, and these values must be known and become guidelines for all employees in their activities. PT JAI Tbk establishes five corporate values that can be a guideline for all employees in carrying out daily activities.*

Untuk mendukung terwujudnya visi dan misi perusahaan, maka perilaku yang merupakan acuan yang harus dipenuhi seluruh pekerja PT JAI Tbk, dalam melaksanakan aktivitas sehari-hari sebagai berikut:

*To support the realization of the company's vision and mission, the behavior which is a reference that must be fulfilled by all employees of PT JAI Tbk, in carrying out daily activities as follows:*

## Nilai Perusahaan / Corporate Values

### CUSTOMER CENTRIC

"Meet Customer Expectation"

1

1. Secara proaktif berusaha mencari tahu dan memahami kebutuhan pelanggan sehingga dapat memberikan solusi-solusi yang inovatif / *Proactively trying to find out and understand customers needs to provide innovative solutions;*
2. Membina hubungan kemitraan jangka panjang dengan para pelanggan / *Fostering long-term partnership relationships with customers;*
3. Secara konsisten memberikan pelayanan dan kualitas terbaik guna mendorong perkembangan usaha pelanggan / *Fostering long-term partnership relationships with customers;*

### INTEGRITY

"Walk the Talk"

2

1. Membangun kepercayaan dengan mengatakan yang sebenarnya dan melaksanakan apa yang dikatakan / *Building trust by telling the truth and conducting what is said;*
2. Menunjukkan sikap yang profesional dan jujur dalam interaksi terhadap pihak-pihak internal maupun eksternal / *Demonstrating professional and honest attitude in interacting with internal and external parties;*
3. Bersikap disiplin dan patuh terhadap kode etik bisnis dalam melaksanakan pekerjaan harian / *Having discipline and compliance with the code of conduct in carrying out the daily work.*

### NATIONALISM

"National Pride"

3

1. Mendukung kebijakan dan berkontribusi guna mensukseskan program-program Pemerintah di bidang pembangunan nasional / *Supporting policies and contributing to the success of Government programs in the national development;*
2. Membangun rasa kebanggaan dan semangat nasionalisme dalam melaksanakan pekerjaan / *Building a sense of pride and spirit of nationalism in carrying out the work;*
3. Melanjutkan perkembangan Perseroan dan berkompetisi dengan perusahaan-perusahaan jasa Pemanduan dan Penundaan kelas dunia / *Continuing the Company's development and competing with world-class Pilotage and Towage Service companies.*

### TEAMWORK

"Together We Can"

4

1. Berkolaborasi dalam tim guna memperoleh hasil terbaik / *Collaborating in team to achieve the best results;*
2. Bekerjasama untuk membangun ide-ide yang implementatif sebagai solusi atas kebutuhan-kebutuhan pengguna jasa pemanduan dan penundaan kapal / *Working together to build implementable ideas as a solution to the needs of pilotage and towage service users;*
3. Semangat kebersamaan dan saling menghargai / *Having the spirit of togetherness and mutual respect.*

### ACTION

"Make It Happens"

5

1. Keberanian untuk bercita-cita tinggi dan berupaya untuk merealisasikannya / *Having the courage to aspire and striving to make it happen;*
2. Bersikap proaktif mencari jalan untuk melaksanakan visi Perseroan / *Proactively finding solutions to implement the Company's vision;*
3. Membuat terobosan-terobosan dan langkah signifikan dalam mendorong perkembangan Perseroan / *Making significant breakthroughs and steps in encouraging the Company's development.*

## Strategi dan Sasaran Perseroan

### Company's Strategies and Targets

Sebagai upaya dalam mencapai visi yang telah ditetapkan, Perseroan menjalankan strategis sesuai dengan Program Kerja Manajemen antara lain:

#### 1. Keuangan dan Pasar

- Perluasan pasar di luar wilayah kerja PT Pelabuhan Indonesia II (Persero)
- Pembangunan sistem operasional & pembayaran berbasis IT untuk pelayanan di luar pelabuhan umum Wilayah I yang sudah kontrak atau kerjasama dengan Perseroan
- Pengajuan Ijin Pelimpahan Pemanduan dan Penundaan dari KSOP Marunda ke Perseroan, dan diajukan ke Direktorat Jenderal Perhubungan Laut untuk status perairan dan pelimpahan ke Perseroan
- Penagihan piutang yang lebih intensif
- Pengemhangan potensi pasar untuk angkutan laut dengan BUMN
- Bekerjasama dengan SKK Migas untuk kegiatan pemanduan dan penundaan
- Kerjasama dengan PGN dalam hal *Filling Station LNG* di Banten

#### 2. Fokus Pelanggan

- Implementasi *SLA (Service Level Agreement)* dan *SLG (Service Level Guarantee)* pihak Cabang Pelabuhan dan pemilik terminal
- Survey Kepuasan Pelanggan dan tindak perbaikan survey Kepuasan Pelanggan

#### 3. Efektifitas Produk dan Proses

- Pemantapan sistem keuangan yang disesuaikan dengan pola bisnis baru dan standar OJK
- Audit Annual* sertifikasi DOC ISM Code di kantor
- Intermediate Survey* Sertifikasi sistem manajemen Keselamatan SMC ISM Code untuk 10 Kapal Tunda yang telah bersertifikat SMC
- Annual surveillance/Audit Tahunan* sertifikasi ISO 9001:2015, ISO 14001:2015 dan OHSAS 2007, dan menambahkan scope sertifikasi ke CWS dari sebelumnya di Kantor Pusat

*In order to achieve the established vision, the Company operates strategically in accordance with the Management Work Program, which includes:*

#### 1. Finance and Market

- Expansion of market outside PT Pelabuhan Indonesia II (Persero)*
- Development of an IT-based operational & payment system for services outside the public port of Region I under contract or agreement with the Company*
- Submission of Pilotage and Tug Delegation Permit from Marunda Harbormaster's Office and Port Authority to the Company, to be submitted to the Directorate General of Sea Transportation for the waters and delegation status to the Company*
- More intensive debt collection*
- Development of sea transportation market potential with SOEs*
- Cooperating with SKK Migas for pilotage and tug activities*
- Cooperating with PGN in relation to Filling Station LNG in Banten*

#### 2. Customer Focus

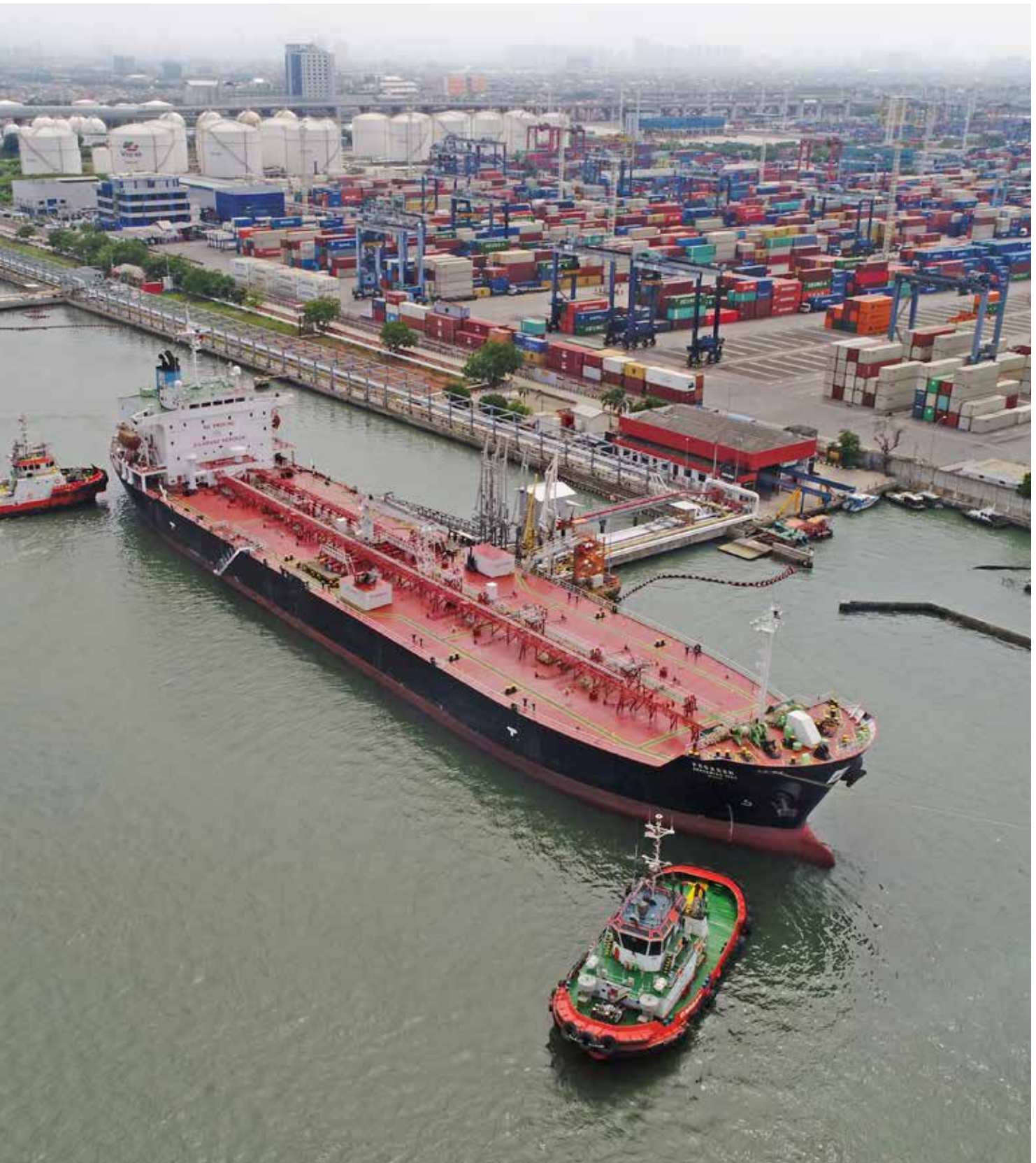
- SLA (Service Level Agreement) and SLG (Service Level Guarantee) implementation with Port Branch and terminal owner*
- Customer Satisfaction Survey and its follow-up to improve Customer Satisfaction*

#### 3. Effectiveness of Products and Processes

- Strengthening the financial system, adjusted to new business patterns and OJK standards*
- DOC ISM Code Certification Annual Audit at the office*
- Intermediate Certification Survey of the SMC ISM Code Safety management system for 10 Tugboats with SMC certification*
- Annual Audit of ISO 9001:2015, ISO 14001:2015, and OHSAS 2007 certifications, and additional certification scope of CWS, previously held at the Head Office*











- e. Pemenuhan standar alat keselamatan dilingkungan Perseroan
- f. Internal Audit ISM Code ke kapal dan wilayah operasi
- g. Internal Audit Sistem Manajemen K3 dan *Training* dasar Implementasi K3 dilingkungan kerja
- h. *Master Review* Sistem Manajemen Keselamatan
- i. Internal audit ISO 9001:2015 ISO 14001:2015 dan OHSAS 2007 di lingkungan Perseroan
- j. Pemenuhan standar ketentuan pelaksana Auditor ISO Auditor ISO 9001:2015, Auditor OHSAS, Auditor ISO 14001:2015
- k. Pemenuhan Peraturan Perundangan yang berlaku terhadap persyaratan sistem manajemen Terpadu ISO 9001:2015 dan ISO 14001:2015
- l. Pengurusan dokumen Kelengkapan Limbah dan tempat sampah
- m. Investigasi Kecelakaan Kerja
- n. Sertifikasi ahli pengadaan barang dan atau Jasa pemerintah dan BUMN tingkat dasar
- o. Sertifikasi *Awareness Integrated Management System*: ISO 9001:2015, ISO 14001:2015, DAN OHSAS 18001:2008

- e. *Compliance with the safety equipment standards within the Company*
- f. *ISM Code Internal Audit of the vessels and operating areas*
- g. *OHS Management System Internal Audit and OHS Basic Training in the working environment*
- h. *Master Review of Safety Management Systems*
- i. *Internal Audit of ISO 9001:2015 ISO 14001:2015, and OHSAS 2007 in the Company's environment*
- j. *Fulfillment of Auditor implementation standards of ISO 9001:2015 Auditors, OHSAS Auditors, ISO 14001:2015 Auditors*
- k. *Compliance with applicable Laws and Regulations on Integrated management system requirements of ISO 9001:2015 and ISO 14001:2015*
- l. *Management of Waste Completion and Waste Landfill documents*
- m. *Work Accident Investigation*
- n. *Certification of goods and/or services for government and basic level SOEs*
- o. *Certification of Awareness Integrated Management System: ISO 9001:2015, ISO 14001:2015, and OHSAS 18001:2008*

- p. Pembangunan *system Eprocurement* terintegrasi website perusahaan batch 1: Proses SKPBJT *Comply & Running well*
- q. Proses pemilihan langsung pengadaan *store/ consumable goods* kapal
- r. Proses pemilihan langsung pengadaan minyak pelumas kapal
- s. Proses pemilihan langsung pengadaan pengendalian hama kapal
- t. Proses pemilihan langsung pengadaan *cat/paint* kapal
- u. Proses pemilihan langsung pengadaan agensi/agen sertifikat-sertifikat kapal
- v. Pembukaan pendaftaran dan sertifikasi daftar penyedia barang/jasa terseleksi (DPBJT) dua kali dalam satu tahun
- w. Evaluasi *performa* dan kinerja berbasis Amos penyedia barang/jasa dua kali dalam satu tahun/setiap enam bulan
- x. Proses pelelangan untuk pengadaan non kapal
- y. Pengawasan docking tujuh unit kapal tunda

#### 4. Fokus Tenaga Kerja

- a. *Training* Peningkatan Pengetahuan QHSSE
- b. Pelatihan strategi pengadaan barang dan atau jasa pemerintah dan BUMN
- c. Pelatihan evaluasi dokumen penawaran pengadaan barang dan atau jasa pemerintah dan BUMN
- d. Pelatihan penyusunan rancangan kontrak pengadaan barang dan atau jasa pemerintah dan BUMN
- e. Pelatihan *Marine Surveyor* oleh BKI dan Pelatihan *Integrated Management System* (ISO 9001, ISO 14001, DAN OHSAS 18001)
- f. *Crew training skill up* dan *competence training*
- g. Peningkatan kompetensi personil terutama dengan status perusahaan yang sudah Tbk. melalui diklat dengan Perseroan
- h. Peningkatan kualitas SDM melalui pendidikan dan pelatihan
- i. Survey kepuasan pekerja
- j. Penyempurnaan uraian tugas dan jabatan pekerja
- k. Sosialisasi mengenai asuransi *Hull Machinery Protection & Indemnity*
- l. Retensi Arsip

#### 5. Kepemimpinan, Tata kelola dan Tanggung Jawab Kemasyarakatan

Menjalin hubungan kelembagaan yang berkaitan dengan kegiatan hukum

- p. *Integrated E-Procurement system development* for company website batch 1: SKPBJT Process to comply & run well
- q. *Direct procurement process* of the vessel's store/ consumable goods
- r. *Direct procurement process* of the vessel's lubricating oil
- s. *Direct procurement process* of ship pest control
- t. *Direct procurement process* of the vessel's paint
- u. *Direct procurement process* of the vessel's certification agencies
- v. *Opening registration and certification* of selected list of goods/services providers (DPBJT) twice in one year
- w. *Amos-based performance evaluation* for provider twice in one year/every six months
- x. *The auction process* for non-ship procurement
- y. *Supervision of docking* of seven tugboats

#### 4. Employment Focus

- a. QHSSE Knowledge Enhancement Training
- b. Strategic training on the procurement of government and SOEs goods and or services
- c. Strategic training on procurement bid documents of government and SOEs goods and or services
- d. Strategic training on contract formulation for procurement of government and SOEs goods and or services
- e. Training of Marine Surveyors by BKI and Integrated Management System Training (ISO 9001, ISO 14001, and OHSAS 18001)
- f. Crew training skill up and competence training
- g. Increasing the competence of personnel, especially with the Company's limited liability status through the Company's training
- h. HR quality improvement through education and training
- i. Employee Satisfaction Survey
- j. Refinement of job descriptions and job positions
- k. Socialization of Hull Machinery Protection & Indemnity insurance
- l. Archive Retention

#### 5. Leadership, Governance, and Community Responsibility

Establishing institutional relations related to legal activities

## Bidang Usaha, Produk dan Jasa Perseroan

### Company's Business Sector, Products, and Services

#### Kegiatan Usaha Menurut Anggaran Dasar

Berdasarkan ketentuan Pasal 3 dari Anggaran Dasar Perseroan, maksud dan tujuan Perseroan adalah melakukan usaha di bidang penyelenggaraan dan pengusahaan jasa kapal, penumpang, barang dan kegiatan jasa terkait dengan kepelabuhanan serta optimalisasi pemanfaatan sumber daya yang dimiliki Perseroan untuk menghasilkan jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan/mengejar keuntungan guna meningkatkan nilai Perseroan dengan menerapkan prinsip-prinsip Perseroan Terbatas. Untuk mencapai maksud dan tujuan tersebut di atas Perseroan dapat melaksanakan kegiatan usaha sebagai berikut:

1. Kegiatan usaha utama Perseroan untuk menyediakan dan/atau pelayanan jasa kapal, penumpang, barang dan kegiatan jasa terkait dengan kepelabuhanan yang terdiri atas:
  - a. Penyediaan dan/atau pelayanan jasa penundaan kapal;
  - b. Mengusahakan pelayanan jasa pemanduan kapal;
  - c. Mengusahakan pelayanan jasa angkutan laut, sungai, danau dan penyeberangan;
  - d. Penyediaan sarana bantu pemanduan;
  - e. Penyediaan prasarana pemanduan;
  - f. Mengusahakan pelayanan jasa penyewaan kapal;
  - g. Mengusahakan pelayanan jasa keagenan kapal;

#### Business Sector Based on Articles of Association

Based on the Article 3 of the Company's Articles of Association, the Company's purposes and objectives are conducting operational activities in providing and operating vessel, passenger, goods, and port related activities services, as well as optimizing the utilization of Company's owned resources to produce high quality services and strong competitiveness to gain/pursue profits to increase the Company's value by applying the principles of Limited Liability Company. To achieve the above-mentioned purpose and objectives, the Company shall carry out the following businesses:

1. The Company's main business activities to provide and/or operate vessel, passengers, goods, and port related activities services consist of:
  - a. Provision and/or tug service of vessel;
  - b. Providing vessel pilotage services;
  - c. Providing sea, river, lake, and crossing transportation services;
  - d. Provision of pilotage auxiliary facilities;
  - e. Provision of pilotage infrastructure;
  - f. Providing vessel rental services;
  - g. Providing vessel agency services;





- h. Perawatan dan perbaikan kapal;
  - i. Penyediaan dan/atau pelayanan jasa dermaga untuk bertambat;
  - j. Penyediaan dan/atau pelayanan pengisian bahan bakar dan pelayanan air bersih;
  - k. Penyediaan dan/atau pelayanan fasilitas naik turun penumpang dan/atau kendaraan;
  - l. Penyediaan dan/atau pelayanan jasa dermaga untuk pelaksanaan kegiatan bongkar muat barang dan peti kemas;
  - m. Penyediaan dan/atau pelayanan jasa gudang dan tempat penimbunan barang, alat bongkar muat serta peralatan pelabuhan;
  - n. Penyediaan dan/atau pelayanan jasa terminal peti kemas, curah cair, curah kering dan ro-ro;
  - o. Penyediaan dan/atau pelayanan jasa bongkar muat barang.
2. Kegiatan usaha penunjang yang mendukung kegiatan usaha utama adalah sebagai berikut:
- a. Penyediaan dan/atau pelayanan pusat distribusi dan konsolidasi barang;
  - b. Jasa maritim.
- h. *Vessel repair and maintenance;*
  - i. *Provision of and/or mooring services;*
  - j. *Provision and/or service of refueling and clean water service;*
  - k. *Provision and/or service of passenger or vehicle carriage;*
  - l. *Provision and/or dock service for loading and unloading of goods and containers;*
  - m. *Provision and/or service of warehouse and stockpiling, loading and unloading equipment, and port equipment;*
  - n. *Provision and/or service of container terminal, bulk liquid, dry bulk, and ro-ro;*
  - o. *Supply and/or service of loading and unloading of goods;*
2. *The business activities to support the main business activities are as follows:*
- a. *Provision and/or service of the distribution center and consolidation of goods;*
  - b. *Marine services.*





## Kegiatan Usaha yang Dijalankan Saat Ini dan Jasa Perusahaan

Perseroan terus mengembangkan produk atau jasa terkait dengan kepelabuhanan sesuai dengan Anggaran Dasar Perusahaan. Saat ini produk atau jasa utama Perseroan adalah layanan penundaan dan pemanduan kapal yang merupakan kegiatan usaha yang telah dijalankan Perseroan sejak awal beroperasi ketika berstatus sebagai unit usaha.

## Produk atau Jasa Utama Perseroan

sampai dengan tahun 2019, Produk atau Jasa Utama Perseroan terdiri dari:

### 1. Jasa Pelayanan kapal

- a. Penundaan kapal di Pelabuhan Umum PT Pelabuhan Indonesia II (Persero).

Produk atau Jasa Utama Perseroan terus mengembangkan produk atau jasa terkait dengan kepelabuhanan sesuai dengan Anggaran Dasar Perusahaan. Saat ini produk atau jasa utama Perseroan adalah layanan penundaan dan pemanduan kapal yang merupakan kegiatan usaha yang telah dijalankan Perseroan sejak awal beroperasi ketika berstatus sebagai unit usaha.

- 1) Penundaan terhadap kapal-kapal di dalam Perairan wajib pandu PT Pelabuhan Indonesia II (Persero). Kegiatan penundaan yang merupakan salah satu segmen usaha perseroan yaitu segmen jasa pelayanan kapal adalah bagian dari pemanduan yang meliputi kegiatan mendorong, menarik, menggandeng, mengawal, dan membantu kapal yang berolah-gerak di alur pelayaran, daerah labuh jangkar, maupun kolam untuk tambat atau untuk lepas dari dermaga. Dalam pekerjaan menavigasikan kapal yang dilayani, petugas pandu PT Pelabuhan Indonesia II (persero) dibantu oleh sarana bantu pemanduan yaitu kapal tunda. Penggunaan jumlah dan *horsepower* kapal tunda tersebut bergantung dari panjang ukuran kapal yang akan dilayani. Selanjutnya, kapal yang sudah dibawa masuk akan ditambatkan di dermaga yang dibantu oleh kapal kepil. Kapal kepil berfungsi sebagai sarana bantu pemanduan untuk mengikat dan melepaskan tali kapal-kapal yang berolah gerak akan bersandar atau bertolak dari atau satu dermaga. Setelah kapal berhasil ditambatkan, proses penundaan telah selesai dilayani Perseroan.

## Current Business Activities and Company's Services

*The Company develops products or services related to ports in accordance with the Company's Articles of Association. Currently, the Company's main product or service is pilotage and towage vessel services, which is a business activity that has been operated by the Company since its inception when it was a business unit.*

## Company's Main Products or Services

*As of 2019, the Company's Main Products or Services consist of:*

### 1. Vessel Services

- a. *Tug services at Public Port of PT Pelabuhan Indonesia II (Persero).*

*Company's Main Products or Services. The Company develops products or services related to ports in accordance with the Company's Articles of Association. Currently, the Company's main product or service is pilotage and towage vessel services, which is a business activity that has been operated by the Company since its inception when it was a business unit.*

- 1) *Towage of vessels in the towage mandatory waters of PT Pelabuhan Indonesia II (Persero). Towage activity is one of the Company's business segments, i.e. vessel services, which is included in the pilotage services and covers pushing, pulling, coupling, controlling, and assisting the vessel cruising in the shipping line, the anchor area, or the pond for mooring, or to come off the dock. In his work navigating the vessel served, pilot of PT Pelabuhan Indonesia II (Persero) is supported by a pilotage auxiliary facilities, i.e. tugboat. Tugboat usage and horsepower depending on the length of the size of the served vessel. Further, the ship that has been brought in will be moored at the dock assisted by the mooring boat. Mooring boat functions as means of assisting the pilot to bind and release straps of motion-vessels that will lean or depart from one dock. Once the vessel has been successfully moored, the Company has finished the towing service.*

- 2) Pemanduan dan penundaan di luar perairan wajib pandu PT Pelabuhan Indonesia II (persero). Selain menyediakan kapal tunda sebagai mitra IPC dalam melaksanakan kegiatan pemanduan dan penundaan kapal, perseroan juga melakukan pengembangan usaha pemanduan dan penundaan kapal di luar Pelabuhan Umum perairan wajib pandu PT Pelabuhan Indonesia II (Persero) diantaranya pemanduan dan penundaan untuk kapal *ship-to-ship* (STS) operation dan pemanduan dan penundaan di Terminal Untuk Kepentingan Sendiri (TUKS) dan Terminal Khusus (Tersus)

## 2. Pelayanan Jasa Pengangkutan Kapal

Perseroan juga telah mulai memasuki segmen bisnis *dedicated cargo shipping*, di mana target utama segmen bisnis adalah untuk melayani pengangkutan material dan hasil produksi dari Badan Usaha Milik Negara (BUMN). Saat ini perseroan melayani pengangkutan material yaitu dari PT Pupuk Indonesia (Persero) dengan trayek Palembang – Semarang, Palembang – Gresik, Palembang – Panjang, Palembang – Cigading dan Palembang – Dumai

## 3. Jasa Pengelolaan kapal

Disamping itu, Perseroan juga melakukan kerja sama pengelolaan Motor Pandu dengan PT Pelabuhan Indonesia II (Persero) yang digunakan oleh Cabang Pelabuhan untuk antar jemput petugas pandu dalam melaksanakan pelayanan pemanduan kapal di wilayah perairan PT Pelabuhan Indonesia II (Persero) antara lain Cabang Pelabuhan Tanjung Priok untuk 8 (delapan) unit Motor Pandu, Cabang Pelabuhan Panjang untuk 3 (tiga) unit Motor Pandu, Cabang Pelabuhan Palembang 4 (empat) unit Motor Pandu, Cabang Pelabuhan Teluk Bayur 2 (dua) unit Motor Pandu, Cabang Pelabuhan Pontianak 3 (tiga) unit Motor Pandu, Cabang Pelabuhan Banten 2 (dua) unit Motor Pandu, Cabang Pelabuhan Cirebon 1 (satu) unit Motor Pandu, Cabang Pelabuhan Jambi 1 (satu) unit Motor Pandu, Cabang Pelabuhan Bengkulu 1 (satu) unit Motor Pandu, Cabang Pelabuhan Pangkal Balam 1 (satu) unit Motor Pandu dan Cabang Pelabuhan Tanjung Pandan 1 (satu) unit Motor Pandu.

- 2) *Pilotage and tug services outside towage mandatory waters of PT Pelabuhan Indonesia II (Persero). In addition to providing tugboat as the IPC partner in conducting vessel pilotage and towage, the Company also conducts vessel pilotage and towage development outside the Public Port with pilotage mandatory waters of PT Pelabuhan Indonesia II (Persero), such as the pilotage and towage for ship-to-ship (STS) operation, and pilotage and towage for Terminal for Own Interests (TUKS) and Special Terminal (Tersus)*

## 2. Freight Services

*The Company has also entered into dedicated cargo shipping business segment, in which the main target of this business is to serve the transportation of materials and products from State-Owned Enterprises (SOEs). Currently, the Company serves transportation of materials, i.e. PT Pupuk Indonesia (Persero) with routes as follows: Palembang - Semarang, Palembang - Gresik, Palembang - Panjang, Palembang - Cigading, and Palembang - Dumai*

## 3. Fleet Management Services

*In addition, the Company also entered into Pilot Boat management services agreement with PT Pelabuhan Indonesia II (Persero) usually utilized by Tanjung Priok Port Branch for picking up pilot officers in conducting pilotage services in the waters of PT Pelabuhan Indonesia II (Persero) such as Tanjung Priok Port Branch for 8 (eight) Pilot Boat unit, Panjang Port Branch for 3 (three) Pilot Boat unit, Palembang Port Branch for 4 (four) Pilot Boat unit, Teluk Bayur Port Branch for 2 (two) Pilot Boat unit, Pontianak Port Branch for 3 (three) Pilot Boat unit, Banten Port Branch for 2 (two) Pilot Boat unit, Cirebon Port Branch for 1 (one) Pilot Boat unit, Jambi Port Branch for 1 (one) Pilot Boat unit, Bengkulu Port Branch for 1 (one) Pilot Boat unit, Pangkal Balam Port Branch for 1 (one) Pilot Boat unit and Tanjung Pandan Port Branch for 1 (one) Pilot Boat unit.*

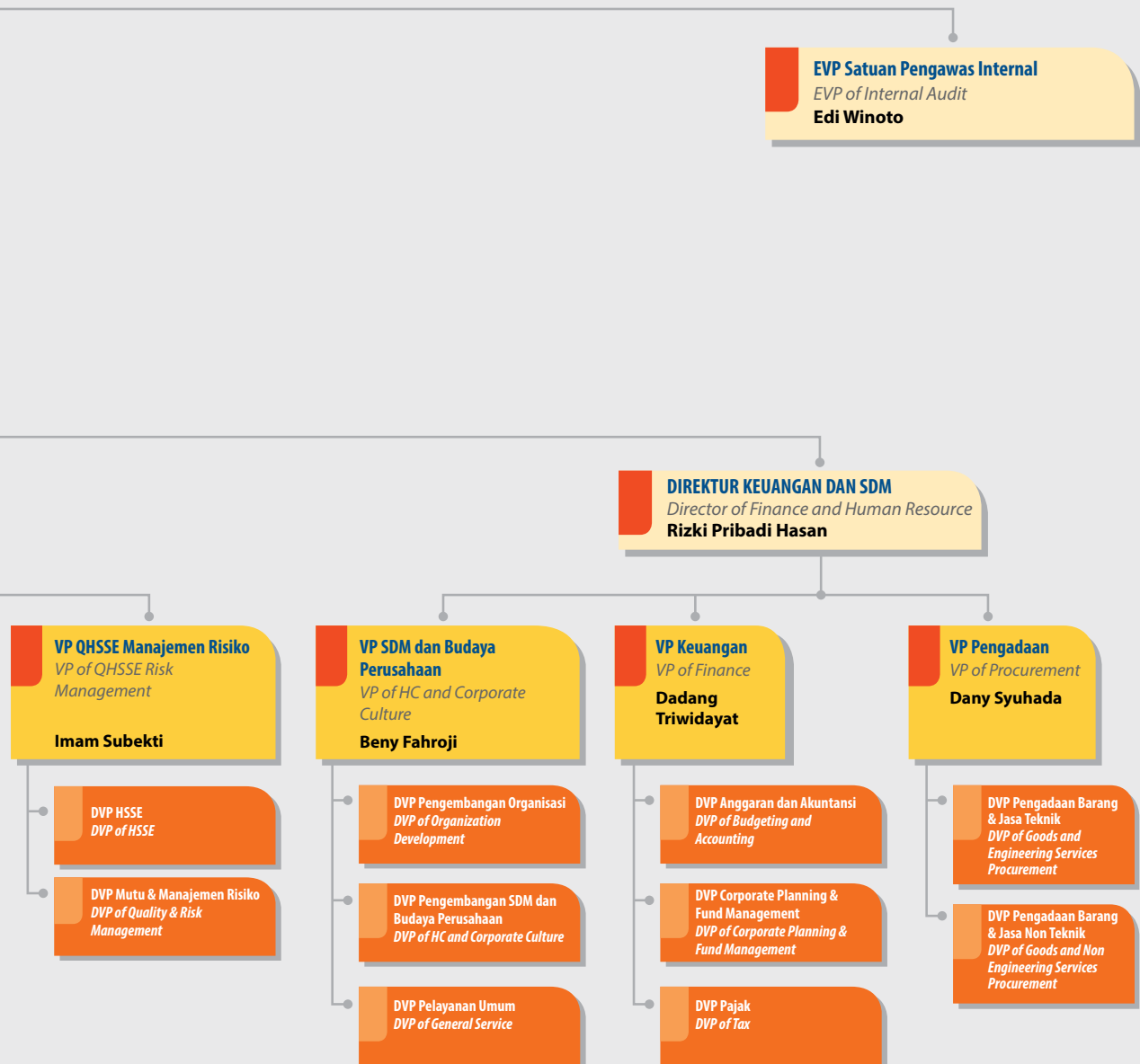
## Struktur Organisasi

### Organizational Structure

Pada tahun 2019, terdapat perubahan Struktur Organisasi Perusahaan ditetapkan dalam Surat Keputusan Direksi Nomor: HK.56/25/10/I/MS-19 tentang Struktur Organisasi PT Jasa Armada Indonesia Tbk tanggal 25 Oktober 2019 dengan skema sebagai berikut:



In 2019, there was a change in the Company's Organization Structure, stipulated in the Board of Directors' Decree No. HK.56/25/10/I/MS-19 on the Organizational Structure of PT Jasa Armada Indonesia Tbk dated October 25, 2019, with the following scheme:





## Dewan Komisaris dan Direksi

### Board of Commissioners and Board of Directors



**RIZKI PRIBADI HASAN**  
Direktur Keuangan dan Sumber Daya  
Manusia (Direktur Independen)  
*Director of Finance and Human Resource  
(Independent Director)*

**DANI RUSLI UTAMA**  
Komisaris Utama  
*President Commissioner*

**CHIEFY ADI KUSMARGONO**  
Direktur Utama  
*President Director*



**SUPARDI**  
Direktur Teknik dan Armada  
*Director of Fleet and Engineering*

**ALBERTUS SUMARDI**  
Komisaris Independen  
*Independent Commissioner*

**HERMAN SUSILO**  
Direktur Komersial dan Operasi  
*Director of Commercial and Operations*

## Dewan Komisaris *Board of Commissioners*



**DANI RUSLI UTAMA**  
Komisaris Utama  
*President Commissioner*



**ALBERTUS SUMARDI**  
Komisaris Independen  
*Independent Commissioner*



## Profil Dewan Komisaris

### Profile of the Board of Commissioners



#### Dani Rusli Utama

##### Komisaris Utama / President Commissioner

|                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                           | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>                                                              | Berusia 48 tahun Per 31 Desember 2019<br>Bandung, 14 Januari 1971<br>48 years old as of December 31, 2019<br>Bandung, January 14, 1971                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Riwayat Pendidikan<br><i>History of Education</i>                                                               | 1. Master of Infrastructure Management dari Yokohama National University Japan pada tahun 1999 / Master of Infrastructure Management from Yokohama National University, Japan, in 1999.<br>2. Sarjana Teknik dari Institut Teknologi Bandung in 1999 / Bachelor of Engineering from Bandung Institute of Technology, 1999.                                                                                                                                                                                                                                                                                                                                                          |
| Dasar Hukum Penunjukan<br><i>Legal Basis of Appointment</i>                                                     | Akta Notaris Nomor 29 tanggal 10 November 2017 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0189813 tanggal 10 November 2017 / Notarial Deed No. 29 dated November 10, 2017, made by Notary Fathiah Helmi, SH, domiciled in Jakarta Utara, regarding Changes in the Board of Directors and Board of Commissioners of PT. Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0189813 on November 10, 2017. |
| Pengalaman Kerja<br><i>Work Experience</i>                                                                      | 1. Direktur Teknik dan Manajemen Risiko PT Pelabuhan Indonesia II (Persero) (sejak 2016) / Director of Engineering and Risk Management of PT Pelabuhan Indonesia II (Persero) (since 2016).<br>2. Direktur Utama PT Jakarta International Container Terminal (2015-2016) / President Director of PT Jakarta International Container Terminal (2015-2016).<br>3. Direktur Utama PT Pengembang Pelabuhan Indonesia (2012-2015) / President Director of PT Pengembang Pelabuhan Indonesia (2012-2015).                                                                                                                                                                                 |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>                                                             | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Domisili<br><i>Domicile</i>                                                                                     | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Jumlah Kepemilikan Saham PT Jasa Armada Indonesia Tbk<br><i>Share Ownership in PT Jasa Armada Indonesia Tbk</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Nama<br><i>Name</i>                                                | Jenis Program Pengembangan<br><i>Type of Development Program</i> | Lokasi<br><i>Place</i> | Tanggal<br><i>Date</i>              | Penyelenggara<br><i>Organizer</i> |
|--------------------------------------------------------------------|------------------------------------------------------------------|------------------------|-------------------------------------|-----------------------------------|
| Dani Rusli Utama<br>Komisaris Utama<br>/ President<br>Commissioner | Port Management                                                  | Japan                  | 1999                                | JICA                              |
|                                                                    | Port : Training for trainer                                      | Ireland                | 2009                                | UNCTAD                            |
|                                                                    | Port Management                                                  | Belgium                | 2010                                | Port of Antwerp                   |
|                                                                    | Leadership                                                       | Indonesia              | 2014                                | Accenture                         |
|                                                                    | Leadership                                                       | Switzerland            | 2014                                | IMD Lausanne                      |
|                                                                    | Port Operation                                                   | Netherland             | 2015                                | Port of Rotterdam                 |
|                                                                    | Leadership                                                       | USA                    | 2015                                | Harvard Business School           |
|                                                                    | Finance for Non-Finance Executives                               | London, Inggris        | 23-28 Juni 2019<br>June 23-28, 2019 | London Business School            |





## Albertus Sumardi

### Komisaris Independen / Independent Commissioner

|                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                           | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>                                                              | Berusia 80 tahun Per 31 Desember 2019<br>Klaten 14 Juli 1939<br><i>80 years old as of December 31, 2019<br/>Klaten July 14, 1939</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Riwayat Pendidikan<br><i>History of Education</i>                                                               | 1. Teknik Sipil dari Universitas Gadjah Mada pada tahun 1964 /<br><i>Bachelor of Civil Engineering from the University of Gadjah Mada,<br/>Yogyakarta, in 1964.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Dasar Hukum<br>Penunjukkan<br><i>Legal Basis of Appointment</i>                                                 | Akta Notaris Nomor 29 tanggal 10 November 2017 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT. Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0189813 tanggal 10 November 2017 / <i>Notarial Deed No. 29 dated November 10, 2017, made by Notary Fathiah Helmi, SH, domiciled in Jakarta Utara, regarding Changes in the Board of Directors and Board of Commissioners of PT. Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0189813 on November 10, 2017.</i> |
| Pengalaman Kerja<br><i>Work Experience</i>                                                                      | <ol style="list-style-type: none"> <li>Associate Member of Training Facilitator di PT PMLI, IPC Corporate University sejak tahun 2015 / <i>Associate Member of Training Facilitator at PT PMLI, IPC Corporate University since 2015.</i></li> <li>Komisaris Independen di PT ICTSI Jasa Prima Tbk sejak tahun 2012 / <i>Independent Commissioner at PT ICTSI Jasa Prima Tbk since 2012.</i></li> <li>Senior Port Consultant di PT Diagram Port System &amp; Engineering Consultant sejak tahun 2002 / <i>Senior Port Consultant at PT Diagram Port System &amp; Engineering Consultant since 2002.</i></li> </ol>                                                                           |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>                                                             | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br><i>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Domisili<br><i>Domicile</i>                                                                                     | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Jumlah Kepemilikan Saham PT Jasa Armada Indonesia Tbk<br><i>Share Ownership in PT Jasa Armada Indonesia Tbk</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

| Nama<br><i>Name</i>                                                          | Jenis Program Pengembangan<br><i>Type of Development Program</i>           | Lokasi<br><i>Place</i>       | Tanggal<br><i>Date</i> | Penyelenggara<br><i>Organizer</i>                       |
|------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------------------|------------------------|---------------------------------------------------------|
| Albertus Sumardi<br>Komisaris<br>Independen /<br>Independent<br>Commissioner | Port and harbour engineering                                               | Japan                        | 1969                   | Port & harbour Bureau<br>MOT                            |
|                                                                              | Port Planning                                                              | Manila                       | 1977                   | ESCAP                                                   |
|                                                                              | International Port Management                                              | Delft                        | 1979                   | IHE                                                     |
|                                                                              | Port Development Strategy                                                  | Yokohama                     | 1987                   | ESCAP                                                   |
|                                                                              | Port Pricing                                                               | Le Havre                     | 1987                   | IPER                                                    |
|                                                                              | Port Planning                                                              | Bangkok                      | 1990                   | ESCAP                                                   |
|                                                                              | Port Investment                                                            | London                       | 2000                   | Euro Money                                              |
|                                                                              | Seminar on Legal Cases &<br>Criminal Prevention of Corporate<br>Management | The Western Hotel<br>Jakarta | July 11, 2019          | Corporate Leadership<br>Development Institute<br>(CLDI) |

## Direksi

### *Board of Directors*



**HERMAN SUSILO**  
Direktur Komersial dan Operasi  
*Director of Commercial and Operations*

**RIZKI PRIBADI HASAN**  
Direktur Keuangan dan Sumber Daya Manusia (Direktur Independen)  
*Director of Finance and Human Resource (Independent Director)*

**CHIEFY ADI KUSMARGONO**  
Direktur Utama  
*President Director*

**SUPARDI**  
Direktur Teknik dan Armada  
*Director of Fleet and Engineering*

## Profil Direksi

### Profile of the Board of Directors



#### Chiefy Adi Kusmargono

##### Direktur Utama / President Director

|                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                           | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>                                                              | Berusia 42 tahun Per 31 Desember 2019<br>Klaten 19 Mei 1977<br><i>42 years old as of December 31, 2019<br/>Klaten May 19, 1977</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Riwayat Pendidikan<br><i>History of Education</i>                                                               | <ol style="list-style-type: none"> <li>1. Master Degree (S2) - Netherlands Maritime University (STC-NMU Rotterdam), Shipping and Transport 2010–2012 / <i>Master of Shipping and Transport from Netherlands Maritime University (STC-NMU Rotterdam), 2010–2012.</i></li> <li>2. Bachelor Degree (S1) - Psychology Faculty of Gadjah Mada University (UGM), Industrial and Organization Psychology 1996–2000 / <i>Bachelor of Psychology majoring Industrial and Organization Psychology from Gadjah Mada University (UGM), 1996–2000.</i></li> </ol>                                                                                                                                  |
| Dasar Hukum Penunjukkan<br><i>Legal Basis of Appointment</i>                                                    | Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT. Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0373057 tanggal 16 Desember 2019 / <i>Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, SH, domiciled in Jakarta Utara regarding changes in the Board of Directors and Board of Commissioners of PT. Jasa Armada Indonesia Tbk, which was approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 on December 16, 2019.</i> |
| Pengalaman Kerja<br><i>Work Experience</i>                                                                      | <ol style="list-style-type: none"> <li>1. President Director PT Indonesia Kendaraan Terminal Tbk (IPC Car Terminal), Maret 2017–Oktober 2019 / <i>President Director of PT Indonesia Kendaraan Terminal Tbk (IPC Car Terminal), March 2017–October 2019.</i></li> <li>2. General Manager – Port of Banten, Juni 2014–Maret 2017 / <i>General Manager of Port of Banten, June 2014–March 2017.</i></li> <li>3. Senior Manager – Organization Development, Oktober 2012–Mei 2014 / <i>Senior Manager of Organization Development, October 2012 – May 2014.</i></li> </ol>                                                                                                               |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>                                                             | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br><i>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Domisili<br><i>Domicile</i>                                                                                     | Bekasi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Jumlah Kepemilikan Saham PT Jasa Armada Indonesia Tbk<br><i>Share Ownership in PT Jasa Armada Indonesia Tbk</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| Nama<br>Name                                                       | Jenis Program Pengembangan<br>Type of Development Program                                                                                                                                                                                                                                         | Lokasi<br>Place       | Tanggal<br>Date           | Penyelenggara<br>Organizer                                                                                                                                                                                   |
|--------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|---------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Chiefy Adi<br>Kusmargono<br>Direktur Utama /<br>President Director | <b>Certified Program:</b>                                                                                                                                                                                                                                                                         |                       |                           |                                                                                                                                                                                                              |
|                                                                    | <i>Certified Auditor in Human Capital Management</i>                                                                                                                                                                                                                                              | Indonesia             | December 7-10, 2009       | Association of Certified Auditor for Human Capital Management (ACA-HCM)                                                                                                                                      |
|                                                                    | <i>Certified in Improving Port Performance I</i>                                                                                                                                                                                                                                                  | Indonesia             | July 21 – August 15, 2003 | United Nation Conference for Trading and Development (UNCTAD)                                                                                                                                                |
|                                                                    | <i>Certified in Modern Port Management: Modul I-VIII</i>                                                                                                                                                                                                                                          | Indonesia-Dublin 2010 | 2010                      | United Nation Conference for Trading and Development (UNCTAD), (Result : Rank #3)                                                                                                                            |
|                                                                    | <i>Certified Port Expert</i>                                                                                                                                                                                                                                                                      | Indonesia             | June 9-13, 2014           | Institut Pertanian Bogor – Pusat Kajian Sumberdaya Pesisir dan Lautan, (Result: <i>Excellence</i> ) / Bogor Institute of Agriculture - Coastal and Ocean Resource Study Center, (Result: <i>Excellence</i> ) |
|                                                                    | <i>Certified in Risk Governance Masterclass (Governance, Risk and Compliance)</i>                                                                                                                                                                                                                 | Indonesia             | December 6, 2017          | ERMA, IFC, CRMS Global                                                                                                                                                                                       |
|                                                                    | <i>Certified in Directorship Program</i>                                                                                                                                                                                                                                                          | Indonesia             | July 19-20, 2018          | IPC Corporate University (PT PMLI)                                                                                                                                                                           |
|                                                                    | <b>Speaker:</b>                                                                                                                                                                                                                                                                                   |                       |                           |                                                                                                                                                                                                              |
|                                                                    | Seminar Nasional Maritime Leadership – “Port Development 2050, Direct Future Starts Today” / <i>Maritime Leadership National Seminar - “Port Development 2050, Direct Future Starts Today”</i>                                                                                                    | Indonesia             | 2019                      | STIAMAK Barunawati                                                                                                                                                                                           |
|                                                                    | Seminar ERM Fundamental – “Risk Based Decision Making & Tone at the Top” – Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia / <i>Fundamental ERM Seminar - “Risk-Based Decision Making &amp; Tone at the Top” - Institute of Indonesian Air Navigation Services Provider.</i> | Indonesia             | 2019                      | AirNav Indonesia                                                                                                                                                                                             |
|                                                                    | <i>The 10<sup>th</sup> Philippine Ports &amp; Shipping 2019 - Transport Events &amp; Philippine Ports Authority “RoRo Freight: Prospects and Challenges for the Philippines and the BIMP-EAGA”.</i>                                                                                               | Philippine            | 2019                      | Philippine Ports Authority                                                                                                                                                                                   |
|                                                                    | <i>The 16<sup>th</sup> ASEAN Ports &amp; Shipping 2018 – Transport Events &amp; Johor Port Authority and ASEAN Port Association (APA) “Understanding RORO Freight Transportation: Experience &amp; Challenges”.</i>                                                                               | Malaysia              | 2018                      | Johor Port Authority and ASEAN Port Association (APA)                                                                                                                                                        |
|                                                                    | 1 <sup>st</sup> Indonesia Sales and Marketing Awards 2017 Diskusi Panel “Driving Domestic Economy and Improving Export of Indonesia” / <i>The 1<sup>st</sup> Indonesia Sales and Marketing Awards 2017 Panel Discussion “Driving Domestic Economy and Improving Export of Indonesia”</i>          | Indonesia             | 2017                      | Indonesia Sales and Marketing Awards                                                                                                                                                                         |
|                                                                    | <i>The 5<sup>th</sup> BUMN Branding &amp; Marketing Awards 2017 “Branding &amp; Marketing to Handle Disruption” Sharing Session.</i>                                                                                                                                                              | Indonesia             | 2017                      | BUMN Branding & Marketing Awards                                                                                                                                                                             |



| Nama<br>Name | Jenis Program Pengembangan<br>Type of Development Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Lokasi<br>Place | Tanggal<br>Date | Penyelenggara<br>Organizer                                                                                                                                        |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|              | <i>Studium Generale Psychology UGM "Career Development, bridging from Academic to Working World" / Studium Generale in UGM Psychology "Career Development, bridging from Academic to Working World".</i>                                                                                                                                                                                                                                                                                                                                                         | Indonesia       | 2017            | Psychology UGM                                                                                                                                                    |
|              | <i>Nationalism Leadership - Lembaga Pengelolaan Dana Pendidikan (LPDP) Awardee / Nationalism Leadership - Awardee Educational Fund Management Institute (LPDP).</i>                                                                                                                                                                                                                                                                                                                                                                                              | Indonesia       | 2016            | LPDP                                                                                                                                                              |
|              | <i>Banten Governor Province "Corporate Culture in Driving for Corporate Performance".</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Indonesia       | 2016            | Banten Governor Province                                                                                                                                          |
|              | <i>Studium General in UIN Sunan Kalijaga Yogyakarta "Career Development, bridging from Academic to Working World".</i>                                                                                                                                                                                                                                                                                                                                                                                                                                           | Indonesia       | 2016            | UIN Sunan Kalijaga Yogyakarta                                                                                                                                     |
|              | <i>Kuliah Umum Kepemimpinan Strategik Studium Generale on Strategic Leadership</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | Indonesia       | 2020            | Program Magister Psikologi Fakultas Psikologi Universitas Gadjah Mada<br><i>Master Program in Psychology at the Faculty of Psychology, Gadjah Mada University</i> |
|              | <i>Seminar Creativity &amp; Innovation in Business – "Innovations in Management" Creativity &amp; Innovation in Business Seminar - "Innovations in Management"</i>                                                                                                                                                                                                                                                                                                                                                                                               | Indonesia       | 2020            | <i>Intipesan Learning, Sharing &amp; Networking</i>                                                                                                               |
|              | <i>National Seminar Doctoral &amp; Master of Program Environmental Education and Environmental Management – "Peran Pendidikan Kependudukan dan Lingkungan Hidup Universitas Negeri Jakarta dalam Menghadapi Masalah Lingkungan dan Populasi Global di Era Industri 4.0" National Seminar on Doctoral &amp; Master Program of Environmental Education and Environmental Management - "The Role of Population and Environmental Education of Jakarta State University in Dealing with Environmental and Global Populations Problems in the Industrial Era 4.0"</i> | Indonesia       | 2019            | Postgraduate Program, Universitas Negeri Jakarta                                                                                                                  |
|              | <i>Studium Generale Karakteristik Kepemimpinan yang Tepat Untuk Generasi Milenial Dalam Menghadapi Revolusi Industri 4.0 Studium Generale on Appropriate Leadership Characteristics for Millennials in Facing the Industrial Revolution 4.0</i>                                                                                                                                                                                                                                                                                                                  | Indonesia       | 2019            | Faculty of Engineering, Universitas Negeri Jakarta                                                                                                                |
|              | <i>"Career Path in Era 4.0: Zig zag and VUCA" Seminar"</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Indonesia       | 2019            | Universitas Islam Indonesia                                                                                                                                       |

| Nama<br>Name | Jenis Program Pengembangan<br>Type of Development Program                                                                                                                                                                          | Lokasi<br>Place | Tanggal<br>Date | Penyelenggara<br>Organizer                                                 |
|--------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|----------------------------------------------------------------------------|
|              | Human Capital Redesign : Re-Design<br>The Business through Innovation and<br>Technology<br><i>Human Capital Re-design: Re-Design<br/>the Business through Innovation and<br/>Technology</i>                                        | Indonesia       | 2019            | Arrbey Consulting & National<br>Innovation and Technology<br>Centre (NITC) |
|              | Seminar Happy Workplace:<br>Meningkatkan Produktivitas Karyawan<br>Dengan Membangun Tempat Kerja<br>yang Membahagiakan<br><i>Happy Workplace Seminar: Increasing<br/>Employee Productivity by Building a<br/>Happy Workplace</i>   | Indonesia       | 2018            | Inti Pesan Pariwisata                                                      |
|              | BPKP Kanwil DKI Jakarta Forum<br>"Culture Transformation in Driving for<br>Corporate Performance"<br><i>BPKP of DKI Jakarta Regional Office<br/>Forum "Culture Transformation in<br/>Driving for Corporate Performance"</i>        | Indonesia       | 2017            | BPKP Kanwil DKI Jakarta Forum                                              |
|              | Rapim Kota IV 2018 KADIN Jakarta<br>Utara Car Terminal Development in<br>Indonesia<br><i>The 2018 City IV Leaders Meeting of<br/>KADIN of North Jakarta, Car Terminal<br/>Development in Indonesia</i>                             | Indonesia       | 2018            | KADIN Jakarta Utara                                                        |
|              | Stadium General Civil Engineering<br>UGM "Career Development, bridging<br>from Academic to Working World"<br><i>Stadium General in Civil Engineering<br/>UGM "Career Development, Bridging<br/>from Academic to Working World"</i> | Indonesia       | 2017            | Civil Engineering UGM                                                      |
|              | Maritime Seminar "Tol Laut/Indonesia<br>Maritime"<br><i>Maritime Seminar "Sea Highway/<br/>Indonesia Maritime"</i>                                                                                                                 | Indonesia       | 2017            | Indonesia Maritime                                                         |
|              | Assessor of Lembaga Pengelolaan<br>Dana Pendidikan (LPDP)<br><i>Assessor of Educational Fund<br/>Management Institute (LPDP)</i>                                                                                                   | Indonesia       | 2016 & 2017     | LPDP                                                                       |
|              | Maritime Seminar DPRD Kota Cilegon<br>"Port Development in Banten"<br><i>Maritime Seminar of Cilegon City DPRD<br/>"Port Development in Banten"</i>                                                                                | Indonesia       | 2016            | DPRD Kota Cilegon                                                          |
|              | LANAL Banten Maritime Seminar "Port<br>Development in Banten"<br><i>LANAL Banten Maritime Seminar "Port<br/>Development in Banten"</i>                                                                                             | Indonesia       | 2016            | LANAL Banten Maritime                                                      |
|              | Maritime Seminar Dinas Perhubungan<br>Propinsi Banten "Port Development in<br>Banten"<br><i>Maritime Seminar of the Transportation<br/>Department of Banten Province "Port<br/>Development in Banten"</i>                          | Indonesia       | 2016            | Dinas Perhubungan Propinsi<br>Banten                                       |

| Nama<br>Name                                               | Jenis Program Pengembangan<br>Type of Development Program                                                                                                                                                        | Lokasi<br>Place              | Tanggal<br>Date                                      | Penyelenggara<br>Organizer                                            |
|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------|------------------------------------------------------|-----------------------------------------------------------------------|
|                                                            | Maritime Seminar Asosiasi Perusahaan Bongkar Muat (APBMI) DPW Banten<br>"Port Development in Banten"<br><i>Maritime Seminar of Unloading Company Association (APBMI) DPW Banten "Port Development in Banten"</i> | Indonesia                    | 2016                                                 | Asosiasi Perusahaan Bongkar Muat (APBMI) DPW Banten                   |
| <b>Training in Logistics, Port, Shipping and Transport</b> |                                                                                                                                                                                                                  |                              |                                                      |                                                                       |
|                                                            | <i>The 1<sup>st</sup> Advanced Course for Port and Logistics Professional (Scholarship), Busan, South Korea.</i>                                                                                                 | Korea Selatan<br>South Korea | May 23- June 3, 2016                                 | Busan Port Authority                                                  |
|                                                            | <i>The 5<sup>th</sup> Busan International Port Conference (BIPC 2017) (scholarship): New Exploration in the Transitional Era, Busan, South Korea (Scholarship).</i>                                              | Korea Selatan<br>South Korea | November 16-27, 2017                                 | Busan Port Authority                                                  |
|                                                            | <i>Port Operation Management</i>                                                                                                                                                                                 | Indonesia                    | May 21 <sup>st</sup> – 29 <sup>th</sup> 2007         | Port Training Center                                                  |
|                                                            | <i>Basic of Marine Engineering</i>                                                                                                                                                                               | Indonesia                    | June, 24 <sup>th</sup> – 28 <sup>th</sup> 2002       | Bandung Institute Technology                                          |
|                                                            | <i>Seminar on Indonesia's Preparedness Towards The SCTW'95 Full Implementation on February 1<sup>st</sup> 2002.</i>                                                                                              | Indonesia                    | November 14 <sup>th</sup> 2001                       | Merchant Marine Higher Education                                      |
|                                                            | <i>2017 World Maritime Day Parallel Event: "Connecting Port, Seas and People"</i>                                                                                                                                | Panama City                  | 1st-3rd October 2017                                 | The Panama Maritime Authority, General Directorate of Merchant Marine |
|                                                            | <i>Basic Port Operation</i>                                                                                                                                                                                      | Indonesia                    | October, 5 <sup>th</sup> – 12 <sup>th</sup> 2000     | Port Training Center                                                  |
|                                                            | <i>Modern Port Management: Modul I (International Trade and Transport) &amp; Modul II (The Organization of a Port System)</i>                                                                                    | Indonesia                    | November, 2 <sup>nd</sup> – 13 <sup>th</sup> , 2009  | United Nation Conference for Trading and Development (UNCTAD)         |
|                                                            | <i>Modern Port Management: Modul III (The Function of a Port System) &amp; Modul IV (Future Challenges to Ports)</i>                                                                                             | Indonesia                    | February, 1 <sup>st</sup> – 12 <sup>th</sup> , 2010  | United Nation Conference for Trading and Development (UNCTAD)         |
|                                                            | <i>Modern Port Management: Modul V (Methods and Tools of Management) &amp; Modul VI (Commercial and Economic Management)</i>                                                                                     | Indonesia                    | May, 24 <sup>th</sup> – June 4 <sup>th</sup> , 2010  | United Nation Conference for Trading and Development (UNCTAD)         |
|                                                            | <i>Modern Port Management: Modul VII (Administrative and Legal Management) &amp; Modul VIII (Technical Management and Human Resources Development)</i>                                                           | Indonesia                    | July, 26 <sup>th</sup> – August 6 <sup>th</sup> 2010 | United Nation Conference for Trading and Development (UNCTAD).        |
|                                                            | <i>Container Terminal Operation</i>                                                                                                                                                                              | Indonesia                    | July, 17 <sup>th</sup> – 25 <sup>th</sup> 2003       | Port Training Center                                                  |
|                                                            | <i>Improving Port Performance- 1,</i>                                                                                                                                                                            | Indonesia                    | July 21 <sup>st</sup> – August 15 <sup>th</sup> 2003 | United Nation Conference for Trading and Development (UNCTAD)         |
| <b>Trainings in Human Capital Management</b>               |                                                                                                                                                                                                                  |                              |                                                      |                                                                       |
|                                                            | <i>Seminar in Tata Kelola Manajemen Perusahaan Terbuka</i>                                                                                                                                                       | Indonesia                    | 23 April 2019                                        | IPC Corporate University                                              |
|                                                            | <i>Seminar in Good Corporate Governance</i>                                                                                                                                                                      | Indonesia                    | 29 Juli 2019                                         | IPC Corporate University                                              |
|                                                            | <i>HR Congress APAC Series, 22<sup>nd</sup> – 23<sup>rd</sup> March 2010</i>                                                                                                                                     | Kuala Lumpur, Malaysia,      | March 22 <sup>nd</sup> -23 <sup>rd</sup> , 2010      | HR Congress APAC Series, Malaysia, Marcus Evans                       |
|                                                            | <i>Modern HR: Corporate Capability Development, Marcus Evans</i>                                                                                                                                                 | Kuala Lumpur, Malaysia       | May 24 <sup>th</sup> -25 <sup>th</sup> , 2012        | Marcus Evans, Malaysia                                                |

| Nama<br>Name | Jenis Program Pengembangan<br>Type of Development Program                                                                                                                                                                                                                                                                  | Lokasi<br>Place        | Tanggal<br>Date                                        | Penyelenggara<br>Organizer                                 |
|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------|------------------------------------------------------------|
|              | Annual Paris Business and Social Science Conference. European Centre for Business and Economic Research (ECBER), World Business Institute (WBI), Australia and BCA Aust and NY                                                                                                                                             | Paris                  | July 12-13, 2012                                       | European Centre for Business and Economic Research (ECBER) |
|              | Culture Transformation Program, Accenture Learning Center.                                                                                                                                                                                                                                                                 | Singapura<br>Singapore | 2014                                                   | Accenture Learning Center                                  |
|              | Leadership Development Program / Broadening Executive Development Modul I & II                                                                                                                                                                                                                                             | Lausanne, Switzerland  | 2015                                                   | International Institute for Management Development (IMD)   |
|              | Qolbu Manajemen                                                                                                                                                                                                                                                                                                            | Indonesia              | October 26 <sup>th</sup> – 28 <sup>th</sup> 2001       | Daarut Tauhid Training Center, Bandung                     |
|              | Workshop Psychodiagnostic Refreshment                                                                                                                                                                                                                                                                                      | Indonesia              | February 20th 2002                                     | PT. Meta Inspira Transenda                                 |
|              | Law of Industrial                                                                                                                                                                                                                                                                                                          | Indonesia              | February 27 <sup>th</sup> – March 1 <sup>st</sup> 2002 | Indonesia Management and Law Body.                         |
|              | Microsoft Access 97 (Standard, Intermediate)                                                                                                                                                                                                                                                                               | Indonesia              | May 21 <sup>st</sup> – 5 <sup>th</sup> June 2002       | Nurul Fikri Computer & Statistics                          |
|              | Management of Change vs Psychology                                                                                                                                                                                                                                                                                         | Indonesia              | July 31 <sup>st</sup> 2002                             | Psychology Faculty, Gadjah Mada University                 |
|              | Outdoor Managerial Training (Outbound)                                                                                                                                                                                                                                                                                     | Indonesia              | 2003                                                   | Outward Bound Dirgantara.                                  |
|              | Corporate Culture                                                                                                                                                                                                                                                                                                          | Indonesia              | 2003                                                   | PPM Management                                             |
|              | A One Day HR National Conference: New Trends in Indonesia People Management: 1. Current Status on The Indonesia HRM Highlights of The New Labor Law, 2. The New HR Trends in Merger & Acquisitions, 3. New Stage of Indonesian Industrial Relations, 4. Corporate Agent for Change : External Hiring or Internal Grooming? | Indonesia              | October 16 <sup>th</sup> 2003                          | Bina Nusantara University                                  |
|              | Seminar in Building HR Stregth based on Competency                                                                                                                                                                                                                                                                         | Indonesia              | December 18 <sup>th</sup> 2003                         | Inti Pesan Pariwara Consulting                             |
|              | Seminar in Recruitment and Selection Strategy based on Competency                                                                                                                                                                                                                                                          | Indonesia              | May 5 <sup>th</sup> 2004                               | Psychology Faculty, University of Indonesia                |
|              | Seminar in Reward Management based on Competency                                                                                                                                                                                                                                                                           | Indonesia              | May 5 <sup>th</sup> 2004                               | Psychology Faculty, University of Indonesia                |
|              | Seminar in HR Development Strategy based on Competency                                                                                                                                                                                                                                                                     | Indonesia              | May 5 <sup>th</sup> 2004                               | Psychology Faculty, University of Indonesia                |
|              | Seminar in Managing People in The Era Global                                                                                                                                                                                                                                                                               | Indonesia              | May 5 <sup>th</sup> 2004                               | Psychology Faculty, University of Indonesia                |
|              | Seminar in Becoming a Really Great Manager                                                                                                                                                                                                                                                                                 | Indonesia              | May 5 <sup>th</sup> 2004                               | Psychology Faculty, University of Indonesia                |
|              | Psychography and DAP-IQ Workshop                                                                                                                                                                                                                                                                                           | Indonesia              | July 8th – 9th 2004                                    | Firstasia Consultants                                      |
|              | Information Technology & MMR Application                                                                                                                                                                                                                                                                                   | Indonesia              | July 21st – 23rd 2004                                  | Indonesia Port Corporation II                              |
|              | Designing HR Strategy & Scorecard                                                                                                                                                                                                                                                                                          | Indonesia              | October 28th 2004                                      | GML Performance Consulting                                 |
|              | Employee Performance Management Workshop                                                                                                                                                                                                                                                                                   | Indonesia              | January 27th 28th 2005                                 | Inti Pesan Pariwara Consulting                             |
|              | ESQ Leadership Training, -                                                                                                                                                                                                                                                                                                 | Indonesia              | February 3rd -6th 2005                                 | ESQ Leadership Center                                      |



| Nama<br>Name | Jenis Program Pengembangan<br>Type of Development Program                                              | Lokasi<br>Place | Tanggal<br>Date                                           | Penyelenggara<br>Organizer                                       |
|--------------|--------------------------------------------------------------------------------------------------------|-----------------|-----------------------------------------------------------|------------------------------------------------------------------|
|              | <i>Training Need Assessment</i>                                                                        | Indonesia       | March 2 <sup>nd</sup> – 3 <sup>rd</sup> 2005              | Center of Region Potential Development & Empowerment, Yogyakarta |
|              | <i>Cooperative Management</i>                                                                          | Indonesia       | December 25 <sup>th</sup> 2005                            | Trio Langgeng Consulting                                         |
|              | <i>Financial Management for Non-Financial Manager</i>                                                  | Indonesia       | September 19 <sup>th</sup> – 21 <sup>st</sup> 2006        | Port Training Center                                             |
|              | <i>Dialogue Workforce, Minimum wages 2007, Developing Wages Structures and Scale</i>                   | Indonesia       | November 22 <sup>nd</sup> – 23 <sup>rd</sup> 2006         | Ministry of Workforce and Transmigration Republic of Indonesia   |
|              | <i>Cooperative Management for Board (Executives)</i>                                                   | Indonesia       | February 21 <sup>st</sup> – 23 <sup>rd</sup> 2007         | Lapenkop Jakarta                                                 |
|              | <i>Enhancing Cooperative &amp; Smesco Competitiveness by Revitalizing Leadership in Global Economy</i> | Indonesia       | April, 26 <sup>th</sup> – 27 <sup>th</sup> 2007           | Lekuindo Consult                                                 |
|              | <i>Technical Guidance labor Requirement of Workforce Supplier.</i>                                     | Indonesia       | June 19 <sup>th</sup> – 22 <sup>nd</sup> 2007             | Ministry of Workforce and Transmigration Republic of Indonesia   |
|              | <i>Enhancing Managerial Competency</i>                                                                 | Indonesia       | September 2009                                            | PPM Management                                                   |
|              | <i>Human Capital Management System</i>                                                                 | Indonesia       | September 2009                                            | PPM Management                                                   |
|              | <i>HR Programs for Improving Business Execution in 2010, 2009</i>                                      | Indonesia       | November 24 <sup>th</sup> – 25 <sup>th</sup>              | Strategic Solution Center                                        |
|              | <i>Certified Auditor for Human Capital Management</i>                                                  | Indonesia       | December 7 <sup>th</sup> – 10 <sup>th</sup> , 2009        | Vorqista                                                         |
|              | <i>Employee Engagement Surve</i>                                                                       | Indonesia       | April 14 <sup>th</sup> 2010                               | OTI (Organizational Transformation International)                |
|              | <i>Indonesia Logistics Human Resources readiness for facing AFTA 2013</i>                              | Indonesia       | April 26 <sup>th</sup> 2012                               | STMT Trisakti                                                    |
|              | <i>Employee Health Insurance</i>                                                                       | Indonesia       | April 27 <sup>th</sup> – 28 <sup>th</sup> 2012            | State Owned Company's Employee Media                             |
|              | <i>Indonesian Business Leaders Summit</i>                                                              | Indonesia       | July 20 <sup>th</sup> 2012                                | Inti Pesan Pariwara                                              |
|              | <i>Modern HR Capability Seminar</i>                                                                    | Indonesia       | 2012                                                      | Inti Pesan Pariwara                                              |
|              | <i>BUMN Human Capital Forum</i>                                                                        | Indonesia       | 2012                                                      | BUMN HC Forum                                                    |
|              | <i>Coaching, Counseling &amp; Mentoring</i>                                                            | Indonesia       | 2012                                                      | Accenture                                                        |
|              | <i>KPI Guidance Workshop</i>                                                                           | Indonesia       | 2013                                                      | Accenture                                                        |
|              | <i>Capacity Building Workshop</i>                                                                      | Indonesia       | 2013                                                      | Accenture                                                        |
|              | <i>Culture Transformation in Driving for Corporate Performance from,</i>                               | Indonesia       | May 1 <sup>st</sup> – May 2 <sup>nd</sup> 2017            | IPC Corporate University                                         |
|              | <i>Listed Company Workshop</i>                                                                         | Indonesia       | July 8 <sup>th</sup> 2018                                 | Future Talks Team                                                |
|              | <i>Sosialisasi Deteksi &amp; Pencegahan Fraud</i>                                                      | Indonesia       | January 28 <sup>th</sup> –29 <sup>th</sup> 2020           | PT Jasa Armada Indonesia Tbk                                     |
|              | <i>Teen Sexuality Dialogue</i>                                                                         | Indonesia       | October 20 <sup>th</sup> 1996                             | PKBI Yogyakarta                                                  |
|              | <i>Kesamaptaan (Mentality &amp; Physically Training)</i>                                               | Indonesia       | September 12 <sup>th</sup> – October 2 <sup>nd</sup> 2000 | Police Officer School Republic of Indonesia                      |
|              | <i>Effective Supervisor</i>                                                                            | Indonesia       | 2001                                                      | Samchads Consulting                                              |
|              | <i>Seminar Internal Media in Information Era</i>                                                       | Indonesia       | April 18 <sup>th</sup> 2001                               | Newspaper Publishing Union                                       |
|              | <i>Performance Management : A Complete System</i>                                                      | Indonesia       | September 24 <sup>th</sup> – 25 <sup>th</sup> 2001        | PT. Samchads Consulting Indonesia                                |
|              | <i>Future Talks 4 Series</i>                                                                           | Indonesia       | November 27 <sup>th</sup> –30 <sup>th</sup> 2017          | Future Talks Team                                                |



## Rizki Pribadi Hasan

**Direktur Keuangan dan Sumber Daya Manusia (Direktur Independen) / Director of Finance and Human Resource (Independent Director)**

|                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                           | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>                                                              | Berusia 53 tahun Per 31 Desember 2019<br>Bogor, 14 Juni 1966<br><i>53 years old as of December 31, 2019<br/>Bogor, June 14, 1966</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Riwayat Pendidikan<br><i>History of Education</i>                                                               | Bachelor of Science di Bidang Ekonomi dan Bisnis Umum dari Texas Christian University, Texas, Amerika Serikat, 1989 / <i>Bachelor of Science in Economics and General Business from Texas Christian University, Texas, United State of America, 1989.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Dasar Hukum Penunjukkan<br><i>Legal Basis of Appointment</i>                                                    | Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0373057 tanggal 16 Desember 2019 / <i>Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, SH, domiciled in Jakarta Utara regarding changes in the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia Tbk, which was approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 on December 16, 2019.</i>                                                                                                                 |
| Pengalaman Kerja<br><i>Work Experience</i>                                                                      | <ol style="list-style-type: none"> <li>1. Finance and Human Resource Director of PT Patra Jasa, 2016–2018 / <i>Finance and Human Resource Director of PT Patra Jasa, 2016–2018.</i></li> <li>2. Executive Director &amp; Country Head of Financial Institutions Chartered Standards Bank Indonesia, 2011–2015 / <i>Executive Director &amp; Country Head of Financial Institutions Standards Chartered Bank Indonesia, 2011–2015.</i></li> <li>3. Direktur Niaga Finance Company Ltd, Hong Kong (2000-2004) / <i>Director of Niaga Finance Company Ltd., Hong Kong (2000-2004)</i></li> <li>4. Senior Vice President dan berbagai posisi senior di PT Bank CIMB Niaga Tbk (1989-2010) / <i>Senior Vice President and various senior positions at PT Bank CIMB Niaga Tbk (1989-2010).</i></li> </ol> |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>                                                             | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br><i>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Domisili<br><i>Domicile</i>                                                                                     | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Jumlah Kepemilikan Saham PT Jasa Armada Indonesia Tbk<br><i>Share Ownership in PT Jasa Armada Indonesia Tbk</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| Nama<br>Name                                                                                                                                    | Jenis Program Pengembangan<br>Type of Development Program                                                                                                           | Lokasi<br>Place | Tanggal<br>Date            | Penyelenggara<br>Organizer                                                                                                                                                                                                                         |
|-------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|----------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Rizki Pribadi Hasan</b><br>Direktur Keuangan dan SDM (Direktur Independen) /<br>Director of Finance and Human Capital (Independent Director) | <b>Training/Courses/Workshop:</b>                                                                                                                                   |                 |                            |                                                                                                                                                                                                                                                    |
|                                                                                                                                                 | Indonesia Financing and Investment Forum                                                                                                                            | Indonesia       | 20 November 2019           | Euromoney Conferences                                                                                                                                                                                                                              |
|                                                                                                                                                 | Executive Engagement                                                                                                                                                | Indonesia       | 26-27 October 2019         | PT Pelabuhan Indonesia II (Persero) Training Program                                                                                                                                                                                               |
|                                                                                                                                                 | ASEAN Global Leadership Program                                                                                                                                     | USA             | 16 – 20 Apr 2018           | NYU Stern Executive Education (in collaboration with SRW & Co)                                                                                                                                                                                     |
|                                                                                                                                                 | Leadership Journey "Inspiring Leaders for Agile Business Transformation"                                                                                            | Indonesia       | 25-26 Sep 2017             | Pertamina Training & Consulting                                                                                                                                                                                                                    |
|                                                                                                                                                 | Advanced Leadership Program                                                                                                                                         | Indonesia       | 5-7 Apr 2017               | Executive Center for Global Leadership and Rotterdam School of Management Erasmus University                                                                                                                                                       |
|                                                                                                                                                 | Leading from ASEAN: From Awareness to Action                                                                                                                        | Indonesia       | 18-20 Jan 2017             | Pertamina International Learning Conference                                                                                                                                                                                                        |
|                                                                                                                                                 | Credit, Risk Management, Health Safety and Environment, Customer Due Diligence, Anti-Money Laundering, Counter Terrorist Financing and Sanctions, and Media Skills. |                 | Training from 2011 to 2015 | Standard Chartered Bank, Indonesia                                                                                                                                                                                                                 |
|                                                                                                                                                 | Professional Selling Skills for Universal Bankers: Jointly organized with Global Interactive Learning Sdn Bhd                                                       | Malaysia        | Apr 2008                   | CIMB Investment Bank Berhad, Malaysia                                                                                                                                                                                                              |
|                                                                                                                                                 | Striving for Leadership Excellence Series with Dato' Nazir Razak" - Jointly organized with Linkage Asia                                                             | Malaysia        | May 2008                   | CIMB Investment Bank Berhad, Malaysia                                                                                                                                                                                                              |
|                                                                                                                                                 | Leadership Learning Experience                                                                                                                                      | Malaysia        | Jan 2007                   | Commerce Leadership Institute and Linked Asia                                                                                                                                                                                                      |
|                                                                                                                                                 | Coaching, Communication & Emotional Intelligence                                                                                                                    | Malaysia        | May 2007                   | Commerce Leadership Institute and Linked Asia                                                                                                                                                                                                      |
|                                                                                                                                                 | Strategic Reputation Management & Stakeholder Communications                                                                                                        | Malaysia        | Aug 2007                   | Commerce Leadership Institute and Linked Asia                                                                                                                                                                                                      |
|                                                                                                                                                 | Corporate Reputation & Communication                                                                                                                                | Indonesia       | Mar 2007                   | Marcus Evans                                                                                                                                                                                                                                       |
|                                                                                                                                                 | Leadership in Action" by Professor J. Stewart Black and Professor Arthur Yeung                                                                                      | Hong Kong       | Nov 2003                   | University of Michigan Business School Executive Education Center                                                                                                                                                                                  |
|                                                                                                                                                 | Professor Michael E Porter's Microeconomics of Competitiveness                                                                                                      | Indonesia       | Feb 2003 – Jun 2003        | Joint Program between University of Indonesia and Harvard University,                                                                                                                                                                              |
|                                                                                                                                                 | GCG Program for Directors, Management and Board of Commissioners of Bank Niaga and its subsidiaries                                                                 | Indonesia       | Aug 2007                   | PT Bank CIMB Niaga Tbk. Training Program, Indonesia, Jointly organized with Lembaga Komisaris Direksi Indonesia / PT Bank CIMB Niaga Tbk. Training Program, Indonesia, Jointly organized with Indonesian Institute for Commissioners and Directors |
|                                                                                                                                                 | Syndicated Loan                                                                                                                                                     | Hongkong        | Dec 1997                   | Euromoney, Hong Kong                                                                                                                                                                                                                               |
|                                                                                                                                                 | Asian Bonds and Fixed Income Market                                                                                                                                 | Hongkong        | Oct 1996                   | Euromoney, Hong Kong                                                                                                                                                                                                                               |
|                                                                                                                                                 | Managing & Structuring Trade Finance Facilities                                                                                                                     | Singapore       | Aug 1995                   | The Institute of Banking & Finance                                                                                                                                                                                                                 |



## Herman Susilo

### Direktur Komersial dan Operasi/ *Director of Commercial and Operations*

|                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                           | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>                                                              | Berusia 48 tahun Per 31 Desember 2019<br>Wonosobo, 7 Juni 1971<br><i>48 years old as of December 31, 2019<br/>Wonosobo, 7 June 1971</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Riwayat Pendidikan<br><i>History of Education</i>                                                               | 1. Master Maritime Economics & Logistic dari Erasmus University Rotterdam, di Rotterdam, 2010 / <i>Master of Maritime Economics &amp; Logistic from Erasmus University Rotterdam, in Rotterdam, 2010.</i><br>2. Bachelor of Accounting dari Gadjah Mada University, 1996 / <i>Bachelor of Accounting from Gadjah Mada University, 1996.</i>                                                                                                                                                                                                                                                                                                                                             |
| Dasar Hukum Penunjukan<br><i>Legal Basis of Appointment</i>                                                     | Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, S.H., berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0373057 tanggal 16 Desember 2019 / <i>Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, S.H., domiciled in Jakarta Utara regarding changes in the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia Tbk, which was approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 on December 16, 2019.</i> |
| Pengalaman Kerja<br><i>Work Experience</i>                                                                      | 1. Direktur Keuangan dan SDM PT Jasa Armada Indonesia Tbk, 2017–2019 / <i>Director of Finance and Human Resource of PT Jasa Armada Tbk, 2017–2019.</i><br>2. Corporate Secretary PT Jasa Armada Indonesia Tbk, 2016–2017 / <i>Corporate Secretary of PT Jasa Armada Tbk, 2016–2017.</i><br>3. Staf Direktur PT Multi Terminal Indonesia, 2013–2016 / <i>Director Staff of PT Multi Terminal Indonesia, 2013–2016.</i>                                                                                                                                                                                                                                                                   |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>                                                             | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br><i>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Domisili<br><i>Domicile</i>                                                                                     | Bekasi                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Jumlah Kepemilikan Saham PT Jasa Armada Indonesia Tbk<br><i>Share Ownership in PT Jasa Armada Indonesia Tbk</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |



| Nama<br>Name                                                                                      | Jenis Program Pengembangan<br>Type of Development Program                                                                                                                              | Lokasi<br>Place      | Tanggal<br>Date | Penyelenggara<br>Organizer                           |
|---------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|-----------------|------------------------------------------------------|
| <b>Herman Susilo</b><br>Direktur Komersial dan Operasi /<br>Director of Commercial and Operations | <b>Training/Courses/Workshop:</b>                                                                                                                                                      |                      |                 |                                                      |
|                                                                                                   | Directorship Program                                                                                                                                                                   | Indonesia            | 2018            | PT PMLI                                              |
|                                                                                                   | Workshop on Improving Directorship Knowledge (WIDK)                                                                                                                                    |                      | 2017            |                                                      |
|                                                                                                   | The 4 <sup>th</sup> Annual Global Export and Agency Finance 2013 Asia Pacific                                                                                                          | Melbourne, Australia | 2013            | Global Export and Agency Finance                     |
|                                                                                                   | Workshop Coaching, Counselling dan Mentoring Batch III / Workshop on Coaching, Counselling and Mentoring Batch III                                                                     | Indonesia            | 2013            | PT PMLI                                              |
|                                                                                                   | Pelatihan Business Analysis dan Valuation / Business Analysis and Valuation Training                                                                                                   | Indonesia            | 2013            | Training Program                                     |
|                                                                                                   | Pelatihan Asuransi / Insurance Training                                                                                                                                                | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Pelatihan Asset Management / Asset Management Training                                                                                                                                 | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Indonesia Business Leadership                                                                                                                                                          | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Global Special Economic Zones Summit                                                                                                                                                   | Paris                | 2012            | Global Special Economic Zones Summit                 |
|                                                                                                   | 3 Days MBA in Ports                                                                                                                                                                    | Hongkong             | 2012            | MBA Port, Hongkong                                   |
|                                                                                                   | Workshop Business Model Canvas                                                                                                                                                         | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | The Annual Paris Business and Social Science Conference                                                                                                                                | Paris                | 2012            | Annual Paris Business and Social Science Conference  |
|                                                                                                   | Strategic Leader Development Program Batch 4                                                                                                                                           | Indonesia            | 2012            | PT Pelabuhan Indonesia II (Persero) Training Program |
|                                                                                                   | Sosialisasi Program Privatisasi BUMN / The Socialization of the SOEs Privatization Program                                                                                             | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Seminar Sehari Go Public 2012 / One Day Seminar on Go Public 2012                                                                                                                      | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Seminar Sehari Dengan Tema Penyelesaian Piutang Macet Di BUMN dan BUMD Dalam RUU / One Day Seminar on Settlement of Bad Receivables at SOEs and Regional-Owned Enterprises in the Bill | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Seminar From Manager To Leader                                                                                                                                                         | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Pelatihan Initial Public Offering (IPO) and Fund Raising Angkatan I / Initial Public Offering (IPO) and Fund Raising Training Batch I                                                  | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Workshop Nasional Pemeriksaan Pajak / National Workshop on Tax Examination                                                                                                             | Indonesia            | 2012            | Training Consultant                                  |
|                                                                                                   | Pelatihan Performance Management And Business Intelligence / Performance Management and Business Intelligence Training                                                                 | Indonesia            | 2011            | Training Consultant                                  |
|                                                                                                   | The 5 <sup>th</sup> IFRS Regional Policy Forum & International Seminar                                                                                                                 | Indonesia            | 2011            | Training Consultant                                  |

| Nama<br>Name | Jenis Program Pengembangan<br>Type of Development Program                                                                                                    | Lokasi<br>Place | Tanggal<br>Date | Penyelenggara<br>Organizer |
|--------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|----------------------------|
|              | Seminar Corporate Executive Strategic Session / <i>Corporate Executive Strategic Session Seminar</i>                                                         | Indonesia       | 2011            | PT PMLI                    |
|              | Diskusi Panel "Amankah Uang Simpanan Nasabah Pasca Kasus Melinda Dee?" / <i>Panel Discussion "Is the Customer Deposits Safe after the Melinda Dee Case?"</i> | Indonesia       | 2011            | Training Consultant        |
|              | <i>2 Days Intensive ERM Awareness Workshop</i>                                                                                                               | Indonesia       | 2004            | PT PMLI                    |
|              | <i>Port Management &amp; Operations</i>                                                                                                                      | Indonesia       | 2003            | IPC Training Centre        |



## Supardi

### Direktur Armada dan Teknik / Director of Fleet and Engineering

|                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                                                                           | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>                                                              | Berusia 51 tahun Per 31 Desember 2019<br>Jakarta, 6 Juni 1968.<br><i>51 years old as of December 31, 2019<br/>Jakarta, 6 June 1968.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Riwayat Pendidikan<br><i>History of Education</i>                                                               | <ol style="list-style-type: none"> <li>1. Master Ahli Nautika dari Sekolah Tinggi Ilmu Pelayaran di Jakarta / Master of Nautical from the School of Nautical Sciences in Jakarta, 2006.</li> <li>2. Master Shipping dan Transport dari Netherlands Maritime University STC Group / Master of Shipping and Transport from Netherlands Maritime University STC Group, 2011.</li> <li>3. Sarjana Ahli Nautika dari Sekolah Tinggi Ilmu Pelayaran di Jakarta / Bachelor of Nautical from the School of Nautical Sciences in Jakarta, 2002.</li> </ol>                                                                                                                            |
| Dasar Hukum Penunjukkan<br><i>Legal Basis of Appointment</i>                                                    | Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0373057 tanggal 16 Desember 2019 / Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, SH, domiciled in Jakarta Utara regarding changes in the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia Tbk, which was approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 on December 16, 2019. |
| Pengalaman Kerja<br><i>Work Experience</i>                                                                      | <ol style="list-style-type: none"> <li>1. Senior Manager Kapal dan Pemanduan Kantor Pusat PT Pelabuhan Indonesia II (Persero), 2012 / Senior Manager of Vessel and Pilotage at Head Office of PT Pelabuhan Indonesia II (Persero), 2012.</li> <li>2. Deputy General Manager Operasi Terminal I Pelabuhan Tanjung Priok (2011) / Deputy General Manager of Operation at Terminal I Tanjung Priok Port, (2011).</li> <li>3. Manager Kepanduan di Pelabuhan Pontianak, Palembang, dan Tanjung Priok (2002–2009) / Middle Senior Staff of PD PT Pelabuhan Indonesia (Persero), (2002–2009).</li> </ol>                                                                           |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>                                                             | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br><i>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Domisili<br><i>Domicile</i>                                                                                     | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Jumlah Kepemilikan Saham PT Jasa Armada Indonesia Tbk<br><i>Share Ownership in PT Jasa Armada Indonesia Tbk</i> | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| Nama<br>Name                                                                     | Jenis Program Pengembangan<br>Type of Development Program                                                                                                     | Lokasi<br>Place | Tanggal<br>Date | Penyelenggara<br>Organizer |
|----------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|----------------------------|
| <b>Supardi</b><br>Direktur Teknik dan Armada / Director of Fleet and Engineering | <b>Training/Courses/Workshop:</b>                                                                                                                             |                 |                 |                            |
|                                                                                  | Business Continuity Management Batch I                                                                                                                        | Indonesia       | 2019            | IPC                        |
|                                                                                  | Executive Engagement                                                                                                                                          | Indonesia       | 2018            | IPC                        |
|                                                                                  | Directorship Program                                                                                                                                          | Indonesia       | 2018            |                            |
|                                                                                  | Workshop on Improving Directoship Knowledge (WIDK)                                                                                                            | Indonesia       | 2017            | IPC                        |
|                                                                                  | Capacity Building Training 2016                                                                                                                               | Indonesia       | 2016            | IPC                        |
|                                                                                  | Broadening Executive Development Modul 2                                                                                                                      | Indonesia       | 2015            | IPC                        |
|                                                                                  | Pelatihan Corporate Governance Leadership Program Batch II / Corporate Governance Leadership Training Program Batch II                                        | Indonesia       | 2015            | IPC                        |
|                                                                                  | Broadening Executive Education                                                                                                                                | Switzerland     | 2015            | IMD, Lausanne, Switzerland |
|                                                                                  | Managing Marine Emergencies                                                                                                                                   | Indonesia       | 2014            | IPC Port Training Center   |
|                                                                                  | Workshop Coaching, Counselling dan Mentoring Batch IV / Coaching, Counseling and Mentoring Workshop Batch IV                                                  | Indonesia       | 2013            | IPC Port Training Center   |
|                                                                                  | Workshop Cara Mempertahankan Sertifikat Kapal Agar Tetap Valid / Workshop on How to Maintain Ship Certificates in order to Stay Valid                         | Indonesia       | 2013            | IPC Port Training Center   |
|                                                                                  | Pelatihan Maximizing Your Presentation / Maximizing Your Presentation Training                                                                                | Indonesia       | 2013            | IPC Port Training Center   |
|                                                                                  | Sosialisasi dan Workshop Pedoman Penentuan KPI / Socialization and Workshop on Guidelines for KPIs Determination                                              | Indonesia       | 2013            | IPC Port Training Center   |
|                                                                                  | Workshop Cold Chain Management and Cargo Care / Cold Chain Management and Cargo Care Workshop                                                                 | Indonesia       | 2013            | IPC Port Training Center   |
|                                                                                  | Pelatihan Risk Management Batch 2 Tahun 2012 / Risk Management Training Batch 2 of 2012                                                                       | Indonesia       | 2012            | IPC Port Training Center   |
|                                                                                  | Indonesia Business Leadership                                                                                                                                 | Indonesia       | 2012            | IPC Port Training Center   |
|                                                                                  | Business Support "Understanding Business Efficiency" Level Managerial Batch 3 / Business Support "Understanding Business Efficiency" Managerial Level Batch 3 | Indonesia       | 2012            | IPC Port Training Center   |
|                                                                                  | 3 Days MBA in Ports                                                                                                                                           | Indonesia       | 2012            | IPC Port Training Center   |
|                                                                                  | The 21 <sup>st</sup> International Maritime Pilot's Association (IMPA) Congress                                                                               | Indonesia       | 2012            | IPC Port Training Center   |
|                                                                                  | Workshop Debottlenecking Pembangunan Nasional / Workshop on Debottlenecking of National Development                                                           | Indonesia       | 2012            | IPC Port Training Center   |



| Nama<br>Name | Jenis Program Pengembangan<br>Type of Development Program                                                       | Lokasi<br>Place | Tanggal<br>Date | Penyelenggara<br>Organizer |
|--------------|-----------------------------------------------------------------------------------------------------------------|-----------------|-----------------|----------------------------|
|              | Pelatihan <i>Advanced Leadership Program</i> Angkt. III / <i>Advanced Leadership Program Training Batch III</i> | Indonesia       | 2011            | IPC Port Training Center   |
|              | <i>Advanced Leadership Program</i> Angkt. IV / <i>Advanced Leadership Program Training Batch IV</i>             | Indonesia       | 2011            | IPC Port Training Center   |
|              | Seminar <i>Corporate Executive Strategic Session</i> / <i>Corporate Executive Strategic Session Seminar</i>     | Indonesia       | 2011            | IPC Port Training Center   |
|              | Seminar <i>Floating Terminals</i> / <i>Floating Terminals Seminar</i>                                           | Indonesia       | 2011            | IPC Port Training Center   |
|              | <i>Shipping/Bussiness</i>                                                                                       | Indonesia       | 2006            | IPC Port Training Center   |
|              | <i>Improving Port Performance I, II, and III</i>                                                                | Indonesia       | 2005            | IPC Port Training Center   |
|              | <i>Security Officer ISPS Code</i>                                                                               | Indonesia       | 2004            | DGSC                       |
|              | <i>Port Management &amp; Operations</i>                                                                         | Indonesia       | 2004            | IPC Port Training Center   |
|              | <i>Shipping Export Import &amp; Boomsaken</i>                                                                   | Indonesia       | 2003            |                            |

## Informasi Bagi Pemegang Saham dan Investor

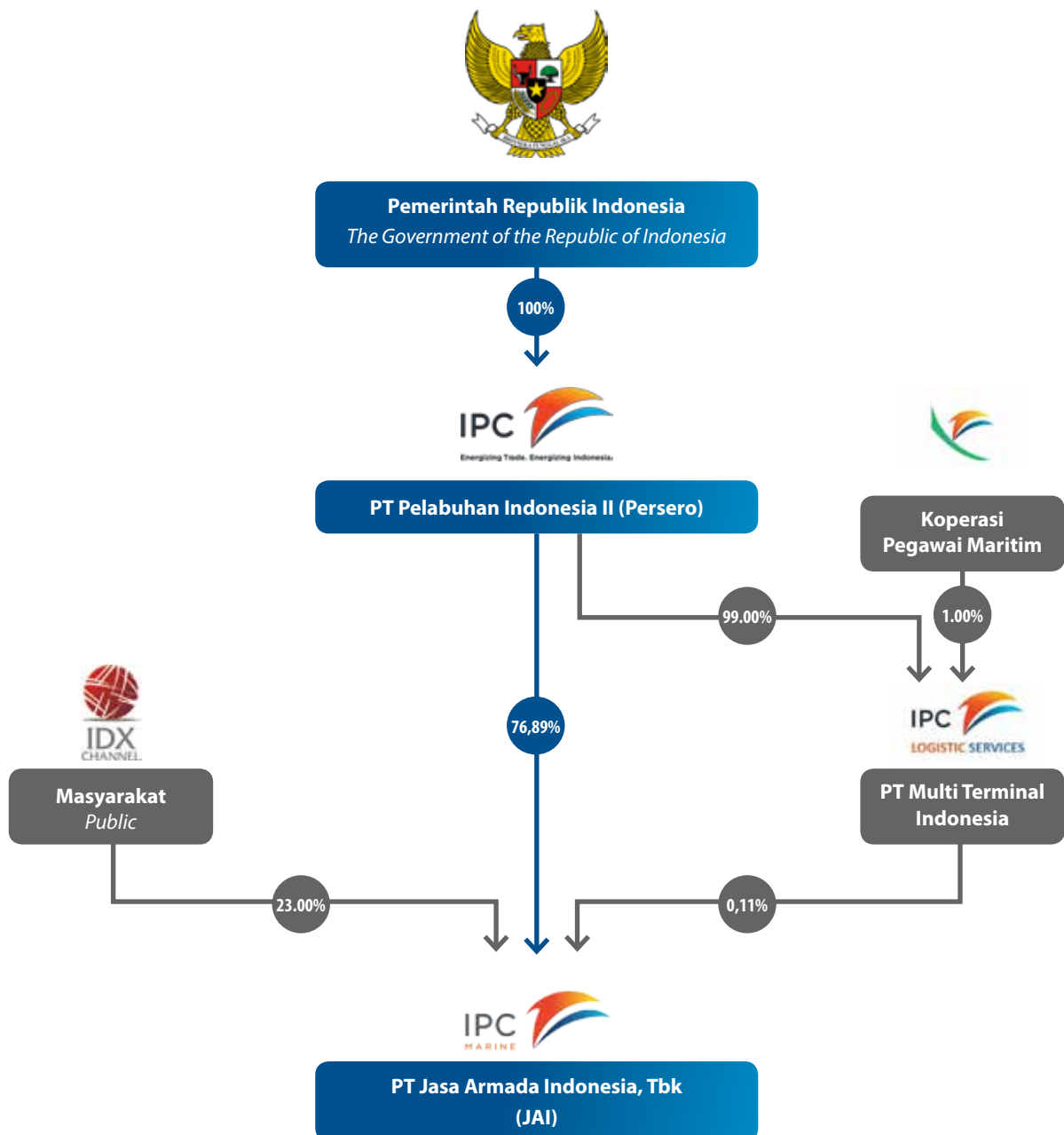
### Information for Shareholders and Investors

#### Struktur dan Komposisi Pemegang Saham

Sejak melakukan penawaran saham perdana pada tanggal 22 Desember 2017, komposisi saham Perseroan dimiliki oleh PT Pelabuhan Indonesia II (Persero), PT Multi Terminal Indonesia dan publik dengan porsi kepemilikan sebagai berikut:

#### Structure and Composition of Shareholders

Since the initial public offering on 22 December 2017, the Company's shares are owned by PT Pelabuhan Indonesia II (Persero), PT Multi Terminal Indonesia, and the public, with ownership as follows:



Tabel Kepemilikan Pemegang Saham Perseroan Per 31 Desember 2019

Table of Company's Share Ownership as of 31 December 2019

| Status Pemilik/ Pemegang Saham<br>Owner Status/Shareholder                  | %             | Jumlah Saham<br>Total Shares |
|-----------------------------------------------------------------------------|---------------|------------------------------|
| <b>Pemegang Saham Kepemilikan 5% atau Lebih / More than 5% Shareholding</b> |               |                              |
| PT Pelabuhan Indonesia II (Persero)                                         | 76,89         | 4.063.504.600                |
| Reksa Dana Terproteksi Insight Terproteksi 44                               | 6,32%         | 333.974.053                  |
| Masyarakat lainnya / Public                                                 | 16,79%        | 887.332.447                  |
| <b>Total</b>                                                                | <b>100,00</b> | <b>5.284.811.100</b>         |

Tabel Jumlah Pemegang Saham Perseroan Per 31 Desember 2019

Table of Company's Shareholders as of 31 December 2019

| Status Pemilik/ Pemegang Saham<br>Owner Status/Shareholder             | Jumlah Pemegang Saham<br>Number of Shareholders | %            | Jumlah Saham<br>Total Shares |
|------------------------------------------------------------------------|-------------------------------------------------|--------------|------------------------------|
| <b>Pemegang Saham Domestik / Domestic Shareholders</b>                 |                                                 |              |                              |
| Pemegang Saham Kepemilikan 5% atau Lebih<br>More than 5% Shareholding  | 11                                              | 94,12        | 4.973.882.400                |
| Pemegang Saham Kepemilikan Kurang dari 5%<br>Less than 5% Shareholding | 811                                             | 5,58         | 294.791.800                  |
| <b>Sub Total</b>                                                       | <b>822</b>                                      | <b>99,69</b> | <b>5.268.674.200</b>         |
| <b>Pemegang Saham Asing / Foreign Shareholders</b>                     |                                                 |              |                              |
| Pemegang Saham Kepemilikan 5% atau Lebih<br>More than 5% Shareholding  | -                                               | -            | -                            |
| Pemegang Saham Kepemilikan Kurang dari 5%<br>Less than 5% Shareholding | 5                                               | 0,31         | 16.136.900                   |
| <b>Sub Total</b>                                                       | <b>5</b>                                        | <b>0,31</b>  | <b>16.136.900</b>            |
| <b>Total</b>                                                           | <b>827</b>                                      | <b>100</b>   | <b>5.284.811.100</b>         |

## Daftar Status Investor / List of Investor Status

## PT Jasa Armada Indonesia, Tbk

Per tanggal 30 Desember 2019 / as of December 30, 2019

| No.          | Kode Efek<br>Securities<br>Code | Status<br>Status       | Investor<br>Investor | Saham<br>Shares      | Persen<br>Percent |
|--------------|---------------------------------|------------------------|----------------------|----------------------|-------------------|
| 1.           | IPCM                            | Institution - Domestic | 14                   | 5.227.758.100        | 98,92%            |
| 2.           | IPCM                            | Institution - Foreign  | 4                    | 15.986.900           | 0,30%             |
| 3.           | IPCM                            | Institution - Domestic | 808                  | 40.916.100           | 0,77%             |
| 4.           | IPCM                            | Institution - Foreign  | 1                    | 150.000              | 0,00%             |
| <b>Total</b> |                                 |                        | <b>827</b>           | <b>5.284.811.100</b> | <b>100,00%</b>    |

## Informasi Pemegang Saham Utama dan Pengendali

### Information on Major Shareholders and Controlling Shareholders

PT Pelabuhan Indonesia II (Persero) merupakan Pemegang Saham Utama dan pengendali Perseroan dengan kepemilikan sebesar 76,89%. Direktur Utama PT Pelabuhan Indonesia II (Persero) dalam pelaksanaan tata kelola Perseroan, merepresentasikan PT Pelabuhan Indonesia II (Persero) sebagai Pemegang Saham Utama dan pengendali. Secara teknis hubungan tata kelola dengan Pemegang Saham (*liaison function*) dilakukan antara Sekretaris Perusahaan Perseroan dengan Sekretaris Perusahaan PT Pelabuhan Indonesia II (Persero).

*PT Pelabuhan Indonesia II (Persero) is the Major Shareholder as well as the Controlling Shareholder of the Company, with ownership of 76.89%. In implementing the Company's governance, President Director of PT Pelabuhan Indonesia II (Persero) represents PT Pelabuhan Indonesia II (Persero) as the Major and Controlling Shareholder. Technically, the governance relationship with the Shareholder (liaison function) is conducted between the Company's Corporate Secretary and the Corporate Secretary of PT Pelabuhan Indonesia II (Persero).*

## Kepemilikan Saham Perseroan Oleh Direksi dan Dewan Komisaris

### Share Ownership of the Company by the Board of Directors and Board of Commissioners

Sampai dengan 31 Desember 2019, Anggota Dewan Komisaris dan Anggota Direksi Perseroan tidak memiliki saham di Perseroan

*As of 31 December 2019, the Members of the Company's Board of Commissioners and Board of Directors did not have share ownership in the Company.*

## Kronologis Pencatatan Saham

### Share Listing Chronology

Perseroan telah melakukan Penawaran Umum Perdana Saham pada tanggal 15–18 Desember 2017 yang telah dicatatkan di Bursa Efek Indonesia (BEI) pada tanggal 22 Desember 2017. Dengan terjualnya seluruh saham yang ditawarkan Perseroan dalam Penawaran Umum Perdana Saham, maka susunan modal saham dan pemegang saham Perseroan sebelum dan sesudah Penawaran Umum Perdana Saham secara proforma adalah sebagai berikut:

*The Company has made an Initial Public Offering on 15–18 December 2017, and has been listed on the Indonesia Stock Exchange (IDX) on 22 December 2017. With the sale of all shares offered by the Company in the Initial Public Offering, the composition of the share capital and shareholders of the Company before and after the Initial Public Offering in terms of performance is as follows:*

#### Saham Biasa Atas Nama Dengan Nilai Nominal Rp100,- (Seratus Rupiah) Setiap Saham

#### Common Share with Nominal Value of Rp100,- (One hundred Rupiah) per Share

| Keterangan<br>Description                                           | Sebelum Penawaran Umum<br>Before the Public Offering |                                                   |        | Sebelum Penawaran Umum<br>Before the Public Offering |                                                   |        |
|---------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------|--------|------------------------------------------------------|---------------------------------------------------|--------|
|                                                                     | Jumlah Saham<br>Total Shares                         | Jumlah Nilai<br>Nominal (Rp)<br>Total Amount (Rp) | (%)    | Jumlah Saham<br>Total Shares                         | Jumlah Nilai<br>Nominal (Rp)<br>Total Amount (Rp) | (%)    |
| Modal Dasar / Authorized Capital                                    | 15.000.000.000                                       | 1.500.000.000.000                                 |        | 15.000.000.000                                       | 1.500.000.000.000                                 |        |
| Modal Ditempatkan dan Disetor Penuh / Issued and Fully Paid Capital |                                                      |                                                   |        |                                                      |                                                   |        |
| PT Pelabuhan Indonesia II (Persero)                                 | 4.063.504.600                                        | 406,350,460,000                                   | 99.86% | 4,063,504,600                                        | 406,350,460,000                                   | 76.89% |
| PT Multi Terminal Indonesia                                         | 5.800.000                                            | 580,000,000                                       | 0.14%  | 5,800,000                                            | 580,000,000                                       | 0.11%  |



| Keterangan<br>Description                                                              | Sebelum Penawaran Umum<br>Before the Public Offering |                                                   |         | Sebelum Penawaran Umum<br>Before the Public Offering |                                                   |         |
|----------------------------------------------------------------------------------------|------------------------------------------------------|---------------------------------------------------|---------|------------------------------------------------------|---------------------------------------------------|---------|
|                                                                                        | Jumlah Saham<br>Total Shares                         | Jumlah Nilai<br>Nominal (Rp)<br>Total Amount (Rp) | (%)     | Jumlah Saham<br>Total Shares                         | Jumlah Nilai<br>Nominal (Rp)<br>Total Amount (Rp) | (%)     |
| Masyarakat / Public                                                                    | -                                                    | -                                                 | 0.00%   | 1,215,506,500                                        | 121,550,650,000                                   | 21.90%  |
| Jumlah Modal Ditempatkan dan<br>Disetor Penuh / Total Issued and Fully<br>Paid Capital | 4.069.304.600                                        | 406,930,460,000                                   | 100.00% | 5,284,811,100                                        | 528,481,110,000                                   | 100.00% |

## Pencatatan Saham Perdana (Initial Public Offering/IPO)

Perseroan mencatatkan saham perdananya di Bursa Efek Indonesia (BEI) pada tanggal 22 Desember 2017 dengan menawarkan 1.215.506.500 saham baru saham dengan nilai nominal Rp100 atau sebesar 23% dari modal ditempatkan dan disetor penuh Perseroan setelah Penawaran Umum Perdana Saham. Keseluruhan saham tersebut ditawarkan dengan Harga Penawaran sebesar Rp380 setiap saham, yang harus dibayar penuh pada saat mengajukan FPPS. Jumlah seluruh nilai Penawaran Umum adalah sebesar Rp461.892.470.000.

## Initial Public Offering (IPO) Listing

The Company listed its shares on the Indonesia Stock Exchange on 22 December 2017, by offering 1,215,506,500 new shares with par value of Rp100 or 23% of the issued and paid-up capital of the Company after the Initial Public Offering. The total shares are offered at a Bid Price of Rp380 per share, which must be paid in full upon submission of FPPS. The total of Public Offering is Rp461,892,470,000.

## Program Kepemilikan Saham Oleh Manajemen dan/atau Karyawan

Berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Luar Biasa No. 14 tanggal 11 Oktober 2017, yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, Perseroan akan mengalokasikan sebanyak-banyaknya 10% dari Saham Yang Ditawarkan pada saat Penawaran Umum Perdana Saham untuk Program ESA (Employee Stock Allocation). Sehubungan dengan hal tersebut, Perseroan akan mengalokasikan saham kepada pegawai sebanyak-banyaknya 57.894.700 saham biasa atas nama yang merupakan 4,76% dari Saham Yang Ditawarkan pada saat Penawaran Umum Saham, dengan harga pelaksanaan ESA sama dengan Harga Penawaran.

Jumlah peserta Program ESA adalah sekitar 780 orang, kecuali bagi Direksi dan Komisaris Perseroan, yang memenuhi persyaratan sesuai dengan Surat Persetujuan Dewan Komisaris Atas Usulan Direksi untuk Pelaksanaan Employee Stock Allocation (ESA) dalam rangka Penawaran Umum Perdana Saham Perseroan Nomor DK/21/11/33/2017 tanggal 20 November 2017 sebagai berikut:

## Management and/or Employee Stock Ownership Program

Based on Deed of Minutes of Extraordinary General Meeting of Shareholders No. 14 dated 11 October 2017, made in the presence of Fathiah Helmi, S.H., a Notary in Jakarta, the Company shall allocate as much as 10% of the Shares Offered during the Initial Public Offering for ESA (Employee Stock Allocation) Program. In relation to that, the Company shall allocate shares to the employee as much as 57,894,700 registered stocks of which are 4.67% of the Share Offered at the time of a Public Offering, with ESA's exercise price equal to the Bid Price.

ESA Program participants is approximately 780 persons, with the exception of the Company's Board of Directors and Commissioners, who meet the requirements in accordance with the Approval Letter of the Board of Commissioners on the Proposal of the Board of Directors for the Implementation of Employee Stock Allocation (ESA) in the event of Initial Public Offering of the Company No. DK/21/11/33/2017 dated 20 November 2017, as follows:

1. Tidak berlaku bagi Direksi dan Dewan Komisaris
2. Pekerja Aktif sampai keluarnya efektif OJK
3. Pekerja Aktif minimal sejak 1 November 2016
4. Tidak sedang terkena sanksi dari Perseroan
5. Tidak dalam status Cuti Di luar Tanggungan Perusahaan (CDTP)

1. *Not applicable to Board of Directors and Board of Commissioners*
2. *Active Employees until the effective statement is issued by OJK.*
3. *Active Employees since at least 1 November 2016*
4. *Not being sanctioned by the Company*
5. *Not in Leave without Pay (CDTP) status*

Seluruh saham yang ditawarkan Perseroan melalui pelaksanaan program ESA dalam Penawaran Umum Perdana Saham telah terjual dengan jumlah saham sebanyak 57.894.700 atau sebesar 1,10% dari modal ditempatkan dan disetor penuh Perseroan.

*All shares offered by the Company through the ESA program implementation in the Initial Public Offering have been sold with a total of 57,894,700 shares or 1.10% of the issued and fully paid share capital of the Company.*

## Harga, Volume dan Kapitalisasi Saham

Perseroan mencatatkan saham perdananya di Bursa Efek Indonesia (BEI) pada tanggal 22 Desember 2017 sehingga perdagangan saham sampai dengan 31 Desember 2019 sebagai berikut:

## Stock Price, Volume, and Capitalization

*The Company listed its initial shares on the Indonesia Stock Exchange (IDX) on 22 December 2017. The trading of shares up to 31 December 2019 is as follows:*

### Harga, Volume dan Kapitalisasi Saham Tahun 2019

### Price, Volume, and Capitalization of Company's Shares 2019

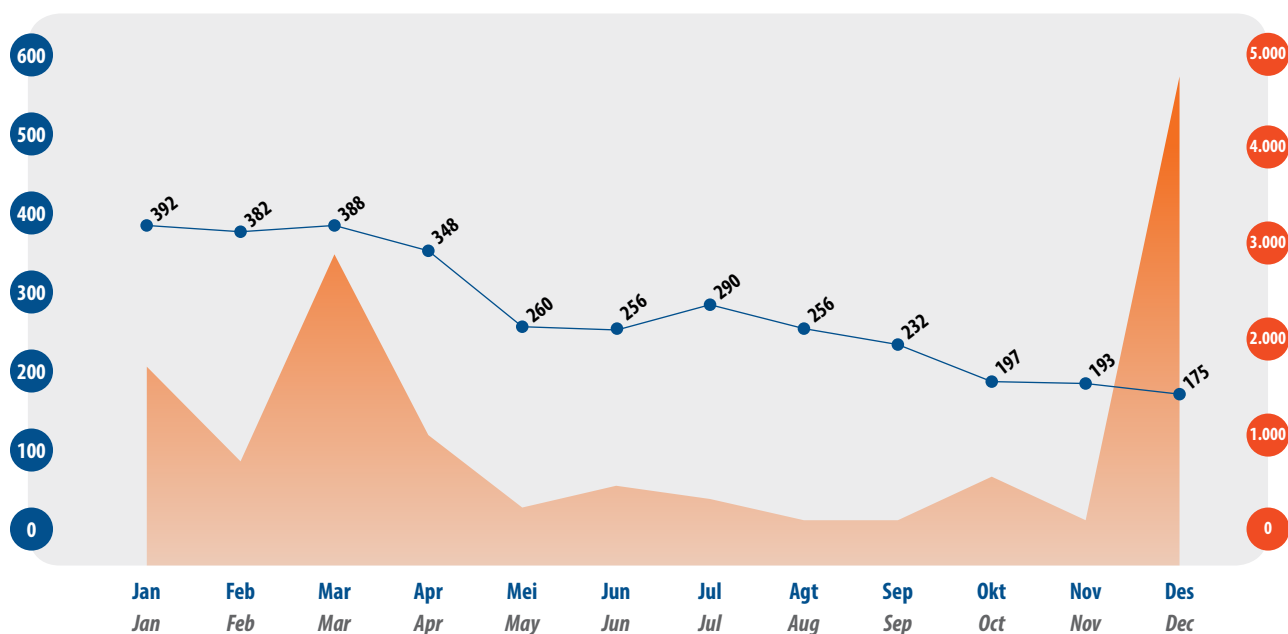
| Tanggal<br>Date             | Harga / Lembar Saham (Rp)<br>Price/Share (Rp) |                      |                    |                      | Volume    | Kapitalisasi Pasar<br>Market<br>Capitalization (Rp) |
|-----------------------------|-----------------------------------------------|----------------------|--------------------|----------------------|-----------|-----------------------------------------------------|
|                             | Pembukaan<br>Opening                          | Tertinggi<br>Highest | Terendah<br>Lowest | Penutupan<br>Closing |           |                                                     |
| 31 Januari / January 31     | 398                                           | 402                  | 392                | 392                  | 1,786,600 | 2,071,645,951,200                                   |
| 28 Februari / February 28   | 386                                           | 388                  | 382                | 382                  | 717,900   | 2,018,797,840,200                                   |
| 29 Maret / March 29         | 400                                           | 410                  | 388                | 388                  | 2,901,400 | 2,050,506,706,800                                   |
| 30 April / April 30         | 362                                           | 366                  | 348                | 348                  | 1,012,500 | 1,839,114,262,800                                   |
| 31 Mei / May 31             | 270                                           | 276                  | 260                | 260                  | 200,900   | 1,374,050,886,000                                   |
| 28 Juni / June 28           | 256                                           | 266                  | 254                | 256                  | 463,500   | 1,352,911,641,600                                   |
| 31 Juli / July 31           | 284                                           | 294                  | 280                | 290                  | 320,000   | 1,532,595,219,000                                   |
| 30 Agustus / August 30      | 260                                           | 260                  | 254                | 256                  | 90,900    | 1,352,911,641,600                                   |
| 30 September / September 30 | 234                                           | 234                  | 228                | 232                  | 59,500    | 1,226,076,175,200                                   |
| 31 Oktober / October 31     | 199                                           | 206                  | 197                | 197                  | 541,400   | 1,041,107,786,700                                   |
| 29 November / November 29   | 192                                           | 200                  | 191                | 193                  | 78,300    | 1,019,968,542,300                                   |
| 30 Desember / December 30   | 178                                           | 185                  | 174                | 175                  | 4,715,000 | 924,841,942,500                                     |

## Grafik Pergerakan Harga Saham Perseroan Tahun 2019

## Graph of Company's Stock Price Movement in 2019

Penutupan  
Closing

Volume  
Volume



## Informasi Mengenai Suspensi Saham

### Information on Stock Suspension

Selama tahun buku 2019, perdagangan saham Perseroan di Bursa Efek Indonesia tidak pernah dihentikan.

*Throughout the fiscal year 2019, the Company's stock trading at Indonesia Stock Exchange never stopped.*

## Kronologis Pencatatan Efek Lainnya

### Other Securities Listing Chronology

Sampai dengan tahun 2019, Perseroan belum mencatatkan efek lainnya di Bursa Efek, sehingga tidak ada informasi terkait kronologis pencatatan, jenis tindakan korporasi, perubahan jumlah efek, nama bursa maupun peringkat efek lainnya.

*As of 2019, the Company has never listed other securities on Stock Exchange. Hence, there is no information related to listing chronology, corporate action, changes in the number of securities, name of the exchange, or other securities rating.*

## Struktur Grup Perseroan, Entitas Anak, dan Perusahaan Afiliasi Company Group Structure, Subsidiaries, and Affiliated Company

### Struktur Grup Perseroan

JAI merupakan salah satu anak perusahaan PT Pelabuhan Indonesia II (Persero) yang kepemilikannya juga dipegang oleh anak perusahaan PT Pelabuhan Indonesia II (Persero) yaitu PT Multi Terminal Indonesia.

### Company's Group Structure

JAI is one of the subsidiaries of PT Pelabuhan Indonesia II (Persero), whose ownership is held by a subsidiary of PT Pelabuhan Indonesia II (Persero), namely PT Multi Terminal Indonesia.





## Entitas Anak

Sampai dengan akhir tahun 2019, Perseroan tidak memiliki Anak Perusahaan sehingga tidak ada informasi terkait nama, persentase kepemilikan, bidang usaha dan status operasi terkait dengan anak Perusahaan.

## Subsidiary

*As of the end of 2019, the Company did not have any Subsidiary. Hence, there was no information on name, percentage of ownership, line of business, and operational status related to Subsidiary.*

## Entitas Asosiasi

Sampai dengan akhir tahun 2019, JAI tidak memiliki perusahaan patungan maupun dalam bentuk *Special Purpose Vehicle* (SPV) sehingga tidak ada informasi terkait nama, persentase kepemilikan, bidang usaha dan status operasi terkait dengan entitas asosiasi Perusahaan.

## Associate

*As of the end of 2019, the Company did not have any joint venture company or Special Purpose Vehicle (SPV). Thus, there was no information on name, percentage of ownership, line of business, and operational status related to the Company's associate.*



## Profil SDM Perseroan

### Company Human Resources Profile



Sampai dengan 31 Desember 2019, secara keseluruhan jumlah sumber daya manusia IPCM mencapai 851 orang yang terdiri dari pegawai Organik (termasuk yang ditempatkan oleh perusahaan induk), pegawai Kontrak (PKWT), dan pegawai dengan status *Outsourcing* (sebagian besar merupakan kru). Jumlah tersebut menurun sekitar 1% dari tahun sebelumnya dengan jumlah pegawai di tahun 2018 sebanyak 859 orang yang disebabkan pekerja yang pensiun, meninggal dan mutasi pegawai. Berikut ini komposisi pegawai berdasarkan status kepegawaian, jenjang jabatan, tingkat pendidikan, wilayah kerja, dan usia.

*As of December 31, 2019, the total number of IPCM's human capital reached 851 people consisting of organic employees (including those placed by the parent company), contract employees (PKWT), and the Outsourcing-status employees (most were crews). This number decreased by around 1% from the previous year with the number of employees in 2018 of 859 people. The decrease was due to the employees who retired, passed away, and being mutated. The following was the composition of employees based on employment status, position levels, education level, work area, and age.*

### Komposisi Sumber Daya Manusia

**Tabel Komposisi Sumber Daya Manusia (SDM)**  
Berdasarkan Jenis Kelamin

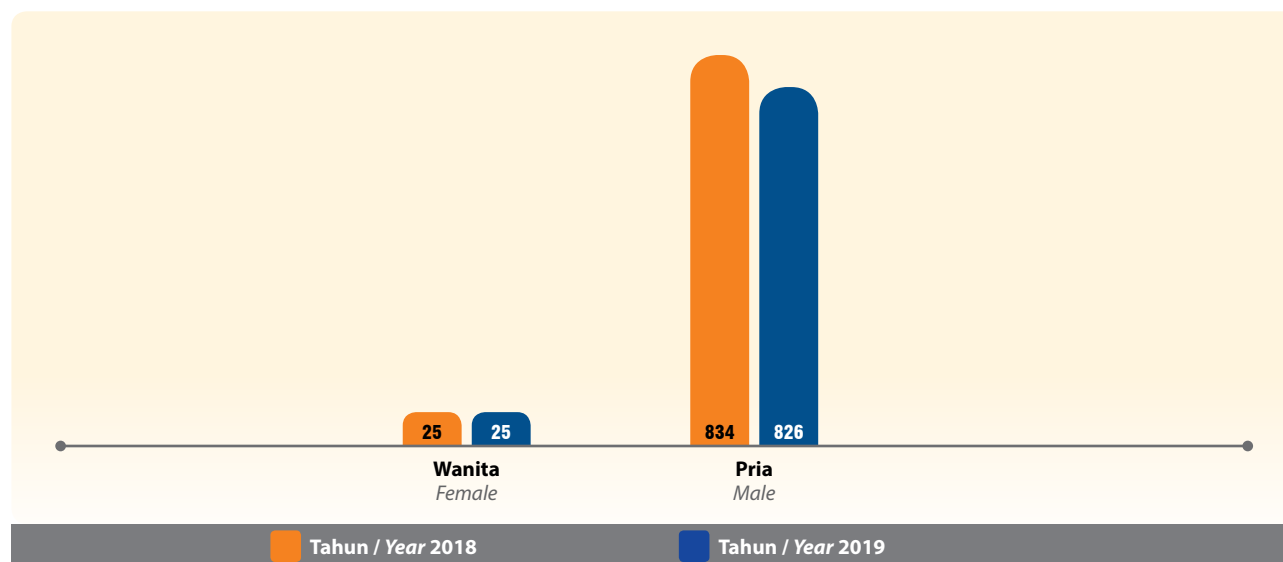
| Jenis Kelamin<br>Gender | Tahun / Year |            |
|-------------------------|--------------|------------|
|                         | 2018         | 2019       |
| Wanita / Female         | 25           | 25         |
| Pria / Male             | 834          | 826        |
| <b>Jumlah / Total</b>   | <b>859</b>   | <b>851</b> |

### Human Resource Composition

*Table of Human Resource's Composition Based on Gender*

## Grafik Komposisi Karyawan Berdasarkan Jenis Kelamin

## Graphic of Employee's Composition Based on Gender



## Tabel Komposisi Karyawan, Dewan Komisaris dan Direksi

## Table of Employee, Board of Commissioners and Board of Directors

| Status Karyawan, Dewan Komisaris, dan Direksi<br>Employee's, BOC's, and BoD's Status | Tahun / Year |            |
|--------------------------------------------------------------------------------------|--------------|------------|
|                                                                                      | 2018         | 2019       |
| Dewan Komisaris / Board of Commissioners                                             | 3            | 2          |
| Direksi / Board of Directors                                                         | 2            | 4          |
| Tetap / Permanent *                                                                  | 190          | 139        |
| Pekerja Kontrak (PKWT) / Contract (PKWT)                                             | 72           | 80         |
| <b>Jumlah / Total</b>                                                                | <b>267</b>   | <b>225</b> |

\*termasuk pegawai tetap induk perusahaan yang ditempatkan di IPCM

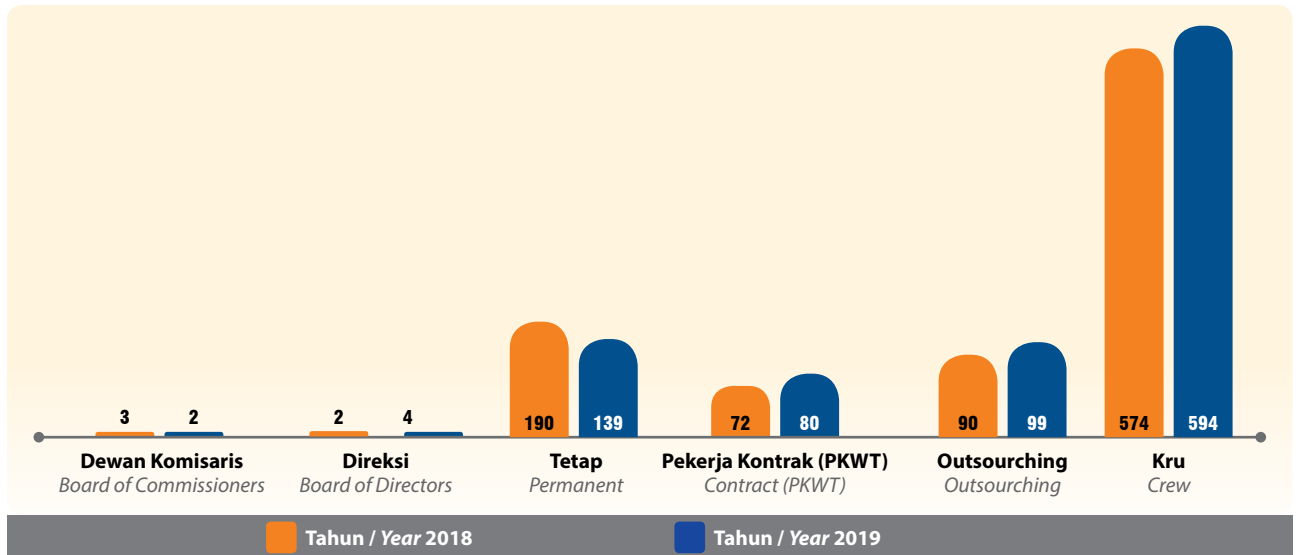
\*including permanent employees of the parent company placed at IPCM

| Status Kru<br>Crew's Status | Tahun / Year |      |
|-----------------------------|--------------|------|
|                             | 2018         | 2019 |
| Kru / Crew *                | 574          | 594  |

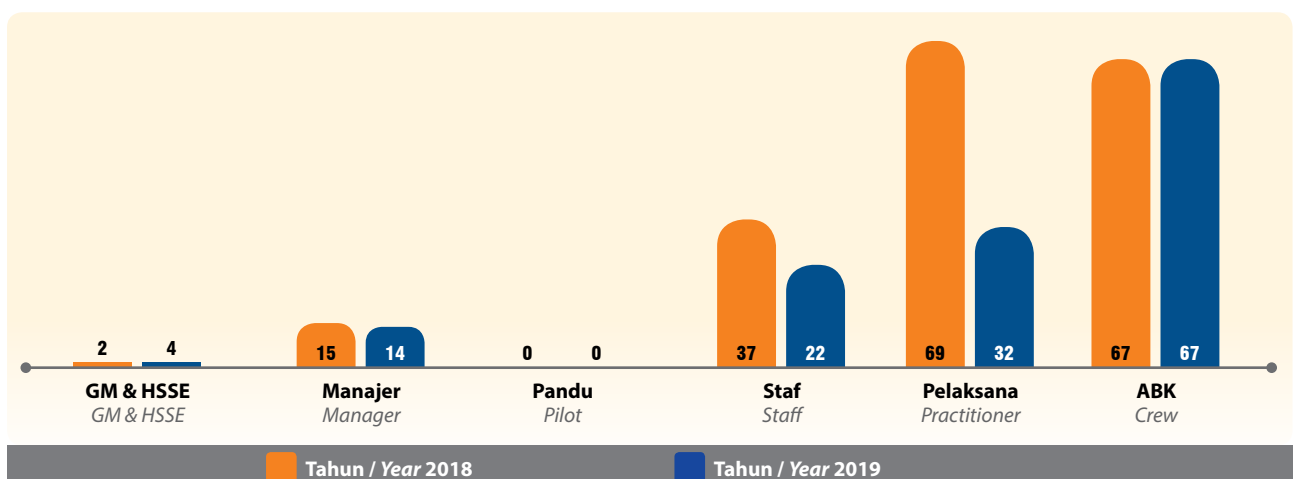
\*termasuk pegawai tetap induk perusahaan yang ditempatkan di IPCM

\*including permanent employees of the parent company placed at IPCM

| Pekerja Outsource di Luar Kru<br>Outsource Outside Crew | Tahun / Year |      |
|---------------------------------------------------------|--------------|------|
|                                                         | 2018         | 2019 |
| Jumlah Orang / Total Men                                | 90           | 99   |

**Grafik Komposisi Pegawai, Dewan Komisaris dan Direksi**
**Graphic of Employee, Board of Commissioners and Board of Directors**

**Tabel Komposisi Pegawai Organik Berdasarkan Jenjang Jabatan**
**Table of Permanent Employee's Composition Based on Position Level**

| Jenjang Jabatan<br>Position Level | Tahun / Year |            |
|-----------------------------------|--------------|------------|
|                                   | 2018         | 2019       |
| GM & HSSE / GM & HSSE             | 2            | 4          |
| Manajer / Manager                 | 15           | 14         |
| Pandu / Pilot                     | 0            | 0          |
| Staf / Staff                      | 37           | 22         |
| Pelaksana / Practitioner          | 69           | 32         |
| ABK / Crew                        | 67           | 67         |
| <b>Jumlah / Total</b>             | <b>190</b>   | <b>139</b> |

**Grafik Komposisi Pegawai Organik Berdasarkan Jenjang Jabatan**
**Graphic of Permanent Employee Composition Based on Position Level**




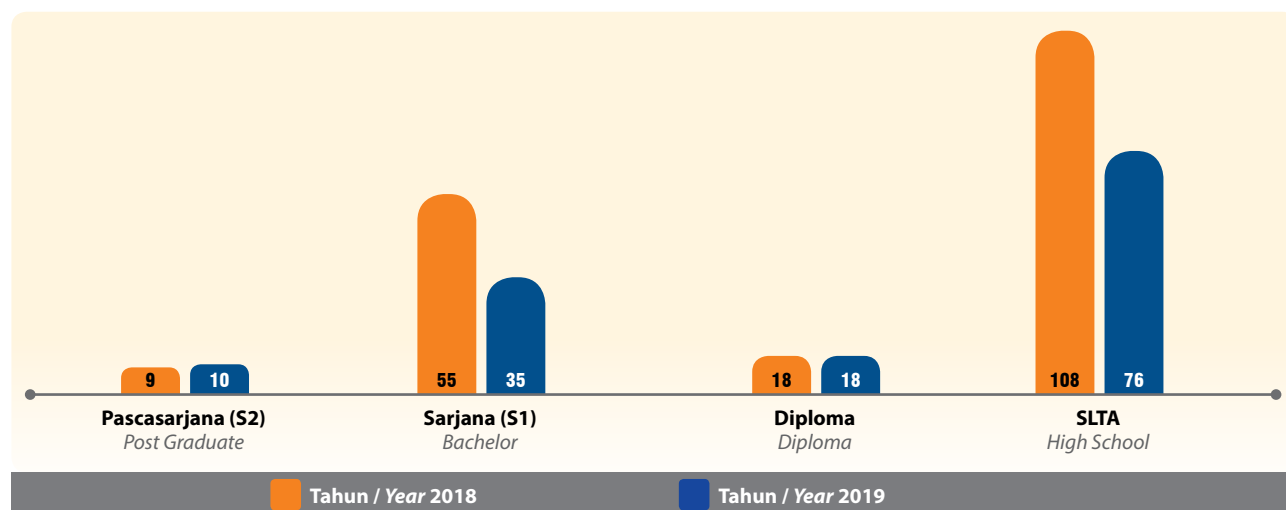
Tabel Komposisi Pegawai Organik Berdasarkan Tingkat Pendidikan

| Tingkat Pendidikan<br>Education Level | Tahun / Year |            |
|---------------------------------------|--------------|------------|
|                                       | 2018         | 2019       |
| Pascasarjana (S2) / Post Graduate     | 9            | 10         |
| Sarjana (S1) / Bachelor               | 55           | 35         |
| Diploma / Diploma                     | 18           | 18         |
| SLTA / High School                    | 108          | 76         |
| <b>Jumlah / Total</b>                 | <b>190</b>   | <b>139</b> |

Table of Permanent Employee Composition Based on Education Level

Grafik Komposisi Pegawai Organik Berdasarkan Tingkat Pendidikan

Graph of Permanent Employee Composition Based on Education Level



**Tabel Komposisi Pegawai Organik Berdasarkan Usia**

**Table of Permanent Employee Composition Based on Age**

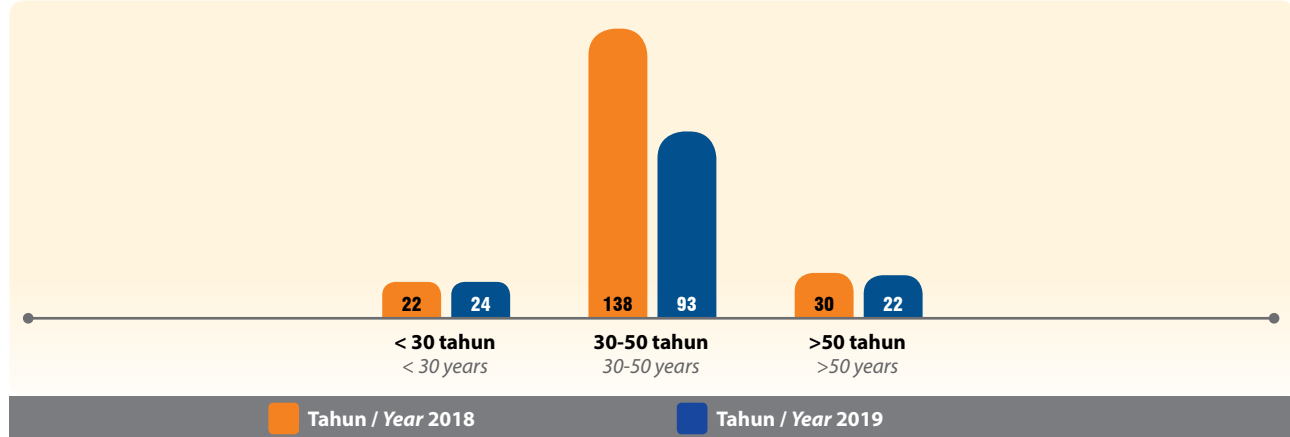
| Tingkat Pendidikan<br>Education Level | Tahun / Year |            |
|---------------------------------------|--------------|------------|
|                                       | 2018         | 2019       |
| <30 tahun / years                     | 22           | 24         |
| 30–50 tahun / years                   | 138          | 93         |
| >50 tahun / years                     | 30           | 22         |
| <b>Jumlah / Total</b>                 | <b>190</b>   | <b>139</b> |



**Workers Union**

Grafik Komposisi Pegawai Organik Berdasarkan Usia

Graph of Permanent Employee Composition of Based on Age



Board of Directors & Management Team

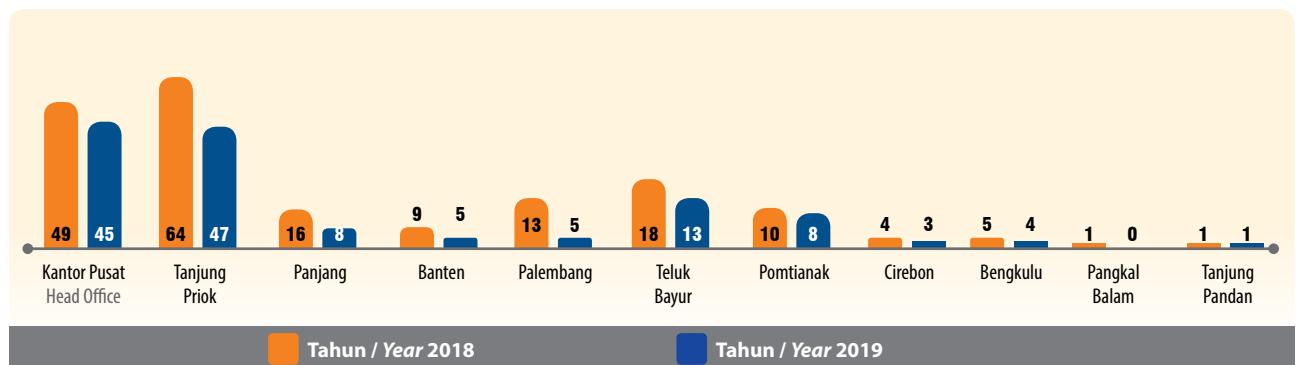
**Tabel Komposisi Pegawai Organik Berdasarkan Wilayah Kerja**

| Wilayah Kerja<br>Work Area | Tahun / Year |            |
|----------------------------|--------------|------------|
|                            | 2018         | 2019       |
| Kantor Pusat / Head Office | 49           | 45         |
| Tanjung Priok              | 64           | 47         |
| Panjang                    | 16           | 8          |
| Banten                     | 9            | 5          |
| Palembang                  | 13           | 5          |
| Teluk Bayur                | 18           | 13         |
| Pontianak                  | 10           | 8          |
| Cirebon                    | 4            | 3          |
| Bengkulu                   | 5            | 4          |
| Pangkal Balam              | 1            | 0          |
| Tanjung Pandan             | 1            | 1          |
| <b>Jumlah / Total</b>      | <b>190</b>   | <b>139</b> |

**Table of Permanent Employee Composition Based on Work Area**

**Grafik Komposisi Pegawai Organik Berdasarkan Wilayah Kerja**

**Graphic of Permanent Employee Composition Based on Work Area**





## Pelatihan dan Pengembangan SDM

### Human Resource Training and Development



Board of Directors & Workers Union

Perseroan senantiasa memberikan kesempatan yang sama bagi pegawai untuk terus berkembang seiring dengan perkembangan kinerja perusahaan. Program pengembangan SDM dilakukan melalui pendidikan karir, pelatihan & sertifikasi profesi, ketrampilan, serta berbagai kursus, pelatihan, sosialisasi, seminar, *workshop* dan pelatihan manajemen dan teknis yang disesuaikan dengan kebutuhan Perseroan.

#### Tujuan Pelatihan

Setiap pegawai mempunyai kesempatan yang sama untuk mendapatkan pendidikan sesuai dengan kebutuhan karir pegawai itu sendiri. Pegawai akan mengikuti program pelatihan dalam rangka meningkatkan kualitas SDM agar dapat mendorong kinerja operasional dan keuangan Perseroan.

*The Company provides equal opportunities for employees to continue to develop, in line with the development of the Company's performance. The HR development program is conducted through career education, professional training & certification, skills, as well as courses, training, socialization, seminars, workshops, and management and technical training, tailored to the Company's needs.*

#### Training's Objective

*Every employee has the same opportunity to obtain an education in accordance with the career need of the employee. The employee shall participate in the training program to improve HR quality in order to boost the Company's operational and financial performance.*

## Peserta Pelatihan

Selama tahun 2019, Program Pendidikan dan Pelatihan sebanyak 61 jenis kegiatan pendidikan dan pelatihan telah dilaksanakan dengan jumlah peserta sebanyak 279 orang yang dikelompokkan sebagai berikut:

## Training's Participants

During 2019, the Education and Training Program as many as 61 types of education and training activities were carried out with a total of 279 participants grouped as followed:

**Tabel Jumlah Pelatihan dan Peserta Perseroan Tahun 2019**

**Table of Company's Training and Participants in 2019**

| No                                                | Jenis Diklat<br>Type of Training | Jumlah Pelatihan<br>Number of Training | Peserta<br>Participant |
|---------------------------------------------------|----------------------------------|----------------------------------------|------------------------|
| <b>I. Teknik Subtansial / Substansial Technic</b> |                                  |                                        |                        |
| 1.                                                | Bidang HSSE / OHS                | 13                                     | 17                     |
| 2.                                                | Bidang Operasional / Operational | 2                                      | 3                      |
| 3.                                                | Bidang Keuangan / Finance        | 1                                      | 3                      |
| 4.                                                | Bidang SDM & Hukum / HR and Law  | 34                                     | 56                     |
| <b>II. Seminar/In-house / Seminar/In-house</b>    |                                  | 11                                     | 200                    |
| <b>Total / Total</b>                              |                                  | <b>61</b>                              | <b>279</b>             |

**Tabel Daftar Peserta Pelatihan berdasarkan level jabatan Perseroan Tahun 2019**

**Table of Company's Training Participants by Position Level in 2019**

| Pegawai<br>Employee                                    | Bidang HSSE<br>OHS | Bidang Operasional<br>Operational | Bidang Keuangan<br>Finance | Bidang SDM & Hukum<br>HR and Law | Seminar/In House<br>Seminar/In-house |
|--------------------------------------------------------|--------------------|-----------------------------------|----------------------------|----------------------------------|--------------------------------------|
| General Manager/setingkat / General manager/equivalent | 1                  |                                   |                            | 2                                | 2                                    |
| Manager/setingkat / Manager/equivalent                 | 3                  |                                   | 1                          | 14                               | 12                                   |
| Staf/setingkat / Staff/equivalent                      | 12                 | 3                                 | 2                          | 37                               | 74                                   |
| Pelaksana/setingkat / Practitioner/equivalent          | 1                  |                                   |                            | 3                                | 112                                  |
| <b>Jumlah / Total</b>                                  | <b>12</b>          | <b>3</b>                          | <b>3</b>                   | <b>56</b>                        | <b>200</b>                           |

## Biaya Pelatihan

Selama tahun 2019, biaya pegawai untuk pelatihan dan pengembangan mengalami penurunan 26,41% menjadi sebesar 2.049.534.712 dibandingkan tahun 2018 sebesar Rp2.785.196.447. Penurunan tersebut disebabkan berkurangnya jumlah pegawai di Tahun 2019 dengan cukup signifikan.

## Training Costs

During 2019, employee costs for training and development has decreased 26,41% to 2,049,534,712 compared to 2018 amounting to Rp2,785,196,447. The decrease was due to significant reduction in the number of employees in 2019.

**Tabel Biaya Pelatihan Pegawai Tahun 2018–2019**  
(dalam Rupiah)*Table of Employees' Training Cost in 2018–2019 (In Rupiah)*

| No.                   | Jenis Diklat<br>Type of Training | 2018                 | 2019                 |
|-----------------------|----------------------------------|----------------------|----------------------|
| 1                     | Bidang HSSE / OHS                | 160.684.410          | 118.242.387          |
| 2                     | Bidang Operasional / Operational | 326.189.353          | 240.032.046          |
| 3                     | Bidang Keuangan / Finance        | 160.148.796          | 117.848.246          |
| 4                     | Bidang SDM & Hukum / HR and Law  | 764.857.794          | 562.833.764          |
| 5                     | In house / In house              | 1.373.316.094        | 1.010.578.269        |
| <b>Jumlah / Total</b> |                                  | <b>2.785.196.447</b> | <b>2.049.534.712</b> |

**Rencana Program Pelatihan Tahun 2020***Training Program Plan in 2020*

| No.                                                | Fungsi dan Jenis Pelatihan<br>Function and Type of Training                                                                                                                                                                    | Waktu Pelaksanaan<br>Execution Time |
|----------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| <b>Pengadaan / Procurement</b>                     |                                                                                                                                                                                                                                |                                     |
| 1                                                  | Pedoman Penyusunan Standar Operasional Prosedur (SOP) Pelaksanaan Pengadaan Barang/ Jasa Pemerintah / Guidelines for the Preparation of Standard Operating Procedures (SOP) for the Procurement of Government Goods / Services | TW 2 / Q 2                          |
| 2                                                  | Workshop metode penyusunan HPS pengadaan barang/jasa perusahaan / Workshop Formulation Method of Owner Estimate for Company's Procurement of Goods and Services                                                                | TW 1 / Q 1                          |
| 3                                                  | Inventory Management                                                                                                                                                                                                           | TW 2 / Q 2                          |
| 4                                                  | Warehouse Management                                                                                                                                                                                                           | TW 3 / Q 3                          |
| 5                                                  | Purchasing Negotiation Skill                                                                                                                                                                                                   | TW 4 / Q 4                          |
| <b>Human Resource</b>                              |                                                                                                                                                                                                                                |                                     |
| 1                                                  | Hubungan Industrial / Industrial Relations                                                                                                                                                                                     | TW 1 / Q 1                          |
| 2                                                  | HR Officer Development Program                                                                                                                                                                                                 | TW 1 / Q 1                          |
| 3                                                  | Perpajakan untuk HRD / Taxation for HRD                                                                                                                                                                                        | TW 2 / Q 2                          |
| 4                                                  | Training Need Analysis                                                                                                                                                                                                         | TW 3 / Q 3                          |
| 5                                                  | HR For Non HR                                                                                                                                                                                                                  | TW 1 / Q 1                          |
| 6                                                  | Building Effective Interpersonal Skill                                                                                                                                                                                         | TW 2 / Q 2                          |
| 7                                                  | Office Management                                                                                                                                                                                                              | TW 3 / Q 3                          |
| <b>Sekretaris Perusahaan / Corporate Secretary</b> |                                                                                                                                                                                                                                |                                     |
| 1                                                  | Management For Professional Secretary                                                                                                                                                                                          | TW 1 / Q 1                          |
| 2                                                  | Corporate Communication                                                                                                                                                                                                        | TW 3 / Q 3                          |
| 3                                                  | Introduction to Capital Market                                                                                                                                                                                                 | TW 3 / Q 3                          |
| 4                                                  | Amazing Public Speaking                                                                                                                                                                                                        | TW 2 / Q 2                          |
| <b>Finance</b>                                     |                                                                                                                                                                                                                                |                                     |
| 1                                                  | Analisis Laporan Keuangan / Financial Statement Analysis                                                                                                                                                                       | TW 3 / Q 3                          |
| 2                                                  | Corporate Cash Management                                                                                                                                                                                                      | TW 2 / Q 2                          |
| 3                                                  | Advance Cost Accounting                                                                                                                                                                                                        | TW 2 / Q 2                          |

| No.                                        | Fungsi dan Jenis Pelatihan<br><i>Function and Type of Training</i>                                                                              | Waktu Pelaksanaan<br><i>Execution Time</i> |
|--------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------|
| SPI                                        |                                                                                                                                                 |                                            |
| 1                                          | Psikologi dan Komunikasi Dalam Audit / <i>Psychology and Communication in Auditing</i>                                                          | TW 3 / Q 3                                 |
| 2                                          | Penulisan Laporan Audit Internal Yang Efektif / <i>Writing an Effective Internal Audit Report</i>                                               | TW 2 / Q 2                                 |
| Legal & Insurance                          |                                                                                                                                                 |                                            |
| 1                                          | Workshop Legal Compliance & Tindak Pidana Korporasi / <i>Legal Compliance &amp; Corporate Crime Workshop</i>                                    | TW 3 / Q 3                                 |
| 2                                          | Legal Officer                                                                                                                                   | TW 2 / Q 2                                 |
| HSSE / OHS                                 |                                                                                                                                                 |                                            |
| 1                                          | Pelatihan dan Sertifikasi ISO 31000 / <i>Training and Certification of ISO 31000</i>                                                            | TW 2 / Q 2                                 |
| 2                                          | Pelatihan Internal Auditor SMK3 / <i>SMK3 Internal Auditor Training</i>                                                                         | TW 2 / Q 2                                 |
| 3                                          | HSSE Management System                                                                                                                          | TW 3 / Q 3                                 |
| 4                                          | Training Implementasi & Audit 5R / <i>Implementation &amp; Audit 5R Training</i>                                                                | TW 2 / Q 2                                 |
| 5                                          | Pelatihan dan Simulasi Kebakaran / <i>Fire Training and Simulation</i>                                                                          | TW 3 / Q 3                                 |
| Operasional / <i>Operational</i>           |                                                                                                                                                 |                                            |
| 1                                          | Business Process Mapping                                                                                                                        | TW 2 / Q 2                                 |
| 2                                          | Feasibility Study                                                                                                                               | TW 2 / Q 2                                 |
| 3                                          | Business Model Canvas                                                                                                                           | TW 2 / Q 2                                 |
| 4                                          | Ahli Kepelabuhanan / <i>Port Expert</i>                                                                                                         | TW 1 / Q 1                                 |
| Direktorat Utama / <i>Main Directorate</i> |                                                                                                                                                 |                                            |
| 1                                          | Corporate Culture Specialist                                                                                                                    | TW 3 / Q 3                                 |
| Teknik / <i>Technical</i>                  |                                                                                                                                                 |                                            |
| 1                                          | Pelatihan dan sertifikasi QRMA (Qualified Risk Management Analyst) / <i>Training and certification QRMA (Qualified Risk Management Analyst)</i> | TW 2 / Q 2                                 |
| 2                                          | Maintenance Management                                                                                                                          | TW 2 / Q 2                                 |
| 3                                          | Logistic Management                                                                                                                             | TW 3 / Q 3                                 |
| 4                                          | Managing Service Operation                                                                                                                      | TW 3 / Q 3                                 |
| 5                                          | Penyelam / <i>Diver</i>                                                                                                                         | TW 1 / Q 1                                 |



## Jaringan Wilayah Operasi dan Kantor Cabang Perseroan

### Company's Operational Area and Representative Offices

Perseroan yang berkantor pusat di Jakarta memiliki 11 (sebelas) unit operasi/ wilayah kerja/ jaringan.

*The Company is headquartered in Jakarta and has 11 (eleven) operating units/working areas/networks.*



## Nama Alamat Kantor dan Kantor Cabang Perseroan *Company's Office and Representative Offices Address*

### Kantor Pusat / Head Office

- 📍 Jl. Ancol Baru Raya No.1, Jakarta Utara 14430
- ☎ +62 021 4306789
- ☎ +62 021 4366789
- ✉ support@ipcmarine.co.id
- 🌐 www.ipcmarine.co.id

### Kantor Cabang Tanjung Priok /

#### Tanjung Priok Branch Office

- 📍 Jl. Raya Ambon No 1. Pelabuhan Tanjung Priok  
Jakarta 14310
- ☎ 0811 890 1000
- ✉ jai\_tanjungpriok@ipcmarine.co.id

### Kantor Cabang Banten / Banten Branch Office

- 📍 Jl. Raya Pelabuhan No.1, Ciwandan, Cilegon,  
Banten 42166
- ☎ 0811 895 1000
- ✉ jai\_banten@ipcmarine.co.id

### Kantor Cabang Panjang / Panjang Branch Office

- 📍 Jl. Yos Sudarso No. 334, Panjang Bandar Lampung
- ☎ 0811 893 1000
- ✉ jai\_panjang@ipcmarine.co.id

### Kantor Cabang Palembang / Palembang Branch Office

- 📍 Jl. Belinyu No.1, Boom Baru, Palembang 30115
- ☎ 0811 898 1000
- ✉ jai\_palembang@ipcmarine.co.id

### Kantor Cabang Pontianak / Pontianak Branch Office

- 📍 Jl. Pakasih No. 11, Pontianak, Kalimantan Barat 78113
- ☎ 0811 895 2000
- ✉ jai\_pontianak@ipcmarine.co.id

### Kantor Cabang Jambi / Jambi Branch Office

- 📍 Jl. Raya Pelabuhan, KM 9 Talang Dulu, Jambi
- ☎ 0811 898 4000
- ✉ jai\_jambi@ipcmarine.co.id

### Kantor Cabang Pangkal Balam / Pangkal Balam Branch Office

- 📍 Jl. Yos Sudarso No. 1, Pangkal Pinang 331144
- ☎ 0811 891 5000
- ✉ jai\_pangkalbalam@ipcmarine.co.id

### Kantor Cabang Tanjung Pandan / Tanjung Pandan Branch Office

- 📍 Jl. Pelabuhan No. 1, Tanjung Pandan Belitung 33411
- ☎ 0811 893 5000
- ✉ jai\_tanjungpandan@ipcmarine.co.id

### Kantor Cabang Bengkulu / Bengkulu Branch Office

- 📍 Jl. Yos Sudarso No.1, Pulau Baai, Bengkulu 38216
- ☎ 0811 872 4000
- ✉ jai\_bengkulu@ipcmarine.co.id

### Kantor Cabang Teluk Bayur / Teluk Bayur Branch Office

- 📍 Jl. Semarang No. 3 Teluk Bayur, Sumbar 25217
- ☎ 0811 891 2000
- ✉ jai\_telukbayur@ipcmarine.co.id

### Kantor Cabang Cirebon / Cirebon Branch Office

- 📍 Jl. Perniagaan No. 4, Cirebon, Jawa Barat 42112
- ☎ 0811 897 2000
- ✉ jai\_cirebon@ipcmarine.co.id

## Peristiwa Penting 2019

### Significant Events 2019

04

Januari / January



**Kunjungan Kerja PT Pelindo IV**  
*Working Visit of PT Pelindo IV*

07

Januari / January



**Awareness GCG di Hotel Ibis Style Sunter**  
*GCG Awareness at the Ibis Style Sunter Hotel*

14

Januari / January



**Analyst Meeting & Site Visit 14 Januari 2019**  
*Analyst Meeting & Site Visit, January 14, 2019*

05

Maret / March



**Penandatanganan Kerjasama Pelatihan Hiperkes & Kesehatan Kerja 2019 dan Kerjasama Dalam Program Kunjungan Pelatihan**  
*Cooperation Signing of training of Occupational Health and Safety Science & Occupational Health in 2019 and Cooperation in the Training Visit Program*

14

Maret / March



**Malam Anugerah Bulan Bakti K3 Hotel Ibis Style**  
*Award Night of the Month of Occupational Health and Safety at Hotel Ibis Style*

10

April / April



**Analyst Meeting dan Paparan Publik Kinerja di Hotel Grand Melia Jakarta**  
*Analyst Meeting and Public Expose of Performance at the Grand Melia Hotel Jakarta*

11

April / April



**Sosialisasi Sistem Pelayanan STS di Palembang**  
*STS Service System Socialization in Palembang*

23

Mei / May



**Buka Puasa Bersama di Gedung Rukindo**  
*Break Fasting Together at Rukindo Building*

29

Mei / May



**Mudik Bersama IPC Group**

*Homecoming Together with IPC Group*

18

Juni / June



**Public Expose**

*Public Expose*

18

Juni / June



**RUPST di Gedung Graha CIMB Niaga Jakarta**

*Annual GMS at Graha CIMB Niaga Building Jakarta*

23

Juni / June



**Studi Banding Lembaga Minyak Sawit Malaysia**

*Comparative Study of the Malaysian Palm Oil Institute*

16

Agustus / August



**Fundamental Risk Managemen ISO 3100:2018 di Gedung Rukindo**

*Fundamental Risk Management of ISO 3100: 2018 at Rukindo Building*

20

Agustus / August



**Analyst Meeting di Grand Melia Hotel Kuningan**

*Analyst Meeting at the Grand Melia Hotel Kuningan*

22-23

Agustus / August



**PT JAI terpilih sebagai TOP GRC 2019 dalam ajang GRC Summit 2019**

*PT JAI was chosen as the TOP GRC 2019 in the 2019 GRC Summit*

15

Oktober / October



**RUPSLB di IDX**

*Extraordinary GMS at IDX*



15

Oktober / October



**Rapat Umum Pemegang Saham Luar Biasa PT JAI Tbk**  
*Extraordinary General Meeting of Shareholders of PT JAI Tbk*

30

Oktober / October



**Pelantikan Role Model PT JAI Tbk Kantor Pusat**  
*Inauguration of role models of PT JAI Tbk's Headquarters*

20

November / November



**PT JAI Tbk memperoleh SNI Award 2019 dalam ajang the 15<sup>th</sup> National Quality Award of Indonesia dari Badan Standarisasi Nasional**

*PT JAI Tbk received the 2019 SNI Award in the 15<sup>th</sup> National Quality Award of Indonesia from the National Standardization Agency*

25

November / November



**Analyst Meeting di Four Points Hotel**  
*Analyst Meeting at Four Points Hotel*

25

November / November



**Forum Manajemen PT JAI Tbk**  
*PT JAI Tbk Management Forum*

05

Desember / December



**ASEAN Risk Award 2019 Bali**  
*ASEAN Risk Award 2019 in Bali*



Desember / December

**FGD Evaluasi Kinerja Pelayanan Operasional Pelabuhan Panjang**

*FGD Evaluates Panjang Port's Operational Services Performance*



Desember / December

**Field Study Mahasiswa STMT Trisakti**

*Field Study of Trisakti STMT Student*



Desember / December

**Top Digital Award 2019**

*Top Digital Award 2019*

## Kerjasama Dengan Pihak Terafiliasi dan Pihak Ketiga

### Cooperation with Affiliation and Third-Party

| No. | Pihak<br><i>Parties</i>                                                                                                                                                                                                                         | Nomor PKS<br><i>Cooperation Agreement (PKS)<br/>Number</i>                                                               | Tanggal<br>Berlaku<br><i>Effective Date</i> | Tanggal<br>Berakhir<br><i>End Date</i> | Judul PKS<br><i>Title of PKS</i>                                                                                                                                                                                                                                                                                                                                                                                 |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------|---------------------------------------------|----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | PetroChina<br>International Jabung<br>Ltd                                                                                                                                                                                                       | -                                                                                                                        | 2018                                        | 2019                                   | Kerjasama Operasi<br>Pelayanan Pemanduan &<br>Penundaan Kapal<br><i>Cooperation on Pilotage and<br/>Towage Services Operation</i>                                                                                                                                                                                                                                                                                |
| 2.  | PT Pelindo II<br>Cabang Pelabuhan<br>Palembang,<br>PT Nusantara<br>Terminal Terpadu,<br>PT Nusantara Tri<br>Bahari<br><i>PT Pelindo II<br/>Palembang Port<br/>Branch, PT Nusantara<br/>Terminal Integrated,<br/>PT Nusantara Tri<br/>Bahari</i> | KS.02/30/4/1/02/GM/C.PLG-19<br>035/PPKT/NTT-PRL-NTB-JAI/IV/2019<br>036/PPKT/NTB-PEL-NTT-JAI/IV/2019<br>HK.55/06/11/MS-19 | 1 Mei 2019<br><i>May 1, 2019</i>            | 30 April 2022<br><i>April 30, 2022</i> | Kerjasama Pelayanan<br>Pemanduan dan<br>Penundaan Kapal dan/<br>atau Tongkang Pengangkut<br>Batubara di Wilayah<br>Perairan Wajib Pandu Kelas<br>I Palembang<br><i>Cooperation of Vessel<br/>Pilotage and Towage<br/>Services and/or Coal Freight<br/>Barges in the Palembang's<br/>First Class Pilotage<br/>Compulsory Areas</i>                                                                                |
| 3.  | DPC INSA<br>Palembang                                                                                                                                                                                                                           | UM.339/05/10/MS-19<br>035/INSA/DPC-PLG/II/2019                                                                           | 2019                                        | 2020                                   | Kerjasama kesepakatan<br>tarif pelayanan jasa<br>pemanduan dan<br>penundaan kapal alih<br>muat ( <i>ship to ship</i> ) di<br>perairan wajib pandu<br>kelas 1 ambang luar musi<br>Palembang<br><i>Cooperation agreement on<br/>vessel pilotage and towage<br/>services tariffs for ship-to-<br/>ship in the first-class pilotage<br/>compulsory area of the outer<br/>threshold of Palembang's<br/>Musi River</i> |
| 4.  | PT Cemindo<br>Gemilang Bayah                                                                                                                                                                                                                    | HK.55/01/16.10/MS-18;<br>001/CG-PELINDO/IV/2018                                                                          | April 2018<br><i>April 2018</i>             | Maret 2020<br><i>March 2020</i>        | Perpanjangan Kerjasama<br>Operasi (KSO) Pelayanan<br>Pemanduan dan<br>Penundaan Kapal pada<br>Terminal Khusus Industri<br>Semen PT Cemindo<br>Gemilang, Bayah Provinsi<br>Banten<br><i>Extension of Joint Operation<br/>(KSO) of Vessel Pilotage<br/>and Towage Services at the<br/>Cement Industry Special<br/>Terminal of PT Cemindo<br/>Gemilang, Bayah, Banten<br/>Province</i>                              |
| 5.  | PT Pengerukan<br>Indonesia                                                                                                                                                                                                                      | HK-566/20/1/1/MS-20<br>20/01/03/DIRUT-2020                                                                               | Januari 2020<br><i>January 2020</i>         | Desember 2020<br><i>December 2020</i>  | Perjanjian Kerjasama<br>Tentang Pekerjaan<br>Perawatan, Perbaikan dan<br>Docking Kapal-Kapal PT<br>JAI Tbk<br><i>Cooperation Agreement<br/>regarding Maintenance,<br/>Repair, and Docking of PT JAI<br/>Tbk' Vessels</i>                                                                                                                                                                                         |

| No. | Pihak Parties               | Nomor PKS Cooperation Agreement (PKS) Number  | Tanggal Berlaku Effective Date | Tanggal Berakhir End Date      | Judul PKS Title of PKS                                                                                                                                                         |
|-----|-----------------------------|-----------------------------------------------|--------------------------------|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6.  | PT RSP – Orchid Griya Nutri | HK.55/09/19/MS-18<br>HK.62/3/6/FB.PT.RSP-2018 | Januari 2019<br>January 2019   | Desember 2019<br>December 2019 | Pekerjaan Penyediaan Jasa Katering<br>Catering Services Provision Work                                                                                                         |
| 7.  | PT RSP                      | HK.62/1/8/PT.RSP-2019<br>HK.55/03/11/MS-19    | November 2016<br>November 2016 | -                              | Pelayanan Administrasi Pelayanan Kesehatan Serta Koordinasi Manfaat (COB) Pelayanan Kesehatan<br>Administration Services and Coordination of Benefits (COB) of Health Services |
| 8.  | PT Pengerukan Indonesia     | HK-566/20/1/1/MS-20<br>20/01/03/DIRUT-2020    | Januari 2020<br>January 2020   | Desember 2020<br>December 2020 | Pekerjaan Perawatan, Perbaikan dan Kapal-Kapal<br>Vessels Maintenance, Repair and Docking Work                                                                                 |

## Lembaga Profesi Penunjang Perseroan

### Company's Supporting Institutions

| Jenis Lembaga Profesi Institution Type                                      | Nama Lembaga Institution Name                                            | Alamat Address                                                                                                                                                                                                                                                                      |
|-----------------------------------------------------------------------------|--------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Kantor Akuntan Publik</b><br><i>Public Accounting Firm</i>               | Purwantono, Sungkoro & Surja (Anggota dari Ernst & Young Global Limited) | The Indonesia Stock Exchange Building<br>Tower II, Lt. 7,<br>Jl. Jendral Sudirman Kav 52–53<br>Jakarta Selatan 12190<br>Telp / Phone : +62-21-5289-5000<br>Faks / Fax : +62-21-5289-4100<br>Website : <a href="http://www.ey.com/id">http://www.ey.com/id</a>                       |
| <b>Notaris</b><br><i>Notary</i>                                             | Kantor Notaris<br>Fathiah Helmi S.H.                                     | Graha Irama Lantai 6 Suite C<br>Jl. HR Rasuna Said Blok X-1 Kav. 1–2<br>Jakarta 12950<br>Telp / Phone : 021 5261136; 021 52907304; 021 52907305;<br>021 52907306<br>Faks / Fax : 5261136                                                                                            |
| <b>Biro Administrasi Efek</b><br><i>Bureau of Securities Administration</i> | PT Electronic Data Interchange Indonesia                                 | Wisma SMR 10 <sup>th</sup> & 3 <sup>rd</sup> Floor<br>Jl. Yos Sudarso Kav. 89<br>Jakarta Utara 14350<br>Telp / Phone : +62-21-650-5829, +62-21-2960-6330<br>Faks / Fax : +62-21-650-5987<br>Website : <a href="http://www.edi-indonesia.co.id/">http://www.edi-indonesia.co.id/</a> |



## Informasi Website Perseroan

### Company's Website



IPCM memiliki situs web resmi korporasi sebagai salah satu media transparansi yang dapat diakses di <http://www.ipcmarine.co.id> tersedia dalam Bahasa Inggris. Website Perseroan memuat informasi dan data mengenai IPCM yang dapat diakses oleh pemangku kepentingan maupun masyarakat umum sesuai dengan prinsip transparansi dan keterbukaan informasi. Secara garis besar, informasi pada website IPCM terdiri dari laman yang memuat informasi sebagai berikut:

1. *Home*
2. *Who We Are* terdiri dari informasi *IPCM at A Glance*, *Shareholder Ownership*, *Group Structure*, *Key Milestone*, *Board & Executive Team*, dan *Our Client*
3. *What We Do* terdiri dari informasi *Pilotage & Towage Services*, *Use of Services*, *Fleet Maintenance*, dan *Competitive Advantages*.
4. *Market Segments* terdiri dari informasi *Public Ports*, *Private Terminals*, *Inland Waterways*, dan *Ship-to-ship of shore Terminals*.

*IPCM has an official corporate website as one of the transparent media, accessible at <http://www.ipcmarine.co.id> and available in English. The Company's website shows the information and data on IPCM, which is accessible by stakeholders and the general public, in line with the transparency and information disclosure principles. Generally, the information on the IPCM website consists of pages containing the following information:*

1. *Home*
2. *Who We Are* consists of *IPCM at A Glance*, *Shareholder Ownership*, *Group Structure*, *Key Milestone*, and *Board & Executive Team* and *Our Client*.
3. *What We Do* consists of *Pilotage & Towage Services*, *Use of Services*, *Fleet Maintenance*, and *Competitive Advantages*.
4. *Market Segments* consist of *Public Ports*, *Private Terminals*, *Inland Waterways*, and *Ship-to-ship of shore Terminals*.

5. *Key Facilities* terdiri dari informasi *Experience, Operating Areas, Fleets, Pilots, dan Manpower*.
6. *Investor Relations* terdiri dari informasi *Corporate Governance (GCG & Audit Charter, Code of Conduct, Board Manual, Gratification Control Unit (UPG), Gratification Media Report), Financial Information (Annual Reports, Audited Financials, Quarterly Reports, Financial Reports), Corporate Presentations, Financial Fundamentals, AGM & EGM Summary, Stock Exchange dan Media Relations (Medias, News, Report & Publication, Video Profile, Photo Gallery)*.
7. *Procurement* terdiri dari informasi Daftar Penyedia Barang/Jasa, Tata Cara Pengadaan, Pendaftaran SKPBJT.
8. *Captive Growth* terdiri dari informasi *National Strategic Projects, New Priok Jakarta, Cikarang-Bekasi Laut, Port Of Kijing Kalimantan, dan Port of Sorong Papua*.

Informasi tambahan terkait website Perseroan dapat dilihat di bagian Akses terhadap Informasi dan Data Perseroan pada Bab Tata Kelola Perusahaan.

5. *Key Facilities* include *Experience, Operating Areas, Fleets, Pilots, and Manpower*.
6. *Investor Relations* include *Corporate Governance (GCG & Audit Charter, Code of Conduct, Board Manual, Gratification Control Unit (UPG), Gratification Media Report)), Financial Information (Annual Reports, Audited Financials, Quarterly Reports, Financial Reports), Corporate Presentations, Financial Fundamentals, AGM & EGM Summary, Stock Exchange dan Media Relations (Medias, News, Report & Publication, Video Profile, Photo Gallery)*.
7. *Procurement* includes a *List of Goods/Services Provider, Procurement Procedures, Registration of Letter of Statement of Selected Goods/Services Procurement*.
8. *Captive Growth* includes *National Strategic Projects, New Ports of Jakarta, Cikarang-Bekasi Laut, Port of Kijing Kalimantan, and Port of Sorong Papua*.

*Additional information on the Company's website can be seen on the Access to Information and Corporate Data in Chapter Corporate Governance.*

## Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal

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

### Dewan Komisaris / Board of Commissioners

| No. | Nama<br>Name                                                                | Jenis Program Pengembangan<br>Type of Development Program                                                                                      | Lokasi<br>Place           | Tanggal<br>Date                                                                          | Penyelenggara<br>Organizer                        |
|-----|-----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|------------------------------------------------------------------------------------------|---------------------------------------------------|
| 1.  | <b>Dani Rusli Utama</b><br>Komisaris Utama<br><i>President Commissioner</i> | Finance for Non-Finance Executives                                                                                                             | London, Inggris           | 23-28 Juni 2019<br><i>June 23-28, 2019</i>                                               | London Business School                            |
| 2.  | <b>A. Sumardi</b><br>Komisaris<br><i>Commissioner</i>                       | Seminar Kasus Hukum & Pencegahan Pidanaan Pengurus Korporasi / <i>Seminar on Legal Cases &amp; Criminal Prevention of Corporate Management</i> | The Western Hotel Jakarta | Kamis, 11 Juli 2019<br>Pukul 08.00-13.00 WIB<br><i>Thursday, July 11, at 08.00-13.00</i> | Corporate Leadership Development Institute (CLDI) |

### Direksi / Board of Directors

| No. | Nama<br>Name                                                                                                                                        | Jenis Program Pengembangan<br>Type of Development Program                                                    | Lokasi<br>Place | Tanggal<br>Date                                  | Penyelenggara<br>Organizer                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|-----------------|--------------------------------------------------|------------------------------------------------------|
| 1.  | <b>Chiefy Adi Kusmargono</b><br>Direktur Utama<br><i>President Director</i>                                                                         | Seminar in Tata Kelola Manajemen Perusahaan Terbuka / <i>Seminar on Public Company Management Governance</i> | Yogyakarta      | 23 April 2019<br><i>April 23, 2019</i>           | IPC Corporate University                             |
|     |                                                                                                                                                     | <i>Seminar in Good Corporate Governance</i>                                                                  | Ciawi           | 29 Juli 2019<br><i>July 29, 2019</i>             | IPC Corporate University                             |
|     |                                                                                                                                                     | <i>Workshop Corporate Culture Transformation in Driving for Corporate Performance</i>                        | Jakarta         | 5 November 2019<br><i>November 5, 2019</i>       | IPCM                                                 |
| 2.  | <b>Herman Susilo</b><br>Direktur Komersial dan Operasi<br><i>Director of Commercial and Operations</i>                                              | <i>Workshop Corporate Culture Transformation in Driving for Corporate Performance</i>                        | Jakarta         | 5 November 2019<br><i>November 5, 2019</i>       | IPCM                                                 |
| 3.  | <b>Supardi</b><br>Direktur Teknik dan Armada<br><i>Director of Fleet and Engineering</i>                                                            | <i>Workshop Corporate Culture Transformation in Driving for Corporate Performance</i>                        | Jakarta         | 5 November 2019<br><i>November 5, 2019</i>       | IPCM                                                 |
| 4.  | <b>Rizki Priyadi Hasan</b><br>Direktur Keuangan dan SDM (Direktur Independen) / <i>Director of Finance and Human Capital (Independent Director)</i> | <i>Indonesia Financing and Investment Forum</i>                                                              | Indonesia       | 20 November 2019<br><i>November 20, 2019</i>     | Euromoney Conferences                                |
|     |                                                                                                                                                     | <i>Executive Engagement</i>                                                                                  | Indonesia       | 26-27 October 2019<br><i>October 26-27, 2019</i> | PT Pelabuhan Indonesia II (Persero) Training Program |
|     |                                                                                                                                                     | <i>Workshop Corporate Culture Transformation in Driving for Corporate Performance</i>                        | Jakarta         | 5 November 2019<br><i>November 5, 2019</i>       | IPCM                                                 |

#### Komite Audit / Audit Committee

| No. | Nama<br>Name                                               | Jenis Program Pengembangan<br>Type of Development Program                                                                           | Lokasi<br>Place           | Tanggal<br>Date                                                                | Penyelenggara<br>Organizer                        |
|-----|------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|---------------------------|--------------------------------------------------------------------------------|---------------------------------------------------|
| 1.  | <b>Sutardi</b><br>Komite Audit<br>Audit Committee          | Seminar Kasus Hukum & Pencegahan Pidanaan Pengurus Korporasi / Seminar on Legal Cases & Criminal Prevention of Corporate Management | The Western Hotel Jakarta | Kamis, 11 Juli 2019 Pukul 08.00-13.00 WIB<br>Thursday, July 11, at 08.00-13.00 | Corporate Leadership Development Institute (CLDI) |
|     |                                                            | Workshop Corporate Culture Transformation in Driving for Corporate Performance                                                      | Jakarta                   | 5 November 2019<br>November 5, 2019                                            | IPCM                                              |
| 2.  | <b>Sudradjat Husein</b><br>Komite Audit<br>Audit Committee | Seminar Kasus Hukum & Pencegahan Pidanaan Pengurus Korporasi / Seminar on Legal Cases & Criminal Prevention of Corporate Management | The Western Hotel Jakarta | Kamis, 11 Juli 2019 Pukul 08.00-13.00 WIB<br>Thursday, July 11, at 08.00-13.00 | Corporate Leadership Development Institute (CLDI) |

#### Sekretaris Perusahaan / Corporate Secretary

| No. | Nama<br>Name           | Jenis Program Pengembangan<br>Type of Development Program                                           | Lokasi<br>Place                          | Tanggal<br>Date                               | Penyelenggara<br>Organizer         |
|-----|------------------------|-----------------------------------------------------------------------------------------------------|------------------------------------------|-----------------------------------------------|------------------------------------|
| 1.  | <b>Eddy Haristiani</b> | Shaping The Future Role of Corporate Secretary: Strategic Discussion Forum & Sharing Best Practices | Pertamina Training & Consulting, Jakarta | 26-27 September 2019<br>September 26-27, 2019 | PT Pertamina Training & Consulting |
|     |                        | Workshop Corporate Culture Transformation in Driving for Corporate Performance                      | Jakarta                                  | 5 November 2019<br>November 5, 2019           | IPCM                               |

#### Unit Audit Internal / Internal Audit Unit

| No. | Nama<br>Name             | Jenis Program Pengembangan<br>Type of Development Program                                                    | Lokasi<br>Place | Tanggal<br>Date                     | Penyelenggara<br>Organizer |
|-----|--------------------------|--------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------|----------------------------|
| 1.  | <b>Edi Winoto</b>        | Qualified internal editor - Managerial Sertifikasi QIA (Qualified Internal Auditor) Fraud Auditing tingkat.1 |                 |                                     | YPIA<br>DS-QIA<br>LPFA     |
|     |                          | Workshop Corporate Culture Transformation in Driving for Corporate Performance                               | Jakarta         | 5 November 2019<br>November 5, 2019 | IPCM                       |
| 2.  | <b>Heru Setiawan</b>     | Qualified internal editor - Managerial Sertifikasi QIA (Qualified Internal Auditor) Fraud Auditing tingkat.1 |                 |                                     | YPIA<br>DS-QIA<br>LPFA     |
|     |                          | Workshop Corporate Culture Transformation in Driving for Corporate Performance                               | Jakarta         | 5 November 2019<br>November 5, 2019 | IPCM                       |
| 3.  | <b>Budi Tri Yulianto</b> | Qualified internal editor - Managerial Sertifikasi QIA (Qualified Internal Auditor) Fraud Auditing tingkat.1 |                 |                                     | YPIA<br>DS-QIA<br>LPFA     |
|     |                          | Workshop Corporate Culture Transformation in Driving for Corporate Performance                               | Jakarta         | 5 November 2019<br>November 5, 2019 | IPCM                       |



# Tinjauan Pendukung Bisnis

Business Supporting  
Overview





## Teknologi Informasi

### Information Technology



Teknologi Informasi yang dikelola dengan baik dapat menciptakan nilai tambah dalam proses pengembangan bisnis perusahaan. Perseroan terus berupaya melaksanakan pengembangan TI secara optimal guna mencapai pelaksanaan operasional perusahaan yang efektif, efisien dan *service excellent*.

*A well-managed Information Technology can create added-value in the Company's business development process. The Company strives to develop IT optimally to achieve the Company's effective, efficient, and excellent service operations.*

## ROADMAP PENGEMBANGAN TEKNOLOGI INFORMASI

### Pengembangan Teknologi Informasi

Perseroan menyadari pentingnya pemanfaatan teknologi informasi untuk menunjang kelancaran bisnis Perusahaan. Oleh karena itu, Perseroan telah melakukan pengembangan TI, yaitu sebagai berikut:

#### 1 Keuangan

*Oracle Financials Reengineering in PT Jasa Armada Indonesia Tbk. Perubahan (Chart of account) berbasis operational pada sistem keuangan Perseroan, adapun perubahan ini meliputi:*

- Mengubah struktur COA Perseroan berbasis operasional dengan berorientasi pada pendapatan dan beban per aset.*
- Melakukan penyesuaian interface system nota tagihan PT Jasa Armada Indonesia Tbk dengan COA baru sistem keuangan Perseroan yang berorientasi pada pendapatan per aset.*

#### 2 Operasional

- Pemasangan Sistem Monitoring Real Time AIS, sistem monitoring ini digunakan untuk memantau pergerakan dan posisi kapal di unit operasi Banten Perseroan.*
- Mendukung implementasi integrasi SIMOP Kapal ICT IPC dengan Sistem Inaportnet Departemen Perhubungan.*

## INFORMATION TECHNOLOGY DEVELOPMENT ROADMAP

### Information Technology Development

*The Company realizes the importance of information technology utilization to support the continuity of the Company's business. Therefore, the Company has conducted IT development as follows:*

#### 1. Finance

*Oracle Financials Reengineering in PT Jasa Armada Indonesia Tbk. Operational-based changes (Chart of accounts) at the Company's financial system, as for these changes include:*

- Change the operational-based Company's COA structure oriented to revenue and expense per asset.*
- Adjust the interface of the PT Jasa Armada Indonesia Tbk billing statement system with the new COA of the Company's financial system oriented to revenue per asset.*

#### 2. Operational

- AIS Real-Time Monitoring System Installation. This monitoring system is used to monitor the movement and position of ships in the Company's Banten operations.*
- Supports the integration of SIMOP Vessel ICT IPC with the Inaportnet System of the Transportation Department.*

### 3 Teknik

Implementasi *Fleet Management Operating System* dengan *software* AMOS. Implementasi AMOS ini diharapkan dapat meningkatkan kinerja dalam perencanaan perawatan aset (Kapal Tunda, Motor Pandu dan Kepil).

### 4 HRD

*Enhancement SOP* dan implementasi pada aplikasi terkait *payroll*, absensi, penilaian kinerja pegawai dan perjalanan dinas.

## Pengembangan SDM Bidang TI

Kehadiran TI membawa perubahan yang cepat dalam implementasi kerja. SDM harus siap dengan perubahan tersebut dengan meng-*update* kemampuannya dalam bekerja. Penerapan TI dengan didukung SDM yang handal, berperan besar dalam membantu Perseroan lebih maju dan berkembang.

Sebagai langkah pemutakhiran dan peningkatan kemampuan serta *skill* pegawai di bidang IT, Perseroan secara berkala melakukan pengembangan kepada seluruh pegawainya sesuai dengan kebutuhan dan skala prioritas. Bentuk pengembangannya adalah berupa pendidikan, pelatihan, *training work station* atau simulasi, dan sertifikasi.

## Kinerja TI Tahun 2019

Penerapan sistem teknologi informasi yang handal dan memadai dipercaya akan meningkatkan *performance* perusahaan. Perseroan berkomitmen melakukan peningkatan sistem teknologi informasi guna meningkatkan kinerja perusahaan dan menghadapi persaingan bisnis dengan mengembangkan berbagai program, yaitu:

### 1. E-Office

*E-Office* merupakan sistem dari Pelindo II yang di integrasikan ke Perseroan. *E-office* digunakan dalam kegiatan surat menyurat, penomoran dan pengarsipan secara digital.

### 2. Sistem Assessment GCG

Sistem *assessment* GCG merupakan program aplikasi untuk melakukan *assessment* GCG secara *online* sehingga penilaian lebih transparan, dan penyimpanan data dapat tersentral.

### 3. Sistem Informasi K3 IPC Marine

Sistem K3 IPC Marine merupakan sistem untuk distribusi form, dan insiden investigasi segera *online*, sehingga akan diketahui penyebab dasar insiden untuk perbaikan agar tidak terulang kembali, dan untuk mengukur *performance* QHSSE Perseroan.

### 3. Technical

*Implementation of Fleet Management Operating System with AMOS software. This AMOS implementation is expected to improve performance in asset maintenance planning (Tug Boat, Pilotage Vehicle, and Mooring).*

### 4. HRD

*SOP enhancement and implementation of application related to payroll, attendance, employee performance appraisal, and business trip.*

## HR Development in IT

*IT brings fast changes in working implementation. HR must be ready with the changes by updating its ability to work. IT implementation, with the support of reliable human resources, plays a significant role in helping the Company advances and develops.*

*As a step to update and improve employees' capabilities and skills in the IT field, the Company periodically develops all its employees according to their needs and scale of priorities. The development is carried out in the form of education, work station training, simulation, and certification.*

## IT Performance in 2019

*The application of reliable and adequate information technology systems is believed to improve company performance. The Company is committed to upgrading the information technology system to improve company performance and to face the business competition. This is carried out through several programs:*

### 1. E-Office

*E-Office is a system of Pelindo II, integrated to the Company. E-Office is utilized for emailing, numbering, and digital archiving.*

### 2. GCG Assessment System

*The GCG assessment system is an application for conducting online GCG assessment. Thus, the valuations are more transparent, and data storage can be centralized.*

### 3. IPC Marine OHS Information System

*The IPC Marine OHS System is a system to distribute a form and conduct incident investigation online. Thus, the cause of the accident will be known to improve and not recur. This system also measures the Company's QHSSE performance.*



**Audit TI**

Audit Teknologi Informasi merupakan bentuk pengawasan dan pengendalian dari infrastruktur teknologi informasi secara menyeluruh serta meninjau dan mengevaluasi faktor-faktor ketersediaan (*availability*), kerahasiaan (*confidentiality*), dan keutuhan (*integrity*) dari sistem informasi perusahaan. Audit TI diperlukan dengan tujuan yaitu:

1. Mencegah adanya risiko kebocoran data;
2. Menekan kerugian akibat kesalahan proses perhitungan;
3. Menekan kerugian akibat kehilangan data;
4. Meminimalisir kesalahan dalam pengambilan keputusan;
5. Tingginya investasi perangkat keras dan perangkat lunak komputer;
6. Mencegah adanya penyalahgunaan komputer.

Dalam proses Internal Audit Sistem Manajemen Teknologi Informasi Tahun 2019 disebutkan bahwa PT Jasa Armada Indonesia Tbk telah:

- a. Perseroan telah menggunakan sistem Teknologi Informasi dalam proses pelayanan pemanduan dan penundaan kapal di pelabuhan umum, telah mempunyai sistem ORACLE Keuangan, telah mempunyai sistem AMOS, dan telah mempunyai sistem penilaian GCG.
- b. Perseroan telah membangun infrastruktur Teknologi Informasi, meliputi perangkat keras dan perangkat lunak, untuk perangkat lunak server perusahaan telah mempunyai backup server
- c. Perseroan telah menempatkan SDM, yang berkompetensi dan selalu melakukan penyesuaian kompetensi terbaru.
- d. Top manajemen telah menetapkan kebijakan IT untuk diterapkan di Perseroan.

**Penghargaan IT Tahun 2019**

Selama tahun 2019, PT Jasa Armada Indonesia Tbk mendapat penghargaan sebagai berikut:

1. ASEAN Risk Award di bidang IT.
2. Digital Top Award.

**IT Audit**

*Information Technology Audit is a form of supervision and control of information technology infrastructure comprehensively, as well as a review and evaluation of availability, confidentiality, and integrity of the Company's information system. IT Audit has the objectives to:*

1. *Prevent the risk of data leakage;*
2. *Suppress the losses due to errors in the calculation process;*
3. *Suppress the losses due to data loss;*
4. *Minimize errors in decision making;*
5. *High investment in computer hardware and software;*
6. *Prevent computer misuse.*

*In 2019, the Internal Audit process of Information Technology Management System, it was stated that PT Jasa Armada Indonesia Tbk:*

- a. *The Company has used the Information Technology system in the pilotage and towage service process of the vessel in public ports, had an ORACLE Financial system, had an AMOS system, and had a GCG assessment system.*
- b. *The Company has built Information Technology infrastructure, consisting of hardware and software, particularly for the server software, the Company had a backup server.*
- c. *The Company had placed competent human resources and always made adjustments to the latest competence.*
- d. *The high-level management had set forth IT policy to be applied in the Company.*

**IT Awards of 2019**

*During 2019, PT Jasa Armada Indonesia Tbk received the following awards:*

1. *ASEAN Risk Award in the IT field.*
2. *Digital Top Award.*

## Sistem Manajemen Mutu Quality Management System

### Pengendalian Peralatan, Pemantauan dan Pengukuran

Perseroan menetapkan pemantauan dan pengukuran yang dilakukan dan sarana pemantauan dan pengukuran yang terkait Lingkungan dan K3 di area kerja perusahaan sesuai dengan persyaratan yang ditetapkan. Proses-proses ditetapkan untuk memastikan bahwa pemantauan dan pengukuran dilakukan dengan cara yang konsisten dengan persyaratan pemantauan dan pengukuran.

### Pemantauan dan Pengukuran

Perseroan membuat, menerapkan dan memelihara prosedur untuk memantau dan mengukur secara teratur karakteristik kunci dari kegiatan operasional yang berdampak penting pada persyaratan pelanggan, lingkungan dan terkait kinerja K3. Prosedur mencakup pendokumentasian informasi untuk mengetahui perkembangan kinerja, efektifitas pengendalian operasi yang relevan, kesesuaian dengan sasaran QHSSE, persyaratan sistem manajemen QHSSE, serta kinerja proaktif dan reaktif QHSSE. Data dan hasil pemantauan dipastikan mencukupi untuk melakukan analisis tindakan perbaikan dan pencegahan lanjutan. Metode yang sesuai ditentukan, termasuk teknik statistik, demi jangkauan penggunaannya.

Perseroan melakukan transformasi Implementasi K3 untuk meningkatkan kualitas aspek keselamatan kerja dengan membentuk Integrated Management System ISO 9001:2015, ISO 14001:2015 dan OHSAS 2007 serta melaksanakan Standar Internasional Pengoperasian Kapal ISM Code.

Untuk Mencapai standar tersebut menggunakan sosialisasi Informasi dengan cara:

### Equipment Control, Monitoring, and Measurement

*The Company determines the monitoring and measurement carried out and the means of monitoring and measurement related to the Environment and K3 in the Company's work area in accordance with established requirements. Processes are determined to ensure that monitoring and measurement are carried out consistently with monitoring and measurement requirements.*

### Monitoring and Measurement

*The Company establishes, implements, and maintains procedures to monitor and measure regularly the key characteristics of operations that have a significant impact on the customer, environmental, and OHS -related performance requirements. Procedures include information documentation to know performance improvement, effectiveness of relevant operational controls, conformity with QHSSE objectives, QHSSE management system requirements, and QHSSE proactive and reactive performance. Data and monitoring results are ensured sufficient to perform further corrective and preventive action analysis. Appropriate methods are specified, including statistical techniques, for the purpose of their use.*

*The Company transformed the OHS Implementation to improve the quality of occupational safety aspects by performing an Integrated Management System ISO 9001: 2015, ISO 14001: 2015 and OHSAS 2007 and implementation of Vessel Operation International Standards according to ISM Code.*

*In order to achieve these standards by using the information dissemination by:*







1. Mencanangkan transformasi Budaya, yang salah satu sasarannya adalah transformasi budaya K3 (*safety first*).
2. Melakukan induksi/pelatihan K3 bagi semua pegawai baru.
3. Memasukkan unsur K3 pada setiap *project* yang dilakukan di Cabang/Anak Perusahaan, minimal implementasi *housekeeping* dan penggunaan Alat Pelindung Diri (APD) pada area wajib APD
4. Melakukan *Safety Patrol* di lingkungan kerja yang mempunyai risiko tinggi.
5. Melakukan Inspeksi dan Internal Audit untuk memastikan Sistem Manajemen Terpadu Keselamatan dapat berjalan dengan baik.

Perseroan melakukan transformasi Implementasi K3 untuk meningkatkan kualitas aspek keselamatan kerja dengan membentuk *Integrated Management System* ISO 9001:2015 ISO 14001:2015 dan OHSAS 2007 serta melaksanakan Standar Internasional Pengoperasian Kapal *ISM Code*.

## Metode Proses PDCA Dalam Sistem Manajemen K3

Di dalam ilmu manajemen, ada konsep problem solving yang bisa diterapkan di tempat kerja kita yaitu menggunakan pendekatan P-D-C-A sebagai proses penyelesaian masalah.

1. *Establish Cultural transformation, which is one of the goals is the transformation of OHS culture (safety first).*
2. *Carry out OHS induction/training for all new employees.*
3. *Incorporate OHS elements in every project carried out in Branch/Subsidiaries, minimum housekeeping, and use of Personal Protective Equipment (APD) in the mandatory APD areas.*
4. *Perform Safety Patrol in the high-risk working area.*
5. *Conduct Inspection and Internal Audit to ensure the Integrated Safety Management System works properly.*

The Company transforms OHS implementation to improve the occupational health aspects by performing *Integrated Management System* ISO 9001:2015, ISO 14001:2015, and OHSAS 2007, and implementing *Vessel Operation International Standard* according to *ISM Code*.

## PDCA Process Method in OHS (K3) Management System

In management science, there is the concept of problem-solving that can be applied in our workplace using the P-D-C-A approach as a problem-solving process. In the language of quality



Dalam bahasa pengendalian kualitas, P-D-C-A dapat diartikan sebagai proses penyelesaian dan pengendalian masalah dengan pola runtun dan sistematis.

Secara ringkas PDCA:

### 1 P (Plan = Rencanakan)

Artinya merencanakan SASARAN (GOAL=TUJUAN) dan PROSES apa yang dibutuhkan untuk menentukan hasil yang sesuai dengan SPESIFIKASI tujuan yang ditetapkan. PLAN ini harus diterjemahkan secara detil dan per sub-sistem.

- Perencanaan ini dilakukan untuk mengidentifikasi sasaran dan proses dengan mencari tahu hal-hal apa saja yang tidak beres kemudian mencari solusi atau ide-ide untuk memecahkan masalah ini. Tahapan yang perlu diperhatikan, antara lain: mengidentifikasi pelayanan jasa, harapan, dan kepuasan pelanggan untuk memberikan hasil yang sesuai dengan spesifikasi. Kemudian mendeskripsikan proses dari awal hingga akhir yang akan dilakukan.

Memfokuskan pada peluang peningkatan mutu (pilih salah satu permasalahan yang akan diselesaikan terlebih dahulu). Identifikasikanlah akar penyebab masalah. Meletakkan sasaran dan proses yang dibutuhkan untuk memberikan hasil yang sesuai dengan spesifikasi

- Mengacu pada aktivitas identifikasi peluang perbaikan dan atau identifikasi terhadap cara-cara mencapai peningkatan dan perbaikan
- Terakhir mencari dan memilih penyelesaian masalah.

### 2. D (Do = Kerjakan)

Artinya MELAKUKAN perencanaan PROSES yang telah ditetapkan sebelumnya. Ukuran-ukuran proses ini juga telah ditetapkan dalam tahap PLAN. Dalam konsep DO ini kita harus benar-benar menghindari penundaan, semakin kita menunda pekerjaan maka waktu kita semakin terbuang dan yang pasti pekerjaan akan bertambah banyak.

- Implementasi proses. Dalam langkah ini, yaitu melaksanakan rencana yang telah disusun sebelumnya dan memantau proses pelaksanaan dalam skala kecil (proyek uji coba).
- Mengacu pada penerapan dan pelaksanaan aktivitas yang direncanakan

### 3. C (Check = Evaluasi)

Artinya melakukan evaluasi terhadap SASARAN dan PROSES serta melaporkan apa saja hasilnya. Kita mengecek kembali apa yang sudah kita kerjakan, sudahkah sesuai dengan standar yang ada atau masih ada kekurangan.

*control, P-D-C-A can be interpreted as the process of solving and controlling problems with a continuous and systematic pattern.*

### 1. P = Plan

*Planning the OBJECTIVES and the necessary PROCESS to determine the result, in line with the SPECIFICATION of established objectives. PLAN should be translated in detail and per the sub-system.*

- Planning is conducted to identify goals and processes by finding out things that do not work and then finding solutions or ideas to solve this problem. Stages to be considered, among others: identify services, expectations, and customer satisfaction to provide results following the specifications. Then describe the process comprehensively from the beginning to the end to be carried out.*

*Focus on quality improvement opportunities (choose one of the issues to be solved first). Identify the root cause of the problem. Set goals and processes needed to deliver results that match the specifications.*

- Refer to identification of opportunities for improvement and/or identification of ways to achieve improvement and refinement*
- Lastly, find and choose a solution.*

### 2. D = Do

*DO the PROCESS planning that has been set before. Measures of this process have also been determined in the stage PLAN. In the DO concept, we must avoid delay. The more we delay the work, the more time we waste and the more work we have.*

- Process Implementation. In this step, implement the previously prepared plan and monitor the implementation process on a small scale (pilot project).*
- Refer to the application and the planned activities implementation.*

### 3. C = Check (Evaluate)

*Evaluate the OBJECTIVE and PROCESS and report the results. Check the action performed, if it is already following existing standards or if there are still shortcomings.*

- a. Memantau dan mengevaluasi proses dan hasil terhadap sasaran dan spesifikasi dan melaporkan hasilnya
- b. Dalam pengecekan ada dua hal yang perlu diperhatikan, yaitu memantau dan mengevaluasi proses dan hasil terhadap sasaran dan spesifikasi.
- c. Teknik yang digunakan adalah observasi dan survei. Apabila masih menemukan kelemahan-kelemahan, maka disusunlah rencana perbaikan untuk dilaksanakan selanjutnya. Jika gagal, maka cari pelaksanaan lain, namun jika berhasil, dilakukan rutinitas.
- d. Mengacu pada verifikasi apakah penerapan tersebut sesuai dengan rencana peningkatan dan perbaikan yang diinginkan.

#### 4. A (Act = Menindaklanjuti)

Artinya melakukan evaluasi total terhadap hasil SASARAN dan PROSES dan menindaklanjuti dengan perbaikan-perbaikan. Jika ternyata apa yang telah kita kerjakan masih ada yang kurang atau belum sempurna, segera melakukan *action* untuk memperbaikinya. Proses ACT ini sangat penting artinya sebelum kita melangkah lebih jauh ke proses perbaikan selanjutnya.

- a. Menindaklanjuti hasil untuk membuat perbaikan yang diperlukan. Ini berarti juga meninjau seluruh langkah dan memodifikasi proses untuk memperbaikinya sebelum implementasi berikutnya.
- b. Menindaklanjuti hasil berarti melakukan standarisasi perubahan, seperti mempertimbangkan area mana saja yang mungkin diterapkan, merevisi proses yang sudah diperbaiki, melakukan modifikasi standar, prosedur dan kebijakan yang ada, mengkomunikasikan kepada seluruh staf, pelanggan dan *supplier* atas perubahan yang dilakukan apabila diperlukan, mengembangkan rencana yang jelas, dan mendokumentasikan proyek. Selain itu, juga perlu memonitor perubahan dengan melakukan pengukuran dan pengendalian proses secara teratur.

- a. Monitor and evaluate processes and outcomes against objectives and specifications and report the results.
- b. In the Check stage, there are two things to be considered, namely monitor and evaluate the process and results against objectives and specifications.
- c. The technical method is observation and survey. If there is still a weakness, compile the improvement plan to be conducted. If it fails, then find another solution, but if it succeeds, carry the action routinely.
- d. Refers to the verification of whether the implementation is per the desired improvement and refinement plan.

#### 4. A = Act (Follow-Up)

Total evaluation of the OBJECTIVE and PROCESS and follow-up with improvement. If it is still not perfect, immediately take action to fix it. The ACT process is essential. This stage means we want to go further to improve.

- a. Follow-up on the result to make refinement needed. Review all the steps and modify the process to fix it before the next implementation.
- b. Follow up on results means standardizing changes, such as considering which areas might be implemented, revising process that has been corrected, modify the existing standards, procedures, and policies. Besides, communicate them to all staff, customers, and suppliers about the changes made if necessary, develop a clear plan, and document the project. Also, monitor the changes by conducting the process measurement and control regularly.

## Sertifikasi Sistem Manajemen K3

Dalam rangka memastikan terjadinya peningkatan efektivitas penerapan Sistem Manajemen Keselamatan selama periode pelaporan 2016, Perseroan melakukan audit sertifikasi sebanyak 2 kali yaitu audit sertifikasi Sistem Manajemen Keselamatan ISM Code dari Direktorat Jendral Perhubungan Laut dan audit sertifikasi dari Lloyd's Register Quality Assurance. Sesuai hasil audit yang dilakukan oleh Badan sertifikasi, Perseroan berhasil mendapat Migrasi ISO 45001:2018 dan Sertifikasi SMK3 Tingkat Lanjutan dengan Bendera Emas.

## OHS Management System Certification

To ensure the effectiveness increase of the Safety Management System implementation during the 2016 reporting period, the Company carried out a certification audit two times. They are a certification audit of ISM Code Safety Management System from the Directorate General of Sea Transportation and a certification audit from Lloyd's Register Quality Assurance. Following the audit results conducted by the Certification Agency, the Company was managed to get the Migration ISO 45001:2018 and Advanced SMK3 Certification with the Gold Flag.

## Sumber Daya Manusia

### Human Resources

Keberhasilan PT Jasa Armada Indonesia Tbk melewati tahun 2019 yang penuh tantangan merupakan hasil kerja kolektif dan dukungan dari para pemangku kepentingan. Salah satu pemangku kepentingan internal yang memiliki sumbangsih sangat besar bagi pencapaian Perusahaan adalah karyawan.

Mereka adalah penggerak roda organisasi, sekaligus ujung tombak bagi Perusahaan dalam memberikan pelayanan terbaik untuk pelanggan. Tanpa keberadaan karyawan, otomatis Perusahaan tidak akan bisa beroperasi dan mencatatkan kinerja yang baik.

Dengan posisinya yang begitu sentral dan strategis, maka karyawan adalah aset yang sangat berharga bagi PT Jasa Armada Indonesia Tbk. Oleh karena itu, tak berlebihan jika Perusahaan terus berupaya untuk menjaga, melindungi dan memperlakukan mereka dengan baik. Hal itu ditunjukkan, antara lain, dengan memberikan sepenuhnya hak-hak mereka sebagai karyawan sesuai dengan tugas dan tanggungjawabnya.

Dalam pengembangan Sumber Daya Manusia (SDM), Manajemen telah melaksanakannya sejalan dengan target usaha yang ingin dicapai, baik dalam jangka pendek, menengah, maupun panjang. Strategi yang diimplementasikan dari rekrutmen yang terencana dengan baik, hingga pengembangan dan pelatihan yang sesuai dengan kebutuhan PT Jasa Armada Indonesia Tbk.

Seperti tahun-tahun sebelumnya, pengelolaan karyawan yang ditangani oleh manajemen sumber daya manusia di PT Jasa Armada Indonesia Tbk dititikberatkan pada upaya meningkatkan dan membentuk sumber daya manusia yang memiliki keunggulan dalam menghadapi tantangan perubahan dan mengantisipasi tuntutan *stakeholders*, serta mampu mendukung daya saing perusahaan secara berkesinambungan.

Hal yang tak kalah penting, selain memberikan kompensasi sesuai dengan tugas dan kewajiban yang diembannya, serta memberikan kesempatan yang sama untuk meningkatkan kapasitas dengan mengikuti pendidikan dan pelatihan, PT Jasa Armada Indonesia Tbk juga berkomitmen untuk menyediakan lingkungan kerja yang aman dan nyaman bagi mereka. Dengan berbagai upaya itu, kami berharap agar setiap karyawan bisa lebih bersemangat dan lebih produktif dalam bekerja.

*The success of PT Jasa Armada Indonesia Tbk went through 2019 which was full of challenges was the result of collective work and support from stakeholders. One of the internal stakeholders who had a very large contribution to the achievement of the Company was employees.*

*They were the driving force of the organization, as well as the spearhead for the Company in providing the best services for customers. Without the existence of employees, the company would automatically not be able to operate and record good performance.*

*With its central and strategic position, employees are a very valuable asset for PT Jasa Armada Indonesia Tbk. Therefore, it is not excessive if the Company continues to strive to safeguard, protect and treat them well. This was shown, among other things, by giving their full rights as employees in accordance with their duties and responsibilities.*

*In Human Resources (HR) development, management has implemented policy and action in line with business targets, in terms of the short, medium, and long terms. The strategies are implemented from a properly planned recruitment, up to training and development in accordance with the needs of PT Jasa Armada Indonesia Tbk.*

*As in previous years, the management of employees handled by human resource management at PT Jasa Armada Indonesia Tbk is focused on efforts to improve and shape human resources that have excellence in facing change challenges and anticipate the demands of stakeholders, as well as being able to sustain the company's competitiveness on an ongoing basis.*

*No less important, besides providing compensation in accordance with their duties and obligations, and providing equal opportunities to increase capacity by participating in education and training, PT Jasa Armada Indonesia Tbk is also committed to provide a safe and comfortable work environment for them. With these various efforts, we hope that every employee can be more passionate and more productive at work.*

Keberadaan karyawan dengan kemampuan yang mumpuni di bidangnya sangat penting bagi PT Jasa Armada Indonesia Tbk. Kami meyakini, dengan kualitas seperti itulah, maka karyawan akan mampu memberikan pelayanan terbaik dan memberikan kepuasan maksimal kepada pelanggan.

PT Jasa Armada Indonesia Tbk menjadikan kepuasan pelanggan sebagai prioritas. Sebab, keberadaan mereka sangat menentukan keberlanjutan Perusahaan. Tanpa pelanggan yang loyal, PT Jasa Armada Indonesia Tbk akan kesulitan untuk tumbuh dan berkembang.

Pengelolaan SDM PT Jasa Armada Indonesia Tbk dititikberatkan pada upaya meningkatkan dan membentuk SDM yang memiliki keunggulan dalam menghadapi tantangan perubahan dan mengantisipasi tuntutan *stakeholders* serta mampu mendukung daya saing perusahaan secara berkesinambungan.

Di dalam usaha memajukan Perusahaan, Manajemen telah menjalin hubungan industrial yang harmonis dengan Serikat Pekerja untuk menciptakan suasana kerja yang kondusif dan menjalin kelangsungan kerja perusahaan. Manajemen memandang Serikat Pekerja sebagai Mitra Strategis sehingga kebijakan-kebijakan khususnya di bidang SDM dapat memperoleh masukan dari Serikat Pekerja.

Disamping hal tersebut, Manajemen telah membentuk wadah atau forum bipartite dengan Serikat Pekerja yang berfungsi untuk menampung dan menyelesaikan permasalahan ketenagakerjaan yang timbul maupun yang berpotensi menjadi masalah dan bertujuan sebagai wadah untuk memberikan saran kepada Manajemen dalam pengambilan keputusan di bidang ketenagakerjaan. Wadah tersebut mempermudah Pekerja dalam menyampaikan aspirasi kepada Perusahaan secara berjenjang sehingga komunikasi dua arah antar Perusahaan dan Pekerja tetap terjaga.

Untuk dapat memayungi seluruh Pekerja Perusahaan, Perusahaan telah bersepakat membuat Perjanjian Kerja Bersama (PKB) yang memuat seluruh ketentuan yang berkaitan dengan ketenagakerjaan.

*The existence of employees with qualified capabilities in their fields is very important for PT Jasa Armada Indonesia Tbk. We believe, with quality like that, then employees will be able to provide the best services and provide maximum satisfaction to customers.*

*PT Jasa Armada Indonesia Tbk has made customer satisfaction a priority. Because, their existence determines the Company's sustainability. Without loyal customers, PT Jasa Armada Indonesia Tbk will find it difficult to grow and develop.*

*PT Jasa Armada Indonesia Tbk's human resources management is focused on efforts to improve and shape human resources that have excellence in facing the change challenges and anticipating the demands of stakeholders and being able to support the company's competitiveness on an ongoing basis.*

*In an effort to advance the Company, Management has established harmonious industrial relations with Workers Union to create a conducive working atmosphere and establish the Company's sustainability. Management considers the Worker Union as Strategic Partners so that every policy specifically in the field of HR may obtain input from the Workers Union.*

*In addition, Management has established a bipartite forum or forum with a Workers Union that serves to accommodate and resolve emerging employment issues that will potentially emerge as a problem and aims as a forum to provide advice to the Management in making the decision about employment. Such forum facilitates Workers in conveying aspirations to the Company gradually thus can also maintain the two-way communication between the Company and Workers.*

*In order to be able to cover all the employees, the Company has agreed to establish Collective Labor Agreement (PKB) containing all provisions related to employment.*



# Analisis dan Pembahasan Manajemen

Management Discussion  
and Analysis





# Tinjauan Perekonomian

## Economic Overview

### Analisis Perekonomian Global

Pertumbuhan perekonomian global tahun 2019 masih mengalami perlambatan, Bank Indonesia ("BI") melaporkan bahwa meskipun ketidakpastian pasar keuangan global sedikit mereda, ketegangan hubungan dagang Amerika Serikat dan Tiongkok yang masih berlangsung menurunkan volume perdagangan dunia dan menekan harga komoditas. Namun demikian, aliran modal asing ke Negara berkembang terus berlanjut sejalan dengan respons kebijakan moneter longgar di beberapa bank sentral dunia, serta penurunan risiko di Negara berkembang. Sekalipun pada penghujung tahun 2019 terdapat kabar baik yang datang dari Amerika Serikat dan Tiongkok yang telah melakukan sejumlah langkah rujuk, namun kesepakatan yang telah dirancang tersebut belum ditandatangani oleh kedua belah pihak.

Pada bulan Juni 2019, Bank Dunia telah merevisi prakiraan pertumbuhan ekonomi global tahun 2019 dan 2020 menjadi 2,6% dan 2,7% dari proyeksi yang dibuat pada bulan Januari 2019 sebesar 2,9% dan 2,8%. Dasar pertimbangan perubahan ini, adalah karena melambatnya laju ekonomi global yang disebabkan oleh lesunya perdagangan internasional. Sementara itu, pertumbuhan ekonomi negara-negara berkembang tertahan oleh lambatnya investasi dan berbagai risiko yang menghambat pertumbuhan. Risiko-risiko itu termasuk meningkatnya halangan perdagangan, tekanan keuangan yang muncul kembali, dan perlambatan di beberapa ekonomi besar yang lebih lambat dari perkiraan. Menurut Presiden Bank Dunia David Malpass dalam keterangan resminya, "Momentum ekonomi tetap lemah saat ini sementara tingkat utang yang makin tinggi dan pertumbuhan investasi yang lemah di negara-negara berkembang menahan mereka mencapai potensinya,"

Sementara itu, pada bulan Oktober 2019, *International Monetary Fund* ("IMF") kembali memangkas proyeksi pertumbuhan ekonomi global tahun 2019 menjadi 3%, setelah menurunkan target pertumbuhan ekonomi global pada bulan Juli 2019 menjadi sebesar 3,2%. Proyeksi tingkat pertumbuhan tersebut jauh di bawah pertumbuhan ekonomi global pada tahun 2017 yang mencapai 3,3%. Ketidakpastian Brexit, perang dagang dan kondisi geopolitik di beberapa Negara di dunia menjadi dasar pertimbangan utama atas koreksi pertumbuhan ekonomi global tersebut. Lebih jauh, IMF memprediksi pertumbuhan ekonomi Negara-negara maju akan melambat dari 2,3% pada tahun 2018 menjadi hanya 1,7% pada tahun 2019. Untuk Amerika Serikat, diperkirakan hanya akan tumbuh sebesar 2,4% setelah tahun lalu dapat tumbuh 2,9%, Inggris yang masih menghadapi permasalahan Brexit, diperkirakan tumbuh 1,2% dari tahun

### Global Economic Analysis

*The growth of the global economy in 2019 was still slowing down. Bank Indonesia ("BI") reported that although the uncertainty of global financial markets has eased a bit, the ongoing tension of trade relations between the United States and China has reduced the volume of world trade and depressed commodity prices. Nevertheless, the flow of foreign capital into developing countries continued in line with the response of loose monetary policy in several central banks in the world, as well as risk reduction in developing countries. Even though at the end of 2019, there was good news coming from the United States and China that have taken steps to reconcile, but both parties have not signed the agreement that has been drafted.*

*In June 2019, the World Bank revised its forecast for global economic growth in 2019 and 2020 to 2.6% and 2.7% of the projections made in January 2019 at 2.9% and 2.8%. The basic consideration of this change was due to the slowing pace of the global economy caused by the sluggish international trade. Meanwhile, the economic growth of developing countries was restrained by slow investment and various risks that impede growth. These risks included increased trade barriers, resurgent financial pressures, and a slowdown in some large economies that were slower than expected. According to World Bank President David Malpass in his official statement, "Economic momentum remains weak at the moment while higher debt levels and weak investment growth in developing countries hold them from reaching their potential".*

*Meanwhile, in October 2019, the International Monetary Fund ("IMF") again cut its forecast for global economic growth in 2019 to 3% after reducing its global economic growth target in July 2019 to 3.2%. The growth rate projection was far below the global economic growth in 2017, which reached 3.3%. Uncertainty of Brexit, trade war, and geopolitical conditions in several countries in the world were the primary consideration for the correction of global economic growth. Furthermore, the IMF predicted that economic growth in developed countries would slow from 2.3% in 2018 to only 1.7% in 2019. For the United States, it was estimated to only grew by 2.4% after last year it could grow 2.9%, the UK was still facing Brexit problems, expected to grow 1.2% from the previous year of 1.4%. While Germany, which was facing a decline in car production, was expected to grow only 0.5% of the prior year, which experienced a growth of 1.5%. China's economic*



sebelumnya sebesar 1,4%. Sementara Jerman yang menghadapi merosotnya produksi mobil diperkirakan hanya akan tumbuh 0,5% dari tahun sebelumnya yang mengalami pertumbuhan sebesar 1,5%. Pertumbuhan ekonomi Tiongkok diperkirakan akan melambat dari tahun lalu sebesar 6,6% menjadi 6,1% tahun ini, terutama sebagai dampak dari perang dagang dengan Amerika Serikat. Menurut IMF, bank sentral dapat menahan penurunan pertumbuhan ekonomi dengan melaksanakan stimulus bunga rendah.

Di dalam buku Laporan Perekonomian Indonesia Tahun 2019, Bank Indonesia terdapat beberapa pergeseran yang saling berkait dalam perekonomian global berlanjut dan memengaruhi dinamika ekonomi dunia tahun 2019. Pergeseran tersebut dipicu empat hal yang saling terkait, dimulai dari kebijakan banyak negara yang lebih berorientasi domestik (*inward looking orientation*) dan volatilitas arus modal dunia yang meningkat, hingga kepada digitalisasi ekonomi yang naik pesat dan perilaku agen ekonomi yang berubah sebagai respons atas perkembangan digital tersebut. Pergeseran ini menimbulkan kompleksitas dalam pengelolaan makroekonomi, sehingga berimplikasi pada pergeseran lain dari aspek kebijakan. Perubahan perilaku ekonomi sejalan dengan perkembangan digitalisasi yang menguat berimplikasi pada berubahnya efektivitas kebijakan yang sebelumnya pernah ditempuh. Strategi kebijakan tidak hanya dapat bertumpu pada satu kebijakan dan satu instrumen, namun perlu didukung kebijakan lain sehingga menjadi satu bauran kebijakan yang terintegrasi.

## Analisis Perekonomian Nasional

Sebagaimana yang dilaporkan oleh Badan Pusat Statistik ("BPS"), Ekonomi Indonesia tahun 2019 tumbuh 5,02%, lebih rendah dibanding capaian tahun 2018 yaitu sebesar 5,17%. Dari sisi produksi, pertumbuhan tertinggi dicapai Lapangan Usaha Jasa Lainnya sebesar 10,55 persen. Dari sisi pengeluaran, pertumbuhan tertinggi dicapai oleh Komponen Pengeluaran Konsumsi Lembaga Nonprofit yang melayani Rumah Tangga (PK-LNPRT) sebesar 10,62 persen.

Struktur ekonomi Indonesia secara spasial tahun 2019 didominasi oleh kelompok provinsi di Pulau Jawa dan Pulau Sumatera. Pulau Jawa memberikan kontribusi terbesar terhadap Produk Domestik Bruto, yakni sebesar 59,00 persen, diikuti oleh Pulau Sumatera sebesar 21,32 persen, dan Pulau Kalimantan 8,05 persen.

Kepala BPS Suhariyanto menjelaskan perlambatan ekonomi sepanjang 2019 terutama disebabkan oleh capaian pertum-

*growth was expected to slow from last year's 6.6% to 6.1% this year, mainly as a result of the trade war with the United States. According to the IMF, the central bank could withstand the decline in economic growth by implementing a low-interest stimulus.*

*In the book of the Indonesian Economic Report for 2019, Bank Indonesia contained several interrelated shifts in the global economy that continued and influenced the dynamics of the world economy in 2019. The change was triggered by four interrelated things, starting with the policies of many countries that were more domestic-oriented (inward-looking orientation). Besides, the increasing volatility of world capital flows to the digitalization of a rapidly rising economy and the changing behavior of economic agents in response to these digital developments. This shift created complexity in macroeconomic management so that it had implications for other shifts in policy aspects. Changes in economic behavior were in line with the development of digitalization. It had a substantial impact on changes in the effectiveness of policies that have previously been taken. Policy strategies could not only rely on one policy and one instrument but needed to be supported by other policies so that it became an integrated policy mix.*

## National Economic Analysis

*As reported by the BPS-Statistics Indonesia ("BPS"), Indonesia's economy in 2019 grew 5.02%, lower than the achievements in 2018, which amounted to 5.17%. From the production side, the highest growth was achieved by Industry of Other Services Activities at 10.55%. In terms of expenditure, the highest growth was achieved by the Non-Profit Institution Serving Households Expenditure (NPISH/PK-LNPRT) by 10.62%.*

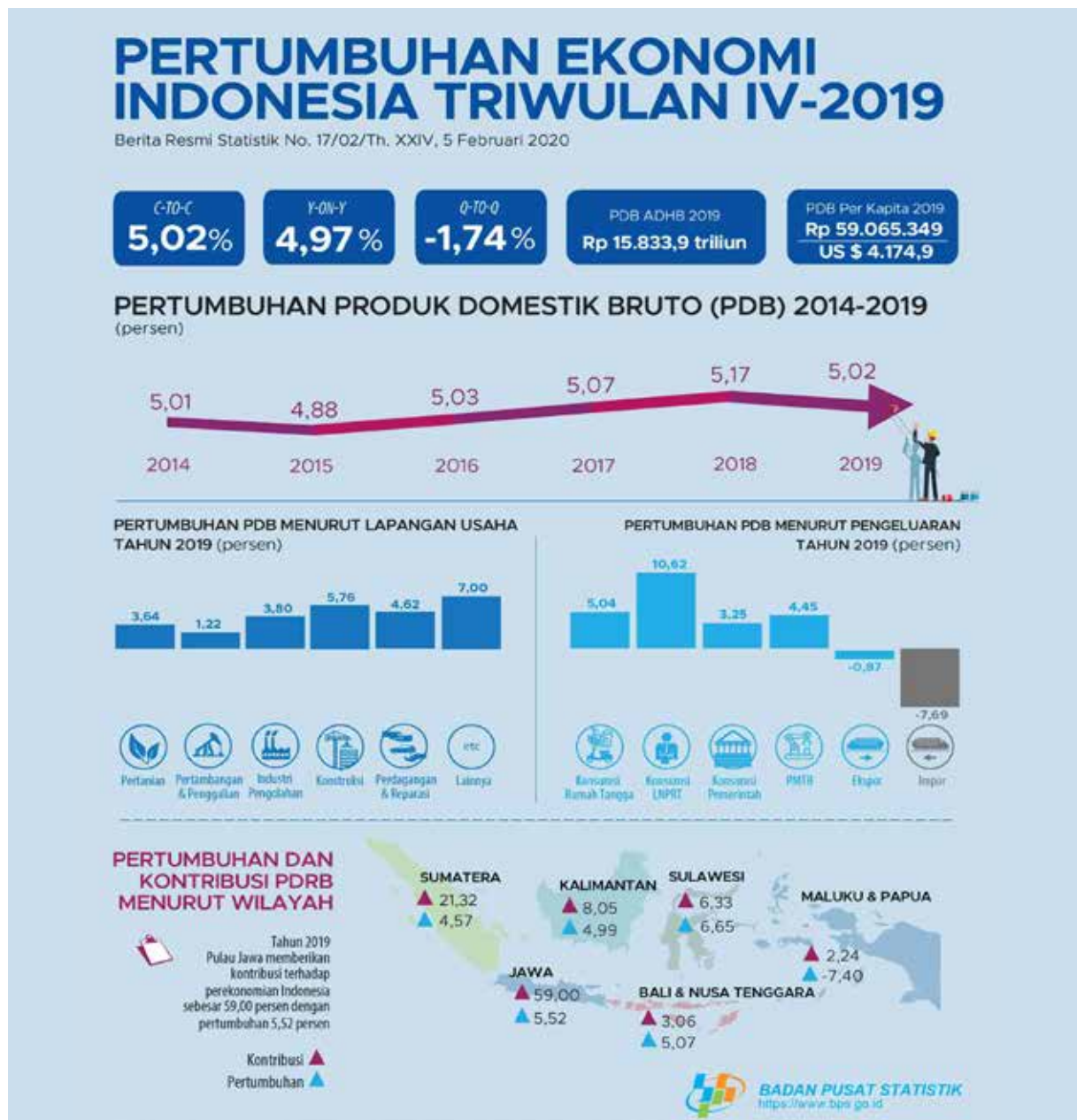
*Indonesia's economic structure spatially in 2019 was dominated by provincial groups on Java and Sumatera. Java Island contributed the most to Gross Domestic Product, which amounted to 59%, followed by Sumatera Island at 21.32%, and Kalimantan Island 8.05%.*

*BPS Chief Suhariyanto explained that the economic slowdown during 2019 was mainly due to the achievement of growth in the*



buhan kuartal IV 2019 yang melambat menjadi hanya 4,97%. Kondisi perlambatan perekonomian global menjadi salah satu faktor utama perlambatan ekonomi Indonesia, terutama dampak dari perang dagang antara Amerika Serikat dan Tiongkok. Realisasi pertumbuhan ekonomi ini juga lebih rendah dari target APBN 2019 yaitu sebesar 5,03%.

fourth quarter of 2019, which slowed to only 4.97%. The condition of the global economic slowdown was one of the main factors of Indonesia's economic downturn, especially the impact of the trade war between the United States and China. The realization of economic growth was also lower than the 2019 state budget target of 5.03%.



Sumber / Source: Badan Pusat Statistik / BPS-Statistics Indonesia

Dalam keterangan persnya pada awal tahun 2020, Kementerian Keuangan menyampaikan bahwa perekonomian Indonesia pada tahun 2019 berhasil tumbuh positif di tengah perlambatan

In her press briefing at the beginning of 2020, the Ministry of Finance said that the Indonesian economy in 2019 managed to grow positively amid the global economic slowdown. That

batan ekonomi global yang terjadi sebagai akibat perang dagang antara Amerika Serikat dengan Tiongkok, kondisi geopolitik seperti yang terjadi di Hongkong, penurunan harga komoditi, serta perlambatan ekonomi di banyak Negara. Diperkirakan perekonomian Indonesia masih mampu tumbuh di atas 5% karena terjaganya permintaan domestik, konsumsi pemerintah, serta investasi. Kinerja perekonomian yang terjaga serta pelaksanaan program pembangunan juga telah berhasil menurunkan tingkat pengangguran, mengurangi ketimpangan dan mempertahankan kesejahteraan masyarakat.

Di tengah ketidakpastian ekonomi global di banyak negara, APBN tahun 2019 didorong ekspansif dan *countercyclical* untuk menjalankan peran strategis dalam menjaga stabilitas makroekonomi, mempertahankan momentum pertumbuhan perekonomian domestik, dan mendorong laju kegiatan dunia usaha, serta tetap memberikan perlindungan kepada masyarakat. Realisasi defisit APBN tahun 2019 sementara berkisar pada 2,2% dari PDB, dibandingkan dengan target awal 1,84% dari PDB. Pelebaran defisit tersebut dilakukan secara terukur dengan memperhitungkan risiko dan manfaatnya, serta kredibilitas fiskal.

Bank Indonesia menggambarkan dinamika perekonomian Indonesia tahun 2019 dalam tiga elemen strategis yang mendukung kesinambungan pertumbuhan ekonomi yakni Sinergi, Transformasi, dan Inovasi. Ketiga elemen strategis tersebut menjadi penting guna merespons pergeseran struktural di perekonomian global yang terus menguat.

Elemen sinergi mengemuka setelah melihat peran kuat sinergi antar pemangku kebijakan dalam merespons berbagai tantangan dari global yang berdampak kurang menguntungkan kepada perekonomian Indonesia. Sinergi yang makin kuat dapat membawa perekonomian Indonesia 2019 tetap berdaya tahan, ditopang oleh stabilitas yang terjaga dan pertumbuhan ekonomi yang tetap baik, meskipun melambat dibandingkan dengan kondisi 2018. Elemen sinergi kebijakan juga menjadi penting karena mendukung percepatan transformasi ekonomi Indonesia dengan struktur dan sumber pertumbuhan ekonomi yang lebih kuat. Selain itu, sinergi kebijakan juga diarahkan untuk terus menumbuhkembangkan inovasi, termasuk inovasi ekonomi-keuangan digital, yang dapat mendukung pertumbuhan ekonomi yang berkualitas dan inklusif.

Di dalam Laporan Perekonomian Indonesia 2019, Bank Indonesia juga menyampaikan bahwa ekspor 2019 berkontraksi 0,87%, berbalik arah dari kinerja 2018 yang tumbuh 6,55%.

*occurred as a result of the trade war between the United States and China, geopolitical conditions such as those in Hong Kong, falling commodity prices, and an economic slowdown in many countries. It was estimated that Indonesia's economy was still able to grow above 5% due to maintained domestic demand, government consumption, and investment. The maintained economic performance and the implementation of development programs have also succeeded in reducing unemployment rates, reducing inequality, and maintaining public welfare.*

*Amid global economic uncertainty in many countries, the 2019 state budget was driven expansively and countercyclically. It played a strategic role in maintaining macroeconomic stability, maintaining the momentum of domestic economic growth, and encouraging the pace of business activities while continuing to protect the public. The realization of the 2019 state budget deficit in the temporary was around 2.2% of GDP, compared to the initial target of 1.84% of GDP. The widening of deficit was carried out measurably by taking into account the risks and benefits, as well as fiscal credibility.*

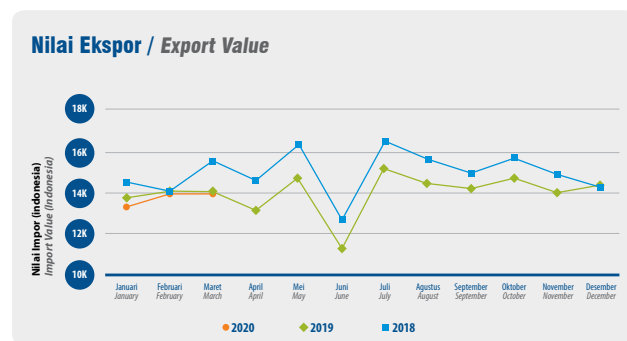
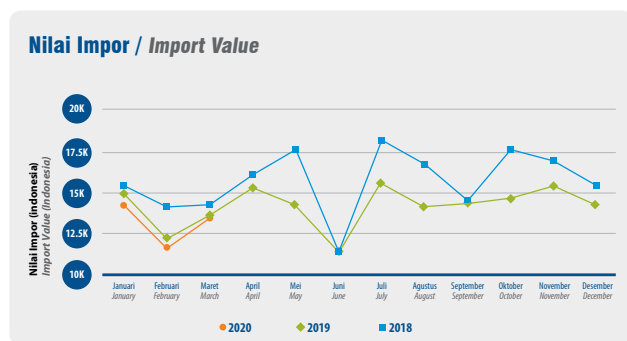
*Bank Indonesia described the dynamics of the Indonesian economy in 2019 in three strategic elements that supported sustainable economic growth, namely Synergy, Transformation, and Innovation. These three strategic elements were essential to respond to structural shifts in the global economy that continued to strengthen.*

*The synergy element arose after seeing the strong role of synergy between policymakers in responding to various challenges from the global that had unfavorable impacts on the Indonesian economy. More substantial synergies could bring Indonesia's economy in 2019 to remain resilient, supported by maintained stability and sustained economic growth, although slowing compared to 2018 conditions. Policy synergy elements were also vital because they supported the acceleration of Indonesia's economic transformation with the structure and sources of more robust economic growth. Besides, policy synergies were also directed to continue to develop innovation, including digital financial-economic innovation, which could support quality and inclusive economic growth.*

*In the 2019 Indonesia Economic Report, Bank Indonesia also mentioned that 2019 exports contracted 0.87%, reversing the direction of the 2018 performance, which grew 6.55%. The decline*

Penurunan ekspor tercatat cukup dalam pada semester I 2019, sebelum sedikit berkurang pada semester II 2019 ditopang oleh peningkatan permintaan beberapa produk ekspor, seperti *crude palm oil* (CPO) dan batu bara. Perbaikan ekspor di beberapa komoditas merupakan dampak diversifikasi produk dan tujuan ekspor, serta beberapa kebijakan domestik. Diversifikasi produk ekspor didukung daya saing yang membaik sehingga menopang kinerja positif beberapa produk ekspor seperti produk besi baja, otomotif, *pulp* dan *waste paper*, emas, dan serat tekstil. Tujuan ekspor juga meluas seperti ke pasar ASEAN dan Arab Saudi, khususnya untuk produk besi baja. Sementara itu, beberapa kebijakan domestik memengaruhi perbaikan kinerja ekspor komoditas nikel dan tembaga.

*in exports was recorded quite deep in the first semester of 2019, before it was slightly reduced in the second semester of 2019, supported by increased demand for some export products, such as crude palm oil (CPO) and coal. The improvement in exports in several commodities was the impact of product diversification and export destinations, as well as several domestic policies. Diversification of export products was supported by improved competitiveness that supported the positive performance of several export products such as products of steel, automotive, pulp, and waste paper, gold, and textile fibers. The export destination was also expanding as to the ASEAN and Saudi Arabia markets, especially for steel products. Meanwhile, some domestic policies influenced the improvement in nickel and copper commodity export performance.*



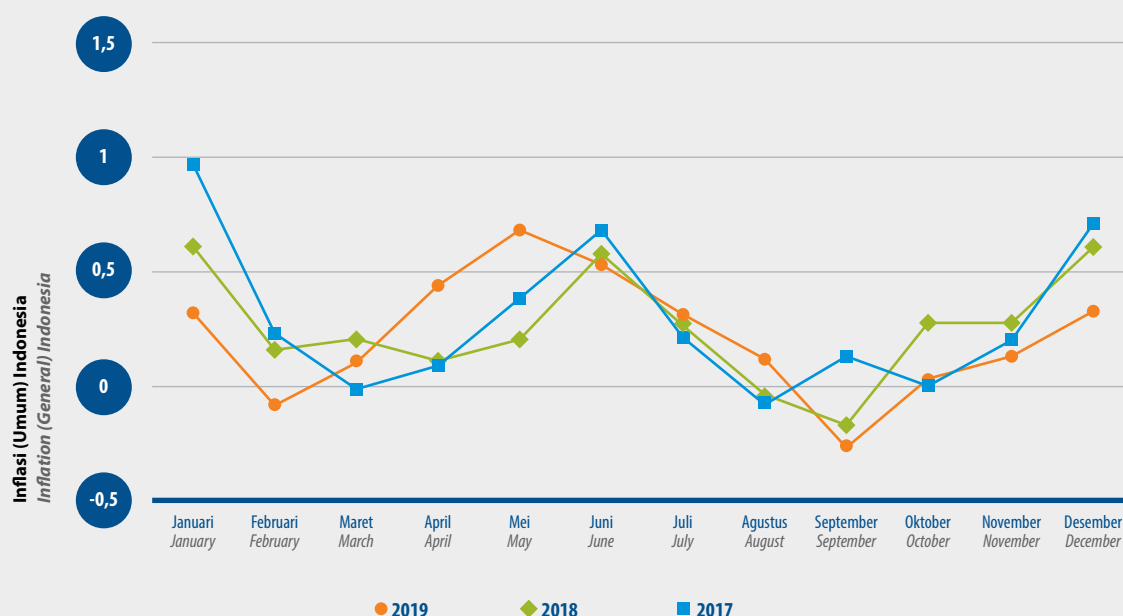
Di tengah kinerja sektor eksternal yang kurang menguntungkan, permintaan domestik tetap kuat sehingga menopang pertumbuhan ekonomi Indonesia 2019 tetap baik yakni 5,02%. Konsumsi swasta sedikit meningkat didukung oleh daya beli yang terpelihara sejalan dengan pendapatan yang terjaga dan inflasi yang rendah, serta keyakinan konsumen yang baik. Konsumsi swasta juga didukung oleh dampak penyelenggaraan Pemilu 2019 sehingga meningkatkan pertumbuhan konsumsi Lembaga Nonprofit yang Melayani Rumah Tangga (LNPR). Kinerja investasi tetap baik, terutama didukung investasi bangunan yang tetap tinggi didorong oleh pembangunan infrastruktur dan pembangunan Proyek Strategis Nasional (PSN), serta kinerja konstruksi swasta yang meningkat. Sementara itu, investasi nonbangunan menurun dipengaruhi kontraksi ekspor dan permintaan domestik yang tidak sekuat tahun sebelumnya. Daya tahan perekonomian yang tetap baik juga dipengaruhi proses penyesuaian ekonomi domestik terhadap gejolak eksternal sehingga mendorong penurunan impor. Secara keseluruhan, pertumbuhan ekonomi domestik yang terjaga pada 2019 berdampak positif pada kesejahteraan masyarakat, tercermin pada menurunnya tingkat kemiskinan dan pengangguran.

*Amid unfavorable external sector performance, domestic demand remained strong to sustain Indonesia's economic growth in 2019 to stay good at 5.02%. Private consumption increased slightly supported by maintained purchasing power in line with maintained income and low inflation, and reasonable consumer confidence. Private consumption was also supported by the impact of the holding of the 2019 General Elections, thereby increasing the consumption growth of Non-Profit Institution Serving Households (LNPR). Investment performance remained good, mainly supported by building investment that remained high driven by infrastructure development and the construction of the National Strategic Project (PSN), as well as improved private construction performance. Meanwhile, non-building investment declined due to contraction in exports and domestic demand, which was not as strong as the previous year. The resilience of the economy that remained good was also influenced by the process of adjusting the domestic economy to external shocks, thereby driving down imports. Overall, the maintained domestic economic growth in 2019 had a positive impact on the welfare of society, reflected in the reduction in poverty and unemployment.*

Inflasi juga tetap rendah dan terkendali sehingga mendukung stabilitas makroekonomi. Inflasi Indeks Harga Konsumen (IHK) pada 2019 tercatat 2,72%, menurun dibandingkan dengan capaian 2018 yang mencapai 3,13%. Perkembangan ini membawa inflasi IHK kembali berada dalam kisaran sasaran  $3,5 \pm 1\%$ , melanjutkan pencapaian 3 tahun terakhir yang juga konsisten berada dalam kisaran sasarannya. Inflasi 2019 yang rendah dipengaruhi faktor siklikal permintaan domestik yang terjaga dan nilai tukar yang terapresiasi, serta inflasi kelompok Administered Prices yang rendah. Selain itu, inflasi yang tetap rendah juga dipengaruhi oleh perbaikan struktural seperti peran ekspektasi inflasi dalam pembentukan inflasi yang makin besar dan terjangkau, dampak nilai tukar ke inflasi yang menurun, serta dampak positif sinergi koordinasi Pemerintah dan Bank Indonesia dalam mengendalikan inflasi pangan.

*Inflation also remained low and under control so that it supported macroeconomic stability. Consumer Price Index (CPI) inflation in 2019 recorded 2.72%, down compared with 2018 achievements, which reached 3.13%. This development brought CPI inflation back into the target range of  $3.5 \pm 1\%$ , continuing the accomplishment of the last 3 (three) years, which was also consistently within its target range. The low inflation in 2019 was influenced by the cyclical factors of maintained domestic demand and the appreciation of the exchange rate, as well as low inflation in the Administered Prices group. Besides, inflation that remained low was also affected by structural improvements such as the role of inflation expectations in the formation of increasingly significant and anchored inflation, the impact of the exchange rate to declining inflation, and the positive impact of the synergy of the Government and Bank Indonesia coordination in controlling food inflation.*

**Inflasi di Indonesia dalam 3 Tahun Terakhir**  
*Inflation in Indonesia in the Past 3 Years*



Sumber / Source: Badan Pusat Statistik / BPS-Statistics Indonesia

## Analisis Industri Pelabuhan

Indonesia adalah Negara kepulauan terbesar di dunia dan memiliki garis pantai kedua terpanjang di dunia setelah Kanada, berdasarkan data yang dikeluarkan oleh Pusat Hidrografi dan Oceanografi TNI Angkatan Laut Republik Indonesia (Pushidrosal) pada bulan Agustus 2018, jumlah pulau Indonesia

## Port Industry Analysis

*Indonesia is the largest archipelago country in the world. It has the second-longest coastline in the world after Canada, based on data released by the Indonesian Navy's Hydrografi and Oceanographic Center (Pushidrosal) in August 2018, the number of Indonesian islands registered at the United Nations is 16,056 islands and*



yang terdaftar di PBB adalah sebanyak 16.056 pulau dan garis pantai sepanjang 108.000 km. Hal tersebut yang membuat Indonesia dikenal sebagai negara maritim.

Dilansir dari situs Perum Perindo, Indonesia secara geografis sebuah negara kepulauan dengan dua pertiga luas lautan lebih besar daripada daratan. Hal ini terlihat dengan adanya garis pantai di hampir setiap pulau di Indonesia sepanjang kurang lebih 81.000 kilometer. Indonesia menempati urutan kedua setelah Kanada sebagai negara yang memiliki garis pantai terpanjang di dunia. Selain itu, dengan adanya kepastian batas wilayah laut dapat terpelihara kedaulatan suatu negara dan penegakkan hukum di wilayah perairan. Indonesia memiliki perbatasan maritim dengan 10 negara, yaitu India (Landas Kontinen), Thailand (Landas Kontinen), Singapura (sebagian Laut Wilayah), Malaysia (sebagian Laut Wilayah, Landas Kontinen).

Sebagai Negara maritim peranan pelabuhan sangat penting bagi perekonomian nasional, terutama dalam menunjang kegiatan perdagangan dalam dan luar negeri, dan selain menjadi pusat distribusi barang, pelabuhan turut membantu mobilitas penduduk.

Pembangunan dan pengelolaan pelabuhan yang efisien dan berdaya saing diharapkan dapat mendorong industri pelayaran nasional, sehingga dapat bersaing di pasar global dan sekaligus secara optimal berperan dalam mendukung daya saing ekonomi nasional.

Di dalam diskusi publik yang dilaksanakan oleh Institute for Development of Economics and Finance (INDEF) bertajuk, "Menjawab Tantangan Pengelolaan Pelabuhan di Indonesia dalam Perspektif Ekonomi dan Hukum" pada tanggal 23 Juli 2019, disampaikan bahwa dengan mencermati dinamika perkembangan yang terjadi, maka perencanaan pembangunan infrastruktur transportasi laut ke depan tetap memperhatikan lingkungan strategis yang terjadi, baik pada skala lokal, nasional maupun global.

Lebih jauh disampaikan bahwa tantangan pembangunan pelabuhan ke depan salah satunya adalah bagaimana mewujudkan konektivitas nasional dalam upaya peningkatan kelancaran akses kepada masyarakat pengguna jasa transportasi laut termasuk pendistribusian barang sampai ke pelosok nusantara, sebagai upaya untuk mendorong pemerataan pembangunan maupun pertumbuhan ekonomi yang merata. Keterlibatan investor perlu terus didorong melalui berbagai model Kerja-

*coastlines along 108,000 km. This is what made Indonesia known as a maritime country.*

*Reporting from the Perum Perindo site, Indonesia is geographically an archipelagic country with two-thirds of the ocean area larger than the mainland. It can be seen by the coastline on almost every island in Indonesia, along approximately 81,000 kilometers. Indonesia ranks second after Canada as the country that has the longest coastline in the world. Besides, with certainty, the boundaries of the sea area can be maintained a country's sovereignty and law enforcement in the territorial waters. Indonesia has maritime borders with 10 (ten) countries, namely India (Continental Platform), Thailand (Continental Platform), Singapore (part of the Regional Seas), Malaysia (part of the Regional Seas, Continental Platform).*

*As a maritime country, the role of ports is very important for the national economy, especially in supporting domestic and foreign trade activities. In addition to being a center for the distribution of goods, the port also helps population mobility.*

*The development and management of an efficient and competitive port are expected to encourage the national shipping industry so that it can compete in the global market and, at the same time optimally play a role in supporting the competitiveness of the national economy.*

*In a public discussion carried out by the Institute for Development of Economics and Finance (INDEF) entitled, "Answering the Challenges of Port Management in Indonesia in Economic and Legal Perspectives" on July 23, 2019, it was conveyed that by observing the dynamics of development that occurred, the planning of future sea transportation infrastructure development would still pay attention to the strategic environment that occurred, both on a local, national and global scale.*

*He further stated that the challenge of developing ports in the future is how to realize national connectivity in an effort to increase access to the sea transportation service users, including the distribution of goods to remote parts of the archipelago, as an effort to encourage equitable development and even economic growth. Investor involvement needs to be encouraged through various models of Government and Business Cooperation because the ability of the APBN 2020-2024 is projected to only be able to*

sama Pemerintah dan Badan Usaha, sebab kemampuan APBN 2020–2024 diproyeksikan hanya mampu memenuhi 30 persen atau sekitar Rp623 triliun dari total kebutuhan anggaran untuk penyediaan infrastruktur sebesar Rp 2.058 triliun.

Dalam rangka meningkatkan daya saing dan produktivitas nasional untuk mengakselerasi perekonomian Indonesia, maka negara ini harus mempercepat pembangunan infrastruktur pelabuhan yang berdaya saing. Namun, banyak tantangan yang harus dihadapi. Sektor pelabuhan, baik pembangunan maupun pengelolannya adalah sesuatu yang kompleks. Mulai dari modal sangat besar yang dibutuhkan, kerumitan pengelolannya, aneka regulasi yang ada, hingga potensi konflik yang mungkin timbul. Banyak masalah dan riak yang berpotensi muncul, diantaranya tidak satu pemahamannya berbagai pihak terhadap visi kemaritiman dan hingga konflik bisnis masih menghiasi dunia kepelabuhan kita hingga saat ini.

Saat ini Indonesia sedang bersiap menghadapi era Revolusi Industri ke-4 atau Revolusi Industri 4.0 yang bertujuan meningkatkan daya saing dan produktivitas industri nasional. Kehadiran revolusi industri 4.0 ditandai dengan otomatisasi dan digitalisasi. Hal ini akan membuat dampak yang berarti bagi masa depan industri di Indonesia.

Staf Khusus Menhub Bidang Ekonomi dan Investasi Transportasi Prof. Wihana Kirana Jaya menyampaikan bahwa hampir semua industri mengharapkan adanya otomatisasi guna mendorong bisnisnya, termasuk industri di pelabuhan. Maka dari itu revolusi industri 4.0 di sektor pelabuhan merupakan hal baik untuk menuju *smart port* dan *smart supply chain*, dan pada tahun 2023, Pasar Logistik akan menjadi salah satu industri terbesar di dunia, namun pelabuhan di Indonesia masih memiliki daya saing yang rendah dibandingkan negara lain. Penyebabnya adalah biaya logistik yang masih mahal dan *dwelling time* yang masih tinggi.

Lebih lanjut beliau menyampaikan bahwa Indonesia harus menjadi pemain utama dalam industri pelabuhan dan pelayaran karena Indonesia adalah negara maritim di mana 40% perdagangan logistik dunia melewati perairan Indonesia. Hal ini menunjukkan bahwa Indonesia telah unggul, untuk itu kita harus dapat memanfaatkan potensi maritim tersebut dengan cara menguasai teknologi dan digitalisasi. Kementerian Perhubungan sendiri telah memulai upaya-upaya digitalisasi, seperti melakukan *Transhub Challenge* untuk mendorong *start-up* digitalisasi di bidang transportasi hingga mengembangkan sistem inaportnet versi 2.0.

*meet 30 percent or around Rp623 trillion of the total budget needed for infrastructure provision of Rp2,058 trillion.*

*In order to improve national competitiveness and productivity to accelerate the Indonesian economy, the country must accelerate the development of competitive port infrastructure. However, many challenges must be faced. The port sector, both development, and management are complex. It is starting from the vast capital needed, the complexity of its control, various existing regulations, to the potential for conflicts that may arise. Many problems and ripples have the potential to appear, including not one understanding of the multiple parties to the maritime vision and to the business conflict that still adorns the world of our ports to the present.*

*Currently, Indonesia is preparing for the 4th Industrial Revolution or the Industrial Revolution 4.0 era, which aims to increase the competitiveness and productivity of the national industry. The presence of the industrial revolution 4.0 is marked by automation and digitalization. It will have a significant impact on the future of the industry in Indonesia.*

*Special Staff of the Minister of Transportation for the Economy and Transportation Investment Prof. Wihana Kirana Jaya said that almost all industries expect automation to drive their business, including the port industry. Therefore the 4.0 industrial revolution in the port sector is a good thing to go to smart ports and smart supply chains. By 2023, the Logistics Market will be one of the largest industries in the world, but ports in Indonesia still have low competitiveness compared to other countries. The reason is that logistics costs are still expensive, and dwelling time is still high.*

*He further said that Indonesia must be a major player in the port and shipping industry because Indonesia is a maritime country where 40% of the world's logistics trade passes through Indonesian waters. This shows that Indonesia has excelled; for that, we must be able to exploit the maritime potential by mastering technology and digitalization. The Ministry of Transportation itself has begun digitalization efforts, such as conducting the Transhub Challenge to encourage the start-up of digitalization in the transportation field to develop the inaportnet version 2.0 system.*

Dr. Yvo Saanen, TBA Group (*Integrated Software and Consultancy Solution For The Entire Lifecycle Of Ports, Terminals And Warehouse*), yang dikutip dari laman Port Technology menyampaikan bahwa pada tahun 2019 terdapat 4 (empat) trend industri pelabuhan di dunia, yaitu:

- **Jaringan 5G**

Ekosistem 5G akan terus berkembang dan meluas, sehingga akan meningkatkan level penerapan otomasi dan kecerdasan buatan (*artificial intelligence*) yang sangat dibutuhkan pada sisi operasional. Peningkatan konektivitas dan kecepatan yang ditawarkan oleh 5G membuatnya mampu mentransfer data secara aman dalam hitungan *milliseconds*. Sehingga sangat berpotensi untuk melakukan disrupti berupa transformasi teknologi pada industri pelayaran peti kemas, jaringan antarpelabuhan, serta perusahaan jasa logistik untuk menjadi pondasi dari jaringan rantai pasok yang lebih 'pintar'. 5G juga akan menjadi perekat dari teknologi *Internet of Things* (IoT).

- **Teknologi Sensor**

Teknologi ini akan semakin berkembang dengan dasar jaringan 5G. Teknologi yang fleksibel dan dalam jaringan besar ini akan dikembangkan tandem dengan IoT dengan jaringan seluler. IoT seluler maksudnya ialah keterhubungan antara peralatan fisik. Pada pelabuhan dan terminal dapat diimplementasikan agar peralatan pada pelabuhan mampu mentransmisikan data melalui sensor dengan lebih independen (tidak bergantung), terotomasi, dan dioperasikan dengan efisien.

- **Internet of Vehicles**

Ketika solusi pintar bergantung pada IoT dan sudah mulai banyak diterapkan di pelabuhan dan terminal di dunia, *Internet of Vehicles* (IoV) masih dalam tahap awal pengembangan. Konsep tersebut akan menjadi penting dalam mendukung manajemen lalu lintas di pelabuhan menjadi lebih efektif, sehingga mampu meningkatkan keamanan dan menekan risiko tabrakan.

- **Port Centric Logistic**

Meski teknologi dianggap mampu menjadi kunci dari peningkatan efisiensi dan reliabilitas, namun pada sektor pelabuhan dan terminal, selalu ada kepentingan untuk menjadi pusat perdagangan demi menyederhanakan infrastruktur jaringan logistik. 'Kebangkitan' konsep *port centric logistics* menjadi bukti bahwa pentingnya proses bisnis rantai pasok secara *end-to-end* (dari hulu hingga hilir) yang modern ialah menerapkan konsep ini.

Dr. Yvo Saanen, TBA Group (*integrated software and consultancy solutions for the entire lifecycle of ports, terminals, and warehouses*), quoted from the Port Technology page said that in 2019 there were 4 (four) port industry trends in the world, namely:

- **5 G network**

*The 5G ecosystem will continue to grow and expand so that it will increase the level of automation implementation and artificial intelligence that is needed on the operational side. The increased connectivity and speed offered by 5G make it able to transfer data securely in a matter of milliseconds. So that it has the potential to carry out disruption in the form of technological transformation in the container shipping industry, inter-port network, and logistics service companies to become the foundation of a more 'smarter' supply chain network. 5G will also be the glue of the Internet of Things (IoT) technology.*

- **Sensor Technology**

*This technology will further develop based on the 5G network. This flexible technology and in large networks will be developed in tandem with IoT with cellular networks. Cellular IoT means the connection between physical equipment. At the port and terminal can be implemented so that the equipment at the port can transmit data through sensors with more independent (not dependent), automated, and operated efficiently.*

- **Internet of Vehicles**

*When smart solutions depend on IoT and have begun to be widely applied in ports and terminals in the world, the Internet of Vehicles (IoV) is still in the early stages of development. The concept will be valuable in supporting traffic management at the port to be more effective, to improve security and reduce the risk of collisions.*

- **Port Centric Logistic**

*Although technology is considered to be the key to increasing efficiency and reliability, in the port and terminal sectors, there is always an interest in becoming a trade center to simplify logistics network infrastructure. The 'revival' of the concept of port-centric logistics is proof that the importance of modern end-to-end supply chain business processes (from upstream to downstream) is to apply this concept.*

Perusahaan raksasa dunia Amazon telah berhasil mengubah harapan *customer*-nya bahwa terkait kecepatan pengiriman,

*The giant world company Amazon has succeeded in changing its customers' expectations that related to the speed of shipping;*

maka pelabuhan berperan penting untuk berinvestasi lebih luas pada rantai pasok dan menyediakan kondisi yang kondusif untuk menyelia barang. Sebelum barang-barang tersebut masuk ke jaringan rantai pasok yang lebih luas. Cara ini diyakini membuka gerbang bisnis yang lebih besar lagi.

PT Pelindo II (Persero) / IPC adalah salah satu Perusahaan BUMN yang bergerak di bidang Jasa Kepelabuhanan dan telah menjadi Operator Pelabuhan Kelas Dunia di Indonesia, yang pada tahun 2019 berhasil mencatat capaian-capaian positif pada tahun 2019, yaitu bahwa pada tahun 2019, 12 cabang Pelabuhan IPC telah memiliki sistem operasi berbasis digital yang setara dengan tingkat yang berbeda-beda sesuai kebutuhan masing-masing cabang pelabuhan. Sejumlah aplikasi penting telah diimplementasikan antara lain, *Vessel Management System (VMS)*, *Vessel Traffic System (VTS)*, *Auto Matic Identification System (AIS)*, dan *Terminal Operating System (TOS)*. Demikian juga *Marine Operating System (MOS)*, untuk pelabuhan yang mempunyai traffic kapal yang tinggi dan disandari kapal-kapal besar. Terkini, pada awal Desember 2019, IPC telah memperkenalkan *Single Truck Identity Database (TID)* yang merupakan basis data truk yang hilir mudik di pelabuhan-pelabuhan IPC.

PT Jasa Armada Indonesia ("PT JAI") / IPC Marine sebagai entitas anak IPC yang bergerak di bidang jasa penundaan dan pemanduan kapal, jasa pengangkutan kapal, dan jasa pengelolaan kapal, juga turut mendukung capaian-capaian positif IPC tersebut di atas dengan melakukan berbagai terobosan dengan melakukan beberapa aksi untuk meningkatkan kinerja perseroan antara lain, transformasi bisnis, dengan fokus pada penguatan pasar yang ada (*satisfy and retain*) dan memperluas cakupan pasar (*attract*) baik di wilayah maupun di luar PT Pelabuhan Indonesia II (Persero).

Di sisi keuangan, transformasi dilakukan melalui fokus meningkatkan profitabilitas, *cost effectiveness*, mengejar target pertumbuhan laba bersih sebesar 30%YoY, meningkatkan hubungan kerjasama dengan industri keuangan untuk memenuhi kebutuhan operasional usaha secara umum, diantaranya pengelolaan dana untuk peningkatan pendapatan lain-lain, dan *marine value chain financing* guna mengurangi *average collection period*. Untuk tarif, penyesuaian tarif akan dilakukan di wilayah yang belum disesuaikan dalam 2 tahun terakhir ini.

Sedangkan untuk transformasi organisasi, dilakukan melalui optimalisasi kuantitas dan kualitas SDM yang ada dan right sizing, meningkatkan team work, implementasi GCG (Good Corporate Governance), transformasi budaya perusahaan dan implementasi *risk culture*.

*the port plays an important role in investing more broadly in the supply chain and provide conducive conditions to supervising goods. Before these items enter the broader supply chain network, this method is believed to open the gates of a more significant business.*

*PT Pelindo II (Persero) / IPC is a state-owned company engaged in port services and has become a world-class port operator in Indonesia. In 2019 it managed to record positive achievements in 2019, namely that in 2019, 12 IPC Port branches already had digital-based operating systems that are equivalent to different levels according to the needs of each port branch. Several important applications have been implemented including, Vessel Management System (VMS), Vessel Traffic System (VTS), Auto Matic Identification System (AIS), and Terminal Operating System (TOS). Likewise, the Marine Operating System (MOS) for ports that had high ship traffic and were propped up by large vessels. Currently, at the beginning of December 2019, IPC has introduced the Single Truck Identity Database (TID), which was a database of trucks going back and forth at IPC ports.*

*PT Jasa Armada Indonesia ("PT JAI") / IPC Marine as a subsidiary of IPC engaged in the services of vessel pilotage and towage, freight services, and fleet management services. Also, support the IPC positive achievements mentioned above by carrying out various breakthroughs by taking several actions to improve the Company's performance. Among others, transformation business, focusing on strengthening existing markets (satisfy and retain) and expanding market coverage (attract) both in the region and outside PT Pelabuhan Indonesia II (Persero).*

*On the financial side, transformation is carried out through a focus on increasing profitability, cost-effectiveness, pursuing a net profit growth target of 30% YoY. Besides, improving cooperative relationships with the financial industry to meet operational business needs in general, including managing funds to increase other income and marine value chain financing to reduce the average collection period. For tariffs, tariff adjustments will be made in areas that have not been adjusted in the past 2 (two) years.*

*As for organizational transformation, it is done through optimizing the quantity and quality of existing human resources and right-sizing, improving teamwork, implementing GCG (Good Corporate Governance), transforming corporate culture, and implementing risk culture.*



Dalam hal penerapan teknologi informasi, penerapan secara penuh *Marine Operating System* (MOS) sebagai bagian dari digitalisasi sistem operasi yang dapat mengetahui pergerakan kapal yang linier terhadap konsumsi bahan bakar dan pendapatan.

## Tinjauan Operasional per Segmen Usaha

Segmen adalah bagian yang dapat dibedakan dari Perusahaan yang terlibat baik dalam menyediakan produk atau jasa tertentu (segmen usaha), maupun dalam menyediakan produk atau jasa dalam lingkungan ekonomi tertentu (segmen geografis), yang memiliki risiko dan imbalan yang berbeda dengan segmen lainnya.

Pendapatan, beban, hasil, aset dan liabilitas segmen mencakup item-item yang dapat diatribusikan langsung kepada suatu segmen serta hal-hal yang dapat dialokasikan dengan dasar yang sesuai kepada segmen tersebut.

Perseroan mengoperasikan dan mengelola bisnis dalam satu segmen yang menyediakan jasa pelayanan kapal, pengangkutan, dan pengelolaan kapal. Berikut adalah uraian segmen usaha Perseroan:

### 1. Pelayanan Jasa Kapal

Sebagai mitra kegiatan pemanduan dan penundaan untuk seluruh cabang PT Pelabuhan Indonesia II (Persero), Perseroan melaksanakan kegiatan pelayanan kapal berupa penyediaan dan pengoperasian kapal tunda untuk kegiatan penundaan yang dilakukan PT Pelabuhan Indonesia II (Persero). Terdapat 3 jenis pandu dalam pelayanan kegiatan pemanduan, yaitu pandu laut, pandu bandar, dan pandu bandar utama. Pandu laut melayani kapal-kapal dari kolam pelabuhan hingga batas perairan wajib pandu atau sebaliknya. Pandu bandar melayani kapal-kapal di dalam kolam pelabuhan. Pandu bandar utama melayani pelabuhan utama dimana ukuran kapal yang dilayani pada umumnya lebih besar. Dalam menavigasikan kapal yang dilayani, pandu dibantu oleh sarana bantu pemanduan yaitu kapal tunda. Kegiatan penundaan adalah bagian dari pemanduan yang meliputi kegiatan mendorong, menarik, menggandeng, mengawal, dan membantu kapal yang berolah-gerak di alur pelayaran, daerah labuh jangkar, maupun kolam untuk tambat atau untuk lepas dari dermaga. Penggunaan jumlah dan horsepower kapal tunda tersebut bergantung dari panjang ukuran kapal yang akan dilayani.

*In the case of the application of information technology, the full implementation of the Marine Operating System (MOS) as part of the operating system digitization can determine the linear movement of vessels to fuel consumption and revenues.*

## Operational Review per Business Segment

*A segment is a distinguishable part of a company that is involved in providing certain products or services (business segments), as well as in providing products or services in a particular economic environment (geographical segment), which have risks and rewards that are different from other segments.*

*Segments of revenues, expenses, results, assets, and liabilities include items attributable directly to a segment as well as those that can be allocated on an appropriate basis to the segment.*

*The Company operates and manages the business in one segment providing vessel services, freight, and fleet management. The following is a description of the Company's business segments:*

### 1. Vessel Services

*As a pilotage and towage partner for all branches of PT Pelabuhan Indonesia II (Persero), the Company conducts vessel service activities in the form of tugboat supply and operation, conducted by PT Pelabuhan Indonesia II (Persero). There are 3 (three) types of pilots in the pilotage activities, i.e., pilot, marine pilot, and marine head pilot. Pilot serves vessels from port pools to pilotage mandatory seawater limits or vice versa. Marine pilot serves vessels inside the harbor pools. Marine head pilot serves the main port where the size of the vessels served is generally larger. In navigating the vessel served, a pilot is assisted by pilotage auxiliary means, i.e., tugboat. Towage activities are part of the pilotage, which includes the activities of pushing, pulling, coupling, controlling, and assisting the vessel cruising in the shipping line, the anchor area, or the pond for mooring, or to come off the dock. Tugboat usage and horsepower depending on the length of the size of the served vessel.*

## 2. Pelayanan Jasa Pengangkutan Kapal

*Cargo Shipping* adalah kegiatan pengangkutan barang-barang dan muatan meliputi semua komoditas termasuk ternak dari satu pelabuhan ke pelabuhan lainnya. Perseroan telah mulai memasuki segmen bisnis *dedicated cargo shipping*, dimana target utama segmen bisnis adalah untuk melayani pengangkutan material dan hasil produksi dari Badan Usaha Milik Negara (BUMN), dimana *cargo owner* terbesar di Indonesia yang merupakan pangsa pasar bisnis angkutan laut saat ini adalah BUMN antara lain PT Perusahaan Listrik Negara (Persero), PT Pertamina (Persero), PT Perusahaan Gas Negara (Persero), PT Semen Indonesia (Persero), dan PT Pupuk Indonesia (Persero).

## 3. Pelayanan Jasa Pengelolaan Kapal

Jasa pengelolaan kapal yang diberikan oleh Perseroan kepada PT Pelabuhan Indonesia II (Persero) meliputi penyediaan awak, penyediaan BBM kapal, *maintenance* dan penyediaan supplies untuk 21 kapal pandu yang dimiliki oleh PT Pelabuhan Indonesia II (Persero). Terdapat dua jenis perawatan yang dilakukan yaitu perawatan berkala (rutin) dan insidental. Adapun perawatan berkala umumnya dilakukan setiap tahun dan perawatan insidenti dilakukan sesuai kebutuhan terutama apabila terjadi kerusakan di tengah operasi. Periode *maintenance* yang mengharuskan kapal masuk galangan adalah setiap 2,5 tahun untuk kemudian dilakukan pemeriksaan menyeluruh (termasuk baling-baling dan shaft yang dimiliki oleh kapal).

Informasi keuangan yang menyangkut segmen usaha Kelompok Usaha untuk tahun 2018 dan 2019 dapat digambarkan sebagai berikut:

### Aspek pendapatan dan beban pokok pendapatan

Tabel Kinerja Keuangan (kontribusi pendapatan dan beban pokok pendapatan) Segmen Usaha berdasarkan Kelompok Usaha Tahun 2019

(dalam juta Rupiah kecuali dinyatakan lain)

| Uraian<br>Description                                         | Tahun 2019 / Year 2019       |                                      |                                                    |           |
|---------------------------------------------------------------|------------------------------|--------------------------------------|----------------------------------------------------|-----------|
|                                                               | Jasa Kapal<br>Vessel Service | Jasa Pengangkutan<br>Freight Service | Jasa Pengelolaan Kapal<br>Fleet Management Service | Total     |
| Pendapatan Operasi Segmen / <i>Segment operating revenues</i> | 624.155                      | 1.122                                | 56.400                                             | 681.677   |
| Beban pokok pendapatan / <i>Cost of revenues</i>              | (373.915)                    | (3.516)                              | (49.518)                                           | (426.949) |

## 2. Freight Services

*Cargo Shipping* is the activity of transporting goods and cargo covering all commodities, including livestock, from one port to another port. The Company has entered the dedicated cargo shipping business segment. The main target of this business segment is to serve the transportation of materials and products from State-Owned Enterprises (SOEs). The largest cargo owner in Indonesia as the current market share of sea transport is SOEs, i.e., PT Perusahaan Listrik Negara (Persero), PT Pertamina (Persero), PT Perusahaan Gas Negara (Persero), PT Semen Indonesia (Persero), and PT Pupuk Indonesia (Persero).

## 3. Fleet Management Services

The fleet management services provided by the Company to PT Pelabuhan Indonesia II (Persero) include the provision of the crew, ship fuel, maintenance, and provision of supplies to 21 pilot boats owned by PT Pelabuhan Indonesia II (Persero). There are two types of maintenance, i.e., regular (routine) maintenance and incidental maintenance. Regular maintenance is performed once a year. Incidental maintenance is performed as needed, especially if there is damage in the middle of the operation. The maintenance period for a vessel to enter the shipyard is every 2.5 years for a thorough inspection (including propellers and shafts owned by the ship).

Financial information concerning the Group business segments for 2019 and 2018 could be described as follows:

### Revenues and Cost of Revenues Aspects

Table of Financial Performance (revenues and cost of revenues contribution) Business Segments by Business Group of 2019

(in million Rupiah unless otherwise stated)

| Uraian<br>Description                                                                          | Tahun 2019 / Year 2019       |                                      |                                                    |                |
|------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------|----------------------------------------------------|----------------|
|                                                                                                | Jasa Kapal<br>Vessel Service | Jasa Pengangkutan<br>Freight Service | Jasa Pengelolaan Kapal<br>Fleet Management Service | Total          |
| Beban pokok pendapatan tidak dapat dialokasikan / <i>Unallocated cost of revenues</i>          | -                            | -                                    | -                                                  | (50.021)       |
| <b>Laba Bruto / Gross profit</b>                                                               | <b>250.240</b>               | <b>(2.394)</b>                       | <b>6.882</b>                                       | <b>204.707</b> |
| Beban umum dan administrasi / <i>General and administrative expenses</i>                       | -                            | -                                    | -                                                  | (97.148)       |
| Pendapatan operasi lainnya / <i>Other operating income</i>                                     | -                            | -                                    | -                                                  | 12.288         |
| Beban operasi lainnya / <i>Other operating expenses</i>                                        | -                            | -                                    | -                                                  | (11.376)       |
| <b>Laba Usaha / Operating profit</b>                                                           | -                            | -                                    | -                                                  | <b>108.471</b> |
| Pendapatan keuangan / <i>Finance income</i>                                                    | -                            | -                                    | -                                                  | 23.911         |
| Beban keuangan / <i>Finance expenses</i>                                                       | -                            | -                                    | -                                                  | (155)          |
| <b>Laba Sebelum Beban Pajak Penghasilan Badan / Income before corporate income tax</b>         | -                            | -                                    | -                                                  | <b>132.227</b> |
| Beban pajak penghasilan / <i>Corporate income tax</i>                                          | -                            | -                                    | -                                                  | (42.179)       |
| <b>Laba Tahun Berjalan / Income for the year</b>                                               | -                            | -                                    | -                                                  | <b>90.047</b>  |
| Penghasilan Komprehensif Lain / <i>Other comprehensive income</i>                              | -                            | -                                    | -                                                  | -              |
| <b>Total Penghasilan Komprehensif Tahun Berjalan / Total comprehensive income for the year</b> | -                            | -                                    | -                                                  | <b>90.047</b>  |

**Tabel Kinerja Keuangan (kontribusi pendapatan dan beban pokok pendapatan) Segmen Usaha berdasarkan Kelompok Usaha Tahun 2018**

(dalam juta Rupiah kecuali dinyatakan lain)

**Table of Financial Performance (revenues and cost of revenues contribution) Business Segments by Business Group 2018**

(in million Rupiah unless otherwise stated)

| Uraian<br>Description                                                                 | Tahun 2018 / Year 2018       |                                      |                                                    |                |
|---------------------------------------------------------------------------------------|------------------------------|--------------------------------------|----------------------------------------------------|----------------|
|                                                                                       | Jasa Kapal<br>Vessel Service | Jasa Pengangkutan<br>Freight Service | Jasa Pengelolaan Kapal<br>Fleet Management Service | Total          |
| Pendapatan Operasi Segmen / <i>Segment operating revenues</i>                         | 649.886                      | 20.766                               | 56.400                                             | 727.051        |
| Beban pokok pendapatan / <i>Cost of revenues</i>                                      | (385.811)                    | (22.623)                             | (42.007)                                           | (450.441)      |
| Beban pokok pendapatan tidak dapat dialokasikan / <i>Unallocated cost of revenues</i> | -                            | -                                    | -                                                  | (49.331)       |
| <b>Laba Bruto / Gross profit</b>                                                      | <b>264.075</b>               | <b>(1.857)</b>                       | <b>14.393</b>                                      | <b>227.279</b> |
| Beban umum dan administrasi / <i>General and administrative expenses</i>              | -                            | -                                    | -                                                  | (101.128)      |
| Pendapatan operasi lainnya / <i>Other operating income</i>                            | -                            | -                                    | -                                                  | 3.686          |
| Beban operasi lainnya / <i>Other operating expenses</i>                               | -                            | -                                    | -                                                  | (27.416)       |

| Uraian<br>Description                                                                          | Tahun 2018 / Year 2018       |                                      |                                                    |                |
|------------------------------------------------------------------------------------------------|------------------------------|--------------------------------------|----------------------------------------------------|----------------|
|                                                                                                | Jasa Kapal<br>Vessel Service | Jasa Pengangkutan<br>Freight Service | Jasa Pengelolaan Kapal<br>Fleet Management Service | Total          |
| <b>Laba Usaha / Operating profit</b>                                                           | -                            | -                                    | -                                                  | <b>102.422</b> |
| Pendapatan keuangan / Finance income                                                           | -                            | -                                    | -                                                  | 18.620         |
| Beban keuangan / Finance expenses                                                              | -                            | -                                    | -                                                  | (209)          |
| <b>Laba Sebelum Beban Pajak Penghasilan Badan / Income before corporate income tax</b>         | -                            | -                                    | -                                                  | <b>120.833</b> |
| Beban pajak penghasilan / Corporate income tax                                                 | -                            | -                                    | -                                                  | (48.026)       |
| <b>Laba Tahun Berjalan / Income for the year</b>                                               | -                            | -                                    | -                                                  | <b>72.807</b>  |
| Penghasilan Komprehensif Lain / Other comprehensive income                                     | -                            | -                                    | -                                                  | -              |
| <b>Total Penghasilan Komprehensif Tahun Berjalan / Total comprehensive income for the year</b> | -                            | -                                    | -                                                  | <b>72.807</b>  |

Kinerja per segmen berdasarkan kelompok usaha dapat diidentifikasi melalui pendapatan operasi dan beban pokok pendapatan per segmen.

*Performance per segment by the business group can be identified through operating revenues and cost of revenues per segment.*

Dapat dilihat bahwa kontribusi pendapatan operasi terbesar Perusahaan berasal dari segmen jasa kapal, pada tahun 2019 tercatat sebesar Rp624,16 miliar atau 91,56% dari total pendapatan operasi tahun 2019. Jumlah tersebut mengalami penurunan Rp25,73 miliar atau 3,96% jika dibandingkan dengan pendapatan operasi dari segmen jasa kapal tahun 2018 yaitu sebesar Rp649,89 miliar. Penurunan tersebut terutama karena penurunan produktivitas jam/kapal untuk kegiatan jasa penundaan pada pelabuhan umum, sedangkan kegiatan penundaan dan pemanduan pada Tersus mengalami peningkatan produktivitas gerakan yang cukup signifikan.

*It could be seen that the most significant contribution of the Company's operating revenues came from the vessel services segment, in 2019 amounting to Rp624.16 billion or 91.56% of total operating revenues in 2019. This amount decreased by Rp25.73 billion or 3.96% when compared with operating revenues from the vessel service segment in 2018, which was Rp649.89 billion. The decrease was mainly due to a reduction in hour productivity/ship for towage service activities at public ports. In contrast, the towage and pilotage activities at a special terminal (Tersus) experienced a significant increase in movement productivity.*

Jumlah beban pokok pendapatan dari segmen jasa kapal juga merupakan komponen dengan kontribusi terbesar pada tahun 2019 yaitu sebesar Rp373,92 miliar atau 87,58% dari total beban pokok pendapatan yang dapat dialokasikan per segmen usaha yaitu sebesar Rp426,95 miliar. Jumlah tersebut mengalami penurunan sebesar Rp 11,90 miliar atau 3,08% dibandingkan dengan realisasi tahun 2018 yaitu sebesar Rp385,81 miliar.

*The total cost of revenues from the vessel services segment was also a component with the most substantial contribution in 2019, amounting to Rp373.92 billion or 87.58% of the total allocated cost of revenues per business segment, amounting to Rp426.95 billion. The amount decreased by Rp11.90 billion or 3.08% compared to the 2018 realization of Rp385.81 billion.*



Berikut adalah gambaran realisasi produksi jasa kapal pada tahun 2019

*The following was an illustration of the realization of the vessel services production in 2019.*

| No | Uraian<br>Description                     | Satuan<br>Unit              | Realisasi 2018<br>2018 Realization<br>(Audited) | Realisasi 2019<br>2019 Realization<br>(Audited) | Trend     |
|----|-------------------------------------------|-----------------------------|-------------------------------------------------|-------------------------------------------------|-----------|
|    | 1                                         | 2                           | 3                                               | 4                                               | 5 = (4/3) |
| A. | Penundaan<br>Towage                       | Jam / Kapal<br>Hours/Vessel | 158.210                                         | 147.483                                         | 93,22%    |
|    |                                           | GT Jam<br>GT Hours          | 1.388.346.510                                   | 1.363.889.184                                   | 98,24%    |
| 1. | Pelabuhan Umum<br>Towage                  | Jam / Kapal<br>Hours/Vessel | 126.077                                         | 108.690                                         | 86,21%    |
|    |                                           | GT Jam<br>GT Hours          | 1.152.770.328                                   | 1.083.791.289                                   | 94,02%    |
| 2. | TUKS<br>Terminal for Own Interest         | Jam / Kapal<br>Hours/Vessel | 30.375                                          | 31.855                                          | 104,87%   |
|    |                                           | GT Jam<br>GT Hour           | 219.766.816                                     | 215.670.365                                     | 98,14%    |
| 3. | Tersus<br>Special Port                    | Gerakan<br>Movement         | 1.759                                           | 6.938                                           | 394,43%   |
|    |                                           | GT                          | 15.809.366                                      | 64.427.531                                      | 407,53%   |
| B. | Pemanduan Tersus<br>Pilotage Special Port | Gerakan<br>Movement         | 794                                             | 4.236                                           | 533,50%   |
|    |                                           | GT                          | 16.322.039                                      | 34.235.618                                      | 209,75%   |

Pada tahun 2019, tercatat realisasi pencapaian produksi penundaan kapal dilihat dari aspek unit jam/kapal (pelabuhan umum dan TUKS) serta Gerakan (Tersus) dibanding tahun 2018 tercapai sebesar 93,22% sedangkan dari aspek Gross Tonnage (GT) sebesar 98,24% dari tahun 2018. Realisasi tersebut dipengaruhi oleh menurunnya kunjungan kapal sehingga unit dan GT kapal yang dilayani mengalami penurunan dibandingkan dengan realisasi tahun 2018. Sedangkan pemanduan di Tersus terdapat kenaikan yang signifikan sebesar 394% dari sisi Gerakan dan untuk produksi penundaan di Tersus meningkat 534% dari sisi Gerakan dibanding tahun 2018, hal ini terutama karena adanya tambahan pangsa pasar baru di Tersus Ship to Ship (STS) Ambang Luar Sungai Musi, Palembang.

*In 2019, recorded the realization of the vessel towage production achievement seen from the aspect of hours unit/vessels (public ports and TUKS) and Movements (Tersus) compared to 2018 reached 93.22% while from the Gross Tonnage (GT) aspect amounted to 98.24% from 2018. This realization was influenced by the vessel visits' decline so that the units and GT of vessels served decreased compared to the realization in 2018. While pilotage in Tersus, there was a significant increase of 394% in terms of Movement. Besides, for towage production in Tersus increased 534% in terms of Movement compared to the year 2018, this was mainly due to the addition of a new market share in the Ship to Ship (STS) Tersus of Musi River's outer threshold, Palembang.*

Berikut adalah data produksi pelayanan penundaan kapal di Pelabuhan Umum dan TUKS PT Pelabuhan Indonesia II (Persero) ("Pelindo II").

*The following is the data on the vessel towage services production at the Public Port and TUKS of PT Pelabuhan Indonesia II (Persero) ("Pelindo II")*

#### 1. Pelabuhan Tanjung Priok

#### 1. Tanjung Priok Port

| Realisasi s.d Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d Desember 2019<br>Realization up to December 2019 |                   | Trend       |                   |
|----------------------------------------------------------------|-------------------|----------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                    | GT Jam / GT Hours | Jam / Hours                                                    | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 69.861                                                         | 828.071.775       | 62.109                                                         | 796.862.482       | 89%         | 96%               |

Realisasi produksi penundaan kapal tahun 2019 mengalami penurunan jika dibandingkan dengan realisasi tahun 2018. Hal tersebut terjadi karena penurunan jumlah kunjungan kapal baik yang berbendera Indonesia maupun asing, khususnya kapal dengan ukuran kelompok Grt 26001 sampai dengan 40.000 pada tahun 2019.

*The realization of the vessel towage services production in 2019 decreased compared to the realization in 2018. It was due to a decrease in the number of vessel visits, both Indonesian and foreign-flagged, especially vessels of a group size of Grt 26001 up to 40,000 in 2019.*

## 2. Pelabuhan Banten

Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Pelabuhan Banten, adalah sebagai berikut:

## 2. Banten Port

*The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Banten Port was as follows:*

| Realisasi s.d Desember 2018<br><i>Realization up to December 2018</i> |                   | Realisasi s.d Desember 2019<br><i>Realization up to December 2019</i> |                   | Trend       |                   |
|-----------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 24.825                                                                | 24.656.240        | 26.494                                                                | 243.856.654       | 107%        | 101%              |

Realisasi produksi penundaan kapal tahun 2019 mengalami peningkatan yang tercermin dari peningkatan jam pelayanan jika dibandingkan dengan realisasi tahun 2018. Hal tersebut terjadi karena pada tahun 2018 pelayanan terhadap TUKS di sekitar Banten dominan dilaksanakan oleh BUP kompetitor sehingga mempengaruhi jumlah call yang dilayani di Pelabuhan Banten baik bagi kapal berbendera Indonesia dan asing.

*The realization of the vessel towage production in 2019 increased. It was reflected in an increase in service hours compared to the realization in 2018. It happened due to in 2018, the services to TUKS around Banten was predominantly carried out by the competitor BUPs so that it affected the number of calls served at the Banten Port, both for Indonesian and foreign-flagged vessels.*

## 3. Pelabuhan Pontianak

Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Pelabuhan Pontianak, adalah sebagai berikut:

## 3. Pontianak Port

*The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Pontianak Port was as follows:*

| Realisasi s.d Desember 2018<br><i>Realization up to December 2018</i> |                   | Realisasi s.d Desember 2019<br><i>Realization up to December 2019</i> |                   | Trend       |                   |
|-----------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 12.355                                                                | 42.566.933        | 12.584                                                                | 41.972.879        | 102%        | 99%               |

Realisasi produksi penundaan kapal tahun 2019 mengalami peningkatan yang tercermin dari peningkatan jam pelayanan jika dibandingkan dengan realisasi tahun 2018, hal tersebut terjadi karena adanya peningkatan kunjungan kapal dibandingkan dengan tahun sebelumnya. karena produksi pelayanan penundaan pada periode sebelumnya pelayanan TUKS di Pontianak belum tersistem ke dalam aplikasi pelayanan kapal.

*The realization of the vessel towage production in 2019 increased. It was reflected in an increase in service hours compared to the realization in 2018. It happened due to an increase in vessel visits compared to the previous year. The vessel towage services production at the period before TUKS services in Pontianak has not been systemized into ship services application.*

## 4. Pelabuhan Cirebon

Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Pelabuhan

## 4. Cirebon Port

*The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Cirebon Port was as*

Cirebon, adalah sebagai berikut:

follows:

| Realisasi s.d Desember 2018<br><i>Realization up to December 2018</i> |                   | Realisasi s.d Desember 2019<br><i>Realization up to December 2019</i> |                   | Trend       |                   |
|-----------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 3.143                                                                 | 8.464.988         | 3.110                                                                 | 8.941.119         | 99%         | 106%              |

Realisasi produksi penundaan kapal tahun 2019 mengalami penurunan jika dibandingkan dengan realisasi tahun 2018, hal tersebut terjadi karena penurunan jumlah kunjungan kapal yang berbendera Indonesia dan asing, baik untuk pelayanan kapal yang didominasi oleh kapal tongkang di Pelabuhan Umum dan TUKS Cirebon.

*The realization of the vessel towage production in 2019 decreased compared to the realization in 2018. It was due to a decrease in the number of Indonesian and foreign-flagged vessel visits, both for vessel services, which were dominated by barges at the Public Port and TUKS of Cirebon.*

## 5. Pelabuhan Panjang

Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Pelabuhan Panjang, adalah sebagai berikut:

## 5. Panjang Port

*The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Panjang Port was as follows:*

| Realisasi s.d Desember 2018<br><i>Realization up to December 2018</i> |                   | Realisasi s.d Desember 2019<br><i>Realization up to December 2019</i> |                   | Trend       |                   |
|-----------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 8.069                                                                 | 93.852.120        | 7.472                                                                 | 85.412.146        | 93%         | 91%               |

Realisasi produksi penundaan kapal tahun 2019 mengalami penurunan jika dibandingkan dengan realisasi tahun 2018, hal tersebut terjadi karena adanya penurunan produksi pada pelayanan baik kapal berbendera Indonesia maupun asing.

*The realization of the vessel towage production in 2019 decreased compared to the realization in 2018. It was due to a decrease in the production of services for both Indonesian and foreign-flagged vessels.*

## 6. Pelabuhan Palembang

Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Pelabuhan Palembang, adalah sebagai berikut:

## 6. Palembang Port

*The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Palembang Port was as follows:*

| Realisasi s.d Desember 2018<br><i>Realization up to December 2018</i> |                   | Realisasi s.d Desember 2019<br><i>Realization up to December 2019</i> |                   | Trend       |                   |
|-----------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours                                                           | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 26.432                                                                | 85.133.470        | 17.882                                                                | 58.625.479        | 68%         | 69%               |

Realisasi produksi penundaan kapal tahun 2019 mengalami penurunan jika dibandingkan dengan realisasi tahun 2018, Hal tersebut terjadi karena adanya penurunan jumlah call kapal baik bagi kapal berbendera Indonesia maupun asing, dan pelayanan kapal di Pelabuhan Boom Baru dan TUKS-TUKS (di luar pelabuhan BOOM Baru), terutama tongkang bermuatan curah kering.

*The realization of the vessel towage production in 2019 decreased when compared to the realization in 2018. It was due to a decrease in the number of ship calls for both Indonesian and foreign-flagged vessels, and vessel services at Boom Baru Port and TUKS (outside Boom Baru Port), mainly dry bulk loaded barges.*

## 7. Pelabuhan Bengkulu

Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Pelabuhan Bengkulu, adalah sebagai berikut:

| Realisasi s.d Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d Desember 2019<br>Realization up to December 2019 |                   | Trend       |                   |
|----------------------------------------------------------------|-------------------|----------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                    | GT Jam / GT Hours | Jam / Hours                                                    | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 3.687                                                          | 12.001.893        | 3.785                                                          | 12.410.134        | 103%        | 103%              |

Realisasi produksi penundaan kapal tahun 2019 mengalami peningkatan jika dibandingkan dengan realisasi tahun 2018, Hal tersebut terjadi karena berkurangnya jumlah pelayaran kapal, baik bagi kapal yang berbendera Indonesia maupun asing.

## 7. Bengkulu Port

*The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Bengkulu Port was as follows:*

*The realization of the vessel towage production in 2019 increased compared to the realization in 2018. It was due to the reduced number of vessel shipping, both for Indonesian and foreign-flagged vessels.*

## 8. Pelabuhan Teluk Bayur

Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Pelabuhan Teluk Bayur, adalah sebagai berikut:

| Realisasi s.d Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d Desember 2019<br>Realization up to December 2019 |                   | Trend       |                   |
|----------------------------------------------------------------|-------------------|----------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                    | GT Jam / GT Hours | Jam / Hours                                                    | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 6.954                                                          | 55.826.509        | 6.137                                                          | 49.822.274        | 88%         | 89%               |

Realisasi produksi penundaan kapal tahun 2019 mengalami penurunan jika dibandingkan dengan realisasi tahun 2018, Hal tersebut terjadi karena adanya penurunan jumlah *call* kapal baik bagi kapal berbendera Indonesia maupun asing.

## 8. Teluk Bayur Port

*The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Teluk Bayur Port was as follows:*

*The realization of the vessel towage production in 2019 decreased when compared to the realization in 2018. It was due to a decrease in the number of ship calls for both Indonesian and foreign-flagged vessels.*

## 9. Pelabuhan Pangkal Balam

Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Pelabuhan Balam, adalah sebagai berikut:

| Realisasi s.d Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d Desember 2019<br>Realization up to December 2019 |                   | Trend       |                   |
|----------------------------------------------------------------|-------------------|----------------------------------------------------------------|-------------------|-------------|-------------------|
| Jam / Hours                                                    | GT Jam / GT Hours | Jam / Hours                                                    | GT Jam / GT Hours | Jam / Hours | GT Jam / GT Hours |
| 1.128                                                          | 1.963.217         | 976                                                            | 1.558.490         | 87%         | 79%               |

Realisasi produksi penundaan kapal tahun 2019 mengalami penurunan jika dibandingkan dengan realisasi tahun 2018, Hal tersebut terjadi karena adanya penurunan jumlah kapal yang menggunakan jasa penundaan baik pada pelabuhan Pangkal Balam maupun yang melintasi Jembatan Batu Rusa II.

## 9. Pangkal Balam Harbor

*The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Pangkal Balam Port was as follows:*

*The realization of the vessel towage production in 2019 decreased compared to the realization in 2018. It was due to a decrease in the number of vessels that use towage services, both at the Pangkal Balam port and across the Batu Rusa II Bridge.*



Berikut adalah data produksi di Terminal Khusus (Tersus) / TUKS di luar Wilayah Pelindo II.

1. TUKS PetroChina International Jabung Ltd, Muara Sabak – Jambi  
Perbandingan trend produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di TUKS PetroChina International Jabung Ltd, adalah sebagai berikut:

The following were production data at the Special Port (Tersus) / TUKS outside the Pelindo II area.

1. TUKS of PetroChina International Jabung Ltd, Muara Sabak – Jambi  
The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at TUKS of PetroChina International Jabung Ltd was as follows:

| Produksi Tersus<br>Tersus Production | Realisasi s.d. Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d. Desember 2019<br>Realization up to December 2019 |                   | Trend               |                   |
|--------------------------------------|-----------------------------------------------------------------|-------------------|-----------------------------------------------------------------|-------------------|---------------------|-------------------|
|                                      | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement | GT                |
| Pemanduan<br>Pilotage                | 76                                                              | 1.520.000         | 150                                                             | 6.507.937         | 197%                | 428%              |
| Penundaan<br>Towage                  | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours         | GT Jam / GT Hours |
|                                      | 152                                                             | 2.460.313         | 384                                                             | 15.478.909        | 253%                | 629%              |

2. Tersus Nusantara Regas, Kepulauan Seribu - Jakarta  
Perbandingan realisasi dengan Rencana Kerja dan Anggaran Perusahaan ("RKAP") tahun 2019, dan trend produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Tersus Nusantara Regas, adalah sebagai berikut:

2. Tersus of Nusantara Regas, Kepulauan Seribu - Jakarta  
Comparison of the realization with the 2019 Corporate Work Plan and Budget ("RKAP"), and the production trend of the 2019 vessel towage realization compared to 2018 at Tersus of Nusantara Regas, was as follows:

| Produksi Tersus<br>Tersus Production | Realisasi s.d. Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d. Desember 2019<br>Realization up to December 2019 |                   | Trend               |                   |
|--------------------------------------|-----------------------------------------------------------------|-------------------|-----------------------------------------------------------------|-------------------|---------------------|-------------------|
|                                      | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement | GT                |
| Pemanduan<br>Pilotage                | 76                                                              | 7.257.575         | 76                                                              | 7.091.376         | 100%                | 98%               |
| Penundaan<br>Towage                  | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours         | GT Jam / GT Hours |
|                                      | 226                                                             | 2.728.096         | 156                                                             | 14.913.628        | 69%                 | 547%              |

3. Tersus Cemindo Gemilang, Bayah - Banten  
Perbandingan trend produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Tersus Cemindo Gemilang, adalah sebagai berikut:

3. Tersus of Cemindo Gemilang, Bayah - Banten  
The comparison of the production trend of the 2019 vessel towage realization compared to 2018 at Tersus of Cemindo Gemilang was as follows:

| Produksi Tersus<br>Tersus Production | Realisasi s.d. Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d. Desember 2019<br>Realization up to December 2019 |                   | Trend               |                   |
|--------------------------------------|-----------------------------------------------------------------|-------------------|-----------------------------------------------------------------|-------------------|---------------------|-------------------|
|                                      | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement | GT                |
| Pemanduan<br>Pilotage                | 243                                                             | 5.087.753         | 458                                                             | 5.732.354         | 188%                | 113%              |
| Penundaan<br>Towage                  | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours         | GT Jam / GT Hours |
|                                      | 370                                                             | 4.522.979         | 624                                                             | 8.880.491         | 169%                | 196%              |

4. TUKS Kanci, Cirebon  
Perbandingan trend produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di TUKS Kanci, adalah sebagai berikut:

4. TUKS of Kanci, Cirebon  
The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at the TUKS of Kanci was as follows:

| Produksi Tersus<br>Tersus Production | Realisasi s.d. Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d. Desember 2019<br>Realization up to December 2019 |                   | Trend               |                   |
|--------------------------------------|-----------------------------------------------------------------|-------------------|-----------------------------------------------------------------|-------------------|---------------------|-------------------|
| Pemanduan<br>Pilotage                | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement | GT                |
|                                      | 399                                                             | 2.456.710         | 388                                                             | 3.170.894         | 97%                 | 129%              |
| Penundaan<br>Towage                  | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours         | GT Jam / GT Hours |
|                                      | 996                                                             | 8.097.976         | 793                                                             | 5.589.614         | 80%                 | 69%               |

5. Ship to Ship Ambang Luar Sungai Musi, Palembang  
Perbandingan *trend* produksi penundaan kapal realisasi tahun 2019 dibandingkan tahun 2018 di Ship to Ship Ambang Luar Sungai Musi, adalah sebagai berikut:

5. Ship to Ship of Musi River's Outer Threshold, Palembang  
The comparison of the production trends of the 2019 vessel towage realization compared to 2018 at Ship to Ship of Musi River's Outer Threshold was as follows:

| Produksi Tersus<br>Tersus Production | Realisasi s.d. Desember 2018<br>Realization up to December 2018 |                   | Realisasi s.d. Desember 2019<br>Realization up to December 2019 |                   | Trend               |                   |
|--------------------------------------|-----------------------------------------------------------------|-------------------|-----------------------------------------------------------------|-------------------|---------------------|-------------------|
| Pemanduan<br>Pilotage                | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement                                             | GT                | Gerakan<br>Movement | GT                |
|                                      |                                                                 |                   | 3.164                                                           | 11,733,257        |                     |                   |
| Penundaan<br>Towage                  | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours                                                     | GT Jam / GT Hours | Jam / Hours         | GT Jam / GT Hours |
|                                      |                                                                 |                   | 4.961                                                           | 19,565,489        |                     |                   |

Kinerja operasional sebagaimana tersebut di atas mempengaruhi realisasi pendapatan seperti tampak pada diagram di bawah ini

Operational performance as mentioned above affected the realization of revenues as shown in the diagram below

**Diagram Proporsi Pendapatan Seluruh Operasi Wilayah**

**Diagram of the Proportion of Revenues for All Regional Operations**

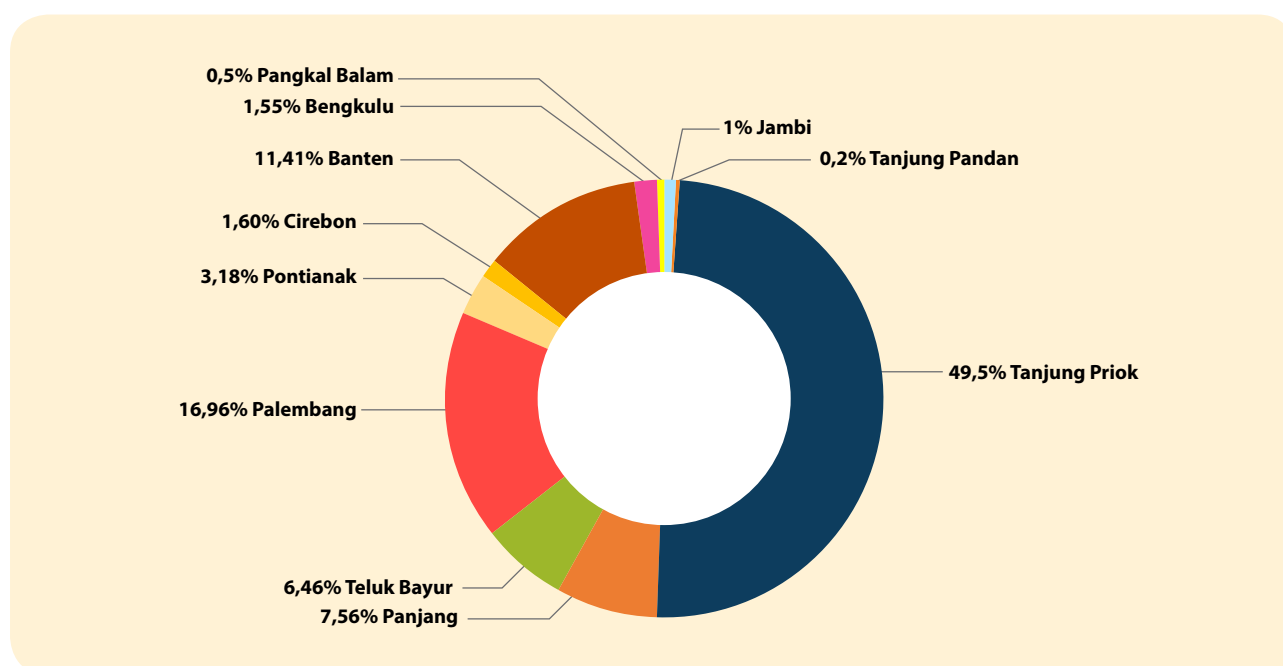
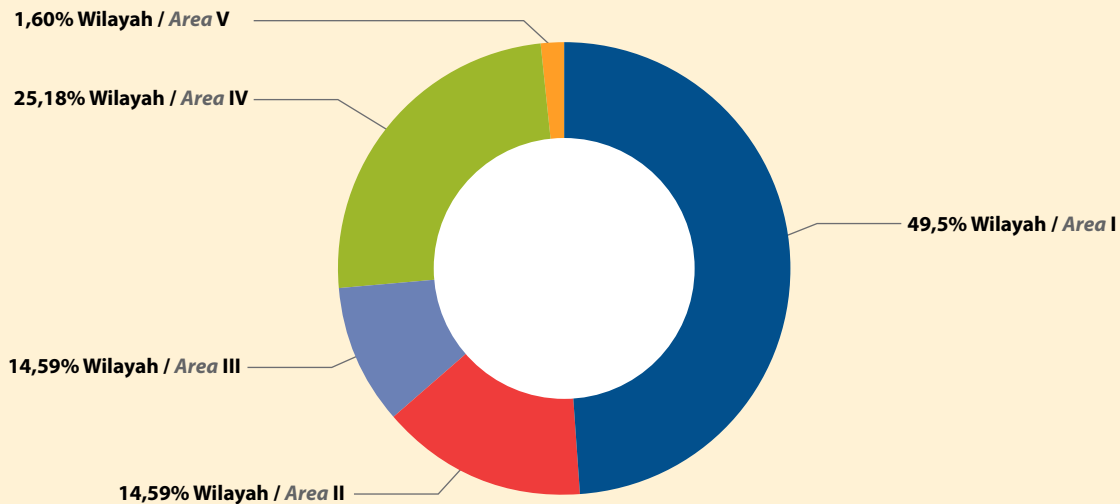


Diagram Proporsi Pendapatan Per Operasi Wilayah

Diagram of the Proportion of Revenues Per Regional Operation

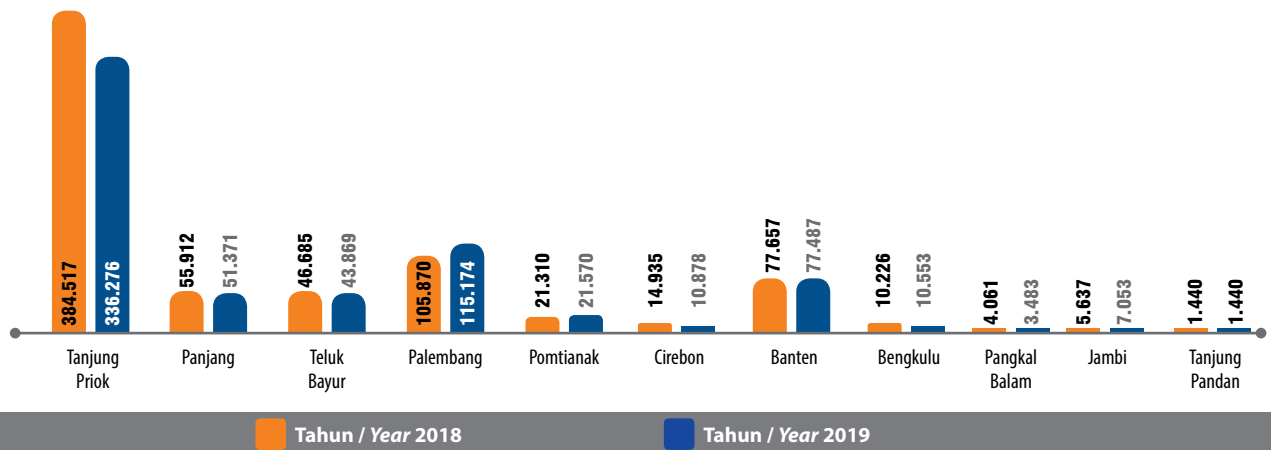


Grafik Pendapatan Per Operasi Wilayah Tahun 2018 dan 2019

Graph of Revenues Per Regional Operations in 2018 and 2019

(Dalam jutaan Rupiah)

(In million Rupiah)



## Tinjauan Keuangan

Tinjauan keuangan yang diuraikan berikut mengacu kepada Laporan Keuangan untuk tahun yang berakhir tanggal 31 Desember 2019 dan 2018 yang disajikan dalam Laporan Tahunan ini. Laporan Keuangan telah diaudit oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja dalam laporan Nomor : 00290/2.1032/AU.1/06/0240-3/1/III/2020 tanggal 26 Maret 2020 dan mendapat opini wajar, dalam semua hal yang material, posisi keuangan konsolidasian Jasa Armada Indonesia

## Financial Review

The financial reviews described below refer to the Financial Statements for the years ended December 31, 2019, and 2018 presented in this Annual Report. The Financial Statements have been audited by Public Accounting Firm of Purwantono, Sungkoro & Surja in the report Number: 00290/2.1032/AU.1/06/0240-3/1/III/2020 dated March 26, 2020. It received an unqualified opinion, in all material respects, the consolidated financial position of Jasa Armada Indonesia Tbk as of December 31, 2019, and the financial

Tbk tanggal 31 Desember 2019, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

### Kinerja Keuangan

Kinerja keuangan PT Jasa Armada Indonesia Tbk ("IPC Marine") terdiri atas kinerja Laporan Posisi Keuangan, Laporan Laba Rugi dan Penghasilan Komprehensif Lain serta Laporan Arus Kas disajikan sebagai berikut.

### Laporan Posisi Keuangan

Tabel Ikhtisar Posisi Keuangan

(angka dalam jutaan Rupiah kecuali dinyatakan lain)

| Uraian<br>Description                | 2019      | 2018      | Perubahan / Change |                          |
|--------------------------------------|-----------|-----------|--------------------|--------------------------|
|                                      |           |           | Nominal<br>Nominal | Persentase<br>Percentage |
| Total Aset / Total Assets            | 1.279.305 | 1.159.194 | 120.111            | 10,36%                   |
| Total Liabilitas / Total Liabilities | 199.892   | 118.038   | 81.855             | 69,35%                   |
| Ekuitas / Equity                     | 1.079.412 | 1.041.156 | 38.256             | 3,67%                    |

### Aset

Pada tanggal 31 Desember 2019, total aset IPC Marine sebesar Rp1,28 triliun, mengalami peningkatan sebesar Rp120,11 miliar atau 10,36% dibandingkan posisi tanggal 31 Desember 2018 yaitu sebesar Rp1,16 triliun. Peningkatan tersebut terutama karena pertumbuhan aset tidak lancar sebesar Rp99,52 miliar atau 23,83%, yaitu dari sebesar Rp417,63 miliar pada tanggal 31 Desember 2018 menjadi sebesar Rp517,15 miliar pada tanggal 31 Desember 2019. Mayoritas aset IPC Marine tertanam dalam bentuk aset lancar yaitu 59,58% dari total Aset.

### Tabel Aset

(angka dalam jutaan Rupiah kecuali dinyatakan lain)

| Uraian<br>Description                             | 2019    | 2018    | Perubahan / Change |                          |
|---------------------------------------------------|---------|---------|--------------------|--------------------------|
|                                                   |         |         | Nominal<br>Nominal | Persentase<br>Percentage |
| <b>ASET / ASSETS</b>                              |         |         |                    |                          |
| <b>Aset Lancar / Current Assets</b>               |         |         |                    |                          |
| Kas dan Setara Kas / Cash and cash equivalents    | 466.164 | 334.883 | 131.282            | 39,20%                   |
| Piutang usaha / Trade receivables                 |         |         |                    |                          |
| - Pihak Ketiga / Third parties                    | 22.222  | 19.299  | 2.923              | 15,15%                   |
| - Pihak Berelasi / Related parties                | 94.379  | 214.619 | (120.240)          | -56,03%                  |
| Pendapatan masih akan diterima / Accrued revenues |         |         |                    |                          |
| - Pihak Ketiga / Third parties                    | 686     | 1.102   | (416)              | -37,77%                  |

performance and consolidated cash flows for the year then ended, in accordance with Financial Accounting Standards in Indonesia.

### Financial Performance

The financial performance of PT Jasa Armada Indonesia Tbk ("IPC Marine") consists of the performance of Statement of Financial Position, Statement of Profit or Loss and Other Comprehensive Income and Statement of Cash Flows are presented as follows:

### Statement of Financial Position

Table of Summary of Financial Position

(figures in million Rupiah unless otherwise stated)

### Assets

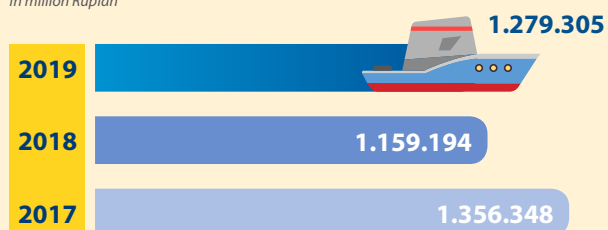
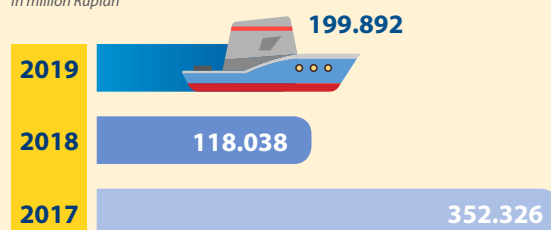
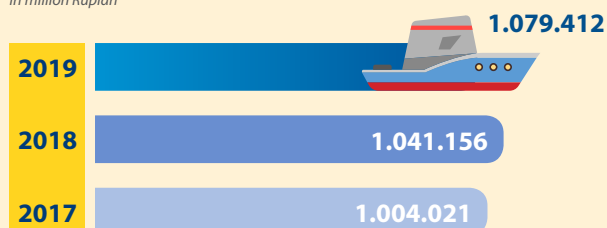
As of December 31, 2019, IPC Marine's total assets amounted to Rp1.28 trillion, experiencing an increase of Rp120.11 billion or 10.36% compared to the position on December 31, 2018, which was Rp1.16 trillion. The increase was mainly due to the growth of non-current assets of Rp99.52 billion or 23.83%, from Rp417.63 billion as of December 31, 2018, to Rp517.15 billion as of December 31, 2019. The majority of IPC Marine assets embedded in the form of current assets, which was 59.58% of total assets.

### Table of Assets

(figures in million Rupiah unless otherwise stated)



| Uraian<br>Description                                              | 2019             | 2018             | Perubahan / Change |                          |
|--------------------------------------------------------------------|------------------|------------------|--------------------|--------------------------|
|                                                                    |                  |                  | Nominal<br>Nominal | Persentase<br>Percentage |
| - Pihak Berelasi / Related parties                                 | 10.480           | 6.636            | 3.844              | 57,92%                   |
| Piutang lain-lain / Other receivables                              |                  |                  |                    |                          |
| - Pihak Ketiga / Third parties                                     | 6.719            | -                | 6.719              | 100,00%                  |
| - Pihak Berelasi / Related parties                                 | 18.565           | 32.500           | (13.935)           | -42,88%                  |
| Persediaan / Inventories                                           | 14.372           | 15.377           | (1.005)            | -6,53%                   |
| Pajak dibayar di muka / Prepaid taxes                              | 118.786          | 110.635          | 8.151              | 7,37%                    |
| Aset lancar lainnya / Other current assets                         | 9.781            | 6.514            | 3.267              | 50,16%                   |
| <b>Total Aset Lancar / Total Current Assets</b>                    | <b>762.154</b>   | <b>741.564</b>   | 20.590             | 2,78%                    |
| <b>Aset Tidak Lancar / Non-Current Assets</b>                      |                  |                  |                    |                          |
| Aset pajak tangguhan / Deferred tax assets                         | 7.485            | 7.529            | (45)               | -0,59%                   |
| Taksiran tagihan restitusi pajak / Estimated claims for tax refund | 24.097           | 37.147           | (13.050)           | -35,13%                  |
| Aset tetap - neto / Fixed assets - net                             | 485.569          | 372.954          | 112.616            | 30,20%                   |
| <b>Total Aset Tidak Lancar / Total Non-Current Assets</b>          | <b>517.151</b>   | <b>417.630</b>   | 99.521             | 23,83%                   |
| <b>TOTAL ASET / TOTAL ASSETS</b>                                   | <b>1.279.305</b> | <b>1.159.194</b> | 120.111            | 10,36%                   |

**Total Aset**Total Assets  
Dalam jutaan Rupiah  
In million Rupiah**Total Liabilitas**Total Liabilities  
Dalam jutaan Rupiah  
In million Rupiah**Total Ekuitas**Total Equity  
Dalam jutaan Rupiah  
In million Rupiah

### Kas dan Setara Kas

Kas dan setara kas terdiri dari kas, bank dan deposito berjangka yang jatuh tempo dalam 3 (tiga) bulan atau kurang dari tanggal penempatannya dan yang tidak dijaminkan serta tidak dibatasi penggunaannya.

Pada tanggal 31 Desember 2019, saldo kas dan setara kas tercatat sebesar Rp466,16 miliar, meningkat sebesar Rp131,28 miliar atau 39,20% dibandingkan posisi tanggal 31 Desember 2018 yaitu sebesar Rp334,88 miliar.

Peningkatan terbesar adalah pada penempatan dalam bentuk deposito berjangka yaitu meningkat sebesar Rp78 miliar atau 25,16%, dari sebesar Rp310 miliar pada tanggal 31 Desember 2018 menjadi sebesar Rp388 miliar pada tanggal 31 Desember 2019. Deposito berjangka juga merupakan komponen terbesar (83,23%) dari kas dan setara kas tanggal 31 Desember 2019.

Kas dan setara kas merupakan komponen terbesar (61,16%) dari jumlah keseluruhan aset lancar posisi 31 Desember 2019.

Kas dan setara kas tidak dijadikan jaminan dan tidak dibatasi penggunaannya pada tanggal pelaporan.

(angka dalam jutaan Rupiah kecuali dinyatakan lain)

| Uraian<br>Description                                             | 2019           | 2018           | Perubahan / Change |                          |
|-------------------------------------------------------------------|----------------|----------------|--------------------|--------------------------|
|                                                                   |                |                | Nominal<br>Nominal | Persentase<br>Percentage |
| Kas / Cash on hand                                                | 87             | 103            | (16)               | -15,76%                  |
| Kas di Bank / Cash in banks                                       |                |                |                    |                          |
| - Pihak Ketiga / Third parties                                    | 2.384          | 1.996          | 388                | 19,42%                   |
| - Pihak Berelasi / Related parties                                | 75.694         | 22.784         | 52.910             | 232,23%                  |
| Total Kas di Bank / Total Cash in banks                           | 78.078         | 24.780         | 53.298             | 215,09%                  |
| Deposito Berjangka / Time deposits                                |                |                |                    |                          |
| - Pihak Ketiga / Third parties                                    | -              | 50.000         | (50.000)           | -100,00%                 |
| - Pihak Berelasi / Related parties                                | 388.000        | 260.000        | 128.000            | 49,23%                   |
| Total Deposito Berjangka / Total Time deposits                    | 388.000        | 310.000        | 78.000             | 25,16%                   |
| <b>Total Kas dan Setara Kas / Total Cash and Cash Equivalents</b> | <b>466.164</b> | <b>334.883</b> | <b>156.000</b>     | <b>39,20%</b>            |

### Piutang Usaha

Jumlah piutang usaha pada tanggal 31 Desember 2019 sebesar Rp116,60 miliar, mengalami penurunan sebesar Rp117,32 miliar atau 49,85% dibandingkan dengan posisi 31 Desember 2019 yaitu sebesar Rp233,92 miliar.

### Cash and cash equivalents

Cash and cash equivalents consist of cash on hand, cash in banks, and time deposits with maturity periods of 3 (three) months or less at the time of placement and that are not used as collateral and are unrestricted.

As of December 31, 2019, the balance of cash and cash equivalents was recorded at Rp466.16 billion, an increase of Rp131.28 billion or 39.20% compared to position on December 31, 2018, which was Rp334.88 billion.

The largest increase was the placements in the form of time deposits, totaling Rp78 billion or 25.16%, from Rp310 billion as of December 31, 2018, to Rp388 billion as of December 31, 2019. Time deposits were also the largest component (83.23%) of cash and cash equivalents as of December 31, 2019.

Cash and cash equivalents were the largest component (61.16%) of the total current assets on December 31, 2019.

Cash and cash equivalents are not used as collateral and are unrestricted at the reporting date.

(figures in million Rupiah unless otherwise stated)

### Trade Receivables

The number of trade receivables as of December 31, 2019, was Rp116.60 billion, a decrease of Rp117.32 billion or 49.85% compared to the position on December 31, 2019, which was Rp233.92 billion.

Sebagian besar piutang usaha adalah kepada pihak berelasi yaitu 80,94% dari total piutang usaha tanggal 31 Desember 2019.

Piutang usaha tidak dijadikan jaminan pada tanggal pelaporan. Pada tanggal 31 Desember 2019 dan 2018, manajemen Perusahaan berkeyakinan bahwa seluruh piutang usaha dapat tertagih dan cadangan kerugian penurunan nilai piutang dianggap tidak diperlukan.

#### Pendapatan Masih akan Diterima

Pendapatan masih akan diterima merupakan piutang kepada pelanggan atas jasa yang telah selesai dilakukan oleh Perusahaan, namun belum difakturkan (piutang belum difakturkan).

Pada tanggal 31 Desember 2019, pendapatan masih akan diterima tercatat sebesar Rp11,17 miliar meningkat sebesar Rp3,43 miliar atau 44,29% dibandingkan posisi 31 Desember 2018 yaitu sebesar Rp7,74 miliar. Peningkatan tersebut berasal dari meningkatnya pendapatan masih akan diterima dari pihak berelasi sebesar Rp3,84 miliar.

Pendapatan masih akan diterima tidak dijadikan jaminan pada tanggal pelaporan.

#### Piutang Lain-lain

Pada tanggal 31 Desember 2019, Perusahaan memiliki piutang lain-lain sebesar Rp25,28 miliar, mengalami penurunan sebesar Rp7,22 miliar atau 22,2% dibandingkan posisi 31 Desember 2018 yaitu sebesar Rp32,50 miliar.

Penurunan terbesar berasal dari piutang pada pihak berelasi yaitu Pelindo II (terutama merupakan piutang atas pembayaran gaji karyawan) yaitu sebesar Rp13,94 miliar atau 42,88% yaitu dari sebesar Rp32,50 miliar pada tanggal 31 Desember 2018 menjadi sebesar Rp18,57 miliar pada tanggal 31 Desember 2019.

Sedangkan peningkatan piutang lain-lain dari pihak ketiga sebagian besar merupakan tagihan kepada PT Citra Shipyard yaitu sebesar Rp6,66 miliar (piutang atas denda keterlambatan penyelesaian pembangunan kapal) yang pada tanggal 31 Desember 2018 tidak terdapat tagihan tersebut.

Piutang lain-lain tidak dijadikan jaminan pada tanggal pelaporan, dan pada tanggal 31 Desember 2019 dan 2018, manajemen Perusahaan berkeyakinan bahwa seluruh piutang

*The majority of trade receivables were to related parties as of December 31, 2019.*

*Trade receivables were not used as collateral at the reporting date. As of December 31, 2019, and 2018, the management of the Company believes that all trade receivables are collectible, and an allowance for impairment losses of receivables is not considered necessary.*

#### Accrued Revenues

*Accrued revenues represent receivables to customers for services that have been delivered by the Company, but not yet billed (unbilled receivable).*

*As of December 31, 2019, accrued revenues were recorded at Rp11.17 billion, an increase of Rp3.43 billion or 44.29% compared to the position on December 31, 2018, which were Rp7.74 billion. The increase came from the rise in Accrued revenues from related parties amounting to Rp3.84 billion.*

*Accrued revenues were not used as collateral at the reporting date*

#### Other Receivables

*As of December 31, 2019, the Company had other receivables of Rp25.28 billion, experiencing a decrease of Rp7.22 billion or 22.2% compared to the position on December 31, 2018, amounting to Rp32.50 billion.*

*The largest decrease came from receivables from related parties, namely Pelindo II (mainly represented receivables for payment of pilotage's employee salaries) in the amount of Rp13.94 billion or 42.88%, from Rp32.50 billion as of December 31, 2018, to Rp18.57 billion on December 31, 2019.*

*Whereas the increase in other receivables from third parties was mainly receivables from PT Citra Shipyard, amounting to Rp6.66 billion (represented receivables from late fees for the completion of shipbuilding), which as of December 31, 2018, there was no such bill.*

*Other receivables were not used as collateral at the reporting date. As of December 31, 2019, and 2018, the management of the Company believes that all other receivables are collectible, and an*

lain-lain dapat tertagih dan cadangan kerugian penurunan nilai piutang dianggap tidak diperlukan.

#### **Persediaan**

Persediaan yang dimiliki oleh perusahaan terdiri dari bahan bakar, suku cadang, perlengkapan kapal, alat tulis & barang cetakan, obat, bahan & alat medis, dan persediaan lain-lain.

Pada tanggal 31 Desember 2019, Perusahaan mencatat jumlah persediaan sebesar Rp14,37 miliar, mengalami penurunan sebesar Rp1,01 miliar atau 6,53% dibandingkan dengan posisi tanggal 31 Desember 2018 yaitu sebesar Rp15,38 miliar. Penurunan terbesar berasal dari persediaan bahan bakar yaitu sebesar Rp1,44 miliar (11,16%) yaitu dari sebesar Rp12,85 miliar pada tanggal 31 Desember 2018 menjadi sebesar Rp11,42 miliar pada tanggal 31 Desember 2019.

#### **Aset Lancar Lainnya**

Pada tanggal 31 Desember 2019 dan 2018, aset lancar lainnya terutama merupakan beban dibayar di muka atas sewa, asuransi dan gaji karyawan dan uang jaminan.

Pada tanggal 31 Desember 2019, Perusahaan mencatat aset lancar lainnya sebesar Rp9,78 miliar, mengalami peningkatan sebesar Rp3,27 miliar atau 50,16% dibandingkan dengan posisi 31 Desember 2018 yaitu sebesar Rp6,51 miliar.

#### **Aset Pajak Tangguhan**

Pada tanggal 31 Desember 2019, Perusahaan mencatat aset pajak tangguhan sebesar Rp7,48 miliar, mengalami penurunan sebesar Rp45 juta dibandingkan posisi tanggal 31 Desember 2018.

#### **Taksiran Tagihan Restitusi Pajak**

Pada tanggal 31 Desember 2019, Perusahaan mencatat jumlah taksiran tagihan restitusi pajak sebesar Rp24,10 miliar, mengalami penurunan sebesar Rp13,05 miliar atau 35,13% dibandingkan posisi tanggal 31 Desember 2018 yaitu sebesar Rp37,15 miliar.

Pada tahun 2019, Perusahaan mengajukan restitusi atas pajak penghasilan badan tahun 2018 sebesar Rp12,68 miliar. Sampai dengan tanggal penyelesaian laporan keuangan, belum terdapat keputusan dari Kantor Pajak sehubungan dengan permohonan restitusi tersebut.

Pada tahun 2018, Perusahaan mengajukan restitusi atas pajak penghasilan badan tahun 2017 sebesar Rp24,46 miliar.

*allowance for impairment losses of receivables is not considered necessary.*

#### **Inventories**

*Inventories owned by the Company consist of fuels, spare parts, vessel equipments, stationeries & printings, medicine, materials & equipments, and others.*

*As of December 31, 2019, the Company recorded total inventories of Rp14.37 billion, a decrease of Rp1.01 billion or 6.53% compared to the position on December 31, 2018, which was Rp15.38 billion. The largest decline came from fuel amounting to Rp1.44 billion (11.16%), from Rp12.85 billion as of December 31, 2018, to Rp11.42 billion as of December 31, 2019.*

#### **Other Current Assets**

*As of December 31, 2019, and 2018, other current assets are mainly prepaid expenses for rental, insurance, and employee salary and security deposit.*

*As of December 31, 2019, the Company recorded other current assets of Rp9.78 billion, a decrease of Rp3.27 billion or 50.16% compared to the position on December 31, 2018, amounted to Rp6.51 billion.*

#### **Deferred Tax Assets**

*As of December 31, 2019, the Company recorded deferred tax assets of Rp.7.48 billion, a decrease of Rp.45 million compared to the position on December 31, 2018.*

#### **Estimated Claims for Tax Refund**

*As of December 31, 2019, the Company recorded estimated claims for a tax refund of Rp.24.10 billion, a decrease of Rp.13.05 billion or 35.13% compared to the position on December 31, 2018, amounting to Rp.37.15 billion.*

*In 2019, the Company filed an application for a refund on corporate income tax for fiscal period 2018, amounting to Rp12.68 billion. Up to the completion date of the financial statements, there has been no decision from the Tax Office in connection with the restitution request.*

*In 2018, the Company filed an application for a refund on corporate income tax for the fiscal period 2017 amounting*



Perusahaan telah menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) pada tanggal 8 Juli 2019.

*to Rp24.46 billion. The Company received Tax Overpayment Assessment Letter ("SKPLB") on July 8, 2019.*

Pada tahun 2017, Perusahaan mengajukan restitusi atas pajak penghasilan badan tahun 2016 sebesar Rp25,37. Perusahaan telah menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) pada tanggal 23 Februari 2018.

*In 2017, the Company filed an application for a refund on corporate income tax for the fiscal period 2016 amounting to Rp25.37 billion. The Company received Tax Overpayment Assessment Letter ("SKPLB") on February 23, 2018.*

### Aset Tetap

Nilai buku aset tetap pada tanggal 31 Desember 2019 tercatat sebesar Rp485,57 miliar mengalami peningkatan sebesar Rp 112,62 miliar atau 30,02% dibandingkan posisi tanggal 31 Desember 2018. Peningkatan tersebut terutama karena peningkatan aset dalam penyelesaian sebesar Rp125,73 miliar atau 486,58% yaitu dari sebesar Rp25,84 miliar pada tanggal 31 Desember 2018 menjadi sebesar Rp151,57 miliar pada tanggal 31 Desember 2019.

### Fixed Assets

*The book value of fixed assets as of December 31, 2019, was recorded at Rp485.57 billion, an increase of Rp122.62 billion or 30.02% compared to the position as of December 31, 2018. The increase was mainly due to an increase in construction in progress amounting to Rp125.73 billion or 486.58% from Rp25.84 billion as of December 31, 2018, to Rp. 151.57 billion as of December 31, 2019.*

Rincian aset dalam penyelesaian dapat digambarkan sebagai berikut:

*The details of construction in progress can be described as follows:*

(angka dalam jutaan Rupiah kecuali dinyatakan lain)

*(figures in million Rupiah unless otherwise stated)*

| Uraian<br>Description                        | Persentase Penyelesaian<br>Percentage of Completion | Akumulasi Biaya<br>Accumulated Cost | Estimasi Penyelesaian<br>Estimated Completion |
|----------------------------------------------|-----------------------------------------------------|-------------------------------------|-----------------------------------------------|
| Kapal / Vessels                              | 48,71%                                              | 148.191                             | Mei / May 2020                                |
| Teknologi Informasi / Information Technology | 96,35%                                              | 2.354                               | Februari / February 2020                      |
| Bangunan / Buildings                         | 1,50%                                               | 1.026                               | Desember / December 2020                      |

Beban penyusutan aset tetap masing-masing sebesar Rp29,85 miliar dan Rp28,60 miliar untuk tahun yang berakhir pada tanggal 31 Desember 2019 dan 2018, seluruhnya dialokasikan dalam beban pokok pendapatan.

*Depreciation expense of fixed assets amounting to Rp29,85 billion and Rp28,60 billion for the years ended December 31, 2019, and 2018 were allocated to cost of revenue, respectively.*

Pada tanggal 31 Desember 2019 dan 2018, baik kapal-kapal yang dimiliki sendiri maupun milik Pelindo II (entitas induk) yang dioperasikan oleh Perusahaan telah diasuransikan dan Manajemen berkeyakinan bahwa nilai pertanggungan untuk aset tetap kapal tersebut adalah cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungkan.

*As of December 31, 2019, and 2018, directly owned vessels and those owned by Pelindo II (the parent company) operated by the Company have been insured, and Management believes that the insurance coverage for these vessels is adequate to cover the risk of a potential loss of the insured assets.*

Pada tanggal 31 Desember 2019, berdasarkan penelaahan atas estimasi umur manfaat, nilai residu dan metode penyusutan aset tetap, manajemen berkeyakinan tidak terdapat perubahan atas estimasi umur manfaat, nilai residu dan metode penyusutan untuk seluruh aset tetap.

*As of December 31, 2019, based on a review on estimated useful lives, residual values and methods of depreciation of fixed assets, the Management believes that there was no change in useful lives, residual values and method of depreciation on all fixed assets.*

Aset tetap tidak dijadikan jaminan pada tanggal pelaporan, dan tidak terdapat aset tetap yang sudah disusutkan secara penuh namun masih digunakan untuk menunjang operasional Perusahaan.

*Fixed assets were not used as collateral as at the reporting date; there were no fixed assets that have been fully depreciated but were still used to support the Company's operations.*

Manajemen berkeyakinan bahwa tidak terdapat penurunan nilai aset tetap pada tanggal 31 Desember 2019 dan 2018.

*Management believes that there was no impairment in the value of fixed assets as of December 31, 2019, and 2018.*

#### **Tabel Aset Tetap**

(angka dalam jutaan Rupiah kecuali dinyatakan lain)

#### **Table of Fixed Assets**

(figures in million Rupiah unless otherwise stated)

| Uraian<br>Description                                       | 2019           | 2018           | Perubahan / Change |                          |
|-------------------------------------------------------------|----------------|----------------|--------------------|--------------------------|
|                                                             |                |                | Nominal<br>Nominal | Persentase<br>Percentage |
| Harga Perolehan / Acquisition cost                          |                |                |                    |                          |
| Pemilikan Langsung / Direct Ownership                       |                |                |                    |                          |
| - Kapal / Vessels                                           | 406.454        | 390.346        | 16.108             | 4,13%                    |
| - Bangunan / Buildings                                      | 627            | -              | 627                | 100,00%                  |
| - Aset dalam Penyelesaian / Construction in progress        | 151.572        | 25.840         | 125.732            | 486,58%                  |
| Total Harga Perolehan / Total Acquisition cost              | 558.652        | 416.185        | 142.467            | 34,23%                   |
| Akumulasi Penyusutan / Accumulated depreciation             |                |                |                    |                          |
| Pemilikan Langsung / Direct Ownership                       |                |                |                    |                          |
| - Kapal / Vessels                                           | 73.083         | 43.232         | 29.851             | 69,05%                   |
| Total Akumulasi Penyusutan / Total Accumulated depreciation | 73.083         | 43.232         | 29.851             | 69,05%                   |
| <b>Nilai Buku / Book Value</b>                              | <b>485.569</b> | <b>372.954</b> | <b>112.616</b>     | <b>30,20%</b>            |

#### **Liabilitas**

Pada tanggal 31 Desember 2019, Perusahaan mencatat total hutang yang keseluruhannya merupakan hutang jangka pendek sebesar Rp199,89 miliar, meningkat Rp81,86 miliar atau 69,35% dibandingkan posisi 31 Desember 2018 yaitu sebesar Rp118,04 miliar.

#### **Liabilities**

*As of December 31, 2019, the Company recorded total liabilities, all of which represented current liabilities of Rp199.89 billion, an increase of Rp81.86 billion, or 69.35% compared to the position on December 31, 2018, which was Rp118.04 billion.*

Peningkatan liabilitas terbesar terjadi pada komponen beban akrual yaitu sebesar Rp59,35miliar (74,89%) yaitu dari sebesar Rp79,26 miliar pada tanggal 31 Desember 2018 menjadi sebesar Rp138,61 miliar pada tanggal 31 Desember 2019. Beban akrual juga merupakan komponen liabilitas terbesar yaitu 69,34% dari total liabilitas.

*The largest increase in liabilities occurred in the accrued expenses component, amounting to Rp59.35 billion (74.89%), from Rp79.26 billion as of December 31, 2018, to Rp138.61 billion as of December 31, 2019. Accrued expenses were also the largest component of liabilities, amounted to 69.34% of total liabilities.*

#### **Tabel Liabilitas**

(angka dalam jutaan Rupiah kecuali dinyatakan lain)

#### **Table of Liabilities**

(figures in million Rupiah unless otherwise stated)

| Uraian<br>Description                          | 2019 | 2018 | Perubahan / Change |                          |
|------------------------------------------------|------|------|--------------------|--------------------------|
|                                                |      |      | Nominal<br>Nominal | Persentase<br>Percentage |
| Liabilitas Jangka Pendek / Current Liabilities |      |      |                    |                          |
| Utang usaha / Trade payables                   |      |      |                    |                          |

| Uraian<br>Description                          | 2019           | 2018           | Perubahan / Change |                          |
|------------------------------------------------|----------------|----------------|--------------------|--------------------------|
|                                                |                |                | Nominal<br>Nominal | Persentase<br>Percentage |
| - Pihak Ketiga / Third parties                 | 7.983          | 3.651          | 4.332              | 118,66%                  |
| - Pihak Berelasi / Related parties             | 30.374         | 26.904         | 3.470              | 12,90%                   |
| Utang lain-lain - pihak ketiga / Third parties | 314            | 144            | 170                | 118,15%                  |
| Utang dividen / Dividend payable               | 12.191         | -              | 12.191             | 100,00%                  |
| Uang titipan / Deposits                        | 510            | 234            | 276                | 118,21%                  |
| Beban akrual / Accrued expenses                | 138.607        | 79.256         | 59.352             | 74,89%                   |
| Utang pajak / Taxes payable                    | 9.913          | 7.850          | 2.064              | 26,29%                   |
| <b>Total Liabilitas / Total Liabilities</b>    | <b>199.892</b> | <b>118.038</b> | <b>81.855</b>      | <b>69,35%</b>            |

### Utang Usaha

Pada tanggal 31 Desember 2019, Perusahaan mencatat jumlah utang usaha total sebesar Rp38,36 miliar, meningkat sebesar Rp7,80 miliar atau 25,54% dibandingkan posisi tanggal 31 Desember 2018. Peningkatan terbesar berasal dari utang pada pihak ketiga yaitu sebesar Rp4,33 miliar atau 118,66%.

Komponen utang usaha terbesar adalah utang kepada pihak berelasi yaitu pada Pelindo II (entitas induk) sebesar Rp22,25 miliar atau 58,01% dari total utang usaha posisi 31 Desember 2019.

### Utang lain-lain Pihak Ketiga

Utang lain-lain pihak ketiga merupakan uang untuk diperhitungkan dari pelanggan.

Pada tanggal 31 Desember 2019, tercatat jumlah utang lain-lain pihak ketiga sebesar Rp314 juta, mengalami peningkatan sebesar Rp170 juta atau 118,15% dibandingkan dengan posisi tanggal 31 Desember 2018 yaitu sebesar Rp144 juta.

### Utang Dividen

Pada tanggal 31 Desember 2019, Perusahaan mencatat adanya utang dividen sebesar Rp12,19 miliar yang seluruhnya merupakan utang dividen interim kepada Pelindo II. Jumlah tersebut meningkat 100% karena pada tanggal 31 Desember 2018 tidak terdapat adanya utang dividen.

### Uang Titipan

Pada tanggal 31 Desember 2019, Perusahaan mencatat adanya uang titipan sebesar Rp510 juta, mengalami peningkatan sebesar Rp276 juta atau 118,21% dibandingkan dengan tanggal 31 Desember 2018. Uang titipan tersebut sepenuhnya merupakan titipan karyawan.

### Trade Payables

As of December 31, 2019, the Company recorded total trade payables of Rp38.36 billion, an increase of Rp7.80 billion or 25.54% compared to the position on December 31, 2018. The largest increase came from trade payables to third parties amounting to Rp4.33 billion or 118.66%.

The largest component of trade payables was trade payables to related parties, namely to Pelindo II (the parent entity) of Rp22.25 billion or 58.01% of total trade payables as of December 31, 2019.

### Third Party's Other payables

Other payables - third parties represent advances from customers.

As of December 31, 2019, Other payables - third parties recorded amounting to Rp314 million, an increase of Rp170 million or 118.15% compared to the position on December 31, 2018, which was Rp144 million.

### Dividend Payable

As of December 31, 2019, the Company recorded the Dividend Payable of Rp12.19 billion, which was entirely an interim dividend payable to Pelindo II. The number increased 100% because on December 31, 2018; there was no dividend payable.

### Deposits

As of December 31, 2019, the Company recorded deposits of Rp510 million, an increase of Rp276 million or 118.21% compared to December 31, 2018. The deposits entirely represented deposits from employees.

### Beban Akrua

Pada tanggal 31 Desember 2019, tercatat beban akrual sebesar Rp138,51 miliar, meningkat sebesar Rp59,35 miliar atau 74,89% dibandingkan posisi tanggal 31 Desember 2018 yaitu sebesar Rp79,26 miliar. Peningkatan terbesar berasal dari komponen pembangunan kapal, yaitu dari sebesar Rp5,70 miliar pada tanggal 31 Desember 2018 menjadi sebesar Rp65,74 miliar, atau meningkat sebesar Rp60,05 miliar (1.054%). Beban pembangunan kapal merupakan komponen terbesar yaitu 47,43% dari total beban akrual.

### Tabel Beban Akrua

(angka dalam jutaan Rupiah kecuali dinyatakan lain)

| Uraian<br>Description                                                                 | 2019           | 2018          | Perubahan / Change |                          |
|---------------------------------------------------------------------------------------|----------------|---------------|--------------------|--------------------------|
|                                                                                       |                |               | Nominal<br>Nominal | Persentase<br>Percentage |
| Pembangunan kapal / Shipbuilding                                                      | 65.743         | 5.695         | 60.048             | 1054,43%                 |
| Bahan bakar dan pelumas / Fuel and lubricants                                         | 23.567         | 21.262        | 2.305              | 10,84%                   |
| Gaji, tunjangan dan kesejahteraan karyawan / Salaries, allowance and employee welfare | 20.766         | 28.008        | (7.243)            | -25,86%                  |
| Kerja sama mitra usaha / Partnership                                                  | 17.401         | 15.495        | 1.906              | 12,30%                   |
| Pemeliharaan kapal / Ship maintenance                                                 | 9.532          | 7.182         | 2.350              | 100,00%                  |
| Asuransi / Insurance                                                                  | 1.358          | -             | 1.358              | 100,00%                  |
| Lain-lain / Others                                                                    | 241            | 1.614         | (1.372)            | -85,04%                  |
| <b>Total Beban Akrua / Total Accrued Expenses</b>                                     | <b>138.607</b> | <b>79.256</b> | <b>59.352</b>      | <b>74,89%</b>            |

### Accrued Expenses

As of December 31, 2019, accrued expenses were recorded of Rp138.51 billion, an increase of Rp59.35 billion, or 74.89% compared to the position on December 31, 2018, which was Rp79.26 billion. The largest increase came from the shipbuilding component, namely from Rp5.70 billion as of December 31, 2018, to Rp65.74 billion, or an increase amounted to Rp 60.05 billion (1,054%). Shipbuilding expenses were the largest component, which was 47.43% of the total accrued expenses.

### Table of Accrued Expenses

(figures in million Rupiah unless otherwise stated)

### Utang Pajak

Pada tanggal 31 Desember 2019, Perusahaan mencatat utang pajak sebesar Rp9,91 miliar, meningkat sebesar Rp2,06 miliar atau 26,29% dibandingkan posisi 31 Desember 2018 yaitu sebesar Rp7,85 miliar.

### Taxes Payable

As of December 31, 2019, the Company recorded a Taxes Payable of Rp9.91 billion, an increase of Rp2.06 billion, or 26.29% compared to the position on December 31, 2018, of Rp7.85 billion.

### Ekuitas

Pada tanggal 31 Desember 2019, tercatat modal Perusahaan sebesar Rp1,08 triliun, mengalami peningkatan sebesar Rp38,26 miliar atau 3,67% dibandingkan posisi 31 Desember 2018 yaitu sebesar Rp1,04 triliun. Peningkatan terbesar berasal dari peningkatan saldo laba yang belum ditentukan penggunaannya yaitu sebesar Rp36,80 miliar.

### Equity

As of December 31, 2019, the Company's capital was registered of Rp1.08 trillion, an increase of Rp38.26 billion or 3.67% compared to the position on December 31, 2018, of Rp1.04 trillion. The largest increase came from the increase in the retained earnings unappropriated amounted to Rp36.80 billion.



Komposisi kepemilikan saham tanggal 31 Desember 2019 adalah sebagai berikut

*The composition of shares ownership as of December 31, 2019, was as follows*

| Pemegang Saham<br><i>Shareholders</i>                                                                                | Total saham<br>ditempatkan dan disetor penuh<br><i>Number of shares issued and fully paid</i> | Persentase<br>Percentage | Nominal<br>(dalam juta Rupiah)<br><i>Nominal (in million Rupiah)</i> |
|----------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------|--------------------------|----------------------------------------------------------------------|
| Pelindo II                                                                                                           | 4.063.504.600                                                                                 | 76,89%                   | 406.350                                                              |
| PT Multi Terminal Indonesia                                                                                          | 5.800.000                                                                                     | 0,11%                    | 580                                                                  |
| Publik / <i>Public</i>                                                                                               |                                                                                               |                          |                                                                      |
| PT Pelabuhan Indonesia Investama                                                                                     | 584.838.800                                                                                   | 11,07%                   | 58.483                                                               |
| Lain-lain (masing-masing dengan kepemilikan di bawah 5%) / <i>Others (less than 5% each equity for shareholders)</i> | 630.667.700                                                                                   | 11,93%                   | 63.066                                                               |
| <b>Total</b>                                                                                                         | <b>5.284.811.100</b>                                                                          | <b>100,00%</b>           | <b>528.481</b>                                                       |

Tambahan modal disetor merupakan agio saham yang berasal dari selisih lebih hasil penawaran umum perdana atas nilai nominal saham setelah dikurangi biaya penerbitan.

*Additional paid-in capital represents the premium on stock from excess of proceeds from the initial public offering of shares over par value after deducting the issuance cost.*

Berdasarkan Akta No. 22 dari Fathiah Helmi, S.H., Notaris di Jakarta, tanggal 18 Juni 2019, para pemegang saham Perusahaan menyetujui antara lain:

*Based on Deed No. 22 from Fathiah Helmi, S.H., a public Notary in Jakarta, dated June 18, 2019, the Company's shareholders agreed, among others:*

1. Penggunaan laba bersih Perusahaan tahun buku 2018 untuk dividen dan cadangan umum masing-masing sebesar Rp35,94 miliar dan Rp1,46 miliar.
2. Saldo laba Perusahaan yang belum ditentukan penggunaannya pada tanggal 31 Desember 2018 sebesar Rp35,41 miliar.

1. *Utilization of the Company's net income year 2018 for dividend and general reserve amounting to Rp35.94 billion and Rp1.46 billion, respectively.*
2. *The Company's retained earnings unappropriated as of December 31, 2018 amounting to Rp35.41 billion.*

#### Tabel Ekuitas

(dalam juta Rupiah kecuali dinyatakan lain)

#### Table of Equity

(figures in million Rupiah unless otherwise stated)

| Uraian<br><i>Description</i>                                                                                                                                                                      | 2019             | 2018             | Perubahan / <i>Change</i> |                                 |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|---------------------------|---------------------------------|
|                                                                                                                                                                                                   |                  |                  | Nominal<br><i>Nominal</i> | Persentase<br><i>Percentage</i> |
| Modal dasar - 15.000.000.000 saham dengan nilai nominal Rp100 (nilai penuh) / <i>Authorized capital - 15,000,000,000 shares at Rp100 (full amount) par value</i>                                  |                  |                  |                           |                                 |
| Modal ditempatkan dan disetor penuh - 5.284.811.100 saham dengan nilai nominal Rp100 (nilai penuh) / <i>Issued and fully paid capital - 5,284,811,100 shares at Rp100 (full amount) par value</i> | 528.481          | 528.481          | -                         | 0,00%                           |
| Tambahan modal disetor - neto / <i>Additional paid-in capital - net</i>                                                                                                                           | 317.981          | 317.981          | -                         | 0,00%                           |
| Saldo Laba / <i>Retained earnings</i>                                                                                                                                                             |                  |                  |                           |                                 |
| - Telah ditentukan penggunaannya / <i>Appropriated</i>                                                                                                                                            | 31.007           | 29.550           | 1.456                     | 4,93%                           |
| - Belum ditentukan penggunaannya / <i>Unappropriated</i>                                                                                                                                          | 201.943          | 165.143          | 36.800                    | 22,28%                          |
| <b>Total Ekuitas / <i>Total Equity</i></b>                                                                                                                                                        | <b>1.079.412</b> | <b>1.041.156</b> | <b>38.256</b>             | <b>3,67%</b>                    |

## Laporan Laba (Rugi)

### Tabel Laporan Laba (Rugi)

(dalam juta Rupiah kecuali dinyatakan lain)

## Statement of Profit (Loss)

### Table of Statement of Profit (Loss)

(in millions Rupiah unless otherwise stated)

| Uraian<br>Description                                                                   | 2019      | 2018      | Perubahan / Change |                          |
|-----------------------------------------------------------------------------------------|-----------|-----------|--------------------|--------------------------|
|                                                                                         |           |           | Nominal<br>Nominal | Persentase<br>Percentage |
| Pendapatan - Neto / Net revenue                                                         | 681.677   | 727.051   | (45.375)           | -6,24%                   |
| Beban pokok pendapatan / Cost of revenue                                                | (476.970) | (499.772) | 22.802             | -4,56%                   |
| Laba Bruto / Gross Profit                                                               | 204.707   | 227.279   | (22.573)           | -9,93%                   |
| Beban umum dan administrasi / General and administrative expenses                       | (97.148)  | (101.128) | 3.981              | -3,94%                   |
| Pendapatan operasi lainnya / Other operating income                                     | 12.288    | 3.686     | 8.602              | 233,35%                  |
| Beban operasi lainnya / Other operating expenses                                        | (11.376)  | (27.416)  | 16.039             | -58,50%                  |
| Laba Usaha / Income from Operations                                                     | 108.471   | 102.422   | 6.049              | 5,91%                    |
| Pendapatan keuangan / Finance income                                                    | 23.911    | 18.620    | 5.291              | 28,42%                   |
| Beban keuangan / Finance expenses                                                       | (155)     | (209)     | 54                 | -25,84%                  |
| Laba Sebelum Beban Pajak Penghasilan Badan / Income Before Corporate Income Tax         | 132.227   | 120.833   | 11.394             | 9,43%                    |
| Beban pajak penghasilan / Income tax expense                                            | (42.179)  | (48.026)  | 5.846              | -12,17%                  |
| Laba Tahun Berjalan / Income for the Year                                               | 90.047    | 72.807    | 17.240             | 23,68%                   |
| Penghasilan Komprehensif Lain / Other Comprehensive Income                              | -         | -         |                    |                          |
| Total Penghasilan Komprehensif Tahun Berjalan / Total Comprehensive Income for the Year | 90.047    | 72.807    | 17.240             | 23,68%                   |
| Laba per Saham Dasar (nilai penuh) / Basic Earnings Per Share (full amount)             | 17.04     | 13.78     | 3                  | 23,66%                   |

### Pendapatan - neto

Net revenue

Dalam jutaan Rupiah  
In million Rupiah



### Laba Bruto

Gross Profit

Dalam jutaan Rupiah  
In million Rupiah



### Laba Usaha

Operating Income

Dalam jutaan Rupiah  
In million Rupiah



### Laba Tahun Berjalan

Income for the Year

Dalam jutaan Rupiah  
In million Rupiah



## Pendapatan

Selama tahun 2019, Perusahaan membukukan pendapatan usaha sebesar Rp681,68 miliar, mengalami penurunan sebesar Rp45,38 miliar atau 6,24% dibandingkan tahun 2018 yaitu sebesar Rp727,05 miliar. Penurunan pendapatan terbesar berasal dari pendapatan dari jasa pelayanan kapal penundaan yaitu sebesar Rp32,49 miliar atau 5,11%.

Komponen pendapatan terbesar berasal dari jasa pelayanan kapal penundaan dan pemanduan total sebesar Rp624,16 miliar yaitu 91,56% dari total pendapatan selama tahun 2019.

Pelanggan dengan kontribusi nilai pendapatan melebihi 10% dari jumlah total pendapatan berasal dari Pelindo II, yaitu selama tahun 2019 tercatat sebesar Rp610,32 miliar atau 89,53% dari total pendapatan.

Berikut ini adalah rincian pendapatan berdasarkan jenis usaha (dalam juta Rupiah kecuali dinyatakan lain)

| Uraian<br>Description                                                | 2019    | 2018    | Perubahan / Change |                          |
|----------------------------------------------------------------------|---------|---------|--------------------|--------------------------|
|                                                                      |         |         | Nominal<br>Nominal | Persentase<br>Percentage |
| Jasa Pelayanan Kapal / Vessel services:                              |         |         |                    |                          |
| - Penundaan / Tug service                                            | 603.695 | 636.189 | (32.494)           | -5,11%                   |
| - Pemanduan / Pilotage service                                       | 20.460  | 13.697  | 6.763              | 49,37%                   |
| Pendapatan jasa pelayanan kapal / Total revenue from vessel services | 624.155 | 649.886 | (25.731)           | -3,96%                   |
| Jasa pengangkutan / Freight services                                 | 1.122   | 20.766  | (19.644)           | -94,60%                  |
| Jasa pengelolaan kapal / Fleet management services                   | 56.400  | 56.400  | -                  | 0,00%                    |
| Total Pendapatan - Neto / Total revenues - net                       | 681.677 | 727.051 | (45.375)           | -6,24%                   |

## Beban Pokok Pendapatan

Selama tahun 2019, Perusahaan mencatat beban pokok pendapatan sebesar Rp476,97miliar, mengalami penurunan sebesar Rp22,80 miliar atau 4,56% dibandingkan dengan tahun 2018 yaitu sebesar Rp499,77 miliar. Penurunan terbesar berasal dari penurunan beban gaji yaitu sebesar Rp15,89 miliar atau 14,08%. Sedangkan beban kerja sama mitra usaha merupakan komponen beban terbesar yaitu 33,25% dari total beban pokok pendapatan.

## Revenues

During 2019, the Company recorded revenues of Rp681.68 billion, a decrease of Rp45.38 billion or 6.24% compared to 2018, which amounted to Rp727.05 billion. The largest decrease in revenues came from revenues from vessel services: Tug service, which amounted to Rp32.49 billion or 5.11%.

The largest revenue component came from revenues from vessel services: Tug service and Pilotage service totaling Rp. 624.16 billion, namely 91.56% of total revenues during 2019.

In 2019 customers with a contribution of more than 10% of total revenues came from Pelindo II, recorded amounting to Rp610.32 billion or 89.53% of total revenues.

The following was a breakdown of revenues by type of business. (in millions Rupiah unless otherwise stated)

## Cost of Revenues

During 2019, the Company recorded cost of revenues of Rp476.97 billion, a decrease of Rp22.80 billion or 4.56% compared to 2018 which amounted to Rp499.77 billion. The largest decrease came from the decrease in salaries, which was Rp15.89 billion or 14.08%. While Partnership was the largest expense component, namely 33.25% of the total cost of revenues.

**Tabel beban pokok pendapatan**

(dalam juta Rupiah kecuali dinyatakan lain)

**Table of Cost of Revenues**

(in millions Rupiah unless otherwise stated)

| Uraian<br>Description                                                   | 2019    | 2018    | Perubahan / Change |                          |
|-------------------------------------------------------------------------|---------|---------|--------------------|--------------------------|
|                                                                         |         |         | Nominal<br>Nominal | Persentase<br>Percentage |
| Kerjasama mitra usaha / Partnership                                     | 158.606 | 152.342 | 6.264              | 4,11%                    |
| Bahan bakar, pelumas, air dan makanan / Fuel, lubricant, water and food | 139.305 | 149.394 | (10.088)           | -6,75%                   |
| Gaji / Salaries                                                         | 96.971  | 112.862 | (15.891)           | -14,08%                  |
| Penyusutan / Depreciation                                               | 29.851  | 28.603  | 1.248              | 4,36%                    |
| Perbaikan dan pemeliharaan / Repair and maintenance                     | 26.496  | 33.309  | (6.812)            | -20,45%                  |
| Umum / General                                                          | 12.463  | 9.199   | 3.264              | 35,49%                   |
| Asuransi / Insurance                                                    | 8.347   | 10.476  | (2.129)            | -20,32%                  |
| Administrasi Kantor / Office administrative                             | 4.931   | 3.589   | 1.341              | 37,37%                   |
| Total beban pokok pendapatan - Neto / Total Cost of Revenues - Net      | 476.970 | 499.772 | (22.802)           | -4,56%                   |

#### Laba Bruto

Selama tahun 2019, Perusahaan membukukan laba bruto sebesar Rp204,71 miliar, mengalami penurunan sebesar Rp22,57 miliar atau 9,93% dibandingkan tahun 2018 yaitu sebesar Rp227,28 miliar. Penurunan tersebut terjadi karena penurunan pendapatan lebih tinggi dibandingkan dengan penurunan beban pokok pendapatan.

Angka *gross margin* pada tahun 2019 mengalami sedikit penurunan dibandingkan dengan tahun 2018 yaitu dari sebesar 31,26% menjadi sebesar 30,03%.

#### Beban Umum dan Administrasi

Pada tahun 2019, Perusahaan membukukan beban umum dan administrasi sebesar Rp97,15 miliar, mengalami penurunan sebesar Rp3,98 miliar atau 3,94% dibandingkan pada tahun 2018 yaitu sebesar Rp101,13 miliar. Penurunan terbesar berasal dari komponen beban kerjasama mitra usaha, asuransi, administrasi kantor dan umum sebesar Rp7,34 miliar atau 53,38%. Sedangkan komponen beban terbesar adalah gaji yaitu 73,93% dari total beban umum dan administrasi tahun 2019.

#### Pendapatan Operasional Lainnya

Pada tahun 2019, Perusahaan membukukan pendapatan operasional lainnya sebesar Rp12,29 miliar, mengalami peningkatan sebesar Rp8,60 miliar atau 233% dibandingkan pada tahun 2018 yaitu sebesar Rp3,69 miliar. Peningkatan terbesar karena adanya pendapatan dari klaim / denda sebesar Rp11,86 miliar yang tidak ada pada tahun 2018. Pendapatan dari klaim/ denda tersebut juga merupakan komponen terbesar (96,53%) dari total pendapatan operasional lainnya.

#### Gross profit

During 2019, the Company recorded a gross profit of Rp204.71 billion, a decrease of Rp22.57 billion or 9.93% compared to 2018, which amounted to Rp227.28 billion. The decrease occurred due to the decrease in revenues was higher than the decrease in the cost of revenues.

The gross margin figure in 2019 experienced a slight decline compared to 2018 from 31.26% to 30.03%.

#### General and Administrative Expenses

In 2019, the Company recorded general and administrative expenses of Rp97.15 billion, a decrease of Rp3.98 billion or 3.94% compared to 2018, which amounted to Rp101.13 billion. The largest decline came from a partnership, insurance, office administrative, and general components of Rp7.34 billion or 53.38%. While the largest expense component was salaries, which was 73.93% of the total general and administrative expense in 2019.

#### Other Operating Income

In 2019, the Company booked other operating income of Rp12.29 billion, an increase of Rp8.60 billion or 233% compared to 2018 of Rp3.69 billion. The largest increase was due to income from claims/penalties amounting to Rp11.86 billion, which did not exist in 2018. Income from claims/penalties were also the largest component (96.53%) of total other operating income.



**Beban Operasional Lainnya**

Pada tahun 2019, Perusahaan membukukan beban operasional lainnya sebesar Rp11,38 miliar, mengalami penurunan sebesar Rp16,04 miliar atau 58,50% dibandingkan pada tahun 2018 yaitu sebesar Rp27,42 miliar. Sebagian besar beban operasional lainnya merupakan beban yang terkait dengan perpajakan.

**Laba Usaha**

Pada tahun 2019, Perusahaan mencatat perolehan laba usaha sebesar Rp108,47 miliar, meningkat sebesar Rp6,05 miliar atau 5,91% dibandingkan dengan perolehan pada tahun 2018. Peningkatan tersebut karena adanya peningkatan pendapatan operasi lainnya sebesar Rp8,60 miliar, serta adanya penurunan beban operasi lainnya total sebesar Rp20,02 miliar.

**Pendapatan dan Beban Keuangan**

Pada tahun 2019, Perusahaan membukukan pendapatan keuangan sebesar Rp23,911 miliar, mengalami peningkatan sebesar Rp5,29 miliar atau 28,42% dibandingkan pada tahun 2018 yaitu sebesar Rp18,62 miliar. Peningkatan tersebut berasal dari peningkatan pendapatan dari bunga deposito sebesar Rp6,85 miliar atau 42,78%.

Sedangkan beban keuangan yaitu beban administrasi bank pada tahun 2019 tercatat sebesar Rp155 juta, mengalami penurunan sebesar Rp54 juta atau 25,84% dibandingkan pada tahun 2018.

**Laba Tahun Berjalan**

Dengan adanya peningkatan pendapatan keuangan dan berkurangnya beban keuangan, pada tahun 2019 Perusahaan membukukan laba tahun berjalan sebesar Rp90,05 miliar, mengalami peningkatan sebesar Rp17,24 miliar atau 23,68% dibandingkan pada tahun 2018 yaitu sebesar Rp72,81 miliar.

**Laba Komprehensif Tahun Berjalan**

Pada tahun 2019 dan 2018, Perusahaan tidak membukukan adanya penghasilan komprehensif lain sehingga jumlah laba komprehensif tahun berjalan sama dengan laba tahun berjalan yaitu sebesar Rp90,05 miliar pada tahun 2019 dan Rp72,81 miliar pada tahun 2018.

**Laba per Saham Dasar**

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan total rata-rata tertimbang saham yang beredar, yaitu sebesar 5.284.811.100 saham pada tanggal 31 Desember 2019 dan 2018.

**Other Operating Expenses**

*In 2019, the Company booked other operating expenses of Rp11.38 billion, a decrease of Rp16.04 billion or 58.50% compared to 2018, which amounted to Rp27.42 billion. Most of the other operating expenses were Tax expenses.*

**Operating profit**

*In 2019, the Company recorded an operating profit of Rp108.47 billion, an increase of Rp6.05 billion, or 5.91% compared to the acquisition in 2018. The increase was due to the rise in other operating income of Rp8.60 billion, and a decrease in other operating expenses were totaling Rp20.02 billion.*

**Financial Income and Expenses**

*In 2019, the Company recorded Finance income of Rp23,911 billion, an increase of Rp5.29 billion or 28.42% compared to 2018, which was Rp18.62 billion. The growth came from the rise in interest income from time deposit by Rp6.85 billion or 42.78%.*

*While Finance expenses, namely the bank administrative expenses in 2019, was recorded at Rp155 million, a decrease of Rp54 million or 25.84% compared to 2018.*

**Income for the year**

*With an increase in Finance income and a reduction in finance expenses, in 2019 the Company posted income for the year of Rp90.05 billion, an increase of Rp17.24 billion or 23.68% compared to 2018, which amounted to Rp72.81 billion.*

**Total Comprehensive Income for the Year**

*In 2019 and 2018, the Company did not record other comprehensive income, so the total comprehensive income for the year was the same as income for the year amounted to Rp90.05 billion in 2019 and Rp72.81 billion in 2018.*

**Basic Earnings per Share**

*Basic earnings per share were computed by dividing the income for the year by the weighted-average number of shares outstanding of 5,284,811,100 shares on December 31, 2019, and 2018.*

Dengan dasar perhitungan dan memperhatikan peningkatan laba perusahaan, nilai laba per saham pada tahun 2019 adalah sebesar Rp17,04, meningkat sebesar Rp3,26 atau 23,66% dibandingkan pada tahun 2018 yaitu sebesar Rp13,78.

### Laporan Arus Kas

Pada tanggal 31 Desember 2019, Perusahaan mencatat jumlah Kas dan Setara Kas sebesar Rp466,16 miliar, mengalami peningkatan sebesar Rp131,28 miliar atau 39,20% dibandingkan posisi 31 Desember 2018. Peningkatan terbesar berasal dari penurunan pengeluaran kas untuk aktivitas pendanaan sebesar Rp236,38 miliar.

### Ikhtisar Laporan Arus Kas

(dalam juta Rupiah kecuali dinyatakan lain)

Based on calculation and taking into account the increase in retained earnings, the value of earnings per share in 2019 was Rp17.04, an increase of Rp3.26 or 23.66% compared to 2018, which was Rp13.78.

### Statement of Cash Flows

As of December 31, 2019, the Company recorded total Cash and Cash Equivalents of Rp466.16 billion, an increase of Rp131.28 billion, or 39.20% compared to the position on December 31, 2018. The largest increase came from the decrease in Cash Flows for Financing Activities by Rp236.38 billion.

### Summary of Statement of Cash Flow

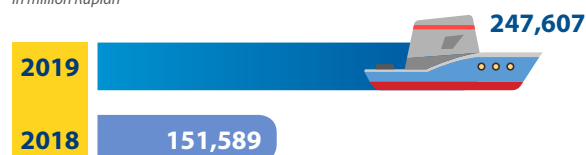
(in millions Rupiah unless otherwise stated)

| Uraian<br>Description                                                                                   | 2019     | 2018      | Perubahan / Change |                          |
|---------------------------------------------------------------------------------------------------------|----------|-----------|--------------------|--------------------------|
|                                                                                                         |          |           | Nominal<br>Nominal | Persentase<br>Percentage |
| Arus kas diperoleh dari aktivitas operasi / Cash Flows from Operating Activities                        | 247.607  | 151.589   | 96.018             | 63,34%                   |
| Arus kas untuk aktivitas investasi / Cash Flows for Investing Activities                                | (76.725) | (29.318)  | (47.407)           | 161,70%                  |
| Arus kas untuk aktivitas pendanaan / Cash Flows form Financing Activities                               | (39.601) | (275.977) | 236.376            | -85,65%                  |
| Kenaikan / (Penurunan) Bersih Kas dan Setara Kas / Net Increase (Decrease) in Cash and Cash Equivalents | 131.282  | (153.706) | 284.988            | -185,41%                 |
| Kas dan Setara Kas pada Awal Tahun / Cash and Cash Equivalents at Beginning of Year                     | 334.883  | 488.589   | (153.706)          | -31,46%                  |
| Kas dan Setara Kas pada Akhir Tahun / Cash and Cash Equivalents at End of Year                          | 466.164  | 334.883   | 131.282            | 39,20%                   |

### Arus kas diperoleh dari aktivitas operasi

Cash Flows from Operating Activities

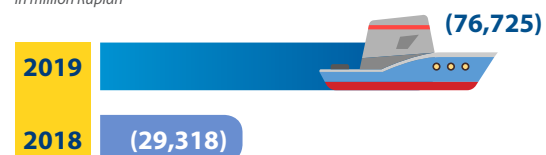
Dalam jutaan Rupiah  
In million Rupiah



### Arus kas untuk aktivitas investasi

Cash Flows from Investing Activities

Dalam jutaan Rupiah  
In million Rupiah



### Arus kas diperoleh dari aktivitas pendanaan

Cash Flows from Financing Activities

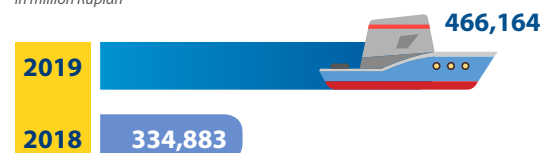
Dalam jutaan Rupiah  
In million Rupiah



### Kas dan Setara Kas pada Akhir Tahun

Cash and Cash Equivalents at End of Year

Dalam jutaan Rupiah  
In million Rupiah



**Arus Kas Bersih yang Diperoleh dari Aktivitas Operasi**

Pada tahun 2019, Perusahaan memperoleh arus kas bersih dari aktivitas operasi sebesar Rp247,61 miliar, mengalami peningkatan sebesar Rp96,02 miliar atau 63,34% dibandingkan pada tahun 2018 yaitu sebesar Rp151,59 miliar. Peningkatan tersebut terutama dari adanya penurunan pembayaran kas kepada pemasok sebesar Rp70,90 miliar dan peningkatan penerimaan dari kegiatan operasional lain sebesar Rp69,52 miliar.

**Arus Kas Bersih yang Digunakan untuk Aktivitas Investasi**

Pada tahun 2019, Perusahaan mencatat penggunaan arus kas bersih untuk aktivitas investasi sebesar Rp76,73 miliar untuk perolehan aset tetap, angka tersebut mengalami peningkatan sebesar Rp47,41 miliar atau 161,70% dibandingkan dengan pengeluaran pada tahun 2018 yaitu sebesar Rp29,32 miliar.

**Arus Kas Bersih yang Digunakan untuk Aktivitas Pendanaan**

Pada tahun 2019, Perusahaan mencatat penggunaan arus kas bersih untuk aktivitas pendanaan sebesar Rp39,60 miliar untuk pembayaran dividen, angka tersebut mengalami penurunan sebesar Rp236,38 miliar atau 85,65% dibandingkan dengan pengeluaran pada tahun 2018 yaitu sebesar Rp275,98 miliar.

**Kemampuan Membayar Utang dan Tingkat Kolektibilitas Piutang Perusahaan**

Kemampuan perusahaan untuk membayar hutang atas pinjaman dapat dijelaskan melalui kemampuan membayar utang jangka pendek dan jangka panjang tahun 2019, sebagai berikut.

**Kemampuan Membayar Utang Jangka Pendek (Rasio Likuiditas)**

Untuk mengukur tingkat kemampuan perusahaan dalam memenuhi liabilitas/utang jangka pendek berdasarkan rasio likuiditas. Tingkat likuiditas dapat ditunjukkan dengan Rasio Kas dan Rasio Lancar. Rasio Kas menjelaskan kemampuan Perusahaan untuk melunasi liabilitas jangka pendeknya melalui kas dan setara kas (aset yang paling likuid) yang dimiliki. Rasio Lancar merupakan rasio yang digunakan untuk melihat kemampuan perusahaan untuk membayar hutang dengan menggunakan aktiva lancar.

Dibanding dengan tahun 2018, Rasio Kas dan Rasio Lancar tahun 2019 terealisasi lebih rendah. Rasio Likuiditas berdasarkan rasio kas dan rasio lancar tahun 2019 sebesar 233,21% dan 381,28%, dibandingkan rasio kas dan rasio lancar tahun 2018 sebesar 283,71% dan 628,24%.

**Net Cash Flows Provided by Operating Activities**

*In 2019, the Company obtained Net cash flows provided by operating activities of Rp247.61 billion, an increase of Rp 96.02 billion or 63.34% compared to 2018, which amounted to Rp 151.59 billion. The increase was mainly due to a decrease in a Cash payment to suppliers by Rp.70.90 billion and an increase in Receipts from other operational activities by Rp. 69.52 billion.*

**Net Cash Flows Used for Investment Activities**

*In 2019, the Company recorded net cash flow for investment activities of Rp 76.73 billion for the acquisition of fixed assets. This figure has increased by Rp 47.41 billion or 161.70% compared to expenditures in 2018, which amounted to Rp 29, 32 billion.*

**Net Cash Flows for Financing Activities**

*In 2019, the Company recorded net cash flow for financing activities of Rp 39.60 billion for dividend payments, a figure that decreased by Rp 236.38 billion or 85.65% compared to expenditures in 2018, which amounted to Rp 275.98 billion.*

**Ability To Pay Debt (Solvency) And Receivables Collectability Of The Company**

*The ability of the Company to pay its debts (liabilities) could be explained through the ability to pay current liabilities and non-current liabilities in 2019, as followed.*

**Ability to Pay Current Liabilities (Liquidity Ratio)**

*To measure the level of the company's ability to pay current liabilities based on liquidity ratios. The level of liquidity can be indicated by Cash Ratio and Current Ratio. The Cash Ratio describes the Company's ability to pay its current liabilities through cash and cash equivalents (the most liquid assets) it has. Current Ratio is a ratio used to see a company's ability to pay liabilities using current assets.*

*Compared with 2018, the Cash Ratio and Current Ratio in 2019 were realized lower. Liquidity Ratios based on cash ratios and current ratios in 2019 were 233.21% and 381.28%, compared to cash ratios and current ratios in 2018 of 283.71% and 628.24%.*

#### Rasio Likuiditas (%)

#### Liquidity Ratio (%)

| Uraian / Description         | 2019   | 2018   | Trend  |
|------------------------------|--------|--------|--------|
| Rasio Kas / Cash Ratio       | 233,21 | 283,71 | -17,80 |
| Rasio Lancar / Current Ratio | 381,28 | 628,24 | -39,31 |
| Rasio Cepat / Quick Ratio    | 374,09 | 626,11 | -40,25 |

#### Kemampuan Membayar Utang Jangka Pendek dan Utang Jangka Panjang (Rasio Solvabilitas)

Sedangkan untuk mengukur tingkat kemampuan perusahaan dalam memenuhi segala liabilitasnya termasuk liabilitas/ utang jangka panjang berdasarkan rasio solvabilitas. Dalam hal ini, rasio solvabilitas adalah ukuran yang dipergunakan untuk menghitung tingkat kemampuan perusahaan dalam memenuhi segala liabilitasnya apabila saat ini perusahaan dan entitas anak dilikuidasi.

Tingkat kemampuan Perusahaan dalam memenuhi liabilitas apabila dilakukan likuidasi pada saat ini ditunjukkan dengan Rasio Liabilitas atas Aset dan Rasio Liabilitas atas Ekuitas. Kemampuan Perusahaan dalam memenuhi kewajiban hutangnya berdasarkan rasio liabilitas terhadap aset dan ekuitas tahun 2019 sebesar 15,63% dan 18,52%.

#### Rasio Solvabilitas

#### The Ability to Pay Current Liabilities and Non-Current Liabilities (Solvency Ratio)

Meanwhile, to measure the level of the company's ability to pay all its liabilities including non-current liabilities based on the solvency ratio. In this case, the solvency ratio is a measure used to calculate the level of a company's ability to fulfill all its liabilities if the company and its subsidiaries are currently liquidated.

The level of the Company's ability to pay liabilities when liquidated at this time is indicated by Debt to Assets Ratio (DAR) and Debt to Equity Ratio (DER). The Company's ability to pay its liabilities based on Debt to Assets Ratio and Debt to Equity Ratio in 2019 amounted to 15.63% and 18.52%.

#### Solvency Ratio

| Uraian / Description                                           | 2019  | 2018  | Trend |
|----------------------------------------------------------------|-------|-------|-------|
| Rasio Liabilitas Terhadap Aset / Debt to Assets Ratio (DAR)    | 15,63 | 10,18 | 53,45 |
| Rasio Liabilitas Terhadap Ekuitas / Debt to Equity Ratio (DER) | 18,52 | 11,34 | 63,34 |

#### Kolektibilitas Piutang

Receivable turn over (perputaran piutang) menunjukkan seberapa sering piutang usaha berubah menjadi kas dalam satu tahun. Peningkatan efisiensi penagihan piutang usaha terjadi jika perputaran piutang meningkat dan average collection period (jumlah hari penjualan dalam piutang) menurun dari periode sebelumnya.

Pada tahun 2019, receivable turn over sebesar 3,98 kali naik 50,26% dibandingkan tahun 2018 sebesar 2,65 kali. Selanjutnya, average collection period tahun 2019 sebesar 61 hari menurun 26,48% dibandingkan tahun 2018 sebesar 83 hari. Hal tersebut karena telah diselesaikannya outstanding piutang PT Pelabuhan Indonesia II (Persero) kepada Perseroan melalui Berita Acara Net Off hutang piutang sampai dengan Juni 2019 sebesar Rp45 miliar dan outstanding piutang PT Pelabuhan Tanjung Priok (PTP) kepada Perseroan melalui Berita Acara Kesepakatan tanggal 10 Oktober 2019 sebesar Rp23,4 miliar.

#### Collectability Level of Receivables

Receivable turn over illustrates how often the receivables turn into cash in one year. The efficiency of receivables collection increases if the receivable turnover increases and the average collection period (the number of sales days in receivables) decreases from the previous period.

In 2019, receivable turnover was 3.98 times, increased by 50.26% compared to 2018, which was 2.65 times. Further, the average collection period in 2019 was 61 days, a decline of 26.48% compared to 2018, which was 83 days. That was due to the settlement of outstanding receivables of PT Pelabuhan Indonesia II (Persero) to the Company through Minutes of Net Off of accounts payable up to June 2019 amounted to Rp45 billion. And the outstanding receivables of PT Pelabuhan Tanjung Priok (PTP) to the Company through Minutes of Agreement dated October 10, 2019, in the amount of Rp23.4 billion.



Rincian piutang usaha berdasarkan umur piutang adalah sebagai berikut:

*The details of the trade receivables based on aging are as follows:*

(angka dalam jutaan Rupiah kecuali dinyatakan lain)

*(figures in million Rupiah unless otherwise stated)*

| Uraian<br>Description                                                               | 2019           | 2018           | Perubahan / Change |                          |
|-------------------------------------------------------------------------------------|----------------|----------------|--------------------|--------------------------|
|                                                                                     |                |                | Nominal<br>Nominal | Persentase<br>Percentage |
| Belum jatuh tempo / <i>Not yet due</i>                                              | 44.090         | 41.719         | 2.370              | 5,68%                    |
| Telah jatuh tempo: / <i>Overdue</i>                                                 |                |                |                    |                          |
| - 1 sampai dengan 30 hari / <i>1 - 30 days</i>                                      | 34.841         | 12.124         | 22.718             | 187,38%                  |
| - 31 sampai dengan 60 hari / <i>31 - 60 days</i>                                    | 9.044          | 85.038         | (75.993)           | -89,36%                  |
| - 61 sampai dengan 90 hari / <i>61 - 90 days</i>                                    | 4.354          | 5.666          | (1.312)            | -23,16%                  |
| - Lebih dari 90 hari / <i>Over 90 days</i>                                          | 24.270         | 89.370         | (65.100)           | -72,84%                  |
| Total piutang usaha yang telah jatuh tempo / <i>Total overdue trade receivables</i> | 72.510         | 192.198        | (119.688)          | -62,27%                  |
| <b>Total Piutang Usaha / <i>Total trade receivables</i></b>                         | <b>116.600</b> | <b>233.918</b> | <b>(117.317)</b>   | <b>-50,15%</b>           |

Berdasarkan hasil penelaahan kolektibilitas piutang usaha pada akhir tahun, manajemen berkeyakinan bahwa seluruh piutang usaha dapat tertagih dan cadangan kerugian penurunan nilai piutang dianggap tidak diperlukan.

*Based on the review of Collectability Level of Receivables at the end of the year, the management believes that all trade receivables are collectible and an allowance for impairment losses of receivables is not considered necessary.*

#### Tabel Rasio Aktivitas

#### Table of Activity Ratio

| Uraian / Description                            | 2019 | 2018 | D 2018-2017 |
|-------------------------------------------------|------|------|-------------|
| Receivable Turn Over (Kali / <i>times</i> )     | 3,98 | 2,65 | 50,26       |
| Average Collection Period (hari / <i>days</i> ) | 61   | 83   | -26,48      |

## Struktur Modal dan Kebijakan Manajemen Atas Struktur Modal

### Struktur Modal

Ekuitas yang dapat diatribusikan kepada pemilik entitas induk merupakan modal yang dikelola oleh Perusahaan. Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan nilai pemegang saham. Perusahaan mengelola struktur permodalan dan melakukan penyesuaian berdasarkan perubahan kondisi ekonomi.

Komposisi struktur modal tahun 2019 yang dimiliki oleh Perusahaan adalah 15,63% berasal dari Liabilitas dan 84,37% berupa Ekuitas, komposisi ini mengalami perubahan jika dibandingkan dengan tahun 2018. Komposisi struktur modal yang berasal dari Liabilitas mengalami peningkatan sebesar 5,44%, sedangkan modal dari Ekuitas berkurang sebesar 5,44%. Sehingga, secara keseluruhan total modal yang diinvestasikan Perusahaan meningkat sebesar 10,36%.

## Capital Structure And Management Policy For Capital Structure

### Capital Structure

*Total equity attributable to owners of the parent entity represents the capital that is managed by the Company. The primary objective of the Company's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value. The Company manages its capital structure and makes adjustments based on changing economic conditions.*

*The composition of the capital structure in 2019 owned by the Company was 15.63% originating from Liabilities and 84.37% in the form of equity, and this composition has changed compared to 2018. The composition of capital structure arising from Liabilities has increased by 5.44%, while equity capital was reduced by 5.44%. Thus, overall the total capital invested by the Company increased by 10.36%.*

**Struktur Modal (dalam Rp 000)**

**Capital Structure (in Rp thousand)**

| Uraian<br>Description                                  | 2019               |                            | 2018               |                            |
|--------------------------------------------------------|--------------------|----------------------------|--------------------|----------------------------|
|                                                        | Nominal<br>Nominal | Posisi (%)<br>Position (%) | Nominal<br>Nominal | Posisi (%)<br>Position (%) |
| <b>Liabilitas / Liabilities</b>                        | 199.892.355        | 15.63                      | 118,037,674        | 10.18                      |
| Liabilitas Jangka Pendek / Current Liabilities         | 199.892.355        |                            | 118,037,674        |                            |
| Liabilitas Jangka Panjang / Non-current Liabilities    | -                  |                            | -                  |                            |
| <b>Ekuitas / Equity</b>                                | 1.079.412.238      | 84.37                      | 1,041,156,116      | 89.82                      |
| <b>Liabilitas dan Ekuitas / Liabilities and Equity</b> | 1.279.304.593      |                            | 1,159,193,790      |                            |

**Kebijakan Manajemen Atas Struktur Modal**

Struktur modal Perseroan lebih ditekankan pada ekuitas dalam bentuk inbreng aset berupa kapal guna menunjang operasional Perseroan sehari-hari serta hasil dari penawaran saham. Susunan pemegang saham Perusahaan dan kepemilikan saham pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

**Management Policy for Capital Structure**

The Company's capital structure is dominated by equity, in the form of assets injection such as vessels, to support the Company's daily operations, and in the form of proceeds from the shares offered. The composition of the Company's shareholders and the ownership of the shares as of December 31, 2019, and 2018 were as follows:

| 31 Desember/December 31, 2019                            |                                                                                      |                                                    |                    |                                                    |
|----------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------|--------------------|----------------------------------------------------|
| Pemegang Saham                                           | Total saham ditempatkan dan disetor penuh/<br>Number of shares issued and fully paid | Persentase kepemilikan/<br>Percentage of ownership | Nominal/<br>Amount | Shareholders                                       |
| Pelindo II                                               | 4.063.504.600                                                                        | 76,89%                                             | 406.350.460        | Pelindo II                                         |
| PT Multi Terminal Indonesia Publik:                      | 5.800.000                                                                            | 0,11%                                              | 580.000            | PT Multi Terminal Indonesia Publik:                |
| PT Pelabuhan Indonesia Investama                         | 584.838.800                                                                          | 11,07%                                             | 58.483.880         | PT Pelabuhan Indonesia Investama                   |
| Lain-lain (masing-masing dengan kepemilikan di bawah 5%) | 630.667.700                                                                          | 11,93%                                             | 63.066.770         | Others (less than 5% each equity for shareholders) |
| <b>Total</b>                                             | <b>5.284.811.100</b>                                                                 | <b>100,00%</b>                                     | <b>528.481.110</b> | <b>Total</b>                                       |

| 31 Desember/December 31, 2018                            |                                                                                      |                                                    |                    |                                                    |
|----------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------|--------------------|----------------------------------------------------|
| Pemegang Saham                                           | Total saham ditempatkan dan disetor penuh/<br>Number of shares issued and fully paid | Persentase kepemilikan/<br>Percentage of ownership | Nominal/<br>Amount | Shareholders                                       |
| Pelindo II                                               | 4.063.504.600                                                                        | 76,89%                                             | 406.350.460        | Pelindo II                                         |
| PT Multi Terminal Indonesia Publik:                      | 5.800.000                                                                            | 0,11%                                              | 580.000            | PT Multi Terminal Indonesia Publik:                |
| PT Pelabuhan Indonesia Investama                         | 527.676.500                                                                          | 9,98%                                              | 52.767.650         | PT Pelabuhan Indonesia Investama                   |
| Lain-lain (masing-masing dengan kepemilikan di bawah 5%) | 687.830.000                                                                          | 13,02%                                             | 68.783.000         | Others (less than 5% each equity for shareholders) |
| <b>Total</b>                                             | <b>5.284.811.100</b>                                                                 | <b>100,00%</b>                                     | <b>528.481.110</b> | <b>Total</b>                                       |

Berdasarkan Akta No. 15 dari Notaris Fathiah Helmi, S.H., notaris di Jakarta, tanggal 5 Maret 2018, terdapat perubahan Anggaran Dasar pasal 4 ayat 2 dan 3 tentang Modal. Perubahan Anggaran Dasar ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat No. AHU-AH.01.03-0095620 tanggal 6 Maret 2018.

Dengan perubahan tersebut, maka rincian para pemegang saham Perusahaan adalah sebagai berikut:

- Pelindo II dengan jumlah 4.063.504.600 saham atau dengan nilai nominal seluruhnya sebesar Rp406.350.460.000.
- MTI dengan jumlah 5.800.000 saham atau dengan nilai nominal seluruhnya Rp580.000.000.
- Masyarakat dengan jumlah 1.215.506.500 atau dengan nilai nominal seluruhnya sebesar Rp121.550.650.000.

Kebijakan perusahaan adalah mempertahankan struktur permodalan yang sehat untuk mengamankan akses terhadap pendanaan pada biaya yang wajar. Perubahan kebijakan struktur modal Perusahaan dapat dilihat berdasarkan perbandingan nominal liabilitas dengan ekuitas pada tahun 2019 sebesar Rp199 Miliar dan Rp1,07 Triliun, sedangkan pada tahun 2018 sebesar Rp118 Miliar: Rp1,04 Triliun,

## Ikatan Material Untuk Investasi Barang Modal Pada Tahun Terakhir

Pengelompokkan kategori belanja modal berikut ini untuk keperluan *replacement*/rutin dan *development*/pengembangan, yaitu:

- a. Pengadaan Fasilitas Stasiun Pandu untuk Pelayanan STS di Ambang Luar Sungai Musi Palembang
- b. Pengadaan Fasilitas Stasiun Pandu untuk Pelayanan Pe-  
manduan dan Penundaan Kapal di Wilayah Exxon Mobil  
Limited Cepu
- c. Pembangunan Gedung Kantor
- d. Pengadaan Peralatan untuk Standarisasi Kegiatan CWS
- e. Pengembangan sistem informasi manajemen terintegrasi
- f. Pengadaan 4 unit Kapal Tunda

*Based on Deed No. 15 from Notary Fathiah Helmi, S.H., a Notary in Jakarta, dated March 5, 2018, there were changes in Article of Association article 4 paragraph 2 dan 3 regarding Capital. The Deed has been approved by the Minister of Justice and Human Rights of the Republic of Indonesia in Letter No. AHUAH.01.03-0095620 dated March 6, 2018.*

*With the change, the details of the Company's shareholders were as follows:*

- *Pelindo II amounted to 4,063,504,600 shares or with a total nominal value of Rp406,350,460,000.*
- *MTI amounted to 5,800,000 shares or with a total nominal value of Rp580,000,000.*
- *Public amounted to 1,215,506,500 or with a total nominal value of Rp121,550,650,000.*

*The Company's policy was to maintain a sound capital structure to secure access to funding at a reasonable cost. Changes in the Company's capital structure policy could be seen based on the comparison of nominal liabilities with equity in 2019, amounting to Rp 199 billion and Rp 1.07 trillion, while in 2018 Rp 118 billion: Rp 1.04 trillion.*

## Material Commitment To Capital Goods In The Last Year

*The following capital expenditure categories are grouped for replacement/routine and development purposes, namely:*

- a. *Procurement of Pilotage Station Facilities for STS Services in the outer threshold of Musi River in Palembang*
- b. *Procurement of Pilotage Station Facilities for vessel pilotage and towage services in the Exxon Mobil Limited Cepu Region*
- c. *Office Building Construction*
- d. *Procurement of equipment to standardize CWS activities*
- e. *Development of integrated management information systems*
- f. *Procurement of 4 Tugboats*

Belanja modal Perusahaan adalah sebagai berikut:

*The Company's Capital Expenditures are as follow*

| Keterangan<br><i>Description</i> | Realisasi 2019<br><i>Realization of 2019</i><br>(Rp) | Realisasi 2018<br><i>Realization of 2018</i><br>(Rp) |
|----------------------------------|------------------------------------------------------|------------------------------------------------------|
| Perusahaan / <i>The Company</i>  | 152,198,283                                          | 25,839,736                                           |

#### **Tujuan atas ikatan material**

Tujuan dari ikatan material belanja barang modal tersebut untuk memaksimalkan nilai tambah untuk pemangku kepentingan/*Stakeholders*.

#### ***The purpose of material commitment***

*The purpose of material commitment to capital goods expenditure is to maximize added values for stakeholders.*

#### **Pihak yang Melakukan Ikatan**

Adapun pihak-pihak yang melakukan ikatan material antara lain:

1. PT BKI
2. PT Citra Shipyard
3. Golden Sunrise PT. LTD
4. PT Belant Persada
5. PT EDI Indonesia
6. PT Sysfile Prima Strategi
7. PT Piranti Data Infosys
8. PT Tethagra Adiyatama
9. CV Sinar Solusindo

#### ***Parties Conducting Commitment***

*As for the parties that carry out material commitments, among others:*

1. PT BKI
2. PT Citra Shipyard
3. Golden Sunrise PT. LTD
4. PT Belant Persada
5. PT EDI Indonesia
6. PT Sysfile Prima Strategy
7. PT Piranti Data Infosys
8. PT Tethagra Adiyatama
9. CV Sinar Solusindo

#### **Sumber dana, Mata Uang Denominasi dan Langkah Mitigasi Risiko**

Sumber dana untuk pembelian barang modal tersebut berasal dari hasil penawaran umum perdana saham perusahaan dan dana internal perusahaan. Adapun mata uang yang menjadi denominasi dalam ikatan material untuk investasi barang modal tersebut berupa mata uang Rupiah dan Yen.

#### ***Source of funds, Denomination Currency, and Risk Mitigation Steps***

*The source of funds for the purchase of capital goods comes from the proceed of the initial public offering of company shares and company internal funds. As for the currency, which is the denomination in the material commitment for investment in capital goods in the form of Rupiah and Yen.*

Perusahaan terpengaruh terhadap risiko nilai tukar mata uang asing, risiko suku bunga atas arus kas, risiko kredit, dan risiko likuiditas. Perusahaan menerapkan manajemen risiko atas risiko-risiko tersebut dengan melakukan evaluasi atas risiko keuangan dan kerangka pengelolaan risiko keuangan yang tepat untuk Perusahaan. Pengelolaan resiko tersebut memberikan keyakinan kepada Perusahaan bahwa aktivitas keuangan dikelola secara *prudent* sesuai kebijakan dan prosedur yang tepat dan risiko keuangan diidentifikasi, diukur dan dikelola sesuai dengan kebijakan dan *risk appetite*.

*The Company is exposed to foreign currency risk; cash flows interest rate risk, credit risk, and liquidity risk. The Company applies risk management for such risks by evaluating the financial risks and the appropriate financial risk management framework for the Company. Such risk management provides assurance to the Company that financial activities are prudently managed according to appropriate policies and procedures, and financial risks are identified, measured, and managed in accordance with policies and risk appetite.*

Perusahaan menerapkan kebijakan pengelolaan risiko-risiko sebagai berikut:

1. Risiko nilai tukar mata uang asing  
Risiko nilai tukar mata uang asing adalah risiko perubahan nilai wajar arus kas di masa datang dari suatu instrumen

*The Company applies policies for managing the risks are as follows:*

1. *Foreign currency risk*  
*Foreign currency risk is a risk that the fair value of future cash flows of a financial instrument will fluctuate as a result*



keuangan yang berfluktuasi sebagai akibat perubahan nilai tukar mata uang asing yang digunakan oleh Perusahaan. Eksposur Perusahaan terhadap fluktuasi nilai tukar terutama berasal dari piutang usaha dalam mata uang AS\$. Eksposur risiko nilai tukar mata uang asing yang ada pada saat ini diungkapkan pada Catatan 27. Berikut ini adalah analisis sensitivitas efek 1% perubahan kurs mata uang asing terhadap laba setelah pajak dengan semua variabel lain dianggap tetap:

*of changes in foreign currency exchange rates used by the Company. Exposure of the Company against exchange rate fluctuations is mainly derived from trade receivable denominated in US\$. The current exposure to foreign currency risk is disclosed in Note 27. Sensitivity analysis of a 1% fluctuation in the foreign exchange rates to profit after tax with other variance considered as constant.*

|                                                                                             | Kenaikan (penurunan) nilai tukar mata uang/ <i>Increases (decreases) on foreign exchange rates</i> | Dampak/ <i>Effect</i> |
|---------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------|-----------------------|
| Perubahan kurs mata uang asing 2019 / <i>Fluctuation in the foreign exchange rates 2019</i> | (+)100bps                                                                                          | 21.087                |
|                                                                                             | (-)100bps                                                                                          | (21.087)              |
| Perubahan kurs mata uang asing 2018 / <i>Fluctuation in the foreign exchange rates 2018</i> | (+)100bps                                                                                          | 191.879               |
|                                                                                             | (-)100bps                                                                                          | (191.879)             |

## 2. Risiko suku bunga atas arus kas

Risiko suku bunga atas arus kas merupakan suatu risiko dimana arus kas masa datang suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar. Pinjaman dengan suku bunga mengambang menimbulkan risiko arus kas. Saat ini, Perusahaan tidak mempunyai kebijakan formal untuk lindung nilai atas risiko suku bunga. Kebijakan yang diambil oleh manajemen dalam mengantisipasi risiko suku bunga yaitu dengan mengevaluasi secara periodik perbandingan suku bunga tetap terhadap suku bunga mengambang sejalan dengan perubahan suku bunga yang relevan di pasar. Manajemen juga melakukan survei di perbankan untuk mendapatkan perkiraan mengenai suku bunga yang relevan.

## 2. Cash flows interest rate risk

*Cash flows interest rate risk is a risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Loans at floating interest rates are exposed to cash flow risk. Currently, the Company does not have a formal hedging policy for interest rate exposures. Measures taken by management in anticipation of interest rate risk is to evaluate periodically comparing fixed rates to floating interest rates in line with relevant changes in interest rates in the market. Management also conducts a survey on banks to obtain an estimate of the relevant interest rates.*

## 3. Risiko Kredit

Risiko kredit adalah risiko bahwa Perusahaan akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan akibat gagal memenuhi liabilitas kontraktualnya. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan. Perusahaan mengendalikan risiko kredit dengan cara melakukan hubungan usaha dengan pihak lain yang memiliki kredibilitas, memberikan batasan atau plafon kepada pihak ketiga yang akan melakukan perdagangan kredit dengan Perusahaan dan melakukan pemantauan atas posisi piutang pelanggan secara teratur. Perusahaan memiliki risiko kredit yang terutama berasal dari simpanan di bank, piutang usaha, pendapatan masih akan diterima dan piutang lain-

## 3. Credit Risk

*Credit risk is the risk that the Company will incur a loss arising from the customers or counterparties which fail to fulfill their contractual obligations. Management believes that there are no significant concentrations of credit risk. The Company manages and controls the credit risk by dealing only with recognized and creditworthy parties, providing limits or ceiling to a third party who will engage in credit trade with the Company, and monitoring the outstanding trade receivables on a regular basis. The Company is exposed to credit risk primarily from deposits with banks, trade receivables, accrued revenue, and other receivables. In the case of deposits in banks, the Company places them in banks that have strong capital, a good reputation, have broad market share, and complete*

lain. Dalam hal simpanan di bank, Perusahaan menempatkan di bank yang memiliki modal kuat, bereputasi baik, memiliki pangsa pasar luas serta produk dan jasa keuangan yang lengkap sesuai kebutuhan Perusahaan. Sebagian besar piutang usaha adalah kepada perusahaan berelasi sehingga risiko kreditnya dapat dikelola dengan baik.

#### 4. Risiko Likuiditas

Risiko likuiditas adalah suatu risiko yang dapat terjadi dimana pendapatan jangka pendek tidak dapat menutupi pengeluaran jangka pendek. Mengingat bahwa kebutuhan dana Perusahaan saat ini cukup signifikan sebagai akibat dari meningkatnya aktivitas pengembangan atau perluasan bisnis, maka dalam mengelola risiko likuiditas, Perusahaan terus menerus memantau dan menjaga tingkat kas dan setara kas agar memadai untuk membiayai kebutuhan operasional Perusahaan. Selain itu, Perusahaan juga secara rutin mengevaluasi proyeksi arus kas untuk mengatasi dampak dari fluktuasi arus kas, termasuk jadwal jatuh tempo liabilitas jangka panjang dan terus menelaah kondisi pasar keuangan untuk inisiatif penempatan dan penggalangan dana yang meliputi pinjaman bank, penerbitan ekuitas pasar modal dan ekuitas utang.

*financial products and services according to the Company's needs. Most of the trade receivables are related parties so that credit risk can be managed properly.*

#### 4. Liquidity Risk

*Liquidity risk is a risk that occurs when short-term revenue cannot cover short-term expenditures. Given that the current funding requirements of the Company are significant as a result of increased activity in development or expansion of business, in managing liquidity risk, the Company continues to monitor and maintain levels of the adequacy of cash on hand and in banks to finance the operational needs of the Company. In addition, the Company also regularly evaluates cash flow projections and actual cash to cope with the impact of fluctuations in cash flows, including the maturity schedule of long-term liabilities and continue to examine the condition of financial markets for placement and fund-raising initiatives, including bank loans, issuance of equity and debt securities.*

### Investasi Barang Modal yang Direalisasikan Pada Tahun Buku Terakhir

Investasi barang modal yang selesai pelaksanaannya pada tahun 2019 adalah sebanyak 1 (satu) program, sebagai berikut:

| No.                   | Uraian Program / Program Description                                                                                                                                                                                                    | RKAP 2019 / 2019 RKAP |                                                 |
|-----------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------|
|                       |                                                                                                                                                                                                                                         | RKAP                  | Realisasi Rp (juta)<br>Realization Rp (million) |
| 1                     | Fasilitas Stasiun Pandu untuk Pelayanan STS (Ship ToShip) Kapal Batu Bara di Ambang Luar Sungai Musi Palembang / Pilotage Station Facilities for Ship To Ship Services of Coal Vessel in the outer threshold of Musi River in Palembang | 678,00                | 626,68                                          |
| <b>Jumlah / Total</b> |                                                                                                                                                                                                                                         |                       |                                                 |

### Capital Goods Investment Realized In The Current Fiscal Year

Capital goods investments which have been completed in 2019 was 1 (one) program, as follows:

Untuk barang modal yang masih dalam pelaksanaan adalah sebanyak 5 (lima) program, yakni:

*For capital goods that were still in implementation were 5 (five) programs, namely:*

| No. | Uraian Program / Program Description                                                                                                                                                                                    | RKAP 2019 / 2019 RKAP |                                                 |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------|
|     |                                                                                                                                                                                                                         | RKAP                  | Realisasi Rp (juta)<br>Realization Rp (million) |
| 1   | Fasilitas Stasiun Pandu untuk Peayanan Pemanduan dan Penundaan Kapal di Wilayah Exxon Mobile Limited Cepu / Pilotage Station Facilities for Vessel Pilotage and Towage Services in the Exxon Mobile Limited Cepu Region | 532,00                | -                                               |

| No.                   | Uraian Program / Program Description                                                                                                                                 | RKAP 2019 / 2019 RKAP |                                                 |
|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|-------------------------------------------------|
|                       |                                                                                                                                                                      | RKAP                  | Realisasi Rp (juta)<br>Realization Rp (million) |
| 2                     | Pembangunan Gedung Kantor / Office Building Construction                                                                                                             | 33.750,00             | 1.026,00                                        |
| 3                     | Pengadaan Peralatan Untuk Standarisasi kegiatan Central Workshop Services (CWS) / Procurement of equipment to standardize Central Workshop Services (CWS) activities | 1.055,00              | -                                               |
| 4                     | Pengembangan sistem informasi manajemen terintegrasi / Development of integrated management information systems                                                      | 6.000,00              | 2.354,48                                        |
| 5                     | Pengadaan 4 (empat) unit Kapal Tunda Kap. 4.400 HP / Procurement of 4 (four) Tugboats with capacity of 4,400 HP                                                      | 248.000,00            | 148.191,12                                      |
| <b>Jumlah / Total</b> |                                                                                                                                                                      | <b>289.337,00</b>     | <b>151.571,60</b>                               |

## Perbandingan Realisasi 2019 dan Proyeksi 2020

Dengan berbasis pada kinerja Tahun 2019 yang cukup baik, IPCM telah mendapatkan persetujuan dari Rapat Umum Pemegang Saham ("RUPS") mengenai Rencana Kerja dan Anggaran ("RKAP") Tahun 2020, dengan pokok-pokok sebagai berikut:

## Comparison of the 2019 Realization with the 2020 Projection

Based on the pretty good performance of 2019, IPCM has obtained approval from the General Meeting of Shareholders ("GMS") on the Corporate Work Plan and Budget ("RKAP") in 2020, with the following points:

## Perbandingan Realisasi Laba Rugi Tahun 2019 dengan Proyeksi Tahun 2020 (dalam miliar Rupiah)

## Comparison of Realization of Profit or Loss in 2019 with 2020 Projections (in billion Rupiah)

| Uraian / Description                                               | Realisasi 2019<br>2019 Realization | Proyeksi (RKAP)<br>2020<br>2020 RKAP<br>Projection | Pencapaian Realisasi 2019<br>dan Proyeksi 2020 (%)<br>2019 Realization<br>Achievement and 2020<br>Projection (%) |
|--------------------------------------------------------------------|------------------------------------|----------------------------------------------------|------------------------------------------------------------------------------------------------------------------|
| Pendapatan Usaha / Revenues                                        | 681,68                             | 846,94                                             | 124,24                                                                                                           |
| Jumlah Pendapatan Usaha / Total Revenues                           | 574,12                             | 650,72                                             | 113,34                                                                                                           |
| Beban Usaha / Operating Expenses                                   | 574,12                             | 650,72                                             | 113,34                                                                                                           |
| Laba Usaha / Operating Profit                                      | 107,56                             | 196,22                                             | 182,43                                                                                                           |
| Laba Sebelum Pajak Penghasilan Badan / Profit Before Corporate Tax | 132,23                             | 220,76                                             | 166,95                                                                                                           |
| <b>Laba Tahun Berjalan / Income for the Year</b>                   | <b>90,05</b>                       | <b>165,57</b>                                      | <b>183,87</b>                                                                                                    |

Pendapatan usaha diproyeksikan meningkat sebesar 124,24% sedangkan proyeksi peningkatan beban usaha sebesar Rp113,34%, sehingga diharapkan IPCM akan membukukan peningkatan laba usaha sebesar 182,43% dan laba tahun berjalan diproyeksikan meningkat 183,87%.

Revenues were projected to increase by 124.24% while projected increase in operating expenses by Rp 113.34%, so it was expected that IPCM would record an increase in operating profit by 182.43% and Income for the year was projected to increase 183.87%.

**Perbandingan Realisasi Posisi Keuangan 2019 dengan Proyeksi 2019**

(dalam miliar Rupiah)

| Uraian / Description                        | Realisasi 2019<br>2019 Realization | Proyeksi (RKAP) 2020<br>2020 RKAP Projection | Pencapaian Realisasi 2019<br>dan Proyeksi 2020 (%)<br>2019 Realization Achievement<br>and 2020 Projection (%) |
|---------------------------------------------|------------------------------------|----------------------------------------------|---------------------------------------------------------------------------------------------------------------|
| Aset / Assets                               | 1.279,30                           | 1.481,30                                     | 115,79                                                                                                        |
| Liabilitas / Liabilities                    | 199,89                             | 254,87                                       | 127,50                                                                                                        |
| Ekuitas / Equity                            | 1.079,41                           | 1.226,43                                     | 113,62                                                                                                        |
| Liabilitas & Ekuitas / Liabilities & Equity | 1.279,30                           | 1.481,30                                     | 115,79                                                                                                        |

Adapun proyeksi peningkatan total aset pada akhir tahun 2020 adalah sebesar 115,79%, peningkatan Liabilitas 127,50% dan peningkatan ekuitas 113,62%.

Dengan sumber daya yang dimiliki perusahaan pada saat ini, diperkirakan target-target tersebut dapat dicapai dengan baik.

**Comparison of Realization of Financial Position 2019 with 2019 Projection**

(in billions Rupiah)

The projected increase in total assets at the end of 2020 is 115.79%, liabilities increase 127.50%, and equity increase 113.62%.

With the Company's current resources, it is estimated that these targets can be achieved well.

**Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan**

Pada tahun 2019, terdapat peristiwa/kejadian penting setelah tanggal laporan akuntan antara lain:

- Operasi Perusahaan telah dan dapat terus dipengaruhi oleh wabah Covid-19 yang dimulai pada awal 2020 dan telah menyebar ke berbagai negara termasuk Indonesia. Dampak Covid-19 terhadap perekonomian Indonesia berdampak buruk terhadap pertumbuhan ekonomi, penurunan pasar modal, depresiasi nilai tukar mata uang asing dan gangguan operasi bisnis. Dampak kedepan dari wabah Covid-19 di Indonesia dan Perusahaan tidak pasti saat ini. Peningkatan jumlah infeksi Covid-19 yang signifikan atau perluasan wabah dapat berdampak besar pada perekonomian Indonesia dan Perusahaan, yang dapat mempengaruhi risiko pada pendapatan, arus kas, dan kondisi keuangan. Namun, dampak kedepan juga akan tergantung pada efektivitas tanggapan kebijakan yang dikeluarkan oleh Pemerintah Republik Indonesia. Perusahaan telah melakukan upaya penanganan dampak atas kejadian tersebut dengan menjaga likuiditas dan pengendalian biaya.

**Material Information and Fact after Accountant Report Date**

In 2019, there was a significant event/incident after the date of the accountant's report, including:

- The Company's operations have been and could continue to be affected by the COVID-19 outbreak, which began in early 2020 and has spread out to various countries, including Indonesia. The impact of COVID-19 on the Indonesian economy adversely affected economic growth, a decline in the capital market, depreciation of foreign currency exchange, and disruption of business operations. The future impact of the COVID-19 outbreak in Indonesia and the Company is uncertain at this time. Significant increases in the number of COVID-19 infections or outbreaks expansion could have a substantial impact on the Indonesian economy and the Company, which could affect risks to revenues, cash flows, and financial conditions. However, future impacts would also depend on the effectiveness of policy responses issued by the Government of the Republic of Indonesia. The Company has made efforts to deal with the effect of the incident by maintaining liquidity and controlling costs.

## Prospek Usaha

### Kondisi industri Kepelabuhan

Indonesia merupakan negara maritim yang terdiri dari pulau-pulau yang terbentang dari Sabang sampai Merauke dengan jumlah pulau sebanyak 16.056. Jarak antar pulau tersebut tentunya memerlukan konektivitas pendukung untuk menunjang stabilitas perekonomian suatu bangsa. Kondisi industri kepelabuhanan dapat dilihat dari beberapa aspek yakni ketersediaan prasarana pelabuhan, kinerja operasional pelabuhan, keterpaduan jaringan antarmoda serta sumber daya manusia di bidang pelabuhan.

Dalam menunjang kelancaran, keamanan dan ketertiban lalu lintas kapal maka kualitas pelayanan pemanduan dan penundaan dapat ditingkatkan melalui peningkatan alat produksi dan peningkatan kualitas sumber daya manusia baik di sisi operasional maupun administratif.

## Strategi dan Pengembangan Usaha

Berdasarkan berbagai kondisi dan permasalahan pelayanan pelabuhan yang di dalamnya adalah pelayanan pemanduan dan penundaan, maka perlu dirumuskan suatu kebijakan yang menjadi pedoman dalam penyusunan strategi guna mengarahkan langkah-langkah konkret dalam upaya meningkatkan pelayanan pelabuhan. Kebijakan yang tepat akan dapat menjadi pondasi yang kuat dalam pemilihan strategi dan selanjutnya merumuskan berbagai upaya mewujudkan sasaran yang telah ditetapkan. Strategi yang bisa diterapkan dalam perusahaan di antaranya adalah:

- a. Penguatan fundamental perusahaan
- b. Transformasi budaya perusahaan

Strategi yang tepat diharapkan dapat mewujudkan aspek efektivitas dan efisiensi yang optimal, baik dari segi produksi dan pendapatan maupun efisiensi dalam pemakaian biaya.

Selain penerapan strategi perusahaan yang tepat, diperlukan juga pengembangan usaha sejenis dengan menambah pangsa pasar baru dan pengembangan usaha baru di bidang transportasi laut dan pelayaran. Hal ini diharapkan dapat menambah pendapatan perusahaan dan *value added* perusahaan.

## Business Prospect

### Conditions of the Port Industry

*Indonesia is a maritime force consisting of islands stretching from Sabang to Merauke, with a total of 16,056 islands. The distance between the islands certainly requires supporting connectivity to support the stability of a nation's economy. The condition of the port industry can be seen from several aspects, namely the availability of port infrastructure, port operational performance, intermodal network integration, and human resources in the port sector.*

*In supporting the smoothness, safety, and order of ship traffic, the quality of pilotage and towage services can be improved through the improvement of production equipment and development of quality of human resources, both operational and administrative.*

## Business Strategy and Development

*Based on the various conditions and problems of port services in which they are pilotage and towage services, it is necessary to formulate a policy that serves as a guideline in the preparation of strategies to direct concrete steps in efforts to improve port services. The right policy will be a strong foundation in strategy selection and then formulate various efforts to realize the set targets. Strategies that can be applied in the Company include:*

- a. Strengthening the Company's fundamentals*
- b. Corporate culture transformation*

*The right strategy is expected to realize optimal effectiveness and efficiency aspects in production, revenues, and costs use efficiency.*

*In addition to implementing the right corporate strategy, it is also necessary to develop similar businesses by adding new market shares and developing new businesses in the field of sea transportation and shipping. It is expected to increase the Company's revenues and value-added.*



## Aspek Pemasaran

### Pangsa Pasar

Dalam upaya peningkatan pendapatan, perusahaan mengembangkan usahanya melalui perluasan pelayanan pemanduan dan penundaan di:

- STS Ambang Luar Sungai Musi
- Terminal khusus wilayah Kalimantan Barat
- Pelabuhan Kijing
- TUKS Kanci I dan Tersus Kanci II
- Tersus Jawa Satu Power
- Pelabuhan Umum Patimban

Selain pangsa pasar di atas, perusahaan juga berupaya mengembangkan pangsa pasar melalui perluasan pelayanan pemanduan dan penundaan di TUKS wilayah IPC. Untuk mendukung tercapainya pangsa pasar yang baru, perusahaan juga melakukan penambahan armada kapal tunda dengan membangun sejumlah 4 (empat) unit kapal tunda yang direncanakan selesai pembangunannya pada bulan Mei 2020.

## Strategi Pemasaran

Untuk meningkatkan pendapatan usaha, telah dilakukan beberapa strategi sebagai berikut:

- Penguatan pasar yang ada baik di pelabuhan umum maupun di terminal khusus
- Peningkatan utilisasi kapal
- Peningkatan sumber daya manusia baik pandu maupun anak buah kapal (*crewing*)
- Menambah alat produksi
- Meningkatkan SLA dan SLG pemanduan dan penundaan
- Menjalin hubungan yang harmonis dengan pemangku kepentingan
- Meningkatkan kualitas layanan dan produk dengan menggunakan teknologi dan kapabilitas termutakhir

Strategi pemasaran yang baik dan konsisten dijalankan dapat memberikan nilai tambah bagi perusahaan. Dengan begitu hal ini akan berpengaruh pada ketertarikan pengguna jasa untuk menggunakan jasa pemanduan dan penundaan dari PT Jasa Armada Indonesia Tbk. Promosi dan pengiklanan melalui media sosial maupun media lainnya diharapkan juga memberikan efek positif untuk perusahaan.

## Marketing Aspect

### Market Share

*In an effort to increase revenues, the Company expands its business through expansion of pilotage and towage services in:*

- STS Outer threshold of the Musi River*
- West Kalimantan special terminal*
- Kijing Harbor*
- TUKS Kanci I and Tersus Kanci II*
- Tersus Jawa Satu Power*
- Patimban Public Port*

*Besides the above market share, the Company also seeks to develop market share through the expansion of pilotage and towage services in the TUKS of the IPC region. To support the achievement of a new market share, the Company also increased its tugboat fleet by building a total of 4 (four) tugboats, which were planned to be completed in May 2020.*

## Marketing Strategy

*Several strategies have been carried out to increase business revenues, as follows:*

- Strengthening existing markets both at public ports and at special terminals*
- Increased ship utilization*
- Increased human resources, both pilot and crewing*
- Add production equipment*
- Increase SLA and SLG pilotage and towage*
- Maintaining a harmonious relationship with stakeholders*
- Improve service and product quality by using the latest technology and capabilities*

*A good and consistent marketing strategy can provide added value to the Company. That way, it will affect the interest of service users to use pilotage and towage services from PT Jasa Armada Indonesia Tbk. Promotion and advertising through social media and other media are also expected to have a positive effect on the Company.*

## Kebijakan Dividen

### Kebijakan Dividen

Pembagian dan penyetoran dividen sepenuhnya menjadi hak Pemegang Saham. Penentuan besarnya dividen yang disetorkan kepada Pemegang Saham berdasarkan keputusan RUPS. Adapun Kebijakan Pemegang Saham melalui RUPS terkait besarnya dividen yang dibagikan kepada Pemegang Saham untuk kinerja tahun buku 2018 sebesar 49,36% dari laba tahun berjalan.

### Pembagian Dividen

Pada 2019, Perusahaan mengadakan Rapat Umum Pemegang Saham (RUPS) di Financial Club, Graha CIMB Niaga – Jakarta Selatan dan dihadiri oleh para pemegang saham perusahaan dan jajaran manajemen PT Jasa Armada Indonesia Tbk. dengan agenda persetujuan dan pengesahan laporan keuangan konsolidasi dan laporan tahunan Perusahaan tahun buku 2018.

Berdasarkan Akta No. 22 dari Fathiah Helmi, S.H., Notaris di Jakarta, tanggal 18 Juni 2019, para pemegang saham Perusahaan menyetujui antara lain:

- Penggunaan laba bersih Perusahaan tahun buku 2018 untuk dividen dan cadangan umum masing-masing sebesar Rp35,93 Miliar dan Rp1,45 Miliar.
- Saldo laba Perusahaan yang belum ditentukan penggunaannya pada tanggal 31 Desember 2018 sebesar Rp35,41 Miliar.

Perusahaan telah melakukan pembayaran dividen tersebut pada tanggal 18 Juli 2019.

Pada tanggal 26 November 2019, Perusahaan mengumumkan pembagian dividen interim untuk tahun 2019 sebesar Rp3 (nilai penuh) per saham atau seluruhnya sebesar Rp15,85 Miliar dan dibayarkan pada tanggal 26 Desember 2019. Sampai dengan tanggal 31 Desember 2019, Perusahaan hanya membayarkan dividen interim sebesar Rp3,6 Miliar dan sisanya dibayar pada tanggal 2 Januari 2020.

Adapun untuk kinerja tahun buku 2017, Berdasarkan Akta No. 6 dari Fathiah Helmi, S.H., Notaris di Jakarta, tanggal 06 Juni 2018, pemegang saham menyetujui:

- Penggunaan laba bersih Perusahaan tahun buku 2017 untuk dividen dan cadangan umum masing-masing sebesar Rp35,67 Miliar dan Rp2,4 Miliar.

## Dividend Policy

### Dividend Policy

*Distribution and payment of dividends are fully the right of the Shareholders. Determination of the number of dividends paid to shareholders based on the resolution of the GMS. The Shareholders' Policy through the General Meeting of Shareholders regarding the number of dividends distributed to shareholders for the performance of the 2018 fiscal year was 49.36% of income for the year.*

### Dividend Distribution

*In 2019, the Company held a General Meeting of Shareholders (GMS) at the Financial Club, Graha CIMB Niaga - South Jakarta, and was attended by the shareholders of the Company and the management of PT Jasa Armada Indonesia Tbk. with the agenda of approval and ratification of the consolidated financial statements and the annual report of the Company for the fiscal year 2018.*

*Based on Deed No. 22 of Fathiah Helmi, S.H., Notary in Jakarta, on June 18, 2019, the Company's shareholders agreed, among others:*

- The use of the Company's net profit for the fiscal year 2018 for dividends and general reserves amounting to Rp35.93 billion and Rp1.45 billion, respectively.*
- The Company's retained earnings unappropriated as of December 31, 2018, amounted to Rp35.41 billion.*

*The Company paid the dividend on July 18, 2019.*

*On November 26, 2019, the Company announced the distribution of interim dividends for 2019 of Rp3 (full amount) per share or a total of Rp15.85 Billion and paid on December 26, 2019. As of December 31, 2019, the Company only paid interim dividends of Rp3.6 billion, and the rest was paid on January 2, 2020.*

*As for the performance of the 2017 fiscal year, based on Deed No. 6 of Fathiah Helmi, S.H., Notary in Jakarta, on June 6, 2018, shareholders agreed:*

- The use of the Company's net profit for the fiscal year 2017 for dividends and general reserves amounting to Rp35.67 billion and Rp2.4 billion, respectively.*

b. Saldo laba Perusahaan yang belum ditentukan penggunaannya pada tanggal 31 Desember 2017 sebesar Rp82,33 Miliar.

b. *The Company's retained earnings unappropriated as of December 31, 2017, amounted to Rp82.33 billion.*

Perusahaan telah melakukan pembayaran dividen tersebut pada tanggal 31 Juli 2018

*The Company paid the dividend on July 31, 2018.*

**Tabel Pembagian Dividen per Tahun Buku**

**Table of Dividend Distribution per Fiscal Year**

| Kebijakan Dividen<br><i>Dividend Policy</i>                                                  | Tahun Buku / Fiscal Year                                                                                                      |                                                                                                                                       |                                                                                                                                    |                                                                                                                                                                                                                                      |
|----------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                                                              | 2019*                                                                                                                         | 2018                                                                                                                                  | 2017                                                                                                                               | 2016                                                                                                                                                                                                                                 |
| Laba Tahun Berjalan (dalam Rupiah) /<br><i>Income for the Year (in Rupiah)</i>               | 90.047.271.159                                                                                                                | 72.807.226.963                                                                                                                        | 120.417.048.505                                                                                                                    | 117.064.103.447                                                                                                                                                                                                                      |
| Dividen kas yang dibagikan (dalam Rupiah) /<br><i>Cash dividends distributed (in Rupiah)</i> | 15.854.433.300                                                                                                                | 35.936.715.480                                                                                                                        | 35.672.474.925                                                                                                                     | 110.000.000.000                                                                                                                                                                                                                      |
| Dividen per lembar saham / <i>Dividend Per Share (DPS)</i>                                   | Rp3                                                                                                                           | Rp7                                                                                                                                   | Rp7                                                                                                                                | -                                                                                                                                                                                                                                    |
| Rasio Pembagian Dividen (Payout Ratio) / <i>Dividend Payout Ratio (DPR)</i>                  | 17,61%                                                                                                                        | 49,36%                                                                                                                                | 29,62%                                                                                                                             | 93,97%                                                                                                                                                                                                                               |
| Keputusan RUPS / <i>GMS Resolution</i>                                                       | Keputusan Direksi Perseroan tanggal 13 November 2019 / <i>Decree of the Company's Board of Directors on November 13, 2019</i> | Akta No. 22 dari Fathiah Helmi, S.H.,Notaris, tanggal 18 Juni 2019 / <i>Deed No. 22 of Fathiah Helmi, S.H., Notary, June 18, 2019</i> | Akta No. 6 dari Fathiah Helmi, S.H.,Notaris, tanggal 06 Juni 2018 / <i>Deed No. 6 of Fathiah Helmi, S.H., Notary, June 6, 2018</i> | Keputusan Para Pemegang Saham Tanpa Melalui Rapat Umum Pemegang Saham Perusahaan tanggal 20 November 2017 / <i>Decision of Shareholders Without Going through the Company's General Meeting of Shareholders on November 20, 2017</i> |
| Tanggal Pengumuman / <i>Announcement Date</i>                                                | 26 November 2019 / <i>November 26, 2019</i>                                                                                   | 18 Juni 2019 / <i>June 18, 2019</i>                                                                                                   | 08 Juni 2018 / <i>June 8, 2018</i>                                                                                                 | 20 November 2017 / <i>November 20, 2017</i>                                                                                                                                                                                          |
| Tanggal Pembayaran / <i>Payment Date</i>                                                     | 26 Desember 2019 dan 02 Januari 2020 / <i>December 26, 2019 and January 2, 2020</i>                                           | 18 Juli 2019 / <i>July 18, 2019</i>                                                                                                   | 31 Juli 2018 / <i>July 31, 2018</i>                                                                                                | Tahun 2018 / <i>Year 2018</i>                                                                                                                                                                                                        |

\* Dividen Interim / *interim dividends*

## Program Kepemilikan Saham oleh Manajemen dan/atau Karyawan (ESOP/MSOP)

Berdasarkan Akta Berita Acara Rapat Umum Pemegang Saham Luar Biasa No. 14 tanggal 11 Oktober 2017, yang dibuat di hadapan Fathiah Helmi, S.H., Notaris di Jakarta, Perseroan akan mengalokasikan sebanyak-banyaknya 10% (sepuluh persen) dari Saham Yang Ditawarkan pada saat Penawaran Umum Perdana Saham untuk Program ESA (*Employee Stock Allocation*).

Sehubungan dengan hal tersebut, Perseroan akan mengalokasikan saham kepada pegawai sebanyak-banyaknya 57.894.700 (lima puluh tujuh juta delapan ratus sembilan puluh empat ribu tujuh ratus) saham biasa atas nama yang merupakan 4,76% (empat koma tujuh enam persen) dari Saham Yang Ditawarkan pada saat Penawaran Umum Saham, dengan harga pelaksanaan ESA sama dengan Harga Penawaran.

Dalam Program ESA akan dialokasikan Saham Jatah Pasti kepada Karyawan Perseroan yang memenuhi ketentuan Perseroan (selanjutnya disebut Peserta Program ESA). Program ESA berupa pemberian Saham Jatah Pasti Pegawai. Perseroan menetapkan jumlah Program ESA adalah sebanyak-banyaknya 57.894.700 (lima puluh tujuh juta delapan ratus sembilan puluh empat ribu tujuh ratus) saham biasa atas nama yang merupakan 4,76% (empat koma tujuh enam persen) saham dari total Penawaran Umum ini.

Tujuan utama program ESA adalah untuk memberikan kesempatan kepada pegawai untuk ikut memiliki Perseroan melalui kepemilikan saham, sehingga meningkatkan rasa memiliki (*sense of belonging*) serta peningkatan produktivitas kerja yang akan berdampak positif pada kinerja korporasi secara keseluruhan dan meningkatkan nilai Perseroan yang dapat dinikmati oleh seluruh *stakeholders*. Sumber pendanaan yang digunakan dalam pelaksanaan Program ESA akan ditentukan kemudian. Pelaksanaan Program ESA akan mengikuti ketentuan yang terdapat dalam Peraturan No. IX.A.7, yaitu penjatahan pasti dengan jumlah paling banyak 10% (sepuluh persen) dari jumlah Saham Yang Ditawarkan dalam Penawaran Umum Perdana Saham.

Alokasi dengan jatah pasti yang diberikan Perseroan untuk membeli saham Penawaran Umum oleh Peserta Program ESA sebanyak-banyaknya 57.894.700 (lima puluh tujuh juta delapan ratus sembilan puluh empat ribu tujuh ratus) saham. Peserta ESA dapat membeli saham sesuai dengan jumlah alokasi yang diterima dengan skema pembayaran cicilan selama 12 bulan

## Share Ownership Program by Employee and/or Management (ESOP/MSOP)

*Based on the Deed of Minutes of Extraordinary General Meeting of Shareholders No. 14 dated 11 October 2017, made in the presence of Fathiah Helmi, S.H., a Notary in Jakarta, the Company should allocate as much as 10% (ten percent) of the Shares Offered during the Initial Public Offering for ESA (Employee Stock Allocation) Program.*

*Concerning that, the Company should allocate shares to the employees as much as 57,894,700 (fifty-seven million eight hundred and ninety-four thousand seven hundred) registered shares of which were 4.76% (four-point seventy-six percent) of the Share Offered at the time of a Public Offering, with ESA's exercise price equal to the Bid Price.*

*Under the ESA Program, the Company's Employees, who complied with the Company's requirements (from now on referred to as the ESA Program Participant), would be granted the Allotted Shares. ESA Program was in the form of Employee's Allotted Shares. The Company determined the ESA Program was as much as 57,894,700 (fifty-seven million eight hundred and ninety-four thousand seven hundred) registered shares of which were 4.76% (four-point seventy-six percent) of the Share Offered at the time of a Public Offering.*

*The main objective of the ESA program was to provide an opportunity for employees to participate in owning the Company through share ownership, thereby enhancing the sense of belonging and improving work productivity that would positively impact the overall performance of the corporation and enhancing the Company's value to be enjoyed by all stakeholders. The funding sources in implementing the ESA Program would be determined later. The ESA Program implementation would adhere to the provisions in Regulation No. IX.A.7, i.e., fixed allotment of up to 10% (ten percent) of the total Shares Offered in the Initial Public Offering.*

*Allotted allocation granted by the Company to purchase the Public Offering shares by ESA Program Participants was at most 57,894,700 (fifty-seven million eight hundred and ninety-four thousand seven hundred) shares. ESA participants might purchase shares following the allotted amount received by the 12-month installment payment scheme to the Company. The ESA's exercise*

kepada Perseroan. Harga pelaksanaan ESA sama dengan Harga Penawaran. Saham untuk Program ESA memiliki Lock-up period selama 12 bulan, dimulai sejak tanggal Pencatatan Saham Perseroan di Bursa Efek. Apabila terdapat sisa alokasi saham untuk Program ESA yang tidak dibeli oleh Peserta maka saham tersebut akan ditawarkan kepada Masyarakat dalam Penawaran Umum ini.

Jumlah peserta Program ESA adalah sekitar 780 orang, kecuali bagi Direksi dan Komisaris Perseroan, yang memenuhi persyaratan sesuai dengan Surat Persetujuan Dewan Komisaris Atas Usulan Direksi untuk Pelaksanaan *Employee Stock Allocation* (ESA) dalam rangka Penawaran Umum Perdana Saham Perseroan Nomor DK/21/11/33/2017 tanggal 20 November 2017 sebagai berikut:

1. Tidak berlaku bagi Direksi dan Dewan Komisaris
2. Pekerja Aktif sampai keluarnya efektif OJK
3. Pekerja Aktif minimal sejak 1 November 2016
4. Tidak sedang terkena sanksi dari Perseroan
5. Tidak dalam status Cuti Di Luar Tanggungan Perusahaan (CDTP)

Apabila peserta Program ESA tidak memenuhi kriteria/persyaratan di atas sehingga menyebabkan gugurnya hak peserta program ESA pada waktu periode penawaran ESA, maka saham milik peserta ESA akan dilepas untuk dijual ke publik bersamaan dengan proses IPO. Dan jika peserta Program ESA tidak memenuhi kriteria/persyaratan di atas, termasuk namun tidak terbatas pada pengunduran diri baik secara sukarela maupun pemecatan yang menyebabkan gugurnya hak peserta program ESA setelah periode penawaran ESA sampai dengan berakhirnya *lockup period*, maka saham akan dikembalikan ke Perseroan dan pembayaran cicilan Peserta yang telah dilakukan akan dikembalikan oleh Perseroan.

Pelaksanaan atas program tersebut mencakup informasi antara lain:

1. Jumlah saham ESOP/MSOP dan realisasinya  
Jumlah saham ESOP/MSOP yang ditawarkan adalah sebanyak 57.849.700 lembar dan realisasi sebanyak 7.473.700 lembar
2. Jangka waktu 12 bulan
3. Persyaratan karyawan dan/atau manajemen yang berhak
  - a. Tidak berakut bagi Direksi dan Dewan Komisaris PT Jasa Armada Indonesia;

*price was the same as the Bid Price. Shares for the ESA Program had a Lock-up period of 12 months, commencing on the date of Listing of the Company's Share in the Stock Exchange. If there was a remaining share allocation for the ESA Program not purchased by the Participant, then such shares would be offered to the public in this Public Offering.*

*ESA Program participants were approximately 780 persons, excepted for the Company's Board of Directors and Board of Commissioners, who met the requirements in accordance with the Approval Letter of the Board of Commissioners on the Proposal of the Board of Directors for the Implementation of Employee Stock Allocation (ESA) in the event of Initial Public Offering of the Company No. DK/21/11/33/2017 dated 20 November 2017, as followed:*

- 1. Not applicable to Board of Directors and Board of Commissioners*
- 2. Active Employees until the effective statement release by the FSA (OJK)*
- 3. Active Employees at least starting from 1 November 2016*
- 4. Not being sanctioned by the Company*
- 5. Not in Leave without Pay (CDTP) status*

*If ESA Program participants did not meet the above criteria/requirements and causing the ESA program participants to lose their rights during the ESA offer period, the ESA participant's shares would be released to the public for sale in the IPO process. If the ESA Program participants did not meet the above criteria/requirements, including but not limited to voluntary resignation or dismissal resulting in the waive of ESA program participants' rights after the ESA offer period until the end of the lock-up period, the shares would be returned to the Company, and the Company would return the Participant's installment payment.*

*Implementation of the program included information among others:*

- 1. The number of ESOP/MSOP shares and their realization.  
The total number of ESOP/MSOP shares offered was 57,849,700 shares, and the realization of 7,473,700 shares.*
- 2. Duration 12 months*
- 3. Requirements for eligible employees and/or management*
  - a. Not applicable to the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia;*



- b. Pekerja aktif sampai dengan keluarnya efektif Otoritas Jasa Keuangan (OJK);
  - c. Pekerja Aktif minimal terhitung sejak tanggal 1 November 2016;
  - d. Pekerja tidak sedang terkena sanksi dari perusahaan;
  - e. Pekerja tidak dalam status cuti diluar tanggungan perusahaan.
4. Harga exercise.  
Rp380/lembar

- b. Active employees until the effective release of the Financial Services Authority (OJK);
  - c. Active employees at least starting from November 1, 2016;
  - d. Not being sanctioned by the company;
  - e. Not in leave without pay (CDTP) status
4. Exercise price.  
Rp380/share

## Realisasi Penggunaan Dana Hasil Penawaran Umum

Dana yang diperoleh dari hasil Penawaran Umum Perdana Saham ini, setelah dikurangi dengan biaya-biaya emisi akan digunakan oleh Perseroan dengan rincian sebagai berikut:

1. Sekitar 90% (sembilan puluh persen) akan digunakan untuk belanja modal Perseroan dalam rangka pengembangan usaha, yang meliputi pembelian kapal tunda untuk menunjang kegiatan jasa pelayanan kapal.
2. Sekitar 10% (sepuluh persen) akan digunakan untuk modal kerja Perseroan yang utamanya adalah untuk menopang kegiatan ekspansi Perseroan, seperti kegiatan *maintenance* kapal, kas untuk menunjang kegiatan jasa pelayanan kapal, gaji karyawan, dan biaya *overhead* Perseroan.

Dalam hal jumlah dana hasil Penawaran Umum tidak mencukupi untuk memenuhi rencana tersebut di atas, maka Perseroan akan menggunakan kas internal Perseroan atau menggunakan pendanaan eksternal yang diperoleh dari bank dan/atau lembaga keuangan dan/atau sumber lainnya. Sampai dengan Laporan Tahunan ini dibuat, realisasi dana belum terlaksana karena kapal tunda masih dalam proses pelelangan dan pembayaran akan dilakukan berdasarkan termin yang disepakati dengan vendor.

Sesuai dengan POJK No.30/2015, Perseroan akan menyampaikan laporan realisasi penggunaan dana hasil Penawaran Umum Perdana Saham ini kepada OJK dan wajib bertanggungjawabkan realisasi penggunaan dana hasil Penawaran Umum Perdana Saham ini dalam RUPS Tahunan Perseroan sampai dengan seluruh dana hasil Penawaran Umum Perdana Saham telah direalisasikan. Laporan realisasi penggunaan dana yang disampaikan kepada OJK akan dibuat secara berkala setiap 6 (enam) bulan (Juni dan Desember) sampai dengan seluruh dana hasil Penawaran Umum Perdana Saham ini telah direalisasikan. Perseroan akan menyampaikan laporan tersebut selambat-lambatnya tanggal 15 bulan berikutnya.

## Funds-Use Realization from Proceed of Public Offerings

The funds from the proceeds of the Initial Public Offering, after being deducted by the emission cost, would be used by the Company with details as follows:

1. Approximately 90% (ninety percent) should be used for the Company's capital expenditure in the framework of business expansion, which included the purchase of tugboats to support vessel service.
2. Approximately 10% (ten percent) should be used for the Company's working capital, primarily to support the Company's expansion, such as ship maintenance, cash to support vessel services, employee salaries, and Company's overhead expenses.

If the number of proceeds from the Public Offering was not sufficient to meet the above plan, the Company would use the Company's internal cash or external funding obtained from banks and/or financial institutions and/or other sources. Until this Annual Report was established, the fund realization has not been implemented because the tugboats were still in the auction process, and the payment would be made based on the terms agreed with the vendor.

Following the POJK No. 30/2015, the Company would submit a report on the use of the proceeds of the Initial Public Offering to OJK and should accountable the realization of the use of the proceeds of the Company's Initial Public Offering in the Company's Annual GMS until all proceeds have been realized. The report on the use of funds should be submitted to OJK periodically every 6 (six) months (June and December) until the entire proceeds of the Initial Public Offering have been realized. The Company would submit the report no later than the 15<sup>th</sup> of the following month.

Apabila di kemudian hari Perseroan bermaksud mengubah rencana penggunaan dana hasil Penawaran Umum Perdana Saham ini, maka Perseroan akan terlebih dahulu melaporkan rencana tersebut ke OJK dengan mengemukakan alasan beserta pertimbangannya, dan perubahan penggunaan dana tersebut harus mendapat persetujuan dari RUPS terlebih dahulu. Pelaporan perubahan rencana penggunaan dana tersebut akan dilakukan bersamaan dengan pemberitahuan mata acara RUPS kepada OJK.

*If, in the future, the Company intended to change the plan to use the proceeds of the Initial Public Offering, the Company should report the plan to OJK by disclosing reasons and its considerations and the change in the use of such funds should be obtained prior approval from the GMS. The reporting of the change of plan for the use of such funds should be made simultaneously with the announcement of the GMS agenda to OJK.*

Dalam hal rencana penggunaan dana hasil Penawaran Umum yang mengandung unsur transaksi afiliasi, transaksi yang mengandung benturan kepentingan, transaksi material dan atau perubahan kegiatan usaha utama, maka Perseroan akan mengikuti dengan Peraturan No.IX.E.1 dan/atau Peraturan No. IX.E.2.

*If the plan to use the proceeds of the public offering contains elements of an affiliated transaction, a conflict of interest transaction, material transaction, and/or change of principal business activity, the Company should adhere to Rule No.IX.E.1 and/or Rule No. IX.E.2.*

Berikut informasi terkait penawaran umum dan penerbitan saham tersebut:

*The following information was related to the public offering and shares issuance:*

1. Total Perolehan Dana Penawaran Umum

*1. Total Acquisition of Public Offering Funds*

| No | Uraian / Description                               | Nominal (Rp)    |
|----|----------------------------------------------------|-----------------|
| 1  | Hasil Penawaran Umum / Proceeds of Public Offering | 461.892.470.000 |
| 2  | Biaya Penawaran Umum / Public Offering Costs       | 22.360.645.000  |
| 3  | Hasil Bersih / Net Proceeds                        | 439.531.825.000 |

2. Rencana penggunaan dana;  
Rencana penggunaan dana hasil penawaran umum berdasarkan keputusan RUPS antara lain untuk:

*2. The plan for the funds-use;  
The plan for the funds-use from the proceeds of public offering based on the GMS decision included:*

| No | Rencana Penggunaan Dana / The Plan for the Funds-use | Nominal (Rp)    |
|----|------------------------------------------------------|-----------------|
| 1  | Investasi (Capex) / Investment (Capex)               | 395.578.642.500 |
| 2  | Modal Kerja (Opex) / Working Capital (Opex)          | 43.953.182.500  |

3. Rincian penggunaan dana;  
Sampai dengan 31 Desember 2019, penggunaan dana hasil Penawaran Umum sebesar Rp126.401.650.067,- dengan rincian penggunaan dana sebagai berikut:

*3. Details on the funds-use;  
As of December 31, 2019, the funds-use from the proceeds of Public Offering amounted to Rp 126,401,650,067, with details on the funds-use as follows:*

| No | Rencana Penggunaan Dana / The Plan for the Funds-use | Nominal (Rp)   |
|----|------------------------------------------------------|----------------|
| 1  | Investasi (Capex) / Investment (Capex)               | 82.448.467.567 |
| 2  | Modal Kerja (Opex) / Working Capital (Opex)          | 43.953.182.500 |

4. Saldo dana  
Rp313.130.174.933,-

*4. Balance of funds  
Rp313.130.174.933,-*

## Informasi Transaksi Material dengan Pihak Berelasi/ Afiliasi

### Pihak Berelasi

Orang atau anggota keluarga terdekat mempunyai relasi dengan Perusahaan jika mereka:

- memiliki pengendalian atau pengendalian bersama atas Perusahaan;
- memiliki pengaruh signifikan atas Perusahaan; atau
- merupakan personil manajemen kunci Perusahaan atau entitas induk dari Perusahaan.

Suatu pihak dianggap berelasi dengan Perusahaan jika:

- langsung, atau tidak langsung yang melalui satu atau lebih perantara, suatu pihak (i) mengendalikan, atau dikendalikan, atau berada di bawah pengendalian bersama dengan, Perusahaan; (ii) memiliki kepentingan dalam Perusahaan yang memberikan pengaruh signifikan atas Perusahaan; atau (iii) memiliki pengendalian bersama atas Perusahaan;
- suatu pihak adalah entitas asosiasi Perusahaan;
- suatu pihak adalah ventura bersama dimana Perusahaan sebagai venturer;
- suatu pihak adalah anggota dari personil manajemen kunci Perusahaan atau induknya;
- suatu pihak adalah anggota keluarga dekat dari individu yang diuraikan dalam butir (a) atau (d);
- suatu pihak adalah entitas yang dikendalikan, dikendalikan bersama atau dipengaruhi signifikan oleh atau di mana hak suara signifikan dimiliki oleh, langsung maupun tidak langsung, individu seperti diuraikan dalam butir (d) atau (e);
- suatu pihak adalah suatu program imbalan pasca kerja untuk imbalan kerja dari Perusahaan atau entitas yang terkait dengan Perusahaan.

### Transaksi dengan Pihak Berelasi

Dalam kegiatan usaha normal, Kelompok Usaha melakukan transaksi dengan pihak-pihak berelasi, yang terafiliasi dengan Kelompok Usaha melalui kepemilikan langsung dan tidak langsung, dan/atau di bawah kendali pihak yang sama.

Rincian sifat hubungan dan jenis transaksi yang signifikan dengan pihak berelasi adalah sebagai berikut:

## Information on Material Transactions With Related or Affiliated Parties

### Related Parties

*Related Parties are people or the closest family members who have a relationship with the Company if he/she:*

- has control or joint control over the Company;*
- has significant influence over the Company; or*
- is key management personnel of the Company or a parent entity of the Company.*

*A party is considered to be related to the Company if:*

- directly, or indirectly through one or more intermediaries, a party (i) controls, or is controlled by or is under common control with, the Company; (ii) has an interest in the Company that gives significant influence over the Company; or (iii) has joint control over the Company;*
- a party is an associate entity of the Company;*
- a party is a joint venture in which the Company is a venturer;*
- a party is a member of the key management personnel of the Company or its parent company;*
- a party is a close family member of the individual described in paragraph (a) or (d);*
- a party is an entity that is controlled, jointly controlled or significantly influenced by or where significant voting rights are owned by, directly or indirectly, an individual as described in clause (d) or (e);*
- a party is a post-employment benefit plan for employee benefits from the Company or an entity that is related to the Company.*

### Transactions with Related Parties

*In normal business activities, the Business Group conducts transactions with related parties, which are affiliated with the Business Group through direct and indirect ownership, and/or under the control of the same party.*

*The details of the nature of the relationships and types of significant transactions with related parties are as follows:*

| Sifat relasi<br><i>Nature of relationship</i>                                                                                            | Nama pihak berelasi<br><i>Name of related party</i>                                                                                                                                                                                                                                                                                                    | Sifat Transaksi<br><i>Nature of transaction</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pemegang saham / <i>Shareholder</i>                                                                                                      | PT Pelabuhan Indonesia II (Persero)<br><br>PT Multi Terminal Indonesia<br>PT Pelabuhan Indonesia Investama                                                                                                                                                                                                                                             | Penjualan jasa, sewa, imbalan kerja dan dividen/ <i>Sales of services, rental, employee benefit and dividend</i><br>Dividen/ <i>Dividend</i><br>Dividen/ <i>Dividend</i>                                                                                                                                                                                                                                                                                                                                             |
| Entitas sepengendalian PT Pelabuhan Indonesia II (Persero) / <i>Entities under common control of PT Pelabuhan Indonesia II (Persero)</i> | PT Pelabuhan Tanjung Priok<br>PT IPC Terminal Petikemas<br>PT Pengerukan Indonesia<br>PT Rumah Sakit Pelabuhan<br><br>PT Energi Pelabuhan Indonesia                                                                                                                                                                                                    | Penjualan jasa/ <i>Sales of services</i><br>Penjualan jasa/ <i>Sales of services</i><br>Sewa, penjualan jasa/ <i>Rental, sales of services</i><br>Pembelian layanan kesehatan / <i>Purchase of health services</i><br>Pembelian jasa/ <i>Purchase of services</i>                                                                                                                                                                                                                                                    |
| Entitas berelasi dengan pemerintah / <i>Government-related entity</i>                                                                    | PT Bank Mandiri (Persero) Tbk<br>PT Bank Negara Indonesia (Persero) Tbk<br>PT Bank Tabungan Negara (Persero) Tbk<br>PT Bank Syariah Mandiri<br>PT Pertamina (Persero)<br>PT Pertamina Trans Kontinental<br>PT Pupuk Indonesia Logistik<br>PT Asuransi Jiwasraya (Persero)<br>PT Pertamina Lubricant<br>PT Pertamina Patra Niaga<br>PT Pertamina Marine | Jasa perbankan/ <i>Banking services</i><br>Jasa perbankan/ <i>Banking services</i><br>Jasa perbankan/ <i>Banking services</i><br>Jasa perbankan/ <i>Banking services</i><br>Pembelian bahan bakar/ <i>Purchase of fuel</i><br>Penjualan jasa/ <i>Sales of services</i><br>Penjualan jasa/ <i>Sales of services</i><br>Jasa asuransi/ <i>Insurance services</i><br>Pembelian bahan bakar/ <i>Purchase of fuel</i><br>Pembelian bahan bakar/ <i>Purchase of fuel</i><br>Pembelian bahan bakar/ <i>Purchase of fuel</i> |
|                                                                                                                                          | PT Nusantara Regas<br>PT PGN LNG Indonesia<br>PT Pupuk Sriwidjaja<br>PT Dok & Perkapalan Kodja Bahari (Persero)                                                                                                                                                                                                                                        | Penjualan jasa/ <i>Sales of services</i><br>Penjualan jasa/ <i>Sales of services</i><br>Penjualan jasa/ <i>Sales of services</i><br>Penjualan jasa/ <i>Sales of services</i><br>Penjualan jasa/ <i>Sales of services</i>                                                                                                                                                                                                                                                                                             |
| Entitas berelasi dengan pemerintah (lanjutan)/ <i>Government-related entity (continued)</i>                                              | PT ASDP Indonesia Ferry (Persero)<br>PT Adhiguna Putera<br>Balai Pendidikan dan Pelatihan Pelayaran<br>PT Asuransi Kredit Indonesia (Persero)<br>PT Bukit Prima Bahari<br>PT Biro Klasifikasi Indonesia (Persero)<br>PT Sarinah (Persero)                                                                                                              | Penjualan jasa/ <i>Sales of services</i><br>Penjualan jasa/ <i>Sales of services</i><br>Pembelian jasa/ <i>Purchase of services</i><br>Pembelian jasa/ <i>Purchase of services</i><br>Pembelian jasa/ <i>Purchase of services</i><br>Pembelian jasa/ <i>Purchase of services</i><br>Pembelian seragam/ <i>Purchase of uniforms</i>                                                                                                                                                                                   |

#### Kewajaran Transaksi

Dalam kegiatan normal usaha, Perusahaan melakukan transaksi dengan pihak berelasi karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak berelasi telah dilakukan dengan kebijakan dan syarat yang telah disepakati bersama.

#### Kebijakan Perusahaan Tentang Mekanisme Review atas Transaksi dan Pemenuhan Peraturan Terkait

Mekanisme *review* atas transaksi dengan pihak berelasi melalui proses audit baik yang dilakukan oleh auditor internal maupun

#### Fairness of Transactions

*In normal business activity, the Company engages in transactions with related parties due to ownership and/or management relationships. All transactions with related parties have been carried out with mutually-agreed policies and requirements.*

#### Company's Policies on Review Mechanisms of Transactions and Fulfillment of Related Regulations

*Review mechanism for a transaction with related parties is through the audit process, conducted by internal and external*

auditor eksternal. Sebagai upaya untuk memastikan tingkat kewajaran transaksi dan kesesuaian dengan standar akuntansi yang berlaku umum di Indonesia, laporan transaksi afiliasi Perseroan di atas telah diaudit oleh Auditor.

*auditors. As an effort to ensure the fairness of the transaction and its conformity with the prevailing general accounting standards in Indonesia, the Auditor has audited the Company's affiliated transaction report.*

## Perubahan Peraturan Perundang-Undangan Yang Berpengaruh Signifikan

## Changes in Laws and Regulations with Significant Impacts

| No. | Regulasi<br>Regulations                                                                                                                                                                                                                                                                                                                           | Kajian<br>Study                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Dampaknya Terhadap<br>Perusahaan<br>Impacts on the Company                                                                                                                                                                                                                                |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | <p>PP No 82/ Tahun 2019 Tentang Perubahan Atas PP No 44 tahun 2015 tentang Penyelenggaraan Program Jaminan Kecelakaan Kerja dan Jaminan Kematian</p> <p><i>Government Regulation (PP) No. 82/2019 concerning Amendments to PP No. 44 of 2015 concerning the Implementation of Occupational Accident Insurance and Death Security Programs</i></p> | <p>Peraturan ini bertujuan untuk meningkatkan pelayanan serta kesejahteraan peserta jaminan sosial ketenagakerjaan khususnya peningkatan manfaat Jaminan Kecelakaan Kerja dan Jaminan Kematian, antara lain manfaat perawatan di rumah (<i>home care</i>), beasiswa pendidikan bagi anak dari Peserta, dan manfaat lainnya.</p> <p><i>This regulation aims to improve the services and welfare of employment social security participants in particular to increase the benefits of Occupational Accident Insurance and Death Security, including home care benefits, educational scholarships for children of Participants, and other benefits.</i></p>                                                                                                                                                                                                                   | <p>Sebagai peserta BPJS, peraturan tersebut berdampak kepada karyawan IPC Marine. Namun tidak berdampak secara langsung kepada Perusahaan.</p> <p><i>As a BPJS participant, the regulation has an impact on IPC Marine employees. But it does not directly impact on the Company.</i></p> |
| 2   | <p>PP No. 83 tahun 2019 Tentang Penyediaan Tenaga Teknis yang Kompeten di bidang Perdagangan Jasa</p> <p><i>PP No. 83 of 2019 concerning the Provision of Competent Technical Workers in the Field of Trade in Services</i></p>                                                                                                                   | <ul style="list-style-type: none"> <li>Dalam era Perdagangan bebas saat ini, salah satunya Masyarakat Ekonomi ASEAN (<i>ASEAN Economic Community</i>) persaingan usaha semakin meningkat, Penyedia Jasa harus didukung oleh Tenaga Teknis yang Kompeten. Indonesia saat ini memiliki tenaga kerja yang bervariasi dari sisi keahlian dan tingkat profesionalitas.</li> <li>Di dalam PP tersebut juga ditetapkan sanksi apabila tidak mematuhi ketentuan tersebut.</li> <li><i>In the current free trade era, one of which is the ASEAN Economic Community business competition is increasing. Service Providers must be supported by Competent Technical Personnel. Indonesia currently has a workforce that varies in terms of expertise and professional level.</i></li> <li><i>The PP is also set sanctions if they do not comply with these provisions.</i></li> </ul> | <p>Sebagai perusahaan yang bergerak di bidang jasa, IPC Marine juga wajib menerapkan ketentuan dalam PP tersebut.</p> <p><i>As a company engaged in services, IPC Marine is also required to apply the provisions in the PP.</i></p>                                                      |



| No. | Regulasi<br>Regulations                                                                                                                                                                                                                                            | Kajian<br>Study                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Dampaknya Terhadap<br>Perusahaan<br>Impacts on the Company                                                                                                                                                                                                                                                                                               |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3   | <p>Perpres No. 7 Tahun 2019 Tanggal 29 Januari 2019 Tentang Penyakit Akibat Kerja.</p> <p><i>Presidential Regulation No. 7 of 2019 dated January 29, 2019 concerning Occupational Diseases</i></p>                                                                 | <ul style="list-style-type: none"> <li>• Penyakit Akibat Kerja adalah penyakit yang disebabkan oleh pekerjaan dan/atau lingkungan kerja.</li> <li>• Jaminan Kecelakaan Kerja ("JKK") adalah manfaat berupa uang tunai dan/atau pelayanan kesehatan yang diberikan pada saat peserta mengalami kecelakaan kerja atau penyakit yang disebabkan oleh lingkungan kerja.</li> <li>• <i>Occupational Disease is a disease caused by work and/or work environment.</i></li> <li>• <i>Occupational Accident Insurance ("JKK") is a benefit in the form of cash and/or health services provided when a participant experiences an occupational accident or disease caused by the work environment.</i></li> </ul>                                                                                                                                                                                               | <p>Sebagai peserta BPJS, peraturan tersebut berdampak kepada karyawan IPC Marine. Namun tidak berdampak secara langsung kepada Perusahaan.</p> <p><i>As a BPJS participant, the regulation has an impact on IPC Marine employees. But it does not directly impact on the Company.</i></p>                                                                |
| 4   | <p>POJK No. 22 / POJK.04/2019 Tentang transaksi Efek.</p> <p><i>POJK No. 22 / POJK.04 / 2019 Concerning Securities transactions</i></p>                                                                                                                            | <ul style="list-style-type: none"> <li>• Transaksi Efek adalah setiap aktivitas atau kontrak dalam rangka memperoleh, melepaskan, atau menggunakan Efek yang mengakibatkan terjadinya peralihan kepemilikan atau tidak mengakibatkan terjadinya peralihan kepemilikan.</li> <li>• Transaksi Efek yang diatur dalam Peraturan Otoritas Jasa Keuangan ini mencakup Transaksi Efek atas Efek yang diatur dan/atau diawasi oleh Otoritas Jasa Keuangan.</li> <li>• <i>Securities Transaction is every activity or contract in the framework of obtaining, releasing or using Securities that results in a transfer of ownership or does not result in a transfer of ownership.</i></li> <li>• <i>Securities Transactions regulated in the Financial Services Authority Regulation include Securities Transactions that are regulated and/or supervised by the Financial Services Authority.</i></li> </ul> | <p>Sebagai perusahaan Tbk yang diawasi oleh OJK, IPC Marine harus tunduk pada peraturan tersebut. Namun pada tahun 2019 ketentuan ini tidak berdampak kepada IPC Marine.</p> <p><i>As a publicly listed company overseen by the OJK, IPC Marine must comply with these regulations. However, in 2019 this provision would not affect IPC Marine.</i></p> |
| 5   | <p>PerMenaker No. 4 Tahun 2019 Tentang Tatacara Wajib lapor Ketenagakerjaan di Perusahaan dalam Jaringan.</p> <p><i>The Minister of Manpower Regulation No. 4 of 2019 concerning Mandatory Procedures for reporting Employment in Companies in the Network</i></p> | <p>Dalam Peraturan Menteri ini mengatur antara lain mengenai tata cara wajib lapor ketenagakerjaan perusahaan dalam jaringan dengan menggunakan sistem <i>online single submission</i>, wajib lapor ketenagakerjaan yang dilakukan melalui sistem daring yang disediakan oleh Kementerian.</p> <p><i>In this Ministerial Regulation regulates, among others, the mandatory procedures for reporting company employment in a network by using an online single submission system, mandatory employment reporting is carried out through the online system provided by the Ministry.</i></p>                                                                                                                                                                                                                                                                                                             | <p>Perusahaan wajib mengikuti ketentuan tersebut.</p> <p><i>The Company is required to follow this provision.</i></p>                                                                                                                                                                                                                                    |

| No. | Regulasi<br>Regulations                                                                                                                                                                                                                                                                                                                                             | Kajian<br>Study                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Dampaknya Terhadap<br>Perusahaan<br>Impacts on the Company                                                            |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------|
| 6   | <p>Surat Edaran Kementerian Tenaga Kerja No M/5/HK.04.00/VII/2019 tentang Pemberlakuan Wajib Sertifikasi Kompetensi terhadap Jabatan di Bidang Management SDM.</p> <p><i>Circular of the Ministry of Manpower No. M / 5 / HK.04.00 / VII / 2019 concerning the Imposition of Mandatory Competency Certification for Positions in the Field of HR Management</i></p> | <p>Kementerian Ketenagakerjaan sebagai instansi pembina teknis di bidang manajemen SDM/HRD akan memberlakukan wajib sertifikasi kompetensi bagi pekerja yang menduduki jabatan bidang manajemen SDM/HRD dua tahun sejak terbitnya surat edaran. Menggunakan skema sertifikasi kompetensi Badan Nasional Sertifikasi Profesi (BNSP) dan mengacu pada SKNII bidang SDM yang berlaku.</p> <p><i>The Ministry of Manpower as a technical advisory agency in the field of HR / HRD management will impose mandatory competency certification for employees who occupy positions in HR / HRD management two years since the issuance of the circular. Using the competency certification scheme of National Professional Certification Board (BNSP) and referring to the applicable SKNII in HR.</i></p> | <p>Perusahaan wajib mengikuti ketentuan tersebut.</p> <p><i>The Company is required to follow this provision.</i></p> |

## Perubahan Kebijakan Akuntansi

Pada tahun 2019, Perusahaan telah menerapkan semua standar akuntansi revisi serta interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan dari Ikatan Akuntan Indonesia yang relevan dengan operasinya dan efektif untuk periode akuntansi yang dimulai pada tanggal 1 Januari 2019. Penerapan standar baru dan revisi serta interpretasi tidak berdampak signifikan terhadap perubahan kebijakan akuntansi Perusahaan dan Entitas Anak yang mempengaruhi pengungkapan laporan keuangan konsolidasi untuk periode berjalan:

### a. PSAK yang Berlaku Efektif untuk Periode Tahun Buku yang Dimulai pada atau setelah Tanggal 1 Januari 2019

Efektif tanggal 1 Januari 2019, Perusahaan telah menerapkan beberapa standar akuntansi baru yang relevan terhadap Perusahaan berikut ini.

- Penyesuaian 2018 PSAK 46 – Pajak Penghasilan  
Penyesuaian ini menegaskan mengenai konsekuensi pajak penghasilan atas dividen timbul ketika entitas mengakui liabilitas untuk membayar dividen. Konsekuensi pajak penghasilan tersebut lebih terkait secara langsung dengan transaksi atau peristiwa masa lalu yang menghasilkan laba yang dapat didistribusikan daripada dengan distribusi kepada pemilik. Oleh karena itu, entitas mengakui konsekuensi pajak penghasilan

## Amendment To Accounting Policy

In 2019, the Company implemented all revised accounting standards and interpretations issued by the Financial Accounting Standards Board of the Indonesian Institute of Accountants, which were relevant to its operations and effective for the accounting period beginning on January 1, 2019. The implementation of new and revised standards and interpretations has no significant impacts on the amendment of accounting policies of the Company and Subsidiaries affecting the consolidated financial statements disclosure for the current period:

### a. PSAK was Effective for the Fiscal Year starting on or after January 1, 2019

Effective January 1, 2019, the Company adopted new accounting standards that were relevant to the Company as follows.

- 2018 Improvement to PSAK 46 - Income Taxes  
This improvement affirming the consequences of income tax on dividends arises when an entity recognizes liabilities to pay dividends. The consequences of the income tax are more directly related to past transactions or events that generate profits that can be distributed rather than distribution to the owner. Therefore, the entity recognizes the consequences of the income tax in profit or loss, other comprehensive income or equity in accordance with the

tersebut dalam laba rugi, penghasilan komprehensif lain atau ekuitas sesuai dengan pengakuan awal entitas atas transaksi atau peristiwa masa lalu tersebut.

- ISAK 33 - Transaksi Valuta Asing dan Imbalan di Muka Amandemen ini mengklarifikasi penggunaan tanggal transaksi untuk menentukan kurs yang digunakan pada pengakuan awal aset, beban atau penghasilan terkait pada saat entitas telah menerima atau membayar imbalan di muka dalam valuta asing.
- ISAK 34 - Ketidakpastian dalam Perlakuan Pajak Penghasilan  
Interpretasi ini merupakan interpretasi atas PSAK 46: Pajak Penghasilan yang bertujuan untuk mengklarifikasi dan memberikan panduan dalam merefleksikan ketidakpastian perlakuan pajak penghasilan dalam laporan keuangan.

**b. Dampaknya terhadap laporan keuangan**

Penerapan ini tidak memberikan dampak yang signifikan terhadap pelaporan keuangan dan pengungkapan dalam laporan keuangan.

*entity's initial recognition of the past transaction or event.*

- ISAK 33 - Foreign currency Transaction and Advance Consideration.  
*These amendments clarify the use of the transaction date to determine the exchange rate used in the initial recognition of the related asset, expense, or income at the time the entity has received or paid advance consideration in the foreign currency.*
- ISAK 34 - Uncertainty over Income Tax Treatments.  
*This interpretation is the interpretation of PSAK 46: Income Taxes clarifies and provides guidance to reflect the uncertainty of income tax treatments in the financial statements.*

**b. The impact on the financial statements**

*The adoption has no significant impact on financial reporting and disclosures in the financial statements.*

## Informasi Kelangsungan Usaha

### Hal-Hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha

Berdasarkan hasil penilaian manajemen, sampai dengan akhir tahun 2019 tidak terdapat hal-hal yang akan berpengaruh secara signifikan terhadap kemampuan IPC Marine untuk melanjutkan kelangsungan usahanya di masa yang akan datang. Sebagaimana diketahui bahwa IPC Marine memiliki tingkat pertumbuhan kinerja operasional dan keuangan yang sangat baik dan dari hasil audit yang dilakukan oleh Kantor Akuntan Publik Purwantono, Sungkoro & Surja mendapat opini wajar, dalam semua hal yang material, posisi keuangan konsolidasian Jasa Armada Indonesia Tbk tanggal 31 Desember 2019.

Pencapaian tersebut merupakan bagian dari usaha dan strategi IPC Marine untuk terus mengembangkan bisnis utamanya di bidang jasa penundaan dan pemanduan kapal, jasa angkutan kapal, dan jasa pengelolaan kapal, dengan melakukan berbagai terobosan untuk meningkatkan kinerja perseroan antara lain, transformasi bisnis, dengan fokus pada penguatan pasar yang ada (*satisfy and retain*) dan memperluas cakupan pasar (*attract*) baik di wilayah maupun di luar PT Pelabuhan Indonesia II (Persero).

## Business Continuity Information

### Potential Things that have a Significant Effect on Business Continuity

*Based on the results of management's assessment, until the end of 2019, there were no matters that would significantly influence the ability of IPC Marine to continue its business continuity in the future. As we know that IPC Marine has an excellent level of operational and financial performance growth. The results of an audit conducted by Public Accounting Firm Purwantono, Sungkoro & Surja received an unqualified opinion, in all material respects, the consolidated financial position of Jasa Armada Indonesia Tbk on December 31, 2019.*

*This achievement is part of IPC Marine's business and strategy to continue to develop its main business in the field of vessel pilotage and towage services, freight services, and fleet management services. It is conducted by making various breakthroughs to improve the Company's performance, among others, business transformation, with a focus on strengthening existing markets (*satisfy and retain*) and expand market scope (*attract*) both in the region and outside PT Pelabuhan Indonesia II (Persero).*







### **Assessment Manajemen atas Kelangsungan Usaha**

Manajemen secara rutin melakukan evaluasi dan *assessment* terkait dengan kemampuan dan pencapaian target kinerja dari seluruh unit sesuai dengan rencana bisnis Perusahaan yang telah disusun. Evaluasi dilakukan secara berkala untuk setiap level meliputi produktivitas, profitabilitas serta indikator-indikator utama yang tertuang dalam *Key Performance Indicator* (KPI) Perusahaan sampai dengan unit kerja terkecil. Berdasarkan hasil penilaian dan evaluasi yang rutin dilakukan secara berkala, Manajemen Perusahaan berkeyakinan bahwa IPC Marine memiliki sumber daya yang cukup untuk melakukan kegiatan usaha di masa mendatang. Perusahaan tidak memiliki ketidakpastian material yang dapat menimbulkan keraguan yang signifikan terhadap kemampuan Perusahaan untuk mempertahankan kelangsungan usaha.

### **Asumsi Dasar dalam Assessment Kelangsungan Usaha**

Dalam melaksanakan penilaian atas kemampuannya untuk melanjutkan kelangsungan usaha di masa yang akan datang, manajemen IPC Marine menggunakan beberapa asumsi dan pertimbangan. Asumsi dan pertimbangan tersebut, antara lain kinerja keuangan, tingkat kecukupan modal, likuiditas, solvabilitas, profitabilitas, dan efisiensi Perusahaan, permasalahan internal dan perkara hukum yang dihadapi Perusahaan, serta kondisi ekonomi mikro dan makro pada saat ini dan masa yang akan datang.

### **Management Assessment of Potentially Significant Effects on Business Continuity**

*Management routinely conducts evaluations and assessments related to the ability and achievement of performance targets of all units following the Company's business plans that have been prepared. Appraisals are held periodically for each level, including productivity, profitability, and key indicators set out in the Company's Key Performance Indicators (KPI) up to the smallest work unit. Based on the results of regular assessments and evaluations carried out periodically, the Company's Management believes that IPC Marine has sufficient resources to conduct business activities in the future. The Company has no material uncertainties that can raise significant doubts about the Company's ability to maintain business continuity.*

### **Assumptions Used in Conducting Assessment**

*In carrying out an assessment of its ability to continue business continuity in the future, IPC Marine management uses several assumptions and considerations. These assumptions and considerations include financial performance, the level of capital adequacy, liquidity, solvency, profitability, and efficiency of the Company, internal problems and lawsuits faced by the Company, as well as current and future micro and macroeconomic conditions.*



# Tata Kelola Perusahaan

Good Corporate  
Governance





Penerapan praktik Tata Kelola Perusahaan yang Baik atau *Good Corporate Governance* (GCG) telah menjadi kebutuhan dunia usaha di seluruh dunia, termasuk Indonesia. GCG merupakan prinsip-prinsip yang mendasari proses dan mekanisme pengelolaan perusahaan berlandaskan kepatuhan terhadap peraturan Perundang-undangan serta cerminan dunia usaha yang memiliki etika. Pada konsep pembangunan berkelanjutan, atau *sustainability development*, GCG menjadi salah satu pilar utama yang diharapkan mampu membentuk fondasi iklim investasi yang sehat. Lebih jauh, GCG telah menjadi salah satu faktor fundamental bagi investor dalam menilai kinerja perusahaan yang berkelanjutan hingga masa-masa mendatang.

## Prinsip GCG

Perseroan berkomitmen menerapkan prinsip-prinsip Tata Kelola Perusahaan yang baik (*Good Corporate Governance*) secara menyeluruh dan berkesinambungan dalam setiap aktivitas bisnis, meliputi prinsip:

### 1. Transparansi

Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perseroan.

### 2. Akuntabilitas

Kesesuaian pengelolaan Perseroan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat.

### 3. Responsibilitas

Keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengungkapkan informasi material dan relevan mengenai Perseroan.

### 4. Independensi

Perseroan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat.

### 5. Kewajaran dan Kesetaraan

Keadilan dan kesetaraan dalam memenuhi hak-hak Pemangku Kepentingan (*Stakeholders*) yang timbul berdasarkan perjanjian maupun peraturan perundang-undangan.

## Struktur Tata Kelola

Struktur Tata Kelola (*Governance Structure*) Perseroan mengacu pada Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas, bahwa Organ Perseroan terdiri dari Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi. Dewan

*The implementation of Good Corporate Governance (GCG) practices has become a necessity for businesses throughout the world, including Indonesia. GCG is the principles that underlie the process and mechanism of company management based on compliance with laws and regulations as well as a reflection of the business world that has ethics. In the concept of sustainable development, GCG is one of the main pillars that is expected to form the foundation of a healthy investment climate. Furthermore, GCG has become one of the fundamental factors for investors in assessing the company's continued performance in the future.*

## GCG Principles

*The Company is committed to implementing the Good Corporate Governance principles comprehensively and continuously in every business activity, which includes:*

### 1. Transparency

*Transparency in carrying out the decision-making process and openness in disclosing material and relevant information regarding the Company.*

### 2. Accountability

*Conformity of the Company's management with the prevailing laws and regulations and sound corporate principles.*

### 3. Responsibilities

*Openness in carrying out the decision-making process and transparency in disclosing material and relevant information about the Company.*

### 4. Independence

*The Company is professionally managed, free of conflict of interest and influence/pressure from any parties that are not in accordance with the prevailing rules and regulations and sound corporate principles.*

### 5. Fairness and Equality

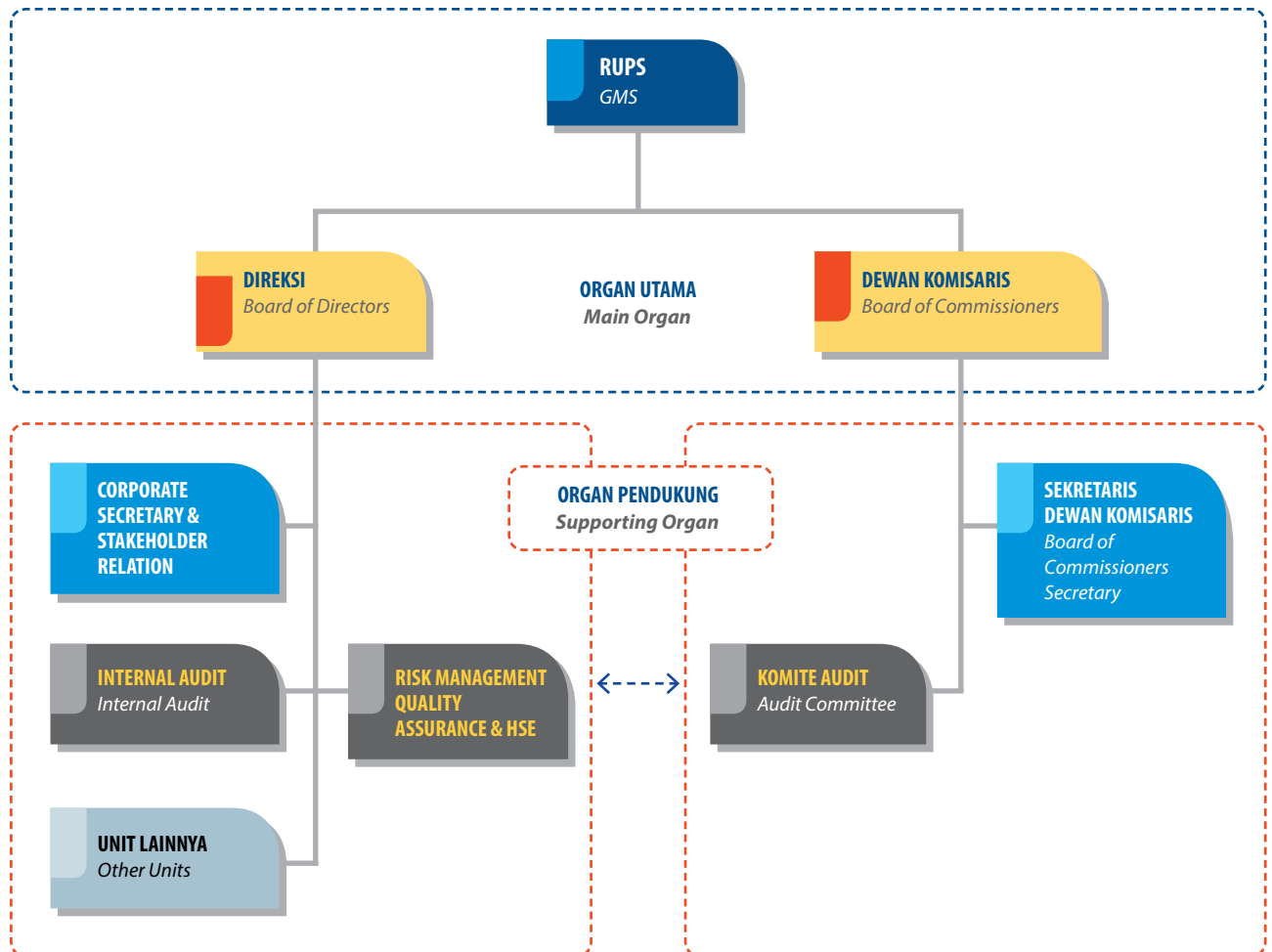
*Fairness and Equality in fulfilling the rights of Stakeholders that may arise under the terms of the agreement and laws and regulations.*

## Governance Structure

*Governance Structure of the Company refers to Law No. 40 of 2007 on Limited Liability Companies, which states that the Company's Main Organs consist of General Meeting of Shareholders (GMS), Board of Commissioners, and Board of Directors. The Company's*

Komisaris dan Direksi Perseroan telah dilengkapi dengan organ pendukung agar peran serta fungsi Dewan Komisaris dan Direksi dapat berjalan efektif sebagaimana digambarkan dalam Struktur Tata Kelola Perseroan.

*Board of Commissioners and Board of Directors are equipped with supporting organs to support the functions of the Board of Commissioners and Board of Directors to run effectively, as described in the Corporate Governance Structure.*



## Kebijakan Tata Kelola

Kebijakan Tata Kelola Perusahaan (*soft structure GCG*) merupakan pedoman bagi setiap organ dalam proses implementasi Tata Kelola di Perseroan. *Soft structure GCG* yang disusun Perseroan didasarkan pada Anggaran Dasar Perseroan, Peraturan Perundangan dan *best practices* penerapan *Good Corporate Governance*. Kebijakan diimplementasikan setelah melalui proses sosialisasi, dan senantiasa dilakukan proses review dan peninjauan secara berkala dalam rangka mengikuti perkembangan dan perubahan peraturan yang berlaku. *Soft structure GCG* yang telah dimiliki oleh Perseroan antara lain:

## Governance Policy

*Governance Policy (GCG soft structure) is a guideline for every organ in the process of Corporate Governance in the Company. GCG soft structure compiled by the Company is based on the Company's Articles of Association, Laws and Regulations, and Good Corporate Governance best practices. The policy is implemented after it is disseminated, and the Company periodically reviews the policies to keep abreast of developments and changes in the prevailing regulations. The Company has several GCG soft structure as follows:*

1. Kebijakan Tata Kelola Perusahaan (*GCG Code*);
2. Tata Laksana Kerja Dewan Komisaris dan Direksi (*Board Manual*);
3. Pedoman Perilaku Perseroan (*Code of Conduct*);
4. Komite Audit Charter (*Audit Committee Charter*);
5. Piagam Internal Audit (*Internal Audit Charter*);
6. Kebijakan Sistem Pengendalian Internal;
7. Kebijakan Pengendalian Penerimaan dan Pemberian Hadiah / Hiburan;
8. Kebijakan Penerapan *Whistle Blowing System*;
9. Kebijakan Manajemen Risiko;
10. Kebijakan Sumber Daya Manusia (*SDM*);
11. Kebijakan Standar Pelayanan Informasi/Data dan Dokumentasi Kepada Pengguna Informasi;
12. Pola Pembinaan Anak Perseroan;
13. Dan berbagai kebijakan lainnya.

## Komitmen Implementasi GCG Secara Berkelanjutan

Konsep penerapan prinsip-prinsip GCG pada IPCM berlandaskan pada komitmen untuk menciptakan Perseroan yang transparan, akuntabel, dan terpercaya melalui manajemen bisnis yang dapat dipertanggungjawabkan. Penerapan prinsip-prinsip GCG menjadi salah satu langkah penting bagi Perseroan untuk meningkatkan dan memaksimalkan nilai Perseroan, mendorong pengelolaan bisnis yang profesional, transparan, dan efisien.

Komitmen Perseroan terhadap Implementasi GCG tercermin dari konsistensi dan keseriusan Perseroan dalam mengimplementasikan kebijakan GCG, *Code of Conduct*, Kebijakan Benturan Kepentingan, Kebijakan Gratifikasi, Kebijakan LHKPN maupun Kebijakan *Whistle Blowing System*. Perseroan senantiasa melakukan sosialisasi dan internalisasi berbagai kebijakan tersebut dalam rangka mewujudkan implementasi GCG secara berkelanjutan dan sesuai *best practice*.

## Sosialisasi GCG

Sosialisasi GCG dilakukan kepada setiap insan yang ada di lingkungan Perseroan melalui forum formal maupun media informasi lain. Sosialisasi secara formal (tatap muka) telah dilakukan dalam forum rapat dan gathering, serta melalui media informasi lain seperti portal internal dan *website* Perseroan.

1. *GCG Code*
2. *Board Manual of the Board of Commissioners and Board of Directors*;
3. *Code of Conduct*;
4. *Audit Committee Charter*;
5. *Internal Audit Charter*;
6. *Internal Control System Policy*;
7. *Gratification and Gift/Hospitality Control Policy*;
8. *Whistleblowing System Implementation Policy*;
9. *Risk Management Policy*;
10. *Human Resources (HR) Policy*;
11. *Policy on Information/Data Services Standard and Documentation to Users*;
12. *Subsidiaries' Coaching*;
13. *Other policies*.

## Commitment to Implementing Sustainable GCG

*The concept of GCG principles implementation at IPCM is based on a commitment to creating a transparent, accountable, and trusted company through accountable business management. The implementation of GCG principles is an essential step for the Company to increase and maximize the value of the Company, encourage professional, transparent, and efficient business management.*

*The Company's commitment to GCG is reflected in the consistency and seriousness of the Company in implementing GCG policies, Code of Conduct, Conflict of Interest Policy, Gratification Policy, LHKPN Policy, and Whistleblowing System Policy. The Company continues to socialize and internalize various policies in order to realize GCG implementation in a sustainable manner and following best practices.*

## GCG Dissemination

*GCG dissemination is carried out to every person in the Company through formal forums and other information media. Formal socialization (face-to-face) is in the form of meeting and gathering and through other information media such as the internal portal and Company's website.*



## Penilaian GCG

Perseroan secara rutin melakukan penilaian dan evaluasi GCG untuk mengetahui tingkat pemenuhan Perseroan terhadap standar penerapan Tata Kelola Perusahaan yang Baik. Secara berkala Perseroan melakukan penilaian GCG mengacu pada kriteria sebagaimana diatur dalam Keputusan Sekretaris Kementerian BUMN Nomor: SK16/S.MBU/2012 tanggal 6 Juni 2012, tentang Indikator/ Parameter penilaian dan evaluasi atas penerapan tata kelola Perusahaan yang baik (*Good Corporate Governance*) pada BUMN. Perseroan menunjuk Perusahaan PT Bumi Pertiwi Mandiri untuk melakukan *Assessment* terhadap praktik GCG selama tahun 2019. Penilaian GCG pada tahun 2019 mengalami peningkatan menjadi 95,235 yang sebelumnya pada Tahun 2018 sebesar 90,809. Berikut hasil penilaian GCG Perseroan tahun buku 2018 dan 2019.

## GCG Assessment

The Company regularly conducts the GCG assessment and evaluation to determine the level of compliance of the Company to the Good Corporate Governance standards. Periodically, the Company performs GCG assessments with references to the criteria as stipulated in the Decree of the Secretary of the Ministry of SOEs No. SK-16/S. MBU/2012 dated 6 June 2012, on Assessment indicator/ parameter and evaluation of Good Corporate Governance implementation on SOEs. The Company appointed PT Bumi Pertiwi Mandiri to conduct an Assessment of GCG Practices during 2019. GCG Assessment in 2019 has increased to 95.235, which in the previous year amounted to 90,809. The following was the Company's GCG Assessment for the fiscal year 2018 and 2019.

**Tabel Hasil Asesmen GCG 2018 dan 2019**

**Table of GCG Assessment Results in 2018 and 2019**

| Aspek Pengujian/<br>Indikator/Parameter<br>Testing<br><i>Aspects of Testing /<br/>Indicator/Parameter</i>                                                                                    | Bobot<br><i>Weight</i> | 2018                          |               |                                                                                                             | 2019                          |          |                                                                                                             |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------|-------------------------------|---------------|-------------------------------------------------------------------------------------------------------------|-------------------------------|----------|-------------------------------------------------------------------------------------------------------------|
|                                                                                                                                                                                              |                        | Capaian<br><i>Achievement</i> | %             | Klasifikasi<br>Kualitas<br>Penerapan GCG<br><i>Classification<br/>of GCG<br/>Implementation<br/>Quality</i> | Capaian<br><i>Achievement</i> | %        | Klasifikasi<br>Kualitas<br>Penerapan GCG<br><i>Classification<br/>of GCG<br/>Implementation<br/>Quality</i> |
| Komitmen terhadap<br>Penerapan Tata Kelola<br>Perusahaan yang Baik Secara<br>Berkelanjutan /<br><i>Commitment to the<br/>Implementation of<br/>Sustainable Good Corporate<br/>Governance</i> | 7                      | 6,702                         | 95,740        | Sangat Baik<br><i>Very Good</i>                                                                             | 6,740                         | 96,2840  | Sangat Baik<br><i>Very Good</i>                                                                             |
| Pemegang Saham dan RUPS<br>/ <i>Shareholders and GMS</i>                                                                                                                                     | 9                      | 8,798                         | 97,757        | Sangat Baik<br><i>Very Good</i>                                                                             | 8,813                         | 97,918   | Sangat Baik<br><i>Very Good</i>                                                                             |
| Dewan Komisaris / <i>Board of<br/>Commissioners</i>                                                                                                                                          | 35                     | 32,982                        | 94,233        | Sangat Baik<br><i>Very Good</i>                                                                             | 34,046                        | 97,310   | Sangat Baik<br><i>Very Good</i>                                                                             |
| Direksi / <i>Board of Directors</i>                                                                                                                                                          | 35                     | 32,814                        | 93,753        | Sangat Baik<br><i>Very Good</i>                                                                             | 34,046                        | 97,274   | Sangat Baik<br><i>Very Good</i>                                                                             |
| Pengungkapan Informasi<br>dan Transparansi /<br><i>Disclosure of Information and<br/>Transparency</i>                                                                                        | 9                      | 7,013                         | 77,926        | Baik<br><i>Good</i>                                                                                         | 8,453                         | 93,921   | Sangat Baik<br><i>Very Good</i>                                                                             |
| Aspek Lainnya / <i>Other<br/>Aspects</i>                                                                                                                                                     | 5                      | 2,500                         | 50,000        | -                                                                                                           | 3,12                          | -        |                                                                                                             |
| <b>Total Skor<br/><i>Total Score</i></b>                                                                                                                                                     | <b>100</b>             | <b>90,809</b>                 | <b>90,809</b> | <b>Sangat Baik<br/><i>Very Good</i></b>                                                                     | <b>95,235</b>                 | <b>-</b> | <b>Sangat Baik<br/><i>Very Good</i></b>                                                                     |

Penilaian atas penerapan prinsip GCG tersebut menghasilkan temuan-temuan yang menjadi rekomendasi untuk penyempurnaan praktik GCG kedepannya. Berikut adalah perbandingan jumlah rekomendasi GCG tahun 2018 dan 2019.

*Assessment of the GCG principles implementation resulted in findings to be recommendations to refine the GCG practices in the future. The followings were the GCG recommendations in 2018 and 2019.*

**Tabel Rekomendasi Asesmen GCG di tahun 2018 dan 2019**

**Table of Recommendations for GCG Assessment in 2018 and 2019**

| Aspek Pengujian/Indikator/Parameter Testing<br><i>Aspects of Testing / Indicator/Parameter</i> |                                                                                                                                                                      | Jumlah Rekomendasi<br>Tahun 2018<br><i>Total Recommen-<br/>dations in 2018</i> | Jumlah Rekomendasi<br>Tahun 2019<br><i>Total Recommen-<br/>dations in 2019</i> |
|------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------|--------------------------------------------------------------------------------|
| I                                                                                              | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan / <i>Commitment to the Implementation of Sustainable Good Corporate Governance</i> | 4                                                                              | 4                                                                              |
| II                                                                                             | Pemegang Saham dan RUPS / <i>Shareholders and GMS</i>                                                                                                                | 9                                                                              | 3                                                                              |
| III                                                                                            | Dewan Komisaris / <i>Board of Commissioners</i>                                                                                                                      | 10                                                                             | 3                                                                              |
| IV                                                                                             | Direksi / <i>Board of Directors</i>                                                                                                                                  | 25                                                                             | 12                                                                             |
| V                                                                                              | Pengungkapan Informasi dan Transparansi / <i>Disclosure of Information and Transparency</i>                                                                          | 6                                                                              | 10                                                                             |
| VI                                                                                             | Aspek Lainnya / <i>Other Aspects</i>                                                                                                                                 | -                                                                              | -                                                                              |
| <b>Total</b>                                                                                   |                                                                                                                                                                      | <b>54</b>                                                                      | <b>32</b>                                                                      |

## Rekomendasi dan Tindak Lanjut Hasil Penilaian Penerapan GCG

Dari 54 rekomendasi tahun buku 2018, Perseroan telah menindaklanjuti rekomendasi yang diberikan oleh assessor sehingga pada tahun 2019 Perseroan hanya mendapatkan 32 rekomendasi. Beberapa rekomendasi yang belum ditindaklanjuti dikarenakan rencana *follow-up* dilakukan di tahun mendatang dan karena faktor di luar kendali Perseroan. Perseroan berkomitmen untuk menuntaskan seluruh rekomendasi yang belum ditindaklanjuti.

## Recommendation and Follow-Up of GCG Assessment

*Of the 54 recommendations for the 2018 fiscal year, the Company has followed-up on the recommendations provided by the assessor so that in 2019 the Company only got 32 recommendations. Some recommendations have not been followed-up because the plan to follow-up would be carried out next year and because of factors beyond the Company's control. The Company is committed to finishing all recommendations that have not been followed-up.*

### AREA OF IMPROVEMENT (AOI)

#### ASESMEN PENERAPAN GOOD CORPORATE GOVERNANCE PT JASA ARMADA INDONESIA Tbk TAHUN 2019

| No | Aspek<br>Aspect                                  | Parameter<br>Parameter | Area of Improvement                                                                                                                                                                                                                                          | Rekomendasi<br>Recommendation                                                                                                  |
|----|--------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------|
| 1  | Komitmen Terhadap Tata Kelola yang Berkelanjutan | 8                      | <p><b>Faktor Uji Kesesuaian (27):</b><br/>Penyelenggara Negara mampu menyusun LHKPN secara tepat waktu sesuai peraturan perundang-undangan yang berlaku</p> <p><b>AOI:</b><br/>Pada tahun 2019, belum semua wajib LHKPN yang menyampaikan dokumen LHKPN.</p> | Penyampaian LHKPN kepada KPK harap dilaksanakan oleh seluruh wajib LHPN sebagaimana yang sudah diatur di dalam Kebijakan LHKPN |

| No | Aspek Aspect                                                                                 | Parameter Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rekomendasi Recommendation                                                                                                                                                                                                                                     |
|----|----------------------------------------------------------------------------------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Commitment to Sustainable Governance                                                         |                     | <p>Conformity Test Factors (27):<br/>State Officials could prepare LHKPN on time in accordance with applicable laws and regulations</p> <p>AOI:<br/>In 2019, not all LHKPN-obliged officials submitted LHKPN documents.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Submission of LHKPN to KPK was expected to be carried out by all LHKPN-obliged officials as stipulated in the LHKPN Policy                                                                                                                                     |
| 2  | Komitmen Terhadap Tata Kelola yang Berkelanjutan<br><br>Commitment to Sustainable Governance | 9                   | <p><b>Faktor Uji Kesesuaian (28):</b><br/>Tingkat Kepatuhan Penyelenggara Negara di Perusahaan dalam menyampaikan LHKPN</p> <p><b>AOI:</b><br/>Terdapat keterlambatan penyampaian LHKPN bagi wajib LHKPN</p> <p>Conformity Test Factors (28):<br/>Level of Compliance of State Officials in the Company in submitting LHKPN</p> <p>AOI:<br/>There was a late submission of LHKPN for LHKPN-obliged officials</p>                                                                                                                                                                                                                                                                                                                                            | <p>Penyampaian LHKPN oleh wajib LHKPN harus sesuai dengan batas waktu yang telah diatur dalam peraturan.</p> <p>The submission of LHKPN by LHKPN-obliged officials must be in accordance with the deadline set in the regulations.</p>                         |
| 3  | Komitmen Terhadap Tata Kelola yang Berkelanjutan<br><br>Commitment to Sustainable Governance | 9                   | <p><b>Faktor Uji Kesesuaian (29):</b><br/>Terdapat pelaporan berkala tentang perkembangan pemenuhan kewajiban menyampaikan LHKPN kepada KPK</p> <p><b>AOI:</b><br/>Belum terdapat pelaporan berkala tentang perkembangan pemenuhan kewajiban menyampaikan LHKPN kepada KPK</p> <p>Conformity Test Factors (29):<br/>There was a periodic reporting on the development of obligation fulfillment of LHKPN submission to KPK</p> <p>AOI:<br/>There has not been periodic reporting on the development of obligation fulfillment of LHKPN submission to KPK</p>                                                                                                                                                                                                | <p>Agar dibuat pelaporan berkala tentang perkembangan pemenuhan kewajiban menyampaikan LHKPN kepada KPK</p> <p>To make periodic reporting on the development of obligation fulfillment of LHKPN submission to KPK</p>                                          |
| 4  | Komitmen Terhadap Tata Kelola yang Berkelanjutan<br><br>Commitment to Sustainable Governance | 9                   | <p><b>Faktor Uji Kesesuaian (30):</b><br/>Terdapat pemberian teguran atau sanksi bagi Penyelenggara Negara yang belum/tidak menyampaikan LHKPN sesuai peraturan perundang-undangan.</p> <p><b>AOI:</b><br/>Belum diperoleh dokumen terkait dengan pemberian teguran atau sanksi bagi Penyelenggara Negara yang belum/tidak menyampaikan LHKPN sesuai peraturan perundang-undangan</p> <p>Conformity Test Factors (30):<br/>There was a reprimand or sanction for State Officials who have not/did not submit LHKPN according to laws and regulations.</p> <p>AOI:<br/>Have not yet been obtained documents related to the provision of reprimands or sanctions for State Officials who have not/did not submit LHKPN according to laws and regulations.</p> | <p>Agar dibuatkan surat teguran bagi Penyelenggara Negara yang belum/tidak menyampaikan LHKPN sesuai peraturan perundang-undangan</p> <p>To make a warning letter for State Officials who have not/did not submit LHKPN according to laws and regulations.</p> |

| No | Aspek<br>Aspect         | Parameter<br>Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Rekomendasi<br>Recommendation                                                                                                                                                               |
|----|-------------------------|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5  | Pemegang Saham/<br>RUPS | 30                     | <p><b>Faktor Uji Kesesuaian (90):</b><br/>Penilaian kinerja Direksi.</p> <ol style="list-style-type: none"> <li>Terdapat sistem/pedoman penilaian kinerja Direksi (kolegial dan individu), yang memuat sekurang-kurangnya indikator kinerja utama dan kriteria keberhasilan.</li> <li>Terdapat Kontrak Manajemen yang memuat target kinerja kolegial dan individu, yang disahkan/disetujui Pemegang Saham/RUPS/Pemilik Modal.</li> <li>RUPS/Pemilik Modal memberikan Kinerja Direksi kolegial dan Kinerja anggota Direksi (Individu) berdasarkan laporan kinerja Direksi dan mempertimbangkan tanggapan Dewan Komisaris/Dewan Pengawas atas kinerja Direksi.</li> <li>Penilaian kinerja dituangkan dalam Risalah RUPS/keputusan Menteri (untuk Perum).</li> </ol> <p><b>AOI:</b><br/>Belum terdapat penilaian kinerja Direksi secara individu</p> <p><i>Conformity Test Factors (90):<br/>Board of Directors' performance appraisal.</i></p> <ol style="list-style-type: none"> <li><i>There was a system/guideline for the Board of Directors' performance appraisal (collegial and individual), which contained at least the main performance indicators and success criteria.</i></li> <li><i>There was a Management Contract that included collegial and individual performance targets, which were ratified/ approved by Shareholders/GMS/Capital Owners.</i></li> <li><i>GMS/Capital Owners appraised Board of Directors' Performance collegially, and member of Board of Directors' performance individually based on Board of Directors' performance reports and considered the Board of Commissioners/Supervisory Board's response to the Board of Directors' performance.</i></li> <li><i>Performance appraisal was outlined in the GMS Minutes/ Ministerial Decree (for Public Corporation).</i></li> </ol> <p><b>AOI:</b><br/><i>There was no individual appraisal for Board of Directors' performance</i></p> | <p>Agar ditetapkan penilaian kinerja Direksi secara individu</p> <p><i>To stipulate the Board of Directors' performance appraisal individually</i></p>                                      |
| 6  | Pemegang Saham/<br>RUPS | 32                     | <p><b>Faktor Uji Kesesuaian (94):</b><br/>Pemegang Saham/RUPS/Pemilik Modal menetapkan pedoman penunjukan audit eksternal.</p> <p><b>AOI:</b><br/>Belum terdapat pedoman penunjukan audit eksternal</p> <p><i>Conformity Test Factors (94):<br/>Shareholders/GMS/Capital Owners established guidelines for the appointment of an external audit.</i></p> <p><b>AOI:</b><br/><i>There were no guidelines on the appointment of an external audit.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   | <p>Agar RUPS menetapkan pedoman penunjukan audit eksternal untuk perusahaan</p> <p><i>That the GMS established guidelines for the appointment of an external audit for the company.</i></p> |

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| No | Aspek Aspect           | Parameter Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Rekomendasi Recommendation                                                                                                                                                                                                                                                                                                 |
|----|------------------------|---------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Board of Commissioners |                     | <p><i>Conformity Test Factors (169):</i><br/>The Board of Commissioners/Supervisory Board conducted supervision and provided advice on policies and the implementation of information technology systems.</p> <p><i>AOI:</i><br/>There has been no review by the Board of Commissioners regarding the policy and evaluation of the implementation of information technology systems.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | <i>In order for the Board of Commissioners to examine the implementation of the information technology system and requested the Board of Directors to report the implementation of the information technology system to the Board of Commissioners as an input for the Board of Commissioners in preparing the review.</i> |
| 10 | Dewan Komisaris        | 67                  | <p><b><u>Faktor Uji Kesesuaian (236):</u></b><br/>Dewan Komisaris menyampaikan hasil penilaian kinerja Direksi secara kolegal dan individu kepada RUPS/Pemilik Modal dalam laporan tugas pengawasan Dewan Komisaris secara semesteran dan tahunan.</p> <p><b><u>AOI:</u></b><br/>Penilaian Dewan Komisaris atas kinerja Direksi baru secara kolegal, sementara penilaian secara individu belum ada.</p> <p><i>The Board of Commissioners submitted the results of the collegial and individual performance appraisal of the Board of Directors to the GMS/Capital Owners in the semester and annual supervisory report of the Board of Commissioners.</i></p> <p><i>AOI:</i><br/>The Board of Commissioners' assessment of the new Board of Directors' performance was collegial, while individual assessments did not yet exist.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                  | <p>Agar Dewan Komisaris menyusun penilaian kinerja Direksi secara individu.</p> <p><i>In order for the Board of Commissioners to compile an assessment of the Board of Directors' performance individually.</i></p>                                                                                                        |
| 11 | Direksi                | 89                  | <p><b><u>Faktor Uji Kesesuaian (304):</u></b><br/>Direksi menyampaikan rancangan RJPP kepada RUPS/ Menteri/Pemilik Modal dan/atau Dewan Komisaris/ Dewan Pengawas tepat waktu atau sesuai jadwal waktu ditentukan.</p> <p>Penyampaian paling lambat kepada Pemegang Saham/ Pemilik Modal pada tanggal 31 Oktober sebelum periode RJPP tahun berjalan. Jika pengesahan oleh RUPS, maka penyampaian kepada Dewan Komisaris/Dewan Pengawas sebelum 30 September tahun berjalan.</p> <p><b><u>AOI:</u></b><br/>Penyampaian rancangan RJPP dari Direksi ke Dewan Komisaris dilakukan pada 14 Desember 2018</p> <p><i>Conformity Test Factors (304):</i><br/>The Board of Directors submitted the RJPP draft to the GMS/ The Minister/Capital Owner and/or the Board of Commissioners/ Supervisory Board on time or according to a specified schedule.</p> <p><i>Submission to Shareholders/Capital Owners no later than on October 31 before the RJPP period for the current year. If ratification by the GMS, submission to the Board of Commissioners/Supervisory Board before September 30 of the current year.</i></p> <p><i>AOI:</i><br/>Submission of the RJPP draft from the Board of Directors to the Board of Commissioners was conducted on December 14, 2018</p> | <p>Penyampaian rancangan RJPP kepada RUPS/ Menteri/ Pemilik Modal dan/atau Dewan Komisaris/ Dewan Pengawas harap dilaksanakan tepat waktu.</p> <p><i>Submission of the RJPP draft to GMS/The Minister/Capital Owners and/or the Board of Commissioners/ Supervisory Board should be carried out on time.</i></p>           |

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| No | Aspek<br>Aspect    | Parameter<br>Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|----|--------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Board of Directors |                        | <p>Conformity Test Factors (341):</p> <p>The company had an information technology policy.</p> <p>a. The company established the Information Technology Master Plan (ITMP) as a guideline in the development of information technology and Information Technology Detail Plan (ITDP) as a further elaboration of ITMP, which was used as a reference for the implementation of annual planning according to ITMP.</p> <p>b. Information system architecture should also have designed up to the level of data and security systems.</p> <p>c. The direction of the use and procurement of information technology used has been planned by estimating trends in technological development.</p> <p>d. There were data management policies, data management procedures, and IT reporting.</p> <p>AOI:</p> <p>The company has not yet made a master plan budget planning that is in line with the roadmap master plan program.</p> | <p>The Company needed to make an IT master plan budget plan, which was in line with the IT master plan roadmap program that referred to the IT master plan of head office, namely IPC, and adjusted to RJPP.</p>                                                                                                                                                                                                                                                                                                    |
| 14 | Direksi            | 108                    | <p><b>Faktor Uji Kesesuaian (387):</b></p> <p>Pelaksanaan tindak lanjut dilaporkan Direksi kepada Dewan Komisaris/Dewan Pengawas secara berkala paling sedikit 3 (tiga) bulanan.</p> <p><b>AOI:</b></p> <p>Pelaporan tindak lanjut belum menunjukkan bahwa pelaksanaan tindak lanjut dilakukan secara berkala paling sedikit 3 (tiga) bulanan.</p> <p>Conformity Test Factors (387):</p> <p>Implementation of the follow up was reported by the Board of Directors to the Board of Commissioners/ Supervisory Board periodically at least every 3 (three) months.</p> <p>AOI:</p> <p>Reporting on the follow-up has not shown that the implementation of follow-up was done periodically at least every 3 (three) months.</p>                                                                                                                                                                                                  | <p>Perusahaan agar melaksanakan tindak lanjut dilaporkan Direksi kepada Dewan Komisaris/Dewan Pengawas secara berkala paling sedikit 3 (tiga) bulanan.</p> <p>In order for the Company to carry out the follow-up that was reported by the Board of Directors to the Board of Commissioners/ Supervisory Board periodically at least every 3 (three) months.</p>                                                                                                                                                    |
|    | Board of Directors |                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 15 | Direksi            | 114                    | <p><b>Faktor Uji Kesesuaian (412):</b></p> <p>Tidak terdapat keterlambatan penyampaian dokumen kewajiban perpajakan (SPT Tahunan maupun bulanan).</p> <p><b>AOI:</b></p> <p>Terdapat keterlambatan penyampaian dokumen kewajiban perpajakan SPT Bulanan PPh Pasal 4 ayat 2 bulan Juni, PPN Maret 2019 dan PPN April 2019.</p> <p>Conformity Test Factor (412):</p> <p>There was no late submission of tax obligation documents (annual or monthly tax returns).</p> <p>AOI:</p> <p>There was a delay in submitting the tax obligations of the Annual Tax Returns Article 4 paragraph 2 in June, the March 2019 VAT, and the April 2019 VAT.</p>                                                                                                                                                                                                                                                                                | <p>Penyampaian dokumen perpajakan perlu menjadi perhatian bagi Direksi untuk ditingkatkan ketepatan waktu penyampaian kepada pihak berwenang. Perlu ada evaluasi dan tindak lanjut secara berkala terkait dengan penyampaian dokumen pajak yang terlambat.</p> <p>Submission of tax documents needed to be a concern for the Board of Directors to improve the timeliness of submission to the authorities. There should be periodic evaluations and follow-up related to the submission of late tax documents.</p> |
|    | Board of Directors |                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

203

| No | Aspek<br>Aspect    | Parameter<br>Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | Rekomendasi<br>Recommendation                                                                                      |
|----|--------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------|
|    | Board of Directors |                        | <p>Conformity Test Factor (422):<br/>The company had a policy regarding corporate social and environmental responsibility.</p> <p>a. There was a policy on corporate social and environmental responsibility, as described in Article 74 of Law no. 40 of 2007 concerning Limited Liability Company.</p> <p>b. There were units/sections tasked that carrying out corporate social and environmental responsibility.</p> <p>c. There was a policy on coaching small businesses.</p> <p>d. The company had performance indicators to measure the success of managing PKBL or CSR or TJSL.</p>                                                                                                                                                                                                                                                                                                                                                                       | The company made performance indicators to measure the success of managing PKBL or CSR or TJSL.                    |
| 19 | Direksi            | 118                    | <p><b>Faktor Uji Kesesuaian (426):</b><br/>Perusahaan memiliki ukuran-ukuran atau indikator kinerja kunci yang berkaitan dengan CSR.</p> <p>a. Perusahaan menetapkan indikator keberhasilan pelaksanaan tanggung jawab sosial perusahaan.</p> <p>b. Perusahaan melakukan evaluasi atas pencapaian indikator keberhasilan dengan target-targetnya.</p> <p><b>AOI:</b><br/>Perusahaan belum melakukan evaluasi atas pencapaian indikator keberhasilan PKBL/CSR/TJSL dengan target-targetnya.</p> <p>Conformity Test Factor (426):<br/>The company had key performance indicators or indicators related to CSR.</p> <p>a. The company established indicators of successful implementation of corporate social responsibility.</p> <p>b. The company evaluated the achievement of indicators of success with its targets.</p> <p><b>AOI:</b><br/>The company has not yet evaluated the achievement of the PKBL / CSR / TJSL success indicators with their targets.</p> | Perusahaan membuat evaluasi atas pencapaian indikator keberhasilan PKBL/CSR/TJSL dengan target-targetnya.          |
|    | Board of Directors |                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    | The company made an evaluation of the achievement of indicators of the PKBL / CSR / TJSL success with its targets. |
| 20 | Direksi            | 129                    | <p><b>Faktor Uji Kesesuaian (457):</b><br/>Jumlah personil yang ditugaskan di SPI sesuai dengan kebutuhan untuk pelaksanaan tugas SPI.</p> <p>a. SPI/Fungsi Audit Internal memiliki Rencana Kebutuhan Tenaga Auditor/SDM.</p> <p>b. Jumlah tenaga auditor mencukupi kebutuhan perusahaan. Kecukupan tenaga auditor dihasilkan dari analisis beban kerja yang dilakukan oleh SPI dan/atau Divisi SDM.</p> <p><b>AOI:</b><br/>PKPT belum mencantumkan jumlah SPI yang ditugaskan sehingga belum diperoleh dokumen bahwa jumlah personil yang ditugaskan di SPI sesuai dengan kebutuhan.</p>                                                                                                                                                                                                                                                                                                                                                                          | Mencantumkan jumlah personil yang ditugaskan di SPI sesuai dengan kebutuhan untuk pelaksanaan tugas SPI.           |



| No | Aspek Aspect       | Parameter Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Rekomendasi Recommendation                                                                                                                                                                            |
|----|--------------------|---------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Board of Directors |                     | <p>Conformity Test Factor (457):<br/>The number of personnel assigned at SPI was in accordance with the SPI duties implementation needs.</p> <p>a. SPI/Internal Audit Function had a plan for auditor/HR personnel needs.</p> <p>b. The number of auditors was sufficient for the company's needs. The adequacy of auditor personnel was produced from workload analysis conducted by SPI and/or the HR Division.</p> <p>AOI:<br/>The PKPT has not included the number of SPI assigned so that the document has not been obtained that the number of personnel assigned at SPI was according to the needs.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Put in the number of personnel assigned at SPI according to SPI's duties implementation need.                                                                                                         |
| 21 | Direksi            | 129                 | <p><b>Faktor Uji Kesesuaian (459):</b><br/>SPI memiliki pedoman audit, mekanisme kerja dan supervisi di dalam organisasi SPI, dan penilaian program jaminan dan peningkatan kualitas.</p> <p>a. Kepala SPI harus menetapkan kebijakan dan prosedur sebagai pedoman bagi pelaksanaan kegiatan fungsi pengawasan intern. Bentuk dan isi dari kebijakan dan prosedur tersebut harus disesuaikan dengan struktur organisasi SPI dan ukuran SPI serta kompleksitas kegiatan usaha perusahaan yang bersangkutan.</p> <p>b. Kepala SPI/Fungsi Audit Internal melaksanakan program jaminan kualitas dan peningkatan Fungsi Audit Internal, yang mencakup seluruh aspek dari aktivitas fungsi pengawasan intern.</p> <p>c. SPI/Fungsi Audit Internal dianjurkan untuk melakukan penilaian atas program jaminan kualitas dan peningkatan Fungsi Audit Internal secara keseluruhan</p> <p>d. <i>Review (assessment)</i> berkala dilakukan untuk menilai kepatuhan terhadap charter audit internal, standar dan kode etik dan efisiensi serta efektivitas dari Fungsi Audit Internal dalam memenuhi kebutuhan dari berbagai <i>stakeholders</i>-nya. <i>Assessment</i> yang dilakukan oleh <i>assessor</i> independen sekurang-kurangnya sekali dalam 5 (lima) tahun.</p> <p><b>AOI:</b></p> <p>a) Kepala SPI/Fungsi Audit Internal belum melaksanakan program jaminan kualitas dan peningkatan Fungsi Audit Internal, yang mencakup seluruh aspek dari aktivitas fungsi pengawasan intern.</p> <p>b) SPI/Fungsi Audit Internal belum melakukan penilaian atas program jaminan kualitas dan peningkatan Fungsi Audit Internal secara keseluruhan.</p> | Kepala SPI/Fungsi Audit Internal melaksanakan program dan penilaian atas jaminan kualitas dan peningkatan Fungsi Audit Internal, yang mencakup seluruh aspek dari aktivitas fungsi pengawasan intern. |

| No | Aspek<br>Aspect    | Parameter<br>Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Rekomendasi<br>Recommendation                                                                                                                                                                                                 |
|----|--------------------|------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    | Board of Directors |                        | <p>Conformity Test Factor (459):<br/>SPI had audit guidelines, work mechanisms, and monitoring within the SPI organization, and assessment of assurance and quality improvement programs.</p> <p>a. The Head of the SPI must establish policies and procedures as a guideline for the implementation of internal control function activities. The form and content of the policies and procedures must be adapted to the organizational structure of the SPI and the size of the SPI and the complexity of the business activities of the company concerned.</p> <p>b. The Head of SPI / Internal Audit Function implemented a quality assurance program and improvement of the Internal Audit Function, which covered all aspects of the activities of the internal audit function.</p> <p>c. SPI / Internal Audit Function was recommended to conduct an assessment of the quality assurance program and overall improvement of the Internal Audit Function</p> <p>d. Periodic reviews (assessment) were conducted to assess compliance with internal audit charters, standards, and codes of conduct and the efficiency and effectiveness of the Internal Audit Function in meeting the needs of various stakeholders. Assessments were carried out by independent assessors at least once in 5 (five) years.</p> <p>AOI:</p> <p>a) The Head of SPI / Internal Audit Function has not yet implemented a quality assurance program and an improvement in the Internal Audit Function, which covered all aspects of the activities of the internal audit function.</p> <p>b) SPI / Internal Audit Function has not yet assessed the quality assurance program and overall Internal Audit Function improvement.</p> | The Head of SPI / Internal Audit Function implemented programs and assessed the quality assurance and improvement of the Internal Audit Function, which covered all aspects of the activities of the internal audit function. |
| 22 | Direksi            | 130                    | <p><b>Faktor Uji Kesesuaian (464):</b><br/>SPI memantau tindak lanjut rekomendasi hasil pengawasan internal dan eksternal.<br/>Penanggung jawab Fungsi Audit Internal memiliki pedoman untuk memantau tindak lanjut hasil rekomendasi hasil pengawasan intern dan pengawasan ekstern (BPK, KAP, dll).</p> <p>Fungsi Audit Internal secara efisien dan efektif melaksanakan pemantauan tindak lanjut rekomendasi hasil pengawasan intern dan pengawasan ekstern dan mendokumentasikan hasil pemantauan.<br/>Kepala SPI/Fungsi Audit Internal melaporkan hasil pemantauan tindak lanjut kepada Direktur Utama dengan tembusan Dewan Komisaris/Dewan Pengawas c/q Komite Audit.</p> <p><b>AOI:</b><br/>Belum ditemukan dokumen terkait Pedoman Pemantauan Tindak Lanjut Hasil Audit.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               | SPI membuat Pedoman Pemantauan Tindak Lanjut Hasil Audit.                                                                                                                                                                     |

| No | Aspek Aspect                            | Parameter Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        | Rekomendasi Recommendation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
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|    | Board of Directors                      |                     | <p>Conformity Test Factors (464):<br/>SPI monitored the follow-up of recommendations on the results of internal and external audit.<br/>The person in charge of the Internal Audit Function had guidelines for monitoring the follow-up of the recommendations of the results of internal and external audit (BPK, KAP, etc.).</p> <p>The Internal Audit function efficiently and effectively monitored the follow up of recommendations of internal and external audit results and documented the results of monitoring.<br/>The Head of SPI / Internal Audit Function reported the results of follow-up monitoring to the President Director with a copy to the Board of Commissioners/Supervisory Board CQ Audit Committee.</p> <p>AOI:<br/>Has not yet find documents related to Guidelines for Monitoring the Follow-Up of Audit Results.</p>                                                                                                                                                                                         | SPI made guidelines for Monitoring the Follow-Up of Audit Results.                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 23 | Pengungkapan Informasi dan Transparansi | 136                 | <p><b>Faktor Uji Kesesuaian (485):</b><br/>Kebijakan mengatur : (a) Informasi apa saja yang dikategorikan informasi publik dan informasi rahasia perusahaan (pasal 6); (b) pihak-pihak yang dapat memberikan dan/atau menyampaikan informasi publik; (c) prosedur pengungkapan informasi perusahaan kepada <i>stakeholders</i></p> <p><b>AOI:</b><br/>Kebijakan yang digunakan perusahaan belum diperbaharui secara berkala. Karena pada pasal 12 menyebutkan jika peraturan akan ditinjau secara berkala 2 (dua) tahun sekali.</p> <p>Conformity Test Factors (485):<br/>The policy regulated: (a) What information was categorized as public information and the company's confidential information (article 6); (b) parties who could provide and/or convey public information; (c) procedures for disclosing company information to stakeholders</p> <p>AOI:<br/>The policies used by the company have not been updated regularly. Because Article 12 stated if the regulation would be reviewed periodically every 2 (two) years.</p> | <p>Direksi membuat pembaharuan atas kebijakan tentang pengendalian informasi disertai dengan informasi berkaitan dengan kategori informasi publik, pihak yang dapat menyampaikan informasi publik, dan prosedur pengungkapan informasi tersebut.</p> <p>The Board of Directors made updates to the policy on information control accompanied by information relating to the category of public information, parties who could deliver public information, and procedures for disclosing the information.</p> |
| 24 | Pengungkapan Informasi dan Transparansi | 138                 | <p><b>Faktor Uji Kesesuaian (489):</b><br/>Pengelolaan <i>website</i> sesuai dengan kebijakan yang ditetapkan secara konsisten.</p> <p><b>AOI:</b><br/>Belum ditemukan dokumen tentang Laporan Pengelolaan Website.</p> <p>Conformity Test Factors (489):<br/>Website management, according to established policies consistently.</p> <p>AOI:<br/>No documents were found about the Website Management Report.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <p>Pembuatan Laporan Website secara konsisten minimal 1 (satu) tahun sekali dan dilaporkan kepada Direksi sebagaimana diatur dalam kebijakan pengelolaan website.</p> <p>Website Reporting was made consistently once a year and reported to the Board of Directors as stipulated in the website management policy.</p>                                                                                                                                                                                      |

| No | Aspek<br>Aspect                                                                               | Parameter<br>Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                    |
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| 25 | Pengungkapan Informasi dan Transparansi<br><br><i>Information Disclosure and Transparency</i> | 142                    | <p><b>Faktor Uji Kesesuaian (496):</b><br/>Tidak terdapat permintaan/permohonan untuk memperoleh Informasi Publik yang tidak dipenuhi oleh perusahaan yang bersangkutan.</p> <p><b>AOI:</b><br/>Belum ditemukan dokumen tentang Rekapitan Permintaan Data.</p> <p><i>Conformity Test Factors (496):</i><br/><i>There was no request to obtain Public Information that was not fulfilled by the company concerned.</i></p> <p><i>AOI:</i><br/><i>No documents were found about the Data Request Recapitulation.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      | Perusahaan menyusun Laporan Rekapitan Permintaan Data selama tahun berjalan.<br>Agar pada akhir tahun terlihat daftar rincian permintaan data secara detail.                                                                                                     |
| 26 | Pengungkapan Informasi dan Transparansi<br><br><i>Information Disclosure and Transparency</i> | 147                    | <p><b>Faktor Uji Kesesuaian (527):</b><br/>Uraian tentang komponen-komponen substansial dari pendapatan dan beban lainnya, untuk dapat mengetahui hasil usaha perusahaan.</p> <p><b>AOI:</b><br/>Belum ada penjelasan secara detail atas komponen substansial tersebut,</p> <p><i>Conformity Test Factor (527):</i><br/><i>A description of the substantial components of revenue and other expenses to be able to know the results of the company's operations.</i></p> <p><i>AOI:</i><br/><i>There was no detailed explanation of the substantial component.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                      | Diberikan penjelasan lebih lanjut atas komponen-komponen substansial yang berkaitan dengan hasil usaha perusahaan<br><br><i>Further explanation was given for the substantial components relating to the company's operating results.</i>                        |
| 27 | Pengungkapan Informasi dan Transparansi<br><br><i>Information Disclosure and Transparency</i> | 147                    | <p><b>Faktor Uji Kesesuaian (528):</b><br/>Jika laporan keuangan mengungkapkan peningkatan atau penurunan yang material dari penjualan atau pendapatan bersih, maka wajib disertai dengan bahasan tentang sejauh mana perubahan tersebut dapat dikaitkan antara lain dengan, jumlah barang atau jasa yang dijual, dan atau adanya produk atau jasa baru.</p> <p><b>AOI:</b><br/>Belum ada penjelasan secara detail sejauh mana perubahan tersebut dapat dikaitkan dengan hal lainnya</p> <p><i>Conformity Test Factor (528):</i><br/><i>If the financial statements revealed a material increase or decrease in sales or net income, then it must be accompanied by a discussion of the extent to which these changes could be attributed to, among other things, the number of goods or services sold, and/or the presence of new products or services.</i></p> <p><i>AOI:</i><br/><i>There was no detailed explanation of the extent to which these changes could be attributed to anything else.</i></p> | Sudah memuat informasi atas perubahannya tapi belum menjabarkan secara detail seperti jumlah barang/ jasa yang dijual.<br><br><i>Already contained information about the changes but has not described in detail, such as the number of goods/services sold.</i> |

| No | Aspek Aspect                                                                                  | Parameter Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           | Rekomendasi Recommendation                                                                                                                                                                                             |
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| 28 | Pengungkapan Informasi dan Transparansi<br><br><i>Information Disclosure and Transparency</i> | 147                 | <p><b>Faktor Uji Kesesuaian (529):</b><br/>Bahasan tentang dampak perubahan harga terhadap penjualan atau pendapatan bersih perusahaan serta laba operasi perusahaan selama 2 (dua) tahun atau sejak perusahaan memulai usahanya, jika baru memulai usahanya kurang dari 2 (dua) tahun.</p> <p><b>AOI:</b><br/>Tidak ada pernyataan dalam <i>annual report</i> 2018 mengenai perubahan harga.</p> <p><i>Conformity Test Factor (529):</i><br/><i>Discussion about the impact of price changes on the company's sales or net income and operating profit of the company for 2 (two) years or since the company started its business if it has only started its business for less than 2 (two) years.</i></p> <p><b>AOI:</b><br/><i>There was no statement in the 2018 annual report regarding price changes.</i></p>                                                                                                                           | <p>Melengkapi <i>annual report</i> dengan bahasan perubahan harga.</p> <p><i>Completing the annual report with the discussion of price changes.</i></p>                                                                |
| 29 | Pengungkapan Informasi dan Transparansi<br><br><i>Information Disclosure and Transparency</i> | 147                 | <p><b>Faktor Uji Kesesuaian (530):</b><br/>Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan, termasuk dampaknya terhadap kinerja dan resiko usaha di masa mendatang.</p> <p><b>AOI:</b><br/>Belum ada penjelasan yang memuat mengenai dampak terhadap kinerja dan risiko usahanya.</p> <p><i>Conformity Test Factor (530):</i><br/><i>Material information and facts that occurred after the date of the accountant's report, including their impact on future performance and business risks.</i></p> <p><b>AOI:</b><br/><i>There was no explanation that contained the impact on performance and business risks.</i></p>                                                                                                                                                                                                                                                                                           | <p>Diberikan penjelasan lebih lanjut atas dampak yang terjadi terhadap kinerja dan risiko usahanya.</p> <p><i>Further explanation was given of the impact that happened on the performance and business risks.</i></p> |
| 30 | Pengungkapan Informasi dan Transparansi<br><br><i>Information Disclosure and Transparency</i> | 147                 | <p><b>Faktor Uji Kesesuaian (547):</b><br/>Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai komitmen perusahaan terhadap perlindungan konsumen mencakup antara lain informasi tentang: (1) Pembentukan Pusat Pengaduan Konsumen; (2) Program peningkatan layanan kepada konsumen; (3) Biaya yang telah dikeluarkan.</p> <p><b>AOI:</b><br/>Tidak dijelaskan secara detail untuk biaya yang dikeluarkan.</p> <p><i>Conformity Test Factor (547):</i><br/><i>A description of the activities and costs incurred relating to corporate social responsibility, especially regarding the company's commitment to consumer protection, including information on (1) Establishment of a Consumer Complaints Center; (2) Service improvement program for consumers; (3) Costs incurred.</i></p> <p><b>AOI:</b><br/><i>Not explained in detail for the costs incurred.</i></p> | <p>Rincian dari masing – masing kegiatan dijelaskan lebih detail dalam laporan tahunan.</p> <p><i>The details of each activity were explained in more detail in the annual report.</i></p>                             |



| No | Aspek<br>Aspect                                                                        | Parameter<br>Parameter | Area of Improvement                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            | Rekomendasi<br>Recommendation                                                                                                                                                                                                    |
|----|----------------------------------------------------------------------------------------|------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 31 | Pengungkapan Informasi dan Transparansi<br><br>Information Disclosure and Transparency | 147                    | <p><b>Faktor Uji Kesesuaian (548):</b><br/>Uraian mengenai aktivitas dan biaya yang dikeluarkan berkaitan dengan tanggung jawab sosial perusahaan terutama mengenai <i>community development program</i> yang telah dilakukan, mencakup antara lain informasi tentang: (1) Mitra Usaha binaan Perusahaan; (2) Program pengembangan pendidikan; (3) Program perbaikan kesehatan; (4) Program pengembangan seni budaya; (5) Biaya yang telah dikeluarkan.</p> <p><b>AOI:</b><br/>Perusahaan tidak memiliki mitra usaha binaan dan tidak ada kegiatan CSR dalam bidang seni budaya.</p> <p><i>Suitability Test Factor (548):</i><br/>A description of the activities and costs incurred relating to corporate social responsibility, especially regarding the community development program that has been carried out, including among others information about: (1) the Company's fostered business partners; (2) Educational development program; (3) health improvement program; (4) Art and culture development program; (5) Costs incurred.</p> <p><i>AOI:</i><br/>The Company has no fostered business partners and no CSR activities in the field of arts and culture.</p> | <p>Perusahaan baiknya memiliki mitra usaha binaan dan CSR dalam bidang seni budaya.</p> <p><i>The Company should have fostered business partners and CSR in the arts and culture.</i></p>                                        |
| 32 | Pengungkapan Informasi dan Transparansi<br><br>Information Disclosure and Transparency | 151                    | <p><b>Faktor Uji Kesesuaian (560):</b><br/>Perusahaan berpartisipasi dan memperoleh penghargaan dalam CSR (<i>Sustainability Reporting Award</i>) dan sejenisnya.</p> <p><b>AOI:</b><br/>Perusahaan belum memperoleh penghargaan dalam CSR.</p> <p><i>Suitability Test Factors (560):</i><br/>The company participated and got awards in CSR (<i>Sustainability Reporting Award</i>) and the like.</p> <p><i>AOI:</i><br/>The company has not yet received an award in CSR.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                | <p>Perusahaan lebih aktif menjalankan program CSR dan juga mengikuti kompetisi di bidang CSR.</p> <p><i>The company was more active in running CSR programs and was also participating in competitions in the CSR field.</i></p> |

## Rapat Umum Pemegang Saham (RUPS)

RUPS merupakan wadah bagi para pemegang saham untuk turut serta dalam membangun Perseroan melalui keputusan-keputusan dan arahan yang diberikan dalam RUPS. Pengambilan keputusan penting dalam RUPS diantaranya berkaitan dengan perubahan Anggaran Dasar Perseroan, menyetujui laporan keuangan, pengangkatan dan pemberhentian anggota Dewan Komisaris dan Direksi, mengevaluasi kinerja Dewan Komisaris dan Direksi, serta menetapkan remunerasi bagi anggota Dewan Komisaris dan Direksi dengan memperhatikan ketentuan Anggaran Dasar dan Undang-Undang Perseroan Terbatas.

## General Meeting of Shareholders (GMS)

GMS is a forum for shareholders to participate in developing the Company through the decisions and directions given in the GMS. Important decision-making in the GMS is related to the amendment of the Company's Articles of Association, approval of financial statements, appointments and dismissals of members of the Board of Commissioners and Board of Directors, performance appraisal of the Board of Commissioners and Board of Directors, and determination of the remuneration for members of the Board of Commissioners and Board of Directors by taking into account the provisions of the Articles of Association and the Law of Limited Liability Company.

## Informasi Pemegang Saham Utama dan Pihak Pengendali

Pemegang Saham memiliki kedudukan tertinggi dalam struktur Tata Kelola Perusahaan yang Baik. PT Pelabuhan Indonesia II (Persero) merupakan Pemegang Saham Utama dan Pengendali yang dalam pelaksanaannya dikuasakan oleh Direksi PT Pelabuhan Indonesia II (Persero). Uraian lebih rinci mengenai Informasi dan struktur Pemegang Saham Utama dan Pengendali dibahas dalam Bab Profil bagian "Struktur Pemegang Saham" dalam Laporan Tahunan ini.

## Information on Major Shareholders and Controlling Shareholders

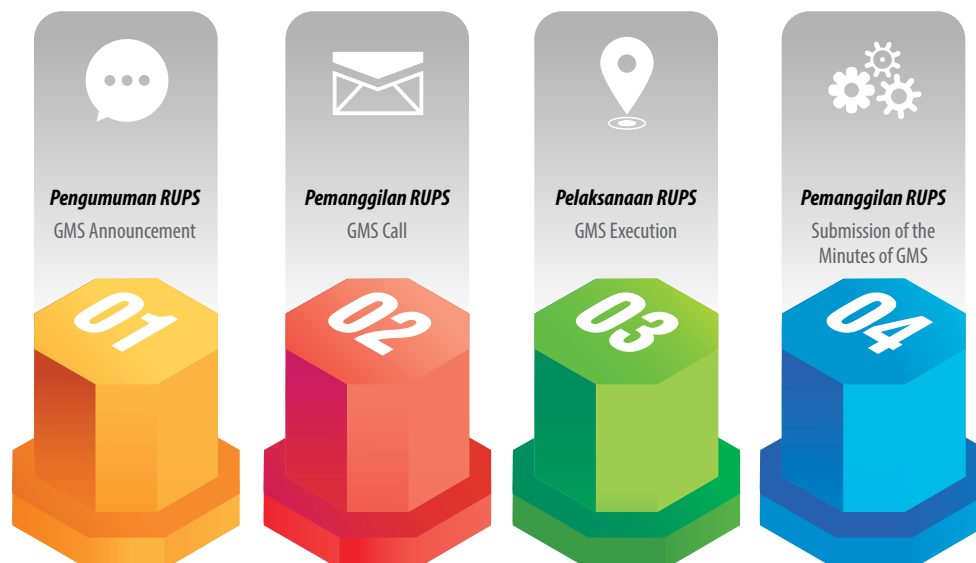
Shareholders have the highest position in a Good Corporate Governance structure. PT Pelabuhan Indonesia II (Persero) is the Major and Controlling Shareholder in the Company's governance, which in its implementation, the authorization is granted to the President Director of PT Pelabuhan Indonesia II (Persero). A more detailed description of the Information and the structure of the Major and Controlling Shareholders are described in the Profile Chapter of the "Shareholders' Structure" section of this Annual Report.

## Tahapan Pelaksanaan RUPS

Tahapan pelaksanaan RUPS telah dipersiapkan sesuai dengan ketentuan yang berlaku baik dari sisi persiapan waktu maupun bahan-bahan yang akan digunakan dalam RUPS. Berikut standar pelaksanaan RUPS yang dilakukan oleh Perseroan.

## GMS Implementation

The stages of GMS implementation are carried out in accordance with the prevailing provisions, in terms of time preparation and materials to be used in the GMS. The Company has carried out a GMS implementation standard as follows.



## Prosedur teknis pengumpulan suara (voting)

Keputusan Rapat dilakukan dengan cara musyawarah untuk mufakat. Apabila musyawarah untuk mufakat tidak tercapai maka dilakukan pemungutan suara dengan cara mengikuti jumlah saham yang tidak setuju, abstain maupun setuju.

## Voting Technical Procedures

Resolutions of the Meeting are held by deliberation to reach consensus. If deliberations for consensus are not reached, a vote will be held by following the number of shares that disagreed, abstained, or agreed.

## Pelaksanaan RUPS Tahun 2019

Perseroan telah melaksanakan 1 (satu) kali RUPS sepanjang tahun 2019 yaitu RUPS Pengesahan Laporan Tahunan dan Keuangan Audited. Rapat Umum Pemegang Saham Tahunan

## GMS in 2019

The Company conducted one GMS in 2019, i.e., GMS, to Ratify the Annual Report and Audited Financial Statements. The Annual General Meeting of Shareholders was held on Tuesday, 18 June

diselenggarakan pada hari Selasa, tanggal 18 Juni 2019 2019, at the Financial Club, Graha CIMB NIAGA.  
bertempat di Financial Club, Graha CIMB NIAGA.

Tabel Agenda dan Keputusan RUPS

Table of GMS' Agenda and Resolutions

| No. | Agenda / Agenda                                                                                                                                                                                                                                                                                                                                                                                                  | Keputusan / Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Laporan Tahunan termasuk didalamnya Laporan Kegiatan Perseroan, Laporan Pengawasan Dewan Komisaris serta pengesahan Laporan Keuangan Konsolidasian Audit Perseroan untuk Tahun Buku 2018 / <i>The Annual Report including the Company's Activity Report, the Board of Commissioners' Supervisory Report and the ratification of the Company's Audited Consolidated Financial Statements for Fiscal Year 2018</i> | Menyetujui Laporan Tahunan termasuk didalamnya Laporan Kegiatan Perseroan, Laporan Pengawasan Dewan Komisaris serta pengesahan Laporan Keuangan Konsolidasian Audit Perseroan untuk Tahun Buku 2018 / <i>Approved the Annual Report including the Company's Activity Report, the Board of Commissioners' Supervisory Report and the ratification of the Company's Audited Consolidated Financial Statements for Fiscal Year 2018</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 2.  | Penetapan Penggunaan laba Perseroan untuk Tahun Buku 2018 / <i>Determination of the Utilization of the Company's Profit for the Fiscal Year 2018</i>                                                                                                                                                                                                                                                             | Menetapkan Penggunaan laba Perseroan untuk Tahun Buku 2018 / <i>Determined the Utilization of the Company's Profit for the Fiscal Year 2018</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| 3.  | Penetapan Tantiem, Gaji dan Honorarium berikut Fasilitas serta Tunjangan lainnya untuk Anggota Direksi dan Dewan Komisaris Perseroan / <i>Determination of Tantiem, Salary, and Honorarium along with other Facilities and Allowances for Members of the Board of Directors and Board of Commissioners of the Company</i>                                                                                        | Menetapkan Tantiem, Gaji dan Honorarium berikut Fasilitas serta Tunjangan lainnya untuk Anggota Direksi dan Dewan Komisaris Perseroan / <i>Determined Tantiem, Salary, and Honorarium along with other Facilities and Allowances for Members of the Board of Directors and Board of Commissioners of the Company</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| 4.  | Penunjukan Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Perseroan untuk Tahun Buku 2019 / <i>Appointment of Public Accounting Firm to audit the Company's Financial Statements for the Fiscal Year 2019</i>                                                                                                                                                                                        | Penunjukan Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Perseroan untuk Tahun Buku 2019 / <i>Appointed the Public Accounting Firm to audit the Company's Financial Statements for the Fiscal Year 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 5.  | Perubahan Anggaran Dasar Perseroan antara lain Pasal 3, Pasal 16 dan Pasal 18 / <i>Amendments to the Company's Articles of Association include, among others, Article 3, Article 16 and Article 18</i>                                                                                                                                                                                                           | <ol style="list-style-type: none"> <li>Menyetujui Perubahan Anggaran Dasar Perseroan yaitu penyesuaian Pasal 3 tentang Maksud dan Tujuan serta Kegiatan Perseroan untuk disesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia Tahun 2017 (KBLI 2017), dan tidak merubah kegiatan usaha utama Perseroan sebagaimana dimaksud dalam peraturan Bapepam dan LK Nomor: Kep-413/BL/2009 Tentang Transaksi Material dan Perubahan Kegiatan Usaha Utama (selanjutnya disebut "Peraturan IX.E.2") dengan demikian tidak tunduk kepada Peraturan IX.E.2</li> <li>Menyetujui Perubahan Pasal 16 dan Pasal 18 Anggaran Dasar Perseroan</li> <li>Menyetujui memberikan wewenang dan/atau kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan penyesuaian / perubahan Anggaran Dasar Perseroan terhadap peraturan dan ketentuan yang berlaku dan/atau penambahan jika hal tersebut juga dipersyaratkan, termasuk namun tidak terbatas pada menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan pemberitahuan perubahan Anggaran Dasar, serta melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut.</li> </ol> |

| No. | Agenda / Agenda                                                                                                                                              | Keputusan / Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|     |                                                                                                                                                              | <ol style="list-style-type: none"> <li>1. Approved the amendment to the Company's Articles of Association, which was the adjustment of Article 3 concerning the Purpose and Objectives and Activities of the Company to be adjusted to the Standard Classification of Indonesian Business Fields in 2017 (KBLI 2017), and did not change the Company's main business activities as referred to in Baepem and LK regulations Number: Kep-413 / BL / 2009 Concerning Material Transactions and Changes in Main Business Activities (hereinafter referred to as "Regulation IX.E.2") was thus not subject to Regulation IX.E.2</li> <li>2. Approved Amendments to Article 16 and Article 18 of the Company's Articles of Association</li> <li>3. Approved to give authority and/or power with substitution rights to the Board of Directors of the Company to make adjustments/changes in the Company's Articles of Association to the applicable rules and regulations and/or additions if this was also required, including but not limited to preparing and restating the entire Articles of Association in a Notarial Deed and submitted it to the competent authority to obtain approval and/or receipt of notification of amendments to the Articles of Association, and done everything deemed necessary and useful for these purposes</li> </ol> |
| 6.  | Persetujuan perubahan pengurus perusahaan / <i>Approval of changes in company management</i>                                                                 | Persetujuan perubahan pengurus perusahaan / <i>Approved the changes in company management</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| 7.  | Laporan Pertanggungjawaban Realisasi Penggunaan Dana Hasil Penawaran Umum / <i>Accountable Report of the Realization of the Use of Public Offering Funds</i> | Laporan Pertanggungjawaban Realisasi Penggunaan Dana Hasil Penawaran Umum / <i>Accountable Report of the Realization of the Use of Public Offering Funds</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |

Tabel Status Tindak Lanjut Hasil Keputusan RUPS

Table of Follow-Up Status of GMS Resolutions

| No. | Keputusan RUPS / GMS Resolutions                                                                                                                                                                                                                                                                                                                                                                                                       | Status                                                             |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------|
| 1.  | Menyetujui Laporan Tahunan termasuk didalamnya Laporan Kegiatan Perseroan, Laporan Pengawasan Dewan Komisaris serta pengesahan Laporan Keuangan Konsolidasian Auditan Perseroan untuk Tahun Buku 2018 / <i>Approved the Annual Report including the Company's Activity Report, the Board of Commissioners' Supervisory Report and the ratification of the Company's Audited Consolidated Financial Statements for Fiscal Year 2018</i> | Telah ditindak lanjuti di tahun 2019<br><i>Followed-up in 2019</i> |
| 2.  | Menetapkan Penggunaan laba Perseroan untuk Tahun Buku 2018 / <i>Determined the use of the Company's profits for Fiscal Year 2018</i>                                                                                                                                                                                                                                                                                                   | Telah ditindak lanjuti di tahun 2019<br><i>Followed-up in 2019</i> |
| 3.  | Menetapkan Tantiem, Gaji dan Honorarium berikut Fasilitas serta Tunjangan lainnya untuk Anggota Direksi dan Dewan Komisaris Perseroan / <i>Determined Tantiem, Salary, and Honorarium along with other Facilities and Allowances for Members of the Board of Directors and Board of Commissioners of the Company</i>                                                                                                                   | Telah ditindak lanjuti di tahun 2019<br><i>Followed-up in 2019</i> |
| 4.  | Penunjukan Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Perseroan untuk Tahun Buku 2019 / <i>Appointed the Public Accounting Firm to audit the Company's Financial Statements for the Fiscal Year 2019</i>                                                                                                                                                                                                               | Telah ditindak lanjuti di tahun 2019<br><i>Followed-up in 2019</i> |

| No. | Keputusan RUPS / GMS Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Status                                                                     |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|
| 5.  | <p>1. Menyetujui Perubahan Anggaran Dasar Perseroan yaitu penyesuaian Pasal 3 tentang Maksud dan Tujuan serta Kegiatan Perseroan untuk disesuaikan dengan Klasifikasi Baku Lapangan Usaha Indonesia Tahun 2017 (KBLI 2017), dan tidak merubah kegiatan usaha utama Perseroan sebagaimana dimaksud dalam peraturan Baepam dan LK Nomor: Kep-413/BL/2009 Tentang Transaksi Material dan Perubahan Kegiatan Usaha Utama (selanjutnya disebut "Peraturan IX.E.2") dengan demikian tidak tunduk kepada Peraturan IX.E.2</p> <p>2. Menyetujui Perubahan Pasal 16 dan Pasal 18 Anggaran Dasar Perseroan</p> <p>3. Menyetujui memberikan wewenang dan/atau kuasa dengan hak substitusi kepada Direksi Perseroan untuk melakukan penyesuaian/perubahan Anggaran Dasar Perseroan terhadap peraturan dan ketentuan yang berlaku dan/atau penambahan jika hal tersebut juga dipersyaratkan, termasuk namun tidak terbatas pada menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam suatu Akta Notaris dan menyampaikan kepada instansi yang berwenang untuk mendapatkan persetujuan dan/atau tanda penerimaan pemberitahuan perubahan Anggaran Dasar, serta melakukan segala sesuatu yang dipandang perlu dan berguna untuk keperluan tersebut.</p> <p>1. <i>Approved the amendment to the Company's Articles of Association, which was the adjustment of Article 3 concerning the Purpose and Objectives and Activities of the Company to be adjusted to the Standard Classification of Indonesian Business Fields in 2017 (KBLI 2017), and did not change the Company's main business activities as referred to in Baepam and LK regulations Number: Kep-413 / BL / 2009 Concerning Material Transactions and Changes in Main Business Activities (hereinafter referred to as "Regulation IX.E.2") was thus not subject to Regulation IX.E.2</i></p> <p>2. <i>Approved Amendments to Article 16 and Article 18 of the Company's Articles of Association</i></p> <p>3. <i>Approved to give authority and/or power with substitution rights to the Board of Directors of the Company to make adjustments/changes in the Company's Articles of Association to the applicable rules and regulations and/or additions if this was also required, including but not limited to preparing and restating the entire Articles of Association in a Notarial Deed and submitted it to the competent authority to obtain approval and/or receipt of notification of amendments to the Articles of Association, and done everything deemed necessary and useful for these purposes</i></p> | <p>Telah ditindak lanjuti di tahun 2019<br/><i>Followed-up in 2019</i></p> |
| 6.  | Persetujuan perubahan pengurus perusahaan / <i>Approval of changes in company management</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Telah ditindak lanjuti di tahun 2019<br><i>Followed-up in 2019</i>         |
| 7.  | Laporan Pertanggungjawaban Realisasi Penggunaan Dana Hasil Penawaran Umum / <i>Accountable Report of the Realization of the Use of Public Offering Funds</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Telah ditindak lanjuti di tahun 2019<br><i>Followed-up in 2019</i>         |



## Rekapitulasi Kehadiran Pada RUPS Tahunan 2019

**Tabel Rekapitulasi Kehadiran Pada RUPS Tahunan 2019**

## Attendance Recapitulation at the Annual GMS 2019

**Attendance Recapitulation Table at the Annual GMS 2019**

| No. | Nama<br>Name                                             | Jabatan<br>Position                                                                                                                                 | Hadir<br>Present | Tidak Hadir<br>Not Present | Keterangan<br>Information                                                  |
|-----|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|------------------|----------------------------|----------------------------------------------------------------------------|
| 1.  | Dani Rusli Utama                                         | Komisaris Utama / <i>President Commissioner</i>                                                                                                     | ✓                |                            |                                                                            |
| 2.  | Albertus Sumardi                                         | Komisaris / <i>Commissioner</i>                                                                                                                     | ✓                |                            |                                                                            |
| 3.  | Jimmy A.B. Nikijuluw                                     | Komisaris / <i>Commissioner</i>                                                                                                                     | ✓                |                            |                                                                            |
| 4.  | Dawam Atmosudiro                                         | Direktur Utama / <i>President Director</i>                                                                                                          | ✓                |                            |                                                                            |
| 5.  | Herman Susilo                                            | Direktur Keuangan & SDM<br><i>Director of Finance &amp; HC</i>                                                                                      | ✓                |                            |                                                                            |
| 6.  | Indra Sigit Satyaputra                                   | Sekretaris Perusahaan / <i>Corporate Secretary</i>                                                                                                  | ✓                |                            |                                                                            |
| 7.  | Dandy Priapratama                                        | Karyawan Kantor Akuntan Publik<br>Purwantono, Sungkoro, dan Surja / <i>Staff<br/>Public Accounting Firm of Purwantono,<br/>Sungkoro &amp; Surja</i> | ✓                |                            |                                                                            |
| 8.  | Fathiah Helmi                                            | Notaris / <i>Notary</i>                                                                                                                             | ✓                |                            |                                                                            |
| 9.  | Al Tanti Yulianti                                        | Notaris / <i>Notary</i>                                                                                                                             | ✓                |                            |                                                                            |
| 10. | Beny Dectus                                              | BAE                                                                                                                                                 | ✓                |                            |                                                                            |
| 11. | Supardi                                                  | Tamu undangan / <i>Invited guest</i>                                                                                                                | ✓                |                            |                                                                            |
| 12. | Widyaka Nusapati                                         | Direktur Keuangan PT Pelindo II (Persero)<br><i>/ Director of Finance of PT Pelindo II<br/>(Persero)</i>                                            | ✓                |                            | Perwakilan Pemegang Saham Utama / <i>Representative Major Shareholders</i> |
| 13. | Pemegang Saham Individu / <i>Individual Shareholders</i> | -                                                                                                                                                   | ✓                |                            |                                                                            |

## RUPS Lainnya

RUPS lainnya yang dalam Anggaran Dasar Perusahaan disebut juga Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) dapat dilaksanakan sewaktu-waktu berdasarkan kebutuhan dan kepentingan Perusahaan untuk membicarakan dan memutuskan mata acara rapat kecuali mata acara rapat yang merupakan mata acara pokok dalam RUPS tahunan, yaitu mengenai laporan tahunan, laporan keuangan dan penggunaan laba. Pelaksanaan Rapat Umum Pemegang Saham mengacu pada peraturan perundang-undangan yang berlaku seperti Undang-Undang No. 40 tahun 2007 tentang Perseroan Terbatas dan Anggaran Dasar Perusahaan.

## Other GMS

Other GMS which is also referred to as Extraordinary General Meeting of Shareholders (EGMS) can be held at any time based on the needs and interests of the Company to discuss and decide on the agenda of the meeting except the main meeting agenda in the annual GMS, namely regarding annual reports, financial statements and profit use. The General Meeting of Shareholders refers to the applicable laws and regulations, such as Law No. 40 of 2007 concerning Limited Liability Companies and the Company's Articles of Association.

## Pelaksanaan RUPS Luar Biasa Tahun 2019 dan Realisasinya

Tabel Pelaksanaan RUPS Luar Biasa Tahun 2019

## Extraordinary General Meeting of Shareholders Of 2019 and its Realization

Table of the Implementation of Extraordinary General Meeting of Shareholders in 2019

| Undangan<br>Invitation | Pelaksanaan<br>Implementation                                                                                                                                  | Hasil RUPS Luar Biasa<br>Extraordinary GMS Resolutions                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 23 September 2019      | RUPS Luar Biasa dilaksanakan pada hari Selasa tanggal 15 Oktober 2019 bertempat di Ruang Seminar II Tower II Lantai 1 Bursa Efek Indonesia                     | <ol style="list-style-type: none"> <li>Menyetujui pemberhentian dengan hormat Tuan Doktorandus Dawam Atmosudiro dan Tuan Herman Susilo masing-masing sebagai Direktur Utama Independen dan Direktur Perseroan terhitung sejak ditutupnya rapat.</li> <li>Menyetujui pengangkatan <ul style="list-style-type: none"> <li>Tuan Chiefy Adi Kusmargono sebagai Direktur Utama Perseroan</li> <li>Tuan Rizki Pribadi Hasan sebagai Direktur Keuangan dan Sumber Daya Manusia (Direktur Independen) Perseroan</li> <li>Tuan Herman Susilo sebagai Direktur Operasi dan Komersial Perseroan</li> <li>Tuan Supardi sebagai Direktur Armada dan Teknik Perseroan</li> </ul> </li> </ol> <p>Pengangkatan tersebut terhitung sejak ditutupnya Rapat sampai dengan penutupan Rapat Umum Pemegang Saham Tahunan ke-5 (lima) yang akan diselenggarakan pada tahun 2024 dengan memperhatikan peraturan perundang-undangan di bidang Pasar Modal dan tanpa mengurangi hak Rapat Umum Pemegang Saham untuk memberhentikan sewaktu-waktu.</p> |
| September 23, 2019     | The Extraordinary General Meeting of Shareholders was held on Tuesday, October 15, 2019, at the Seminar Room II Tower II, 1st Floor, Indonesia Stock Exchange. | <ol style="list-style-type: none"> <li>Approved the dismissal of Mr. Drs. Dawam Atmosudiro and Mr. Herman Susilo respectively, as Independent President Director and Director of the Company as of the closing of the meeting.</li> <li>Approved the appointment <ul style="list-style-type: none"> <li>Mr. Chiefy Adi Kusmargono as the Company's President Director</li> <li>Mr. Rizki Pribadi Hasan as Director of Finance and Human Resources of the Company (Independent Director)</li> <li>Mr. Herman Susilo as Director of Operations and Commercial of the Company</li> <li>Mr. Supardi as Director of Fleet and Engineering of the Company</li> </ul> </li> </ol> <p>The appointment shall commence from the closing of the meeting until closing of the fifth Annual General Meeting of Shareholders to be held in 2024 with due observance of the laws and regulations in the Capital Market and without prejudice to the right of the General Meeting of Shareholders to dismiss at any time.</p>               |

## Rekapitulasi Kehadiran Pada RUPS Luar Biasa Tahun 2019

**Tabel Rekapitulasi Kehadiran Pada RUPS Luar Biasa Tahun 2019**

| No. | Nama<br>Name                                              | Jabatan<br>Position                                                                   | Hadir<br>Present | Tidak Hadir<br>Not Present | Keterangan<br>Information                                                  |
|-----|-----------------------------------------------------------|---------------------------------------------------------------------------------------|------------------|----------------------------|----------------------------------------------------------------------------|
| 1.  | Dani Rusli Utama                                          | Komisaris Utama / <i>President Commissioner</i>                                       | ✓                |                            |                                                                            |
| 2.  | Albertus Sumardi                                          | Komisaris / <i>Commissioner</i>                                                       | ✓                |                            |                                                                            |
| 3.  | Dawam Atmosudiro                                          | Direktur Utama / <i>President Director</i>                                            | ✓                |                            |                                                                            |
| 4.  | Herman Susilo                                             | Direktur Keuangan & SDM<br><i>Director of Finance &amp; HC</i>                        | ✓                |                            |                                                                            |
| 5.  | Eddy Haristiani                                           | Sekretaris Perusahaan / <i>Corporate Secretary</i>                                    | ✓                |                            |                                                                            |
| 6.  | Dina Chozie, SH                                           | Notaris / <i>Notary</i>                                                               | ✓                |                            |                                                                            |
| 7.  | Tanti Yulianti                                            | Notaris / <i>Notary</i>                                                               | ✓                |                            |                                                                            |
| 8.  | Beny Dectus                                               | BAE                                                                                   | ✓                |                            |                                                                            |
| 9.  | Chiefy Adi Kusmargono                                     | Tamu Undangan / <i>Invited guests</i>                                                 | ✓                |                            |                                                                            |
| 10. | Supardi                                                   | Tamu Undangan / <i>Invited guests</i>                                                 | ✓                |                            |                                                                            |
| 11. | Rizal Ariansyah                                           | Direktur SDM PT Pelindo II (Persero)<br><i>HC Director of PT Pelindo II (Persero)</i> | ✓                |                            | Perwakilan Pemegang Saham Utama / <i>Representative Major Shareholders</i> |
| 12. | "Pemegang Saham Individu / <i>Individual Shareholders</i> | -                                                                                     | ✓                |                            |                                                                            |

## Attendance Recapitulation at the Extraordinary GMS 2019

**Attendance Recapitulation Table at the Extraordinary GMS 2019**

### Dewan Komisaris

Dewan Komisaris secara kolektif mempunyai tugas dan tanggung jawab melakukan pengawasan dan memberikan nasihat terhadap pengelolaan Perseroan dengan mengacu kepada ketentuan Perundangan dan Anggaran Dasar Perseroan. Dewan Komisaris bertanggung jawab langsung kepada RUPS yang merupakan perwujudan akuntabilitas pengawasan atas pengelolaan Perseroan dalam rangka pelaksanaan prinsip-prinsip GCG

#### Pengangkatan Dewan Komisaris

Tata cara pengangkatan Dewan Komisaris Perseroan telah mengacu pada Peraturan Menteri BUMN, meliputi penentuan sumber bakal calon, penjurangan, penilaian serta usulan pengangkatan. Dalam pengangkatan Dewan Komisaris Perseroan mempertimbangkan kriteria dan persyaratan serta kelulusan dalam proses Uji Kemampuan dan Kepatutan (*Fit and Proper Test*) oleh fungsi *Talent Pool* yang diselenggarakan oleh

### Board of Commissioners

The Board of Commissioners collectively has the duty and responsibility to supervise and advise the Company's management, with reference to the provisions of the prevailing Legislation and Company's Articles of Association. The Board of Commissioners is directly responsible for the GMS, which is the realization of the supervisory accountability of the Company's management in the framework of GCG principles.

#### Appointment of the Board of Commissioners

The procedures to appoint the Company's Board of Commissioners refer to the Minister of SOEs Regulation, including the determination of proposed candidate, recruitment, appraisal, and proposed appointment. In the appointment of the Board of Commissioners, the Company considers the criteria and requirements and the results of the Fit and Proper Test by the Talent Pool function, held by the Shareholders. Candidates for the

Pemegang Saham. Calon Anggota Dewan Komisaris Perseroan telah memenuhi persyaratan umum, diantaranya memiliki keahlian, integritas, kepemimpinan, jujur, perilaku baik dan berdedikasi tinggi untuk memajukan dan mengembangkan Perseroan dan ketentuan yang berlaku.

#### Kebijakan Terkait Pengunduran Diri Anggota Dewan Komisaris

Anggota Dewan Komisaris sewaktu-waktu dapat diberhentikan berdasarkan keputusan RUPS dengan menyebutkan alasannya. Pemberhentian tersebut dikarenakan berdasarkan kenyataan, Anggota Dewan Komisaris yang bersangkutan, antara lain:

- Tidak dapat melaksanakan tugasnya dengan baik.
- Tidak melaksanakan ketentuan peraturan perundang-undangan dan/atau ketentuan Anggaran Dasar.
- Terlibat dalam tindakan yang merugikan Perseroan dan/atau negara.
- Dinyatakan bersalah dengan putusan pengadilan yang mempunyai kekuatan hukum yang tetap.
- Mengundurkan diri.

#### Komposisi Dewan Komisaris

Berdasarkan akta nomor 5 tanggal 9 September 2019 Pernyataan Keputusan Rapat Umum Pemegang Saham Tahunan PT Jasa Armada Indonesia Tbk pasal 18 ayat (1) Dewan Komisaris terdiri dari paling sedikit 2 (dua) orang, yang terdiri dari:

- 1 (satu) orang Komisaris Utama
- 1 (satu) orang Komisaris atau lebih atau paling banyak sama dengan jumlah anggota Direksi, dengan memperhatikan peraturan yang berlaku di bidang Pasar Modal.

Anggota Dewan Komisaris Perseroan adalah sebagai berikut berikut:

| Nama<br>Name     | Jabatan<br>Position                       | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dani Rusli Utama | Komisaris Utama<br>President Commissioner | Akta Notaris Nomor 29 tanggal 10 November 2017 yang dibuat oleh Notaris Fathiah Helmi, S.H., berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT. Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0189813 tanggal 10 November 2017 / Notarial Deed No. 29 dated November 10, 2017, made by Notary Fathiah Helmi, SH., domiciled in North Jakarta Municipality, on the Change of the Board of Directors and Board of Commissioners of PT. Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0189813 on November 10, 2017. |

*Board of Commissioners have fulfilled the general requirements, such as having the expertise, integrity, leadership, honesty, good behavior, and high dedication to promote and develop the Company and the applicable provisions.*

#### *Policies related to the resignation of members of the Board of Commissioners*

*Members of the Board of Commissioners may be dismissed at any time based on the GMS decision by stating the reasons. The dismissal is due based on reality, the Member of the Board of Commissioners concerned, among others:*

- Unable to carry out their duties properly.*
- Does not implement the provisions of laws and regulations and/or provisions of the Articles of Association.*
- Involved in actions that are detrimental to the Company and/or the country.*
- Being found guilty of a court decision that has permanent legal force.*
- Resign.*

#### *Board of Commissioners' Composition*

*Based on Deed Number 5 dated September 9, 2019, Statement of the Resolution of the Annual General Meeting of Shareholders of PT Jasa Armada Indonesia Tbk article 18 paragraph (1), the Board of Commissioners consists of at least 2 (two) people, consisting of:*

- 1 (one) President Commissioner*
- 1 (one) Commissioner or more or at most is equal to the number of members of the Board of Directors, taking into account the applicable regulations in the Capital Market field.*

*The Company's Members of the Board of Commissioners were as follows:*

| Nama<br>Name     | Jabatan<br>Position                                     | Dasar Pengangkatan<br>Basis of Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|------------------|---------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Albertus Sumardi | Komisaris Independen<br><i>Independent Commissioner</i> | Akta Notaris Nomor 29 tanggal 10 November 2017 yang dibuat oleh Notaris Fathiah Helmi, S.H., berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT. Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0189813 tanggal 10 November 2017 / Notarial Deed No. 29 dated November 10, 2017, made by Notary Fathiah Helmi, SH., domiciled in North Jakarta Municipality, on the Change of the Board of Directors and Board of Commissioners of PT. Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0189813 on November 10, 2017. |

#### Komisaris Independen dan Independensi Dewan Komisaris

Pada tahun 2019 terdapat satu orang Anggota Komisaris Independen yaitu dijabat oleh Saudara Albertus Sumardi. Sepanjang tahun 2019 tidak terdapat situasi yang memiliki potensi benturan kepentingan yang dihadapi oleh anggota Dewan Komisaris dalam pengambilan keputusannya.

#### *Independent Commissioners and Board of Commissioners' Independence*

*In 2019, there was one Independent Commissioner, i.e., Mr. Albertus Sumardi. Throughout 2019, there was no situation with a potential conflict of interest faced by members of the Board of Commissioners in its decision-making.*

#### Status Independensi Dewan Komisaris Tahun 2019

#### *Board of Commissioners' Independence Status in 2019*

| Kriteria<br>Criteria                                                                                                                                                                                                                                                                                                                                                                                                                                                                  | Independensi Dewan Komisaris<br>Board of Commissioners' Independence |                  |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------|------------------|
|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | Dani Rusli Utama                                                     | Albertus Sumardi |
| Bukan Anggota Manajemen Perseroan / <i>Not a Member of the Company's Management</i>                                                                                                                                                                                                                                                                                                                                                                                                   | ✓                                                                    | ✓                |
| Bebas dari hubungan usaha dan hubungan lainnya yang dapat mempengaruhi pengambilan keputusan / <i>Free of business relationships and other relationships that may influence decision-making.</i>                                                                                                                                                                                                                                                                                      | ✓                                                                    | ✓                |
| Bukan pemegang saham mayoritas Perseroan atau pegawai yang berhubungan langsung dengan pemegang saham mayoritas Perseroan / <i>Not the majority shareholder of the Company or employee, which is directly related to the majority shareholders of the Company.</i>                                                                                                                                                                                                                    | ✓                                                                    | ✓                |
| Bukan Pegawai atau pernah bekerja sebagai eksekutif pada Perusahaan atau anggota perusahaan afiliasi, setidaknya 3 (tiga) tahun sebelum menjadi anggota Dewan Komisaris / <i>Not an Employee or have not worked as an executive in the Company or member of an affiliated company, at least 3 (three) years before serving as a member of the Board of Commissioners.</i>                                                                                                             | ✓                                                                    | ✓                |
| Bukan penasihat atau konsultan utama profesional yang material bagi Perusahaan atau perusahaan afiliasi, atau pegawai yang berhubungan langsung dengan penyedia jasa, setidaknya 3 (tiga) tahun sebelum menjadi anggota Dewan Komisaris / <i>Not an adviser or primary professional consultant for the Company or affiliated company, or an employee directly engaged with a service provider, at least 3 (three) years before serving as a member of the Board of Commissioners.</i> | ✓                                                                    | ✓                |



| Kriteria<br><i>Criteria</i>                                                                                                                                                                                                                                                                                                                           | Independensi Dewan Komisaris<br><i>Board of Commissioners Independency</i> |                  |
|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------|------------------|
|                                                                                                                                                                                                                                                                                                                                                       | Dani Rusli Utama                                                           | Albertus Sumardi |
| Bukan pemasok atau pelanggan utama dari Perusahaan atau perusahaan afiliasi atau pegawai dari/atau yang berhubungan langsung atau tidak langsung dengan pemasok atau pelanggan utama / <i>Not a main supplier or customer of the Company or affiliated company or employee of/or directly or indirectly related to the main supplier or customer.</i> | ✓                                                                          | ✓                |
| Tidak memiliki hubungan perjanjian dengan perusahaan atau perusahaan afiliasi lainnya sebagai Direksi / <i>Does not have contractual relationship with any other company or affiliated company as the Board of Directors.</i>                                                                                                                         | ✓                                                                          | ✓                |
| Seluruh Komisaris Perseroan Sebagaimana Disebutkan di atas Telah Memenuhi Kriteria Independensi / <i>All Company's Board of Commissioners as mentioned above have complied with the Criteria of Independence</i>                                                                                                                                      |                                                                            |                  |

✓ = tidak ada hubungan

✓ = has no relationship





### PAKTA INTEGRITAS

Yang bertanda tangan dibawah ini:

Nama : A. Sumardi  
Tempat/Tanggal Lahir : Klaten / 14 Juli 1939  
Jabatan : Komisaris Independen PT Jasa Armada Indonesia Tbk.  
Alamat : Jalan Gedung Pinang SM.3A Pondok Pinang,  
Kebayoran Lama

Dalam rangka melakukan pengawasan secara umum dan/atau khusus dan memberikan nasihat kepada Direksi dalam menjalankan kegiatan kepengurusan Perusahaan, dengan ini menyatakan bahwa saya:

1. Tidak akan melakukan komunikasi yang mengarah kepada Korupsi, Kolusi, dan Nepotisme (KKN);
2. Tidak akan melakukan praktek Korupsi, Kolusi, dan Nepotisme (KKN);
3. Akan melaporkan kepada pihak yang wajib/berwenang apabila mengetahui ada indikasi Korupsi, Kolusi, dan Nepotisme;
4. Tidak memberi sesuatu yang berkaitan dengan pengawasan secara umum dan/atau khusus dan memberikan nasihat kepada Direksi yang dapat dikategorikan sebagai suap dan/atau gratifikasi.

Apabila saya melanggar hal-hal yang telah saya nyatakan dalam PAKTA INTEGRITAS ini, saya bersedia dikenakan sanksi sesuai dengan ketentuan perundang-undangan.

Jakarta, 8 Januari 2019

DEWAN KOMISARIS  
PT JASA ARMADA INDONESIA Tbk.  
KOMISARIS INDEPENDEN

  
**A. SUMARDI**

PT. Jasa Armada Indonesia  
Komisaris  
Rukindo Building  
Jl. Raya Ancol Baru, Ancol Timur, Jakarta 14310  
Tel: 021 430 6789 Fax: 021 436 6789

**Hubungan Afiliasi Dewan Komisaris**

Hubungan keluarga dan keuangan anggota Dewan Komisaris dengan sesama anggota Dewan Komisaris dan/atau anggota Direksi serta Pemegang Saham dan kepemilikan saham serta rangkap jabatan Dewan Komisaris selama periode tahun 2019 dapat dilihat pada tabel berikut:

**Board of Commissioners' Affiliation**

*In 2019, the familial and financial relationships of members of the Board of Commissioners with fellow members of the Board of Commissioners and/or members of the Board of Directors and Shareholders, and share ownership and concurrent positions of Board of Commissioners could be seen in the following table:*

**Tabel Hubungan Afiliasi Dewan Komisaris****Table of Board of Commissioners' Affiliation**

| Nama<br>Name              | Hubungan Keluarga Dengan<br>Family Relationship with |                               |                                | Hubungan Keuangan Dengan<br>Financial Relationship with |                               |                                | Kepemilikan Saham<br>Share ownership |                                  | Rangkap Jabatan |
|---------------------------|------------------------------------------------------|-------------------------------|--------------------------------|---------------------------------------------------------|-------------------------------|--------------------------------|--------------------------------------|----------------------------------|-----------------|
|                           | Dewan Komisaris<br>Board of Commissioners            | Direksi<br>Board of Directors | Pemegang Saham<br>Shareholders | Dewan Komisaris<br>Board of Commissioners               | Direksi<br>Board of Directors | Pemegang Saham<br>Shareholders | Di JAI<br>In JAI                     | Perusahaan Lain<br>Other Company |                 |
| Dani Rusli Utama          | Tidak<br>No                                          | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                                             | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                          | Tidak<br>No                      | Tidak<br>No     |
| Jimmy Abu Bakar Nikijuluw | Tidak<br>No                                          | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                                             | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                          | Tidak<br>No                      | Tidak<br>No     |
| Albertus Sumardi          | Tidak<br>No                                          | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                                             | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                          | Tidak<br>No                      | Tidak<br>No     |

**Pedoman Kerja Dewan Komisaris**

Dalam rangka pelaksanaan tugas dan fungsinya, Dewan Komisaris Perseroan dilengkapi dengan Pedoman kerja sebagaimana di atur dalam Surat Keputusan Bersama Nomor: HK.56/01/10-4/MS-18 tanggal 1 Maret 2018 tentang Pedoman Tata Laksana Kerja Dewan Komisaris dan Direksi (*Board Manual*) PT Jasa Armada Indonesia Tbk. Pedoman tersebut senantiasa ditinjau dan dimutakhirkan secara berkala sesuai perkembangan peraturan dan *best practices* terkini.

**Board of Commissioners' Manual**

*In carrying out its duties and functions, the Company's Board of Commissioners is equipped with Board Manual as stipulated in the Joint Decree No. HK.56/01/10-4/MS18 dated 1 March 2018 on Board Manual of the Board of Commissioners and Board of Directors of PT Jasa Armada Indonesia Tbk. The Board Manual is reviewed and updated periodically following the most updated regulations and best practices.*

**Tugas dan Kewajiban Dewan Komisaris**

Sesuai dengan Anggaran Dasar Perseroan sebagaimana dimuat dalam Pedoman Dewan Komisaris Perseroan, tugas dan tanggung jawab Dewan Komisaris yakni mengawasi dan memberikan nasihat kepada Direksi sebagai pengurus Perseroan. Pelaksanaan tugas, tanggung jawab dan kewenangan Dewan Komisaris dilaporkan kepada RUPS. Lingkup pekerjaan Dewan Komisaris berdasarkan peraturan perundang-undangan yang berlaku dan Anggaran Dasar Perseroan dijabarkan secara terperinci dalam Pedoman Dewan Komisaris Perseroan.

**Duties and Responsibilities of the Board of Commissioners**

*Following the Company's Articles of Association, as stipulated in the Board Manual of the Board of Commissioners, the duties and responsibilities of the Board of Commissioners are to supervise and to provide advice to the Board of Directors as the Company's management. The implementation of duties, responsibilities, and authorities of the Board of Commissioners shall be reported to GMS. The Board of Commissioners' scope of work based on the prevailing laws and regulations and the Company's Articles of Association is described in detail in the Board of Commissioners' Manual.*

**Pembagian Tugas Dewan Komisaris**

Dewan Komisaris telah melakukan pembagian tugas berdasarkan Berita Acara Kesepakatan Dewan Komisaris PT Jasa Armada Indonesia Tbk Nomor BADK/01/10/01/ JAI-2018

**Segregation of Duties of the Board of Commissioners**

*The Board of Commissioners has its segregation of duties based on the Minutes of Board of Commissioners of PT Jasa Armada Indonesia, Tbk No. BADK/01/10/01/JAI-2018 dated 10 January*

tanggal 10 Januari 2018 tentang Pembagian Tugas Dewan Komisaris PT Jasa Armada Indonesia, Tbk sebagai berikut:

2018 on the Segregation of Duties of the Board of Commissioners of PT Jasa Armada Indonesia, Tbk, as follows:

**Tabel Bidang Tugas Anggota Dewan Komisaris**

**Table of Duties of Members of the Board of Commissioners**

| Nama / Name               | Uraian Tugas / Name                                                                                                                                                                                                                                                                                                                                                                                                                           |
|---------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Dani Rusli Utama          | <ul style="list-style-type: none"> <li>Koordinator pembinaan dan pengawasan PT Jasa Armada Indonesia, Tbk.<br/><i>Coordinate mentoring and supervision of PT Jasa Armada Indonesia;</i></li> <li>Melakukan pembinaan dan pengawasan manajemen, GCG dan hal strategis.<br/><i>Conduct mentoring and supervision of the management, GCG, and strategic matters.</i></li> </ul>                                                                  |
| Jimmy Abu Bakar Nikijuluw | <ul style="list-style-type: none"> <li>Melakukan pembinaan dan pengawasan bidang operasional.<br/><i>Mentoring and supervising operations;</i></li> <li>Melakukan pembinaan dan pengawasan bidang SDM, hukum dan humas.<br/><i>Mentoring and supervising HR, Legal, and Public Relations;</i></li> <li>Melakukan pembinaan dan pengawasan bidang armada dan teknik.<br/><i>Mentoring and supervising of fleet and engineering.</i></li> </ul> |
| Albertus Sumardi          | <ul style="list-style-type: none"> <li>Melakukan pembinaan dan pengawasan bidang komersial.<br/><i>Mentoring and supervising commercial;</i></li> <li>Melakukan pembinaan dan pengawasan bidang keuangan.<br/><i>Mentoring and supervising financial.</i></li> </ul>                                                                                                                                                                          |

#### Pelaksanaan Tugas Dewan Komisaris

Selama tahun 2019, Dewan Komisaris telah melakukan berbagai kegiatan sebagaimana yang direncanakan dalam Rencana dan Anggaran Dewan Komisaris. Berbagai kegiatan yang telah dilakukan adalah sebagai berikut:

- Rapat-rapat
  - Rapat internal Dewan Komisaris yang dihadiri oleh Dewan Komisaris dan Komite Audit
  - Rapat Koordinasi Dewan Komisaris dan Direksi
  - Rapat Umum Pemegang Saham
- Pengawasan dan Pemberian Nasihat
  - Pemberian nasihat kepada Direksi
  - Pengawasan kinerja internal Dewan Komisaris
- Kunjungan Kerja Lapangan
  - Kunjungan kerja dalam negeri
- Program Pengembangan
  - Induction Program
  - Diklat Dalam Negeri

#### Rapat Dewan Komisaris

Rapat Internal Dewan Komisaris selama tahun 2019 dilaksanakan sebanyak 13 kali. Adapun Rapat Gabungan Bersama Direksi selama tahun 2019 dilaksanakan sebanyak 13 kali. Daftar kehadiran Rapat Internal dan Rapat Gabungan dengan Direksi dapat dilihat sebagai berikut:

#### Board of Commissioners' Duties Implementation

During 2019, the Board of Commissioners carried out various activities as planned in the Work Plan and Budget of the Board of Commissioners. The following activities have been carried out:

- Meetings
  - The Board of Commissioners attended an internal meeting alongside Audit Committee
  - Coordinating Meeting of Board of Commissioners and Board of Directors
  - General Meeting of Shareholders
- Supervision and Provision of Advice
  - Provision of Advice to the Board of Directors
  - Supervision of the Board of Commissioners' internal performance
- Site Visit
  - Domestic site visit
- Development Program
  - Induction Program
  - Domestic Training

#### Board of Commissioners' Meeting

In 2019, the Board of Commissioners held 13 internal meetings. The Board of Commissioners held 13 Joint Meetings with Board of Directors in 2019. The attendance lists of Internal Meetings and Joint Meetings with the Board of Directors were as follows:

Tabel Rapat Internal Dewan Komisaris

Table of the Board of Commissioners' Meetings

| No | Tanggal / Date                             | Peserta / Participant | Agenda Rapat / Meeting Agenda                                                                              |
|----|--------------------------------------------|-----------------------|------------------------------------------------------------------------------------------------------------|
| 1  | 23 Januari 2019<br><i>January 23, 2019</i> | Dani Rusli Utama      | Realisasi tahun 2018/2018 <i>Realization</i>                                                               |
|    |                                            | Jimmy AB Nikijuluw    | RKAP 2019/2019 <i>RKAP</i>                                                                                 |
|    |                                            | A. Sumardi            | Progress Pengadaan Kapal/Vessel <i>Procurement Progress</i>                                                |
|    |                                            | Sutardi               | Optimalisasi Operasional Banten dan Panjang/ <i>Optimization of Banten and Panjang Operations</i>          |
|    |                                            | Sudradjat Husein      |                                                                                                            |
| 2  | 8 Maret 2019<br><i>March 8, 2019</i>       | Dani Rusli Utama      | Evaluasi Kinerja Manajemen bulan Januari 2019/ <i>Management Performance Evaluation for January 2019</i>   |
|    |                                            | Jimmy AB Nikijuluw    | Progres Pengadaan Kapal/Vessel <i>Procurement Progress</i>                                                 |
|    |                                            | A. Sumardi            | Rencana RUPS & LB/ <i>Plans for GMS &amp; EGMS</i>                                                         |
|    |                                            | Sutardi               |                                                                                                            |
|    |                                            | Sudradjat Husein      |                                                                                                            |
| 3  | 15 April 2019<br><i>April 15, 2019</i>     | Dani Rusli Utama      | Pembahasan RUPS/GMS <i>discussion</i>                                                                      |
|    |                                            | Jimmy AB Nikijuluw    |                                                                                                            |
|    |                                            | Sutardi               |                                                                                                            |
|    |                                            | Sudradjat Husein      |                                                                                                            |
| 4  | 24 April 2019<br><i>April 24, 2019</i>     | Dani Rusli Utama      | Laporan Manajemen Audited 2018/2018 <i>Audited Management Report</i>                                       |
|    |                                            | Jimmy AB Nikijuluw    | Laporan Hasil Assessment GCG 2018/2018 <i>GCG Assessment Results Report</i>                                |
|    |                                            | Sutardi               |                                                                                                            |
|    |                                            | Sudradjat Husein      |                                                                                                            |
| 5  | 7 Mei 2019<br><i>May 7, 2019</i>           | Dani Rusli Utama      | Evaluasi Kinerja Keuangan terhadap Harga Saham/ <i>Evaluation of Financial Performance of Stock Prices</i> |
|    |                                            | Jimmy AB Nikijuluw    | Progress Pengadaan Kapal/Vessel <i>Procurement Progress</i>                                                |
|    |                                            | Sutardi               |                                                                                                            |
|    |                                            | Sudradjat Husein      |                                                                                                            |
| 6  | 24 Mei 2019<br><i>May 24, 2019</i>         | Dani Rusli Utama      | Evaluasi Kinerja Manajemen Bulan April 2019/ <i>Evaluation of Management Performance in April 2019</i>     |
|    |                                            | Jimmy AB Nikijuluw    | Progress Rencana Strategi dan RJPP/ <i>Strategic Plan and RJPP Progress</i>                                |
|    |                                            | A. Sumardi            | Update Persiapan RUPS/GMS <i>Preparedness Update</i>                                                       |
|    |                                            | Sutardi               | Update Progress Kapal/Vessel <i>Progress Update</i>                                                        |
|    |                                            | Sudradjat Husein      |                                                                                                            |
| 7  | 14 Juni 2019<br><i>June 14, 2019</i>       | Dani Rusli Utama      | Update Persiapan RUPS/GMS <i>Preparedness Update</i>                                                       |
|    |                                            | Jimmy AB Nikijuluw    |                                                                                                            |
|    |                                            | A. Sumardi            |                                                                                                            |
|    |                                            | Sutardi               |                                                                                                            |
|    |                                            | Sudradjat Husein      |                                                                                                            |
| 8  | 15 Juli 2019<br><i>July 15, 2019</i>       | Dani Rusli Utama      | Pengelolaan ABK/ <i>ABK Management</i>                                                                     |
|    |                                            | Jimmy AB Nikijuluw    | Permasalahan terkait pengelolaan SDM/ <i>Problems related to HR management</i>                             |
|    |                                            | A. Sumardi            |                                                                                                            |
|    |                                            | Sutardi               |                                                                                                            |
|    |                                            | Sudradjat Husein      |                                                                                                            |



| No | Tanggal / Date                        | Peserta / Participant | Agenda Rapat / Meeting Agenda                                                                                      |
|----|---------------------------------------|-----------------------|--------------------------------------------------------------------------------------------------------------------|
| 9  | 27 Agustus 2019<br>August 27, 2019    | Dani Rusli Utama      | Laporan Manajemen Juli 2019/ <i>Management Report July 2019</i>                                                    |
|    |                                       | Jimmy AB Nikijuluw    | Rencana Kerja Prioritas Semester II 2019/ <i>Priority Work Plan of 2019 Second Semester</i>                        |
|    |                                       | A. Sumardi            | Update Progress Pengadaan Kapal/ <i>Vessel Procurement Progress Update</i>                                         |
|    |                                       | Sutardi               | Perubahan Struktur Organisasi/ <i>Change in Organizational Structure</i>                                           |
|    |                                       | Sudradjat Husein      |                                                                                                                    |
| 10 | 11 Oktober 2019<br>October 11, 2019   | Dani Rusli Utama      | Laporan Manajemen Agustus 2019/ <i>Management Report of August 2019</i>                                            |
|    |                                       | Jimmy AB Nikijuluw    | Rencana Kerja Prioritas Semester II 2019/ <i>Priority Work Plan of 2019 Second Semester</i>                        |
|    |                                       | A. Sumardi            | Update Progress Pengadaan Kapal/ <i>Vessel Procurement Progress Update</i>                                         |
|    |                                       | Sutardi               | Persiapan Pelaksanaan RUPS LB 2019/ <i>Preparations for the 2019 Extraordinary General Meeting of Shareholders</i> |
|    |                                       | Sudradjat Husein      |                                                                                                                    |
| 11 | 21 Oktober 2019<br>October 21, 2019   | Dani Rusli Utama      | Laporan Manajemen September 2019/ <i>Management Report of September 2019</i>                                       |
|    |                                       | A. Sumardi            | Rencana Transformasi Budaya/ <i>Cultural Transformation Plan</i>                                                   |
|    |                                       | Sutardi               |                                                                                                                    |
|    |                                       | Sudradjat Husein      |                                                                                                                    |
| 12 | 22 November 2019<br>November 22, 2019 | Dani Rusli Utama      | Laporan Manajemen Oktober 2019/ <i>Management Report of October 2019</i>                                           |
|    |                                       | A. Sumardi            | Manajemen Risiko/ <i>Risk Management</i>                                                                           |
|    |                                       | Sutardi               | Progress Pengadaan Kapal/ <i>Vessel Procurement Progress</i>                                                       |
|    |                                       | Sudradjat Husein      |                                                                                                                    |
| 13 | 20 Desember 2019<br>December 20, 2019 | Dani Rusli Utama      | Laporan Manajemen November dan Desember 2019/ <i>Management Reports of November and December 2019</i>              |
|    |                                       | A. Sumardi            | Progres Pembayaran Dividen Interim/ <i>Interim Dividend Payment Progress</i>                                       |
|    |                                       | Sutardi               | Progress Pengadaan Kapal/ <i>Vessel Procurement Progress</i>                                                       |
|    |                                       | Sudradjat Husein      |                                                                                                                    |

Tabel Rapat Gabungan Bersama Direksi

Table of the Board of Commissioners' Joint Meetings with

| No | Tanggal / Date                      | Peserta / Participant                                    | Agenda Rapat / Meeting Agenda                                                                                                                                                           |
|----|-------------------------------------|----------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | 23 Januari 2019<br>January 23, 2019 | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>  | Realisasi tahun 2018/2018 <i>Realization</i>                                                                                                                                            |
|    |                                     | Dani Rusli Utama                                         | RKAP 2019/2019 <i>RKAP</i>                                                                                                                                                              |
|    |                                     | Jimmy AB Nikijuluw                                       | Progress Pengadaan Kapal/ <i>Vessel Procurement Progress</i>                                                                                                                            |
|    |                                     | A. Sumardi                                               | Optimalisasi Operasional Banten dan Panjang/ <i>Optimization of Banten and Panjang Operations</i>                                                                                       |
|    |                                     | Sutardi (Komite Audit/ <i>Audit Committee</i> )          |                                                                                                                                                                                         |
|    |                                     | Sudradjat Husein (Komite Audit/ <i>Audit Committee</i> ) |                                                                                                                                                                                         |
|    |                                     | <b>Direksi</b><br><i>Board of Directors</i>              |                                                                                                                                                                                         |
|    |                                     | Dawam Atmosudiro                                         |                                                                                                                                                                                         |
| 2  | 8 Maret 2019<br>March 8, 2019       | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>  | Evaluasi Kinerja Manajemen bulan Januari 2019/ <i>Management Performance Evaluation for January 2019</i>                                                                                |
|    |                                     | Dani Rusli Utama                                         | Optimalisasi, New Market & Pengelolaan Tersus/ <i>Optimization, New Market &amp; Management of Tersus</i>                                                                               |
|    |                                     | Jimmy AB Nikijuluw                                       | Action Plan Target Pendapatan Tahun 2019/ <i>Action Plan Revenue Targets 2019</i>                                                                                                       |
|    |                                     | A. Sumardi                                               | Action Plan dan Schedule Investasi Tahun 2019/ <i>Action Plan and Investment Schedule 2019</i>                                                                                          |
|    |                                     | Sutardi (Komite Audit/ <i>Audit Committee</i> )          | Progres Pengadaan Kapal/ <i>Vessel Procurement Progress</i>                                                                                                                             |
|    |                                     | Sudradjat Husein (Komite Audit/ <i>Audit Committee</i> ) | Rencana RUPS & LB/ <i>Plans for GMS &amp; EGMS</i>                                                                                                                                      |
|    |                                     | <b>Direksi</b><br><i>Board of Directors</i>              | Usulan Dividen/ <i>Dividend Proposal</i>                                                                                                                                                |
|    |                                     | Dawam Atmosudiro                                         |                                                                                                                                                                                         |
| 3  | 15 April 2019<br>April 15, 2019     | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>  | Tatakala RUPS Tahunan/ <i>Schedule of Annual GMS</i>                                                                                                                                    |
|    |                                     | Dani Rusli Utama                                         | Mata Acara RUPS Tahunan/ <i>Annual GMS Agenda</i>                                                                                                                                       |
|    |                                     | Jimmy AB Nikijuluw                                       | Materi Agenda I : Pertanggungjawaban Pengelolaan Perseroan/ <i>Material Agenda I: Corporate Management Responsibility</i>                                                               |
|    |                                     | Sutardi (Komite Audit/ <i>Audit Committee</i> )          | Materi Agenda II : Penetapan penggunaan laba Perseroan dan penetapan tantiem/ <i>Material Agenda II: Determination of the use of the Company's profits and determination of tantiem</i> |
|    |                                     | Sudradjat Husein (Komite Audit/ <i>Audit Committee</i> ) | Materi Agenda III : Penunjukan Kantor Akuntan Publik/ <i>Material Agenda III: Appointment of Public Accounting Firm</i>                                                                 |

| No | Tanggal / Date                         | Peserta / Participant                                    | Agenda Rapat / Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----|----------------------------------------|----------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                                        |                                                          | Materi Agenda IV : Persetujuan pendelegasian wewenang dari pemegang saham kepada Dewan Komisaris Perseroan dalam penentuan remunerasi bagi anggota Direksi dan Dewan Komisaris/ <i>Material Agenda IV: Approval of the delegation of authority from shareholders to the Board of Commissioners of the Company in determining the remuneration for members of the Board of Directors and the Board of Commissioners</i>                                                                                                                                                     |
|    |                                        | <b>Direksi</b><br><i>Board of Directors</i>              | Materi Agenda V : Laporan penggunaan dana hasil penawaran umum Tahun 2018/ <i>Material Agenda V: Report on the Use of Public Offering Funds 2018</i>                                                                                                                                                                                                                                                                                                                                                                                                                       |
|    |                                        | Dawam Atmosudiro                                         | Materi Agenda VI : Persetujuan atas perubahan susunan anggota Direksi dan/atau Dewan Komisaris Perseroan/ <i>Material Agenda VI: Approval of changes in the composition of the Company's Directors and / or Board of Commissioners</i>                                                                                                                                                                                                                                                                                                                                     |
|    |                                        | Herman Susilo                                            | Materi Agenda VII : Persetujuan atas perubahan Anggaran Dasar dan Anggaran Rumah Tangga (AD&ART) PT Jasa Armada Indonesia Tbk/ <i>Material Agenda VII: Approval of amendments Statutes and Bylaws the PT Jasa Armada Indonesia</i><br><br>Materi Agenda VIII : Pengesahan segala tindakan hukum Sdr. Supardi dari tanggal 7Juni 2018 sampai dengan tanggal 23 Oktober 2018 sebagai Direktur Operasi dan Komersial/ <i>Material Agenda VIII : Ratification of all legal actions Supardi from 7 June 2018 until 23 October 2018 as Director of Operations and Commercial</i> |
| 4  | 24 April 2019<br><i>April 24, 2019</i> | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>  | Laporan Manajemen Audited 2018/ <i>2018 Audited Management Report</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|    |                                        | Dani Rusli Utama                                         | Laporan Manajemen Triwulan I tahun 2019/ <i>Management Report Quarterly I 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|    |                                        | Jimmy AB Nikijuluw                                       | Laporan Hasil Assessment GCG 2018/ <i>2018 GCG Assessment Results Report</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|    |                                        | Sutardi (Komite Audit/ <i>Audit Committee</i> )          | Update Persiapan RUPS Tahunan/ <i>Update on Annual GMS Preparation</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|    |                                        | Sudradjat Husein (Komite Audit/ <i>Audit Committee</i> ) | Monitoring Risiko Triwulan I tahun 2019/ <i>Risk Monitoring Quarter I 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|    |                                        | <b>Direksi</b><br><i>Board of Directors</i>              |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|    |                                        | Dawam Atmosudiro                                         |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|    |                                        | Herman Susilo                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 5  | 7 Mei 2019<br><i>May 7, 2019</i>       | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>  | Evaluasi Kinerja Keuangan terhadap Harga Saham/ <i>Evaluation of Financial Performance of Stock Prices</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|    |                                        | Dani Rusli Utama                                         | Realisasi Laba Rugi April 2019/ <i>Realized Profit and Loss April 2019</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|    |                                        | Jimmy AB Nikijuluw                                       | Progress Pengadaan Kapal/ <i>Vessel Procurement Progress</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|    |                                        | Sutardi (Komite Audit/ <i>Audit Committee</i> )          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|    |                                        | Sudradjat Husein (Komite Audit/ <i>Audit Committee</i> ) |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |

| No | Tanggal / Date                | Peserta / Participant                                       | Agenda Rapat / Meeting Agenda                                                                                                                                            |
|----|-------------------------------|-------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6  | 24 Mei 2019<br>May 24, 2019   | <b>Direksi</b><br><i>Board of Directors</i>                 |                                                                                                                                                                          |
|    |                               | Dawam Atmosudiro                                            |                                                                                                                                                                          |
|    |                               | Herman Susilo                                               |                                                                                                                                                                          |
|    |                               | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>     | Evaluasi Kinerja Manajemen Bulan April 2019/ <i>Evaluation of Management Performance in April 2019</i>                                                                   |
|    |                               | Dani Rusli Utama                                            | Progress Rencana Strategi dan RJPP / <i>Strategic Plan and RJPP Progress</i>                                                                                             |
|    |                               | Jimmy AB Nikijuluw                                          | Penawaran RIGS Tender/ <i>RIGS Tender Offer</i>                                                                                                                          |
|    |                               | A. Sumardi                                                  | Update Persiapan RUPS/ <i>GMS Preparedness Update</i>                                                                                                                    |
|    |                               | Sutardi (Komite Audit/<br><i>Audit Committee</i> )          | Update Progress Kapal/ <i>Vessel Progress Update</i>                                                                                                                     |
|    |                               | Sudradjat Husein<br>(Komite Audit/ <i>Audit Committee</i> ) | Update persiapan RUPS/ <i>GMS Preparedness Update</i><br>Penjelasan Direksi mengenai permasalahan ABK/ <i>Explanation of the Board of Directors regarding ABK issues</i> |
|    |                               | <b>Direksi</b><br><i>Board of Directors</i>                 |                                                                                                                                                                          |
| 7  | 14 Juni 2019<br>June 14, 2019 | Dawam Atmosudiro                                            |                                                                                                                                                                          |
|    |                               | Herman Susilo                                               |                                                                                                                                                                          |
|    |                               | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>     | Update Persiapan RUPS/ <i>GMS Preparedness Update</i>                                                                                                                    |
|    |                               | Dani Rusli Utama                                            | Evaluasi kinerja manajemen bulan Mei 2019/ <i>Evaluation of management performance in May 2019</i>                                                                       |
|    |                               | Jimmy AB Nikijuluw                                          |                                                                                                                                                                          |
|    |                               | A. Sumardi                                                  |                                                                                                                                                                          |
|    |                               | Sutardi (Komite Audit/<br><i>Audit Committee</i> )          |                                                                                                                                                                          |
|    |                               | Sudradjat Husein<br>(Komite Audit/ <i>Audit Committee</i> ) |                                                                                                                                                                          |
|    |                               |                                                             |                                                                                                                                                                          |
|    |                               | <b>Direksi</b><br><i>Directors</i>                          |                                                                                                                                                                          |
| 8  | 15 Juli 2019<br>July 15, 2019 | Dawam Atmosudiro                                            |                                                                                                                                                                          |
|    |                               | Herman Susilo                                               |                                                                                                                                                                          |
|    |                               | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>     | Pengelolaan ABK/ <i>ABK Management</i>                                                                                                                                   |
|    |                               | Dani Rusli Utama                                            | Permasalahan terkait pengelolaan SDM/ <i>Problems related to HR management</i>                                                                                           |
|    |                               | Jimmy AB Nikijuluw                                          |                                                                                                                                                                          |
|    |                               | A. Sumardi                                                  |                                                                                                                                                                          |
|    |                               | Sutardi (Komite Audit/<br><i>Audit Committee</i> )          |                                                                                                                                                                          |

| No | Tanggal / Date                      | Peserta / Participant                                   | Agenda Rapat / Meeting Agenda                                                                                       |
|----|-------------------------------------|---------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------|
|    |                                     | Sudradjat Husein<br>(Komite Audit/Audit Committee)      |                                                                                                                     |
|    |                                     | <b>Direksi</b><br><i>Board of Directors</i>             |                                                                                                                     |
|    |                                     | Dawam Atmosudiro                                        |                                                                                                                     |
|    |                                     | Herman Susilo                                           |                                                                                                                     |
| 9  | 27 Agustus 2019<br>August 27, 2019  | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i> | Laporan Manajemen Juli 2019/ <i>Management Report July 2019</i>                                                     |
|    |                                     | Dani Rusli Utama                                        | Rencana Kerja Prioritas Semester II 2019/ <i>Priority Work Plan of 2019 Second Semester</i>                         |
|    |                                     | Jimmy AB Nikijuluw                                      | Update Progress Pengadaan Kapal/ <i>Vessel Procurement Progress Update</i>                                          |
|    |                                     | A. Sumardi                                              | Perubahan Struktur Organisasi/ <i>Change in Organizational Structure</i>                                            |
|    |                                     | Sutardi (Komite Audit/Audit Committee)                  | Penjelasan terkait Remunerasi (Premi)/ <i>Explanation related to Remuneration (Premium)</i>                         |
|    |                                     | Sudradjat Husein<br>(Komite Audit/Audit Committee)      | Rencana Investasi dan RKAP 2020/ <i>Investment Plan and RKAP 2020</i>                                               |
|    |                                     |                                                         | Rencana Pelaksanaan RUPSLB/ <i>Plans for the EGMS</i>                                                               |
|    |                                     | <b>Direksi</b><br><i>Board of Directors</i>             |                                                                                                                     |
|    |                                     | Dawam Atmosudiro                                        |                                                                                                                     |
|    |                                     | Herman Susilo                                           |                                                                                                                     |
| 10 | 11 Oktober 2019<br>October 11, 2019 | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i> | Laporan Manajemen Agustus 2019/ <i>Management Report of August 2019</i>                                             |
|    |                                     | Dani Rusli Utama                                        | Rencana Kerja Prioritas Semester II 2019/ <i>Priority Work Plan of 2019 Second Semester</i>                         |
|    |                                     | A. Sumardi                                              | Update Progress Pengadaan Kapal/ <i>Vessel Procurement Progress Update</i>                                          |
|    |                                     | Sutardi (Komite Audit/Audit Committee)                  | Persiapan Pelaksanaan RUPS LB 2019/ <i>Preparations for the 2019 Extraordinary General Meeting of Shareholders</i>  |
|    |                                     | Sudradjat Husein<br>(Komite Audit/Audit Committee)      | Penjelasan Fluktuasi Harga Saham/ <i>Explanation of Stock Price Fluctuations</i>                                    |
|    |                                     |                                                         | Revisi usulan RKAP 2020/ <i>Revised 2020 RKAP proposal</i>                                                          |
|    |                                     | <b>Direksi</b><br><i>Board of Directors</i>             | Ancaman Terhadap Pengembangan Usaha dan Tambahan Biaya/ <i>Threats to Business Development and Additional Costs</i> |
|    |                                     | Dawam Atmosudiro                                        |                                                                                                                     |
|    |                                     | Herman Susilo                                           |                                                                                                                     |



| No | Tanggal / Date                        | Peserta / Participant                                    | Agenda Rapat / Meeting Agenda                                                                                |
|----|---------------------------------------|----------------------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| 11 | 21 Oktober 2019<br>October 21, 2019   | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>  | Laporan Manajemen September 2019/ <i>Management Report of September 2019</i>                                 |
|    |                                       | Dani Rusli Utama                                         | Rencana Transformasi Budaya/ <i>Cultural Transformation Plan</i>                                             |
|    |                                       | A. Sumardi                                               | Rencana Prioritas Dana Talangan/ <i>Bailout Priority Plan</i>                                                |
|    |                                       | Sutardi (Komite Audit/ <i>Audit Committee</i> )          | Usulan Perubahan Struktur Organisasi/ <i>Proposed Changes in Organizational Structure</i>                    |
|    |                                       | Sudradjat Husein (Komite Audit/ <i>Audit Committee</i> ) |                                                                                                              |
|    |                                       | <b>Direksi</b><br><i>Board of Directors</i>              |                                                                                                              |
|    |                                       | Chiefy Adi Kusmargono                                    |                                                                                                              |
|    |                                       | Supardi                                                  |                                                                                                              |
|    |                                       | Rizki Pribadi Hasan                                      |                                                                                                              |
|    |                                       | Herman Susilo                                            |                                                                                                              |
| 12 | 22 November 2019<br>November 21, 2019 | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>  | Laporan Manajemen Oktober 2019/ <i>Management Report of October 2019</i>                                     |
|    |                                       | Dani Rusli Utama                                         | Manajemen Risiko/ <i>Risk Management</i>                                                                     |
|    |                                       | A. Sumardi                                               | Strategi Meningkatkan Valuasi Perusahaan/ <i>Strategy to Increase Company Valuation</i>                      |
|    |                                       | Sutardi (Komite Audit/ <i>Audit Committee</i> )          | Permasalahan Strategis/ <i>Strategic Issues</i>                                                              |
|    |                                       | Sudradjat Husein (Komite Audit/ <i>Audit Committee</i> ) | Perkembangan hal-hal yang terkait dengan IPO/ <i>Development of matters related to IPO</i>                   |
|    |                                       | <b>Direksi</b><br><i>Board of Directors</i>              |                                                                                                              |
|    |                                       | Chiefy Adi Kusmargono                                    |                                                                                                              |
|    |                                       | Supardi                                                  |                                                                                                              |
|    |                                       | Rizki Pribadi Hasan                                      |                                                                                                              |
|    |                                       | Herman Susilo                                            |                                                                                                              |
| 13 | 20 Desember 2019<br>December 20, 2019 | <b>Dewan Komisaris</b><br><i>Board of Commissioners</i>  |                                                                                                              |
|    |                                       | Dani Rusli Utama                                         | Progress Pengadaan Kapal/ <i>Vessel Procurement Progress</i>                                                 |
|    |                                       | A. Sumardi                                               | Laporan kinerja operasi dan keuangan Desember/ <i>Operating and financial performance report in December</i> |
|    |                                       | Sutardi (Komite Audit/ <i>Audit Committee</i> )          | Dukungan Pemegang Saham/ <i>Shareholder Support</i>                                                          |
|    |                                       | Sudradjat Husein (Komite Audit/ <i>Audit Committee</i> ) |                                                                                                              |

| No | Tanggal / Date | Peserta / Participant                       | Agenda Rapat / Meeting Agenda |
|----|----------------|---------------------------------------------|-------------------------------|
|    |                | <b>Direksi</b><br><i>Board of Directors</i> |                               |
|    |                | Chiefy Adi Kusmargono                       |                               |
|    |                | Supardi                                     |                               |
|    |                | Rizki Pribadi Hasan                         |                               |
|    |                | Herman Susilo                               |                               |

**Tabel Frekuensi Pertemuan dan Tingkat Kehadiran Dewan Komisaris**
**Table of Meeting Frequency and Attendance of the Board of Commissioners**

| Nama<br>Name              | Rapat Internal Dewan Komisaris<br><i>Board of Commissioners' Internal Meetings</i> |                         |        | Rapat Gabungan Dewan Komisaris bersama Direksi<br><i>Board of Commissioners' Joint Meetings with Board of Directors</i> |                         |        |
|---------------------------|------------------------------------------------------------------------------------|-------------------------|--------|-------------------------------------------------------------------------------------------------------------------------|-------------------------|--------|
|                           | Jumlah<br>Total                                                                    | Kehadiran<br>Attendance | %      | Jumlah<br>Total                                                                                                         | Kehadiran<br>Attendance | %      |
| Dani Rusli Utama          | 13                                                                                 | 13                      | 100%   | 13                                                                                                                      | 13                      | 100%   |
| Jimmy Abu Bakar Nikijuluw | 10                                                                                 | 10                      | 100%   | 9                                                                                                                       | 9                       | 100%   |
| Albertus Sumardi          | 13                                                                                 | 10                      | 76,92% | 13                                                                                                                      | 10                      | 76,92% |

**Program Pengembangan Kompetensi Dewan Komisaris**

Informasi Kegiatan pelatihan dan pengembangan kompetensi bagi anggota Dewan Komisaris Perseroan dapat dilihat di Bab Profil Perusahaan.

**Board of Commissioners' Competency Development Program**

Information of the training and competency development activities for members of the Board of Commissioners of the Company can be seen in the Company Profile Chapter.

**Kebijakan Penilaian Sendiri (Self-Assessment) Untuk Menilai Kinerja Dewan Komisaris**

Melakukan evaluasi kinerja melalui penyusunan *Key Performance Indicator* (KPI) Dewan Komisaris dengan sistem *self assessment* atau sistem lain untuk kemudian diputuskan dalam rapat Dewan Komisaris.

**Self-assessment policy to assess the performance of the Board of Commissioners**

Conduct performance evaluations through the formulation of the Board of Commissioners' Key Performance Indicator (KPI) with a self-assessment system or other system to then be decided in the Board of Commissioners' meeting.

**Penilaian Atas Kinerja Masing-Masing Komite yang Berada di Bawah Dewan Komisaris**

Komite Dewan Komisaris dinilai dalam rangka peningkatan kualitas pelaksanaan tugas organ pendukung Dewan Komisaris. Komite Dewan Komisaris dinilai berdasarkan kinerja pelaksanaan tugas komite yang mencakup realisasi laporan pelaksanaan tugas komite sesuai dengan tanggung jawab masing-masing, frekuensi kehadiran rapat dan rekomendasi yang diberikan dalam tugasnya membantu pelaksanaan fungsi pengawasan dan penasihatian Dewan Komisaris.

**Performance of Each Committee under the Board of Commissioners**

The Committees of the Board of Commissioners are assessed to improve the quality of duties implementation of the Board of Commissioners' supporting organs. The Board of Commissioners' Committees are assessed based on the performance of duties. It includes the report on the implementation of committees' duties in accordance with their respective responsibilities, the meeting frequency of attendance, and recommendations provided in their duties to assist the supervisory and advisory functions of the Board of Commissioners.

**Organ dan Komite-Komite Dewan Komisaris**

Komite-Komite Dewan Komisaris, sesuai dengan Undang-Undang Republik Indonesia Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dan sesuai dengan Anggaran Dasar Perseroan, Dewan Komisaris dapat membentuk komite yang bekerja secara kolektif dan berfungsi membantu Dewan Komisaris dalam melaksanakan tugasnya. Sampai dengan Desember 2019 Perseroan hanya memiliki Komite Audit.

**Komite Audit**

Komite Audit diangkat oleh Dewan Komisaris berdasarkan Surat Keputusan Dewan Komisaris No. SK.DK/10/11/03/JAI2017 tanggal 10 November 2017 tentang Pengangkatan Komite Audit PT Jasa Armada Indonesia Tbk.

**Komposisi Anggota Komite Audit**

Komposisi dan jumlah Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. SK.DK/10/11/03/JAI-2017 tanggal 10 November 2017 telah mempertimbangkan tingkat kebutuhan dan kecukupan. Komposisi dan Profil Anggota Komite Audit Perseroan adalah sebagai berikut:

**Organs and Committees Reporting Directly to the Board of Commissioners**

Pursuant to the Law of the Republic of Indonesia No. 19 of 2003 on State-Owned Enterprises, and in accordance with the Company's Articles of Association, the Board of Commissioners may establish committees that work collectively and assist the Board of Commissioners in performing their duties. As of December 2019, the Company only had an Audit Committee.

**Audit Committee**

The Audit Committee was appointed by the Board of Commissioners based on the Board of Commissioners' Decree No. SK.DK/10/11/03/JAI-2017 dated 10 November 2017, on the Audit Committee Appointment of PT Jasa Armada Indonesia Tbk.

**Composition of Audit Committee**

The composition and number of members of the Audit Committee based on the Decree of the Board of Commissioners No. SK.DK/10/11/03/JAI-2017 dated 10 November 2017, taking into account the needs and adequacy. Composition and Profile of the Company's Audit Committee as follows:

|                                                                                     |                                                                                                                                              |                                                                                                                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <b>Albertus Sumardi</b><br><b>Ketua Komite Audit (Komisaris Independen)</b><br><b>Chairman of Audit Committee (Independent Commissioner)</b> | Profil ringkas dapat dilihat pada bagian Profil Dewan Komisaris                                                                                                                                                                                                                                                    | Brief profile can be referred to in the Board of Commissioners' Profile                                                                                                                                                                                                                                |
|  | <b>Sutardi</b><br><b>Anggota Komite Audit (Pihak Independen)</b><br><b>Member of the Audit Committee (Independent Party)</b>                 | Warga negara Indonesia, berusia 57 tahun, berdomisili di Surabaya. Beliau lahir di Surabaya, 6 November 1962. Meraih gelar Akuntan pada tahun 1992. Riwayat Jabatan: Pengendali Teknis pada Bidang Akuntan Negara di BPKP Jawa Timur (2008-2015), Senior konsultan di Solusi Tatakelola Consulting (2015-saat ini) | Indonesian citizen, 57 years old, domiciled in Surabaya. Born in Surabaya, 6 November 1962. Appointed as Accountant in 1992. Career History: Technical Controller in the State Accounting Division at BPKP of East Java (2008-2015), Senior Consultant at Solusi Tatakelola Consulting (2015-present). |



**Sudrajat Husein**  
**Anggota Komite Audit**  
**Member of Audit Committee**

Warga negara Indonesia, berusia 67 tahun, berdomisili di Surabaya. Beliau lahir di Bandung, 7 Februari 1952. Meraih gelar Sarjana Teknik Mesin pada tahun 1979. Riwayat Jabatan: ASM Teknik Alat Apung PT Pelabuhan Indonesia II (Persero) (2006), Kepala Divisi Teknik Unit Terminal Peti Kemas (2004), Kepala Dinas Alat Apung Cabang Pelabuhan Tanjung Priok (2002), Kepala Dinas Alat Apung Cabang Pelabuhan Palembang (1987).

Indonesian citizen, 67 years old, domiciled in Surabaya. Born in Bandung, 7 February 1952. He obtained a Bachelor of Machine Engineering in 1979. Career History: ASM of Floating Equipment Technique of PT Pelabuhan Indonesia II (Persero) (2006), Head of Engineering Division of Container Terminal Unit (2004), Head of Floating Equipment Office of Tanjung Priok Branch Port (2002), Head of Floating Equipment Office of Palembang Branch Port (1987).

#### Periode dan Masa Jabatan Anggota Komite Audit

#### Period and Term of Office of the Audit Committee Members

| Nama<br>Name    | Periode<br>Period                                                       | Masa Jabatan<br>Term of Office |
|-----------------|-------------------------------------------------------------------------|--------------------------------|
| A. Sumardi      | 10 November 2017–10 November 2022 / November 10, 2017–November 10, 2022 | 5 Tahun / Years                |
| Sutardi         | 10 November 2017–10 November 2022 / November 10, 2017–November 10, 2022 | 5 Tahun / Years                |
| Sudrajat Husein | 10 November 2017–10 November 2022 / November 10, 2017–November 10, 2022 | 5 Tahun / Years                |

#### Independensi Komite Audit

Anggota Komite Audit Perseroan adalah anggota yang independen dan tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan konflik kepentingan terhadap Perseroan dan telah memenuhi persyaratan untuk diangkat sebagai anggota Komite Audit. Kriteria independensi anggota Komite Audit sebagai berikut, yaitu:

#### Audit Committee's Independence

The members of the Company's Audit Committee are independent and do not have interest/personal relationship that may have negative impacts and conflicts of interest on the Company, and have fulfilled the requirements to be appointed as a member of the Audit Committee. The criteria for the independence of the Audit Committee's members are as follows:

#### Tabel Kriteria Independensi Komite Audit

#### Table of Audit Committee's Independence Criteria

| Kriteria Independensi<br>Independency Criteria                                                                                                                                                                                                                                                                                                                                                            | A. Sumardi | Sutardi | Sudrajat Husein |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------|-----------------|
| Bukan merupakan orang dalam kantor akuntan publik, kantor konsultan hukum, atau pihak lain yang memberikan jasa audit dan non-audit atau jasa konsultasi lain kepada Perusahaan dalam waktu 6 bulan terakhir / Not an employee in a public accounting firm, legal consulting office, or any other party providing audit, non-audit, or other consulting services to the Company within the last 6 months; | ✓          | ✓       | ✓               |
| Tidak mempunyai saham baik langsung maupun tidak langsung di Perusahaan / Does not own shares directly or indirectly in the Company;                                                                                                                                                                                                                                                                      | ✓          | ✓       | ✓               |
| Bukan orang yang mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, dan/atau mengendalikan Perusahaan dalam waktu enam bulan terakhir / Not a person who has the authority and responsibility to plan, lead, and/or control the Company within the last six months;                                                                                                                      | ✓          | ✓       | ✓               |

| Kriteria Independensi<br><i>Independency Criteria</i>                                                                                                                                                                                                                                                                                                                                                                              | A. Sumardi | Sutardi | Sudrajat Husein |
|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------|---------|-----------------|
| Tidak mempunyai hubungan keluarga karena perkawinan dan keturunan sampai derajat kedua, baik secara horisontal maupun vertikal dengan Komisaris, Direksi, maupun Pemegang Saham utama Perusahaan / <i>Does not have a family relationship because of marriage and second-degree relationship, either horizontally or vertically, with the Board of Commissioners, Board of Directors, or the main Shareholders of the Company;</i> | ✓          | ✓       | ✓               |
| Tidak mempunyai hubungan usaha langsung dan tidak langsung yang berkaitan dengan kegiatan usaha perusahaan; dan / <i>Has no direct and indirect business relationship related to the Company's business activities; and</i>                                                                                                                                                                                                        | ✓          | ✓       | ✓               |
| Tidak sedang berada dalam institusi yang kegiatan usahanya memberikan jasa kepada perusahaan / <i>Not a member of an institution whose business is to provide services to the Company.</i>                                                                                                                                                                                                                                         | ✓          | ✓       | ✓               |

#### Pedoman Komite Audit

Komite Audit telah memiliki piagam atau charter Komite Audit. Piagam Komite Audit telah ditetapkan Dewan Komisaris Perseroan pada Tanggal 30 November 2016. Muatan Piagam Komite Audit telah sesuai dengan ketentuan yang berlaku dan kebutuhan Komite Audit. Pedoman Komite Audit ini akan ditinjau secara periodik sesuai dengan perkembangan kegiatan usaha, organisasi, dan tingkat risiko dalam Perseroan yang mungkin timbul. Selain itu pemutakhiran Pedoman Komite Audit mempertimbangkan kebutuhan Komite yang ada pada Perseroan serta sesuai dengan peraturan perundang-undangan yang berlaku.

#### Tugas dan Tanggung Jawab Komite Audit

Pelaksanaan tugas Komite Audit mengacu pada Pedoman Komite Audit. Tugas Komite Audit sebagaimana tercantum dalam Pedoman Komite Audit adalah sebagai berikut:

1. Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas, antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan;
2. Melakukan penelaahan atas ketaatan Perseroan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan;
3. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan akuntan atas jasa yang diberikannya;
4. Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan yang didasarkan pada independensi, ruang lingkup penugasan dan imbalan jasa;
5. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak

#### Audit Committee Charter

The Audit Committee has the Audit Committee Charter. The Company's Board of Commissioners determined the Audit Committee Charter on November 30, 2016. The contents of the Audit Committee Charter comply with the terms and conditions and the needs of the Audit Committee. Audit Committee Charter will be reviewed periodically in accordance with the development of the Company's business activities, organization, and level of risk that may arise. Besides, updating the Audit Committee Charter considers the needs of the Company's existing Committee and following applicable laws and regulations.

#### Audit Committee's Duties and Responsibilities

The duties implementation of the Audit Committee refers to the Audit Committee Charter. The duties of the Audit Committee, as stated in the Audit Committee Charter, are as follows:

1. Reviewing the financial information to be issued by the Company to the public and/or authorities, including financial statements, projections, and other reports related to the Company's financial information;
2. Reviewing the Company's compliance with laws and regulations relating to the Company's activities;
3. Providing an independent opinion in the event of disagreements between management and accountants over the services rendered.
4. Providing recommendations to the Board of Commissioners on the appointment of accountants based on the independence, scope of the assignment, and remuneration;
5. Reviewing the implementation of inspections by the internal auditor and supervising the implementation of the follow-up



- lanjut oleh Direksi atas temuan auditor internal;
- Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan;
  - Memberikan pendapat dan saran kepada Dewan Komisaris untuk bahan pertimbangan dalam memberikan persetujuan terhadap pengangkatan dan pemberhentian Kepala Internal Audit;
  - Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan; dan
  - Menjaga kerahasiaan dokumen, data dan informasi Perseroan.

#### Pelaksanaan Tugas Komite Audit

Pelaksanaan tugas Komite Audit diantaranya direalisasikan dalam bentuk rapat. Komite Audit melaksanakan tugasnya sebagai organ pendukung Dewan Komisaris diantaranya memberikan rekomendasi serta memastikan efektivitas sistem pengendalian intern dan efektivitas pelaksanaan tugas eksternal auditor dan internal auditor sebagai berikut:

- Mengikuti Rapat bersama Dewan Komisaris sebanyak 13 Kali.
- Mengikuti Rapat Dewan Komisaris bersama Direksi 13 kali.
- Mengikuti Forum Pelatihan sebanyak 2 kali.

#### Frekuensi Pertemuan Anggota Komite Audit

Frekuensi pertemuan Komite Audit adalah dalam rapat internal Dewan Komisaris sebanyak 13 kali dan rapat gabungan Dewan Komisaris bersama Direksi sebanyak 13 kali. Masing-masing anggota Komite hadir dalam rapat internal Komite Audit dengan tingkat kehadiran sebagai berikut:

**Tabel Frekuensi Pertemuan dan Tingkat Kehadiran Komite Audit**

| Nama<br>Name    | Jumlah Rapat<br>Total Meetings | Kehadiran<br>Attendance | Persentase Kehadiran<br>Attendance Percentage |
|-----------------|--------------------------------|-------------------------|-----------------------------------------------|
| A. Sumardi      | 13                             | 10                      | 76,92%                                        |
| Sutardi         | 13                             | 13                      | 100%                                          |
| Sudrajat Husein | 13                             | 13                      | 100%                                          |

#### Program Pengembangan Kompetensi Anggota Komite Audit

Informasi terkait Kegiatan pelatihan dan pengembangan kompetensi bagi anggota Komite Audit Perseroan dapat dilihat di Bab Profil Perusahaan

by the Board of Directors on internal auditor findings;

- Reviewing complaints related to accounting processes and the Company's financial reporting
- Providing opinions and advice to the Board of Commissioners for consideration in granting the appointment and dismissal of the Chairman of Internal Audit;
- Reviewing and providing advice to the Board of Commissioners related to potential conflicts of interest of the Company; and
- Maintaining the confidentiality of the Company's documents, data, and information.

#### Audit Committee's Duties Implementation

Audit Committee's duties are realized in the form of meetings. The Audit Committee performs its duties as a supporting organ of the Board of Commissioners, by providing recommendations and ensuring the effectiveness of the internal control system and the effectiveness of the duties execution of external and internal auditors as follows:

- Attended 13 Meetings with the Board of Commissioners.
- Attended 13 the Board of Commissioners' Joint Meetings with Board of Directors.
- Attended Training Forum 2 times.

#### Frequency of Audit Committee's Meeting

The Audit Committee attended 13 internal meetings of the Board of Commissioners and 13 the Board of Commissioners' Joint Meetings with the Board of Directors. Each Committee member was present at the Audit Committee's internal meetings with the attendance was as follows:

**Table of Meeting Frequency and Attendance of Audit Committee**

#### Audit Committee's Competency Development Program

Information regarding training and competency development activities for members of the Company's Audit Committee can be seen in the Chapter of the Company Profile.

**Komite Nominasi dan Remunerasi**

Selama tahun 2019 perusahaan tidak memiliki Komite Nominasi dan Remunerasi. Fungsi Nominasi dan Remunerasi dalam praktiknya dijalankan oleh Dewan Komisaris sebagai pelaksana Fungsi Komite Nominasi dan Remunerasi untuk memberikan usulan terhadap remunerasi Direksi sesuai ketentuan yang berlaku dan penilaian kinerja Direksi. Pelaksana Fungsi Komite Nominasi dan Remunerasi bertugas memastikan bahwa sistem remunerasi dan nominasi Perseroan telah dilaksanakan berdasarkan prinsip keadilan dan transparansi serta patuh terhadap regulasi yang berlaku.

**Pelaksana Fungsi Komite Manajemen Risiko**

Pelaksana Fungsi Komite Manajemen Risiko bertugas memastikan bahwa sistem manajemen risiko Perseroan telah dilaksanakan berdasarkan standar yang dimiliki Perseroan serta patuh terhadap regulasi yang berlaku. Pelaksana Fungsi Komite Manajemen Risiko dalam praktiknya dijalankan oleh Komite Audit untuk melakukan penelaahan atas pengawasan dan pemberian nasihat terhadap kebijakan dan pelaksanaan manajemen risiko Perseroan. Oleh karena itu, uraian terkait nama, jabatan, dan riwayat hidup singkat anggota Komite Manajemen Risiko, independensi, uraian tugas dan tanggung jawab, uraian pelaksanaan kegiatan pada tahun buku, frekuensi pertemuan dan tingkat kehadiran dalam pertemuan, pernyataan adanya pedoman Komite Manajemen Risiko dapat dilihat pada uraian Komite Audit.

**Sekretaris Dewan Komisaris**

Sekretaris Dewan Komisaris memegang peranan penting dalam mendukung kinerja Dewan Komisaris, tidak hanya menjalankan fungsi administratif namun mempunyai fungsi dan nilai yang strategis dalam pelaksanaan fungsi pengawasan Dewan Komisaris.

**Pengangkatan dan Profil Sekretaris Dewan Komisaris**

Pengangkatan Sekretaris Dewan Komisaris Perseroan berdasarkan Surat Keputusan Dewan Komisaris PT Jasa Armada Indonesia Nomor. SK.DK/01/08/02/JAI-2018 tanggal 1 Agustus 2018 tentang Pengangkatan Kembali Sekretaris Dewan Komisaris PT Jasa Armada Indonesia Tbk.

**Nomination and Remuneration Committee**

*During 2019 the Company did not have a Nomination and Remuneration Committee. In practice, the Nomination and Remuneration Function is carried out by the Board of Commissioners as the Acting Nomination and Remuneration Committee to propose the remuneration of the Board of Directors in accordance with applicable provisions, and the performance appraisal of the Board of Directors. The Nomination and Remuneration Committee's function is to ensure that the Company's remuneration and nomination system has been implemented based on the principles of fairness and transparency as well as complying with applicable regulations.*

**Acting Risk Management Committee**

*The Acting Risk Management Committee is responsible for ensuring that the Company's risk management system has been implemented based on the Company's standards and complies with applicable regulations. In practice, the Risk Management Function is carried out by the Audit Committee to review the supervision and the advice provision on the policies and implementation of the Company's risk management. Therefore, description related to the name, position, and brief biography of the members of the Risk Management Committee, independence, job descriptions, and responsibilities, activities of the fiscal year, the meeting frequency and attendance, and statement of the existence of the Risk Management Committee guidelines can be seen in the Audit Committee description.*

**Secretary of the Board of Commissioners**

*The Secretary of the Board of Commissioners plays an essential role in supporting the performance of the Board of Commissioners, not only carrying out administrative functions but having strategic function and value in implementing the supervisory function of the Board of Commissioners.*

**Appointment and Profile of the Secretary of the Board of Commissioners**

*The appointment of the Company's Secretary of the Board of Commissioners is based on the Board of Commissioners' Decree of PT Jasa Armada Indonesia No. SK.DK/01/08/02/JAI-2018 dated 1 August 2018 on the Re-Appointment of the Board of Commissioners' Secretary of PT Jasa Armada Indonesia Tbk.*



## Eko Budyasmoro

**Sekretaris Dewan Komisaris / Secretary of the Board of Commissioners**

|                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                       | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                               |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>          | Berusia 47 tahun per 31 Desember 2019<br>Jakarta, 1 November 1973<br><i>47 years old as of December 31, 2019<br/>Jakarta, November 01, 1973</i>                                                                                                                                                                                                                                                                         |
| Riwayat Pendidikan<br><i>History of Education</i>           | 1. Master of Humaniora dari Universitas Jayabaya Jakarta Tahun 2009 / <i>Master of Humanities from Jayabaya University Jakarta in 2009.</i><br>2. Sarjana Hukum dari universitas Atmajaya Jogjakarta tahun 1999 / <i>Bachelor of Law from Atmajaya University, Yogyakarta in 1999.</i>                                                                                                                                  |
| Dasar Hukum Penunjukan<br><i>Legal Basis of Appointment</i> | Surat Keputusan Dewan Komisaris PT Jasa Armada Indonesia Tbk, Nomor SK.DK/01/07/01/JAI-2019, tentang Pengangkatan Sekretaris Dewan Komisaris PT Jasa Armada Indonesia Tbk, tanggal 1 Juli 2019 / <i>Decree of the Board of Commissioners of PT Jasa Armada Indonesia Tbk, No. SK.DK/01/07/01/JAI-2019 on the Appointment of Secretary of Board of Commissioners of PT Jasa Armada Indonesia Tbk dated July 1, 2019.</i> |
| Pengalaman Kerja<br><i>Work Experience</i>                  | 1. Partner pada Law firm Teguh Samudra Asosiate ( 1999) / <i>Partner at Law Firm Teguh Samudra Asosiate (1999).</i><br>2. Deputy Vice President Dukungan Hukum PT Pelabuhan Indonesia II (Persero) (2018 s/d sekarang) / <i>Deputy Vice President of Legal Support of PT Pelabuhan Indonesia II (Persero) (2018 to present).</i>                                                                                        |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>         | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br><i>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.</i>                                                                                                                                                                                           |
| Domisili<br><i>Domicile</i>                                 | Bekasi<br><i>Bekasi</i>                                                                                                                                                                                                                                                                                                                                                                                                 |

### Tugas dan Tanggung Jawab Sekretaris Dewan Komisaris

Sekretaris Dewan Komisaris mempunyai fungsi pokok untuk memberikan dukungan kepada Dewan Komisaris guna memperlancar tugas-tugas Dewan Komisaris dan sebagai penghubung antara Dewan Komisaris dengan manajemen serta bertanggung jawab untuk menyediakan dan menyampaikan informasi yang penting tentang Rapat Dewan Komisaris kepada Perseroan. Tugas Pokok Sekretaris Dewan Komisaris mencakup hal-hal sebagai berikut:

- Menyelenggarakan kegiatan Administrasi kesekretariatan di lingkungan Dewan Komisaris
- Menyelenggarakan rapat Dewan Komisaris dan rapat/pertemuan antara Dewan Komisaris dengan Pemegang Saham, Direksi maupun pihak-pihak terkait lainnya
- Menyediakan data/informasi yang diperlukan oleh Dewan Komisaris dan Komite di lingkungan Dewan komisaris

### Duties and Responsibilities of the Board of Commissioners' Secretary

The Secretary of the Board of Commissioners has the main function of providing support to the Board of Commissioners to facilitate the duties of the Board of Commissioners and as a liaison between the Board of Commissioners and management and is responsible for providing and conveying important information about the Board of Commissioners' Meeting to the Company. The main duties of the Board of Commissioners' Secretary include the following matters:

- Conducting Secretariat Administration within the Board of Commissioners' environment
- Holding meetings of the Board of Commissioners and meetings between the Board of Commissioners with Shareholders, Board of Directors, or other relevant parties
- Providing data/information required by the Board of Commissioners and Committees within the Board of Commissioners' environment.

## Kebijakan Keberagaman, Remunerasi dan Suksesi Dewan Komisaris dan Direksi

### Kebijakan Suksesi Dewan Komisaris dan Direksi

Pemilihan calon Anggota Dewan Komisaris dan Direksi ditentukan melalui rangkaian mekanisme suksesi sesuai dengan ketentuan yang ditetapkan oleh pemegang saham yang mengacu pada Peraturan dan Undang-Undang yang berlaku. Dalam menentukan komposisi Dewan Komisaris dan Direksi Perseroan memperhatikan unsur keberagaman dan disesuaikan dengan ukuran organisasi dan kebutuhan Perseroan.

### Kebijakan Keberagaman Dewan Komisaris dan Direksi

Kebijakan Perseroan yang secara jelas mengatur mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin sampai dengan saat ini belum dibuat secara tertulis dikarenakan ukuran struktur organisasi yang masih dalam tahap pengembangan dan penyesuaian. Namun tidak menutup kemungkinan kebijakan tertulis mengenai keberagaman komposisi Dewan Komisaris dan Direksi tersebut dibuat untuk kedepannya. Saat ini, keberagaman komposisi ditentukan sesuai kebutuhan Perseroan berdasarkan pembagian tugas bidang pengawasan bagi Dewan Komisaris dan pembagian tugas bidang pengelolaan bagi Direksi. Keberagaman komposisi Dewan Komisaris mengacu pada pembagian tugas pengawasan. Sementara keberagaman komposisi Direksi mengacu pada *Job Description* 2019.

Saat ini, Komposisi Dewan Komisaris dan Direksi Perseroan telah memenuhi unsur keberagaman yaitu perpaduan dari sisi independensi, keahlian/pendidikan, pengalaman kerja, usia dan jenis kelamin dengan mempertimbangkan kebutuhan dan kompleksitas Perseroan. Keberagaman komposisi Dewan Komisaris dan Direksi Perseroan dijabarkan sebagai berikut:

## *The policy of Diversity, Remuneration, and Succession of the Board of Commissioners and Board of Directors*

### *Succession Policy of the Board of Commissioners and Board of Directors*

*The candidate selection of Members of the Board of Commissioners and Board of Directors are determined through a series of succession mechanisms. It is in accordance with the provisions stipulated by the shareholders, with references to the applicable Laws and Regulations. In determining the composition of the Board of Commissioners and Board of Directors, the Company takes into account the diversity and adjusts to the organization size and the Company's needs.*

### *Diversity Policy for the Composition of the Board of Commissioners and Directors*

*The Company's Policy that regulates the diversity of the composition of the Board of Commissioners and the Board of Directors in terms of education background (field of study), work experience, age, and gender, has not been written because the organizational structure that is still under development and adjustment. However, there is a possibility that written policy on the composition diversity of the Board of Commissioners and the Board of Directors will be formulated in the future. Currently, the diversity of the composition is determined following the Company's needs. It is based on the segregation of supervisory duties for the Board of Commissioners and segregation of management duties for the Board of Directors. The diversity of the composition of the Board of Commissioners refers to the segregation of supervisory duties.*

*Meanwhile, the diversity of the Board of Directors refers to the Job Description 2019. The current composition of the Company's Board of Commissioners and Board of Directors has met the elements of diversity, i.e., a combination of independence, expertise/ education, work experience, age, and gender by taking into account the Company's needs and complexity. The diversity of the composition of the Company's Board of Commissioners and Directors is described as follows:*

Tabel Keberagaman Dewan Komisaris

Table of Diversity of the Board of Commissioners

| No. | Nama & Jabatan<br>Name & Position                                                     | Jenis Kelamin<br>Gender | Usia<br>Age | Pendidikan Terakhir<br>Education                                                                                                                                                                                                                                                                                                                          | Pengalaman Kerja<br>Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|---------------------------------------------------------------------------------------|-------------------------|-------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | <b>Dani Rusli Utama</b><br>(Komisaris<br>Utama / President<br>Commissioner)           | Laki-Laki<br>Male       | 48          | Master of Infrastructure Management dari Yokohoma National University Japan pada tahun 1999<br><i>Master of Infrastructure Management from Yokohoma National University, Japan, in 1999</i>                                                                                                                                                               | 1. Direktur Teknik dan Manajemen Risiko PT Pelabuhan Indonesia II (Persero) (sejak 2016) / <i>Director of Engineering and Risk Management of PT Pelabuhan Indonesia II (Persero) (since 2016).</i><br>2. Direktur Utama PT Jakarta International Container Terminal (2015-2016) / <i>President Director of PT Jakarta International Container Terminal (2015-2016).</i><br>3. Direktur Utama PT Pengembang Pelabuhan Indonesia (2012-2015) / <i>President Director of PT Pengembang Pelabuhan Indonesia (2012-2015).</i>                                                                                                               |
| 2.  | <b>Jimmy Abu Bakar Nikijulw</b><br>(Komisaris /<br>Commissioner)                      | Laki-Laki<br>Male       | 70          | Magister Business Administration dari Institut Ilmu Manajemen Jakarta pada tahun 1991 dan Magister Management dari Institut Ilmu Manajemen Jakarta pada tahun 1993<br><i>Master of Business Administration from Institute of Management Sciences, Jakarta, in 1991; and Master of Management from Institute of Management Sciences, Jakarta, in 1993.</i> | 1. Menjabat sebagai Anggota Komisaris PT Pelabuhan Indonesia II (Persero) pada sejak 2014 / <i>Member of Board of Commissioners of PT Pelabuhan Indonesia II (Persero), since 2014.</i><br>2. Sekretaris Direktorat Jenderal Perhubungan Laut (2008 hingga pensiun) / <i>Secretary of the Directorate General of Sea Transportation (2008 until pension).</i><br>3. Direktur Lalu Lintas dan Angkutan Laut pada Direktorat Jenderal Perhubungan Laut Departemen Perhubungan (2002-2007) / <i>Director of Traffic and Sea Transport at the Directorate General of Sea Transportation of the Ministry of Transportation (2002-2007).</i> |
| 3.  | <b>Albertus Sumardi</b><br>(Komisaris<br>Independen<br>/ Independent<br>Commissioner) | Laki-Laki<br>Male       | 80          | Teknik Sipil dari Universitas Gadjah Mada pada tahun 1964<br><i>Bachelor of Civil Engineering from the University of Gadjah Mada, Yogyakarta, in 1964.</i>                                                                                                                                                                                                | 1. Associate Member of Training Facilitator di PT PMLI, IPC Corporate University sejak tahun 2015 / <i>Associate Member of Training Facilitator at PT PMLI, IPC Corporate University since 2015.</i><br>2. Komisaris Independen di PT ICTSI Jasa Prima Tbk sejak tahun 2012 / <i>Independent Commissioner at PT ICTSI Jasa Prima Tbk since 2012.</i><br>3. Senior Port Consultant di PT Diagram Port System & Engineering Consultant sejak tahun 2002 / <i>Senior Port Consultant at PT Diagram Port System &amp; Engineering Consultant since 2002.</i>                                                                               |



Tabel keberagaman Direksi

Table of Diversity of the Board of Directors

| No. | Nama & Jabatan<br>Name & Position                                                                                                                      | Jenis Kelamin<br>Gender | Usia<br>Age | Pendidikan Terakhir<br>Education                                                                                                                                                                                                                                                                                                 | Pengalaman Kerja<br>Work Experience                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | <b>Chiefy Adi Kusmargono</b><br>(Direktur Utama /<br>President Director)                                                                               | Laki-Laki<br>Male       | 42          | Master Degree (S-2) - Netherlands Maritime University (STC-NMU Rotterdam), Shipping and Transport 2010 – 2012<br><i>Master of Shipping and Transport from Netherlands Maritime University (STC-NMU Rotterdam), 2010 – 2012.</i>                                                                                                  | 1. President Director PT Indonesia Kendaraan Terminal Tbk (IPC Car Terminal), Maret 2017-Oktober 2019 / <i>President Director of PT Indonesia Kendaraan Terminal Tbk (IPC Car Terminal), March 2017-October 2019</i><br>2. General Manager – Port of Banten, Juni 2014-Maret 2017 / <i>General Manager of Port of Banten, June 2014-March 2017</i><br>3. Senior Manager – Organization Development, Oktober 2012 – May 2014 / <i>Senior Manager of Organization Development, October 2012 – May 2014</i>                                                                          |
| 2.  | <b>Rizki Pribadi Hasan</b><br>Direktur Keuangan dan SDM (Direktur Independen) /<br><i>Director of Finance and Human Capital (Independent Director)</i> | Laki-Laki<br>Male       | 53          | Bachelor of Science di Bidang Ekonomi dan Bisnis Umum dari Texas Christian University, Texas, Amerika Serikat, 1989<br><i>Bachelor of Science in Economics and General Business from Texas Christian University, Texas, United State of America, 1989</i>                                                                        | 1. Finance and Human Resource Director of PT Patra Jasa, 2016-2019 / <i>Finance and Human Resource Director of PT Patra Jasa, 2016-2019</i><br>2. Executive Director & Country Head of Financial Institutions Chartered Standards Bank Indonesia, 2014-2015 / <i>Executive Director &amp; Country Head of Financial Institutions Standards Chartered Bank Indonesia, 2014-2015</i><br>3. Acting Country Head of Bank Indonesia Chartered Standard Transaction Banking, 2013-2014 / <i>Acting Country Head of Bank Indonesia Chartered Standard Transaction Banking, 2013-2014</i> |
| 3.  | <b>Herman Susilo</b><br>(Director of Commercial & Operation / <i>Director of Commercial &amp; Operation</i> )                                          | Laki-Laki<br>Male       | 48          | Master Maritime Economics & Logistic dari Erasmus University Rotterdam, di Rotterdam, 2010<br><i>Master of Maritime Economics &amp; Logistic from Erasmus University Rotterdam, in Rotterdam, 2010</i>                                                                                                                           | 1. Direktur Keuangan dan SDM PT Jasa Armada Indonesia Tbk, 2017-2019 / <i>Director of Finance and Human Resource of PT Jasa Armada Tbk, 2017-2019</i><br>2. Corporate Secretary PT Jasa Armada Indonesia Tbk, 2016-2017 / <i>Corporate Secretary of PT Jasa Armada Tbk, 2016-2017</i><br>3. Staf Direktur PT Multi Terminal Indonesia, 2013-2016 / <i>Director Staff of PT Multi Terminal Indonesia, 2013-2016</i>                                                                                                                                                                |
| 4.  | <b>Supardi</b><br>(Direktur Armada dan Teknik /<br><i>Director of Fleet and Engineering</i> )                                                          | Laki-Laki<br>Male       | 51          | Master Ahli Nautika dari Sekolah Tinggi Ilmu Pelayaran di Jakarta dan Master Shipping dan Transport dari Netherlands Maritime University STC Group<br><i>Master of Nautical from the School of Nautical Sciences in Jakarta, 2006; and Master of Shipping and Transport from Netherlands Maritime University STC Group, 2011</i> | 1. Senior Manager Kapal dan Pemanduan Kantor Pusat PT Pelabuhan Indonesia II (Persero) / <i>Senior Manager of Vessel and Pilotage at Head Office of PT Pelabuhan Indonesia II (Persero), 2012</i><br>2. Deputi General Manager Operasi Terminal I Pelabuhan Tanjung Priok (2009-2013) / <i>Deputy General Manager of Operation at Terminal I Tanjung Priok Port, 2011</i><br>3. Manager Kepanduan di Pelabuhan Pontianak, Palembang, dan Tanjung Priok (2002-2009) / <i>Middle Senior Staff of PD PT Pelabuhan Indonesia (Persero), 2009</i>                                      |

## Kebijakan Remunerasi Dewan Komisaris dan Direksi

Tahun 2019, Perseroan belum membentuk Komite Nominasi dan Remunerasi. Kebijakan penetapan remunerasi bagi Dewan Komisaris dan Direksi merujuk pada:

1. Undang-Undang PT Republik Indonesia No.40 Tahun 2007 tentang Perseroan Terbatas Pasal 113
2. Surat Direksi PT Pelabuhan Indonesia II (Persero) selaku Pemegang Saham utama PT Jasa Armada Indonesia Tbk kepada Dewan Komisaris PT JAI. Tbk nomor: KU.02.04/11/12/1/PBP/UT/PI.II-18 tanggal 11 Desember 2018 tentang penyesuaian Remunerasi Direksi dan Dewan Komisaris PT JAI Tbk.
3. Anggaran Dasar Perusahaan.

### Indikator Penetapan Remunerasi Direksi

Remunerasi Direksi mempertimbangkan indikator yang telah ditetapkan oleh Pemegang Saham. Dalam hal ini indikator yang dimaksud adalah *Key Performance Indicator* (KPI) atau kontrak Manajemen Direksi sebagai salah satu ukuran untuk menilai kinerja Direksi

### Struktur Remunerasi Dewan Komisaris dan Direksi

Struktur remunerasi Dewan Komisaris memperhatikan ketentuan regulator maupun internal Perusahaan sesuai dengan persetujuan Pemegang Saham. Komponen Remunerasi Dewan Komisaris meliputi:

**Tabel Struktur Remunerasi Dewan Komisaris dan Direksi Tahun 2019**

| No. | Remunerasi Dewan Komisaris<br><i>Remuneration of Board of Commissioners</i>                                                                                                                  | Remunerasi Direksi<br><i>Remuneration of Board of Directors</i>                                                                                                                                  |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Honorarium                                                                                                                                                                                   | Gaji / Salary                                                                                                                                                                                    |
| 2.  | Tunjangan terdiri dari Tunjangan Transportasi, Tunjangan Hari Raya, Purna Jabatan<br><i>Allowances, include Transportation Allowance, Religious Festive Allowance, Post Tenure Allowance</i> | Tunjangan terdiri dari Tunjangan Hari Raya, Tunjangan Purna Jabatan, Tunjangan Perumahan<br><i>Allowances, include Religious Festive Allowance, Post Tenure Allowance, and Housing Allowance</i> |
| 3.  | Fasilitas terdiri dari Fasilitas Kesehatan, Fasilitas Bantuan Hukum<br><i>Facilities, include Health and Legal Aid facilities</i>                                                            | Fasilitas terdiri dari Fasilitas Kesehatan, Fasilitas Kendaraan, Perumahan, Fasilitas Bantuan Hukum<br><i>Facilities, include Health, Vehicle, Housing, Legal Aid facilities</i>                 |
| 4.  | Tantiem / <i>Tantiem</i>                                                                                                                                                                     | Tantiem / <i>Tantiem</i>                                                                                                                                                                         |

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

In 2019, the Company did not yet establish the Nomination and Remuneration Committee. The policy to determine the remuneration for the Board of Commissioners and Board of Directors referred to:

1. Law No. 40 of Republic of Indonesia of 2007 on Limited Liability Company, Article 113
2. Board of Directors' Letter of PT Pelabuhan Indonesia II (Persero) as the main Shareholder of PT Jasa Armada Indonesia Tbk to the Board of Commissioners of PT JAI. Tbk No.KU.02.04/11/12/1/PBP/UT/PI.II-18 dated 11 December 2018 on the Remuneration Adjustment of the Board of Directors and Board of Commissioners of PT JAI Tbk.
3. Company's Articles of Association

### Indicator for Board of Directors' Remuneration Determination

The remuneration of the Board of Directors takes into account the indicators set by the Shareholders. The indicator is the *Key Performance Indicator* (KPI) or management contract of the Board of Directors as one of the measurements to assess the Board of Directors' performance.

### Remuneration Structure of the Board of Commissioners and Board of Directors

The remuneration structure of the Board of Commissioners takes into account the provisions of the regulator and the internal Company in accordance with the approval of the Shareholders. The Board of Commissioners' Remuneration Components include:

**Table of Remuneration Structure of the Board of Commissioners and Board of Directors in 2019**

**Jumlah Remunerasi Dewan Komisaris dan Direksi**

Sesuai Keputusan RUPS Perseroan Nomor KU.02.04/11/12/1/PBP/UT/PI.II-18, jumlah gaji dan tunjangan Komisaris dan Direksi Perseroan tahun 2019 adalah sebagai berikut:

**Total Remuneration of the Board of Commissioners and Board of Directors**

*In accordance with the Company's GMS Resolution No. KU.02.04/11/12/1/PBP/UT/PI.II-18, the salaries and allowances of the Company's Board of Commissioners and Board of Directors as of 2019 were as follows:*

**Tabel Remunerasi Direksi Tahun 2019****Table of Board of Directors' Remuneration 2019**

| Remunerasi Direksi Tahun 2019<br><i>Board of Directors' Remuneration 2019</i> |                           |                        |
|-------------------------------------------------------------------------------|---------------------------|------------------------|
| Gaji dan Tunjangan<br><i>Salaries and Allowances</i>                          | Tantiem<br><i>Tantiem</i> | Jumlah<br><i>Total</i> |
| 3.749.258.486                                                                 | 1.083.531.360             | 4.832.789.846          |

**Tabel Remunerasi Dewan Komisaris Tahun 2019****Table of Board of Commissioners' Remuneration 2019**

| Remunerasi Dewan Komisaris Tahun 2019<br><i>Board of Commissioners' Remuneration 2019</i> |                           |                        |
|-------------------------------------------------------------------------------------------|---------------------------|------------------------|
| Gaji dan Tunjangan<br><i>Salaries and Allowances</i>                                      | Tantiem<br><i>Tantiem</i> | Jumlah<br><i>Total</i> |
| 1.928.788.168                                                                             | 625.624.402               | 2.554.412.570          |

**Direksi**

Direksi berfungsi sebagai Organ Perseroan yang melakukan pengurusan Perseroan untuk kepentingan Perseroan, sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan, baik di dalam maupun di luar pengadilan, sesuai dengan ketentuan Anggaran Dasar. Direksi bertugas dan bertanggung jawab penuh secara kolegal dalam mengelola kepengurusan untuk kepentingan Perseroan sesuai dengan maksud dan tujuan Perseroan, yakni memaksimalkan nilai Perseroan dengan menggunakan seluruh sumber daya yang dimiliki secara optimal. Direksi diangkat dan diberhentikan oleh Rapat Umum Pemegang Saham (RUPS). Proses pemilihan dan pengangkatan Direksi didahului dengan proses *fit and proper test*.

**Board of Directors**

*The Board of Directors functions as a Company Organ that carries out Company management for the interests of the Company following the purposes and objectives of the Company. Besides, it represents the Company, both inside and outside the court, following the Articles of Association. The Board of Directors has collegial duties and responsibilities in managing the Company for the interests of the Company per the purposes and objectives of the Company. It is to maximize the value of the Company by using all its resources optimally. Directors are appointed and dismissed by the General Meeting of Shareholders (GMS). A fit and proper test process precede the process of selecting and appointing the Board of Directors.*

**Pengangkatan Direksi**

Tata cara pengangkatan Direksi Perseroan telah mengacu pada peraturan menteri BUMN, meliputi penentuan sumber bakal calon, penjarangan, penilaian serta usulan pengangkatan. Dalam pengangkatan Anggota Direksi, Perusahaan mempertimbangkan kriteria dan persyaratan serta kelulusan dalam proses Uji Kemampuan dan Kepatutan (*Fit and Proper Test*) oleh fungsi *Talent Pool* yang diselenggarakan oleh Pemegang Saham. Calon Anggota Direksi Perseroan telah memenuhi persyaratan umum, diantaranya memiliki keahlian, integritas, kepemimpinan, jujur, perilaku baik dan berdedikasi tinggi

**Appointment of Board of Directors**

*The procedures to appoint the Company's Board of Directors refer to the Minister of SOEs regulation, including the determination of proposed candidate, recruitment, appraisal, and proposed appointment. In the appointment of Member of the Board of Directors, the Company considers the criteria, requirements, and the results of the Fit and Proper Test by the Talent Pool function, held by the Shareholder. Candidates for the Board of Directors have fulfilled the general requirements, such as having the expertise, integrity, leadership, honesty, good behavior, and high dedication to promote and develop the Company and the*

untuk memajukan dan mengembangkan Perseroan dan ketentuan yang berlaku.

Jabatan Anggota Direksi berakhir apabila:

- Meninggal dunia.
- Masa jabatannya berakhir.
- Diberhentikan berdasarkan keputusan.
- Tidak lagi memenuhi persyaratan sebagai anggota
- Direksi berdasarkan ketentuan Anggaran Dasar dan peraturan perundang-undangan yang berlaku.
- Mengundurkan diri

#### Komposisi Direksi

Ketentuan mengenai komposisi dan keanggotaan Direksi Perseroan, sebagai berikut:

- a. Jumlah Direksi paling sedikit 1 (satu) orang dan disesuaikan dengan kebutuhan, tingkat kompleksitas, dan rencana strategis Perseroan.
- b. Dalam hal Direksi terdiri lebih dari 1 (satu) orang anggota, maka salah seorang Anggota Direksi diangkat sebagai Direktur Utama.
- c. Komposisi dan pembagian tugas serta wewenang Direksi berdasarkan struktur organisasi Perseroan ditetapkan oleh RUPS. Apabila pembagian tugas Direksi tidak ditetapkan oleh RUPS maka pembagian tugas dan wewenang di antara Anggota Direksi ditetapkan berdasarkan keputusan Direksi.
- d. Anggota Direksi diangkat dan diberhentikan oleh RUPS.

*applicable provisions.*

*The position of member of the Board of Directors ends if:*

- *Pass away.*
- *His term of office is over.*
- *Dismissed based on the decision.*
- *No longer fulfill the requirements as a member of the Board of Directors based on the provisions of the Articles of Association and applicable laws and regulations.*
- *Resign*

#### Board of Directors' Composition

*Provisions regarding the composition and membership of the Company's Board of Directors, as follows:*

- a. *The number of Board of Directors is at least 1 (one) person and adjusted to the needs, level of complexity, and the Company's strategic plan.*
- b. *If the Board of Directors consists of more than 1 (one) member, then one of the members of the Board of Directors shall be appointed as the President Director.*
- c. *The GMS determines the composition and division of duties and authorities of the Board of Directors based on the Company's organizational structure. If the GMS does not stipulate the division of duties of the Board of Directors, the division of duties and authorities among the Members of the Board of Directors is determined based on the decision of the Board of Directors.*
- d. *Members of the Board of Directors are appointed and dismissed by the GMS.*

Komposisi Direksi Perseroan, yaitu:

*The Composition of the Company's, namely:*

| No. | Nama<br>Name     | Jabatan<br>Position                                                                                               | Dasar Penunjukan<br>Basis Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----|------------------|-------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1.  | Dawam Atmosudiro | Direktur Utama (1 Januari 2019 – 15 Oktober 2019)<br><i>President Director (1 January 2019 – 15 October 2019)</i> | Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU AH.01.03-0373057 tanggal 16 Desember 2019.<br><i>Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, SH., domiciled in North Jakarta Municipality, on the Change of the Board of Directors and Board of Commissioners of PT. Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 dated December 16, 2019.</i> |

| No. | Nama<br>Name          | Jabatan<br>Position                                                                                                                                                                                                        | Dasar Penunjukan<br>Basis Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|-----------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2.  | Chiefy Adi Kusmargono | Direktur Utama<br>(15 Oktober 2019 – 31 Desember 2019)<br><i>President Director<br/>(15 October 2019 – 31 December 2019)</i>                                                                                               | Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0373057 tanggal 16 Desember 2019.<br><i>Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, SH., domiciled in North Jakarta Municipality, on the Change of the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 dated December 16, 2019.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 3.  | Rizki Pribadi Hasan   | Direktur Keuangan dan Sumber Daya Manusia (Direktur Independen) (15 Oktober 2019 – 31 Desember 2019)<br><i>Director of Finance and Human Resource (Independent Director)<br/>(15 October 2019 – 31 December 2019)</i>      | Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0373057 tanggal 16 Desember 2019.<br><i>Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, SH., domiciled in North Jakarta Municipality, on the Change of the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 dated December 16, 2019.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 4.  | Herman Susilo         | Direktur Keuangan dan SDM (6 Juni 2018 – 15 Oktober 2019)<br><i>Director of Finance and HC<br/>(June 06, 2018 – 15 October 2019)</i><br><br>Direktur Komersial dan Operasi<br><i>Director of Commercial and Operations</i> | Akte Notaris No. 7 Tanggal 6 Juni 2018 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia No AHU.AH.01.03.0217207.<br><i>Notarial Deed No. 7 dated June 2018, made by Notary Fathiah Helmi, SH., domiciled in North Jakarta Municipality, on the Change of the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU.AH.01.03.0217207.</i><br><br>Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0373057 tanggal 16 Desember 2019.<br><i>Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, SH., domiciled in North Jakarta Municipality, on the Change of the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 dated December 16, 2019.</i> |



| No. | Nama<br>Name | Jabatan<br>Position                                                                                                                                            | Dasar Penunjukan<br>Basis Appointment                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----|--------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 5.  | Supardi      | Direktur Armada dan Teknik<br>(15 Oktober 2019 –<br>31 Desember 2019)<br><i>Director of Fleet and<br/>Engineering (15 October<br/>2019 – 31 December 2019)</i> | Akta Notaris Nomor 18 tanggal 12 Desember 2019 yang dibuat oleh Notaris Fathiah Helmi, SH, berkedudukan di Kota Administrasi Jakarta Utara mengenai perubahan Direksi dan Komisaris PT Jasa Armada Indonesia Tbk, yang telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Nomor AHU-AH.01.03-0373057 tanggal 16 Desember 2019.<br><i>Notarial Deed No. 18 dated December 12, 2019, made by Notary Fathiah Helmi, SH., domiciled in North Jakarta Municipality, on the Change of the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia Tbk, which has been approved by the Ministry of Justice and Human Rights Number AHU-AH.01.03-0373057 dated December 16, 2019.</i> |

#### Independensi Direksi

Direksi Perseroan tidak memiliki hubungan keuangan dan keluarga dengan anggota Dewan Komisaris, anggota Direksi dan/atau pemegang saham pengendali atau kepemilikan saham dan/atau hubungan, kepengurusan dengan Perseroan maupun Perusahaan lain yang dapat mempengaruhi kemampuannya untuk bertindak independen serta melaksanakan fungsi dan tugasnya secara individual maupun kolegal.

#### Kebijakan penilaian (*self-assessment*) untuk menilai kinerja Direksi

Kriteria evaluasi kinerja Direksi ditetapkan dalam RUPS berdasarkan *Key Performance Indicator* (KPI). Disamping itu kriteria kinerja Direksi juga dapat dilakukan secara individu yang diajukan oleh Komite Nominasi dan Remunerasi (jika dibentuk) atau oleh Dewan Komisaris untuk ditetapkan dalam RUPS adalah setidaknya-tidaknya sebagai berikut:

- Penyusunan KPI pada awal tahun dan evaluasi pencapaiannya.
- Tingkat kehadirannya dalam Rapat Direksi maupun rapat dengan Dewan Komisaris.
- Kontribusinya dalam aktivitas bisnis Perseroan.
- Keterlibatannya dalam penugasan-penugasan tertentu.
- Komitmennya dalam memajukan kepentingan Perseroan.
- Ketaatan terhadap peraturan perundang-undangan yang berlaku serta kebijakan Perseroan.
- Pencapaian target Perseroan yang tertuang dalam RKAP dan Kontrak Manajemen.

#### Hubungan Afiliasi Anggota Direksi

Hubungan keluarga dan keuangan anggota Dewan Komisaris dengan sesama anggota Dewan Komisaris dan/atau anggota Direksi serta Pemegang Saham dan kepemilikan saham serta

#### Board of Directors' Independence

*The Company's Board of Directors has no financial and family relationship with members of the Board of Commissioners, members of the Board of Directors and/or the controlling shareholder or shareholding and/or management relationship with the Company or other Company, which may affect its ability to act independently and perform its functions and duties individually or collegially.*

#### Self-assessment policy to assess the performance of the Board of Directors

*Criteria for assessing the performance of the Board of Directors are determined at the GMS based on Key Performance Indicators (KPI). In addition, the performance criteria of the Board of Directors can also be carried out individually submitted by the Nomination and Remuneration Committee (if formed) or by the Board of Commissioners to be determined at the GMS at least as follows:*

- *Preparation of KPIs at the beginning of the year and evaluation of their achievements.*
- *The level of attendance at the Board of Directors' meetings and meetings with the Board of Commissioners.*
- *Its contribution to the Company's business activities.*
- *Involvement in certain assignments.*
- *Its commitment to advancing the interests of the Company.*
- *Compliance with applicable laws and regulations and Company policies.*
- *Achievement of the Company's targets as set out in the RKAP and Management Contract.*

#### Affiliate Relations of the Members of the Board of Directors

*The family and financial relationship of the members of the Board of Commissioners with fellow members of the Board of Commissioners and/or members of the Board of Directors as well*

rangkap jabatan Dewan Komisaris selama periode tahun 2019 dapat dilihat pada tabel berikut:

as Shareholders and share ownership and concurrent positions of the Board of Commissioners during the period 2019 could be seen in the following table:

| Nama<br>Name          | Hubungan Keluarga Dengan<br>Family Relationship with |                               |                                | Hubungan Keuangan Dengan<br>Financial Relationship with |                               |                                | Kepemilikan Saham<br>Share ownership |                                  | Rangkap Jabatan<br>Concurrent Positions |
|-----------------------|------------------------------------------------------|-------------------------------|--------------------------------|---------------------------------------------------------|-------------------------------|--------------------------------|--------------------------------------|----------------------------------|-----------------------------------------|
|                       | Dewan Komisaris<br>Board of Commissioners            | Direksi<br>Board of Directors | Pemegang Saham<br>Shareholders | Dewan Komisaris<br>Board of Commissioners               | Direksi<br>Board of Directors | Pemegang Saham<br>Shareholders | Di JAI<br>In JAI                     | Perusahaan Lain<br>Other Company |                                         |
| Chiefy Adi Kusmargono | Tidak<br>No                                          | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                                             | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                          | Tidak<br>No                      | Tidak<br>No                             |
| Rizki Pribadi Hasan   | Tidak<br>No                                          | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                                             | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                          | Tidak<br>No                      | Tidak<br>No                             |
| Herman Susilo         | Tidak<br>No                                          | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                                             | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                          | Tidak<br>No                      | Tidak<br>No                             |
| Supardi               | Tidak<br>No                                          | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                                             | Tidak<br>No                   | Tidak<br>No                    | Tidak<br>No                          | Tidak<br>No                      | Tidak<br>No                             |

#### Pedoman Kerja Direksi

Direksi mempunyai peran yang sangat strategis dalam mengelola jalannya usaha Perusahaan, sehingga diperlukan suatu Pedoman Kerja sebagai pedoman bagi Direksi dalam melaksanakan tugas, tanggung jawab dan wewenangnya untuk memenuhi kepentingan Pemegang Saham dan Pemangku Kepentingan lainnya.

Direksi telah menyusun Pedoman Kerja Direksi dalam bentuk Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Manual*) PT Jasa Armada Indonesia

Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Manual*) PT Jasa Armada Indonesia Dewan Komisaris Nomor: HK.56/01/10-4/MS-18 disahkan tanggal 1 Maret 2018.

Di dalam Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Manual*) untuk pengaturan aspek Direksi, mencakup hal-hal Penyusunan dan penyampaian RJPP, penyusunan dan penyampaian RKAP, penyusunan dan penyampaian Laporan Berkala.

#### Tugas dan Kewajiban Direksi

Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perusahaan untuk kepentingan Perusahaan dan sesuai dengan maksud dan tujuan Perusahaan serta mewakili Perusahaan baik di dalam maupun di luar pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam per-

#### Board of Directors' Manual

The Board of Directors has a very strategic role in managing the Company's business. Thus, the Board of Directors has a Manual as working guidelines in performing its duties, responsibilities, and authorities to meet the interests of Shareholders and other Stakeholders.

The Board of Directors has formulated the Working Guidelines of the Board of Directors in the form of Board Manual for the Board of Directors and Board of Commissioners of PT Jasa Armada Indonesia.

The Board Manual of PT Jasa Armada Indonesia No. HK.56/01/10-4/MS-18 was ratified on 1 March 2018.

The Board Manual regulates various aspects of the Board of Directors, which include RJPP compilation and submission, RKAP compilation and submission, and Periodic Report compilation and submission.

#### Duties and Responsibilities of the Board of Directors

The Board of Directors shall be responsible for carrying out all actions relating to the Company's management for the interest of the Company and following the purposes and objectives of the Company. Besides, representing the Company inside and outside the Court on all matters and events with limitations regulated in applicable laws and regulations, Articles of Association, and GMS

aturan perundangundangan yang berlaku, Anggaran Dasar dan Keputusan RUPS.

Sesuai dengan Anggaran Dasar Perseroan, tugas dan wewenang direksi adalah sebagai berikut:

- a. 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 perundangundangan, anggaran dasar dan Keputusan RUPS.
- b. Dalam melaksanakan tugasnya Direksi mempunyai wewenang dan kewajiban sebagai berikut:
  - 1) Direksi berwenang untuk menetapkan kebijakan kepengurusan Perseroan yang meliputi;
    - a) mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan di dalam dan di luar Pengadilan kepada seorang atau beberapa orang anggota Direksi yang khusus ditunjuk untuk itu atau kepada seorang atau beberapa orang pekerja Perseroan baik sendiri sendiri maupun bersama sama atau kepada orang lain dan mengatur penyerahan kekuasaan Direksi untuk mewakili Perseroan kepada Kepala Cabang atau Kepala Perwakilan di dalam atau di luar negeri;
    - b) mengatur ketentuan-ketentuan tentang kepegawaian Perseroan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pekerja Perseroan berdasarkan peraturan perundang-undangan yang berlaku dan keputusan RUPS;
    - c) mengangkat dan memberhentikan pekerja Perseroan berdasarkan peraturan kepegawaian Perseroan dan peraturan perundang-undangan yang berlaku;
    - d) mengangkat dan memberhentikan Sekretaris Perseroan;
    - e) melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilihan 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 dan/atau Keputusan RUPS.

*Resolutions.*

*Following the Company's Articles of Association, the duties and authorities of the Board of Directors are as follows:*

- a. *The Board of Directors is responsible for carrying out the Company's management for the interest of the Company and following the Company's purposes and objectives. Besides, representing the Company inside and outside the Court on all matters and events with limitation regulated in the laws and regulations, Articles of Association, and GMS Resolutions.*
- b. *In carrying out its duties, the Board of Directors has the following authorities and obligations:*
  - 1) *The Board of Directors is authorized to determine the Company's management policies which include:*
    - a) *regulating the submission of the powers of the Board of Directors to represent the Company inside and outside the Court to one or several members of the Board of Directors specifically appointed to it or one or several employees of the Company individually or jointly or to other person, and to administer the power of the Board of Directors to represent the Company to the Head of Branch or the Head of Representative inside or outside the country;*
    - b) *regulating provisions on Company's employment, including the determination of salaries, pensions or old-age benefits, and other income for the Company's employees, per applicable laws and regulations and GMS Resolutions;*
    - c) *appointing and dismissing the Company's employees following the Company's employment regulations and applicable laws and regulations;*
    - d) *appointing and dismissing the Corporate Secretary;*
    - e) *performing any other actions and acts related to the administration or ownership of the Company's assets, binding the Company with other parties or vice versa, as well as representing the Company in and out of the Court on all matters and events with limitations as regulated in the laws and regulations, Company's Articles of Association, and/or GMS Resolutions.*

## 2) Direksi berkewajiban untuk:

- a) mengusahakan dan menjamin terlaksananya usaha dan kegiatan Perseroan sesuai dengan maksud dan tujuan serta kegiatan usahanya;
- b) menyiapkan pada waktunya Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Perseroan, dan perubahannya serta menyampaikannya kepada Dewan Komisaris untuk mendapatkan persetujuan dari Dewan Komisaris;
- c) memberikan penjelasan kepada Dewan Komisaris mengenai Rencana Jangka Panjang Perseroan dan Rencana Kerja dan Anggaran Perseroan;
- d) membuat Daftar Pemegang Saham, Daftar Khusus dan Risalah Rapat Direksi; - membuat Laporan Tahunan sebagai wujud pertanggung jawaban pengurusan Perseroan, serta dokumen keuangan Perseroan sebagaimana dimaksud dalam Undang-Undang tentang Dokumen Perusahaan;
- e) menyusun Laporan Keuangan berdasarkan Standar Akuntansi Keuangan dan menyerahkan kepada Akuntan Publik untuk diaudit;
- f) menyampaikan Laporan Tahunan termasuk Laporan Keuangan kepada RUPS untuk disetujui dan disahkan;
- g) memberikan penjelasan kepada RUPS mengenai Laporan Tahunan;
- h) menyampaikan Neraca dan Laporan Laba Rugi yang disahkan oleh RUPS kepada Menteri yang membidangi Hukum dan Hak Asasi Manusia sesuai dengan ketentuan peraturan perundang-undangan;
- i) memelihara Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perseroan sebagaimana dimaksud pada huruf b butir 4 dan 5 ketentuan ini, dan dokumen Perseroan lainnya;
- j) menyimpan di tempat kedudukan Perseroan: Daftar Pemegang Saham, Daftar Khusus, Risalah RUPS, Risalah Rapat Dewan Komisaris dan Risalah Rapat Direksi, Laporan Tahunan dan dokumen keuangan Perseroan sebagaimana dimaksud pada huruf b butir 4 dan 5, dan dokumen Perseroan lainnya sebagaimana dimaksud pada huruf b butir 11 ketentuan ini;
- k) menyusun sistem akuntansi sesuai dengan Standar Akuntansi Keuangan dan berdasarkan prinsip prinsip pengendalian intern, terutama pemisahan fungsi pengurusan, pencatatan, penyimpanan dan pengawasan;

2) *The Board of Directors has obligations to:*

- a) *perform and ensure the Company's business and activities in accordance with its purpose and objectives and its business activities;*
- b) *prepare in a timely manner the Company's Long-Term Plan, Work Plan and Budget, and its amendment, and submit it to the Board of Commissioners for approval from the Board of Commissioners;*
- c) *provide an explanation to the Board of Commissioners on the Company's Long-Term Plan and the Company's Work Plan and Budget;*
- d) *compile List of Shareholders, Special Register, and Minutes of Board of Directors Meeting; - prepare Annual Report as a form of responsibility of the Company's management, as well as the Company's financial documents as referred to in the Law on Company's Documents;*
- e) *prepare Financial Statements based on Financial Accounting Standards and submit it to Public Accountants to be audited;*
- f) *submit Annual Report including Financial Statements to the GMS for approval and ratification;*
- g) *provide explanation to the GMS on the Annual Report;*
- h) *submit a Balance Sheet and Income Statement ratified by the GMS to the Minister in charge of Justice and Human Rights, in accordance with the provisions of laws and regulations;*
- i) *maintain List of Shareholders, Special Register, Minutes of GMS, Minutes of Board of Commissioners' Meeting and Minutes of Board of Directors' Meetings, Annual Report, and financial documents of the Company as referred to in letter b item 4 and 5 of this provision, and other Company's documents;*
- j) *archive on the place of domicile of the Company: Shareholder List, Special Register, Minutes of GMS, Minutes of Board of Commissioners' Meeting and Minutes of Board of Directors' Meetings, Annual Report, and financial documents of the Company as referred to in letter b items 4 and 5, and other documents of the Company as referred to in letter b point 11 of this provision;*
- k) *develop the accounting system in accordance with the Financial Accounting Standards based on the internal control principles, in particular, the separation of functions of management, recording, storage, and supervision;*

- l) memberikan laporan berkala menurut cara dan waktu sesuai dengan ketentuan yang berlaku, serta laporan lainnya setiap kali diminta oleh Dewan Komisaris; - menyiapkan susunan organisasi Perseroan lengkap dengan perincian dan tugasnya;
- m) memberikan penjelasan tentang segala hal yang ditanyakan atau yang diminta anggota Dewan Komisaris;
- n) menyusun dan menetapkan struktur organisasi Perseroan;
- o) menjalankan kewajiban kewajiban lainnya sesuai dengan ketentuan yang diatur dalam Anggaran Dasar Perseroan dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan.

- l) provide periodic reports in the manner and time in accordance with the applicable provisions and other reports each time requested by the Board of Commissioners; - prepare the Company's organizational structure in details with the job descriptions;
- m) provide an explanation of all matters asked or requested by members of the Board of Commissioners;
- n) formulate and determine the organizational structure of the Company;
- o) carry out other obligations in accordance with the provisions stipulated in the Company's Articles of Association and which are determined by the GMS in accordance with the laws and regulations.

#### Pembagian Tugas Direksi

Direksi Perseroan telah melakukan pembagian tugas antara Direksi melalui surat keputusan Direksi Nomor HK.56/28/5/6/PI.II-14 dan HK.476/1/20/MTI-2014. Berikut pembagian tugas Direksi Perseroan

#### Segregation of Duties of the Board of Directors

The Company's Board of Directors has segregated its duties through the Board of Directors' Decree No. HK.56/28/5/6/PI.II-14 and HK.476/1/20/MTI-2014. The following is the Board of Directors' segregation of duties.

Tabel Pembagian Tugas Direksi

Table of Segregation of Duties of the Board of Directors

|                                                                                       |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Direktur Utama</b><br><i>President Director</i>                                    | <ul style="list-style-type: none"> <li>Bertanggung jawab atas pengelolaan dan keberlangsungan bisnis Perusahaan yang efektif dan efisien berdasarkan aturan perundangan yang berlaku dari prinsip-prinsip <i>Good Corporate Governance</i>.</li> <li>Pembuat Kebijakan strategis dalam penentuan arah pengembangan bisnis PT Jasa Armada Indonesia Tbk.</li> <li>Berperan sebagai koordinator Dewan Direksi PT Jasa Armada Indonesia Tbk.</li> <li>Responsible for the effective and efficient management and sustainability of the Company's business based on applicable laws and principles of Good Corporate Governance.</li> <li>Strategic policymakers in determining the direction of business development of PT Jasa Armada Indonesia Tbk.</li> <li>Acting as the coordinator of the Board of Directors of PT Jasa Armada Indonesia Tbk.</li> </ul> |
| <b>Direktur Keuangan dan SDM</b><br><i>Director of Finance and Human Resource</i>     | <ul style="list-style-type: none"> <li>Menetapkan program kerja bidang keuangan dan SDM.</li> <li>Menetapkan metode kerja secara efektif dan efisien sesuai pada bidang kerjanya.</li> <li>Establishing work programs in finance and HC.</li> <li>Establishing effective and efficient work methods according to the field of work.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| <b>Direktur Teknik dan Armada</b><br><i>Director of Engineering and Fleet</i>         | <ul style="list-style-type: none"> <li>Mengelola program kerja bidang armada dan teknik perkapalan.</li> <li>Managing the work program in vessel fleet and engineering.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| <b>Direktur Operasi dan Komersial</b><br><i>Director of Operations and Commercial</i> | <ul style="list-style-type: none"> <li>Mengelola program kerja bidang Operasi dan Komersial.</li> <li>Managing the work program in Operations and Commercial.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |

#### Realisasi Pelaksanaan Tugas Direksi

Pada tahun 2019, Direksi Perseroan telah melaksanakan berbagai kegiatan program kerja sebagai bentuk pelaksanaan tugas dan tanggung jawabnya. Kegiatan tersebut salah satunya adalah melalui rapat Direksi dan rapat bersama Dewan Komisaris.

#### Realization of the Board of Directors' Duties

In 2019, the Company's Board of Directors had implemented various work programs as the manifestation of its duties and responsibilities. One of the activities is the Board of Directors' meeting and the joint meeting with the Board of Commissioners.



**Rapat Direksi**

Rapat internal Direksi selama tahun 2019 dilaksanakan sebanyak 13 kali. Rapat gabungan bersama Dewan Komisaris selama tahun 2019 dilaksanakan sebanyak 13 kali. Agenda dan peserta rapat internal Direksi dapat dilihat sebagai berikut:

**Board of Directors' Meeting**

In 2019, the Board of Directors held 12 internal meetings. In 2019, the Board of Directors held 13 joint meetings with the Board of Commissioners. The agenda and participants of the internal meetings of the Board of Directors could be seen as follows:

**Tabel Agenda Rapat Internal Direksi****Table of Agenda of Internal Meetings of the Board of Directors**

| No. | Tanggal / Date                                 | Agenda / Agenda                                                                                                                                                                                                                                                     | Peserta / Participant                                                                |
|-----|------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------|
| 1.  | 8 Januari 2019<br><i>January 8, 2019</i>       | 1. Corporate Value<br>2. RJPP<br>3. RKAP 2019 / 2019 RKAP<br>4. Wilayah Operasi Bengkulu / Bengkulu Operations Area<br>5. Wilayah Operasi Cirebon & Tanjung Priok / Cirebon & Tanjung Priok Operations Area<br>6. Rekrut Pandu / Recruit Pilot<br>7. Tarif / Tariff | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 2.  | 25 Januari 2019<br><i>January 25, 2019</i>     | 1. Pembahasan pelaksanaan investasi tahun 2019 / Discussion on the implementation of investments in 2019                                                                                                                                                            | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 3.  | 27 Februari 2019<br><i>February 27, 2019</i>   | 1. Pencapaian Target 2019 / Achievement of the 2019 Target<br>2. Persiapan Rakernas / Preparation of the National Work Meeting                                                                                                                                      | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 4.  | 12 Maret 2019<br><i>March 12, 2019</i>         | 1. Persiapan RTM / Preparation of RTM<br>2. Pencapaian Kinerja / Performance Achievement<br>3. BBM Kapal / Ship Fuel                                                                                                                                                | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 5.  | 24 Juni 2019<br><i>June 24, 2019</i>           | 1. Evaluasi kinerja bulan Mei 2019 / Evaluate the performance of May 2019<br>2. RKM Semester I / RKM of Semester I<br>3. Progress Investasi / Investment Progress<br>4. BBM Kapal / Ship Fuel                                                                       | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 6.  | 1 Juli 2019<br><i>July 1, 2019</i>             | 1. Availability & Utilisasi Kapal / Ship Availability & Utilization                                                                                                                                                                                                 | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 7.  | 15 Juli 2019<br><i>July 15, 2019</i>           | 1. Arahkan penyusunan RKM, RKAP, Investasi, dan RKAP eksploitasi Tahun 2020 / Direction for preparation of the RKM, RKAP, Investment, and exploitation RKAP for 2020                                                                                                | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 8.  | 13 Agustus 2019<br><i>August 13, 2019</i>      | 1. Pembahasan taksasi RKAP 2019 & Rencana RKAP 2020<br>Pengembangan bisnis perusahaan Pengelolaan cabang/unit / Discussion of 2019 RKAP estimation & 2020 RKAP Plan Company business development Branch / unit management                                           | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 9.  | 23 September 2019<br><i>September 23, 2019</i> | 1. Persiapan Rakomdir / Preparation for Meeting of Board of Commissioners and Board of Directors<br>2. Evaluasi perjanjian kerjasama / Evaluate the cooperation agreement<br>3. Pengelolaan kapal IPC / IPC ship management<br>4. Draft RKAP / Draft of RKAP        | 1. Dawam Atmosudiro<br>2. Herman Susilo                                              |
| 10. | 1 November 2019<br><i>November 1, 2019</i>     | 1. Persiapan Rakomdir / Preparation for Meeting of Board of Commissioners and Board of Directors<br>2. Tindaklanjuti evaluasi / Follow-up of evaluation<br>3. Perjanjian kerjasama pengelolaan kapal IPC / IPC ship management cooperation agreement                | 1. Chiefy Adi Kusmargono<br>2. Rizki Pribadi Hasan<br>3. Herman Susilo<br>4. Supardi |

| No. | Tanggal / Date                               | Agenda / Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                    | Peserta / Participant                                                                                                                                    |
|-----|----------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------|
| 11. | 13 November 2019<br><i>November 13, 2019</i> | <ol style="list-style-type: none"> <li>1. Seragam Pegawai / <i>Employees Uniforms</i></li> <li>2. CWS</li> <li>3. Progres Pembangunan Kapal / <i>Ship Building Progress</i></li> <li>4. <i>Analyst Meeting</i></li> <li>5. Rakomdir / <i>Meeting of Board of Commissioners and Board of Directors</i></li> <li>6. Kesepakatan honorarium tenaga pendukung divisi Sekper / <i>Agreement on honorarium for supporters of Corporate Secretary division</i></li> </ol> | <ol style="list-style-type: none"> <li>1. Chiefy Adi Kusmargono</li> <li>2. Rizki Pribadi Hasan</li> <li>3. Herman Susilo</li> <li>4. Supardi</li> </ol> |
| 12. | 25 November 2019<br><i>November 25, 2019</i> | <ol style="list-style-type: none"> <li>1. Permasalahan PKWT / <i>PKWT issues</i></li> <li>2. Finalisasi materi booth / <i>Finalize the booth material</i></li> <li>3. Rakernas / <i>Meeting of Board of Commissioners and Board of Directors</i></li> <li>4. Finalisasi Leaflet IPCM / <i>Finalize the IPCM Leaflet</i></li> <li>5. Pembagian tugas employee gathering / <i>Segregation of employee gathering tasks</i></li> </ol>                                 | <ol style="list-style-type: none"> <li>1. Chiefy Adi Kusmargono</li> <li>2. Rizki Pribadi Hasan</li> <li>3. Herman Susilo</li> <li>4. Supardi</li> </ol> |
| 13. | 16 Desember 2019<br><i>December 16, 2019</i> | <ol style="list-style-type: none"> <li>1. Laporan progres pembayaran Dividen Interim/ <i>Interim Dividend payment progress report;</i></li> <li>2. Laporan progres pengadaan Kapal/ <i>The vessel procurement progress report;;</i></li> <li>3. Laporan keuangan November 2019/ <i>November 2019 financial statements</i></li> <li>4. <i>Pending Matters/Pending Matters</i></li> <li>5. Hal-hal Strategis lainnya/ <i>Other Strategic Matters.</i></li> </ol>     | <ol style="list-style-type: none"> <li>1. Chiefy Adi Kusmargono</li> <li>2. Rizki Pribadi Hasan</li> <li>3. Herman Susilo</li> <li>4. Supardi</li> </ol> |

Terkait tanggal dan agenda rapat gabungan Dewan Komisaris dan Direksi dapat dilihat pada uraian Dewan Komisaris. Tingkat kehadiran Direksi dalam rapat internal Direksi dapat dilihat sebagai berikut:

*The date and agenda of the joint meetings of the Board of Commissioners and the Board of Directors can be seen in the Board of Commissioners' description. The attendance of the Board of Directors in internal meetings of the Board of Directors can be seen as follows:*

**Tabel Frekuensi Pertemuan dan Tingkat Kehadiran Direksi**

**Table of Meeting Frequency and Attendance of the Board of Directors**

| Nama<br><i>Name</i>                                                                                                                                     | Rapat Internal Direksi<br><i>Board of Directors' internal Meeting</i> |                                |     | Rapat Gabungan Dewan Komisaris bersama Direksi<br><i>Board of Commissioners' Joint Meetings with the Board of Directors</i> |                                |      |
|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|--------------------------------|-----|-----------------------------------------------------------------------------------------------------------------------------|--------------------------------|------|
|                                                                                                                                                         | Jumlah<br><i>Total</i>                                                | Kehadiran<br><i>Attendance</i> | %   | Jumlah<br><i>Total</i>                                                                                                      | Kehadiran<br><i>Attendance</i> | %    |
| <b>Dawam Atmosudiro</b><br>(Direktur Utama 1 Januari 2019 – 15 Oktober 2019)<br>( <i>President Director 1 January 2019 – 15 October 2019</i> )          | 9                                                                     | 9                              | 100 | 10                                                                                                                          | 10                             | 100% |
| <b>Chiefy Adi Kusmargono</b><br>(Direktur Utama 15 Oktober 2019 – 31 Desember 2019)<br>( <i>President Director 15 October 2019 – 31 December 2019</i> ) | 4                                                                     | 4                              | 100 | 3                                                                                                                           | 3                              | 100% |

| Nama<br>Name                                                                                                                                                                                                                                                                                                                   | Rapat Internal Direksi<br><i>Board of Directors' internal Meeting</i> |                         |     | Rapat Gabungan Dewan Komisaris bersama Direksi<br><i>Board of Commissioners' Joint Meetings with the Board of Directors</i> |                         |      |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------|-------------------------|-----|-----------------------------------------------------------------------------------------------------------------------------|-------------------------|------|
|                                                                                                                                                                                                                                                                                                                                | Jumlah<br>Total                                                       | Kehadiran<br>Attendance | %   | Jumlah<br>Total                                                                                                             | Kehadiran<br>Attendance | %    |
| <b>Rizki Pribadi Hasan</b><br>(Direktur Keuangan dan Sumber Daya Manusia<br>(Direktur Independen) 15 Oktober 2019 –<br>31 Desember 2019)<br><i>(Director of Finance and Human Resource (Independent Director) 15 October 2019 – 31 December 2019)</i>                                                                          | 4                                                                     | 4                       | 100 | 3                                                                                                                           | 3                       | 100% |
| <b>Herman Susilo</b><br>(Direktur Keuangan dan SDM 1 Januari 2019 –<br>15 Oktober 2019)<br>(Direktur Komersial dan Operasi 15 Oktober 2019 –<br>31 Desember 2019)<br><i>(Director of Finance and HR 1 January 2019 – 15 October 2019)</i><br><i>(Director of Commercial and Operations 15 October 2019 – 31 December 2019)</i> | 13                                                                    | 13                      | 100 | 13                                                                                                                          | 13                      | 100% |
| <b>Supardi</b><br>(Direktur Armada dan Teknik 15 Oktober 2019 –<br>31 Desember 2019)<br><i>(Director of Fleet and Engineering 15 October 2019 – 31 December 2019)</i>                                                                                                                                                          | 4                                                                     | 4                       | 100 | 3                                                                                                                           | 3                       | 100% |

Jalannya rapat dan keputusan yang diambil dalam rapat Direksi telah didokumentasikan dalam risalah rapat Direksi. Risalah rapat di tandangani oleh ketua rapat dan didistribusikan kepada semua anggota Direksi yang menghadiri rapat maupun tidak.

#### Program Pengembangan Kompetensi Direksi

Informasi terkait Kegiatan pelatihan dan pengembangan kompetensi bagi anggota Direksi Perusahaan ada di Bab Profil Perusahaan

#### Keputusan Direksi Tahun 2019

Berbagai Keputusan Direksi Perseroan sepanjang tahun 2019 adalah sebagai berikut:

| No | Nomor Surat<br>Letter Number | Perihal<br>Subject                                                                                                                                                                                            |
|----|------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | HK.56/01/06/MS-19            | SK Direksi tentang Pembentukan Tim Counterpart Assessment GCG PT JAI Tbk Tahun 2018/<br><i>The Board of Directors' Decree regarding the Task Force Team Establishment of PT JAI Tbk's 2018 GCG Assessment</i> |

*The meetings and decisions taken in the Board of Directors' meetings have been documented in the Minutes of Board of Directors' meeting. The Minutes of Meeting are signed by the meeting's head and distributed to every member of the Board of Directors who presents or not.*

#### Board of Directors' Competency Development Program

*Information regarding training and competency development activities for members of the Company's Board of Directors is available in the Company Profile Chapter.*

#### Board of Directors' Decisions in 2019

*Various decisions of the Company's Board of Directors throughout 2019 were as follows:*

| No | Nomor Surat<br>Letter Number | Perihal<br>Subject                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|----|------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2  | HK.56/01/10/MS-19            | SK Direksi tentang Pembentukan Tim Counterpart Pembuatan Annual Report PT JAI Tbk Tahun 2018/ <i>The Board of Directors' Decree on the Task Force Team Establishment of PT JAI Tbk's 2018 Annual Report Making</i>                                                                                                                                                                                                                                                                                                                                                                           |
| 3  | HK.56/01/17/MS-19            | SK Direksi Pembentukan Tim Teknis Pembangunan Gedung Kantor Pusat PT JAI Tbk/ <i>The Board of Directors' Decree on a Technical Team Establishment of PT JAI Tbk's Headquarters Building Construction</i>                                                                                                                                                                                                                                                                                                                                                                                     |
| 4  | HK.56/02/05/MS-19            | SK Pemberian Uang Pengganti Makan Bagi Pekerja Pada Divisi Teknik Di luar Hari Kerja Di Lingkungan PT JAI Tbk/ <i>Decree on Meal Money Provision for Employees in the Technical Division Outside the Working Day at PT JAI Tbk Environment</i>                                                                                                                                                                                                                                                                                                                                               |
| 5  | HK.56/02/12/MS-19            | SK Direksi PT JAI Tbk Tentang Nilai- Nilai Perusahaan/ <i>PT JAI Tbk's Board of Directors Decree on Corporate Values</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 6  | HK.56/03/17/MS-19            | SK Direksi PT JAI Tbk Tentang Kodefikasi Barang-Barang Inventaris Perlengkapan Kantor/ <i>The Board of Directors' Decree of PT JAI Tbk on Coding of Office Supplies Inventories</i>                                                                                                                                                                                                                                                                                                                                                                                                          |
| 7  | HK.56/04/05/MS-19            | SK Pembentukan Tim Penataan CWS Pelabuhan Tanjung Priok/ <i>Decree on the Establishment of Central Workshop (CWS) Arrangement Team of Tanjung Priok Port</i>                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| 8  | HK.56/05/05/MS-19            | SK Penyempurnaan & Perpanjangan Waktu Tugas Tim Teknis Pengadaan Pekerjaan Pembangunan Gedung Kantor PT JAI Tbk/ <i>Decree on Improvement and Extension of Duties Time of Technical Team for Construction Work Procurement of PT JAI Tbk's Office Buildings</i>                                                                                                                                                                                                                                                                                                                              |
| 9  | HK.56/05/12/MS-19            | SK tentang Pengembangan Pekerja di Lingkungan PT Jasa Armada Indonesia, Tbk/ <i>Decree on the Development of Workers in the PT Jasa Armada Indonesia Tbk Environment</i>                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 10 | HK.56/05/14/MS-19            | SK tentang Pola Kearsipan surat dan kearsipan di lingkungan PT JAI Tbk/ <i>Decree on the pattern of letter archiving and filing at PT JAI Tbk's Environment</i>                                                                                                                                                                                                                                                                                                                                                                                                                              |
| 11 | HK.56/05/17/MS-19            | SK Perubahan Anggota Pembentukan Tim Penataan CWS Pelabuhan Tanjung Priok/ <i>Decree on Members Change of Establishment of Tanjung Priok Port's CWS Arrangement Team</i>                                                                                                                                                                                                                                                                                                                                                                                                                     |
| 12 | HK.56/05/18/MS-19            | SK Tentang pedoman tata naskah dan e-office PT JAI Tbk/ <i>Decree on the guidelines for PT JAI Tbk's manuscript and e-office</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 13 | HK.56/06/14/MS-19            | SK Tim Adhoc Investigasi Tindakan Indisipliner Pekerja PT JAI Tbk/ <i>Decree on Adhoc Team of Indisciplinary Act Investigation of PT JAI Tbk's Workers</i>                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 14 | HK.56/06/20/MS-19            | SK TIM Penyusunan Pedoman Pengelolaan Dokumen Perusahaan, Pedoman Pengelolaan Aset Perusahaan & Pedoman Penghapusan Barang-Barang Investaris & Barang Bekas Pakai Perusahaan Di Lingkungan PT JAI Tbk/ <i>Decree on the Team for the Preparation of Company Documents Management Guidelines, Company Assets Management Guidelines &amp; Disposal Guidelines of Company's Inventories and Used Goods in PT JAI Tbk Environment</i>                                                                                                                                                            |
| 15 | HK.56/07/17/MS-19            | Pembentukan Tim Counterpart Assessment Good Corporate Governance (GCG) PT JAI Tbk Tahun 2019/ <i>Establishment of PT JAI Tbk's Task Force Team for 2019 Good Corporate Governance (GCG) Assessment</i>                                                                                                                                                                                                                                                                                                                                                                                       |
| 16 | HK-56/21/11/1/MS-19          | Surat Keputusan Direksi PT Jasa Armada Indonesia Tbk tentang Pemberian Fasilitas Kartu Kredit bagi Direksi, Pejabat Satu Tingkat di bawah Direksi, dan Manager Komersial dan Operasi Wilayah I, II, III, IV, dan V untuk Kepentingan Perusahaan di Lingkungan PT JAI Tbk/ <i>The Board of Directors' Decree of PT Jasa Armada Indonesia Tbk on Credit Card Facilities Provision for Board of Directors, Officers One Level below the Board of Directors, and Commercial and Operations Managers Regional I, II, III, IV, and V for the Interest of the Company in PT JAI Tbk Environment</i> |

| No | Nomor Surat<br>Letter Number | Perihal<br>Subject                                                                                                                                                                                                                                                                         |
|----|------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 17 | HK-56/22/11/1/MS-19          | Surat Keputusan Direksi PT Jasa Armada Indonesia, Tbk Tentang Penetapan Logo, Visi, Misi, Karakter dan Nilai - Nilai Perusahaan/ <i>The Board of Directors' Decree of PT Jasa Armada Indonesia, Tbk on the Establishment of the Company's Logo, Vision, Mission, Characters and Values</i> |
| 18 | HK-56/22/11/2/MS-19          | Surat Keputusan Direksi PT Jasa Armada Indonesia, Tbk tentang Penetapan Role Model dan Change Agent/ <i>The Board of Directors' Decree of PT Jasa Armada Indonesia, Tbk on the Determination of the Role Model and Change Agent</i>                                                        |
| 19 | HK-56/25/11/1/MS-19          | Surat Keputusan Direksi PT Jasa Armada Indonesia, Tbk Tentang Diskusi Pagi/ <i>The Board of Directors' Decree of PT Jasa Armada Indonesia, Tbk on Morning Discussion</i>                                                                                                                   |
| 20 | HK-56/25/11/2/MS-19          | Surat Keputusan Direksi PT JAI Tbk tentang Corporate Identity PT Jasa Armada Indonesia Tbk/ <i>The Board of Directors' Decree of PT JAI Tbk on PT Jasa Armada Indonesia Tbk's Corporate Identity</i>                                                                                       |
| 21 | HK-56/25/11/4/MS-19          | Surat Keputusan Direksi PT Jasa Armada Indonesia Tbk tentang Transformasi Budaya Perusahaan PT Jasa Armada Indonesia Tbk/ <i>The Board of Directors' Decree of PT Jasa Armada Indonesia Tbk on Corporate Culture Transformation of PT Jasa Armada Indonesia Tbk</i>                        |
| 22 | HK-56/10/12/2/MS-19          | Surat Keputusan Direksi PT JAI Tbk tentang Perangkat Komunikasi Direksi/ <i>The Board of Directors' Decree of PT JAI Tbk on Board of Directors' Communication Devices</i>                                                                                                                  |
| 23 | HK-56/8/11/1/MS-19           | Surat Keputusan Direksi PT JAI Tbk tentang Pedoman 7 Kerangka Kerja Manajemen Risiko/ <i>The Board of Directors' Decree of PT JAI Tbk on Guideline 7 Risk Management Framework</i>                                                                                                         |
| 24 | HK-56/8/11/2/MS-19           | Surat Keputusan Direksi PT JAI Tbk tentang Pengawas K3<br><i>The Board of Directors' Decree of PT JAI Tbk on OHS supervisor</i>                                                                                                                                                            |
| 25 | HK-56/8/11/3/MS-19           | Surat Keputusan Direksi PT JAI Tbk tentang Selera Risiko / <i>Risk Appetite</i><br><i>The Board of Directors' Decree of PT JAI Tbk on Risk Appetite</i>                                                                                                                                    |
| 26 | HK-56/8/11/4/MS-19           | Surat Keputusan Direksi PT JAI Tbk tentang Pedoman keberlangsungan Usaha / BCM<br><i>The Board of Directors' Decree of PT JAI Tbk on Business continuity guidelines / BCM</i>                                                                                                              |
| 27 | HK-56/8/11/5/MS-19           | Surat Keputusan Direksi PT JAI Tbk tentang Pedoman Mutu dan SMK3L<br><i>The Board of Directors' Decree of PT JAI Tbk on Quality and SMK3L Guidelines</i>                                                                                                                                   |
| 28 | HK-56/8/11/6/MS-19           | Surat Keputusan Direksi PT JAI Tbk tentang Pembuatan Informasi Terdokumentasi<br><i>The Board of Directors' Decree of PT JAI Tbk on Making Documented Information</i>                                                                                                                      |

#### Penilaian atas Kinerja Komite-Komite yang Berada di Bawah Direksi

Sampai dengan akhir tahun 2019, belum terdapat Komite di bawah Direksi sehingga tidak terdapat informasi mengenai penilaian atas kinerja komite-komite yang berada di bawah Direksi beserta dasar penilaiannya.

#### Kebijakan untuk mencegah terjadinya insider trading

Di dalam *Board Manual* Anggota Dewan Komisaris dilarang untuk memberikan atau menawarkan, atau menerima baik langsung ataupun tidak langsung sesuatu yang berharga kepada pelanggan atau seorang pejabat/pegawai instansi pemerintah untuk mempengaruhi atau sebagai imbalan atas apa yang telah dilakukannya dan tindakan lainnya sesuai peraturan perundang-undangan yang berlaku. Setiap Anggota Direksi harus mematuhi peraturan perundang-undangan

#### Performance Assessment of the Committees under the Board of Directors

*As of the end of 2019, there was no established Committee under the Board of Directors. Thus, there was no information related to the performance assessment of committees under the Board of Directors and the basis for their assessment.*

#### Policy to prevent insider trading

*In the Board Manual, members of the Board of Commissioners are prohibited from giving or offering or receiving either directly or indirectly something valuable to a customer or an official/employee of a government agency to influence or in return for what he has done and other actions following applicable laws and regulations. Each Member of the Board of Directors must comply with the applicable laws and regulations, including by not engaging in insider trading for personal gain.*



yang berlaku, termasuk dengan tidak melibatkan diri pada perdagangan orang dalam (*insider trading*) untuk memperoleh keuntungan pribadi.

Hubungan pribadi atau keterlibatan emosional dengan kompetitor, vendor, atau bawahan yang akan mempengaruhi kemampuan membuat keputusan harus dihindari setiap saat karena hal ini dapat mengakibatkan konflik kepentingan. Semua individu dalam PT Jasa Armada Indonesia Tbk harus menghindari segala keterlibatan seperti ini, dan jika hal ini terjadi mereka harus melaporkan situasi tersebut kepada atasan langsung untuk mengklarifikasi konflik kepentingan. Pelanggaran pada kode etik ini akan mengakibatkan tindakan disipliner tegas terhadap individu yang bersangkutan.

Insan PT Jasa Armada Indonesia Tbk harus selalu menghindari segala bentuk keterlibatan keluarga dalam hubungan bisnis untuk menghindari konflik kepentingan. Segala bentuk transaksi yang dilakukan dengan keterlibatan ini harus dihindari dan didiskusikan terlebih dahulu dengan atasan, atasan daripada atasan, atau SDM sesuai dengan peraturan yang berlaku.

## Sekretaris Perusahaan

Perusahaan melalui fungsi Sekretaris Perusahaan yang dijalankan oleh Divisi *Corporate Secretary & Stakeholder Relation* menyempurnakan dan memastikan implementasi GCG Perusahaan memenuhi standar ketentuan berdasarkan peraturan perundang-undangan dan *best practice*. Selain itu, Sekretaris Perusahaan sebagai pemilik fungsi *liaison officer* menjaga hubungan baik Perusahaan dengan para *stakeholder*, membangun *image* dan menopang keberlanjutan Perusahaan melalui berbagai program yang salah satunya adalah *Corporate Social Responsibility* (CSR) Perusahaan.

### Struktur Sekretaris Perusahaan

Struktur *Corporate Secretary & Stakeholders Relation* saat ini berdasarkan SK HK.56/25/10/I/MS-19 Tanggal 25 Oktober 2019 Tentang Struktur Organisasi PT Jasa Armada Indonesia Tbk adalah sebagai berikut:

*Personal relationships or emotional involvement with competitors, vendors, or subordinates that will affect the ability to make decisions must be avoided at any time because this can lead to conflicts of interest. All individuals in PT Jasa Armada Indonesia Tbk must avoid any involvement like this. If this happens, they must report the situation to the direct supervisor to clarify conflicts of interest. Violations of this code of conduct will result in strict disciplinary action against the individual concerned.*

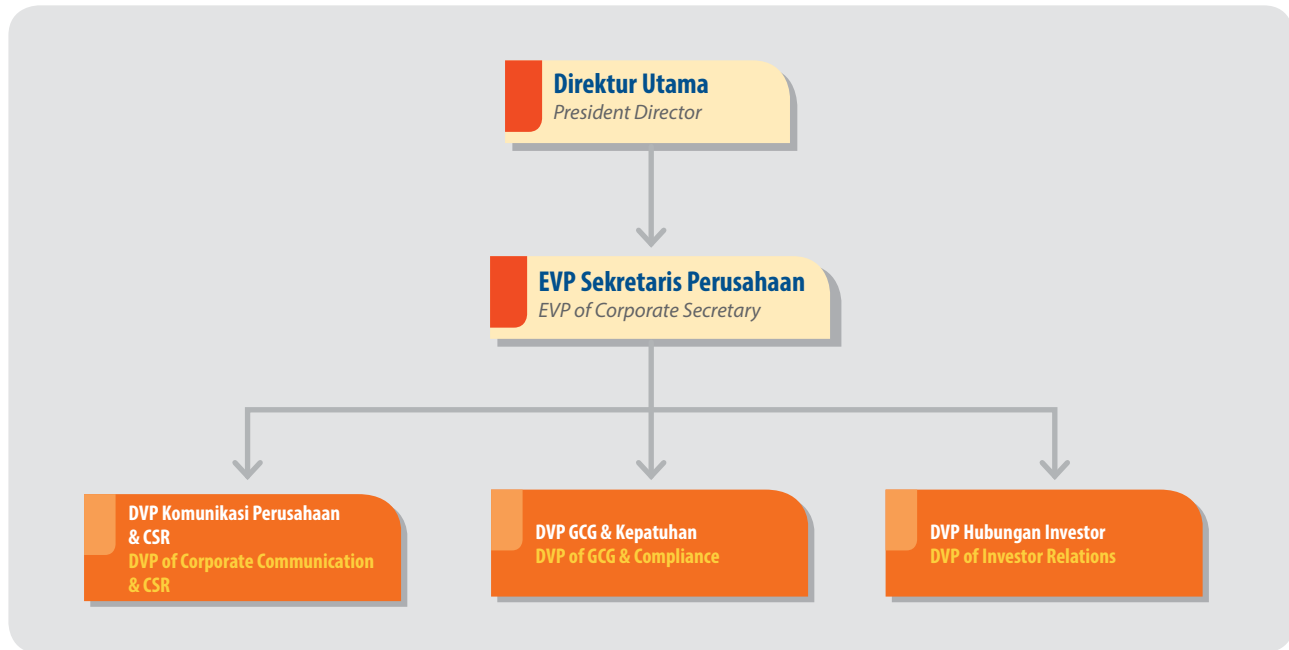
*PT Jasa Armada Indonesia Tbk's personnel must always avoid all forms of family involvement in business relationships to avoid conflicts of interest. All forms of transactions carried out with this involvement, must be avoided and discussed in advance with the supervisor, indirect supervisor, or HR in accordance with applicable regulations.*

## Corporate Secretary

*The Company has Corporate Secretary function, which is conducted by the Corporate Secretary & Stakeholders Relations Division, with the responsibilities to refine and ensure the GCG implementation in the Company is following the standard's provisions based on laws and regulations and best practices. In addition, the Corporate Secretary, as the owner of the liaison officer function, maintains good relationships of the Company with stakeholders, builds the image, and maintains the Company's sustainability through various programs, such as the Company's Corporate Social Responsibility (CSR).*

### The Company's Corporate Secretary Structure

*The current structure of Corporate Secretary & Stakeholders Relations based on Board of Directors' Decree Number: HK.56/25/10/I/MS-19 on the Organizational Structure of PT Jasa Armada Indonesia Tbk dated October 25, 2019 was as follows:*



### Profil Sekretaris Perusahaan

Sekretaris Perusahaan diangkat, diberhentikan dan bertanggung jawab langsung kepada Direktur Utama. Memiliki pengetahuan mengenai peraturan yang berkaitan dengan Perusahaan, hubungan masyarakat, ketrampilan administratif, dan pengalaman yang mendukung pelaksanaan tugasnya.

### Corporate Secretary's Profile

*The Corporate Secretary is appointed, dismissed, and responsible directly to the President Director. The Corporate Secretary has the knowledge regarding the regulations related to the Company, public relations, administrative skills, and experiences that support its duties.*



## Eddy Haristiani

|                                                              |                                                                                                                                                                                                                                                                                                                                                                      |
|--------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                        | Indonesia                                                                                                                                                                                                                                                                                                                                                            |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>           | Berusia 49 tahun Per 31 Desember 2019<br>4 Desember 1970<br><i>49 years old as of December 31, 2019<br/>December 4, 1970</i>                                                                                                                                                                                                                                         |
| Riwayat Pendidikan<br><i>History of Education</i>            | 1. MA Degree: Graduate School of Public Administrations, International Christian University, Tokyo. (2003-2005)<br>2. Undergraduate: Mass Communication, Gadjah Mada University. (1990 – 1995)                                                                                                                                                                       |
| Dasar Hukum Penunjukkan<br><i>Legal Basis of Appointment</i> | SK Direksi PT JAI Tbk No. KP.428/1/2/MS-19, Tanggal 16 Juli 2019.<br><i>Directors' Decree PT JAI Tbk no KP.428/1/2/MS-19, dated July 16, 2019.</i>                                                                                                                                                                                                                   |
| Pengalaman Kerja<br><i>Work Experience</i>                   | 1. SPV/Group Head - Corporate Secretary PT Pelabuhan Indonesia Investama ("PII"): (June 2018 – July 2019)<br>2. Manager Learning of Port and Maritime – PT. PMLI (IPC Corporate University) / One of PT Pelindo II's Subsidiary (Nov 2014 – June 2018)<br>3. Assistant Vice President – Corporate Social Responsibility: PT Pelindo II (Persero) - (2012 – Oct 2014) |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>          | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br><i>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.</i>                                                                                                                                        |
| Domisili<br><i>Domicile</i>                                  | Jakarta                                                                                                                                                                                                                                                                                                                                                              |

Sekretaris Perusahaan diangkat berdasarkan SK Direksi Nomor KP.428/1/2/MS-19, Tanggal 16 Juli 2019.

*The Corporate Secretary was appointed based on the Board of Directors' Decree Directors' Decree PT JAI Tbk no KP.428/1/2/MS-19, dated July 16, 2019.*

### Tugas dan Tanggung Jawab Sekretaris Perusahaan

Berdasarkan Surat Keputusan No. HK.56/25/10/I/MS-19 Tanggal 25 Oktober 2019 Tentang Struktur Organisasi PT Jasa Armada Indonesia, tugas dan tanggung jawab Sekretaris Perusahaan Perseroan adalah:

#### 1. Komunikasi Perusahaan dan CSR

Komunikasi perusahaan, *corporate branding*, membangun profesional intimasi dengan media & *stakeholders*, mengelola *database media* dan *stakeholders*, pengelolaan website (dual Bahasa) dan *media social*, mengelola dan menyusun serta melakukan *press release*, sebagai *bridging* komunikasi antara *ultimate shareholder*, BOC beserta perangkatnya (Sekdekom, Komite Audit, Komite Nominasi

### Duties and Responsibilities of the Corporate Secretary

*Based on Decree No. HK.56/25/10/I/MS-19 on the Organization Structure of PT Jasa Armada Indonesia Tbk dated October 25, 2019, the duties and responsibilities of the Company's Corporate Secretary are:*

#### 1. Corporate Communication and CSR

*Corporate Communication, Corporate Branding, building professional intimacy with media & stakeholders, managing databases of media and stakeholders, managing websites (dual languages) and social media, managing and compiling as well as conducting press releases as bridging communication between ultimate shareholders, BOCs and its supporting organs (Board of Directors' Secretary, Audit*

dan Remunerasi, Komite manajemen risiko) dan BOD, penyaluran CSR.

## 2. GCG dan Kepatuhan

- Meneliti dan mengkoordinasikan pelaksanaan protokol hubungan antar lembaga dan hubungan internasional.
- Meneliti dan mengkoordinasikan pelaksanaan ke-sekretariatan Direksi.
- Pelaksanaan pengelolaan hubungan antar lembaga dan internasional.
- Meneliti dan mengkoordinasikan pelaksanaan penyusunan rencana dan strategi pengelolaan Good Corporate Governance, Annual Report, board manual dan kode etik Perusahaan.

## 3. Hubungan investor

Membangun dan memperkuat kepercayaan pasar kepada Perseroan melalui formulasi dan implementasi strategi komunikasi. Mengikuti perkembangan bursa saham domestik, regional dan global. Membangun hubungan baik yang profesional dengan para pelaku pasar. Menyajikan informasi yang relevan dan akurat bagi investor mengenai perkembangan perusahaan, seperti yang terkait dengan kinerja operasional dan keuangan. Bersama sub divisi komunikasi perusahaan dan CSR menyusun dan mendistribusikan *press release* kepada pelaku pasar dan media. Membantu dalam menyiapkan dan menyusun Laporan Tahunan (Annual Report) dan Laporan Keberlanjutan (Sustainability Report).

### Pengembangan Kompetensi Sekretaris Perusahaan

Perusahaan mengikutsertakan Sumber Daya Manusia (SDM) Struktur *Corporate Secretary & Stakeholder Relation* dalam program pengembangan kompetensi untuk menunjang fungsi sekretaris perusahaan Perusahaan melalui berbagai kegiatan *training*, seminar atau *workshop*. Informasi terkait Pengembangan Kompetensi Sekretaris Perusahaan ada di Bab Profil Perusahaan

### Pelaksanaan Tugas Sekretaris Perusahaan

*Corporate Secretary & Stakeholder Relation* senantiasa mendukung upaya mencapai kinerja optimal Perusahaan dengan pelaksanaan tugas yang dituangkan melalui berbagai kegiatan. Kegiatan *Corporate Secretary & Stakeholder Relation* sepanjang tahun 2019 adalah sebagai berikut:

*Committee, Nomination and Remuneration Committee, Risk Management Committee) and BOD, CSR distribution.*

## 2. GCG and Compliance

- Researching and coordinating the implementation of the protocol of relations between institutions and international relations.*
- Researching and coordinating the implementation of the Board of Directors' secretariat.*
- Implementation of relations between institutions and international relations.*
- Researching and coordinating the implementation of plan preparation and management strategies for Good Corporate Governance, Annual Report, Board Manuals, and the Company's Code of Conduct.*

## 3. Investor Relations

*Build and strengthen market confidence in the Company through the formulation and implementation of communication strategies. Keep abreast of domestic, regional, and global stock exchanges. Building good professional relations with market participants. Present relevant and accurate information for investors about the Company's development, such as those related to operational and financial performance. Together with the corporate communications and CSR subdivisions, compile and distribute press releases to market players and the media. Assist in preparing and compiling Annual Reports and Sustainability Reports.*

### Competency Development of the Corporate Secretary

*The Company includes Human Resources (HR) of Corporate Secretary & Stakeholders Relation Structure in the competency development program to support the Company's corporate secretary function, by facilitating various training activities, seminars, or workshops. Information related to Competency Development of the Corporate Secretary is in the Company Profile Chapter.*

### Corporate Secretary's Duties Implementation

*Corporate Secretary & Stakeholders Relation always supports the efforts in achieving the Company's optimal performance with the implementation of tasks throughout various activities. Corporate Secretary & Stakeholders Relation activities throughout 2019 were as follows:*

| No. | Kegiatan<br>Activity        | Jumlah<br>Pelaksanaan<br>Number of<br>Implementation | Tema & Tanggal Pelaksanaan<br>Theme & Implementation Date                                                                                                                                                                                                                                                                                                                     | Keterangan<br>Information |
|-----|-----------------------------|------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
| 1   | Media/Analyst<br>Gathering  | 2                                                    | 1. Tema : "IPCM FY 2018 Performance", 10 Januari 2019<br>2. Tema : "IPCM Performance Q3 2019", November 2019<br>1. Theme: "IPCM FY 2018 Performance", January 10, 2019<br>2. Theme: "IPCM Performance Q3 2019", November 2019                                                                                                                                                 | Min 1/Thn<br>Min 1/year   |
| 2   | Media Port Visit            | 1                                                    | IPCM Profile & Operation, Januari 2019<br>IPCM Profile & Operation, January 2019                                                                                                                                                                                                                                                                                              | Min 1/Thn<br>Min 1/year   |
| 3   | Media Office Visit          | 1                                                    | CNBC News Desk, "Prospek Bisnis Pandu Tunda 2019/2020", 19 November 2019<br>CNBC News Desk, "Pilotage, Towage Business Prospects 2019/2020", November 19, 2019                                                                                                                                                                                                                | Min 1/Thn<br>Min 1/year   |
| 4   | Branding                    |                                                      |                                                                                                                                                                                                                                                                                                                                                                               | Min 1/Thn<br>Min 1/year   |
|     | a. Talk show                | 1                                                    | CNBC : "Closing The Bell : Prospek Pandu & Tunda 2019/2020", 19 Nov 2019<br>CNBC: "Closing The Bell: Pilotage & Towage Prospects 2019/2020", November 19, 2019                                                                                                                                                                                                                |                           |
|     | b. Interview                | 2                                                    | 1. IPCM Operational Performance , Kontan, 5 Oktober 2019<br>2. BEI, "RUPSLB : IPCM Prospect", Investor Daily, 15 Oktober 2019<br>1. IPCM Operational Performance, Kontan, October 5, 2019<br>2. IDX, "EGMS: IPCM Prospect", Investor Daily, October 15, 2019                                                                                                                  |                           |
|     | c. Media/Analyst<br>Meeting | 2                                                    | 1. Kinerja FY 2018 IPCM, Januari 2019<br>2. Kinerja IPCM Performance Q3 2019, November 2019<br>1. IPCM Performance for FY 2018, January 2019<br>2. IPCM Performance for Q3 2019 Performance, November 2019                                                                                                                                                                    |                           |
|     | d. Pameran                  | 3                                                    | 1. Pameran ASEAN Marketing Summit 2 019, 6 September 2019<br>2. Pameran Indonesia Infrastructure Week 2019, 6-8 Nov 2019<br>3. Pameran RAKERNAS PT Pelindo II, 29 Nov 2019<br>1. ASEAN Marketing Summit Exhibition 2019, September 6, 2019<br>2. Indonesia Infrastructure Week Exhibition 2019, November 6-8, 2019<br>3. PT Pelindo II RAKERNAS Exhibition, November 29, 2019 |                           |
|     | e. Public Expose            | 1                                                    | IPCM Performance s.d Juni 2019, Juni 2019<br>IPCM Performance until June 2019, June 2019                                                                                                                                                                                                                                                                                      |                           |
|     | f. Iklan                    | 15                                                   | Forum Wartawan Maritim Indonesia, Maret 2019, Acara Penyelenggaraan Rapat Kerja dan Diskusi Media<br>Indonesian Maritime Journalists Forum, March 2019, Work Meetings and Media Discussions Events                                                                                                                                                                            |                           |
|     |                             |                                                      | Ocean Week, Maret 2019, Revolusi 4.0 Industri Pelabuhan & Pelayaran<br>Ocean Week, March 2019, Revolution 4.0 of the Port & Shipping Industry                                                                                                                                                                                                                                 |                           |
|     |                             |                                                      | Golf Turnamen, 3 Februari 2019, Khatulistiwa Golf Turnamen<br>Golf Tournament, February 3, 2019, Khatulistiwa Golf Tournament                                                                                                                                                                                                                                                 |                           |
|     |                             |                                                      | Tabloid Maritim, Januari-Desember 2019<br>Maritime Tabloid, January-December 2019                                                                                                                                                                                                                                                                                             |                           |
|     |                             |                                                      | Indonesia Shipping Gate, Januari-Desember 2019<br>Indonesia Shipping Gate, January-December 2019                                                                                                                                                                                                                                                                              |                           |



| No. | Kegiatan<br>Activity | Jumlah<br>Pelaksanaan<br>Number of<br>Implementation | Tema & Tanggal Pelaksanaan<br>Theme & Implementation Date                                                                                                                                                           | Keterangan<br>Information |
|-----|----------------------|------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------|
|     |                      |                                                      | Iklan Laporan Keuangan Audited Tahun Buku 2018, Media Indonesia<br><i>Advertisement of the Audited Financial Statements for Fiscal Year 2018, Media Indonesia</i>                                                   |                           |
|     |                      |                                                      | Iklan Pengumuman RUPS Tahunan 2019, Media Indonesia<br><i>Advertisement of 2019 Annual General Meeting of Shareholders Announcement, Media Indonesia</i>                                                            |                           |
|     |                      |                                                      | Iklan Pemanggilan RUPS Tahunan 2019, Media Indonesia<br><i>Advertisement of 2019 Annual GMS Summons, Media Indonesia</i>                                                                                            |                           |
|     |                      |                                                      | Iklan Hasil RUPS Tahunan 2019, Media Indonesia<br><i>Advertisement of 2019 Annual General Meeting of Shareholders Result, Media Indonesia</i>                                                                       |                           |
|     |                      |                                                      | Iklan Pendaftaran SKPBJT, Bisnis Indonesia<br><i>Advertisement of Registration for SKPBJT, Bisnis Indonesia</i>                                                                                                     |                           |
|     |                      |                                                      | Jasa Armada Indonesia tetapkan dividen payout ratio 49,36% 19 Juni 2019 Investor Daily<br><i>Jasa Armada Indonesia sets a dividend payout ratio of 49.36%, June 19, 2019, Investor Daily</i>                        |                           |
|     |                      |                                                      | Jasa Armada Indonesia (IPCM) masih andalkan pendapatan dari Tanjung Priok 18 Juni 2019 Kontan<br><i>Jasa Armada Indonesia (IPCM) still counts on revenues from Tanjung Priok, June 18, 2019, Kontan</i>             |                           |
|     |                      |                                                      | Jasa Armada (IPCM) membidik enam proyek baru tahun ini 18 Juni 2019 Kontan<br><i>Jasa Armada (IPCM) is aiming for six new projects this year, June 18, 2019, Kontan</i>                                             |                           |
|     |                      |                                                      | Jasa Armada Indonesia Akan Kelola Pelabuhan dari Pertamina 4 April 2019 Bisnis Indonesia<br><i>Jasa Armada Indonesia will Manage Pertamina's Ports, April 4, 2019, Bisnis Indonesia</i>                             |                           |
|     |                      |                                                      | Jasa Armada Indonesia (IPCM) Bakal Masuk Bisnis Pemeliharaan Kapal 10 Maret 2019 Bisnis Indonesia<br><i>Jasa Armada Indonesia (IPCM) Will Enter the Ship Maintenance Business, March 10, 2019, Bisnis Indonesia</i> |                           |

## Sistem Pengendalian Internal

Pengendalian internal adalah proses yang dirancang dan dijalankan oleh Dewan Komisaris, Direksi dan anggota manajemen lainnya serta seluruh personil Perseroan, yang ditujukan untuk memberikan keyakinan yang memadai atas tercapainya efektivitas dan efisiensi operasi, keandalan pelaporan keuangan serta kepatuhan terhadap hukum dan peraturan yang berlaku.

Perseroan mengembangkan sistem pengendalian intern yang merupakan sebuah proses yang dihasilkan oleh Direksi yang didesain untuk memberikan jaminan tercapainya tujuan Perseroan dengan memperhatikan asas efektivitas dan efisiensi operasi, terpercayanya (*reliability*) Laporan Keuangan dan

## Internal Control System

*Internal control is a process designed and operated by the Board of Commissioners, Board of Directors, other members of management, and all Company's personnel, to provide reasonable assurance on the effectiveness and efficiency of operations, reliability of financial reporting, and compliance with applicable laws and regulations.*

*The Company develops an internal control system, a process designed by the Board of Directors to assure the achievement of the Company's objectives by taking into account the principles of effectiveness and efficiency of operations, reliability of the Financial Statements, and compliance with applicable laws and*

kepatuhan terhadap hukum dan aturan yang berlaku. Definisi dari COSO (*Committee Sponsoring Organization of the Treadway Commission*); Perseroan menetapkan suatu sistem pengendalian intern yang efektif untuk mengamankan investasi dan aset Perseroan. Sistem Pengendalian Intern mencakup:

- Lingkungan pengendalian intern dalam Perseroan yang dilaksanakan dengan disiplin dan terstruktur.
- Pengkajian terhadap pengelolaan risiko usaha (*risk assessment*)
- Aktivitas pengendalian, yaitu tindakan-tindakan yang dilakukan dalam suatu proses pengendalian terhadap kegiatan perusahaan pada setiap tingkat dan unit dalam struktur organisasi Perseroan.
- Proses penyajian laporan mengenai kegiatan operasional, finansial, serta ketaatan dan kepatuhan terhadap ketentuan peraturan perundang-undangan
- Proses penilaian terhadap kualitas sistem pengendalian intern, termasuk fungsi internal audit pada setiap tingkat dan unit dalam struktur organisasi.

## Audit Internal

Audit Internal adalah satuan fungsi di dalam struktur organisasi Perseroan dengan tugas pokok yaitu menjalankan fungsi-fungsi Pengawasan Internal dan Konsultansi berupa konsultansi, pemeriksaan, pengawasan, penyelidikan serta melakukan evaluasi atas segenap aktivitas. Proses dan kinerja keuangan dan non keuangan (manajemen mutu & operasional) sebagai mandat yang diberikan oleh Direktur Utama. Aktivitas tersebut dilakukan dalam rangka memastikan bahwa segenap kebijakan (*policy*), keputusan, prosedur dan pengendalian manajemen telah diselenggarakan secara efektif dan efisien sesuai dengan kaidah-kaidah pengelolaan manajemen yang lazim dan berlaku umum, berstandar dan beretika.

### Struktur Organisasi Internal Audit

Head of Internal Audit berkedudukan dan bertanggung jawab langsung kepada Direktur Utama serta diangkat dan diberhentikan oleh Direktur Utama dengan persetujuan Dewan Komisaris. Struktur Fungsi Internal Audit Perseroan yang dijalankan oleh Satuan Pengawas Internal saat ini dibentuk berdasarkan SK Direksi Nomor: HK.56/25/10/I/MS-19 tanggal 25 Oktober 2019. Struktur Internal Audit yang dimiliki Perseroan saat ini adalah sebagai berikut:

*regulations. Definition from COSO (Committee of Sponsoring Organizations of the Treadway Commission); The Company establishes an effective internal control system to safeguard the Company's investment and assets. Internal Control System covers:*

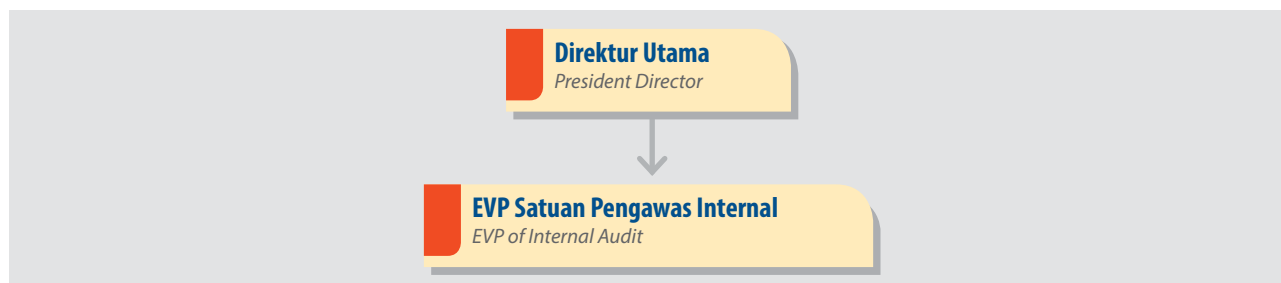
- *Disciplined and structured internal control environment in the Company;*
- *Review on risk management (risk assessment)*
- *Control activities are actions taken in the process of control over the Company's activities at each level and unit within the Company's organizational structure.*
- *The process of reporting on operational and financial activities and compliance with the provisions and legislation*
- *Assessment process of internal control system quality, including internal audit function at each level and unit in the organizational structure.*

## Internal Audit

*Internal Audit is a function within the Company's organizational structure with the main task of carrying out internal monitoring and consultancy in the form of consultancy, inspection, surveillance, investigation, and evaluation of all activities. Financial and non-financial processes and performance (quality & operational management) as a mandate authorized by the President Director. These activities are carried out to ensure that all policies, decisions, procedures, and management controls have been effectively and efficiently implemented following the rules of management that are common and generally accepted, standardized and ethical.*

### Internal Audit Organizational Structure

*Head of Internal Audit reports directly to the President Director, appointed and dismissed by the President Director with the approval of the Board of Commissioners. The Company's Internal Audit Structure is currently carried out by the Internal Control Unit, established based on the Board of Directors' Decree No. HK.56/25/10/I/MS-19 dated October 25, 2019 2018. The Company's Internal Audit Structure is as follows:*



### Pengangkatan dan Profil EVP Satuan Pengawas Internal

Sebagaimana termaktub dalam Surat Keputusan Pembebasan dan Penetapan Pejabat No. KP.428/1/2/MS-2017 tanggal 31 Januari 2017, yang ditandatangani oleh Direktur Perseroan dan disetujui oleh Dewan Komisaris Perseroan, Perseroan telah mengangkat Sdr. Edi Winoto sebagai Kepala Satuan Pengawas Internal (Ka SPI). Berikut Profil Kepala Satuan Pengawas Internal).

### Appointment and Profile of EVP of Internal Audit

As set out in the Decree of the Dismissal and Appointment of Officials No. KP.428/1/2/MS-2017 dated 31 January 2017, signed by the Company's Director and approved by the Company's Board of Commissioners, the Company has appointed Mr. Edi Winoto as Head of the Company's Internal Control Unit. The following is the profile of Head of Internal Control Unit.



### Edi Winoto

|                                                             |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|-------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br><i>Citizenship</i>                       | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
| Usia / Tanggal Lahir<br><i>Age / Date of Birth</i>          | Berusia 54 tahun Per 31 Desember 2019<br>23 Mei 1964<br><i>54 years old as of December 31, 2019<br/>May 23, 1964</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Riwayat Pendidikan<br><i>History of Education</i>           | Sarjana di Bidang Akutansi dari Universitas Gajah Mada Pada Tahun 1991.<br><i>Bachelor of Accounting from Gadjah Mada University in 1991.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Dasar Hukum Penunjukan<br><i>Legal Basis of Appointment</i> | No.KP.428/1/2/MS2017 tanggal 31 Januari 2017<br><i>No.KP.428/1/2/MS2017 dated 31 January 2017</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Pengalaman Kerja<br><i>Work Experience</i>                  | Pernah menjabat sebagai Yuniior Chief Specialist Kantor Pusat (2016–2017), Direktur Utama dana Pension Perusahaan Pelabuhan dan Pengerukan (2011–2016), Senior Manager Treasury PT Pelabuhan Indonesia II (Persero) (2007–2011), Asisten Senior Manager Anggaran PT Pelabuhan Indonesia II (persero) (2002–2007), Asisten Senior Manager Kas dan persediaan PT Pelabuhan Indonesia II (Persero) (2000–2002), Asisten Manager Perbendaharaan Cabang Pelabuhan Tanjung Priok (1997–2000), Kepala Dinas Pendapatan Cabang Pelabuhan Tanjung Priok (1995–1997).<br><i>Served as Junior Chief Specialist at Head Office (2016–2017), President Director of Pension Fund of Perusahaan Pelabuhan dan Pengerukan (2011–2016), Senior Manager of Treasury of PT Pelabuhan Indonesia II (Persero) (2007–2011), Assistant Senior Manager of Budget at PT Pelabuhan Indonesia II (Persero) (2002–2007), Assistant Manager of Cash and Supplies of PT Pelabuhan Indonesia II (Persero) (2000–2002), Assistant Manager of Treasury of Tanjung Priok Port Branch (1997–2000), Head of Tanjung Priok Port Branch Office (1995–1997).</i> |
| Hubungan Afiliasi<br><i>Affiliated Relationship</i>         | Tidak memiliki hubungan afiliasi dengan pemegang saham utama, anggota Direksi dan anggota Komisaris lainnya.<br><i>Has no affiliation with major Shareholders, members of the Board of Directors and other Commissioners.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Domisili<br><i>Domicile</i>                                 | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

### Pedoman Internal Audit

Audit Internal telah memiliki piagam audit atau audit charter. Piagam Audit telah ditetapkan Direktur Utama Perseroan pada Tanggal 1 Februari 2017. Muatan Piagam Audit Internal telah sesuai dengan POJK No. 56/2015 tentang Pembentukan dan Pedoman Penyusunan Piagam Audit Internal. Hal-hal yang dimuat dalam *Internal Audit Charter* adalah:

- Pendahuluan mencakup Pengertian, maksud penetapan Satuan Pengawasan Internal sebagai komponen Utama dari rangka tata kelola Perseroan, dan *Audit Charter* sebagai rangka pelaksanaan Pemeriksaan Internal - Tujuan Pengawasan Internal
- Kewenangan dan Kerahasiaan - Peran dan Tanggung Jawab Satuan Pengawasan Internal,
- Standar yang mencakup Kualifikasi Internal Auditor, Perilaku (Etika) dan kompetensi
- Program Kerja Pengawasan, Pelaporan dan *Monitoring*
- Hubungan dengan pengawasan Eksternal
- Penutup

### Tugas dan Tanggung Jawab Internal Audit

Aktivitas Pengawasan Internal adalah bagian dari proses tata kelola perusahaan yang memberikan jaminan atas sistem pengendalian internal, efektivitas dan efisiensi operasi, kepatuhan terhadap aturan dan perundang-undangan yang berlaku serta ketepatan dan kehandalan pelaporan.

### Tugas dan Tanggung Jawab Satuan Pengawasan Internal antara lain:

- Menyusun dan melaksanakan Rencana Pemeriksaan Tahunan Berbasis Risiko yang terdiri dari Audit Operasional, *Internal Control Review* atas proses pelaporan keuangan, review/evaluasi atas pelaksanaan manajemen risiko serta Audit Khusus;
- Melakukan pemeriksaan dan penilaian efisiensi dan efektivitas seluruh kegiatan operasional Perseroan sesuai dengan Rencana Pemeriksaan Tahunan Berbasis Risiko;
- Melakukan pemeriksaan kepada vendor / *buyer* /pihak terkait *auditee* terbatas pada konfirmasi dan klarifikasi baik secara administratif maupun fisik di lapangan;
- Memberikan saran perbaikan dan informasi yang obyektif tentang kegiatan yang diperiksa pada semua tingkat manajemen;
- Membuat laporan hasil audit dan laporan hasil *review* / evaluasi dan menyampaikan laporan tersebut kepada Direktur Utama Perseroan dan pihak terkait dalam menindaklanjuti rekomendasi, serta memberikan tembusan-

### Internal Audit Charter

*Internal Audit has an audit charter. The President Director of the Company determined the Audit Charter on February 1, 2017. The content of the Internal Audit Charter is in accordance with POJK No. 56/2015 on the Establishment and Guidelines for the Compilation of Internal Audit Charter. The items contained in the Internal Audit Charter are:*

- *Introduction including Definition, the purpose of establishing the Internal Control Unit as the main component of the corporate governance framework - Internal Audit Objectives*
- *Authority and Confidentiality - Roles and Responsibilities of the Internal Control Unit*
- *Standards that include Internal Auditor Qualifications, Behavior (Ethics) and competence*
- *Work Program of Audit, Reporting, and Monitoring*
- *Relationship with External Audit*
- *Closing*

### Internal Audit's Duties and Responsibilities

*Internal Control activities are part of corporate governance processes that provide assurance of internal control systems, effectiveness, and efficiency of operations, compliance with applicable rules and regulations, as well as the accuracy and reliability of reporting.*

### Duties and Responsibilities of the Internal Control Unit are:

- *Prepare and implement an Annual Risk-Based Audit Plan consisting of Operational Audit, Internal Control Review on the financial reporting process, review/ evaluation on risk management implementation and Special Audit;*
- *Conduct audit and assessment of the efficiency and effectiveness of all company's operational activities in accordance with the Annual Risk-Based Audit Plan;*
- *Conduct audit on vendor/buyer/auditee related party, limited to confirmation and clarification both administratively and physically in the field;*
- *Provide improvement suggestions, and objective information on the activities audited to all level of management;*
- *Prepare audit report and review/evaluation report and submit the report to the Company's President Director and related parties in following-up the recommendation, and provide copies to the relevant Board of Directors, Board of*

nya kepada Direksi terkait, Dewan Komisaris dan Komite audit

- Memantau, menganalisis, dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan;
- Melakukan pemeriksaan khusus apabila diperlukan berdasarkan penugasan khusus dari Direktur Utama atau sebagai pengembangan pemeriksaan sebelumnya.

*Commissioners, and Audit Committee*

- *Monitor, analyze, and report the implementation of suggested improvements;*
- *Conduct special checks if necessary under special assignment from the President Director or as the development of prior examinations.*

## Sumber Daya Manusia (SDM) Internal Audit

### Kualifikasi Serta Sertifikasi Personil

Dalam menjalankan fungsi Pengawasan, Satuan Pengawasan Internal memiliki 3 (tiga) personil dengan kualifikasi sertifikasi sebagai berikut:

| No. | Nama / Name       | Jabatan / Position               | Sertifikasi / Certification               |
|-----|-------------------|----------------------------------|-------------------------------------------|
| 1.  | Edi Winoto        | EVP Kepala SPI / EVP Head of SPI | QIA (Qualified Internal Audit), YPIA 2019 |
| 2.  | Heru Setiawan     | Auditor SPI                      | QIA (Qualified Internal Audit)            |
| 3.  | Budi Tri Yulianto | Auditor SPI                      | QIA (Qualified Internal Audit)            |

### Pengembangan Kompetensi SDM Internal Audit

Perseroan berupaya mengembangkan kompetensi SDM Internal Audit melalui berbagai kegiatan pengembangan SDM yang diselenggarakan secara internal maupun oleh lembaga eksternal untuk mendukung kualitas pelaksanaan tugas Internal Audit. Selama tahun 2019, Program pengembangan yang diikuti oleh SDM Internal Audit adalah sebagai berikut:

|                   | Sertifikasi / Certification                                      | Penyelenggara / Organizer |
|-------------------|------------------------------------------------------------------|---------------------------|
| Edi Winoto        | Qualified internal editor - Managerial                           | YPIA                      |
|                   | Sertifikasi QIA / QIA Certification (Qualified Internal Auditor) | DS-QIA                    |
|                   | Fraud Auditing tingkat.1 / Fraud Auditing Level 1                | LPFA                      |
| Heru Setiawan     | Qualified internal editor - Managerial                           | YPIA                      |
|                   | Sertifikasi QIA / QIA Certification (Qualified Internal Auditor) | DS-QIA                    |
|                   | Fraud Auditing tingkat.1 / Fraud Auditing Level 1                | LPFA                      |
| Budi Tri Yulianto | Qualified internal editor - Managerial                           | YPIA                      |
|                   | Sertifikasi QIA / QIA Certification (Qualified Internal Auditor) | DS-QIA                    |
|                   | Fraud Auditing tingkat.1 / Fraud Auditing Level 1                | LPFA                      |

### Pelaksanaan Kegiatan Internal Audit Tahun 2019

Internal Audit telah melaksanakan audit tahun 2019 yang sejalan dengan fokus utama PT Jasa Armada Indonesia Tbk. Melalui Internal Audit ingin memastikan pertumbuhan perusahaan yang dilakukan secara *prudent* dan diimbangi dengan penerapan tata kelola perusahaan yang kuat di seluruh unit kerja sehingga dapat menopang pertumbuhan kinerja berkelanjutan, untuk mencapai Visi Misi Perusahaan.

## Internal Audit's Human Resources (HR)

### Personnel Qualifications and Certification

*In carrying out the Supervisory function, the Internal Audit Unit has 3 (three) personnel with the following certification qualifications:*

### Competency Development of Internal Audit Human Resources

*The Company strives to develop competencies of Internal Audit Human Resources through various HR development activities, both internal and external, to support the quality of Internal Audit task implementation. Throughout 2019, the development programs attended by Internal Audit's HR were as follows:*

### Implementation of Internal Audit Activities in 2019

*The Internal Audit division has performed an audit in 2019, in line with the main focus of PT Jasa Armada Indonesia Tbk. Through Internal Audit, the Company wants to ensure that the growth is carried out prudently and balanced with the strong corporate governance in all work units in order to have sustainable performance growth to achieve the Company's Vision and Mission.*



Menghadapi kondisi tersebut, dalam rencana audit tahun 2019 ini, Internal Audit telah melaksanakan audit mencakup area-area yang signifikan dan relevan dengan kondisi dan tantangan yang dihadapi Perusahaan.

*In the 2019 audit plan, the Internal Audit has carried out an audit covering significant areas that are relevant to the conditions and challenges faced by the Company.*

Dalam bidang pengembangan kompetensi pada masa mendatang ditargetkan Para auditor internal mampu meraih sertifikasi Sertifikasi CFRA (*Certified Forensic Auditor*), Sertifikasi CFE (*Certified Fraud Examiner*), Sertifikasi CRMA (*Certified Risk Management Analyst*) dan pelaksanaan audit selain audit rutin serta melakukan fungsi konsultansi.

*In the field of competency development in the future, it is targeted that the internal auditors can achieve the CFRA (Certified Forensic Auditor) Certification, CFE (Certified Fraud Examiner) Certification, CRMA (Certified Risk Management Analyst) Certification, and conducting audits other than regular audits and consulting functions.*

#### Pelaksanaan Audit

- a. Realisasi pelaksanaan penugasan internal audit tahun 2019 sebagai Berikut:

|                                    | Jumlah Penugasan<br><i>Total Assignment</i> | Wilayah Operasi<br><i>Operational Area</i> | Direktorat Unit<br><i>Directorate of the Unit</i> | Audit Khusus<br><i>Special Audit</i> |
|------------------------------------|---------------------------------------------|--------------------------------------------|---------------------------------------------------|--------------------------------------|
| Proses Audit 2019                  | 10                                          | 10                                         | 3                                                 |                                      |
| Realisasi Audit 2019               |                                             |                                            |                                                   |                                      |
| a. Audit rutin Periode Smt II-2018 | 1                                           | 3                                          | 3                                                 |                                      |
| b. Audit rutin Periode Smt I-2019  | 1                                           | 3                                          | 3                                                 |                                      |
| c. Audit tujuan tertentu           | 2                                           |                                            |                                                   | 2                                    |

#### Audit Implementation

- a. Realization of 2019 internal audit assignments as followed:

- b. Jumlah temuan pada Kantor Pusat dan wilayah operasi sebagai Berikut:

- b. Total audit findings at Head Office and operational areas as followed:

| PENYELESAIAN TEMUAN UNIT AUDIT INTERNAL TAHUN 2019<br><i>COMPLETION OF THE INTERNAL AUDIT UNIT FINDINGS 2019</i> |                                                                             |                                                    |                                                         |                               |                                   |                                                      |
|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------|----------------------------------------------------|---------------------------------------------------------|-------------------------------|-----------------------------------|------------------------------------------------------|
| No.                                                                                                              | Satuan Kerja<br><i>Work Unit</i>                                            | Tahun<br>Pemeriksaan<br><i>Year of Examination</i> | Saldo Awal<br>Temuan<br><i>Initial Balance Findings</i> | Penambahan<br><i>Addition</i> | Penyelesaian<br><i>Completion</i> | Saldo Akhir<br>Temuan<br><i>Findings End Balance</i> |
| 1.                                                                                                               | Kantor Pusat dan Wilayah Operasi<br><i>Head Office and Operational Area</i> | 2018                                               | 0                                                       | 48                            | 48                                | 0                                                    |
| 2.                                                                                                               | Kantor Pusat dan Wilayah Operasi<br><i>Head Office and Operational Area</i> | 2019                                               | 0                                                       | 15                            | 0                                 | 15                                                   |

- c. Rapat pembahasan hasil audit dengan *auditee* Tahun 2019: c. *Discussion on audit results with the auditee in 2019:*

| Tanggal / Date                               | Nomor / Number       | Perihal / Agenda                                                          |
|----------------------------------------------|----------------------|---------------------------------------------------------------------------|
| 13 Mei 2019<br><i>May 13, 2019</i>           | AD-332/13/5/1/MS-19  | Monitoring Tindak Lanjut Hasil Audit Direktorat Armada dan Teknik         |
| 17 Juli 2019<br><i>July 17, 2019</i>         | KU-287/12/7/2/MS-19  | Monitoring Tindak Lanjut Hasil Audit Direktorat Operasional dan Komersial |
| 16 Juli 2019<br><i>July 16, 2019</i>         |                      | Monitoring Tindak Lanjut Hasil Audit Unit Keuangan                        |
| 17 Juli 2019<br><i>July 17, 2019</i>         |                      | Penutupan Audit Internal Semester 1 Tahun 2019                            |
| 21 Oktober 2019<br><i>October 21, 2019</i>   | AD-332/21/10/3/MS-19 | Pembahasan Temuan Audit Tujuan Tertentu                                   |
| 14 November 2019<br><i>November 14, 2019</i> |                      | Pelayanan Penundaan Pelabuhan Tanjung Priok                               |

- d. Rapat Pertemuan Rutin dan Tak terencana dengan komite audit: d. *Routine and Unplanned Findings Meetings with the Audit Committee:*

| Tanggal / Date                            | Nomor / Number    | Perihal / Agenda                                                                                              |
|-------------------------------------------|-------------------|---------------------------------------------------------------------------------------------------------------|
| 8 Januari 2019<br><i>January 8, 2019</i>  | UM.340/1/12/MS-19 | Kordinasi dan Sinkronisasi Program SPI tahun 2019 Satuan Pengawasan Internal dengan Komite Audit di Pontianak |
| 18 Maret 2019<br><i>March 18, 2019</i>    | UM.340/17/1/MS-19 | Pembahasan Program Audit dan Kerja Satuan Pengawasan Internal dengan Komite Audit di Palembang                |
| 13 Agustus 2019<br><i>August 13, 2019</i> | UM.340/17/9/MS-19 | Pembahasan Program Audit dan Kerja Satuan Pengawasan Internal dengan Komite Audit di Teluk Bayur              |

- e. Komunikasi hasil audit dengan Direktur Utama dan Komisaris Komite Audit: e. *Audit Result Communication with President Director, Board of Commissioners and Audit Committee:*

| Tanggal / Date                               | Nomor / Number       | Perihal / Agenda                                                         |
|----------------------------------------------|----------------------|--------------------------------------------------------------------------|
| 1 Agustus 2019<br><i>August 1, 2019</i>      | UM.33/16/09/DKS-19   | Hasil Monitoring Hasil Tindak Lanjut Hasil Temuan Semester II Tahun 2018 |
| 22 November 2019<br><i>November 22, 2019</i> | LO-05/27/11/2/DKS-19 | Laporan Audit Internal Periode Semester I Tahun 2019                     |
| 5 Desember 2019<br><i>December 5, 2019</i>   | KU-280/5/12/1/DKS-19 | Tindak Lanjut Temuan Audit Periode Tahun 2018                            |
| 10 Desember 2019<br><i>December 10, 2019</i> | LO-05/10/12/1/DKS-19 | Tindak Lanjut Temuan Audit Internal tahun 2018                           |

## Manajemen Risiko

Penerapan manajemen risiko di IPCM adalah bagian dari penerapan *Good Corporate Governance* (GCG). Fokus utama penerapan manajemen risiko adalah para pelaku utama proses bisnis dan organisasi di setiap tingkatan. Penerapan manajemen risiko harus menciptakan nilai tambah, terintegrasi dengan proses bisnis, bagian dari proses pengambilan keputusan, transparan, sistematis, terstruktur, dinamis dan tanggap terhadap perubahan.

IPCM memastikan bahwa seluruh potensi risiko dalam rangka pencapaian Visi dan Misi Perseroan telah diidentifikasi, dianalisis, dievaluasi, dan dimitigasi probabilitas serta dampaknya sehingga tidak akan menghambat pencapaian tujuan strategis Perseroan.

Dalam penerapan sistem manajemen resiko perusahaan mengacu kepada ISO 31000: 2018 yang bersandar pada tiga elemen penting pada penerapan manajemen risiko.

- Kebijakan atau komitmen yang dipegang oleh BOD Perusahaan  
Kebijakan tersebut mutlak harus disosialisasikan sehingga dipahami oleh seluruh level personal perusahaan.
- Perencanaan sistem manajemen risiko yang merambah pada bidang anggaran, struktur organisasi, kinerja hingga sumber daya manusia.  
Agar sistem manajemen risiko perusahaan dapat berjalan dengan baik sesuai dengan kondisi dan aktual perusahaan.
- Penerapan sistem manajemen risiko yang mengadaptasi siklus *plan, do, check, action*.  
Agar sistem dapat diterapkan dan mendapatkan manfaat, penerapan sistem manajemen risiko menggunakan Siklus PDCA meliputi penerapan, monitoring, lalu pelaksanaan evaluasi melalui tinjauan manajemen dan perbaikan," pungkaskonsultan manajemen risiko itu.

Pada tanggal 17 Oktober 2018 BOD dan BOC perusahaan telah menandatangani bersama Komitmen dan Road Map Penerapan Manajemen Risiko Tahun 2018 sampai tahun 2023. Perusahaan telah menerapkan Manajemen Risiko dalam menyusun Rencana Kerja Manajemen ditahun 2020. Pengelolaan risiko tersebut melandaskan ketepatan pada:

1. Ketepatan Program Kerja (Rencana Kerja Manajemen)  
Dengan melakukan identifikasi risiko dalam departemen, 'maka akan muncul program mitigasi yang tepat dan efisien di setiap risiko RKM Departemen sehingga RKM

## Risk Management

*The application of risk management in IPCM is part of the implementation of Good Corporate Governance (GCG). The main focus of the application of risk management is the main players of business processes and organizations at every level. The application of risk management must create added value, be integrated with business processes, part of the decision making process, transparent, systematic, structured, dynamic, and responsive to change.*

*IPCM ensures that all potential risks within the framework of achieving the Company's Vision and Mission have been identified, analyzed, evaluated, and mitigated with their probabilities and impacts so that they will not hamper the achievement of the Company's strategic objectives.*

*In implementing the risk management system, the Company refers to ISO 31000: 2018, which relies on three essential elements in the risk management implementation.*

- *Policies or commitments held by the Company's BOD  
The policy must be disseminated so that all levels of the Company's personnel understood it.*
- *Planning a risk management system expands to the budget, organizational structure, performance to human resources.  
Thus, the Company's risk management system shall run appropriately following the conditions and the Company's regulations.*
- *Implementation of the risk management system that adapts the cycle of plan, do, check, action.  
Thus, the system can be implemented, and the Company obtains the benefits, the risk management system implementation using the PDCA Cycle includes the implementation, monitoring, then evaluations through management review and improvement," said the risk management consultant.*

*On 17 October 2018, the Company's BOD and BOC have signed the Commitment and Road Map for Risk Management Implementation 2018-2023. The Company has implemented Risk Management in preparing the Management Work Plan in 2020. The risk management is based on accuracy in:*

1. *Work Program (Management Work Plan)  
By identifying risk in the department, appropriate and efficient mitigation programs will emerge in each RKM Department's risk so that the specified RKM can be achieved and will be in*

yang telah ditetapkan dapat tercapai akan selaras dalam mencapai Visi Perusahaan

## 2. Ketepatan Investasi

Dengan melakukan pengelolaan risiko Investasi, maka akan dapat terserap seluruh alokasi anggaran, dan tidak muncul tambahan biaya dalam Investasi yang telah direncanakan

## 3. Ketepatan Biaya

Setelah diketahui Program kerja dan rencana Investasi pada tahun yang akan datang, maka perusahaan dapat menetapkan anggaran biaya sehingga penggunaan biaya yang efisien dalam mencapai visi perusahaan.

### Struktur Manajemen Risiko

Struktur pengelola risiko Perusahaan berdasarkan SK Direksi Nomor: HK-56/8/11/1/MS-19 tentang SK Pedoman & Kerangka Kerja Manajemen Risiko PT Jasa Armada Indonesia Tbk tanggal 8 November Tahun 2019.

Kegiatan-Kegiatan Penerapan Manajemen Risiko di tahun 2019.

1. Pelatihan *Fundamental Risk Management* Untuk *Risk Owner* di setiap Departemen bekerjasama dengan CRMS Indonesia
2. Pelatihan *Risk Management* Untuk *Managerial* dan Direksi PT Jasa Armada Indonesia Tbk
3. Penyusunan Sistem IT Manajemen Risiko PT JAI
4. Evaluasi Manajemen Risiko korporasi dan Strategis per triwulan
5. Benchmarking Penerapan Sistem Management Risiko dengan mengikuti Lomba Manajemen Risiko Tingkat ASEAN, Berhasil mendapat Juara 2 untuk Lomba IT Sistem Manajemen Risiko.

### Risiko Perusahaan dan Upaya Mitigasi

Dalam penerapan Manajemen Risiko dan upaya Mitigasi Perusahaan adalah menjaga dan meningkatkan kinerja Perusahaan dengan cara mengidentifikasi dan meminimalisir berbagai potensi ancaman dan risiko yang timbul dengan cara:

- a. Menumbuhkan prinsip kehati-hatian dan selalu melakukan perbandingan antara risiko dan hasil dalam setiap pengambilan keputusan mengenai alokasi sumber daya yang dimiliki oleh Perusahaan.
- b. Mendorong terciptanya budaya risiko di setiap elemen Perusahaan guna meningkatkan kesadaran akan risiko.
- c. Meningkatkan proses Manajemen Risiko yang dapat berjalan secara berkala dan konsisten sehingga memudahkan proses pengambilan keputusan.
- d. Memberikan keyakinan dan kepercayaan kepada *Stakeholders* bahwa seluruh risiko perusahaan telah diidentifikasi

*line with the achievement of the Company's Vision.*

## 2. Investment Accuracy

*By managing investment risk, all budget allocations will be absorbed, and no additional costs will appear in the planned investment.*

## 3. Cost Accuracy

*After knowing the Work Program and Investment Plan in the coming year, the Company can set a budget so that the efficient use of costs in achieving the Company's vision.*

### Risk Management Structure

*The Company's risk management structure is based on the Board of Directors' Decree No. HK-56/8/11/1/MS-19 concerning Decree on Guidelines and Risk Management Framework of PT Jasa Armada Indonesia Tbk dated November 8, 2019.*

*Risk Management Implementation Activities in 2019*

1. *Fundamental Risk Management Training for Risk Owners in each Department in collaboration with CRMS Indonesia.*
2. *Risk Management Training for Managerial and Board of Directors of PT Jasa Armada Indonesia Tbk.*
3. *Preparation of PT JAI's IT Risk Management System.*
4. *Evaluation of Corporate and Strategic Risk Management Quarterly.*
5. *Benchmarking of the Risk Management System Implementation by participating in the ASEAN Level Risk Management Competition, Successfully won the 2nd Place for the IT Risk Management System Competition.*

### Company's Risks and Mitigation Efforts

*In implementing Risk Management and Company Mitigation efforts is to maintain and improve Company performance by identifying and minimizing various potential threats and risks that arise by:*

- a. *Grow the principle of prudence and always make a comparison between risk and results in every decision on the Company's resources allocation.*
- b. *Encourage the creation of risk culture in every element of the Company to increase risk awareness.*
- c. *Improve the Risk Management process that can run periodically and consistently to facilitate the decision-making process.*
- d. *Provide confidence and trust to stakeholders that all company risks have been identified and managed appropriately.*

kasi dan dikelola secara tepat.

- e. Melakukan upaya perbaikan dalam setiap kegiatan operasional yang dilakukan oleh seluruh elemen Perusahaan serta upaya perbaikan atas proses Manajemen Risiko yang telah ada berdasarkan hasil *monitoring* dan kaji ulang.
- f. Melakukan konsultasi dengan berbagai pihak yang memiliki kompetensi dan reputasi tinggi di bidang Manajemen Risiko.

Terdapat empat konteks yang perlu ditentukan dalam melakukan mitigasi risiko perusahaan yaitu:

- a. Konteks Internal memperhatikan sisi Internal organisasi yaitu struktur organisasi, kultur dalam organisasi, dan hal-hal lain yang dapat mempengaruhi pencapaian sasaran organisasi.
- b. Konteks Eksternal mendefinisikan sisi Eksternal organisasi yaitu pesaing, otoritas, perkembangan teknologi, dan hal-hal lain yang dapat mempengaruhi pencapaian sasaran organisasi.
- c. Konteks Manajemen Risiko memperhatikan bagaimana manajemen risiko diberlakukan dan bagaimana hal tersebut akan diterapkan di masa yang akan datang.
- d. Pembentukan Manajemen Risiko organisasi perlu mendefinisikan parameter yang disepakati bersama untuk digunakan sebagai kriteria risiko

Secara umum, *Top Significant Risk* adalah risiko-risiko prioritas yang dianggap paling signifikan bagi Perusahaan secara keseluruhan. QHSSE & MR Departemen bertanggung jawab untuk mengumpulkan data analisa risiko-risiko utama yang telah dikonsolidasi dari suatu proses RCSA sebagai dasar penetapan *Top Significant Risk*.

- a. Pertimbangkan beberapa faktor berikut ini sebagai referensi penentuan *Top Significant Risk*:
- b. *Top Significant Risk* dipilih dari risiko-risiko utama (berdasarkan hasil peta risiko dari masing-masing unit kerja) yang dikonsolidasikan sebagai rintangan terbesar dan paling relevan terhadap pencapaian tujuan bisnis Perusahaan dan/atau penyelesaian program kerja strategis serta perlu mendapat prioritas lebih sehingga menjadi perhatian khusus dan memerlukan rencana mitigasi segera.
- c. *Top Significant Risk* dapat dipilih berdasarkan *dampak* kerugian terbesar diantara risiko-risiko ekstrem dengan menghiraukan kemungkinan.
  - 1) Faktor-faktor di atas hanya digunakan sebagai pertimbangan atau pedoman umum (bukan kriteria statis yang harus dipatuhi) dalam penetapan *Top Significant Risk*. Direksi tetap dapat melakukan justifikasi atas

- e. *Conduct improvement efforts in every operational activity carried out by all elements of the Company as well as efforts to improve the existing Risk Management process based on the results of monitoring and review.*
- f. *Conduct consultations with various parties who have high competence and reputation in the field of Risk Management.*

*Four contexts need to be determined in mitigating corporate risk, namely:*

- a. *Internal Context takes into account the inner side of the organization, namely the organizational structure, the culture within the organization, and other things that can affect the achievement of organizational goals.*
- b. *The External Context defines the external side of the organization, namely competitors, authority, technological development, and other things that can affect the achievement of organizational goals.*
- c. *The Risk Management context takes into account how risk management is implemented and how it will be applied in the future.*
- d. *The establishment of a Risk Management organization needs to define mutually agreed parameters to be used as risk criteria.*

*In general, Top Significant Risk is a risk-priority that is considered the most significant for the Company as a whole. The QHSSE & MR department is responsible for collecting consolidated key risk analysis data from an RCSA process as a basis for determining Top Significant Risk.*

- a. *Consider the following factors as a reference for deciding Top Significant Risk:*
- b. *Top Significant Risk is chosen from the main risks (based on the results of risk maps from each work unit), which are consolidated as the biggest and most relevant obstacles to the achievement of the Company's business goals and/or completion of strategic work programs. Besides, it needs to get more priority so that they become special attention and requires an immediate mitigation plan.*
- c. *Top Significant Risk can be chosen based on the impact of the most significant loss among extreme risks regardless of the possibility.*
  - 1) *The above factors are only used as general considerations or guidelines (not static criteria that must be obeyed) in determining Top Significant Risk. The Board of Directors can still justify the selection criteria for Top Significant Risk*



kriteria pemilihan *Top Significant Risk* berdasarkan pengalaman dan lain-lain.

- 2) *Top Significant Risk* diajukan kepada Direktur terkait untuk di *review* lebih lanjut dan untuk mendapatkan persetujuan.
- 3) Direksi dapat memberikan arahan dan rekomendasi tambahan terhadap *Top Significant Risk* yang diajukan.
- 4) Direktur Utama bertanggung jawab atas persetujuan akhir terhadap daftar *Top Significant Risk*.

Daftar *Top Significant Risk* yang telah disetujui Direktur Utama digunakan sebagai input dalam penetapan *Key Risk Indicators* (KRI).

### Upaya Mengelola Risiko Perusahaan

Kebijakan untuk mengelola risiko perseroan ada diseluruh unit kerja, atau disebut dengan *Risk Owner* yang mempunyai dan bertanggung jawab atas pengelolaan risiko serta pihak-pihak dan individu yang bekerja untuk dan/atau atas nama Perseroan baik secara langsung maupun tidak langsung yang berpengaruh terhadap pencapaian tujuan dan sasaran Perseroan.

### Peningkatan Program Budaya Sadar Risiko

- Membentuk suatu lingkungan kerja yang meliputi budaya, komunikasi, pengukuran kinerja berbasis risiko dan sebagainya untuk mendukung implementasi Manajemen Risiko secara keseluruhan. Menciptakan budaya peduli risiko di seluruh lingkungan Perusahaan dengan penekanan bahwa risiko Perusahaan adalah tanggung jawab seluruh pegawai Perusahaan
- Melaksanakan Pelatihan Manajemen Risiko dan sosialisasi dalam seluruh aspek lini manajerial.

Penetapan strategi Manajemen Risiko juga harus mempertimbangkan kompleksitas kondisi, organisasi dan risiko yang timbul sebagai akibat perubahan faktor Eksternal dan faktor Internal.

## Audit Eksternal

Perseroan menyadari bahwa akuntabilitas informasi yang dihasilkan dari pelaksanaan Audit sangat penting bagi keberlanjutan usaha. Untuk memberikan keyakinan yang memadai akan laporan keuangan dan operasional Perseroan, JAI secara rutin menunjuk pihak eksternal (independen) untuk melakukan audit terkait laporan tersebut. Upaya tersebut dilakukan Perseroan dalam rangka menunjang sistem

*based on experience and others.*

- 2) *Top Significant Risk* is submitted to the relevant Director for further review and approval.
- 3) The Board of Directors can provide additional directions and recommendations to the proposed *Top Significant Risk*.
- 4) President Director is responsible for the final approval of the *Top Significant Risk* list.

List of *Top Significant Risks* approved by President Director is used as an input in the determination of *Key Risk Indicators* (KRI).

### Corporate Risk Management Efforts

Policies to manage corporate risk exist in all work units or referred to as *Risk Owners* who have and are responsible for risk management as well as parties and individuals who work for and/or on behalf of the Company both directly and indirectly that affect the achievement of Company's objectives and goals.

### Risk Awareness Program Improvement

- Establishing a work environment that includes culture, communication, risk-based performance measurement, and others, to support Risk Management as a whole. Creating a culture of risk awareness throughout the Company's environment by emphasizing that the Company's risk is the responsibility of all Company's employees.
- Carrying out Risk Management Training and socialization at all aspects of managerial lines.

Determination of Risk Management strategies must take into account the complexity of the conditions, organization, and risks that arise as a result of changes in External and Internal factors.

## External Audit

The Company realizes information accountability that resulted from Audits are essential for business continuity. To provide adequate confidence in the Company's financial and operational reports, JAI routinely appoints an external party (independent) to conduct audits related to the report. This effort was conducted by the Company in order to support the Company's internal control system and to obtain adequate information as a

pengendalian internal Perusahaan dan untuk memperoleh informasi yang memadai sebagai pertimbangan dalam menyusun strategi pengembangan Perusahaan kedepan.

*consideration in developing the Company's future development strategy.*

Perseroan secara rutin melakukan penunjukan auditor eksternal untuk melakukan audit pada Perseroan. Auditor eksternal Perusahaan periode 2015 sampai dengan 2019 antara lain sebagai berikut:

*The Company routinely appoints external auditors to perform the Company's audit. The Company's external auditors for the period of 2015 to 2019 are as follows:*

**Tabel Akuntan, Kantor Akuntan Publik, Lingkup Audit, Opini Audit dan Biaya Audit**

**Table of Accountants, Public Accounting Firms, Scope of Audit, Audit Opinion, and Audit Fee**

| Tahun Buku Fiscal Year | Nama Akuntan Name of Accountant | Kantor Akuntan Publik Public Accounting Firm (KAP) | Ruang Lingkup Audit Scope of Audit                                                                                                                                                                                                                                                                                                                                                                                                                                                     | Opini Audit Audit Opinion                                                                                                                            | Biaya Audit Audit Fee |
|------------------------|---------------------------------|----------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------|
| 2019                   | Muhammad Kurniawan              | KAP Purwantono Sungkoro & Surja                    | <ol style="list-style-type: none"> <li>Kepatuhan Perusahaan terhadap peraturan perundang-undangan berpengaruh langsung dan material terhadap penyajian laporan keuangan</li> <li>Pengendalian Internal</li> <li>Audit KPI</li> </ol> <ol style="list-style-type: none"> <li><i>The Company's compliance with laws and regulations has direct and material effect on the presentation of financial statements</i></li> <li><i>Internal Control</i></li> <li><i>KPI Audit</i></li> </ol> | Laporan Keuangan Disajikan Secara Wajar Dalam Semua Hal yang Material<br><i>Financial Statements are reasonably presented in all material things</i> | Rp 662.000.000        |
| 2018                   | Muhammad Kurniawan              | KAP Purwantono Sungkoro & Surja                    | <ol style="list-style-type: none"> <li>Kepatuhan Perusahaan terhadap peraturan perundang-undangan berpengaruh langsung dan material terhadap penyajian laporan keuangan</li> <li>Pengendalian Internal</li> <li>Audit KPI</li> </ol> <ol style="list-style-type: none"> <li><i>The Company's compliance with laws and regulations has direct and material effect on the presentation of financial statements</i></li> <li><i>Internal Control</i></li> <li><i>KPI Audit</i></li> </ol> | Laporan Keuangan Disajikan Secara Wajar Dalam Semua Hal yang Material<br><i>Financial Statements are reasonably presented in all material things</i> | Rp 709.500.000        |
| 2017                   | Muhammad Kurniawan              | KAP Purwantono Sungkoro & Surja                    | <ol style="list-style-type: none"> <li>Kepatuhan Perusahaan terhadap peraturan perundang-undangan berpengaruh langsung dan material terhadap penyajian laporan keuangan</li> <li>Pengendalian Internal</li> <li>Audit KPI</li> </ol> <ol style="list-style-type: none"> <li><i>The Company's compliance with laws and regulations has direct and material effect on the presentation of financial statements</i></li> <li><i>Internal Control</i></li> <li><i>KPI Audit</i></li> </ol> | Laporan Keuangan Disajikan Secara Wajar Dalam Semua Hal yang Material<br><i>Financial Statements are reasonably presented in all material things</i> | Rp 460.000.000        |

| Tahun Buku<br>Fiscal Year | Nama Akuntan<br>Name of Accountant | Kantor Akuntan Publik<br>Public Accounting Firm (KAP) | Ruang Lingkup Audit<br>Scope of Audit                                                                                                                                                                                                                                                                                                    | Opini Audit<br>Audit Opinion                                                                                                                         | Biaya Audit<br>Audit Fee |
|---------------------------|------------------------------------|-------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------|
| 2016                      | Moch. Dadang Syachruna             | KAP Purwantono Sungkoro & Surja                       | 1. Kepatuhan Perusahaan terhadap peraturan perundang-undangan berpengaruh langsung dan material terhadap penyajian laporan keuangan<br>2. Pengendalian Internal<br>1. <i>The Company's compliance with laws and regulations has direct and material effect on the presentation of financial statements</i><br>2. <i>Internal Control</i> | Laporan Keuangan Disajikan Secara Wajar Dalam Semua Hal yang Material<br><i>Financial Statements are reasonably presented in all material things</i> | Rp 550.000.000           |
| 2015                      | Moch. Dadang Syachruna             | KAP Purwantono Sungkoro & Surja                       | 1. Kepatuhan Perusahaan terhadap peraturan perundang-undangan berpengaruh langsung dan material terhadap penyajian laporan keuangan<br>2. Pengendalian Internal<br>1. <i>The Company's compliance with laws and regulations has direct and material effect on the presentation of financial statements</i><br>2. <i>Internal Control</i> | Laporan Keuangan Disajikan Secara Wajar Dalam Semua Hal yang Material<br><i>Financial Statements are reasonably presented in all material things</i> | Rp 300.000.000           |

**Jasa Selain Audit Keuangan**

Selama pelaksanaan audit, KAP Purwantoro, Sungkoro & Surja (EY) tidak memberikan jasa lain kepada Perseroan selain jasa audit. Pelaksanaan proses audit berjalan independen dan tidak terdapat benturan kepentingan

**Services in addition to Financial Audit**

*During the audit, KAP Purwantoro, Sungkoro & Surja (EY) does not provide other services to the Company other than audit services. The audit process is carried out independently without any conflict of interest.*

**Akses Informasi dan Data Perusahaan**

Perseroan berupaya memberikan kemudahan akses informasi dan data Perseroan kepada *stakeholder* sebagai wujud implementasi prinsip-prinsip GCG khususnya terkait aspek transparansi. Selain itu, Perseroan berupaya mengungkapkan informasi penting dalam Laporan Keuangan sesuai dengan peraturan perundang-undangan secara tepat waktu, akurat, jelas dan obyektif.

**Access to the Company's Information and Data**

*The Company strives to provide ease of access to the Company's information and data to stakeholders as a form of implementation of GCG principles, particularly transparency. Besides, the Company strives to disclose important information in the Financial Statements in line with the prevailing legislation promptly, accurately, clearly, and objectively.*

Perseroan menyediakan akses informasi untuk kepentingan *stakeholder* di internal Perseroan yang mayoritas adalah karyawan Perseroan.

*The Company provides access to information for the interest of internal stakeholders, the majority of which are Company employees.*

Perseroan memanfaatkan media online seperti portal dan email untuk menyebarluaskan informasi kepada seluruh karyawan. Perseroan juga menyediakan media informasi untuk

*The Company utilizes online media, such as portals and emails, to disseminate information to all employees. The Company also provides information media for external parties such as leaflets*

pihak eksternal diantaranya dalam bentuk leaflet dan company profile. Perseroan menyediakan informasi secara online untuk mempermudah akses informasi Perseroan.

and company profile. The Company provides online information to facilitate access to the Company's information.

### Media Elektronik / Electronic Media

|                                           |                                   |
|-------------------------------------------|-----------------------------------|
| ☎ Telepon / Telephone                     | : (021) 430 6789                  |
| 👤 Customer Service Whistle Blowing System | : +62 8111 719 100                |
| 📠 Faksimili / Facsimile                   | : (021) 436 6789                  |
| ✉ E-mail                                  | : corsec@ipcmarine.co.id          |
| ✉ E-mail Customer Service                 | : ipcm.care@ipcmarine.co.id       |
| ✉ Whistle Blowing System                  | : good.governance@ipcmarine.co.id |
| 🌐 Website                                 | : www.ipcmarine.co.id             |

### Media Sosial / Media Social

Facebook : Ipc Marine  
Instagram : Ipc Marine  
Twitter : @ipc marine

### Laporan Tahunan / Annual Report

Annual Report tahun 2017 / 2017 Annual Report  
Annual Report tahun 2018 / 2018 Annual Report

### Press Release

1. Awareness GCG PT Jasa Armada Indonesia Tbk Tahun 2018–2019, 7 Januari 2019 / GCG Awareness of Jasa Armada Indonesia Tbk Year 2018–2019, January 7, 2019
2. Analyst Meeting I dan Pemaparan Kinerja Q1 2019–10 April 2019 / Analyst Meeting I and Performance Exposure Q1 2019, April 10, 2019
3. RUPST: PT JAI Tbk Menetapkan Dividen Payout Ratio Sebesar 49,36%, 18 Juni 2019 / Annual GMS: PT JAI Tbk Sets Dividend Payout Ratio of 49.36%, June 18, 2019
4. IPCM kembali memperoleh Vision Awards Top 10 Indonesian Annual Reports, Bersanding Dengan Emiten Besar Lain, 01/08/2019 / IPCM won another Top 10 Indonesian Annual Reports Vision Awards, Side by Side with Other Large Issuers, August 1, 2019
5. Laba Bersih IPCM Rp76 Miliar s/d Oktober 2019, 6% Di Atas Laba Bersih Tahun 2018 (Rp 72 miliar), 06/11/2019 / IPCM Net Profit until October 2019 of Rp 76 Billion, 6% Above the 2018 Net Profit (Rp72 billion), November 6, 2019
6. PT Jasa Armada Indonesia Tbk (IPCM) Peroleh Asean Risk Award Kategori Risk Technology 2019, 11/12/2019 / PT Jasa Armada Indonesia Tbk (IPCM) Received the ASEAN Risk Awards 2019 of Risk Technology Category, December 11, 2019
7. PT Jasa Armada Indonesia Tbk (IPCM) Memproyeksikan Kenaikan Laba Bersih si Tahun 2019 Sebesar 27%, 18/10/2019 / PT Jasa Armada Indonesia Tbk (IPCM) Projects an Increase in Net Profit in 2019 of 27%, October 18, 2019
8. IPCM Akan Bagikan Dividen Interim Tahun Buku 2019Sebesar Rp15,8 Miliar, 27/11/2019 / IPCM Will Share Interim Dividends for the Fiscal Year 2019 of Rp15.8 Billion, November 27, 2019
9. We present PT Jasa Armada Indonesia Tbk/IPCM Marine/IPCM Tagline: 23/10/2019 / We present PT Jasa Armada Indonesia Tbk / IPC Marine / IPCM Tagline, October 23, 2019
10. Pandu Tunda Di Telok Melanodan Kendawangan Kalimantan Barat: Potensi Penambahan Pendapatan PT JAI Tbk Rp25 miliar Per Tahun, 22/10/2019 / Pilotage Towage in Telok Melano and Kendawangan, West Kalimantan: Potential Additions to PT JAI Tbk's Revenues of Rp25 Billion Per Year, October 22, 2019
11. Laba Bersih IPCM Rp76 miliar s/d Oktober 2019, 6 % Di Atas Laba Bersih Tahun 2018 (Rp72 miliar) , 06/11,2019 / IPCM Net Profit until October 2019 of Rp 76 Billion, 6% Above the 2018 Net Profit (Rp72 billion), November 6, 2019
12. Jelang Tutup Tahun 2019: Proyeksi Laba Bersih PT JAI Tbk Sebesar Rp93 miliar: 27 Persen Lebih Tinggi Dari Capaian 2018 Audited, 30/12/2019 / Ahead of the close of 2019: PT JAI Tbk's Net Profit Projection of Rp93 Billion: 27 Percent Higher than 2018 Audited Results, December 30, 2019

Pesan yang disampaikan kepada media massa merupakan hal-hal yang dapat meningkatkan pemahaman publik secara umum terhadap ruang bisnis dan karakteristik Perseroan.

## Kebijakan Komunikasi dengan Pemegang Saham atau Investor

Perseroan memiliki kebijakan komunikasi dengan pemegang saham atau investor yang tercantum dalam Kode Etik Bisnis PT Jasa Armada Indonesia Tbk. Kami menciptakan hubungan kepercayaan dan transparan yang saling menguntungkan dengan para *stakeholder*. Kami secara rutin mengkomunikasikan visi, rencana pengembangan, informasi, dan hasil keuangan kepada media, investor, pemerintah, dan pelanggan.

Untuk mendapatkan informasi terkait perusahaan, terdapat akses tersedia bagi *stakeholder* dan masyarakat umum melalui [www.ipcmarine.co.id](http://www.ipcmarine.co.id) yang berisi informasi terkini berkaitan dengan profil perusahaan, aktivitas perusahaan, *corporate governance*, tanggung jawab sosial, laporan tahunan, dan informasi lain yang berkaitan dengan perusahaan, komunitas pelabuhan, dan informasi umum lainnya. Sebagai tambahan, informasi terkait perusahaan juga dapat ditemukan melalui website PT Jasa Armada Indonesia Tbk ([www.ipcmarine.co.id](http://www.ipcmarine.co.id)).

Tidak seorang pun selain Direksi, *Corporate Secretary* dan Hub. Eksternal, tim relasi media, tim relasi investor, atau juru bicara resmi yang berhak untuk mengkomunikasikan atau memberikan informasi berkaitan dengan perusahaan kepada media.

Apabila Insan PT Jasa Armada Indonesia Tbk dihubungi oleh media atau kelompok *stakeholder* lain untuk dimintai komentar atau melakukan wawancara, Insan PT Jasa Armada Indonesia Tbk tersebut harus mengarahkannya kepada *Corporate Secretary* & Hubungan Eksternal.

Segala pernyataan yang diberikan kepada media harus akurat, resmi, dan dapat dipercaya, dimana PT Jasa Armada Indonesia Tbk akan menunjuk juru bicara resmi untuk menyampaikan suatu topik.

Segala komentar yang terkait dengan politik dan keagamaan secara tegas tidak diperkenankan dan tidak boleh diberikan dalam situasi apapun.

*The messages to the mass media are delivered on matters that may improve generally the public's understanding of the Company's business and characteristics.*

## Communication Policy with Shareholders or Investors

*The Company has a communication policy with shareholders or investors listed in the Business Code Ethics of PT Jasa Armada Indonesia Tbk. We create a relationship of trust and transparency that is mutually beneficial with stakeholders. We routinely communicate our vision, development plans, information, and financial results to the media, investors, government, and customers.*

*There is access available to stakeholders and the general public to obtain information about the Company, through [www.ipcmarine.co.id](http://www.ipcmarine.co.id), which contains the latest information relating to company profiles, company activities, corporate governance, social responsibility, annual reports, and other information relating to the Company, port communities, and other general information. Besides, the Company related information can also be found through the PT Jasa Armada Indonesia Tbk website ([www.ipcmarine.co.id](http://www.ipcmarine.co.id)).*

*No one is other than the Board of Directors, Corporate Secretary, and External Relations, the media relations team, investor relations team, or official spokesperson who has the right to communicate or provide information relating to the Company to the media.*

*If the PT Jasa Armada Indonesia Tbk's personnel are contacted by the media or other stakeholder groups to be requested for comments or to conduct interviews, the PT Jasa Armada Indonesia Tbk's personnel must direct them to the Corporate Secretary & External Relations.*

*All statements made to the media must be accurate, official, and trustworthy, where PT Jasa Armada Indonesia Tbk will appoint an official spokesperson to deliver a topic.*

*All comments relating to politics and religion are expressly not permitted and may not be made in any situation.*



### Kode Etik Perusahaan

Pengelolaan perusahaan selain harus mengikuti peraturan dan perundangan yang berlaku juga harus menjunjung tinggi norma dan nilai-nilai etika dalam menjalankan bisnis usaha perusahaan. Perusahaan telah menetapkan standar etika yang dituangkan dalam Pedoman Perilaku Perusahaan (*Code of Conduct*) PT Jasa Armada Indonesia Tbk Nomor: HK.56/01/10.1/MS-18 pada Tanggal 1 Maret 2018 untuk menunjang pelaksanaan GCG dan mewujudkan Perusahaan yang beretika.

### Budaya Perusahaan

Perseroan mentransformasikan nilai-nilai perusahaan induk PT Pelabuhan Indonesia II (Persero) sebagai Aksi Korporasi dalam bentuk *Customer Centric, Integrity, Nationalism, Team Work, Action* (CINTA) sesuai karakteristik Perusahaan guna mengoptimalkan kepuasan pelanggan, pemasok, komunitas, lingkungan, karyawan, serta pemegang saham.

### Nilai Perusahaan



### Code of Conduct

*The Company's management must follow the prevailing rules and regulations, and uphold ethical norms and values in conducting the Company's business. The Company has set ethical standards as outlined in the Code of Conduct of PT Jasa Armada Indonesia Tbk No. HK.56/01/10.1/MS-18 dated 1 March 2018, to support the GCG implementation and realize an ethical Company.*

### Corporate Culture

*The Company transforms the values of the holding Company, i.e., PT Pelabuhan Indonesia II (Persero) as a Corporate Action in the form of Customer Centric, Integrity, Nationalism, Team Work, Action (CINTA) according to the characteristics of the Company to optimize the satisfaction of the customer, supplier, community, environment, employee, and shareholder.*

### Corporate Values

#### 1. CUSTOMER CENTRIC ("Meet Customer Expectation")

- Secara proaktif berusaha mencari tahu dan memahami kebutuhan pelanggan sehingga dapat memberikan solusi-solusi yang inovatif;
- Membina hubungan kemitraan jangka panjang dengan para pelanggan;
- Secara konsisten memberikan pelayanan dan kualitas terbaik guna mendorong perkembangan usaha pelanggan.

#### 2. INTEGRITY ("Walk the Talk")

- Membangun kepercayaan dengan mengatakan yang sebenarnya dan melaksanakan apa yang dikatakan;
- Menunjukkan sikap yang profesional dan jujur dalam

#### 1. CUSTOMER-CENTRIC ("Meet Customer Expectation")

- *Proactively finding out and understanding the customers' needs to provide innovative solutions;*
- *Fostering long-term partnership relationships with customers;*
- *Consistently providing the best service and quality to encourage the development of the customer's business.*

#### 2. INTEGRITY ("Walk the Talk")

- *Building trust by telling the truth and conducting what is said;*
- *Demonstrating professional and honest attitude in*

interaksi terhadap pihak-pihak internal maupun eksternal;

- Bersikap disiplin dan patuh terhadap kode etik bisnis dalam melaksanakan pekerjaan harian.

### 3. NATIONALISM ("National Pride")

- Mendukung kebijakan dan berkontribusi guna men-  
sukseskan program-program Pemerintah di bidang  
pembangunan nasional;
- Membangun rasa kebanggaan dan semangat nasio-  
nalisme dalam melaksanakan pekerjaan;
- Melanjutkan perkembangan perusahaan dan ber-  
kompetisi dengan perusahaan-perusahaan jasa Pe-  
manduan dan Penundaan kelas dunia.

### 4. TEAM WORK ("Together We Can")

- Berkolaborasi dalam tim guna memperoleh hasil ter-  
baik;
- Bekerjasama untuk membangun ide-ide yang imple-  
mentatif sebagai solusi atas kebutuhan-kebutuhan  
pengguna jasa pemanduan dan penundaan kapal;
- Semangat kebersamaan dan saling menghargai.

### 5. ACTION ("Make It Happens")

- Keberanian untuk bercita-cita tinggi dan berupaya  
untuk merealisasikannya;
- Bersikap proaktif mencari jalan untuk melaksanakan  
visi perusahaan;
- Membuat terobosan-terobosan dan langkah signifikan  
dalam mendorong perkembangan perusahaan.

### Tujuan Penerapan Kode Etik

- Sebagai pedoman perilaku untuk seluruh Jajaran Per-  
usahaan yang harus dipatuhi dalam berinteraksi sehari-  
hari dengan semua pihak, serta harus dijadikan landasan  
berpikir dalam proses pengambilan keputusan;
- Menciptakan dan memelihara lingkungan kerja yang positif  
serta mendorong perilaku etis dari Jajaran Perusahaan.
- Meningkatkan kepercayaan Pemegang Saham dan *Stake-  
holders* bahwa Perusahaan dikelola secara hati-hati (*pru-  
dent*), efisien, transparan, akuntabel dan fair untuk men-  
capai tingkat profitabilitas yang diharapkan dengan tetap  
memperhatikan kepentingan Perusahaan.

*interacting with internal and external parties;*

- *Having discipline and compliance with the code of  
conduct in carrying out daily work.*

### 3. NATIONALISM ("National Pride")

- *Supporting policies and contributing to the success of  
Government programs in national development;*
- *Building a sense of pride and spirit of nationalism in  
carrying out the work;*
- *Continuing the Company's development and competing  
with world-class Pilotage and Towage Service companies.*

### 4. TEAMWORK ("Together We Can")

- *Collaborating in a team to achieve the best results;*
- *Working together to build implementable ideas as a  
solution to the needs of pilotage and towage service  
users;*
- *Having the spirit of togetherness and mutual respect.*

### 5. ACTION ("Make It Happens")

- *Having the courage to aspire and striving to make it  
happen;*
- *Proactively finding solutions to implement the Company's  
vision;*
- *Making significant breakthroughs and steps in  
encouraging the Company's development.*

### Purpose of Code of Conduct Implementation

- *As a behavioral guideline for all levels of the Company,  
that must be adhered to in daily interaction with all parties  
and should be the basis for thinking in the decision-making  
process;*
- *Creating and maintaining a positive work environment and  
encouraging the ethical behavior of all Company's Ranks.*
- *Enhancing the trust of Shareholders and Stakeholders that  
the Company is managed prudently, efficiently, transparently,  
accountably, and fairly to achieve the expected level of  
profitability while taking into account the Company's  
interests.*



### Manfaat Penerapan Kode Etik

Pelaksanaan *Code of Conduct* diharapkan memberikan manfaat bagi:

- Pegawai
  - 1) Menjadi pedoman tentang tingkah laku yang diinginkan dan yang tidak diinginkan oleh Perusahaan;
  - 2) Menciptakan lingkungan kerja yang menjunjung tinggi nilai-nilai dan budaya Perusahaan sehingga akan meningkatkan kinerja.
- Perseroan

Meningkatkan nilai Perusahaan dalam membangun hubungan dengan para stakeholders melalui kepastian dan perlindungan hak-haknya guna menciptakan reputasi positif bagi keberhasilan usaha dalam jangka panjang.

  - 1) Mendorong kegiatan operasional menjadi lebih efisien dan efektif mengingat hubungan dengan pegawai,

### Benefits of Code of Conduct

*The Code of Conduct provides benefits for:*

- Employees
  - 1) *Being the guidelines about desired and undesired behaviors by the Company;*
  - 2) *Creating a working environment that upholds the Company's values and culture to improve performance.*
- Company

*Increasing Company's values in establishing the relationship with the stakeholders through certainty and rights protection to create a positive reputation for long-term business success.*

  - 1) *Encouraging operations to be more efficient and effective considering the relationship with employees,*

mitra kerja, pelanggan, masyarakat, pemerintah dan stakeholders lainnya memiliki standar etika yang harus diperhatikan;

- Pemegang Saham (*Shareholders*)

Meningkatkan kepercayaan Pemegang Saham bahwa Perusahaan dikelola secara hati-hati (*prudent*), efisien, transparan, akuntabel dan *fair* untuk mencapai tingkat profitabilitas yang diharapkan dengan tetap memperhatikan kepentingan Perusahaan.

- Stakeholders

Menciptakan hubungan yang harmonis dan saling menguntungkan dengan *stakeholders* sehingga mendorong reputasi Perusahaan sebagai perusahaan yang bertanggung jawab (*good corporate citizen*).

*partners, customers, community, government, and other stakeholders have ethical standards that must be considered;*

- *Shareholders*

*Enhancing the trust of Shareholders that the Company is managed prudently, efficiently, transparently, accountably, and fairly to achieve the expected level of profitability while taking into account the Company's interests.*

- *Stakeholders*

*Creating a harmonious and mutually beneficial relationship with stakeholders to drive the Company's reputation as a good corporate citizen.*

### Pokok-pokok Pedoman Kode Etik

Pedoman Etika Bisnis mengatur antara lain:

- PENDAHULUAN
- PESAN DARI KOMISARIS UTAMA
- PESAN DARI DIREKTUR UTAMA
- PESAN DARI DIREKTUR KEUANGAN DAN SDM
- I. ETIKA PROFESSIONAL
  1. INSAN PT JASA ARMADA INDONESIA Tbk
  2. PELANGGAN KAMI
  3. VENDOR KAMI
  4. KOMPETITOR KAMI
  5. KOMUNITAS DAN LINGKUNGAN KAMI
  6. INSTITUSI PEMERINTAH
  7. AKTIVITAS POLITIK
- II. ETIKA KERJA
  1. PENDOKUMENTASIAN DAN PENCATATAN PERUSAHAAN
  2. KONTROL INTERNAL
  3. PERJALANAN DINAS
  4. KERAHASIAAN DATA DAN/ATAU INFORMASI
  5. MENGHADAPI KONFLIK KEPENTINGAN
  6. PENYUAPAN
  7. MEDIA, KOMUNIKASI, DAN PENYEBARAN INFORMASI
  8. PENUTUP
- UJI DIRI ANDA
- PERNYATAAN PAKTA INTEGRITAS DAN KEPATUHAN KODE ETIK BISNIS

### Pemberlakuan Pengaturan Pedoman Kode Etik

*Code of Conduct* Perseroan berlaku untuk seluruh individu yang bertindak untuk dan atas nama Perusahaan, anak perusahaan dan afiliasi di bawah pengendalian, Pemegang Saham

### Principles of Code of Conduct

*The Business Code of Conduct regulates, among others:*

- INTRODUCTION
- MESSAGE FROM THE PRESIDENT COMMISSIONER
- MESSAGE FROM THE PRESIDENT DIRECTOR
- MESSAGE FROM THE FINANCIAL AND HC DIRECTOR
- I. PROFESSIONAL ETHICS
  1. PERSONNEL OF PT JASA ARMADA INDONESIA Tbk
  2. OUR CUSTOMERS
  3. OUR VENDOR
  4. OUR COMPETITORS
  5. OUR COMMUNITY AND ENVIRONMENT
  6. GOVERNMENT INSTITUTION
  7. POLITICAL ACTIVITY
- II. WORK ETHICS
  1. DOCUMENTATION AND LISTING OF COMPANIES
  2. INTERNAL CONTROL
  3. BUSINESS TRAVEL
  4. CONFIDENTIALITY OF DATA AND/OR INFORMATION
  5. FACING CONFLICTS OF INTEREST
  6. ANTI-BRIBE
  7. MEDIA, COMMUNICATION, AND DISSEMINATION OF INFORMATION
  8. CLOSING
- TEST YOURSELF
- STATEMENT OF INTEGRITY AND COMPLIANCE WITH BUSINESS CODE OF CONDUCT

### Enforcement of the Code of Conduct

*The Company's Code of conduct applies to all individuals acting for and on behalf of the Company, its subsidiaries and affiliates under its control, Shareholders, and all stakeholders or partners*



serta seluruh stakeholders atau mitra kerja yang melakukan transaksi bisnis dengan Perusahaan.

#### Mekanisme Penerapan dan Penegakan Pedoman Kode Etik

- Pelanggaran merupakan sikap, tindakan atau perbuatan yang menyimpang dari Pedoman Etika Perseroan;
- Perseroan menyelesaikan setiap pelaporan pelanggaran yang diajukan *stakeholder* termasuk Pegawai dan/atau Perwakilan *stakeholder* terkait dengan pelanggaran Pedoman Etika Perseroan;
- Penyelesaian pelaporan pelanggaran merupakan salah satu bentuk peningkatan perlindungan *stakeholder* dalam rangka menjamin hak-hak *stakeholder* berhubungan dengan Perseroan;
- Pelaporan pelanggaran oleh *stakeholders* yang tidak segera ditindaklanjuti berpotensi meningkatkan risiko reputasi bagi Perseroan;
- Untuk menyelesaikan pelaporan pelanggaran, Perusahaan telah menetapkan kebijakan dan prosedur tertulis yang diatur dalam Kebijakan dan Prosedur Sistem Pelaporan Pelanggaran (*Whistleblowing System*) Perseroan;
- Pelaporan pelanggaran disampaikan secara tertulis kepada Tim Pengelola Pengaduan Pelanggaran untuk selanjutnya akan ditindaklanjuti oleh Tim Pengelola Pengaduan Pelanggaran sesuai dengan level pelaku pelanggaran;
- Pihak-pihak yang berpartisipasi dalam pelaporan pelanggaran berhak mendapat perlindungan hukum dari Perusahaan.

#### Penandatanganan Komitmen Pedoman Kode Etik

Sebagai bentuk komitmen terhadap penerapan CoC, maka setiap tahun perlu diadakan penandatanganan komitmen Etika Bisnis dan Etika Kerja dengan ketentuan:

1. Direksi dan Manajer sebagai pejabat yang bertanggung jawab atas penerapan Pedoman Etika Bisnis dan Etika Kerja di lingkungan unit kerjanya masing-masing. Komitmen pejabat yang bertanggung jawab atas penerapan Pedoman Etika Bisnis dan Etika Kerja di lingkungan unit kerjanya masing-masing didokumentasikan dalam bentuk formulir pada setiap akhir tahun;
2. Setiap Insan Perseroan menerima satu salinan Pedoman Etika Bisnis dan Etika Kerja dan menandatangani formulir pernyataan bahwa yang bersangkutan telah menerima, memahami dan setuju untuk mematuhi Pedoman Etika

*who conduct business transactions with the Company.*

#### Code of Conduct Implementation and Enforcement Mechanism

- *Violation is attitude, behavior, or actions that deviate from the Company's Code of Conduct;*
- *The Company completed every violation report filed by stakeholders, including Employee and/or stakeholder's Representatives related to the violation of the Company's Code of Conduct;*
- *Completion of violations reporting is one form of increasing stakeholder protection in the framework of ensuring the rights of stakeholders relating to the Company;*
- *Violation reporting by stakeholders that are not soon followed-up will potentially improve reputation risk for the Company;*
- *To settle the violation reporting, the Company has set written policy and procedure regulated in the Company's Whistleblowing System;*
- *Violation reporting may be submitted in writing to the Violation Report Management Team to be followed-up then by the Violation Report Management Team, in accordance with the reporter's level;*
- *The whistleblower has the right to be granted legal protection by the Company.*

#### The Signing of the Code of Conduct Commitment

*As a commitment to the implementation of CoC, every year, it is necessary to sign a commitment to Business Ethics and Work Ethics with the following provisions:*

1. *Board of Directors and Managers as officials are responsible for the application of the Code of Business Ethics and Work Ethics within their respective working units. Commitments of officials responsible for implementing the Code of Business Ethics and Work Ethics within their respective work units are documented in the form of forms at the end of each year;*
2. *Every Company's personnel receives a copy of the Code of Business Ethics and Work Ethics and signs a statement form that the person has received, understood, and agreed to comply with the Code of Business Ethics and Work Ethics*



Bisnis dan Etika Kerja yang didokumentasikan oleh fungsi *Human Resource* atau fungsi yang ditunjuk. Komitmen setiap Insan Perseroan yang melaksanakan Pedoman Etika Bisnis dan Etika Kerja didokumentasikan dalam bentuk formulir pada setiap awal tahun.

#### Sanksi dan Jumlah Pelanggaran Kode Etik Penghargaan dan Sanksi

- Perusahaan dapat memberikan penghargaan kepada Insan Perseroan yang dapat menjadi teladan dalam implementasi Pedoman Etika Perusahaan sesuai ketentuan yang ditetapkan oleh Direksi;
- Pihak-pihak yang berjasa menyelamatkan Perseroan dengan mengungkap perkara yang merugikan secara material dan non materiil berhak mendapatkan penghargaan dari Perseroan;
- Insan Perseroan yang terbukti melakukan pelanggaran atas Pedoman Etika Perseroan dapat dikenakan sanksi berupa tindakan-tindakan disipliner sesuai dengan Peraturan Disiplin Pegawai yang berlaku;

*documented by the Human Resource function or designated function. The commitment of the Company's personnel signing the Code of Business Ethics and Work Ethics is documented in the form at the beginning of each year.*

#### Sanctions and Total Code of Conduct Violations Awards and Sanctions

- *Company may give appreciation to Company's employees who can be an example in the implementation of Code of Conduct, in line with the stipulations set forth by the Board of Directors;*
- *The parties that have contributed to saving the Company by disclosing cases that are materially and non-materially damaging are entitled to an award from the Company;*
- *A Company's personnel who is proven to violate Code of Conduct shall be imposed on sanctions in the form of disciplinary actions, in line with the applicable Employee Discipline Rules;*



- Mitra Kerja Perusahaan yang terbukti melakukan pelanggaran akan dikenakan sanksi sesuai peraturan dan keputusan Perusahaan;
- Jika kondisi yang ada melibatkan pelanggaran pidana dan perdata oleh Mitra Kerja Perusahaan, permasalahan dapat diteruskan kepada pihak yang berwajib.

#### Sanksi Kode Etik

Selama tahun 2019, terdapat 1 (satu) pelanggaran *Code of Conduct*.

#### Sosialisasi Pedoman Kode Etik

Perusahaan melakukan revisi terhadap pedoman kode etik yang dilakukan pada tanggal 1 Maret 2018. Perusahaan melakukan revisi pedoman kebijakan kode etik untuk memenuhi komitmen Perseroan terhadap Tata Kelola Perusahaan yang baik. Perseroan melakukan sosialisasi Pedoman Kode Etik yang telah direvisi pada 7 Januari 2019. Selain itu Perseroan mengirimkan email kepada karyawan dan memasukkan Pedoman Kode Etik tahun 2018 pada website Perseroan

#### Penyempurnaan Pedoman Kode Etik

CoC merupakan salah satu living document yang dimungkinkan adanya pemutakhiran dan review secara berkala terkait cakupan pengaturan sesuai dengan perkembangan bisnis dan perubahan peraturan perundang-undangan.

### Sistem Pelaporan Pelanggaran

Sistem Pelaporan Pelanggaran (*Whistle Blowing System/WBS*) adalah sistem pelaporan pelanggaran yang memungkinkan setiap orang untuk melaporkan adanya dugaan kecurangan, pelanggaran hukum dan etika. Sistem Pelaporan Pelanggaran Perseroan diatur dalam Pedoman Pengelolaan Gratifikasi, Pelaporan Pungutan Liar dan Penerapan *Whistleblowing System (WBS)* Di Lingkungan PT Jasa Armada Indonesia Tbk Nomor: SK No.56/01/01.1/MS/-18 Tanggal 1 Januari 2018 yang di ratifikasi dengan SK No.HK-56/24/I/I/MS-20 Tanggal 24 Januari 2020.

*Whistleblowing system* diperkenalkan untuk memperkuat pelaksanaan *Good Corporate Governance* dan dalam rangka memberikan kesempatan kepada seluruh Insan Perseroan dan *stakeholders* lainnya untuk dapat menyampaikan laporan mengenai indikasi pelanggaran terhadap nilai-nilai etika yang berlaku, berdasarkan bukti-bukti yang dapat dipertanggung jawabkan serta dengan niat baik.

- *A partner who is proven to conduct violation may be imposed on sanctions in line with the Company's regulations and decisions;*
- *If the existing condition involves criminal and civil violations by the Company's Partner, the problem may be forwarded to the authorities.*

#### Sanctions on the Code of Conduct

*During 2019, there were 1 (one) violations of the Code of Conduct.*

#### Code of Conduct Socialization

*The Company revised the Code of Conduct on March 1, 2018. The revision's objective is to fulfill the Company's commitment to Good Corporate Governance. The Company conducted socialization of the revised Code of Conduct on January 7, 2019. In addition, the Company sent e-mails to employees and put the 2018 Code of Conduct on the Company's website.*

#### Code of Conduct Refinement

*CoC is a living document that may be updated and reviewed periodically, related to the scope of regulations in line with the business development and amendment of the laws and regulations.*

### Whistleblowing Reporting Mechanism

*The Whistleblowing System (WBS) is a violation reporting system that enables everyone to report allegations of fraud and violation of law and ethics. The Company's Whistleblowing Reporting Mechanism is regulated in the Guidelines for Gratification Management, Reporting of Illegal Levies, and Whistleblowing System (WBS) within PT Jasa Armada Indonesia Tbk No. Decree No.56 / 01 / 01.1 / MS / -18 dated January 1, 2018, which was ratified by Decree No.HK-56/24 / I / I / MS-20 dated January 24, 2020.*

*Whistleblowing systems are introduced to strengthen the Good Corporate Governance implementation and to provide opportunities to all of the Company's personnel and other stakeholders to be able to submit reports on indications of a violation of applicable ethical values, based on reliable evidence and with the goodwill.*

Manajemen Perseroan percaya terhadap penciptaan budaya transparan, komunikasi yang terbuka dan jujur. Oleh karena itu, Insan Perseroan dan seluruh *stakeholder* diimbau untuk berbicara melalui sistem yang independen ini kapanpun melihat adanya pelanggaran etika atau kepatuhan yang terjadi.

Melalui sistem ini, Insan Perseroan atau *stakeholder* yang melaporkan akan diberikan perlindungan, baik dalam hal kerahasiaan identitas maupun dari kemungkinan tindakan balasan oleh si terlapor.

#### Pengelola Sistem Pelaporan Pelanggaran

Perseroan membentuk Unit pengendali Gratifikasi dengan SK No.56/01/01.1/MS/-18 Tanggal 1 Januari 2018 yang di ratifikasi dengan SK No.HK-56/24/I/I/MS-20 Tanggal 24 Januari 2020, terdiri dari:

- Ketua : **Eddy Haristiani**  
EVP Sekretaris Perusahaan
- Wakil Ketua : **Edi Winoto**  
EVP Satuan Pengawas Internal
- Anggota : **Muh. Isnanto**  
VP Hukum, Klaim, & Asuransi  
**Beni Fahroji**  
VP SDM dan Budaya Perusahaan

#### Perlindungan Pelapor

Pelapor harus menyebutkan identitasnya agar Pelapor memperoleh perlindungan dari manajemen dan akan mempermudah tindak lanjut laporan dalam hal dibutuhkan data tambahan.

Melalui sistem ini, Insan Perseroan atau *stakeholder* yang melaporkan akan diberikan perlindungan, baik dalam hal kerahasiaan identitas maupun dari kemungkinan tindakan balasan oleh si terlapor.

#### Sosialisasi

Manajemen Perseroan melengkapi program JAI bersih ini dengan:

- a. Kegiatan sosialisasi untuk meningkatkan kesadaran karyawan atas keberadaan Program JAI Bersih dan sistem pelaporan pelanggaran yang independen.
- b. Kegiatan pendidikan dan pelatihan kepada *stakeholder* agar memahami kebijakan dan prosedur internal control untuk mencegah terjadinya pelanggaran.
- c. Operator *call center* khusus dengan pengetahuan untuk menggali informasi penting.
- d. Ahli investigasi forensik yang berpengalaman untuk meng-

*The Company's management believes in creating a transparent culture, open and honest communication. Therefore, the Company's personnel and all stakeholders are encouraged to speak through this independent system whenever they see ethical violations or compliance.*

*By using the system, the Company's personnel or stakeholders who report the violation will be given protection, both in terms of identity confidentiality or any possible retaliation by the reported party.*

#### Whistleblowing Reporting System Managers

*The Company formed the Gratification Control Unit with SK No. HK-56/24/I/I/MS-20 January 24, 2020, consisting of:*

- Chairman : **Eddy Haristiani**  
EVP of Corporate Secretary
- Vice-Chairman : **Edi Winoto**  
EVP of Internal Audit
- Members : **Muh. Isnanto**  
VP of Law, Claim & Insurance  
**Beni Fahroji**  
VP of HC and Corporate Culture

#### Whistleblower's Protection

*The Whistleblower shall identify himself/herself to be granted protection from management. This will facilitate the follow-up of the report in case additional data is required.*

*By using the system, the Company's personnel or stakeholders who report the violation will be given protection, both in terms of identity confidentiality or any possible retaliation by the reported party.*

#### Socialization

*The Company's Management equips JAI Bersih program with:*

- a. Socialization activities to increase employee awareness of the existence of the JAI Bersih Program and an independent violation reporting system.
- b. Educational and training to stakeholders to understand internal control policies and procedures to prevent violations.
- c. Special call center operators with the knowledge to gain valuable information.
- d. Experienced forensic investigators to analyze the report.



analisa laporan.

- e. Mekanisme pelaporan pelanggaran yang dapat segera ditindaklanjuti.

#### Proses Penanganan Pengaduan Pelanggaran

Pelaksanaan dan prasarana untuk pelaksanaan *Whistleblowing System*, Perseroan menggunakan prasarana yang dimiliki induk perusahaan yaitu PT Pelabuhan Indonesia II (Persero) Seluruh upaya ini bertujuan untuk menginternalisasi prinsip-prinsip GCG dalam seluruh aktivitas bisnis dan program kerja

#### Jumlah Pengaduan Pelanggaran

Selama tahun 2019 tidak terdapat pengaduan yang masuk melalui saluran *Whistleblowing System*. Perseroan tetap berkomitmen menindaklanjuti apabila terdapat pengaduan yang masuk.

### Perkara Penting yang Sedang Dihadapi Perusahaan, Entitas Anak, Dewan Komisaris dan Direksi

Kasus Litigasi dapat diartikan sebagai permasalahan hukum yang penyelesaiannya dilakukan melalui Lembaga Peradilan, baik Pengadilan Negeri, Pengadilan Tinggi, Pengadilan Pajak, maupun Pengadilan Tindak Pidana Korupsi. Perseroan berupaya menekan segala bentuk pelanggaran terutama yang berkaitan dengan perkara hukum. Pada tahun 2019, tidak terdapat permasalahan hukum yang dihadapi Perusahaan.

#### Perkara Penting yang Dihadapi Entitas Anak

Perseroan tidak mempunyai anak perusahaan, sehingga tidak terdapat informasi tentang entitas anak perusahaan.

#### Perkara Penting yang Dihadapi Dewan Komisaris dan Direksi yang sedang Menjabat pada Periode Laporan Tahunan

Selama periode tahun 2019, tidak terdapat anggota Dewan Komisaris dan Direksi Perseroan yang sedang menjabat memiliki permasalahan hukum, baik perdata maupun pidana. Sehingga tidak ada informasi terkait pokok perkara/gugatan, risiko, nominal gugatan dan sanksi administrasi yang dikenakan kepada anggota Dewan Komisaris dan anggota Direksi Perseroan.

#### Dampak Terhadap Perseroan

Mengingat tidak terdapat permasalahan hukum selama tahun 2019 maka tidak ada pengaruh/dampak permasalahan hukum terhadap kondisi Perseroan.

- e. *Mechanism of reporting violations that can be followed up immediately.*

#### Violation Reporting Handling Process

*For the implementation and facilities of Whistleblowing System, the Company uses facilities owned by the Holding Company, i.e., PT Pelabuhan Indonesia II (Persero). The objective is to internalize GCG principles in all business activities and work programs.*

#### Total Violation Reporting

*During 2019, there were no reports received through the Whistleblowing System. The Company is committed to following-up the received reports.*

### Important Cases Faced by the Company, Subsidiaries, Board of Commissioners and Board of Directors

*Litigation Case may be interpreted as a legal matter whose settlement is conducted through judiciaries, such as District Court, High Court, Tax Court, and Corruption Court. The Company strives to suppress all forms of infringement, especially relating to legal matters. In 2019, there were no legal cases faced by the Company.*

#### Important Cases Faced by the Subsidiaries

*The Company does not have any subsidiary. Thus, there is no information related to the Company's subsidiaries.*

#### Important Cases Faced by the Board of Commissioners and Board of Directors in Tenure during the Annual Report Period

*Throughout 2019, there were no members of the Company's Board of Commissioners and Board of Directors in tenure who were involved in legal issues, both civil and criminal. Thus, there was no information related to the principal of cases/claims, risks, nominal, and administrative sanctions imposed on the member of the Company's Board of Commissioners and Board of Directors.*

#### Impact on the Company

*Because there were no legal cases in 2019, there were no influences/impacts of the legal cases on the Company's condition.*

# Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility







Tujuan hidup manusia adalah memberikan manfaat bagi keluarga, sesama, masyarakat, lingkungan, bangsa dan negara serta semesta alam. Demikian pula sebuah perusahaan, dari awal didirikan agar bisa tumbuh berkesinambungan dan tujuan akhirnya adalah memberikan manfaat yang sebesar-besarnya bagi seluruh *stakeholders*.

PT Jasa Armada Indonesia Tbk sebagai sebuah korporasi yang merupakan garda terdepan sistem logistik nasional melalui penyediaan Jasa Pelayanan Pemanduan dan Penundaan kapal-kapal yang masuk ke pelabuhan di seluruh wilayah operasi PT Pelabuhan Indonesia II (Persero) serta wilayah operasi di Terminal Khusus (Tersus) dan Terminal Untuk Kepentingan Sendiri (TUKS) di luar wilayah operasi PT Pelabuhan Indonesia II (Persero), maka dalam pengoperasian korporasi pastilah bersinggungan dengan lingkungan sekitar dimana usaha dilakukan.

Untuk keberlangsungan usahanya (*sustainability*), PT Jasa Armada Indonesia Tbk, disamping memberikan pelayanan yang prima yang menghasilkan keuntungan usaha (*Profit*), juga harus bersinergi tumbuh bersama dengan seluruh *stakeholder*, termasuk lingkungan masyarakat sekitar (*People*). Untuk itu program *Corporate Social Responsibility* (CSR) merupakan sebuah kewajiban yang harus dilaksanakan secara tepat sasaran, tepat guna dan manfaat, komprehensif dan berkesinambungan. Di samping itu Program CSR PT Jasa Armada Indonesia Tbk ini juga menyentuh keseimbangan, keserasian dan keharmonisan sinergi dengan lingkungan di sekitarnya (*Planet*), nilai, adat budaya, norma masyarakat sekitarnya yang menjadi nilai tambah bukan hanya bagi perusahaan, namun juga bagi lingkungan dan masyarakat.

## Humanity, Love, & Culture

*Humanity, Love, and Culture* merupakan tagline Program CSR PT Jasa Armada Indonesia Tbk. Tagline tersebut mengandung makna filosofis dan psikologis yang selaras dengan misi korporasi terhadap lingkungan yang salah satunya adalah untuk mendukung program pemerintah dalam meningkatkan kesejahteraan masyarakat.

*Humanity* diartikan sebagai perhatian korporasi yang tumbuh dari kepekaan dan kepedulian kepada masyarakat dan lingkungan yang kurang beruntung dan perlu mendapatkan sentuhan perhatian baik berupa materi maupun non materi dengan tetap mengandung unsur edukasi.

*The purpose of human life is to provide benefits to families, neighbors, society, the environment, nation, and country as well as the universe. Likewise, a company from the beginning was founded to grow sustainably, and the ultimate goal is to provide maximum benefits for all stakeholders.*

*PT Jasa Armada Indonesia Tbk as a corporation that is at the forefront of the national logistics system through the provision of Vessel Pilotage and Towage Services entering ports throughout the operational areas of PT Pelabuhan Indonesia II (Persero) as well as operating areas at the Special Terminal (Tersus) and the Terminal for Own Interest (TUKS) outside the operational area of PT Pelabuhan Indonesia II (Persero), so in the operation of the corporation it must be in contact with the surrounding environment where the business is conducted.*

*For the sustainability of its business, PT Jasa Armada Indonesia Tbk, in addition to providing excellent services that generate operating income (Profit), must also synergize to grow together with all stakeholders, including the surrounding community (People). For this reason, the Corporate Social Responsibility (CSR) program is an obligation that must be carried out on the right target, appropriate and beneficial, comprehensive, and sustainable. Besides, the PT Jasa Armada Indonesia Tbk CSR Program also touches the balance, suitability, and harmony of synergy with the surrounding environment (Planet), values, cultural customs, norms of the surrounding community that adds value not only to the Company but also to the environment and society.*

## Humanity, Love & Culture

*Humanity, Love, and Culture is the tagline of PT Jasa Armada Indonesia Tbk's CSR Program. The tagline contains philosophical and psychological meanings that are aligned with the corporate mission to the environment, one of which is to support government programs in improving people's welfare.*

*Humanity is defined as a corporate concern that grows out of sensitivity and caring for the people and the environment who are less fortunate and need to get a touch of good attention in the form of both material and non-material while still containing an educational element.*



## Corporate Social Responsibility

### Humanity • Love • Culture

*Love* diartikan sebagai perhatian korporasi yang tumbuh dari perasaan yang memberi kepada masyarakat dan lingkungan, tanpa mengharapkan sebuah imbalan atau balasan. Makna kata *Love* sesungguhnya adalah perasaan ikhlas.

*Culture* diartikan sebagai wujud implementasi nyata dari *humanity & love* yang menjadi bagian dan cerminan budaya korporasi yang dijunjung tinggi oleh seluruh insan PT Jasa Armada Indonesia Tbk.

CSR PT Jasa Armada Indonesia Tbk "*Humanity, Love, and Culture*" Hadir dalam 4 (empat) pilar perwujudannya, yaitu:

- Education & Religion**  
Dukungan, partisipasi dan keikutsertaan dalam pengembangan Program Pendidikan dan Keagamaan baik formal maupun non formal.
- Youth & Entrepreneurship**  
Dukungan, partisipasi dan keikutsertaan dalam pengembangan Program Kepemudaan dan Kewirausahaan baik formal maupun non formal.
- Sport, Art & Culture**  
Dukungan, partisipasi dan keikutsertaan dalam pengembangan Program Olahraga, Seni, Adat Istiadat dan Budaya baik formal maupun non formal.
- Health, Social & Environment**  
Dukungan, partisipasi dan keikutsertaan dalam pengembangan Program Kesehatan, Sosial dan Lingkungan baik formal maupun non formal.

Arah kebijakan CSR PT Jasa Armada Indonesia Tbk "*Humanity, Love, and Culture*" yaitu:

- Ikut membangun, ikut serta, dan menguatkan rasa kepedulian sosial dalam membangun kebersamaan dan

*Love is defined as growing corporate concern of feeling that gives to the community and the environment, without expecting a reward or reply. The meaning of the word Love is a sincere feeling.*

*Culture is defined as a form of real implementation of humanity & love, which is a part and reflection of corporate culture, which is highly respected by all personnel of PT Jasa Armada Indonesia Tbk.*

PT Jasa Armada Indonesia Tbk's CSR "*Humanity, Love, and Culture*" Present in 4 (four) pillars of its realization, namely:

- Education & Religion**  
*Support, participation, and immixture in the development of both formal and informal Educational and Religious Programs.*
- Youth & Entrepreneurship**  
*Support, participation, and immixture in the development of Youth and Entrepreneurship Programs, both formal and informal.*
- Sport, Art & Culture**  
*Support, participation and immixture in the development of Sports, Arts, Customs and Cultural Programs, both formal and informal.*
- Health, Social & Environment**  
*Support, participation, and immixture in the development of Health, Social, and Environmental Programs, both formal and informal.*

The direction of PT Jasa Armada Indonesia Tbk's CSR policy "*Humanity, Love, and Culture*", namely:

- Join in building, participating, and strengthening the sense of social care in building good togetherness and synergy with

- sinergi yang baik dengan masyarakat (*People*).
2. Kewajiban dalam menjaga dan melestarikan lingkungan sekitar (*Planet*).
  3. Kewajiban untuk menjaga harmonisasi dan stabilitas hubungan bisnis yang dijalankan PT Jasa Armada Indonesia Tbk dengan masyarakat melalui realisasi program kerja CSR.
  4. Merumuskan program CSR yang sistematis, komprehensif, sustainable dan tepat sasaran & guna serta menjadi model/inspirasi program CSR instansi lainnya.

## Komitmen Pelaksanaan Tanggung Jawab Sosial

Dalam menjalankan setiap kegiatan CSR, Perusahaan terus berupaya mengedepankan prinsip transparansi dan integritas sesuai dengan prinsip *Good Corporate Governance* sebagai landasan Perseroan. Perseroan melaksanakan program tanggung jawab sosial sebagai upaya untuk mendukung keberlanjutan bisnis dengan melibatkan pemangku kepentingan dalam proses bisnis. Melalui CSR, Perusahaan berperan mewujudkan kesejahteraan sosial dan peningkatan kualitas hidup masyarakat serta mendorong pertumbuhan ekonomi yang sehat dengan mempertimbangkan faktor pendidikan, kesehatan dan lingkungan hidup.

Program tanggung jawab sosial diharapkan mampu memberikan kontribusi secara langsung dan tidak langsung bagi seluruh pemangku kepentingan sehingga terjalin hubungan yang harmonis. Wujud komitmen Perseroan dalam pelaksanaan program tanggung jawab sosial diantaranya penyusunan rencana dan anggaran program tanggung jawab sosial dalam rencana kerja Perseroan.

## Dasar Kebijakan Program

Seluruh kegiatan CSR yang dilaksanakan Perusahaan mengacu pada kebijakan umum dan peraturan yang berlaku di Indonesia, yaitu:

1. SNI ISO 26000:2010 mengenai Panduan Tanggung Jawab Sosial;
2. Undang-Undang Nomor 8 Tahun 1995 tentang Pasar Modal;
3. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan;
4. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;

*the community (People).*

2. *Obligations in maintaining and preserving the environment (Planet).*
3. *Obligation to maintain the harmonization and stability of the business relations carried out by PT Jasa Armada Indonesia Tbk with the community through the realization of CSR work programs.*
4. *Formulating a CSR program that is systematic, comprehensive, sustainable, and well on target and effective as well as being a model/inspiration for other agencies' CSR programs.*

## Commitment to Social Responsibility Implementation

*In carrying out every CSR activity, the Company continues to put forward the principles of transparency and integrity in accordance with the principles of Good Corporate Governance as the Company's foundation. The Company implements a social responsibility program as an effort to support business sustainability by involving stakeholders in business processes. Through CSR, the Company plays a role in realizing social welfare and improving the quality of life of the community and encouraging healthy economic growth by considering education, health, and the environment.*

*The social responsibility program is expected to be able to contribute directly and indirectly to all stakeholders so that a harmonious relationship can be established. The Company's commitment to implementing the social responsibility program includes the preparation of social responsibility program plans and budgets in the Company's work plan.*

## Program Policies Basis

*All CSR activities carried out by the Company refer to general policies and applicable regulations in Indonesia, namely:*

1. *SNI ISO 26000: 2010 regarding Guidelines for Social Responsibility;*
2. *Law Number 8 of 1995 concerning Capital Markets;*
3. *Law No. 13 of 2003 concerning Manpower;*
4. *Law No. 40 of 2007 concerning Limited Liability Companies;*



5. Undang-Undang Nomor 14 Tahun 2008 tentang Keterbukaan Informasi Publik;
  6. Undang-Undang Nomor 17 Tahun 2008 tentang Pelayaran;
  7. Undang-Undang No. 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
  8. Peraturan Pemerintah Nomor 61 Tahun 2009 tentang Kepelabuhan;
  9. Peraturan Pemerintah Nomor 96 Tahun 2012 tentang Pelaksanaan Undang-Undang Nomor 25 Tahun 2009 tentang Pelayanan Publik;
  10. Peraturan Pemerintah (PP) No.47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas;
  11. Peraturan Menteri Negara BUMN Nomor PER 05/MBU/2013 tentang Perubahan Kedua atas Peraturan Menteri Negara BUMN Nomor PER-05/MBU/2007 tentang Program Kemitraan BUMN Dengan Usaha Kecil dan Program Bina Lingkungan Sebagaimana Telah Diubah Dengan Peraturan Menteri BUMN No PER-20/MBU/2012;
  12. Anggaran dasar seperti tersebut dalam Akta Pendirian PT Jasa Armada Indonesia Nomor 24 tanggal 10 Juli 2013 yang dibuat dihadapan N.M.Dipo Nusantara Pua Upa, SH. Mkn Notaris di Jakarta dan telah disahkan berdasarkan Surat Keputusan Menteri Hukum dan HAM Nomor AHU-47228.AH.01.01 Tahun 2013 Tanggal 9 September 2013 sebagaimana telah dilakukan perubahan terakhir berdasarkan Pernyataan Keputusan Para Pemegang Saham Tanpa Melalui Rapat Umum Pemegang Saham PT Jasa Armada Indonesia Tbk Nomor 63 Tanggal 21 November 2017 yang dibuat dihadapan Notaris Dina Chozie SH., Notaris di Jakarta sebagai Notaris Pengganti Fathiah Helmi SH;
  13. SK Direksi PT JAI Tbk HK-56/18/11/1/DKS-19 Tanggal 18 November 2019 tentang Pedoman Pelaksanaan Program CSR di lingkungan PT JAI Tbk.
5. *Law Number 14 of 2008 regarding Openness of Public Information;*
  6. *Law Number 17 of 2008 concerning Shipping;*
  7. *Law No. 32 of 2009 regarding Protection and Management of Environment;*
  8. *Government Regulation No. 61/2009 concerning Seaport;*
  9. *Government Regulation Number 96 of 2012 concerning Implementation of Law Number 25 of 2009 concerning Public Services;*
  10. *Government Regulation (PP) No.47 of 2012 concerning Social and Environmental Responsibility of Limited Liability Companies;*
  11. *Minister of SOEs Regulation No. PER 05 / MBU / 2013 concerning the Second Amendment of Minister of SOEs Regulation Number PER-05 / MBU / 2007 concerning SOEs' Partnership Programs with Small Businesses and Community Development Programs As amended by Ministry of SOEs Regulation No PER-20/MBU/2012;*
  12. *Articles of Association, as stated in the Deed of Establishment of PT Jasa Armada Indonesia Number 24 dated July 10, 2013, made before N.M.Dipo Nusantara Pua Upa, SH. Mkn Notary in Jakarta and has been ratified based on the Decree of the Minister of Justice and Human Rights Number AHU-47228.AH.01.01 of 2013 dated September 9, 2013, as the latest amendment has been made based on the Declaration of the Shareholders Without Going through the General Meeting of Shareholders of PT Jasa Armada Indonesia Tbk Number 63 dated November 21, 2017, made before the Notary Dina Chozie SH., Notary in Jakarta as a Notary Substitute for Fathiah Helmi SH;*
  13. *Decree of the Board of Directors of PT JAI Tbk HK-56/18/11/1 / DKS-19 dated November 18, 2019 concerning Guidelines for Implementing CSR Programs in PT JAI Tbk.*

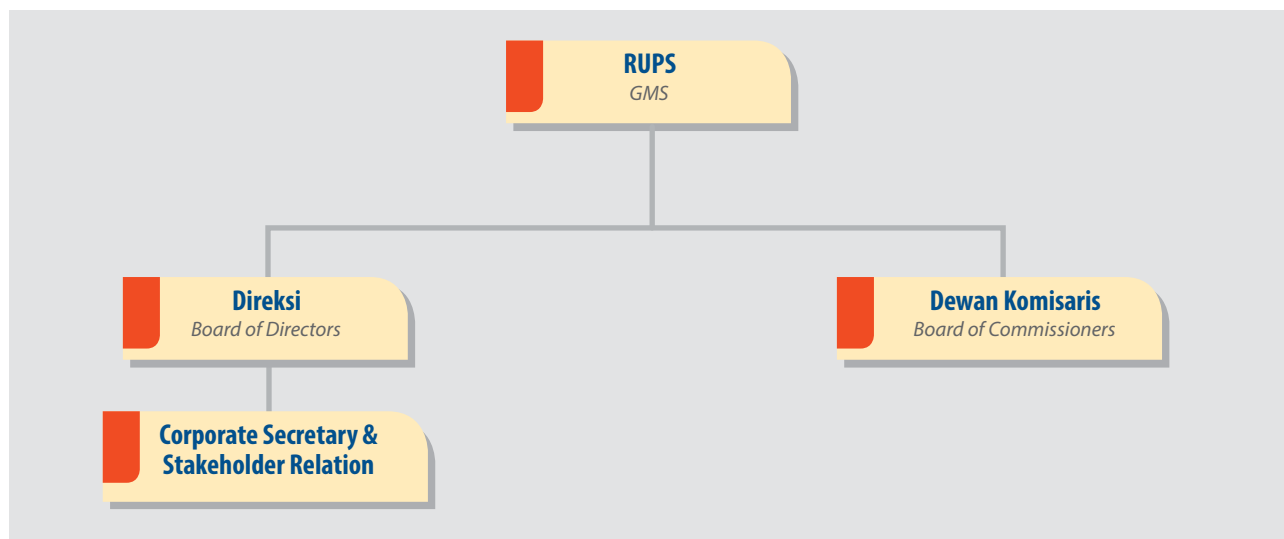


**Struktur Organisasi Pengelola Tanggung Jawab Sosial**

Perseroan menetapkan *Corporate Secretary* berdasarkan SK Direksi No. HK-56/18/11/1/DKS-19 yang bertanggung jawab mengelola program tanggung jawab sosial Perseroan meliputi perencanaan, pelaksanaan, dan pelaporan kegiatan berdasarkan kebijakan tanggung jawab sosial. Adapun susunan kepengurusan Pengelola Tanggung Jawab Sosial tahun 2019 adalah sebagai berikut:

**Organizational Structure of Social Responsibility Managers**

The Company determines the *Corporate Secretary* based on the Decree of the Board of Directors No. HK-56/18/11/1/DKS-19 which is responsible for managing the Company's social responsibility program including planning, implementing, and reporting activities based on social responsibility policies. The composition of the management of Social Responsibility Managers in 2019 was as follows:

**Metode dan Ruang Lingkup Due Diligent Terhadap Dampak Sosial, Ekonomi dan Lingkungan Dari Aktivitas Perseroan**

Untuk mendukung keberlanjutan bisnis Perseroan yang berorientasi pada aspek ekonomi, sosial, dan lingkungan, PT Jasa Armada Indonesia Tbk terus melaksanakan aktivitas berkelanjutan sebagai tanggung jawab sosial Perseroan yang memberikan dampak positif dan mengurangi dampak negatif pada kegiatan yang dilakukan. Perseroan senantiasa memastikan bahwa kegiatan tanggung jawab sosial Perseroan telah memenuhi prinsip:

1. Memberikan kontribusi terhadap pembangunan berkelanjutan, termasuk kesehatan dan kesejahteraan masyarakat;
2. Memenuhi harapan para *stakeholder*;
3. Mematuhi peraturan perundang-undangan;
4. Konsisten dengan norma perilaku internasional;
5. Terintegrasi ke seluruh kegiatan usaha dan hubungan kerjasama Perseroan; dan
6. Mendorong perilaku bertanggung jawab pada seluruh bagian organisasi.

**Methods And Scope of the Due Diligent Scope of the Social, Economic and Environmental Impacts of the Company's Activities**

To support the sustainability of the Company's business, which is oriented towards economic, social, and environmental aspects, PT Jasa Armada Indonesia Tbk continues to carry out sustainable activities as a corporate social responsibility that gives positive impacts and reduces negative impacts on the activities carried out. The Company always ensures that the Company's social responsibility activities meet the following principles:

1. Contribute to sustainable development, including public health and welfare;
2. Meet the expectations of the *stakeholders*;
3. Comply with laws and regulations;
4. Consistent with norms of international behavior;
5. Integrated into all business activities and the Company's cooperative relations; and
6. Encourage responsible behavior in all parts of the organization.

Oleh karena itu, Perseroan telah memiliki *due diligence* dari kegiatan tanggung jawab perusahaannya yang meliputi:

- Survei kepuasan karyawan,
- Survei pelanggan,
- Survei kepuasan pemasok, dan
- *Focus Group Discussion*.
- Rencana Kerja dan Anggaran Perusahaan (RKAP) serta

Therefore, the Company has *due diligence* from its corporate responsibility activities which include:

- *Employee satisfaction surveys,*
- *Customer surveys,*
- *Supplier satisfaction surveys, and*
- *Focus Group Discussion.*
- *Corporate Work Plan and Budget (RKAP).*

### Stakeholder Penting yang Terdampak atau Berpengaruh Pada Dampak dari Kegiatan Perseroan

PT Jasa Armada Indonesia Tbk mengidentifikasi pemangku kepentingannya berdasarkan kepentingan dan hubungannya dengan Perseroan, yakni pelanggan, Pemegang Saham, karyawan, Pemerintah, mitra kerja, media massa, dan masyarakat. Berdasarkan hasil identifikasi tersebut, keterlibatan Pemangku Kepentingan PT Jasa Armada Indonesia Tbk dapat dilihat pada tabel berikut:

### Important Stakeholders Affected or Influence on the Impact of the Company's Activities

PT Jasa Armada Indonesia Tbk identifies its stakeholders based on their interests and relationships with the Company, namely customers, Shareholders, employees, the Government, business partners, mass media, and the public. Based on the identification results, the involvement of PT Jasa Armada Indonesia Tbk's Stakeholders can be seen in the following table:

| Pemangku Kepentingan Stakeholder | Pendekatan / Approach                                                                                                                                                                                             |                      | Topik Topic                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
|----------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                  | Metode Pelibatan Engagement Method                                                                                                                                                                                | Frekuensi Frequency  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Pelanggan Customer               | <ul style="list-style-type: none"> <li>• Survei</li> <li>• <i>Customer Gathering</i></li> <li>• <i>Survey</i></li> <li>• <i>Customer Gathering</i></li> </ul>                                                     | Berkala Periodically | <ul style="list-style-type: none"> <li>• Masukan perbaikan layanan</li> <li>• Kepuasan dan kualitas pelayanan</li> <li>• Mekanisme perlindungan peserta dengan sistem pengaduan yang mengakomodir kepentingan Pelanggan</li> <li>• <i>Service improvements input</i></li> <li>• <i>Satisfaction and service quality</i></li> <li>• <i>Participants protection mechanism with a complaints system that accommodates Customer's interests</i></li> </ul>                                                                                                                                                                                                                                                                                                                   |
| Karyawan Employee                | <ul style="list-style-type: none"> <li>• Rapat Berkala</li> <li>• <i>Gathering</i></li> <li>• Survei</li> <li>• <i>Periodic meetings</i></li> <li>• <i>Customer Gathering</i></li> <li>• <i>Survey</i></li> </ul> | Berkala Periodically | <ul style="list-style-type: none"> <li>• Iklim kerja yang kondusif untuk mendukung pencapaian target</li> <li>• Kesempatan untuk mengaktualisasikan keahlian, kompetensi, bakat dan minat</li> <li>• Keterangan yang jelas dan kesempatan mengaspirasikan pendapat</li> <li>• Arah dan pengembangan karir yang jelas dan terencana</li> <li>• Kesempatan kerja yang sama</li> <li>• <i>A work climate that is conducive to supporting the achievement of targets</i></li> <li>• <i>Opportunity to actualize expertise, competencies, talents, and interests</i></li> <li>• <i>Clear explanations and opportunities to aspiring opinions</i></li> <li>• <i>Clear and planned career direction and development</i></li> <li>• <i>The same job opportunities</i></li> </ul> |

| Pemangku Kepentingan Stakeholder       | Pendekatan / Approach                                                                                                                                                     |                                                                                                                                                                     | Topik Topic                                                                                                                                                                                                                                                                                                                              |
|----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                        | Metode Pelibatan Engagement Method                                                                                                                                        | Frekuensi Frequency                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                          |
| Pemegang Saham Shareholders            | <ul style="list-style-type: none"> <li>RUPS</li> <li>Rapat Kerja</li> <li>Laporan-laporan</li> <li>AGM</li> <li>Work Meeting</li> <li>Reports</li> </ul>                  | Berkala Periodically                                                                                                                                                | <ul style="list-style-type: none"> <li>Keberlangsungan usaha PT Jasa Armada Indonesia Tbk</li> <li>Pertumbuhan kinerja</li> <li>Penerapan tata kelola perusahaan</li> <li>Business continuity of PT Jasa Armada Indonesia Tbk</li> <li>Performance growth</li> <li>Implementation of corporate governance</li> </ul>                     |
| Masyarakat Public                      | <ul style="list-style-type: none"> <li>Corporate Social Responsibility</li> <li>Website</li> </ul>                                                                        | Insidental Incidental                                                                                                                                               | <ul style="list-style-type: none"> <li>Kebutuhan akan lapangan pekerjaan</li> <li>Memberikan dampak positif pada pertumbuhan ekonomi</li> <li>Memberikan dampak positif pada masyarakat</li> <li>Need for employment</li> <li>Providing a positive impact on economic growth</li> <li>Give a positive impact on the community</li> </ul> |
| Vendor atau Pemasok Vendor or Supplier | <ul style="list-style-type: none"> <li>Website</li> </ul>                                                                                                                 | Sesuai Kebutuhan According to the needs                                                                                                                             | <ul style="list-style-type: none"> <li>Praktik rantai pasokan yang baik</li> <li>Profesionalisme dalam bekerja</li> <li>Proses pengadaan yang baik</li> <li>Good supply chain practices</li> <li>Professionalism at work</li> <li>Good procurement process</li> </ul>                                                                    |
| Pemerintah Government                  | <ul style="list-style-type: none"> <li>Pelaporan Kinerja</li> <li>Performance Reporting</li> </ul>                                                                        | Dilakukan sepanjang tahun sesuai dengan undangan dari pemerintah terkait Conducted throughout the year in accordance with the invitation of the relevant government | <ul style="list-style-type: none"> <li>Development/ pengembangan usaha/investasi</li> <li>Development / business development / investment</li> </ul>                                                                                                                                                                                     |
| Media Massa Mass Media                 | <ul style="list-style-type: none"> <li>Konferensi Pers/Siaran Pers/ Keterbukaan Informasi</li> <li>Press conferences / press releases / information disclosure</li> </ul> | Sepanjang tahun Throughout the year                                                                                                                                 | <ul style="list-style-type: none"> <li>Kinerja usaha/ tata kelola/keterbukaan informasi</li> <li>Business performance / governance / information disclosure</li> </ul>                                                                                                                                                                   |

## Pengelolaan Dampak Sosial, Ekonomi dan Lingkungan

Perseroan mengelola dampak sosial masyarakat dan lingkungan yang ditimbulkan dari aktivitas operasional melalui pelaksanaan sejumlah tindakan penanggulangan. Dampak sosial masyarakat yang timbul antara lain Potensi pencemaran lingkungan perairan akibat aktifitas kapal perseroan dan tindakan penanggulangan yaitu menggunakan bahan bakar untuk kapal perseroan jenis B-30 sehingga dapat menurunkan dampak emisi gas buang dari kapal untuk mengurangi polusi udara, dan melaksanakan *Garbage Management System* untuk pembuangan sampah dari kapal. Selain itu, tidak terdapat dampak ekonomi dan sosial secara langsung yang negatif kepada lingkungan sekitar.

## Management of Social, Economic and Environmental Impacts

The Company manages the social and environmental impacts arising from operational activities through various counter-measures. The social impact of the community occurs, among others, the potential pollution of the aquatic environment due to the activities of the Company's vessels. It is countered by using fuel for company ships type B-30 so as to reduce the impact of exhaust emissions from ships to reduce air pollution, and implement the *Garbage Management System* for the disposal of garbage from ships. Besides, there is no direct negative economic and social impact on the surrounding environment.

## Rencana dan Realisasi Tanggung Jawab Sosial

Fokus pelaksanaan program tanggung jawab sosial tahun 2019 mencakup bidang pendidikan dan pemberdayaan ekonomi masyarakat. Perseroan telah mengalokasikan dana CSR sebesar Rp400.000.000 yang bersumber dari internal Perusahaan. Selama tahun 2019 Perusahaan telah menyalurkan dana untuk program tersebut sebesar Rp405.020.400 dengan tingkat serapan program sebesar 101,3%.

## Tanggung Jawab Sosial Perseroan yang Terkait dengan Hak Asasi Manusia (HAM)

### Komitmen dan Kebijakan Perseroan Terkait HAM

Perseroan memiliki komitmen penuh terhadap penegakan Hak Asasi Manusia (HAM). Komitmen ini diwujudkan melalui pelaksanaan praktik ketenagakerjaan yang memperhatikan prinsip kemanusiaan serta memastikan tidak terjadi pelanggaran hak asasi manusia termasuk tindakan diskriminasi. Nilai-nilai hak asasi manusia pun telah diatur oleh Perseroan diantaranya praktik non diskriminatif, kebebasan berserikat pencegahan tenaga kerja anak, pencegahan praktik kerja paksa, praktik keamanan dimuat dalam Kode Etik Bisnis.

Nilai-nilai hak asasi manusia pun telah diatur oleh Perseroan diantaranya praktik non diskriminatif, kebebasan berserikat pencegahan tenaga kerja anak, pencegahan praktik kerja paksa, praktik keamanan dimuat dalam Kode Etik Bisnis, dan pemenuhan target KPI Perseroan tahun 2019 terhadap indeks kepuasan pekerja sebesar 4.01 dari skala 5.0, meningkat dibanding dengan tahun sebelumnya sebesar 3.75

### Lingkup Dan Perumusan Terhadap Hak Asasi Manusia

Dalam rumusan terhadap hak asasi manusia didasari dalam pengelolaan hubungan industrial dimulai dari pelaksanaan Perjanjian Kerja Bersama (PKB) yang memayungi kepentingan pekerja dan Perusahaan dalam aspek ketenagakerjaan. Dengan ruang lingkup yakni hubungan kerja (meliputi pengakuan para pihak, jaminan para pihak, kewajiban dan fasilitas Serikat Pekerja), Waktu kerja, serta keluhan kesah, Bipartit dan Tripartit.

### Rencana Kegiatan

Perseroan menargetkan untuk senantiasa menjalankan prinsip-prinsip hak asasi manusia. Hal ini ditujukan untuk membina hubungan industrial secara proporsional serta menciptakan hubungan yang sinergis, *mutual understanding, mutual respect,*

## Social Responsibility Plan and Realization

*The focus of the social responsibility program implementation in 2019 included education and community economic empowerment. The Company has budgeted CSR funds amounted to Rp400,000,000, sourced from the Company's internal fund. During 2019, the Company has channeled funds for the program amounted to Rp405,020,400 with a program uptake rate of 101.3%.*

## Corporate Social Responsibility Related to Human Rights (HAM)

### Company's Commitments and Policies Related to Human Rights

*The Company has a full commitment to the enforcement of Human Rights (HAM). This commitment is realized through the implementation of employment practices that take into account the humanitarian principles and ensure that human rights violations do not occur, including acts of discrimination. The Company has regulated human rights values, including non-discriminatory practices, freedom of association to prevent child labor, prevention of forced labor practices, security practices contained in the Code of Conduct of business.*

*Human rights values have also been regulated by the Company including non-discriminatory practices, freedom of association to prevent child labor, prevent forced labor practices, security practices contained in the Code of Business Ethics, and fulfillment of the Company's KPI 2019 target of the employee satisfaction index of 4.01 out of scale of 5.0, an increase compared to the previous year of 3.75.*

### Scope and Formulation of Human Rights

*The formulation of human rights based on the management of industrial relations begins with the implementation of the Collective Labor Agreement (PKB), which covers the interests of workers and the Company in the aspects of employment. With the scope of the working relationship (including recognition of the parties, guarantees of the parties, obligations, and facilities of the Trade Union), working time, and complaints, Bipartite and Tripartite.*

### Activity Plan

*The Company targets to always implement the principles of human rights. It is intended to foster industrial relations in a proportional manner and create synergistic relationships, mutual understanding, mutual respect, mutual trust, and mutual benefit.*

*mutual trust*, dan *mutual benefit*. Selain itu, kegiatan tanggung jawab terkait dengan hak asasi manusia diharapkan akan membawa dampak positif bagi peningkatan produktivitas dan kinerja Perseroan, sehingga pada akhirnya dapat membawa pengaruh kepada peningkatan kesejahteraan karyawan sesuai dengan harapan *stakeholder*.

#### **Inisiatif Penerapan Tanggung Jawab Sosial Bidang HAM**

Perseroan telah menerapkan pengelolaan sumber daya manusia dengan memperhatikan aspek HAM melalui aktivitas-aktivitas berikut:

##### **1. Penghormatan Hak Dasar Pekerja (Penghapusan Diskriminasi, Standar Pengupahan, Kesehatan dan Keselamatan Kerja serta Pengembangan Kompetensi)**

Perseroan melaksanakan sejumlah praktik ketenagakerjaan yang menjadi bagian tanggung jawab kepada pegawai. Prinsip kesetaraan, suku, agama, ras, dan golongan diterapkan sebagai wujud kepatuhan terhadap Undang-Undang No.13 Tahun 2003 tentang Ketenagakerjaan, keselamatan dan kesehatan kerja yang dalam program Divisi QHSE & Manajemen Risiko, dan pengembangan kompetensi pegawai diterapkan sebagai bagian dari kegiatan tanggung jawab Perseroan kepada pegawai. Penerapan prinsip-prinsip tersebut dalam kegiatan tanggung jawab Perseroan kepada pegawai merupakan wujud peran dan kontribusi Perseroan dalam tujuan pembangunan berkelanjutan PBB berupa pekerjaan yang layak dan pertumbuhan ekonomi, serta kesehatan dan kesejahteraan yang baik. Uraian lebih lanjut mengenai implementasi prinsip-prinsip HAM dijelaskan dalam Bab Tanggung Jawab Sosial terhadap Pegawai.

##### **2. Hak Kebebasan Berserikat**

Perseroan memberikan kebebasan berserikat dan berkumpul bagi pegawai sebagaimana diatur dalam Kode Etik Bisnis.

##### **3. Pencegahan Tenaga Kerja Anak dan Kerja Paksa**

Perseroan melaksanakan proses rekrutmen dengan persyaratan kandidat pegawai minimal lulusan SLTA dengan usia di atas 17 tahun sehingga tidak terdapat praktik pekerja anak di bawah umur. Hal tersebut menjadi bukti komitmen Perseroan dalam memenuhi Undang-Undang No.13 tahun 2003 tentang Ketenagakerjaan mengenai perlindungan, pengupahan, dan kesejahteraan. Perseroan pun telah mengatur hari dan jam kerja sesuai dengan UU No 13 tahun 2003 pasal 77 sebagai upaya mencegah praktik kerja paksa. Jam kerja Kantor 8 jam sehari dan 5 hari

*Besides, responsibility activities related to human rights are expected to have a positive impact on improving the productivity and performance of the Company, so that in the end, it can affect promoting employee welfare under stakeholder expectations.*

#### **Initiative for Social Responsibility in the Human Rights Sector**

*The Company has implemented human resource management by taking into account human rights aspects through the following activities:*

##### **1. Respect for Employees' Basic Rights (Elimination of Discrimination, Wages Standard, Occupational Health and Safety, and Competency Development)**

*The Company implements several employment practices as a part of its responsibility to employees. The principles of equality, ethnicity, religion, race, and class are applied as a form of compliance with Law No. 13 of 2003 on Employment, Occupational Safety, and Health in the QHSE & Risk Management Program, and employee competency development are implemented as part of the activities of the Company's responsibility to employees. The application of these principles in the Company's responsibility to employees is a manifestation of the Company's role and contribution in the United Nations sustainable development goals, in the form of decent work and economic growth, as well as good health and welfare. Further description of the human rights principles implementation is explained in the chapter of Social Responsibility to Employees.*

##### **2. Right to Freedom of Association**

*The Company provides freedom of association and assembly for employees, as stipulated in the Code of Conduct of business.*

##### **3. Prevention of Child Labor and Forced Labor**

*The Company carries out the recruitment process with the requirement of all employee candidates to be at least of high school graduates with age above 17 years old. Thus, there is no practice of underage employees. It is evidence of the Company's commitment to complying with Law No. 13 of 2003 on Employment, related to protection, wages, and welfare. The Company has also arranged working days and hours following Law No. 13 of 2003 Article 77 as an effort to prevent the forced labor practices. Office working hours are 8 hours a day and 5 days a week. Operational working*



dalam seminggu, untuk jam kerja operasional diatur dalam tiga shift, sedangkan pekerja laut menggunakan ketentuan yang berlaku dalam perjanjian kerja laut.

#### 4. Pelatihan Pekerja Mengenai Kebijakan dan Prosedur HAM Pelatihan Pekerja Mengenai Kebijakan dan Prosedur HAM

Perseroan memfasilitasi petugas pengelola prosedur HAM dengan pelatihan Workshop Tindak Pidana pada tahun 2018 untuk Pekerja yang menangani hukum dan pelatihan terkait HAM agar proses penegakan disiplin dan keamanan berjalan dengan menjunjung tinggi aspek HAM.

#### 5. Hak Penyaluran Aspirasi Politik

Perseroan menghargai dan mendukung hak pegawai untuk berpartisipasi dalam penyaluran politik, hak untuk memilih dan dipilih. Segala konsekuensi yang timbul akibat aktifitas pegawai dalam politik ditanggung oleh yang bersangkutan. Oleh karena itu setiap pegawai harus meminta izin kepada atasan dan memberitahunya kepada Biro SDM apabila aktif dalam partai politik baik sebagai anggota maupun pengurus. Pegawai tersebut juga harus selalu menjaga citra dan reputasi Perseroan ketika beraktifitas dalam politik. Namun, pegawai tersebut harus menghindari mengatasnamakan Perseroan dalam aktivitas dan kontribusi pada kegiatan politik, menggunakan dana, harta benda, pelayanan atau sumber daya Perseroan lainnya untuk aktifitas dan kontribusi politik, serta menggunakan atribut partai, melakukan kampanye dan aktivitas politik di lingkungan kerja.

#### Capaian dan Penghargaan yang Diperoleh

Selama tahun 2019 Perseroan tidak mendapatkan atau menerima pengaduan terkait pelanggaran hak asasi manusia antara lain pengaduan tindakan diskriminasi, insiden pelanggaran maupun pengaduan terkait kebebasan berserikat di lingkungan Perseroan serta insiden kerja paksa yang dialami pekerja. Hal ini dipengaruhi oleh komitmen perusahaan dalam bidang hukum dan pemenuhan terhadap kepuasan pekerja dijalankan dengan baik oleh seluruh jajaran Perseroan.

#### Biaya

Pada tahun 2019, PT Jasa Armada Indonesia Tbk telah mengeluarkan anggaran untuk tanggung jawab sosial perusahaan terkait Hak Asasi Manusia (termasuk biaya tunjangan cuti untuk karyawan PT Jasa Armada Indonesia Tbk) sebesar Rp5.754.532.949.

*hours is arranged in three shifts, while sea workers use the provisions in the sea labor agreement.*

#### 4. Employees' Training Regarding Human Rights Policies and Procedures

*The Company facilitates the officers who handle human rights procedures management by participating them in the Criminal Act workshop in 2018 for employees who handle legal and training related to human rights to enforce discipline and security, by upholding human rights aspects.*

#### 5. Right for Political Aspirations

*The Company respects and supports the rights of employees to participate in the politics, the right to vote and be elected. All consequences arising from employees' activities in politics are borne by the person concerned. Therefore, every employee must ask permission from the supervisor and notify the Human Resource Bureau if they are active in political parties, both as members and administrators. The employee shall maintain the Company's image and reputation when engaging in politics. However, the employee must avoid using funds, properties, services, or other Company's resources, on behalf of the Company, in activities and contributions to political activities, and using party attributes, conducting campaigns and political activities, in the working environment.*

#### Achievements and Awards Obtained

*During 2019 the Company did not obtain or receive any complaints related to human rights violations, including complaints of discrimination, violations or complaints related to freedom of association within the Company, as well as incidents of forced labor experienced by employees. It is influenced by the Company's commitment to the legal field, and fulfillment of employee satisfaction is well carried out by all levels of the Company.*

#### Cost

*In 2019, PT Jasa Armada Indonesia Tbk issued a budget for corporate social responsibility related to Human Rights (including the cost of leave benefits for employees of PT Jasa Armada Indonesia Tbk), amounting to Rp5.754.532.949.*

### Dampak, Pencapaian dan Risiko

Dalam rangka menerapkan prinsip-prinsip HAM, dan memenuhi target KPI Perseroan tahun 2019 terhadap indeks kepuasan pekerja sebesar 4.01 dari skala 5.0. Namun demikian Perseroan akan menghadapi risiko jika terjadi pelanggaran di bidang HAM. Risiko tersebut antara lain adalah risiko tingginya *turnover* karyawan atau rendahnya *engagement* karyawan. Di samping itu, jika pelanggaran HAM terekspos di media maka akan memunculkan risiko reputasi bagi perusahaan.

### Impact, Achievement, and Risk

*To apply the principles of human rights, and fulfillment of the Company's KPI target in 2019 for the employee satisfaction index of 4,01 of 5,0 scale. However, the Company will face risks if violations occur in the field of human rights. These risks include the risk of high employee turnover or low employee engagement. Besides, if human rights violations are exposed in the media, there will be a reputation risk for the Company.*

## Tanggung Jawab Sosial Perseroan yang Terkait Dengan Operasi yang Adil

### Komitmen dan Kebijakan Perseroan Terkait Operasi yang Adil

Perseroan menerapkan kegiatan operasional dengan memperhatikan hak para pemangku kepentingan sehingga menciptakan hubungan yang harmonis dan mewujudkan keseimbangan atas kepentingan seluruh *stakeholder*. Wujud kegiatan operasional yang adil yaitu praktik bebas dari korupsi dan suap, netralitas dalam isu-isu politik, dan berkompetisi dengan adil. Oleh karena itu, Perseroan telah mengatur hal-hal tersebut dalam Pedoman Pengelolaan Gratifikasi & Penerapan *Whistleblowing System*, Kode Etik Perusahaan, Surat Keputusan Direksi No.HK.56/01/20/MS16 Tentang Tata Cara Pengadaan Barang dan/atau Jasa.

## Corporate Social Responsibility Related to Fair Operations

### Company's Commitments and Policies Related to Fair Operations

*The Company implements operational activities by taking into account the rights of stakeholders to create harmonious relationships and create a balance of the interests of all stakeholders. The form of fair operational activity includes free from corruption and bribery, neutrality in political issues, and equal competition. Therefore, the Company has regulated these matters in the Guidelines of Gratification Control & Application of Whistleblowing System, Company's Code of Conduct, Board of Directors' Decree No.HK.56 / 01/20 / MS16 on Procedures for Procurement of Goods and/or Services.*

### Rencana Kegiatan

PT Jasa Armada Indonesia Tbk senantiasa berusaha dalam menjalankan operasi yang adil. PT Jasa Armada Indonesia Tbk menargetkan seluruh insan PT Jasa Armada Indonesia Tbk untuk berperilaku baik dalam melaksanakan segala aktivitas Perseroan serta menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan Perseroan. Hal ini diharapkan dapat meminimalisasi peluang terjadinya penyimpangan dan dapat membangun reputasi Perseroan yang baik. Oleh karena itu, Perseroan senantiasa berupaya menegakkan kebijakan-kebijakan terkait dengan operasi yang adil sehingga bisa meningkatkan nilai para pemangku kepentingan Perusahaan, selanjutnya akan memberikan dampak pada peningkatan nilai Perusahaan.

### Activity Plan

*PT Jasa Armada Indonesia Tbk always strives to carry out fair operations. PT Jasa Armada Indonesia Tbk targets all employees of PT Jasa Armada Indonesia Tbk to behave well in carrying out all activities of the Company and create a healthy and comfortable working atmosphere within the Company's environment. It is expected to minimize the opportunity for irregularities and to build a good Company's reputation. Therefore, the Company always strives to enforce policies related to regular operations to increase the value of the Company's stakeholders, which in turn will have an impact on increasing the value of the Company.*

### Inisiatif Penerapan Praktik Operasi yang Adil

Penerapan praktik operasi yang adil dalam kegiatan bisnis Perseroan tercermin dalam inisiatif-inisiatif program diantaranya:

#### 1. Pengendalian Gratifikasi dan Anti-Korupsi

Perseroan menjalankan kegiatan operasional dengan menerapkan prinsip pengelolaan perusahaan yang baik atau

### Initiative on the Implementation of Fair Operations

*The implementation of fair operations in the Company's business activities is reflected in program initiatives, including:*

#### 1. Gratification Control and Anti-Corruption

*The Company operates by implementing Good Corporate Governance (GCG) principles. As a professional, independent,*

*Good Corporate Governance (GCG).* Sebagai perusahaan yang profesional, independen, berintegritas dan berkelanjutan, tindakan anti Korupsi, Kolusi dan Nepotisme (KKN) menjadi salah satu prioritas sehingga Manajemen Perseroan terus berupaya menjalankan aktivitas bisnis yang bersih dari praktik KKN termasuk pengendalian praktik gratifikasi. Salah satu upaya Perseroan tersebut diantaranya melarang pegawai memberi dan menerima hadiah/cinderamata dan hiburan dari pihak yang memiliki hubungan bisnis atau pesaing Perseroan yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku atau untuk mempengaruhi pihak tersebut agar melakukan dan atau tidak melakukan suatu hal yang berkaitan dengan jabatannya. Pegawai Perseroan wajib menolak dengan cara yang santun dan memberikan penjelasan mengenai ketentuan yang diatur Perseroan dalam Pedoman Pengelolaan Gratifikasi & Penerapan Whistleblowing System apabila mendapatkan tawaran atau pemberian gratifikasi dan suap.

## 2. Keterlibatan Dalam Politik yang Bertanggung Jawab

Perseroan telah mengatur ketentuan terkait keterlibatan pegawai dalam berpolitik dalam Kode Etik. Perseroan memberikan kesempatan bagi pegawai untuk melakukan hak politik, memilih dan dipilih dengan ketentuan yang mengacu pada Kode Etik Perusahaan. Dalam pelaksanaan program tanggung jawab sosial, Perseroan tidak diperkenankan untuk memberikan dana, aset, atau pendapatan untuk donasi kepada salah satu partai politik atau kepada salah satu calon kandidat Legislatif.

## 3. Persaingan Usaha yang Sehat

Perseroan telah berupaya mematuhi hukum persaingan bisnis baik secara tertulis maupun tidak tertulis sebagaimana diatur dalam Kode Etik. Upaya tersebut diantaranya pegawai tidak akan terlibat dalam praktik perdagangan terlarang, penyalahgunaan dominasi pasar atau aktivitas perdagangan tidak adil lainnya sesuai peraturan dan arahan Pemerintah, pemasaran layanan dan interaksi dengan para pelanggan berdasarkan kinerja dan informasi yang tidak benar tentang layanan kompetitor tidak akan disampaikan, mengutamakan keadilan, kebenaran, dan transparansi terhadap kompetisi bisnis dengan mengikuti aturan dan Undang-Undang yang berlaku, serta penyampaian komentar atau pendapat tentang layanan atau produk yang dihasilkan para kompetitor tidak diperkenankan.

*integrity, and sustainable company, Anti-Corruption, Anti-Collusion, and Anti-Nepotism (KKN) become one of the priorities. Therefore, the Company's Management continues to strive to carry out clean business activities from KKN practices, including the practice of gratification control. One of the Company's efforts is to forbid employees from giving and receiving gifts/souvenirs and entertainment from parties who have business relationships or Company's competitors who aims to obtain information, or something that is not justified by the applicable laws or regulations or to influence the parties to do and/or not to do something related to his position. The Company's employees are obliged to refuse politely and provide an explanation of the provisions stipulated by the Company in the Guidelines of Gratification Control & Application of Whistleblowing System when they receive or being offered gratuities and bribes.*

## 2. Involvement in Responsible Politics

*The Company has regulated provisions regarding employee involvement in politics in the Code of Conduct. The Company provides opportunities for employees to exercise political rights, vote, and be elected with provisions that refer to the Company's Code of Conduct. In the implementation of social responsibility programs, the Company is not allowed to provide funds, assets, or income for donations to one of the political parties or one of the candidates for the Legislative.*

## 3. Fair Business Competition

*The Company has endeavored to comply with business competition law, both in writing and not in writing, as stipulated in the Code of Conduct. These efforts include employees who are prohibited from being involved in illicit trading practices, abuse of market domination, or other unfair trade activities under the Government's regulations and directives. Also, marketing services and interactions with customers based on performance and incorrect information about competitor services will not be conveyed by prioritizing justice, the truth, and transparency of business competition by following the applicable rules and laws, and prohibition of submission of comments or opinions about services or products produced by competitors.*

**Biaya**

Pada tahun 2019, PT Jasa Armada Indonesia Tbk tidak mengeluarkan biaya khusus untuk tanggung jawab sosial perusahaan terkait operasi yang adil (termasuk pelaksanaan program *Whistleblowing System*).

**Dampak, Pencapaian dan Risiko**

Dengan komitmen penuh dalam penerapan tanggung jawab sosial terkait praktik operasi yang adil telah meningkatkan kepercayaan serta kegiatan usaha PT Jasa Armada Indonesia Tbk dapat berjalan dengan baik sehingga menghasilkan pencapaian sesuai yang diharapkan oleh para Pemangku Kepentingan. Selama tahun 2019, PT Jasa Armada Indonesia Tbk telah mampu meningkatkan laba tahun berjalan sebesar 23,67% di tahun 2019.

Namun demikian Perseroan akan menghadapi risiko jika terjadi pelanggaran terkait operasi yang adil. Perseroan akan menghadapi risiko materiil yaitu hilangnya aset Perseroan maupun imateriil yaitu menurunnya reputasi Perseroan. Di samping itu, beberapa *Stakeholders* juga akan dirugikan karena tingginya biaya transaksi yang muncul dari adanya benturan kepentingan yang merupakan pelanggaran praktik operasi yang adil.

**Mekanisme Penanganan Konflik**

Penanganan konflik terkait operasi yang adil dilakukan melalui penerapan *whistleblowing system* dan *code of conduct*. Uraian tentang *whistleblowing system* dan *code of conduct* disajikan dalam tata kelola perusahaan dalam laporan tahunan ini.

*Stakeholder* berharap bahwa mekanisme *whistleblowing system* dan *Code of Conduct* ditegakkan sehingga bisa meningkatkan nilai para pemangku kepentingan Perusahaan, selanjutnya akan memberikan dampak pada peningkatan nilai Perusahaan.

**Sertifikasi Praktik Operasi Yang Adil**

Sampai dengan Desember 2019, Perseroan belum memiliki sertifikasi dan penghargaan terkait operasi yang adil.

**Penghargaan Praktik Operasi Yang Adil**

PT Jasa Armada Indonesia Tbk tidak memperoleh penghargaan praktik operasi yang adil.

**Capaian yang Diperoleh**

Selama tahun 2019 Perseroan tidak memiliki kasus indikasi korupsi dan suap yang dihadapi oleh anggota Dewan Komisaris,

**Cost**

*In 2019, PT Jasa Armada Indonesia Tbk did not issued special costs for corporate social responsibility related to fair operations (including the implementation of the Whistleblowing System program).*

**Impact, Achievement, and Risk**

*With a full commitment to the implementation of social responsibility related to fair operations has increased the trust and business activities of PT Jasa Armada Indonesia Tbk can run well to produce the achievements as expected by the Stakeholders. During 2019, PT Jasa Armada Indonesia Tbk has been able to increase the profit for the year by 23.67%*

*However, the Company will face risks if violations occur regarding fair operations. The Company will face material risks, namely loss of the Company's assets and immaterial assets, namely the decline in the Company's reputation. Besides, some stakeholders will also suffer losses due to the high transaction costs arising from conflicts of interest, which constitute a violation of fair operating practices.*

**Conflict Management Mechanism**

*Handling conflicts related to fair operations are carried out through the application of the whistleblowing system and Code of Conduct. A description of the whistleblowing system and Code of Conduct is presented in corporate governance in this annual report.*

*Stakeholders hope that the mechanism of the whistleblowing system and Code of Conduct are upheld so that it can increase the value of the Company's stakeholders, which in turn will have an impact on increasing the value of the Company.*

**Fair Operation Certification**

*As of December 2019, the Company did not have certification and awards related to fair operations.*

**Fair Operation Awards**

*PT Jasa Armada Indonesia Tbk did not receive fair operating practice awards.*

**Achievements Obtained**

*During 2019 the Company did not have cases of indications of corruption and bribery faced by members of the Board*

anggota Direksi serta Karyawan serta tidak berpartisipasi baik secara langsung maupun tidak langsung kepada partai politik. Hal ini dipengaruhi oleh penerapan kode etik dan penerapan pakta integritas yang baik

*of Commissioners, members of the Board of Directors, and Employees and did not participate either directly or indirectly to political parties. It is the effect of a good implementation of the Code of Conduct and Integrity Pact.*

## Tanggung Jawab Sosial Perseroan Terhadap Lingkungan Hidup

### Komitmen dan Kebijakan Lingkungan

Perseroan melaksanakan aktivitas operasional dengan memperhatikan aspek kelestarian lingkungan. Hal ini tercermin dari sejumlah program yang dilaksanakan oleh Divisi QHSE & Manajemen Risiko. Program tanggung jawab sosial terhadap lingkungan mengacu pada kebijakan Keselamatan, Kesehatan Kerja dan Perlindungan Lingkungan Penerapan Kebijakan dan sistem manajemen ini diharapkan mampu meminimalkan dampak negatif terhadap lingkungan hidup.

Dalam menjalankan kegiatan CSR di bidang lingkungan, PT Jasa Armada Indonesia Tbk berpedoman pada Pedoman CSR PT Jasa Armada Indonesia Tbk. Perseroan berkomitmen untuk menjaga kelestarian lingkungan dengan mengimplementasikan beberapa kebijakan untuk menjaga lingkungan mulai dari lingkungan Perseroan sendiri. Hal ini dilakukan secara berkelanjutan, dengan harapan dapat membawa perubahan positif kepada masyarakat luas.

### Pengelolaan Risiko Lingkungan

Kegiatan operasional Perseroan dapat menimbulkan dampak dan risiko lingkungan secara langsung atau tidak langsung. Dampak dan risiko tersebut antara lain Potensi terjadinya pencemaran lingkungan perairan karena operasional kapal perseroan. Oleh karena itu, Perusahaan melaksanakan *Garbage Management System* sebagai upaya tindakan penanggulangan terhadap dampak dan risiko tersebut.

### Target/Rencana Kegiatan Tahun 2019

Perseroan menyusun rencana pemantauan lingkungan dan program lainnya untuk memastikan bahwa kelestarian lingkungan sekitar tetap dijaga dengan baik. Rencana tersebut disusun sebagai program kerja Divisi QHSE & Manajemen Risiko yang dimuat dalam RKAP 2019. Beberapa kegiatan yang direncanakan antara lain:

## Corporate Social Responsibility towards the Environment

### Environmental Commitment and Policies

*The Company operates by taking into account environmental sustainability aspects. It is reflected in various programs implemented by the QHSE & Risk Management Division. The social responsibility program towards the environment refers to the Occupational Safety, Health, and Environmental Protection policies. The implementation and management system of this Policy is expected to minimize negative impacts on the environment.*

*In carrying out CSR activities in the environmental field, PT Jasa Armada Indonesia Tbk is guided by the CSR Guidelines of PT Jasa Armada Indonesia Tbk. The Company is committed to preserving the environment by implementing several policies to protect the environment, starting from the Company's environment itself. It is done on an ongoing basis, with the hope of bringing positive change to the broader community.*

### Environmental Risk Management

*The Company's operations may cause direct or indirect environmental impacts and risks. These impacts and risks include the potential for pollution of the aquatic environment due to the Company's vessel operations. Therefore, the Company implements the Garbage Management System as an effort to mitigate these impacts and risks.*

### Target / Activity Plan in 2019

*The Company prepared an environmental monitoring plan and other programs to ensure that the proper preservation maintenance of the surrounding environment. The plan was prepared as a work program of the QHSE & Risk Management Division contained in the 2019 RKAP. Some of the planned activities are:*



| TUJUAN<br>OBJECTIVE                                                 | TARGET/SASARAN<br>TARGET                                                                                                                   | PROGRAM<br>PROGRAM                                                                                                                              | PELAKSANAAN<br>IMPLEMENTATION                 | INDIKATOR<br>INDICATOR                                                                                                                                    |
|---------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|
| Perlindungan terhadap lingkungan<br><i>Environmental protection</i> | Tidak terjadi kasus pencemaran lingkungan yang signifikan (0)<br><i>There are no significant cases of environmental pollution (0)</i>      | bekerja sama dengan vendor untuk pengelolaan sampah B3<br><i>collaboration with vendors for B3 waste management</i>                             | Januari-Maret<br><i>January-March</i>         | bekerjasama dengan vendor untuk pengelolaan B3.<br><i>collaboration with vendors for B3 management.</i>                                                   |
|                                                                     | Perlindungan Lingkungan dari kapal<br><i>Environmental protection from vessels</i>                                                         | Internal Audit ISM Code<br><i>ISM Code of Internal Audit</i>                                                                                    | Satu tahun sekali<br><i>Once a year</i>       | Standar Kepatuhan klausul ISM Code.<br><i>Compliance with clauses in ISM Code.</i>                                                                        |
|                                                                     | Pengelolaan Limbah B3<br><i>Hazardous and Poisonous Waste (B3) Management</i>                                                              | Kerjasama dengan Pihak ke 3 melakukan pengukuran kadar udara perkantoran<br><i>Cooperation with the third party to measure air office level</i> | November<br><i>November</i>                   | Teleh bekerjasama dengan pihak ke 3 untuk mengukur kadar udara di perkantoran.<br><i>Has cooperated with the third party to measure office air level.</i> |
|                                                                     | Pengurangan pemakaian kertas minimal 1% dari tahun yang lalu<br><i>Paper usage reduction of at least 1% from last year</i>                 | Re-use, Reduce kertas (Penggunaan kertas bolak balik)<br><i>Re-use, Reduce paper (Using both sides of paper)</i>                                | Setiap hari<br><i>Everyday</i>                | Tercapainya penggunaan kertas bolak balik dikantor.<br><i>Achieved using both sides of paper in the office.</i>                                           |
|                                                                     | Sosialisasi Penghematan Kertas<br><i>Paper Savings Socialization</i>                                                                       | Memasang leaflet penggunaan kertas bolak balik<br><i>Installing a leaflet to use both sides of paper</i>                                        | Januari<br><i>January</i>                     | Terpasangnya leaflet penggunaan kertas bolak balik.<br><i>A leaflet to use both sides of paper installed.</i>                                             |
|                                                                     | Mengurangi pemakaian konsumsi listrik minimal 1 % dari tahun lalu<br><i>Reducing electricity consumption by at least 1% from last year</i> | Mematikan komputer/ laptop saat istirahat/ selesai kerja<br><i>Turning off the computer/ laptop during rest hours/ after finish working</i>     | Setiap hari<br><i>Everyday</i>                | Komputer karyawan dimatikan saat istirahat/ selesai kerja.<br><i>The employee's computer is turned off during rest / after work.</i>                      |
|                                                                     | Mengurangi pemakaian toner printer minimal 1% dari tahun yang lalu<br><i>Reducing printer toner usage by at least 1% from last year</i>    | Sewa mesin printer dan fotokopi<br><i>Renting printer and photocopy machine</i>                                                                 | Februari-Desember<br><i>February-December</i> | Tersedianya mesin printer dan fotokopi.<br><i>Availability of printer and photocopy machine.</i>                                                          |

#### Kegiatan yang Dilakukan dan Dampak Atas Kegiatan Tersebut

Perseroan melaksanakan beberapa program tanggung jawab sosial terhadap lingkungan yang mencakup perlindungan dan pencegahan pencemaran, melaksanakan program *go green* sebagai wujud kontribusi terhadap Sustainable Development Goals (SDGs) diantaranya:

#### Activities Carried Out and Effects from Such Activities

The Company implements several social responsibility programs for the environment, which include protection and prevention of pollution, and *go green* program implementation, as a form of contribution to the Sustainable Development Goals (SDGs) including:

### **Eco Office**

Perseroan melaksanakan program *Eco Office* sebagai upaya menerapkan prinsip ramah lingkungan di area kantor. Manajemen beserta seluruh pegawai melakukan penghematan listrik dan air, penggunaan kertas dua sisi, serta mengelola sampah secara daur ulang. Pada tahun 2019 penggunaan listrik Perseroan sebesar 3% lebih rendah dibandingkan tahun sebelumnya. Kondisi ini sejalan dengan salah satu tujuan pembangunan berkelanjutan yaitu penggunaan energi secara efisien.

### **Pengelolaan Limbah**

Perseroan berupaya melakukan pengelolaan limbah baik limbah Non Bahan Beracun dan Berbahaya (B3) maupun limbah B3 berdasarkan prosedur yang sesuai dengan ketentuan yang berlaku sehingga tidak mencemari lingkungan. Mekanisme pengelolaan limbah B3 yang dihasilkan dari kegiatan operasional Perusahaan dilaksanakan dengan program *Eco Office* dan bekerjasama dengan pengelola limbah B3 diharapkan tidak akan menimbulkan bahaya terhadap lingkungan dan kesehatan pegawai serta masyarakat sekitar lingkungan Perusahaan. Upaya ini sejalan dengan salah satu tujuan pembangunan berkelanjutan yaitu tanggung jawab konsumsi dan produksi.

### **Inisiatif CSR terkait Lingkungan hidup**

Perseroan menargetkan sejumlah inisiatif tanggung jawab sosial terhadap lingkungan hidup ke depan. Beberapa inisiatif tersebut diantaranya melibatkan pekerja di *docking* saat kapal perseroan melakukan *docking* untuk bersama sama menjaga potensi pencemaran dari kapal di lingkungan pendedokan kapal.

### **Mekanisme Pengaduan Masalah Lingkungan**

Perseroan telah mengatur mekanisme pengaduan masalah lingkungan dalam kebijakan Tanggap darurat di ISM Code, dapat mengadukan masalah lingkungan melalui sarana kontak keadaan darurat dengan melalui DPA Perseroan. Selama tahun 2019 tidak terdapat pengaduan masalah lingkungan akibat pencemaran dari perseroan.

### **Sertifikasi di Bidang Lingkungan**

Perseroan telah memiliki sertifikasi sistem manajemen lingkungan yaitu ISM Code untuk Perusahaan (DOC ISM Code) dan Kapal (SMC ISM Code) dari Direktorat Jendral Perhubungan Laut serta sertifikasi ISO 14001:2015 yang diakui oleh Lloyd's Register Quality Assurance.

### **Eco-Office**

*The Company implements the Eco-Office program to apply environmentally friendly principles in the office area. Management and all employees save electricity and water, use double-sided paper, and manage waste recycled. In 2019, the Company's electricity usage was 3% lower than the previous year. This condition was in line with one of the sustainable development goals, i.e., efficient energy usage.*

### **Waste Management**

*The Company strives to manage waste both Non-Toxic and Hazardous Waste (B3) and B3 waste based on procedures in accordance with the prevailing provisions, in order not to pollute the environment. The B3 waste management mechanism resulting from the Company's operations is managed using the Eco-Office program and in collaboration with B3 waste managers. Hence, it is expected that B3 waste does not cause harm to the environment and health of employees and the community surrounding the Company's environment. This effort is in line with one of the sustainable development goals, i.e., responsible consumption and production.*

### **CSR Initiatives related to the Environment**

*The Company targets several social responsibility initiatives towards the environment in the future. Some of these initiatives include involving employees during the Company's vessel docking to jointly maintain the pollution potential from vessels in the docking environment.*

### **Environmental Problem Complaint Mechanism**

*The Company has regulated the mechanism for complaints of environmental problems in the ISM Code Emergency Response policy, the complainer may complain about environmental emergency problems through the Company's DPA. Throughout 2019, there were no complaints about environmental issues due to the pollution caused by the company.*

### **Environmental Certification**

*The company already has an environmental management system certification, i.e., the Company's ISM Code (DOC ISM Code) and Vessels (SMC ISM Code) from the Directorate General of Sea Transportation, and ISO 14001:2015 certification recognized by Lloyd's Register Quality Assurance.*

### Mekanisme Pengaduan Masalah Lingkungan Hidup

Perseroan berperan aktif dalam perlindungan dan pengelolaan lingkungan hidup, termasuk mengelola pengaduan terkait masalah lingkungan. Untuk mengadukan permasalahan lingkungan, masyarakat dan seluruh pihak berkepentingan dapat menghubungi Sekretaris Perusahaan melalui nomor telepon: (021) 430 6789/ (021) 436 6789 atau alamat e-mail: corsec@ipcmarine.co.id Selanjutnya, Tim Sekretaris Perusahaan akan menindaklanjuti pengaduan ini dengan mencatat perihal pengaduan dan berkoordinasi dengan Tim Lingkungan, untuk pengelolaan masalah yang dilaporkan agar dapat diselesaikan dengan baik dan tepat.

### Dampak dan Risiko

Kegiatan kepelabuhanan memiliki dampak yang signifikan terhadap lingkungan, dampak tersebut terutama timbul dari pemakaian energi, limbah dari kapal-kapal yang sandar di pelabuhan, pemanfaatan air, perubahan bentang alam, sampah dan limbah serta perubahan kualitas udara ambien dari tingginya aktivitas peralatan dan manusia dengan demikian lingkup pengaruh perusahaan pada para pemangku kepentingan terkait isu lingkungan adalah pada masyarakat di sekitar kegiatan operasional perusahaan.

Bila tidak ditangani dengan benar, hal-hal tersebut dapat berkembang menjadi masalah lingkungan seperti pencemaran (air, udara, dan tanah), kebisingan dan keselamatan kerja, polusi bau, debu, dan degradasi kualitas lingkungan hidup, kekeruhan air dan pencemaran perairan yang berdampak pada keanekaragaman hayati perairan.

## Tanggung Jawab Perseroan Terhadap Ketenagakerjaan dan Aspek Keselamatan Kesehatan Kerja dan Perlindungan Lingkungan (K3L)

### Komitmen dan Kebijakan Ketenagakerjaan dan Aspek Keselamatan Kesehatan Kerja dan Perlindungan Lingkungan

Pegawai berperan penting untuk mendukung kelancaran kegiatan operasional Perseroan. Kualitas dan profesionalisme pegawai memiliki pengaruh besar pada pencapaian kinerja Perseroan. Hal ini mendorong Perseroan untuk melaksanakan sejumlah program sebagai wujud tanggung jawab terhadap ketenagakerjaan dengan memperhatikan aspek Keselamatan, Kesehatan Kerja dan Lingkungan Hidup (K3L). Implementasi sejumlah program telah didukung dengan pembentukan unit kerja pengelola ketenagakerjaan dan aspek K3L yaitu Divisi SDM

### Environmental Problem Complaint Mechanism

*The Company plays an active role in the protection and management of the environment, including managing complaints related to environmental issues. To complain about environmental problems, the public, and all interested parties can contact the Corporate Secretary through telephone number: (021) 430 6789 / (021) 436 6789 or e-mail address: corsec@ipcmarine.co.id. Furthermore, the Company Secretary Team will follow up on complaints by taking notes and coordinating with the Environment Team, for the reported problem management so that it can be resolved appropriately and adequately.*

### Impacts and Risks

*Port activities have a significant impact on the environment. These impacts mainly arise from energy use, waste from docked vessels at ports, water use, landscape changes, rubbish, and waste as well as changes in ambient air quality from high equipment and human activities. Thus the scope of the company's influence on stakeholders related to environmental issues is on the community around the company's operations.*

*If not handled properly, these things can develop into environmental problems such as pollution (water, air, and soil), noise and work safety, odor pollution, dust, and degradation of environmental quality, water turbidity, and water pollution that have an impact on aquatic biodiversity.*

## Corporate Responsibility for Employment and Occupational Health and Safety and Environmental Protection (K3L)

### Commitment and Policies for Employment and Occupational Health and Safety and Environmental Protection

*The employees have a vital role in supporting the Company's operations. The quality and professionalism of employees have a major influence on the Company's performance achievement. This encourages the Company to implement various programs as a form of responsibility to employment about the Occupational Health and Safety and Environmental Protection (K3L). The implementation of these programs is supported by the establishment of an employment management and K3L aspects unit, i.e., HC Division and QHSEE Division. Besides, the Company*

dan Divisi QHSEE. Selain itu, Perseroan juga telah mengatur pengelolaan ketenagakerjaan dan aspek K3L dalam beberapa kebijakan diantaranya Kebijakan dan Prosedur Pengelolaan SDM dan Kebijakan Manajemen K3 dan Lingkungan Hidup yang disusun dengan mengacu pada ketentuan yang berlaku.

Implementasi sejumlah program telah didukung dengan pembentukan unit kerja pengelola ketenagakerjaan dan aspek K3L yaitu Divisi SDM dan Divisi QHSEE

#### Target/Rencana Kegiatan Tahun 2019

Perseroan menyusun rencana program tanggung jawab terhadap ketenagakerjaan dan aspek K3L dalam Tujuan Sasaran Program Kerja yang mengacu kepada analisa SWOT tahun sebelumnya. Beberapa kegiatan sebagai wujud tanggung jawab terhadap ketenagakerjaan yang direncanakan di tahun 2019 antara lain:

1. Pemberian APD untuk seluruh pekerja perusahaan
2. Bekerja sama dengan HIPERKES Provinsi DKI Jakarta untuk Pelatihan dan Sertifikasi K3 untuk Pekerja PT JAI Tbk

Sementara untuk aspek K3L Perseroan merencanakan sejumlah program diantaranya:

- a. Malam Anugerah Bulan Bakti Kesehatan dan Keselamatan Kerja
- b. Lomba bulan Bakti K3 2019 untuk crew kapal dan Karyawan darat
- c. Sertifikasi SMK3 dari Kemenaker untuk tingkat Lanjutan dengan penghargaan Bendera Emas

#### Kegiatan yang Dilakukan dan Dampak Atas Kegiatan Tersebut

Program tanggung jawab terhadap ketenagakerjaan yang telah dilaksanakan oleh Perseroan antara lain:

##### • Pengembangan Kompetensi

Setiap pegawai yang memenuhi persyaratan diberikan kesempatan untuk mengikuti berbagai program pengembangan yang diselenggarakan oleh pihak internal maupun eksternal Perseroan. Program pengembangan kompetensi tersebut mencakup pelatihan, kursus, dan seminar yang disesuaikan dengan kebutuhan masing-masing pegawai. Selama tahun 2019 Perseroan telah melaksanakan berbagai pelatihan yang diperlukan untuk meningkatkan kompetensi pegawai yang diikuti oleh 279

*has regulated employment management and K3L aspects in several policies, including HR Management Policies and Procedures, and OHS and Environmental Management Policies, which are prepared concerning the prevailing provisions.*

*The implementation of these programs is supported by the establishment of an employment management and K3L aspects unit, i.e., HC Division and QHSEE Division.*

#### Target/ Activity Plan in 2019

##### Target / Planned Activities in 2019

*The Company prepares a responsibility program towards employment and Occupational Health and Safety and Environmental Protection (K3L) aspects in the Work Program Target, which refers to the previous year's SWOT analysis. In 2019, the planned activities as a form of responsibility for employment included:*

1. *Provision of Personal Protective Equipment (APD) for all company workers.*
2. *In collaboration with the DKI Jakarta Province HIPERKES for OHS (K3) Training and Certification for PT JAI Tbk workers.*

*While for the HSE aspects, the Company planned several programs, including:*

- a. *The awards night of the month of service of Occupational Health and Safety.*
- b. *The competition of the month of service of Occupational Health and Safety year 2019 for ship crews and ground employees.*
- c. *SMK3 certification from the Ministry of Manpower for the Advanced level with the Gold Flag awards.*

#### Activities Carried Out and Effects from Such Activities

*The Company implemented the responsibility for employment programs, which include:*

##### • Competency Development

*Every employee who fulfills the requirements is given the opportunity to participate in various development programs organized by the Company, both internally and externally. The competence development program includes training, courses, and seminar, that are tailored to the needs of each employee. In 2019, the Company has held various training required to improve employee competence, attended by 279 employees. The training included seminars and in-house.*

peserta. Pelatihan tersebut diantaranya adalah seminar dan in house.

- **Penyesuaian Upah**

Dalam rangka meningkatkan kesejahteraan pegawai, Perseroan melaksanakan penyesuaian upah setiap tahun. Gaji seluruh pegawai baik wanita maupun laki-laki telah sesuai dengan ketentuan upah minimum yang ditetapkan Pemerintah. Selain itu, Perseroan juga memberikan sejumlah insentif berdasarkan kinerja pegawai sebagai bentuk apresiasi sehingga pegawai dapat senantiasa meningkatkan produktivitasnya. Program ini menjadi salah satu upaya Perseroan dalam mendukung pencapaian KPI Perseroan tahun 2019 pada aspek Fokus Tenaga Kerja dalam indikator produktivitas pegawai.

- **Wage Adjustment**

*In order to improve employee welfare, the Company implements wage adjustments annually. The salaries of all female and male employees are in accordance with the minimum wage provisions set by the Government. Also, the Company provides several incentives based on employee performance as a form of appreciation so that employees can always increase their productivity. This program is one of the Company's efforts in supporting the achievement of the Company's KPI in 2019 on the Employment Focus aspect in employee productivity indicators.*

Keselamatan dan Kesehatan kerja menjadi prioritas utama dalam pelaksanaan setiap aktivitas operasional Perseroan. Oleh karena itu, program K3 yang telah dilaksanakan oleh Perseroan antara lain:

*Occupational health and safety is a top priority in the implementation of each of the Company's operations. Therefore, the OHS program implemented by the Company as follows:*

- **Program Kesiagaan dan Penanggulangan Keadaan Darurat**

Perseroan melaksanakan program kesiagaan dan penanggulangan keadaan darurat untuk mencegah terjadinya kecelakaan kerja antara lain setiap bulan untuk di kapal mengacu kepada persyaratan SOLAS dan setahun sekali untuk Kantor Pusat dan CWS. Implementasi program ini telah berhasil menurunkan tingkat kecelakaan kerja di Perseroan. Pada tahun 2019 tingkat keselamatan sebesar 100% sehingga capaian terhadap kerusakan properti kapal akibat insiden sebesar 72.3% lebih kecil dari nilai kerusakan properti kapal di tahun 2018.

- **Emergency Preparedness and Response Program**

*The Company implements emergency preparedness and response programs to prevent occupational accidents, among others, in the vessels monthly, referring to SOLAS requirements, and once a year for Head Office and CWS. The program has succeeded in reducing the level of occupational accidents in the Company. In 2019, the safety level was 100%. Thus, the achievement of damage to ship property due to incident was 72.3% smaller than the value of damage to ship property in 2018.*

- **Program Pemantauan Lingkungan Kerja**

Perseroan melaksanakan program pemantauan lingkungan kerja melalui kegiatan pemenuhan persyaratan ISO 14001:2015 dan ISM Code. Implementasi program ini telah berhasil mencegah pencemaran lingkungan sehingga tidak terdapat pengaduan masyarakat mengenai hal tersebut sampai dengan tahun 2019.

- **Working Environment Monitoring Program**

*The Company implements a work environment monitoring program through activities that meet the requirements of ISO 14001:2015 and ISM Code. The program has succeeded in preventing environmental pollution, thus there were no public complaints regarding this matter until 2019.*

- **Program Pemeriksaan Kesehatan Berkala**

Perseroan menyediakan fasilitas pemeriksaan kesehatan berkala bagi seluruh pegawai. Kegiatan ini mencakup pemeriksaan untuk crew kapal sesuai dengan standar Perhubungan Laut. Implementasi program ini juga merupakan upaya untuk memastikan bahwa kesehatan pekerja dan pencegahan terhadap penyakit kerja untuk meningkatkan produktivitas pegawai tercapai.

- **Periodical Medical Check-Up Program**

*The Company provides periodical medical check-up for all employees. This activity includes examination of ship crew in accordance with Sea Transportation standards. The program is also an effort to ensure that the employees are healthy and to prevent any occupational diseases to achieve employee productivity improvement.*



- **Penggunaan Tenaga Kerja Lokal**

Perseroan senantiasa melakukan proses rekrutmen yang mengedepankan asas-asas keterbukaan, kewajaran dan kompetensi yang dimiliki oleh kandidat dengan memperhatikan ketersediaan tenaga kerja lokal/nasional.

- **Kesetaraan Gender dan Kesempatan Kerja**

Perseroan senantiasa memberikan kesempatan dan peluang yang sama bagi seluruh pegawai untuk berkontribusi di Perseroan tanpa memandang perbedaan agama, etnik, ras atau gender sehingga seluruh peraturan yang berlaku diterapkan secara konsisten dan setara kepada seluruh pegawai. Proses rekrutmen pegawai pun dilakukan secara terbuka dan melalui berbagai jalur dengan mencantumkan persyaratan-persyaratan yang dibutuhkan sebagai calon SDM Perseroan. Pada tahun 2019, jumlah pegawai Perseroan sebanyak 851 orang yang terdiri dari 826 pegawai laki-laki dan 25 pegawai perempuan. Pegawai laki-laki saat ini masih mendominasi komposisi pegawai di lingkungan Perseroan karena terkait karakteristik operasional Perseroan yang bergerak di bidang kepelabuhan kedepan diharapkan peranan dan jumlah perempuan akan semakin meningkat, sebagai bagian dari upaya meningkatkan kesetaraan gender.

- **Kesetaraan Remunerasi**

Perseroan memberikan remunerasi kepada pegawai dengan tidak membedakan jumlah dan komponen remunerasi berdasarkan jenis kelamin, melainkan status kepegawaian, jenjang jabatan, masa kerja, dan hasil penilaian kinerja. Remunerasi bagi pekerja waktu tidak tertentu meliputi perawatan kesehatan, insentif dan tunjangan, dan program pensiun. Sedangkan pekerja waktu tertentu mendapatkan remunerasi sesuai dengan kesepakatan antara Perseroan dengan pegawai bersangkutan yang diatur dalam Perjanjian Kerja Waktu Tertentu.

- **Program Pensiun**

Pegawai yang mencapai batas usia pensiun yaitu 56 tahun mendapatkan manfaat pensiun dari Perseroan. Sebelum memasuki usia pensiun, pegawai dapat mengajukan Masa Persiapan Pensiun (MPP) secara tertulis kepada Perseroan satu tahun sebelumnya. Pegawai dibebaskan dari tugas dan tanggungjawab sebagai pekerja, tetapi diberikan penghasilan tetap secara penuh dalam MPP. Meskipun demikian, pegawai yang telah mencapai usia pensiun dapat tetap dipekerjakan oleh perusahaan dengan syarat sehat dan mampu melaksanakan tugasnya berdasarkan keterangan dokter. Selain itu, pegawai dapat

- **Use of Local Labor**

*The Company continues to carry out a recruitment process that promotes the principles of openness, fairness, and competence possessed by candidates by taking into account the availability of local/national workforce.*

- **Gender Equality and Employment Opportunity**

*The Company always provides equal opportunities for all employees to contribute to the Company, regardless of religion, ethnicity, race, or gender. Thus, all applicable laws are applied consistently and equally to all employees. The employee recruitment process is carried out openly and through various channels by publishing the requirements needed as candidates for the Company's HR. In 2019, the Company had 851 employees, consisting of 826 male employees and 25 female employees. Male employees currently still dominate the composition of employees within the Company because it is related to the operational characteristics of the Company, which is engaged in the port sector. In the future, it is expected that the role and number of women will increase, as part of efforts to improve gender equality.*

- **Equal Remuneration**

*The Company provides remuneration to employees, not discriminating against the values and components based on gender, but on employment status, level of office, length of service, and performance appraisal results. Remuneration for permanent employees includes health care, incentives and benefits, and pension programs. Meanwhile, fixed-term employees obtained remuneration in accordance with the agreement between the Company and the relevant employee, which is regulated in the Fixed-Term Employment Contract.*

- **Pension program**

*Employees who reach the retirement age of 56 years receive pension benefits from the Company. One year before entering retirement age, employees can submit a Pension Preparation Period (MPP) in writing to the Company. In MPP, the employees are freed from duties and responsibilities. However, the full income was still given. However, employees who have reached retirement age can still be employed by the Company as long as they are healthy and can carry out their duties based on the doctor's information. Besides, employees can submit an early retirement in writing to the Company if they have a tenure of at least 20 (twenty) years.*

mengajukan pensiun dipercepat (pensiun dini) secara tertulis kepada Perseroan apabila telah memiliki masa kerja pada perusahaan minimal 20 (dua puluh) tahun. Hal tersebut telah diatur dalam Peraturan Perusahaan. Selama tahun 2019 pegawai yang pensiun sebanyak 4 pekerja dan sebanyak 2 orang meninggal dunia dan berhak atas manfaat pensiun sebesar Rp4.052.340.343.

*It is regulated in the Company's Regulation. During 2019, some 4 employees retired, and 2 employees who died and were entitled to pension benefits of Rp4,052,340,343.*

### Kesehatan, Keselamatan Kerja dan Perlindungan Lingkungan Pegawai

Selama tahun 2019 Perseroan telah menerapkan beberapa program terkait dengan K3L yang dilaksanakan oleh Divisi QHSE antara lain:

### Occupational Health and Safety, and Employees Environmental Protection

*Throughout 2019, the Company has implemented several programs related to K3L, conducted by QHSE Division, such as:*

| No | Tujuan<br>Purpose                                                              | Target/Sasaran<br>Target/Goal                                                                                               | Program                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----|--------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1  | Pencegahan kecelakaan kerja<br><i>Prevention of occupational accidents</i>     | Zero (0) accident                                                                                                           | <p>Melakukan proses identifikasi bahaya, penilaian risiko dan penentuan pengendalian ditempat kerja.<br/><i>Conducted a hazard identification process, assessed risk and established controls in the workplace.</i></p> <p>Melakukan <i>monitoring</i> performa K3.<br/><i>OHS performance monitoring.</i></p> <p>Melakukan <i>Safety Patrol</i>.<br/><i>Conducted safety Patrol.</i></p> <p>Melakukan <i>safety talk</i>.<br/><i>Conducted safety talk.</i></p> <p><i>Safety Drill</i> di Kapal.<br/><i>Safety Drill on the Ship.</i></p> <p><i>Shored Based Emergency Drill.</i></p> <p>Meminta laporan ISM Code dari operasi wilayah.<br/><i>Requested ISM Code report from regional operations.</i></p> <p>Malam anugerah bulan bakti Bulan Bakti K3.<br/><i>The night awards of the month of service of Occupational Health and Safety.</i></p> <p>Lomba bulan bakti K3.<br/><i>The competition of the month of service of Occupational Health and Safety.</i></p> <p><i>Training Insiden Investigator.</i><br/><i>Incident Investigator Training.</i></p> |
| 2  | Pencegahan penyakit akibat kerja<br><i>Prevention of occupational diseases</i> | Tidak Terjadi PAK<br><i>No Occupational Disease Occurred</i>                                                                | <p>Melakukan <i>monitoring</i> kinerja lingkungan (suhu, kelembaban, pencahayaan).<br/><i>Monitored environmental performance (temperature, humidity, lighting).</i></p> <p>Pengukuran uji lingkungan kerja.<br/><i>Measurement of work environmental test.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 3  | Perlindungan terhadap lingkungan<br><i>Environmental Protection</i>            | Tidak terjadi kasus pencemaran lingkungan yang signifikan (0)<br><i>No significant cases of environmental pollution (0)</i> | <p>bekerja sama dengan vendor untuk pengelolaan sampah B3.<br/><i>collaboration with vendors for B3 waste management.</i></p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |

| No | Tujuan<br>Purpose | Target/Sasaran<br>Target/Goal                                                                                                              | Program                                                                                                                                             |
|----|-------------------|--------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
|    |                   | Pengelolaan Limbah B3<br><i>Hazardous Waste Management</i>                                                                                 | Kerjasama dengan Pihak ke 3 melakukan pengukuran kadar udara perkantoran.<br><i>Collaboration with third parties to measure office air content.</i> |
|    |                   | Pengurangan pemakaian kertas minimal 1% dari tahun yang lalu<br><i>Reduction in paper usage at least 1% from last year</i>                 | Re-use, Reduce kertas (Penggunaan kertas bolak balik).<br><i>Re-used, Reduced paper (Used both sides of paper).</i>                                 |
|    |                   | Mengurangi pemakaian konsumsi listrik minimal 1 % dari tahun lalu<br><i>Reducing electricity consumption by at least 1% from last year</i> | Mematikan komputer/laptop saat istirahat/selesai kerja.<br><i>Turned off the computer / laptop when resting / after work.</i>                       |

#### • Tingkat Turnover Pegawai

Tingkat persentase *turnover* pegawai pada tahun 2019 adalah sebesar 0,7%. Perseroan mencatat sebanyak 6 pekerja yang keluar dikarenakan pensiun dan meninggal dunia. Secara rinci, informasi tingkat turnover pegawai pada tahun 2019 sebagai berikut:

| Penyebab<br>Cause                      | Tahun / Year |          |
|----------------------------------------|--------------|----------|
|                                        | 2018         | 2019     |
| Pensiun / <i>Pension</i>               | 6            | 4        |
| Pengunduran Diri / <i>Resignation</i>  |              |          |
| PHK / <i>Termination of Employment</i> |              |          |
| Meninggal Dunia / <i>Passed away</i>   | 2            | 3        |
| <b>Jumlah / Total</b>                  | <b>8</b>     | <b>6</b> |

#### • Employee Turnover Rate

The employee turnover rate in 2019 was 0.7%. The Company recorded as many as 6 employees who left due to retirement and death. In detail, the information on employee turnover rate in 2019 was as follows:

#### Survei Kepuasan Pegawai

Sebagai sebuah upaya untuk terus memperbaiki kondisi lingkungan kerja, PT Jasa Armada Indonesia, Tbk pada Tahun 2019 mengadakan *Survey Kepuasan dan Engagement* Pekerja. Salah satu faktor yang mempengaruhi produktivitas pegawai adalah tingkat kepuasan. Hal ini mendorong Perseroan untuk melaksanakan survei kepuasan pegawai secara rutin. Hasil yang diperoleh dari survei tersebut dipandang sebagai *feedback* dari pegawai atas implementasi kebijakan pengelolaan SDM yang berlaku saat ini. Selanjutnya dari hasil *feedback* tersebut akan dirumuskan sebagai penyempurnaan kebijakan pengelolaan SDM untuk periode selanjutnya.

#### Employee Satisfaction Survey

As an effort to continue to improve working environment conditions, PT Jasa Armada Indonesia, Tbk in 2019 conducted the *Employees' Satisfaction and Engagement* Survey. One of the factors that influence employee productivity is the level of satisfaction. This encourages the Company to carry out regular employee satisfaction surveys. The results obtained from the survey are considered as *feedback* from employees on the implementation of current HR management policies. Furthermore, the *feedback* will be formulated as HR management policies refinement for the next period.

Pada tahun 2019 survei ini dilaksanakan dengan bantuan dari konsultan independen. Survei dilaksanakan dari tanggal 21 Januari 2020 di Kantor Pusat sampai dengan tanggal 4 Februari 2020 di unit kerja PT Jasa Armada Indonesia Tbk dengan jumlah responden sebanyak 156 responden. Aspek yang diukur dalam survei ini mencakup motivasi, kesempatan berprestasi, dedikasi, dan komitmen. Skor kepuasan pegawai tahun 2019 sebesar 4,01 meningkat dibandingkan tahun sebelumnya. Hal ini mengindikasikan bahwa pegawai semakin puas dengan pengelolaan SDM dan praktik ketenagakerjaan yang adil. Selanjutnya, hasil survei tersebut dijadikan salah satu masukan untuk meningkatkan pola pengelolaan SDM di masa mendatang.

#### Mekanisme Pengaduan Masalah Ketenagakerjaan

Perseroan memiliki mekanisme pengaduan keluhan, ketidakpuasan, atau keberatan yang dirasakan mengganggu pegawai dalam pelaksanaan tugasnya. Mekanisme pegawai untuk menyelesaikan keluhan mengenai masalah ketenagakerjaan diatur dalam prosedur nomor: SOP-SDU-05 sebagai berikut:

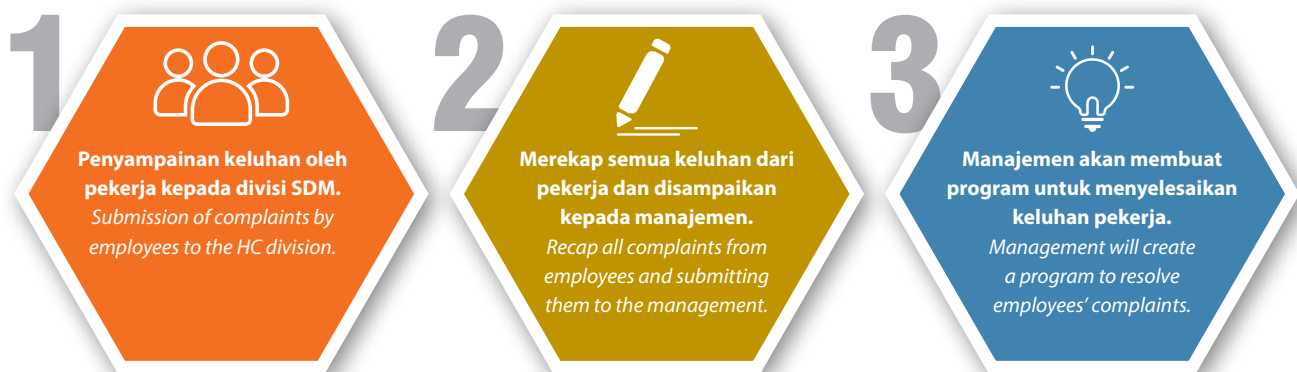
*In 2019 the survey was carried out with the assistance of an independent consultant. The survey was conducted from the date of January 21, 2020 at the Head Office until February 4, 2020 at the PT Jasa Armada Indonesia Tbk work unit with the number of respondents as many as 156 respondents. The aspects measured in this survey include motivation, opportunity for achievement, dedication, and commitment. Employee satisfaction scores in 2019 was 4.01, increased compared to the previous year. This indicates that employees were increasingly satisfied with HR management and equal employment practices. Furthermore, the survey results were then used as an input to improve the HR management pattern in the future.*

#### Employment Problem Complaint Mechanism

*The company has a mechanism for complaints, dissatisfaction, or objections that are perceived as disturbing employees in carrying out their duties. The employee mechanism for resolving complaints about labor issues is regulated in Procedure No. SOP-SDU-05 as follows:*

#### Mekanisme Penyelesaian Keluhan Pegawai

#### Employee Complaint Resolution Mechanism



Selama tahun 2019 Perseroan menerima 1 Pengaduan dari pegawai mengenai kesejahteraan dan statusnya telah ditindaklanjuti melalui revisi Surat Keputusan.

*During 2019, the Company received 1 complaint from employees regarding welfare and its status have been followed up through a revised Decree.*

#### Dampak Kuantitatif dan Risiko

Perseroan rutin melaksanakan survei kepuasan karyawan dan *Engagement* pekerja tiap tahunnya. Pada tahun 2019 survei tersebut menunjukkan tingkat kepuasan karyawan berada pada level 4,01 skala likert dengan kategori "Puas / Satisfied". Dibandingkan pada tahun 2018, tingkat kepuasan karyawan

#### Quantitative Impacts and Risks

*The Company routinely carries out employee satisfaction surveys and employee engagement every year. In 2019, the survey showed that the level of employee satisfaction was at 4.01 likert scale with the category "Puas / Satisfied". Compared to 2018, the level of employee satisfaction of PT Jasa Armada Indonesia Tbk was at*

PT Jasa Armada Indonesia Tbk berada pada level 3,74 skala likert dengan kategori "Baik". Berdasarkan hasil survei kepuasan karyawan dapat dikatakan bahwa karyawan PT Jasa Armada Indonesia Tbk loyal terhadap Perseroan. Hal ini sejalan dengan adanya tingkat kesejahteraan, peluang, dan lingkungan kerja yang mendukung.

*the level of 3.74 Likert scales with the category "Good". Based on the results of the employee satisfaction survey, it can be said that the employees of PT Jasa Armada Indonesia Tbk are loyal to the Company. It is in line with the level of welfare, opportunities, and a supportive work environment.*

Sementara itu, PT Jasa Armada Indonesia Tbk juga rutin melakukan survei keterikatan pekerja pada tiap tahunnya. Di tahun 2019, hasil pada survei tersebut mengalami peningkatan menjadi sebesar 4,16 skala likert dengan kategori "Puas / Satisfied" dibandingkan tahun 2018 hanya sebesar 4,06 skala likert. Adapun hasil survei kepuasan karyawan dan survei keterikatan karyawan PT Jasa Armada Indonesia Tbk disajikan dalam tabel berikut:

*Meanwhile, PT Jasa Armada Indonesia Tbk also routinely conducts employee engagement surveys every year. In 2019, the results of the survey had increased to 4.16 likert scale with the category "Puas / Satisfied" compared to 2018 with only a 4.06 Likert scale. The results of the employee satisfaction survey and the employee engagement survey of PT Jasa Armada Indonesia Tbk are presented in the table below:*

| Tahun<br>Year | Survei Kepuasan Karyawan<br>Employee Satisfaction Survey |                           | Survei Keterikatan<br>Engagement Survey |                           |
|---------------|----------------------------------------------------------|---------------------------|-----------------------------------------|---------------------------|
|               | Hasil Survei<br>Survey Result                            | Keterangan<br>Information | Hasil Survei<br>Survey Result           | Keterangan<br>Information |
| 2019          | 4,01                                                     | Puas / Satisfied          | 4,16                                    | Puas / Satisfied          |
| 2018          | 3,74                                                     | Baik / Good               | 4,06                                    | Baik / Good               |

Dengan meningkatnya kepuasan karyawan dan menurunnya turnover karyawan, maka hal ini menunjukkan rendahnya risiko ketenagakerjaan yang dihadapi oleh Perseroan. Penurunan turnover juga berdampak pada efisiensi biaya yang timbul karena pelaksanaan kegiatan rekrutmen.

*With the increase in employee satisfaction and decreased in employee turnover, this showed the low employment risks faced by the Company. The decrease in turnover also had an impact on the cost efficiency arising from the implementation of recruitment activities.*



## Sertifikasi Bidang Ketenagakerjaan

## Employment Certification



KEMENTERIAN KETENAGAKERJAAN REPUBLIK INDONESIA  
**DIREKTORAT JENDERAL  
PEMBINAAN PENGAWASAN KETENAGAKERJAAN  
DAN KESELAMATAN DAN KESEHATAN KERJA**  
Jalan Jenderal Gatot Subroto Kaveling 51, Jakarta Selatan 12950  
Telepon (021) 5255733 Ext 732, Faksimile (021) 5255669  
Laman : <http://www.kemnaker.go.id>

26 November 2019

NOMOR 5/2030 /AS.02.04/XI/2019

Lamp. : -

Sifat : Segera

Perihal : Surat Keterangan Hasil Audit Sistem  
Manajemen K3

Kepada Yth.

Sdr. Pimpinan PT. JASA ARMADA INDONESIA Tbk  
Gedung Rukindo, Jl. Ancol Baru, Ancol Timur, Jakarta Utara,  
DKI Jakarta

Memperhatikan surat dari PT. Lloyd Register Indonesia No. 03/1811/JKT0000027/BR/19 tanggal 25 Oktober 2019 dan berdasarkan laporan audit sistem manajemen K3 yang dilaksanakan oleh PT. Lloyd Register Indonesia sebagai Lembaga Audit SMK3, maka dengan ini dapat dijelaskan bahwa PT. JASA ARMADA INDONESIA Tbk, telah melaksanakan Audit SMK3 pada tanggal 24 - 26 September 2019 dengan **hasil pencapaian** 88,55% dan direkomendasikan untuk mendapatkan "**Tingkat Penilaian Memuaskan**" untuk Kategori Tingkat Lanjutan".

Surat keterangan audit ini berlaku dan berkekuatan hukum sama dengan sertifikat SMK3 sampai diterbitkannya sertifikat tersebut.

Demikian keterangan ini dibuat untuk dapat dipergunakan sebagai persyaratan lelang dan kegiatan lain yang terkait, semoga hasil Audit SMK3 tersebut dapat memberikan motivasi bagi manajemen dan para pekerja dalam menciptakan nihil kecelakaan kerja dan penyakit akibat kerja.

a.n. Direktur Jenderal Binwasnaker dan K3,  
Direktur Pengawasan Norma  
Keselamatan dan Kesehatan Kerja

  
  
Ghazmahadi, S.T., M.M.  
NIP 19710831 199703 1 002



Tembusan Kepada Yth. :

1. Dirjen Binwasnaker dan K3 (sebagai laporan)
2. PT. Lloyd Register Indonesia
3. Dinas Tenaga Kerja dan Transmigrasi Provinsi DKI Jakarta

Reg. 807/SKA/XI/2019

## Tanggung Jawab Sosial Perseroan Terhadap Pengembangan Sosial dan Kemasyarakatan Kebijakan dan Komitmen

Perseroan berupaya meningkatkan kontribusi terhadap masyarakat melalui pelaksanaan program tanggung jawab sosial yang diatur dalam Pedoman Tata Kelola Perusahaan / GCG Perseroan.

### Lingkup Pelaksanaan Tanggung Jawab Sosial Perusahaan Terhadap Pengembangan Sosial dan Kemasyarakatan

Program tanggung jawab sosial perusahaan terhadap pengembangan sosial dan kemasyarakatan ditetapkan berdasarkan kajian dan analisa rencana kegiatan di *Corporate Secretary* sehingga sasaran dan kegiatan yang dilakukan tepat sesuai dan tepat sasaran dengan kebutuhan masyarakat sekitar.

#### Target/Rencana Kegiatan Tahun 2019

Perseroan menyusun rencana program tanggung jawab sosial perusahaan terhadap pengembangan sosial dan kemasyarakatan. Rencana tersebut disusun sebagai program kerja *Corporate* Perusahaan yang dimuat dalam RKAP 2019. Beberapa kegiatan yang direncanakan antara lain:

1. *Education & Religion*
2. *Youth & Entrepreneurship*
3. *Sport, Art & Culture*
4. *Health, Social & Environment*

#### Kegiatan yang Dilakukan dan Dampak atas Kegiatan Tersebut

Perseroan melaksanakan beberapa program tanggung jawab sosial terhadap pengembangan sosial dan kemasyarakatan diantaranya:

- Kegiatan yang direncanakan seperti, kegiatan dan sumbangan kerohanian bagi anak yatim dan kaum dhuafa, program mudik dan balik lebaran 2019.
- Program Bank Sampah dengan melakukan pengelolaan sampah dari kantor untuk keperluan Masjid Al-Muhajirin di Rawa Badak Selatan, Tanjung Priok Jakarta Utara.

Manfaat yang didapatkan dalam kegiatan korporasi tersebut dapat dimanfaatkan langsung oleh masyarakat dan dapat memberikan interaksi, support dan meringankan beban terhadap korban bencana.

#### Program Peningkatan Akses Pendidikan

Perseroan menyalurkan bantuan untuk pembelian tanah sebagai sarana belajar Yayasan Al Kahfi Jakarta Utara. Hal

## Corporate Social Responsibility towards Social and Community Development

### Policies and Commitment

*The Company strives to improve contributions to the community through the social responsibility programs, regulated in the Company's Corporate Governance Guidelines.*

### Scope of Corporate Social Responsibility towards Social and Community Development

*The corporate social responsibility program towards social and community development is determined based on the study and analysis of the activity plan at the Corporate Secretary. Thus, the objectives and activities carried out shall be appropriate and targeted to the needs of the surrounding community.*

#### Target/ Activity Plan in 2019

*The Company compiled the corporate social responsibility program towards social and community development. The plan was compiled as a Corporate Secretary work program, contained in the 2019 Work Plan and Budget (RKAP). Some of the planned activities include:*

1. *Education & Religion*
2. *Youth & Entrepreneurship*
3. *Sport, Art & Culture*
4. *Health, Social & Environment*

#### Activities Carried Out and Effects from Such Activities

*The Company carried out several corporate social responsibility programs towards social and community development, such as:*

- *Planned activities such as activities and spiritual donations for orphans and poor people, homecoming program for Eid 2019.*
- *The Waste Bank Program by managing waste from the office for the needs of the Al-Muhajirin Mosque in the South Rawa Badak, Tanjung Priok, North Jakarta.*

*The community directly benefits from these corporate activities and the activities can provide interaction, support, and facilitate the disaster victims.*

#### Education Access Improvement Program

*The Company is distributing donations for purchasing the land as a learning tool for Al Kahfi Foundation in North Jakarta. This*

ini mencerminkan partisipasi Perseroan untuk tujuan pembangunan berkelanjutan yaitu *Quality Education*.

#### **Biaya Pelaksanaan Tanggung Jawab Sosial Perseroan Terhadap Pengembangan Sosial dan Kemasyarakatan.**

Selama tahun 2019 Perseroan mengeluarkan biaya untuk program tanggung jawab sosial perseroan terhadap sosial dan kemasyarakatan sebesar Rp374.720.400 di luar sumbangan dari pekerja yang diberikan bersama sumbangan terhadap korban bencana alam di tahun 2019.

#### **Dampak Kegiatan**

Untuk kegiatan CSR lainnya juga telah memberikan manfaat bagi masyarakat dalam mensejahterakan dan membantu masyarakat yang terkena imbas proyek strategis Perusahaan. Dengan demikian, secara umum bisa disampaikan bahwa kegiatan CSR telah memberikan manfaat terhadap pembangunan berkelanjutan khususnya terkait dengan pengentasan kemiskinan, menghilangkan kelaparan dan meningkatkan kualitas pendidikan masyarakat.

#### **Saluran Pengaduan di Bidang Pengembangan Sosial Kemasyarakatan**

Untuk saluran pengaduan di bidang pengembangan sosial kemasyarakatan dapat disampaikan pada Divisi Sekretaris Perusahaan atau dapat *e-mail*: corsec@ipcmarine.co.id

#### **Penghargaan Bidang Pengembangan Masyarakat**

Pada tahun 2019, Perseroan tidak memperoleh penghargaan bidang pengembangan kemasyarakatan.

### **Tanggung Jawab Perseroan Terhadap Konsumen**

#### **Target/Rencana Kegiatan Tahun 2019**

Perseroan menyusun rencana program tanggung jawab Perseroan terhadap pelanggan untuk membangun reputasi dan citra Perseroan serta meningkatkan loyalitas pelanggan. Rencana tersebut disusun sebagai program kerja Direktorat Operasi dan Komersial yang merupakan target dari KPI Perseroan, untuk tahun 2019 Target KPI pada Survey Kepuasan Pelanggan di Skala 4,52. Perseroan dapat memenuhi target dengan indeks hasil survey kepuasan pelanggan pada skala 4,67 yang dilakukan oleh PT MUC Consulting Group.

Beberapa kegiatan yang direncanakan antara lain adalah dengan pemenuhan rekomendasi hasil survey pelanggan tahun sebelumnya (2018) yaitu Perusahaan perlu melakukan upaya untuk meningkatkan kepuasan pelanggan dengan cara

*reflects the Company's participation for sustainable development purposes, namely, Quality Education.*

#### **Cost of Corporate Social Responsibility towards Social and Community Development**

*During 2019 the Company incurred costs for the corporate social responsibility program towards social and community development amounted to Rp374,720,400, excluding contributions from employees that were given together with donations to the victims of natural disasters in 2019.*

#### **Impact of Activities**

*Other CSR activities have also benefited the community to prosper and assist the community affected by the Company's strategic projects. Thus, in general, it can be said that CSR activities have provided benefits for sustainable development, especially related to poverty alleviation, eliminating hunger, and improving the quality of public education.*

#### **Complaint Channels in Social Community Development**

*Complaints channel in social community development can be submitted to the Corporate Secretary Division or an email to corsec@ipcmarine.co.id.*

#### **Community Development Awards**

*In 2019, the Company did not received an award in community development.*

### **Company's Responsibilities to Customers**

#### **Target/ Activity Plan in 2019**

*The Company formulates corporate responsibility plan to its customers to build the reputation and image of the Company and increase customer loyalty. The activities were formulated as a work program of the Directorate of Operations and Commercial, as the Company's KPI target. In 2019, the KPI Target for Customer Satisfaction Survey was on the scale of 4.52. The Company could meet the target with a customer satisfaction survey index on the scale of 4.67, conducted by PT MUC Consulting Group.*

*The various planned activities include the fulfillment of recommendations from the previous year's customer survey results (2018). The company needs to make efforts to improve customer satisfaction by responding to service attributes that have below-*

merespons atribut-atribut pelayanan yang memiliki tingkat kepuasan di bawah rata-rata dan tingkat kepentingan yang tinggi di mata pelanggan, yaitu:

1. Pada Pelayanan Nakhoda:
  - a. Fasilitas dermaga memadai / cukup
  - b. Ketersediaan sarana komunikasi radio di pelabuhan
  - c. Kemudahan pengajuan/permintaan pandu atau kapal tunda
  - d. Kapal pandu tersedia pada jadwal yang telah ditetapkan
  - e. Petugas pandu siap melakukan pemanduan sesuai jadwal yang ditetapkan
2. Pada Pelayanan Shipping Agent:
  - a. Rambu / marka untuk proses sandar (rambu, marka/kade meter, lampu isyarat) sudah tersedia
  - b. Fasilitas dermaga memadai / cukup
  - c. Kecepatan pelayanan *mooring / unmooring* (ikat dan lepas tali) sudah memadai
  - d. Kapal aman dari gangguan dan ancaman selama berada di tambatan

#### Kegiatan yang dilakukan dan Dampak Atas Kegiatan Tersebut

Perseroan melaksanakan beberapa program tanggung jawab terhadap pelanggan untuk memenuhi hak dan harapan pelanggan serta sebagai wujud kontribusi terhadap *Sustainable Development Goals* (SDGs) diantaranya:

- Tercapainya Agreement SLA/SLG Perseroan dengan Pelanggan
- Meningkatkan tingkat ketersediaan kapal (availability)
- Memenuhi dan menindaklanjuti keluhan pelanggan
- Menjaga tingkat keselamatan pelayanan pemanduan dan penundaan.

#### Sistem Manajemen Mutu

Kualitas layanan merupakan salah satu faktor yang berpengaruh terhadap kepuasan pelanggan. Hal ini mendorong Perseroan untuk memberikan layanan terbaik bagi seluruh pelanggan dengan menerapkan sistem manajemen mutu. Perseroan menetapkan dan meninjau sasaran mutu, K3, dan lingkungan secara rutin. Hal ini diharapkan mampu menjadikan implementasinya senantiasa relevan dengan proses bisnis Perseroan sehingga keseluruhan program dapat mencegah cedera, sakit akibat kerja dan pencemaran terhadap lingkungan. Perseroan membentuk Divisi QHSE agar bertanggung jawab melaksanakan pengelolaan mutu layanan melalui penerapan praktik kesehatan dan keselamatan kerja untuk meminimalkan risiko yang ditimbulkan.

#### Kesehatan dan Keselamatan Pelanggan

*average satisfaction levels and a high level of importance in the eyes of customers, i.e.:*

1. *At the Ship's Captain Services:*
  - a. *Adequate/sufficient dock facilities*
  - b. *Availability of radio communication facilities at the port*
  - c. *Ease of submission/request for pilot or tugboats*
  - d. *Tugboats are available on a predetermined schedule*
  - e. *Pilot officers are ready to conduct pilotage according to the schedule set*
2. *At the Shipping Agent's Services:*
  - a. *Signs/markers for the leaning process (signs, markers/meters, signal lights) are available*
  - b. *Adequate/sufficient dock facilities*
  - c. *The speed of mooring/unmooring services (fasten and lose rope) is adequate*
  - d. *The vessel is safe from interference and threats while in mooring*

#### Activities Carried Out and Effects from Such Activities

*The Company implements several responsibility programs towards customers to fulfill the rights and expectation of the customers, as well as a form of a contribution to the Sustainable Development Goals (SDGs) including:*

- *Achieving Company's SLA/SLG Agreement with Customers*
- *Improving vessel availability*
- *Fulfilling and following-up customers' complaints*
- *Maintaining the level of safety in pilotage and towage services*

#### Quality Management System

*Service quality is one of the factors that influence customer satisfaction. It encourages the Company to provide the best service for all customers by implementing a quality management system. The Company sets and reviews quality, OHS, and environmental targets periodically. It is expected to be able to ensure that the implementation is always relevant to the Company's business processes to prevent injuries, occupational diseases, and environmental pollution. The Company established the QHSE Division that is responsible for conducting the service quality management through occupational health and safety practices to minimize any risks that may arise.*

#### Customer Health and Safety



Perseroan senantiasa mengutamakan aspek kesehatan dan keselamatan pelanggan dalam memberikan layanan pemanduan dan penundaan serta melakukan perbaikan berkesinambungan. Beberapa upaya Perseroan diantaranya mengimplementasikan sistem manajemen keselamatan ISM Code untuk menjamin keselamatan operasional kapal dan mencegah pencemaran lingkungan perairan laut.

### Informasi Pelayanan

Perseroan memberikan kemudahan bagi pelanggan untuk mengakses informasi baik mengenai layanan maupun hal lainnya yang dibutuhkan melalui website Perseroan dan media lainnya. Selain itu, Perseroan juga melaksanakan *customer gathering*, *coffee morning* sebagai sarana sosialisasi layanan maupun media untuk berinteraksi secara langsung sehingga Perseroan dapat menggali keinginan dan harapan pelanggan untuk proses peningkatan dan perbaikan kualitas layanan.

### Sarana, Jumlah dan Penanggulangan Pengaduan Konsumen

Perseroan menyediakan sarana yang dapat digunakan oleh pelanggan untuk menyampaikan pengaduan atas layanan yang diberikan. Hal ini juga menjadi salah satu upaya Perseroan untuk mendapatkan informasi yang dapat ditindaklanjuti untuk meningkatkan kualitas layanan. Pusat pengaduan pelanggan dapat disampaikan ke perencanaan pelayanan pemanduan dan penundaan di setiap wilayah operasi, dan untuk korporasi dapat melalui *e-mail* ke [corsec@ipcmarine.co.id](mailto:corsec@ipcmarine.co.id). Setiap pengaduan pelanggan akan diterima oleh Direktorat Operasi dan Komersial dan akan ditindaklanjuti oleh fungsi terkait. Pada tahun 2019, terdapat 15 pengaduan.

| Jenis Interaksi<br><i>Interaction Type</i> | Jumlah Pengaduan Masuk<br><i>Number of Incoming Complaints</i> | Jumlah Pengaduan Selesai<br><i>Number of Completed Complaints</i> | Persentase Penyelesaian<br><i>Percentage of Completion</i> |
|--------------------------------------------|----------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------------------------------|
| Keluhan / <i>Complaint</i>                 | 15                                                             | 15                                                                | 15                                                         |
| Permintaan / <i>Request</i>                |                                                                |                                                                   |                                                            |
| Pertanyaan / <i>Question</i>               |                                                                |                                                                   |                                                            |

### Survei Kepuasan Pelanggan

Perseroan melaksanakan survei kepuasan pelanggan secara berkala dengan tujuan untuk mengidentifikasi tanggapan, respon dan harapan pelanggan terhadap masing-masing layanan yang telah diberikan baik pelayanan pemanduan maupun pelayanan penundaan. Pelaksanaan survei kepuasan pelanggan telah diatur dalam Prosedur Penilaian Kepuasan Pelanggan No.SOPMR-04.

*The Company prioritizes the health and safety aspects of customers in providing pilotage and towage services and making continuous improvements. Various Company's efforts include implementing the ISM Code safety management system to ensure the operational safety of vessels and prevent pollution of the marine environment.*

### Service Information

*The Company facilitates the customer to access information about both services and other matters needed through the Company's website and other media. In addition, the Company also holds customer gathering and Coffee morning as a means of socializing services and media to interact face-to-face with the customers. Thus, the Company can explore the customers' needs and expectations to improve and refine service quality.*

### Facilities, Numbers, and Countermeasures for Consumer Complaints

*The Company provides facilities that can be utilized by customers to submit complaints about the services provided. It is also one of the Company's efforts to obtain information to be followed-up to improve service quality. The customer complaint center can be submitted to the pilotage and towage services planning in every operating area. Customer complaints about the corporation can be sent via e-mail to [corsec@ipcmarine.co.id](mailto:corsec@ipcmarine.co.id). Each customer complaint will be received by the Directorate of Operations and Commercial and will be followed up by the related function. In 2019, there were 15 complaints.*

### Customer Satisfaction Survey

*The Company carries out customer satisfaction surveys regularly with the objective of identifying customer responses and expectations for each service provided, both for pilotage and towage services. The customer satisfaction survey implementation is regulated in the Customer Satisfaction Procedures No. SOP-MR-04.*



Berikut hasil survei kepuasan pelanggan untuk kedua layanan tersebut:

The following is the result of a customer satisfaction survey for both services.

**Tabel Indeks Kepuasan Pelanggan Setiap Cabang Pelabuhan Periode 2018-2019**

**Table of Customer Satisfaction Index for Each Branch of the Port Period 2018-2019**

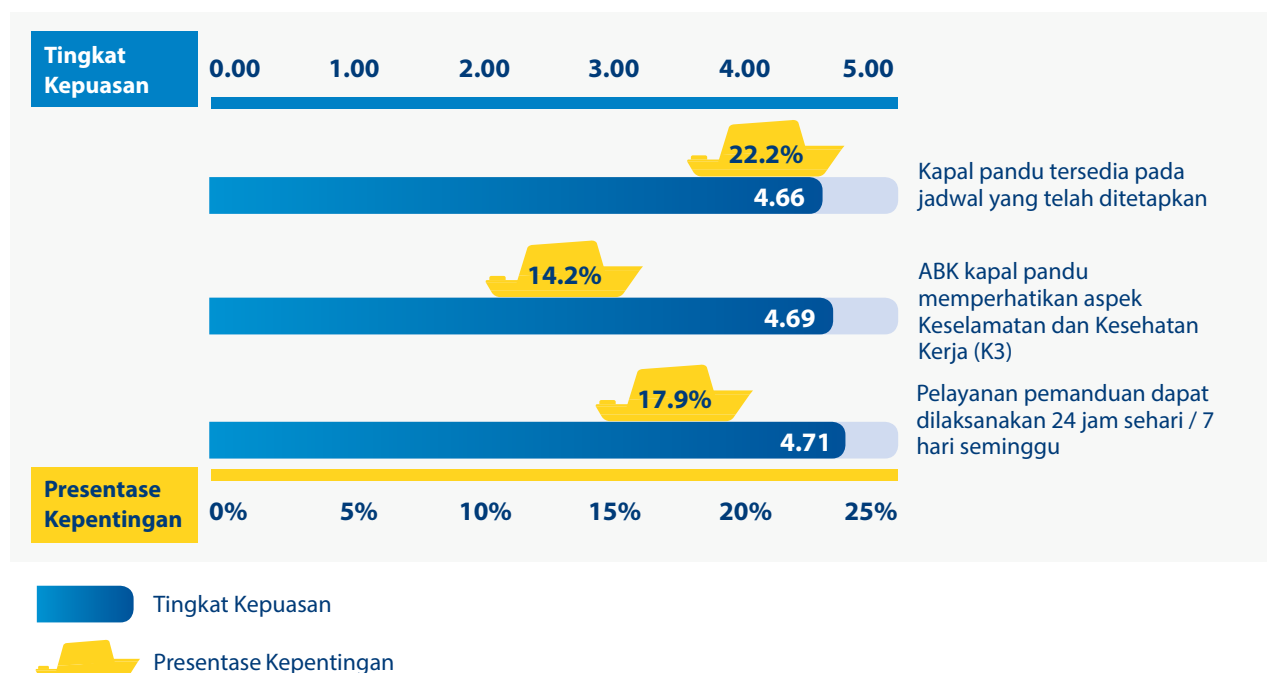
| Indeks Kepuasan Pelanggan<br>Customer Satisfaction Index | CSI 2018 | CSI 2019 | Keterangan<br>Information |
|----------------------------------------------------------|----------|----------|---------------------------|
|                                                          | 4,61     | 4,67     |                           |
| Pontianak                                                | 4,45     | 4,75     | Naik / Increase           |
| Tanjung Priok                                            | 4,59     | 4,77     | Naik / Increase           |
| Cirebon                                                  | 4,75     | 4,87     | Naik / Increase           |
| Bengkulu                                                 | 4,65     | 4,65     | Sama / Equal              |
| Banten                                                   | 4,62     | 4,69     | Naik / Increase           |
| Teluk Bayur                                              | 4,56     | 4,41     | Turun / Decrease          |
| Palembang                                                | 4,43     | 4,67     | Naik / Increase           |
| Panjang                                                  | 4,56     | 4,48     | Turun / Decrease          |
| Pangkal Balam                                            | 4,52     | 4,69     | Naik / Increase           |

#### Indeks Kepuasan Pelanggan Pelayanan Pemanduan

Indeks Kepuasan Pelanggan pelayanan pemanduan dianalisis berdasarkan 3 (tiga) atribut, yaitu atribut kapal pandu tersedia pada jadwal yang telah ditetapkan, ABK kapal pandu memperhatikan aspek Keselamatan dan Kesehatan Kerja (K3) dan pelayanan pemanduan dapat dilaksanakan 24 jam sehari / 7 hari seminggu. Gambaran mengenai Indeks Kepuasan tersebut dapat dilihat pada grafik di bawah ini:

#### Customer Satisfaction Index on Pilotage Services

The Customer Satisfaction Index of Pilotage Services is analyzed based on 3 (three) attributes, namely the attributes of the availability of pilot boat on the predetermined schedule, the pilot boat crew who takes into account occupational health and safety aspects (K3) and pilotage services can be carried out 24 hours a day/ 7 (seven) days a week. Overview of the Satisfaction Index can be seen in the graph below:



Pada grafik di atas terlihat bahwa atribut yang memiliki tingkat kepuasan pelanggan tertinggi adalah penampilan petugas pandu rapi dan bersih. Sedangkan tingkat kepuasan pelanggan terendah adalah atribut kapal pandu tersedia pada jadwal yang telah ditetapkan.

Dari delapan atribut yang ada terdapat pada pelayanan pemanduan, Petugas pandu siap melakukan pemanduan sesuai jadwal yang ditetapkan, dan kemampuan petugas pandu dalam memandu kapal dengan aman dan memperhatikan aspek lingkungan merupakan atribut yang dinilai paling penting oleh pelanggan PT Pelabuhan Indonesia II (Persero).

Aspek yang dianalisis mencakup delapan atribut, yaitu atribut ketersediaan kapal pandu pada jadwal yang telah ditetapkan, kesiapan petugas pandu melakukan pemanduan sesuai jadwal yang ditetapkan, petugas pandu bersikap ramah, sopan dan perhatian kepada pelanggan, penampilan petugas pandu rapi dan sopan, kemampuan petugas pandu dalam memandu kapal dengan aman dan memperhatikan aspek lingkungan, kemampuan petugas pandu dan memperhatikan aspek lingkungan, kemampuan petugas pandu membantu dan memberikan saran/arahan jika ada permasalahan, ABK kapal pandu memperhatikan aspek K3 dan Pelayanan pemanduan dapat dilaksanakan 24 jam sehari/7 hari seminggu. Pada tahun 2019 indeks kepuasan pelanggan untuk pelayanan pemanduan sebesar 4,67 pada skala 5,00 yang berarti pelanggan Sangat Puas terhadap pelayanan perseroan.

#### Indeks Kepuasan Pelanggan Pelayanan Penundaan

Indeks Kepuasan pelanggan pelayanan kapal tunda dianalisis berdasarkan 5 (lima) atribut, yaitu atribut ketersediaan kapal tunda (*tug boat*), kemampuan kapal tunda memadai, kesiapan petugas kapal tunda, kemampuan Petugas kapal tunda dan petugas kapal tunda memperhatikan aspek K3. Gambaran mengenai indeks kepuasan tersebut dapat dilihat pada grafik di bawah ini:

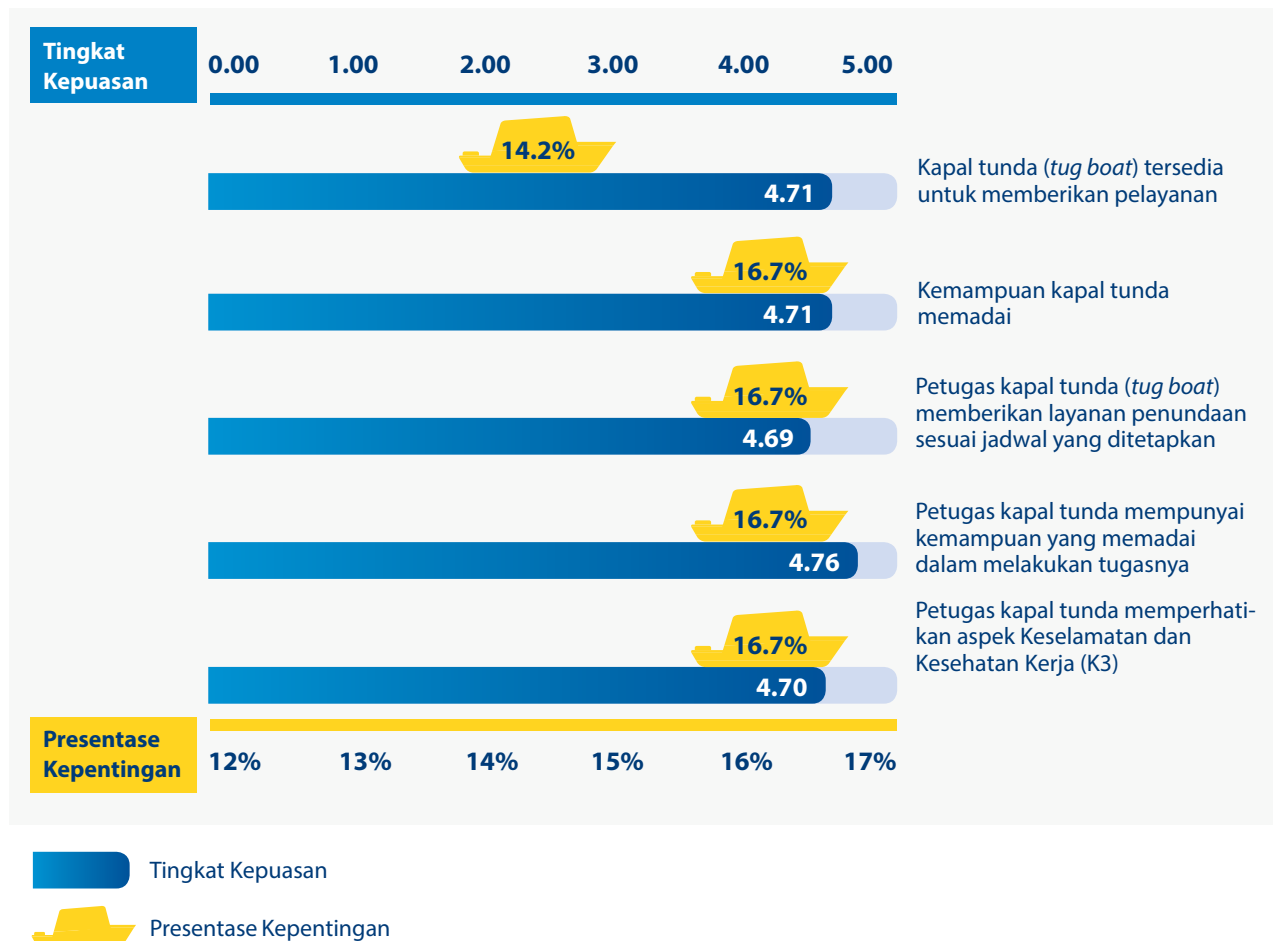
*In the graph above, it can be seen that the attribute that has the highest level of customer satisfaction is the appearance of a pilot officer who is neat and clean. In contrast, the lowest satisfaction level is the attribute of the availability of a pilot boat on the predetermined schedule.*

*Of the eight attributes that exist in the pilotage services, the readiness of pilot officers who carry out the pilotage service on the determined schedule, and the ability of pilot officers in piloting the ship safely and taking into account the environmental aspects are attributes that are considered most important by customers of PT Pelabuhan Indonesia II (Persero).*

*Customer Satisfaction Index is analyzed based on eight attributes, i.e., availability of pilot boat on the predetermined schedule, the readiness of pilot officers who carry out the pilotage service on the determined schedule, the pilot officer who is friendly, polite, and attentive to customer, the pilot officer who is neat and polite, the ability of pilot officers in piloting the ship safely and taking into account the environmental aspects, the ability of pilot officers and taking into account the environmental aspects, the ability of pilot officers to assist and provide advice/direction if there are problems, pilot boat crew who take into account OHS aspects and pilotage services, carried out 24 hours a day/7 days a week. In 2019 the customer satisfaction index for pilotage services was 4.67 out of 5.00 scale, which means that customers are Very Satisfied with the Company's services.*

#### Customer Satisfaction Index on Towage Services

*The Towage Service Customer Satisfaction Index is analyzed based on 5 (five) attributes, namely the availability of tugboats, the adequacy of tugboat capability, the readiness of tugboat officers, the adequate skill of tugboat officers, and tugboat officers take into accounts occupational health and safety (K3) aspects. An overview of the satisfaction index can be seen in the graph below:*



Pada grafik di atas terlihat bahwa atribut yang memiliki tingkat kepuasan pelanggan tertinggi adalah petugas kapal tunda mempunyai kemampuan yang memadai dalam melakukan tugasnya. Sedangkan tingkat kepuasan pelanggan terendah adalah atribut petugas kapal tunda (*tug boat*) memberikan layanan penundaan sesuai jadwal yang ditetapkan.

Dari lima atribut yang ada terdapat pada Pelayanan kapal tunda, hampir semua atribut memiliki tingkat kepentingan yang relatif sama kecuali atribut kapal tunda (*tug boat*) tersedia untuk memberikan pelayanan yang memiliki kepentingan lebih rendah.

Aspek yang dianalisis mencakup lima atribut, yaitu atribut ketersediaan kapal tunda (*tug boat*) pada jadwal yang telah ditetapkan, kemampuan kapal tunda memadai, kesiapan petugas kapal tunda sesuai jadwal yang ditetapkan, petugas kapal tunda mempunyai kemampuan yang memadai dalam

*In the graph above, it can be seen that the attribute that has the highest level of customer satisfaction is the adequate skill of tugboat officers in carrying out their duties while the lowest level of customer satisfaction is the attribute of the readiness of tugboat officers on the determined schedule.*

*Of the five attributes found in towage service, almost all attributes have the same relative importance except the availability of tugboat on the predetermined schedule that has lower interests.*

*The aspects analyzed include five attributes, namely the availability of tugboat on the predetermined schedule, the adequacy of tugboat capability, the readiness of tugboat officers on the determined schedule, the adequate skill of tugboat officers in carrying out their duties, and tugboat officers who take into*

melakukan tugasnya dan petugas kapal tunda memperhatikan aspek keselamatan dan lingkungan. Pada tahun 2019 indeks kepuasan pelanggan untuk pelayanan penundaan sebesar 4,67.

#### **Biaya Pelaksanaan Tanggung Jawab Perusahaan Terhadap Pelanggan**

Selama tahun 2019 Perseroan mengeluarkan biaya untuk program tanggung jawab perusahaan terhadap pelanggan dalam program CSR *Health, Social, & Environment & Youth and Entrepreneurship* meliputi biaya *customer gathering, coffee morning* dan pemenuhan terhadap masukan pelanggan seperti pemenuhan jumlah kapal tunda di wilayah operasi sesuai dengan SLA / SLG dan juga pemenuhan terhadap kapasitas mesin kapal tunda sesuai dengan peraturan yang berlaku tentang sarana dan prasarana pemanduan dan penundaan.

*accounts safety and environmental aspects. In 2019, the customer satisfaction index for towage services was 4.67.*

#### ***The Cost of the Implementation of Corporate Responsibility to Customers During 2019***

*During 2019, the Company disbursed funds for corporate responsibility programs towards customers including the costs of customer gathering, coffee morning and fulfillment of customer feedback such as the fulfillment of the number of tugboats in the operating area following SLA/SLG, and fulfillment of tugboat engine capacity in accordance with prevailing regulations about pilotage and towage facilities and infrastructure.*

# Laporan Keuangan

Financial Statements



## **PT Jasa Armada Indonesia Tbk**

Laporan keuangan tanggal 31 Desember 2019 dan  
untuk tahun yang berakhir pada tanggal tersebut  
beserta laporan auditor independen/

***Financial statements as of December 31, 2019 and  
for the year then ended with independent auditors' report***

**SURAT PERNYATAAN DIREKSI  
TENTANG  
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN  
TANGGAL  
31 DESEMBER 2019 DAN  
UNTUK TAHUN YANG BERAKHIR  
PADA TANGGAL TERSEBUT  
PT JASA ARMADA INDONESIA TBK**

**DIRECTOR'S STATEMENT  
ON  
THE RESPONSIBILITY FOR THE  
FINANCIAL STATEMENTS  
AS OF  
DECEMBER 31, 2019  
AND FOR THE YEAR THEN ENDED  
PT JASA ARMADA INDONESIA TBK**

Kami yang bertanda tangan di bawah ini:

1. Nama/Name  
Alamat kantor/Office address

Alamat domisili/sesuai KTP atau kartu identitas  
lain/Residential address/in accordance with  
personal identity card  
Nomor telepon/Telephone number  
Jabatan/Title

2. Nama/Name  
Alamat kantor/Office address

Alamat domisili/sesuai KTP atau kartu identitas  
lain/Residential address/in accordance with  
personal identity card  
Nomor telepon/Telephone number  
Jabatan/Title

menyatakan bahwa:

1. Bertanggung jawab atas penyusunan dan penyajian laporan keuangan Perusahaan pada tanggal 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut.
2. Laporan keuangan Perusahaan tersebut telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia.
3. a. Semua informasi dalam laporan keuangan Perusahaan tersebut telah dimuat secara lengkap dan benar, dan  
b. Laporan keuangan Perusahaan tersebut tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material.
4. Bertanggung jawab atas sistem pengendalian intern dalam Perusahaan.

Demikian pernyataan ini dibuat dengan sebenarnya.

We, the undersigned:

- : Chiefy Adi Kusmargono
- : Komplek Gedung Rukindo
- : Jl. Raya Ancol baru, Ancol Timur
- : Jakarta Utara
- : Taman Harapan Baru, Cluster Nirwana W2 No. 16,
- : Pejuang, Medansatria
- : Bekasi
- : 021-4306789 ext. 111
- : Direktur Utama/President Director
- : Rizki Pribadi Hasan
- : Komplek Gedung Rukindo
- : Jl. Raya Ancol baru, Ancol Timur
- : Jakarta Utara
- : Bintaro Puspita Raya H.3,
- : Pesanggrahan
- : Jakarta Selatan
- : 021-4306789
- : Direktur/Director

declare that:

1. We are responsible for the preparation and presentation of the Company's financial statements as of December 31, 2019 and for the year then ended.
2. The Company's financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards.
3. a. All information has been fully and correctly disclosed in the Company's financial statements, and  
b. The Company's financial statements do not contain materially misleading information or facts, and do not conceal any information or facts.
4. We are responsible for the Company's internal control system.

This statement has been made truthfully.

Jakarta, 26 Maret 2020 / March 26, 2020



**Chiefy Adi Kusmargono**  
Direktur Utama/President Director

**Rizki Pribadi Hasan**  
Direktur/Director

**PT JASA ARMADA INDONESIA Tbk**

Gedung Rukindo  
Jl. Raya Ancol Baru, Ancol Timur, Jakarta 14430  
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Whistle Blowing System : good.governance@ipcmarine.co.id  
www.ipcmarine.co.id

ipcm Marine  
@ipcm marine  
@ipcm marine

**PT JASA ARMADA INDONESIA TBK  
LAPORAN KEUANGAN  
TANGGAL 31 DESEMBER 2019 DAN  
UNTUK TAHUN YANG BERAKHIR  
PADA TANGGAL TERSEBUT  
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PT JASA ARMADA INDONESIA TBK  
FINANCIAL STATEMENTS  
AS OF DECEMBER 31, 2019 AND  
FOR THE YEAR THEN ENDED  
WITH INDEPENDENT AUDITORS' REPORT**

**Daftar Isi**

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\*\*\*\*\*

The original report included herein is in the Indonesian language.

## Laporan Auditor Independen

Laporan No. 00290/2.1032/AU.1/06/0240-3/1/III/2020

Pemegang Saham, Dewan Komisaris, dan Direksi  
PT Jasa Armada Indonesia Tbk

Kami telah mengaudit laporan keuangan PT Jasa Armada Indonesia Tbk terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2019, 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.

## Independent Auditors' Report

Report No. 00290/2.1032/AU.1/06/0240-3/1/III/2020

*The Shareholders, the Board of Commissioners and the Board of Directors  
PT Jasa Armada Indonesia Tbk*

*We have audited the accompanying financial statements of PT Jasa Armada Indonesia Tbk, which comprise the statement of financial position as of December 31, 2019, 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 such 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.*

## Auditors' 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.*



**Laporan Auditor Independen (lanjutan)**

Laporan No. 00290/2.1032/AU.1/06/0240-3/1/III/2020 (lanjutan)

**Tanggung jawab auditor (lanjutan)**

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan, baik yang disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

**Opini**

Menurut opini kami, laporan keuangan terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan PT Jasa Armada Indonesia Tbk tanggal 31 Desember 2019 serta kinerja keuangan dan arus kasnya untuk tahun yang berakhir pada tanggal tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia.

**Independent Auditors' Report (continued)**

Report No. 00290/2.1032/AU.1/06/0240-3/1/III/2020 (continued)

**Auditors' responsibility (continued)**

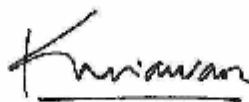
An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

**Opinion**

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of PT Jasa Armada Indonesia Tbk as of December 31, 2019 and its financial performance and cash flows for the year then ended in accordance with Indonesian Financial Accounting Standards.

Purwantono, Sungkoro & Surja



Muhammad Kurniawan

Registrasi Akuntan Publik No. AP.0240/Public Accountant Registration No. AP.0240

26 Maret 2020/March 26, 2020



**PT JASA ARMADA INDONESIA TBK**  
**LAPORAN POSISI KEUANGAN**  
**31 Desember 2019**  
 (Disajikan dalam ribuan Rupiah,  
 kecuali dinyatakan lain)

**PT JASA ARMADA INDONESIA TBK**  
**STATEMENT OF FINANCIAL POSITION**  
**As of December 31, 2019**  
 (Expressed in thousands of Rupiah,  
 unless otherwise stated)

|                                  | 2019                 | Catatan/<br>Notes         | 2018                 |                                 |
|----------------------------------|----------------------|---------------------------|----------------------|---------------------------------|
| <b>ASET</b>                      |                      |                           |                      | <b>ASSETS</b>                   |
| <b>ASET LANCAR</b>               |                      |                           |                      | <b>CURRENT ASSETS</b>           |
| Kas dan setara kas               | 466.164.401          | 2b,2c,2d,2l,4<br>26,27,28 | 334.882.693          | Cash and cash equivalents       |
| Piutang usaha                    |                      | 2b,2e,2l,5                |                      | Trade receivables               |
| Pihak ketiga                     | 22.221.529           | 27,28                     | 19.298.701           | Third parties                   |
| Pihak berelasi                   | 94.378.500           | 2c,26                     | 214.618.807          | Related parties                 |
| Pendapatan masih akan diterima   |                      | 2l,6,28                   |                      | Accrued revenues                |
| Pihak ketiga                     | 685.910              |                           | 1.102.222            | Third parties                   |
| Pihak berelasi                   | 10.479.651           | 2c,26                     | 6.636.062            | Related parties                 |
| Piutang lain-lain                |                      | 2l,7,28                   |                      | Other receivables               |
| Pihak ketiga                     | 6.719.378            |                           | -                    | Third parties                   |
| Pihak berelasi                   | 18.565.299           | 2c,26                     | 32.500.052           | Related parties                 |
| Persediaan                       | 14.371.850           | 2g,8                      | 15.376.662           | Inventories                     |
| Pajak dibayar di muka            | 118.786.238          | 2k,16a                    | 110.634.957          | Prepaid taxes                   |
| Aset lancar lainnya              | 9.781.247            | 2c,2f,2i,2j<br>9,26       | 6.513.860            | Other current assets            |
| <b>Total aset lancar</b>         | <b>762.154.003</b>   |                           | <b>741.564.016</b>   | <b>Total current assets</b>     |
| <b>ASET TIDAK LANCAR</b>         |                      |                           |                      | <b>NON-CURRENT ASSETS</b>       |
| Aset pajak tangguhan             | 7.484.586            | 2k,16e                    | 7.529.353            | Deferred tax assets             |
| Taksiran tagihan restitusi pajak | 24.096.548           | 2k,16f                    | 37.146.832           | Estimated claims for tax refund |
| Aset tetap - neto                | 485.569.453          | 2h,10                     | 372.953.588          | Fixed assets - net              |
| <b>Total aset tidak lancar</b>   | <b>517.150.587</b>   |                           | <b>417.629.773</b>   | <b>Total non-current assets</b> |
| <b>TOTAL ASET</b>                | <b>1.279.304.590</b> |                           | <b>1.159.193.789</b> | <b>TOTAL ASSETS</b>             |

| PT JASA ARMADA INDONESIA TBK                             |                      |                   | PT JASA ARMADA INDONESIA TBK                                |                                     |  |
|----------------------------------------------------------|----------------------|-------------------|-------------------------------------------------------------|-------------------------------------|--|
| LAPORAN POSISI                                           |                      |                   | STATEMENT OF FINANCIAL                                      |                                     |  |
| KEUANGAN (lanjutan)                                      |                      |                   | POSITION (continued)                                        |                                     |  |
| 31 Desember 2019                                         |                      |                   | As of December 31, 2019                                     |                                     |  |
| (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain) |                      |                   | (Expressed in thousands of Rupiah, unless otherwise stated) |                                     |  |
|                                                          | 2019                 | Catatan/<br>Notes | 2018                                                        |                                     |  |
| <b>LIABILITAS DAN EKUITAS</b>                            |                      |                   |                                                             | <b>LIABILITIES AND EQUITY</b>       |  |
| <b>LIABILITAS</b>                                        |                      |                   |                                                             | <b>LIABILITIES</b>                  |  |
| <b>LIABILITAS JANGKA PENDEK</b>                          |                      |                   |                                                             | <b>CURRENT LIABILITIES</b>          |  |
| Utang usaha                                              |                      | 2b,2l,            |                                                             | Trade payables                      |  |
| Pihak ketiga                                             | 7.982.772            | 11,28             | 3.650.754                                                   | Third parties                       |  |
| Pihak berelasi                                           | 30.374.053           | 2c,26             | 26.903.678                                                  | Related parties                     |  |
| Utang lain-lain - pihak ketiga                           | 314.415              | 2l,12,28          | 144.130                                                     | Other payables - third parties      |  |
| Utang dividen                                            | 12.190.518           | 2c,2l,13,26,28    | -                                                           | Dividend payable                    |  |
| Uang titipan                                             | 510.043              | 2l,14,28          | 233.739                                                     | Deposits                            |  |
|                                                          |                      | 2l,15             |                                                             |                                     |  |
| Beban akrual                                             | 138.607.341          | 26,27,28          | 79.255.773                                                  | Accrued expenses                    |  |
| Utang pajak                                              | 9.913.211            | 2k,16b            | 7.849.603                                                   | Taxes payable                       |  |
| <b>TOTAL LIABILITAS</b>                                  | <b>199.892.353</b>   |                   | <b>118.037.677</b>                                          | <b>TOTAL LIABILITIES</b>            |  |
| <b>EKUITAS</b>                                           |                      |                   |                                                             | <b>EQUITY</b>                       |  |
| Modal saham                                              |                      |                   |                                                             | Share capital                       |  |
|                                                          |                      |                   |                                                             | Authorized capital -                |  |
| Modal dasar - 15.000.000.000                             |                      |                   |                                                             | 15,000,000,000 shares at            |  |
| saham dengan nilai nominal                               |                      |                   |                                                             | Rp100 (full amount) par             |  |
| Rp100 (nilai penuh)                                      |                      |                   |                                                             | value                               |  |
|                                                          |                      |                   |                                                             | Issued and fully paid capital -     |  |
| Modal ditempatkan dan disetor                            |                      |                   |                                                             | 5,284,811,100 shares at             |  |
| penuh - 5.284.811.100 saham                              |                      |                   |                                                             | Rp100 (full amount)                 |  |
| dengan nilai nominal Rp100                               |                      |                   |                                                             | par value and                       |  |
| (nilai penuh)                                            | 528.481.110          | 17                | 528.481.110                                                 | Additional paid-in capital - net    |  |
| Tambahan modal disetor - neto                            | 317.981.175          | 18                | 317.981.175                                                 | Retained earnings                   |  |
| Saldo laba                                               |                      |                   |                                                             | Appropriated                        |  |
| Telah ditentukan penggunaannya                           | 31.006.515           | 19                | 29.550.370                                                  | Unappropriated                      |  |
| Belum ditentukan penggunaannya                           | 201.943.437          |                   | 165.143.457                                                 |                                     |  |
| <b>TOTAL EKUITAS</b>                                     | <b>1.079.412.237</b> |                   | <b>1.041.156.112</b>                                        | <b>TOTAL EQUITY</b>                 |  |
| <b>TOTAL LIABILITAS DAN EKUITAS</b>                      | <b>1.279.304.590</b> |                   | <b>1.159.193.789</b>                                        | <b>TOTAL LIABILITIES AND EQUITY</b> |  |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT JASA ARMADA INDONESIA TBK**  
**LAPORAN LABA RUGI DAN PENGHASILAN**  
**KOMPREHENSIF LAIN**  
**Untuk Tahun yang Berakhir pada Tanggal**  
**31 Desember 2019**  
**(Disajikan dalam ribuan Rupiah,**  
**kecuali dinyatakan lain)**

**PT JASA ARMADA INDONESIA TBK**  
**STATEMENT OF PROFIT OR LOSS AND**  
**OTHER COMPREHENSIVE INCOME**  
**For The Year Ended**  
**December 31, 2019**  
**(Expressed in thousands of Rupiah,**  
**unless otherwise stated)**

|                                                   | Tahun yang berakhir pada tanggal 31 Desember/<br>Year ended December 31, |                     |                    |                                                    |
|---------------------------------------------------|--------------------------------------------------------------------------|---------------------|--------------------|----------------------------------------------------|
|                                                   | 2019                                                                     | Catatan/<br>Notes   | 2018               |                                                    |
| Pendapatan - neto                                 | 681.676.569                                                              | 2j,20,<br>20,26d,31 | 727.051.393        | Net revenue                                        |
| Beban pokok pendapatan                            | (476.969.901)                                                            | 2j,20,21,31         | (499.772.158)      | Cost of revenue                                    |
| <b>LABA BRUTO</b>                                 | <b>204.706.668</b>                                                       |                     | <b>227.279.235</b> | <b>GROSS PROFIT</b>                                |
| Beban umum dan administrasi                       | (97.147.518)                                                             | 2j,20,22,31         | (101.128.063)      | General and administrative expenses                |
| Pendapatan operasi lainnya                        | 12.287.883                                                               | 2j,20,23,31         | 3.686.232          | Other operating income                             |
| Beban operasi lainnya                             | (11.376.210)                                                             | 2j,20,24,31         | (27.415.575)       | Other operating expenses                           |
| <b>LABA USAHA</b>                                 | <b>108.470.823</b>                                                       |                     | <b>102.421.829</b> | <b>INCOME FROM OPERATIONS</b>                      |
| Pendapatan keuangan                               | 23.910.790                                                               | 2j,20,25a,31        | 18.619.865         | Finance income                                     |
| Beban keuangan                                    | (154.917)                                                                | 2j,20,25b,31        | (208.898)          | Finance expenses                                   |
| <b>LABA SEBELUM PAJAK<br/>PENGHASILAN BADAN</b>   | <b>132.226.696</b>                                                       |                     | <b>120.832.796</b> | <b>INCOME BEFORE<br/>CORPORATE INCOME TAX</b>      |
| Beban pajak penghasilan                           | (42.179.422)                                                             | 2k,16d              | (48.025.570)       | Income tax expense                                 |
| <b>LABA TAHUN BERJALAN</b>                        | <b>90.047.274</b>                                                        |                     | <b>72.807.226</b>  | <b>INCOME FOR THE YEAR</b>                         |
| <b>PENGHASILAN<br/>KOMPREHENSIF LAIN</b>          | <b>-</b>                                                                 |                     | <b>-</b>           | <b>OTHER COMPREHENSIVE<br/>INCOME</b>              |
| <b>TOTAL LABA KOMPREHENSIF<br/>TAHUN BERJALAN</b> | <b>90.047.274</b>                                                        |                     | <b>72.807.226</b>  | <b>TOTAL COMPREHENSIVE<br/>INCOME FOR THE YEAR</b> |
| <b>LABA PER SAHAM<br/>DASAR (nilai penuh)</b>     | <b>17,04</b>                                                             | 2m                  | <b>13,78</b>       | <b>BASIC EARNINGS<br/>PER SHARE (full amount)</b>  |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

The original financial statements included herein are in the Indonesian language.

**PT JASA ARMADA INDONESIA TBK**  
**LAPORAN PERUBAHAN EKUITAS**  
 Untuk Tahun yang Berakhir pada Tanggal  
 31 Desember 2019  
 (Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)

**PT JASA ARMADA INDONESIA TBK**  
**STATEMENT OF CHANGES IN EQUITY**  
 For The Year Ended  
 December 31, 2019  
 (Expressed in thousands of Rupiah, unless otherwise stated)

|                                           | Catatan/<br>Notes | Modal saham<br>ditempatkan dan<br>disetor penuh/<br>Share capital -<br>issued and<br>fully paid | Tambahan<br>modal disetor/<br>Additional<br>paid-in capital | Saldo laba/Retained earnings                       |                                                      | Total ekuitas/<br>Total equity |                                            |
|-------------------------------------------|-------------------|-------------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------------------------|------------------------------------------------------|--------------------------------|--------------------------------------------|
|                                           |                   |                                                                                                 |                                                             | Telah ditentukan<br>penggunaannya/<br>Appropriated | Belum ditentukan<br>penggunaannya/<br>Unappropriated |                                |                                            |
| <b>Saldo 1 Januari 2018</b>               |                   | <b>528.481.110</b>                                                                              | <b>317.981.175</b>                                          | <b>27.142.029</b>                                  | <b>130.417.047</b>                                   | <b>1.004.021.361</b>           | <b>Balance as of January 1, 2018</b>       |
| Pembagian dividen kas                     | 19                | -                                                                                               | -                                                           | -                                                  | (35.672.475)                                         | (35.672.475)                   | Distribution of cash dividend              |
| Pembentukan cadangan umum                 | 19                | -                                                                                               | -                                                           | 2.408.341                                          | (2.408.341)                                          | -                              | General reserve appropriation              |
| Total laba komprehensif<br>tahun berjalan |                   | -                                                                                               | -                                                           | -                                                  | 72.807.226                                           | 72.807.226                     | Total comprehensive<br>income for the year |
| <b>Saldo 31 Desember 2018</b>             |                   | <b>528.481.110</b>                                                                              | <b>317.981.175</b>                                          | <b>29.550.370</b>                                  | <b>165.143.457</b>                                   | <b>1.041.156.112</b>           | <b>Balance as of December 31, 2018</b>     |
| Pembagian dividen kas                     | 19                | -                                                                                               | -                                                           | -                                                  | (51.791.149)                                         | (51.791.149)                   | Distribution of cash dividend              |
| Pembentukan cadangan umum                 | 19                | -                                                                                               | -                                                           | 1.456.145                                          | (1.456.145)                                          | -                              | General reserve appropriation              |
| Total laba komprehensif<br>tahun berjalan |                   | -                                                                                               | -                                                           | -                                                  | 90.047.274                                           | 90.047.274                     | Total comprehensive<br>income for the year |
| <b>Saldo 31 Desember 2019</b>             |                   | <b>528.481.110</b>                                                                              | <b>317.981.175</b>                                          | <b>31.006.515</b>                                  | <b>201.943.437</b>                                   | <b>1.079.412.237</b>           | <b>Balance as of December 31, 2019</b>     |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.

**PT JASA ARMADA INDONESIA TBK**  
**LAPORAN ARUS KAS**  
**Tahun yang Berakhir pada Tanggal**  
**31 Desember 2019**  
**(Disajikan dalam ribuan Rupiah,**  
**Skecuali dinyatakan lain)**

**PT JASA ARMADA INDONESIA TBK**  
**STATEMENT OF CASH FLOWS**  
**For The Year Ended**  
**December 31, 2019**  
**(Expressed in thousands of Rupiah,**  
**unless otherwise stated)**

| Tahun yang berakhir pada tanggal 31 Desember/<br>Year ended December 31, |                    |                   |                                                             |
|--------------------------------------------------------------------------|--------------------|-------------------|-------------------------------------------------------------|
|                                                                          | 2019               | Catatan/<br>Notes | 2018                                                        |
| <b>ARUS KAS DARI AKTIVITAS OPERASI</b>                                   |                    |                   | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                 |
| Penerimaan kas dari pelanggan                                            | 787.434.520        |                   | 842.401.680                                                 |
| Pembayaran kas kepada pemasok                                            | (360.911.104)      |                   | (431.813.173)                                               |
| Pembayaran kepada karyawan                                               | (185.318.252)      |                   | (182.150.852)                                               |
| Pembayaran pajak penghasilan                                             | (29.954.230)       |                   | (38.338.724)                                                |
| Penerimaan dari pendapatan keuangan                                      | 23.911.370         | 25a               | 18.619.865                                                  |
| Pembayaran beban keuangan                                                | (154.917)          | 25b               | (208.898)                                                   |
| Penerimaan dari (pembayaran untuk) kegiatan operasional lain             | 12.599.600         |                   | (56.921.096)                                                |
| <b>Arus kas neto diperoleh dari aktivitas operasi</b>                    | <b>247.606.987</b> |                   | <b>Net cash flows provided by operating activities</b>      |
| <b>ARUS KAS UNTUK AKTIVITAS INVESTASI</b>                                |                    |                   | <b>CASH FLOWS FOR INVESTING ACTIVITIES</b>                  |
| Perolehan aset tetap                                                     | (76.724.650)       |                   | (29.318.110)                                                |
| <b>ARUS KAS UNTUK AKTIVITAS PENDANAAN</b>                                |                    |                   | <b>CASH FLOWS FOR FINANCING ACTIVITIES</b>                  |
| Pembayaran dividen                                                       | (39.600.629)       |                   | (275.976.630)                                               |
| <b>KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS</b>                      | <b>131.281.708</b> |                   | <b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b> |
| <b>KAS DAN SETARA KAS AWAL TAHUN</b>                                     | <b>334.882.693</b> | 4                 | <b>488.588.631</b>                                          |
| <b>KAS DAN SETARA KAS AKHIR TAHUN</b>                                    | <b>466.164.401</b> | 4                 | <b>334.882.693</b>                                          |
|                                                                          |                    |                   | <b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>       |
|                                                                          |                    |                   | <b>CASH AND CASH EQUIVALENTS OF AT END OF YEAR</b>          |

Catatan atas laporan keuangan terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan.

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole.



**PT JASA ARMADA INDONESIA TBK**  
**CATATAN ATAS LAPORAN KEUANGAN**  
**Tanggal 31 Desember 2019**  
**dan untuk Tahun yang Berakhir**  
**pada Tanggal Tersebut**  
**(Disajikan dalam ribuan Rupiah,**  
**kecuali dinyatakan lain)**

**PT JASA ARMADA INDONESIA TBK**  
**NOTES TO FINANCIAL STATEMENTS**  
**As of December 31, 2019 and**  
**for The Year then Ended**  
**(Expressed in thousands of Rupiah,**  
**unless otherwise stated)**

**1. UMUM**

**a. Pendirian Perusahaan dan Informasi Umum**

PT Jasa Armada Indonesia Tbk ("Perusahaan") didirikan berdasarkan Akta No. 24 tanggal 10 Juli 2013 dari Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn., Notaris di Jakarta. Akta Pendirian ini telah memperoleh pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan No. AHU-47228.AH.01.01.Tahun 2013 tanggal 9 September 2013 serta telah diumumkan dalam Berita Acara Negara Republik Indonesia No. 78 tanggal 27 September 2013.

Anggaran Dasar Perusahaan telah mengalami beberapa kali perubahan, terakhir melalui Akta Notaris No. 5 dari Fathiah Helmi, S.H., Notaris di Jakarta, tanggal 9 September 2019 mengenai perubahan Pasal 3, 16 dan 18 Anggaran Dasar Perusahaan dan telah disetujui oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-AH.01.03-0333678 tanggal 18 September 2019.

Berdasarkan Pasal 3 Anggaran Dasar Perusahaan, maksud dan tujuan Perusahaan adalah melakukan kegiatan usaha di bidang penyelenggaraan dan pengusahaan jasa kapal, penumpang, barang dan kegiatan jasa terkait dengan kepelabuhanan serta optimalisasi pemanfaatan sumber daya yang dimiliki Perusahaan untuk menghasilkan jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan keuntungan guna meningkatkan nilai Perusahaan. Untuk melaksanakan maksud dan tujuan tersebut, Perusahaan dapat melakukan kegiatan:

- a. Kegiatan usaha utama Perusahaan untuk menyediakan:
- Aktivitas pelayanan kepelabuhanan laut;
  - Angkutan laut dalam negeri;
  - Angkutan sungai dan danau untuk barang umum dan/atau hewan;
  - Angkutan laut dalam negeri tramper untuk barang;
  - Angkutan laut dalam negeri untuk barang khusus;
  - Angkutan laut luar negeri liner untuk barang;
  - Pergudangan dan penyimpanan;
  - Reparasi mesin untuk keperluan umum;
  - Penanganan kargo.

**1. GENERAL**

**a. Establishment of the Company and General Information**

PT Jasa Armada Indonesia Tbk ("the Company") was established based on Notarial Deed No. 24 dated July 10, 2013 of Nur Muhammad Dipo Nusantara Pua Upa, S.H., M.Kn., Notary in Jakarta. The Deed of Establishment were approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-47228.AH.01.01. 2013 dated September 9, 2013, and has been published in the State Gazette No. 78 dated September 27, 2013.

The Company's Articles of Association has been amended several times, the latest through Notarial Deed No. 5 of Fathiah Helmi, S.H., Notary in Jakarta, dated September 9, 2019, regarding the change of Article 3, 16 and 18 of the Company's Articles of Association and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-AH.01.03-0333678 dated September 18, 2019.

Based on the Article 3 of the Company's Articles of Association, the Company's purposes and objectives are conducting operational activities in providing and operating services for vessels, passengers, goods and port related activities services and optimizing the utilization of resources owned by the Company to produce high quality services and strong competitiveness to gain profits in order to increase the value of the Company. For conducting the purposes and objectives, the Company can conduct:

- a. The Company's main business activities are to provide:
- Sea port service activities;
  - Domestic sea transportation;
  - River and lake transportation for public goods and/or animals;
  - Domestic sea freight tramper for goods;
  - Domestic sea transportation for special goods;
  - Overseas liner sea freight for goods;
  - Warehousing and storage;
  - General machine repair;
  - Cargo handling.

**PT JASA ARMADA INDONESIA TBK**  
**CATATAN ATAS LAPORAN KEUANGAN**  
**Tanggal 31 Desember 2019**  
**dan untuk Tahun yang Berakhir**  
**pada Tanggal Tersebut**  
**(Disajikan dalam ribuan Rupiah,**  
**kecuali dinyatakan lain)**

**PT JASA ARMADA INDONESIA TBK**  
**NOTES TO FINANCIAL STATEMENTS**  
**As of December 31, 2019 and**  
**for The Year then Ended**  
**(Expressed in thousands of Rupiah,**  
**unless otherwise stated)**

**1. UMUM (lanjutan)**

**a. Pendirian Perusahaan dan Informasi Umum (lanjutan)**

- b. Kegiatan usaha penunjang yang mendukung kegiatan usaha utama sebagai berikut:
- Industri kapal dan perahu;
  - Reparasi kapal, perahu dan bangunan terapung.

Saat ini, Perusahaan bergerak dalam bidang pelayanan jasa pemanduan, penundaan, pengepilan, pengangkutan laut dan pengoperasian kapal.

Perusahaan mulai beroperasi secara komersial pada tanggal 1 September 2014 (Catatan 26b dan 26c).

Mulai tanggal 1 Januari 2017, pelayanan jasa pemanduan untuk pelabuhan cabang Tanjung Priok dan cabang-cabang pelabuhan lainnya pada PT Pelabuhan Indonesia II (Persero) ("Pelindo II") telah dilaksanakan oleh masing-masing cabang tersebut (Catatan 26c).

Perusahaan berlokasi di Gedung Rukindo Lantai 1, Jl. Raya Ancol Baru, Ancol Timur, Jakarta Utara 14430.

Entitas induk Perusahaan adalah Pelindo II dan entitas induk terakhir Perusahaan adalah Pemerintah Republik Indonesia.

**b. Penawaran Umum Efek Perusahaan**

Sebanyak 1.215.506.500 saham Perusahaan dicatatkan di Bursa Efek Indonesia ("BEI").

Pada tanggal 22 Desember 2017, Perusahaan telah menawarkan 1.215.506.500 saham dengan nilai nominal Rp100 (nilai penuh) per saham kepada masyarakat dan dicatatkan di BEI dengan harga penawaran perdana sebesar Rp380 (nilai penuh) per saham.

**1. GENERAL (continued)**

**a. Establishment of the Company and General Information (continued)**

- b. Supporting business activities that support the main business activities are as follows:
- Ship and boat industry;
  - Repair of ships, boats and floating buildings.

Currently, the Company engages in pilotage, towage, mooring, sea transportation and ship operation.

The Company started its commercial operations on September 1, 2014 (Notes 26b and 26c).

Starting January 1, 2017, pilotage services for port Tanjung Priok branch and other port branches in PT Pelabuhan Indonesia II (Persero) ("Pelindo II") have been conducted by each of those branches (Note 26c).

The Company is located at Gedung Rukindo Lantai 1, Jl. Raya Ancol Baru, Ancol Timur, North Jakarta 14430.

The Company's parent is Pelindo II and the Company's ultimate parent is the Government of the Republic of Indonesia.

**b. Public Offering of the Company's Shares of Stock**

1,215,506,500 of the Company's shares are listed in the Indonesia Stock Exchange ("IDX").

As of December 22, 2017, the Company offered 1,215,506,500 shares with par value of Rp100 (full amount) per share to the public and subsequently registered in IDX at a subscription price of Rp380 (full amount) per share.

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**1. UMUM (lanjutan)**

**c. Manajemen Kunci dan Informasi Lainnya**

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2019 adalah sebagai berikut:

**Dewan Komisaris**

Presiden Komisaris  
 Komisaris Independen

Dani Rusli Utama  
 A. Sumardi

**Direksi**

Direktur Utama  
 Direktur  
 Direktur  
 Direktur

Chiefy Adi Kusmargono  
 Rizki Pribadi Hasan  
 Herman Susilo  
 Supardi

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2018 adalah sebagai berikut:

**Dewan Komisaris**

Presiden Komisaris  
 Komisaris  
 Komisaris Independen

Dani Rusli Utama  
 Jimmy Abu Bakar Nikijuluw  
 A. Sumardi

**Direksi**

Direktur Utama Independen  
 Direktur

Dawam Atmosudiro  
 Herman Susilo

Personil manajemen kunci Perusahaan adalah Dewan Komisaris dan Direksi sebagaimana disebutkan di atas.

Susunan Komite Audit pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

**Komite Audit**

Ketua  
 Anggota  
 Anggota

A. Sumardi  
 Sutardi  
 Sudrajat Husein

Susunan Sekretaris Perusahaan adalah sebagai berikut:

**31 Desember 2019**

Sekretaris Perusahaan

Eddy Haristiani

**31 Desember 2018**

Sekretaris Perusahaan

Indra Sigit Satyaputra

Pada tanggal 31 Desember 2019 dan 2018, Perusahaan memiliki karyawan masing-masing 219 dan 262 karyawan (tidak diaudit).

**1. GENERAL (continued)**

**c. Key Management and Other Informations**

The members of the Company's Board of Commissioners and Board of Directors as of December 31, 2019 are as follows:

**Board of Commissioners**

President Commissioner  
 Independent Commissioner

**Board of Directors**

President Director  
 Director  
 Director  
 Director

The members of the Company's Board of Commissioners and Board of Directors as of December 31, 2018 are as follows:

**Board of Commissioners**

President Commissioner  
 Commissioner  
 Independent Commissioner

**Board of Directors**

Independent President Director  
 Director

Key management personnel of the Company are the above mentioned members of the Board of Commissioners and the Board of Directors.

The members of the Company's Audit Committee as of December 31, 2019 and 2018 are as follows:

**Audit Committee**

Head  
 Member  
 Member

The members of Corporate Secretary is as follows:

**December 31, 2019**

Corporate Secretary

**December 31, 2018**

Corporate Secretary

As of December 31, 2019, and 2018, the Company has employees with total 219 and 262 employees, respectively (unaudited).

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**1. UMUM (lanjutan)**

**d. Perizinan**

1) Badan Koordinasi Penanaman Modal Keputusan Menteri Perhubungan Republik Indonesia No. 4/1/30-PELABUHAN/PMDN/ 2017 tentang Pemberian Izin Usaha kepada Perusahaan sebagai Badan Usaha Pelabuhan (BUP) tanggal 15 Mei 2017 memutuskan diantaranya untuk memberikan izin usaha sebagai Badan Usaha Pelabuhan kepada Perusahaan sehingga Perusahaan dapat melakukan kegiatan pengusahaan jasa kepelabuhanan, meliputi:

- Penyediaan dan/atau pelayanan jasa dermaga untuk bertambat.
- Penyediaan dan/atau pelayanan pengisian bahan bakar dan pelayanan air bersih.
- Penyediaan dan/atau pelayanan fasilitas naik turun penumpang dan/atau kendaraan.
- Penyediaan dan/atau pelayanan jasa dermaga untuk pelaksanaan kegiatan bongkar muat barang dan peti kemas.
- Penyediaan dan/atau pelayanan jasa gudang dan tempat penimbunan barang, alat bongkar muat, serta peralatan pelabuhan.
- Penyediaan dan/atau pelayanan jasa terminal peti kemas, curah cair, curah kering dan Ro-Ro.
- Penyediaan dan/atau pelayanan jasa bongkar muat barang.
- Penyediaan dan/atau pelayanan pusat distribusi dan konsolidasi barang.
- Penyediaan dan/atau pelayanan jasa penundaan kapal.

Perusahaan sebagai Badan Usaha Pelabuhan dapat melakukan kegiatan pengusahaan untuk lebih dari 1 (satu) terminal. Izin usaha sebagai Badan Usaha Pelabuhan ini berlaku selama 5 (lima) tahun.

Badan Usaha Pelabuhan dalam melakukan kegiatan usaha di pelabuhan harus berdasarkan pada konsesi yang diberikan oleh Otoritas Pelabuhan yang dituangkan dalam bentuk perjanjian. Apabila dalam jangka waktu 3 (tiga) tahun Perusahaan tidak mendapatkan konsesi pengusahaan pelabuhan atau mengelola jasa kepelabuhanan maka izin usaha sebagai Badan Usaha Pelabuhan dengan sendirinya dinyatakan tidak berlaku. Perusahaan telah memperoleh konsesi dari Otoritas Pelabuhan untuk beberapa wilayah di Indonesia.

**1. GENERAL (continued)**

**d. Permits**

1) *Investment Coordinating Board Decree of Minister of Transportation of the Republic of Indonesia No. 4/1/30-PELABUHAN/PMDN/ 2017 regarding Granting of Business License to The Company as a Port Operation Entity (BUP) dated May 15, 2017, decides to grant business license as a Port Enterprise Entity to the Company so that the Company can conduct port services, which include:*

- *Provision and/or mooring service.*
- *Provision and/or service of refueling and clean water service.*
- *Provision and/or service of passenger or vehicle carriage.*
- *Provision and/or dock service for loading and unloading of goods and containers.*
- *Provision and/or service of warehouse and stockpiling, loading and unloading equipment, and port equipment.*
- *Provision and/or service of container terminal, bulk liquid, dry bulk and Ro-Ro.*
- *Supply and/or service of loading and unloading of goods.*
- *Provision and/or service of distribution center and consolidation of goods.*
- *Provision and/or tug service of vessel.*

*The Company as a Port Operation Entity may engage activities for more than 1 (one) terminal. The business license as a Port Operation Entity is valid for 5 (five) years.*

*In conducting port activities, Port Operation Entity should be based on concession granted by the Port Authority in form of agreement. If the Company could not get the concession for port services or management port services in 3 (three) years, the business license as Port Operation Entity will be declared void. The Company has obtained concessions from the Port Authority for several regions in Indonesia.*

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**1. UMUM (lanjutan)**

**d. Perizinan (lanjutan)**

- 2) Surat Izin Usaha Perusahaan Angkutan Laut (SIUPAL) No. BX-311/AL 001 tanggal 8 Agustus 2014 dari Kementerian Perhubungan Direktorat Jenderal Perhubungan Laut. SIUPAL berlaku selama Perusahaan masih menjalankan kegiatan usahanya dan dievaluasi setiap 2 (dua) tahun sekali oleh Direktur Jenderal sesuai dengan Peraturan Menteri Perhubungan No. PM.93 Tahun 2013.

**e. Penerbitan Laporan Keuangan**

Manajemen bertanggung jawab atas penyusunan dan penyajian laporan keuangan yang telah diselesaikan dan diotorisasi untuk diterbitkan oleh Direksi Perusahaan pada tanggal 26 Maret 2020. Direksi Perusahaan yang menandatangani Surat Pernyataan Direksi bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan tersebut.

**2. IKHTISAR KEBIJAKAN AKUNTANSI PENTING**

**a. Dasar penyusunan laporan keuangan**

Laporan keuangan telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia (SAK) yang mencakup Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia dan Peraturan No. VIII.G.7 lampiran Keputusan Ketua Otoritas Jasa Keuangan ("OJK") No. KEP-347/BL/2012 tanggal 25 Juni 2012 yang terdapat di dalam Peraturan dan Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh OJK. Kebijakan ini telah diterapkan secara konsisten terhadap seluruh periode yang disajikan kecuali jika dinyatakan lain.

Laporan keuangan, kecuali laporan arus kas, disusun berdasarkan konsep akrual dan dasar pengukuran menggunakan konsep biaya historis, kecuali untuk akun tertentu yang diukur dengan menggunakan dasar seperti yang disebutkan dalam Catatan yang relevan.

Laporan arus kas disusun dengan menggunakan metode langsung dan menyajikan penerimaan dan pengeluaran kas dan setara kas yang diklasifikasikan ke dalam aktivitas operasi, investasi dan pendanaan.

**1. GENERAL (continued)**

**d. Permits (continued)**

- 2) Letter of Permit for Sea Transportation Company (SIUPAL) No. BX-311/AL 001 dated August 8, 2014 from the Minister of Transportation Directorate General of Sea Transportation. SIUPAL is valid as long as the Company is still conducting its operational activities and evaluated once every 2 (two) years by the Director General in accordance with Minister of Transportation Regulation No. PM.93 Tahun 2013.

**e. Issuance of Financial Statements**

The management is responsible for the preparation and presentation of the financial statements, which were completed and authorized for issuance by the Company's Directors on March 26, 2020. The Company's Directors who signed the Directors' statement are responsible for the fair preparation and presentation of such financial statements.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**a. Basis of preparation of the financial statements**

The financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards (SAK) which comprises the Statements of Financial Accounting Standards (PSAK) and Interpretations of Financial Accounting Standards (ISAK) issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants and the Rule No. VIII.G.7 attachment of Chairman of Monetary Services Authority ("OJK") decision No. KEP-347/BL/2012 dated June 25, 2012 on the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by OJK. These policies have been consistently applied in to all periods presented unless otherwise stated.

The financial statements, except for the statement of cash flows, have been prepared on an accrual basis using the historical cost concept of accounting, except for certain accounts that were measured by using a basis as disclosed in the relevant Notes.

The statements of cash flow was prepared using direct method and presents receipts and expenditures of cash on hand and in banks, which were classified into operating, investing and financing activities.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
**(lanjutan)**

**a. Dasar penyusunan laporan keuangan**  
**(lanjutan)**

Perusahaan menggunakan Rupiah sebagai mata uang fungsional dan pelaporan Perusahaan.

Seluruh angka dalam laporan keuangan ini, dibulatkan dan disajikan dalam ribuan Rupiah ("Rp"), kecuali dinyatakan lain.

**b. Transaksi dan saldo dalam mata uang asing**

Laporan keuangan disajikan dalam Rupiah, yang merupakan mata uang fungsional dan mata uang penyajian Perusahaan. Transaksi dalam mata uang asing dicatat berdasarkan kurs jual yang diterbitkan oleh Bank Indonesia pada hari sebelum transaksi dilakukan. Pada tanggal pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan sesuai dengan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal transaksi perbankan terakhir untuk tahun yang bersangkutan dan laba atau rugi kurs yang timbul dikreditkan atau dibebankan pada laporan laba rugi dan penghasilan komprehensif lain tahun berjalan.

Kurs mata uang asing utama yang digunakan untuk penjabaran pada tanggal 31 Desember 2019 dan 2018 (nilai penuh) masing-masing sebesar Rp13.901 dan Rp14.481 per Dolar Amerika Serikat (\$AS)1.

**c. Transaksi dengan pihak-pihak berelasi**

Transaksi antara Perusahaan dengan Badan Usaha Milik Negara ("BUMN") diperlakukan sebagai transaksi dengan pihak yang berelasi sesuai dengan PSAK 7 "Pengungkapan Pihak-Pihak Berelasi".

Transaksi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak tidak berelasi. Transaksi dan saldo yang material dengan pihak berelasi diungkapkan dalam Catatan 26.

Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak-pihak lain yang disebutkan dalam Catatan atas laporan keuangan merupakan pihak tidak berelasi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**a. Basis of preparation of the financial**  
**statements (continued)**

The Company used Rupiah as the Company's functional and reporting currency.

All figures in the financial statements are rounded to and expressed in thousands of Rupiah ("Rp"), unless otherwise stated.

**b. Foreign currency transactions and balances**

The financial statements are presented in Rupiah, which is the Company's functional currency and presentation currency. Transactions involving foreign currencies are recorded at the selling rates of exchange, as published by Bank Indonesia, prevailing at one day prior the transactions are made. At reporting date, monetary assets and liabilities denominated in foreign currencies are translated at the average of the selling and buying rates of exchange prevailing at the last banking transaction date of the year, as published by Bank Indonesia, and any resulting gains or losses are credited or charged to current statements of profit or loss and other comprehensive income.

The exchange rates used for translation as December 31, 2019 and 2018 (full amount) are Rp13,901 and Rp14,481, respectively, per United States Dollar (US\$)1.

**c. Transactions with related parties**

Transactions between the Group and State-Owned Entities ("SOE") are considered as transactions with related parties under PSAK 7 "Related Parties Disclosure".

The transactions are made based on terms agreed by the parties, which may not be the same as those made with unrelated parties. Significant transactions and balances with related parties are disclosed in Note 26.

Unless specifically identified as related parties, the parties disclosed in the Notes to the financial statements are unrelated parties.

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**d. Kas dan setara kas**

Kas dan setara kas terdiri dari kas, bank dan deposito berjangka yang jatuh tempo dalam 3 (tiga) bulan atau kurang dari tanggal penempatannya dan yang tidak dijaminkan serta tidak dibatasi penggunaannya.

**e. Piutang usaha dan penyisihan penurunan nilai**

Piutang usaha pada awalnya diukur sesuai dengan nilai wajarnya dan selanjutnya diukur pada biaya perolehan diamortisasi, setelah dikurangi penyisihan penurunan nilai piutang. Pembentukan penyisihan penurunan nilai piutang ditentukan berdasarkan evaluasi manajemen terhadap tingkat ketertagihan saldo secara individual. Piutang dihapuskan dalam periode ketika piutang tersebut dipastikan tidak dapat ditagih.

**f. Beban dibayar di muka**

Beban dibayar di muka dibebankan selama masa manfaat atau kontrak masing-masing biaya dengan menggunakan metode garis lurus.

**g. Persediaan**

Persediaan dinyatakan sebesar nilai terendah antara biaya perolehan atau nilai realisasi neto. Biaya perolehan ditentukan dengan metode rata-rata tertimbang dan termasuk semua pengeluaran untuk memperoleh persediaan, biaya produksi atau konversi, dan biaya lainnya yang timbul untuk membawa persediaan ke tempat dan kondisi saat ini. Biaya tersebut tidak termasuk biaya pinjaman. Nilai realisasi neto adalah estimasi harga penjualan dalam kegiatan usaha normal dikurangi dengan biaya penyelesaian dan penjualannya.

Persediaan terdiri dari suku cadang kapal, perlengkapan kapal, bahan bakar, alat tulis kantor, obat dan alat-alat medis.

Penyisihan persediaan usang dibentuk untuk mengurangi jumlah tercatat persediaan ke nilai realisasi netonya yang ditentukan melalui pengujian berkala atas estimasi penggunaan atau penjualan masing-masing jenis persediaan di masa yang akan datang.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**d. Cash and cash equivalents**

Cash and cash equivalents consist of cash on hand, cash in banks and time deposits with maturity periods of 3 (three) months or less at the time of placement and that were not used as collateral and are unrestricted.

**e. Trade receivables and allowance for impairment losses**

Trade receivables are initially measured at fair value and subsequently measured at amortized cost, net of allowance for impairment. Allowance for impairment losses is determined based on management's evaluation on the collectability of the balances on individual accounts. Trade receivables are written off in the period when the receivables cannot be collected.

**f. Prepaid expenses**

Prepaid expenses are charged to operations over the periods benefited or contracts of each expenses using straight line method.

**g. Inventories**

Inventories are stated at the lower of cost or net realizable value. Cost is determined using the weighted average cost method and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing the inventory to its existing location and condition. It excludes borrowing costs. Net realizable value is the estimated sales amount in the ordinary course of business less the costs of completion and selling expenses.

Inventories consists of ship spare part, ship equipment, fuels, office supplies, medicine and medical instruments.

Allowance for inventory obsolescence is provided to reduce the carrying amount of inventories to their net realizable value based on the periodic review of the estimated future usage or sale of individual inventory items.

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**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**h. Aset tetap**

**h. Fixed assets**

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.

*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.*

Setelah pengakuan awal, aset tetap dinyatakan pada biaya perolehan dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai.

*Subsequent to initial recognition, fixed assets are carried at cost less any subsequent accumulated depreciation and impairment losses.*

Penyusutan aset tetap 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:

*Depreciation of fixed assets start when it is available for use and is computed using the straight-line method based on the estimated useful life of the assets as follows:*

| <u>Jenis Aset</u> | <u>Tahun/Years</u> | <u>Type of Assets</u> |
|-------------------|--------------------|-----------------------|
| Kapal             | 3-15               | Vessels               |
| Bangunan          | 25                 | Buildings             |

Penilaian aset tetap dilakukan atas penurunan dan kemungkinan penurunan nilai wajar aset jika terjadi peristiwa atau perubahan keadaan yang mengindikasikan bahwa nilai tercatat mungkin tidak dapat seluruhnya terealisasi.

*The carrying amounts of fixed assets are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be fully recoverable.*

Aset dalam penyelesaian merupakan biaya-biaya yang berhubungan langsung dengan pembangunan dan akuisisi aset tetap, termasuk biaya pendanaan, jika ada. Biaya-biaya tersebut akan dipindahkan ke aset tetap yang bersangkutan pada saat pembangunannya telah selesai. Penyusutan mulai dibebankan pada saat aset tersebut siap digunakan.

*Construction in progress represents costs directly attributable to the construction and acquisition of fixed assets, including financial costs, if any. These costs are transferred to the relevant asset account when the construction is complete. Depreciation is charged from the date the assets are ready for use.*

Jumlah tercatat aset tetap dihentikan pengakuannya pada saat dilepaskan atau saat tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset (dihitung sebagai perbedaan antara jumlah neto hasil pelepasan dan jumlah tercatat dari aset) diakui dalam laporan laba rugi dan penghasilan komprehensif lain pada tahun aset tersebut dihentikan pengakuannya.

*An item of fixed assets is derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss arising on derecognition of the asset (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in the statements of profit or loss and other comprehensive income in the year in which the asset is derecognized.*

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**(lanjutan)**

**h. Aset tetap (lanjutan)**

Pada akhir periode pelaporan, nilai residu, umur manfaat dan metode penyusutan dievaluasi dan disesuaikan secara prospektif jika terjadi perubahan.

Biaya perbaikan yang signifikan diakui dalam jumlah tercatat aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laporan laba rugi dan penghasilan komprehensif pada saat terjadinya.

Suku cadang utama dan peralatan siap pakai diklasifikasikan sebagai aset tetap bila diperkirakan akan digunakan dalam operasi selama lebih dari satu tahun.

**i. Sewa**

Penentuan apakah suatu perjanjian, merupakan atau mengandung, sewa didasarkan pada substansi pengaturan pada saat dimulainya masa sewa. Pengaturannya, atau mengandung, sewa jika pemenuhan pengaturan tergantung pada penggunaan aset atau aset tertentu dan pengaturan tersebut menyatakan hak untuk menggunakan aset atau aset, walaupun aset tersebut (atau aset itu) tidak secara eksplisit ditentukan dalam suatu pengaturan.

Perusahaan sebagai lessee

Sewa pembiayaan yang mengalihkan kepada Perusahaan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset dikapitalisasi pada awal masa sewa sebesar nilai wajar dari aset sewaan atau, jika lebih rendah, sebesar nilai kini dari pembayaran sewa minimum. Pembayaran sewa dipisahkan antara beban keuangan dan pengurangan liabilitas sewa, sedemikian rupa sehingga menghasilkan suatu suku bunga periodik yang konstan atas saldo liabilitas yang tersisa. Beban keuangan diakui sebagai beban pendanaan dalam laporan laba rugi dan penghasilan komprehensif lain.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**h. Fixed assets (continued)**

*The residual values, useful lives and methods of depreciation of assets are reviewed and adjusted prospectively, if appropriate, at the end of reporting period.*

*The cost of major repairs is recognized as the carrying amount of the fixed assets as a replacement if the recognition criteria are satisfied. All repairs and maintenance costs that do not meet the recognition criteria are recognized in the statements of profit or loss and other comprehensive income as incurred.*

*Major spare parts and available for use equipments are classified as fixed assets when they are expected to be used in operations during more than one year.*

**i. Lease**

*The determination of whether an arrangement is, or contains, a lease is based on the substance of the arrangement at the inception date. The arrangement is, or contains, a lease if fulfillment of the arrangement is dependent on the use of a specific asset or assets or the arrangement conveys a right to use the asset or assets, even if that right is (or those assets are) not explicitly specified in an arrangement.*

The Company as a lessee

*A finance lease that transfers to the Company substantially all the risks and benefits incidental to ownership of the leased item is capitalized at the commencement of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are recognized as financing cost in the statements of profit or loss and other comprehensive income.*

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**(lanjutan)**

**i. Sewa (lanjutan)**

Sebuah aset sewaan disusutkan selama masa manfaat dari aset tersebut. Tetapi, jika tidak terdapat kepastian memadai bahwa Perusahaan akan memperoleh kepemilikan diakhir masa sewa, maka aset disusutkan selama mana yang lebih pendek antara taksiran masa manfaat aset dan masa sewa.

Pembayaran sewa operasi diakui sebagai beban usaha dalam laporan laba rugi dan penghasilan komprehensif lain secara garis lurus selama masa sewa.

Perusahaan sebagai lessor

Suatu sewa diklasifikasikan sebagai sewa pembiayaan jika sewa tersebut mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset. Suatu sewa diklasifikasikan sebagai sewa operasional jika sewa tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset.

Dalam sewa pembiayaan, lessor mengakui aset berupa piutang sewa pembiayaan di laporan posisi keuangan sebesar jumlah yang sama dengan investasi sewa neto tersebut.

Pengakuan penghasilan pembiayaan didasarkan pada suatu pola yang mencerminkan suatu tingkat pengembalian periodik yang konstan atas investasi bersih lessor dalam sewa pembiayaan.

**j. Pendapatan dan beban**

Pendapatan jasa diakui pada saat jasa dilaksanakan sesuai prestasi dan bila besar kemungkinan manfaat ekonomi akan diperoleh Perusahaan dan jumlahnya dapat diukur secara handal. Pendapatan diukur pada nilai wajar pembayaran yang diterima atau dapat diterima, tidak termasuk reduksi pendapatan dan pajak pertambahan nilai.

Beban diakui pada saat terjadinya (asas akrual) atau sesuai dengan masa manfaatnya.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**i. Lease (continued)**

*A leased asset is depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Company will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.*

*Operating lease payments are recognized as an operating expense in the statements of profit or loss and other comprehensive income on a straight-line basis over the lease term.*

The Company as a lessor

*Leases are classified as finance lease whenever the terms of the lease transfer substantially all the risks and rewards incidental to ownership. Leases are classified as operating leases if the lease does not transfer substantially all the risks and rewards incidental to ownership.*

*In a finance lease, the lessor recognizes finance lease assets such as receivables in the statements of financial position at an amount equal to the net lease investment.*

*The recognition of finance income is based on a pattern reflecting a constant periodic rate of return on the lessor's net investment in the finance lease.*

**j. Revenue and expenses**

*Revenue of services is recognized when the services is delivered in accordance with the achievement and when it is probable that the economic benefits will flow to the Company and the amount of revenue can be measured reliably. Revenue is measured at the fair value of the consideration received or to be received, excluding revenue reduction and value added tax.*

*Expenses are recognized when incurred (accrual basis) or in accordance with its useful life.*



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**(lanjutan)**

**k. Perpajakan**

Pajak Final

Peraturan perpajakan di Indonesia mengatur beberapa jenis penghasilan dikenakan pajak yang bersifat final. Pajak final yang dikenakan atas nilai bruto transaksi tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Pajak final tidak termasuk dalam lingkup yang diatur oleh PSAK 46 "Pajak Penghasilan".

Perusahaan menyajikan beban pajak final atas pendapatan keuangan sebagai bagian dari beban operasi lainnya dalam laporan laba rugi dan penghasilan komprehensif lain.

Pajak Kini

Aset dan liabilitas pajak kini untuk tahun berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang berlaku atau secara substantif telah berlaku pada tanggal pelaporan di negara tempat Perusahaan beroperasi dan menghasilkan pendapatan kena pajak.

Kekurangan/kelebihan pembayaran pajak penghasilan dicatat sebagai bagian dari "Pajak Penghasilan Badan - Kini" dalam laporan laba rugi dan penghasilan komprehensif lain.

Bunga dan denda disajikan sebagai bagian dari penghasilan atau beban operasi lain karena tidak dianggap sebagai bagian dari beban pajak penghasilan.

Koreksi terhadap liabilitas perpajakan diakui pada saat surat ketetapan pajak diterima atau, jika diajukan keberatan, pada saat keputusan atas keberatan ditetapkan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**k. Taxation**

Final Tax

*Tax regulation in Indonesia determined that certain taxable income is subject to final tax. Final tax applied to the gross value of transactions is applied even when the parties carrying the transaction recognizing losses.*

*Final tax is scope out from PSAK 46 "Income Tax".*

*The Company present the final tax expense arising from finance income as part of operating expenses in the statements of profit or loss and other comprehensive income.*

Current Tax

*Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority. The tax rates and tax laws used to compute the amount are those that are enacted or substantively enacted at the reporting date in the countries where the Company operates and generates taxable income.*

*Underpayment/overpayment of income tax are presented as part of "Corporate Income Tax - Current" in the statements of profit or loss and other comprehensive income.*

*Interest and penalties are presented as part of other operating income or expenses since they are not considered as part of the income tax expenses.*

*Amendments to tax liabilities are recorded when a tax assessment letter is received or, if appealed against, when the result of the appeal is determined.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
**(lanjutan)**

**k. Perpajakan (lanjutan)**

Pajak Tangguhan

Aset dan liabilitas pajak tangguhan diakui menggunakan metode liabilitas atas konsekuensi pajak pada masa mendatang yang timbul dari perbedaan jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas pada setiap tanggal pelaporan. Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dan aset pajak tangguhan diakui untuk perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa depan.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir setiap periode pelaporan dan diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan tersebut. Pada akhir setiap periode pelaporan, Perusahaan menilai kembali aset pajak tangguhan yang tidak diakui. Perusahaan mengakui aset pajak tangguhan yang sebelumnya tidak diakui apabila besar kemungkinan bahwa laba fiskal pada masa depan akan tersedia untuk pemulihannya.

Pajak tangguhan dihitung dengan menggunakan tarif pajak yang berlaku atau secara substansial telah berlaku pada tanggal pelaporan. Perubahan nilai tercatat aset dan liabilitas pajak tangguhan yang disebabkan oleh perubahan tarif pajak dibebankan pada usaha periode berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**k. Taxation (continued)**

Deferred Tax

Deferred tax assets and liabilities are recognized using the liability method for the future tax consequences attributable to differences between the carrying amounts of existing assets and liabilities in the financial statements and their respective tax bases at each reporting date. Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable profit will be available in future years against which the deductible temporary differences and accumulated fiscal losses can be utilized.

The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilized. At the end of each reporting period, the Company reassesses unrecognized deferred tax assets. The Company recognizes a previously unrecognized deferred tax assets to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.

Deferred tax is calculated at the tax rates that have been enacted or substantively enacted at the reporting date. Changes in the carrying amount of deferred tax assets and liabilities due to a change in tax rates are charged to current period operations, except to the extent that they relate to items previously charged or credited to equity.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
**(lanjutan)**

**I. Instrumen keuangan**

**i) Aset keuangan**

Pengakuan awal

Aset keuangan diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui laba rugi, pinjaman yang diberikan dan piutang, investasi yang dimiliki hingga jatuh tempo, dan aset keuangan tersedia untuk dijual mana yang sesuai. Perusahaan menetapkan klasifikasi aset keuangan setelah pengakuan awal dan, jika diperbolehkan dan sesuai, akan melakukan evaluasi atas klasifikasi ini pada setiap tanggal pelaporan.

Aset keuangan Perusahaan mencakup kas dan setara kas, piutang usaha, pendapatan masih akan diterima, piutang lain-lain dan uang jaminan diklasifikasikan sebagai "Pinjaman yang diberikan dan Piutang".

Pada tanggal 31 Desember 2019 dan 2018, Perusahaan tidak memiliki aset keuangan yang diukur pada nilai wajar melalui laba rugi dan investasi dimiliki hingga jatuh tempo.

Pada saat pengakuan awalnya, aset keuangan diukur pada nilai wajar ditambah dengan biaya transaksi yang dapat diatribusikan secara langsung.

Pengukuran setelah pengakuan awal

Pinjaman yang diberikan dan piutang adalah aset keuangan nonderivatif dengan pembayaran tetap atau telah ditentukan dan tidak memiliki kuotasi di pasar aktif. Setelah pengakuan awal, aset tersebut dicatat pada biaya perolehan yang diamortisasi dengan menggunakan metode suku bunga efektif (SBE) dan keuntungan atau kerugian terkait diakui dalam laba rugi ketika aset tersebut mengalami penurunan nilai atau melalui proses amortisasi. Arus kas terkait dengan pinjaman yang diberikan dan piutang jangka pendek tidak didiskontokan apabila efek diskonto tidak material.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**I. Financial instruments**

**i) Financial assets**

Initial recognition

Financial assets are classified as financial assets at fair value through profit or loss, loans and receivables, held-to-maturity investments and available-for-sale financial assets, as appropriate. The Company determines the classification of its financial assets after initial recognition and, where allowed and appropriate, re-evaluates this designation at each reporting date.

The financial assets of the Company, which include cash and cash equivalents, trade receivables, accrued revenues and other receivable and security deposits, are all classified as "Loans and Receivables".

As of December 31, 2019 and 2018, the Company does not have any financial assets at fair value through profit or loss and held-to-maturity investments.

When financial assets are recognized initially, they are measured at fair value plus directly attributable transaction costs.

Subsequent measurement

Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. After initial recognition, such assets are carried at amortized cost using the effective interest (EIR) method and the related gains or losses are recognized in profit or loss when the assets are impaired or through amortization process. Cash flows relating to short-term loans and receivables are not discounted if the effect of discounting is immaterial.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**  
**(lanjutan)**

**I. Instrumen keuangan (lanjutan)**

**ii) Liabilitas keuangan**

Pengakuan awal

Liabilitas keuangan dalam ruang lingkup PSAK No. 55 (Revisi 2014) diklasifikasikan sebagai liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi, liabilitas keuangan yang dinilai pada biaya perolehan yang diamortisasi atau sebagai derivatif yang dirancang sebagai instrumen lindung nilai dalam lindung nilai yang efektif, mana yang lebih sesuai. Perusahaan menentukan klasifikasi liabilitas keuangan pada saat pengakuan awal. Saat pengakuan awal, liabilitas keuangan diukur pada nilai wajar dan, dalam hal liabilitas keuangan yang dinilai pada biaya perolehan yang diamortisasi, termasuk biaya transaksi yang dapat diatribusikan secara langsung.

Liabilitas keuangan Perusahaan mencakup utang usaha, utang lain-lain, utang dividen, uang titipan dan beban akrual diklasifikasikan sebagai liabilitas keuangan yang diukur pada biaya perolehan diamortisasi.

Pengukuran setelah pengakuan awal

Setelah pengakuan awal, utang dan pinjaman yang dikenakan bunga diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif.

Keuntungan atau kerugian harus diakui sebagai laba atau rugi ketika liabilitas tersebut dihentikan pengakuannya serta melalui proses amortisasinya.

**iii) Saling hapus instrumen keuangan**

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya disajikan dalam laporan posisi keuangan jika, dan hanya jika, terdapat hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui dari aset keuangan dan liabilitas keuangan tersebut dan terdapat intensi untuk menyelesaikan dengan menggunakan dasar bersih, atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara bersamaan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**I. Financial instruments (continued)**

**ii) Financial liabilities**

Initial recognition

Financial liabilities within the scope of PSAK No. 55 (Revised 2014) are classified as financial liabilities at fair value through the profit or loss, financial liabilities measures at amortized cost, or as derivatives designated as hedging instruments in an effective hedge, as appropriate. The Company determines the classification of financial liabilities upon initial recognition. Financial liabilities are recognized initially at fair value and, in the case of financial liabilities measures at amortized cost, inclusive of directly attributable transaction costs.

The financial liabilities of the Company, which include trade payables, other payables, dividend payable, deposit from customers and accrued expenses are classified as financial liabilities measured at amortized cost.

Subsequent measurement

After initial recognition, interest-bearing loans and borrowings are subsequently measured at amortized cost using the effective interest rate method.

Gains and losses are recognized as profit or loss when the liabilities are derecognized as well as through the amortization process.

**iii) Offsetting of financial instruments**

Financial assets and financial liabilities are offset and the net amount reported in the statements of financial position if, and only if, there is a currently enforceable legal right to offset the recognized amounts and there is an intention to settle on a net basis or to realize the assets and settle the liabilities simultaneously.

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**(lanjutan)**

**I. Instrumen keuangan (lanjutan)**

**iv) Nilai wajar instrumen keuangan**

Nilai wajar instrumen keuangan yang secara aktif diperdagangkan di pasar aktif pada setiap tanggal pelaporan ditentukan dengan mengacu pada kuotasi harga pasar atau harga pedagang efek (harga penawaran untuk posisi beli dan harga permintaan untuk posisi jual), tanpa adanya pengurangan atas biaya transaksi. Untuk instrumen keuangan yang tidak diperdagangkan di pasar aktif, nilai wajar ditentukan dengan menggunakan teknik penilaian. Teknik penilaian tersebut meliputi penggunaan transaksi pasar terkini yang dilakukan secara wajar (*arm's-length market transactions*), referensi atas nilai wajar terkini dari instrumen lain yang secara substansial sama, analisis arus kas yang didiskonto, atau model penilaian lainnya.

**v) Biaya perolehan yang diamortisasi dari instrumen keuangan**

Biaya perolehan yang diamortisasi diukur dengan menggunakan metode suku bunga efektif dikurangi cadangan penurunan nilai dan pembayaran atau pengurangan pokok. Perhitungan ini mencakup seluruh premi atau diskonto pada saat akuisisi dan mencakup biaya transaksi serta komisi yang merupakan bagian tak terpisahkan dari suku bunga efektif.

**vi) Penurunan nilai aset keuangan**

Pada setiap akhir periode pelaporan, Perusahaan mengevaluasi apakah terdapat bukti yang objektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**I. Financial instruments (continued)**

**iv) Fair value of financial instruments**

The fair value of financial instruments that are traded in active markets at each reporting date is determined by reference to quoted market prices or dealer price quotation (bid price for long position and ask price for short position), without any deduction for transaction costs. For financial instruments where there is no active market, fair value is determined using valuation techniques. Such techniques include recent arm's-length market transactions, referring to the current fair value of another instrument that is substantially the same, discounted cash flows analysis, or other valuation models.

**v) Amortized cost of financial instruments**

Amortized cost is computed using the effective interest rate method less any allowance for impairment and principal repayment or reduction. The calculation takes into account any premium or discount on acquisition and includes transaction costs and fees that are an integral part of the effective interest rate.

**vi) Impairment of financial assets**

At the end of each reporting period, the Company assesses whether there is any objective evidence that a financial asset or a group of financial assets is impaired.



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**(lanjutan)**

**I. Instrumen keuangan (lanjutan)**

**vi) Penurunan nilai aset keuangan**  
**(lanjutan)**

Untuk pinjaman yang diberikan dan piutang yang dicatat pada biaya perolehan diamortisasi, Perusahaan terlebih dahulu menentukan bahwa terdapat bukti objektif mengenai penurunan nilai secara individual atas aset keuangan yang signifikan secara individual, atau secara kolektif untuk aset keuangan yang tidak signifikan secara individual.

Jika Perusahaan menentukan tidak terdapat bukti objektif mengenai penurunan nilai atas aset keuangan yang dinilai secara individual, terlepas aset keuangan tersebut signifikan atau tidak, maka aset tersebut dimasukkan ke dalam kelompok aset keuangan yang memiliki karakteristik risiko kredit yang sejenis dan menilai penurunan nilai kelompok tersebut secara kolektif. Aset yang penurunan nilainya dinilai secara individual dan untuk itu kerugian penurunan nilai diakui atau tetap diakui, tidak termasuk dalam penilaian penurunan nilai secara kolektif.

Jika terdapat bukti objektif bahwa kerugian penurunan nilai telah terjadi, jumlah kerugian tersebut diukur sebagai selisih antara nilai tercatat aset dengan nilai kini estimasi arus kas masa datang (tidak termasuk kerugian kredit di masa mendatang yang belum terjadi). Nilai kini estimasi arus kas masa datang didiskonto dengan menggunakan suku bunga efektif awal dari aset keuangan tersebut. Jika pinjaman yang diberikan memiliki suku bunga variabel, maka tingkat diskonto yang digunakan untuk mengukur setiap kerugian penurunan nilai adalah suku bunga efektif yang berlaku.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**I. Financial instruments (continued)**

**vi) Impairment of financial assets**  
**(continued)**

*For loans and receivables carried at amortized cost, the Company first assesses whether objective evidence of impairment exists individually for financial assets that are individually significant, or collectively for financial assets that are not individually significant.*

*If the Company determines that no objective evidence of impairment exists for an individually assessed financial asset, whether significant or not, the asset is included in a group of financial assets with similar credit risk characteristics and collectively assessed for impairment. Assets that are individually assessed for impairment and for which an impairment loss is or continues to be recognized are not included in a collective assessment of impairment.*

*If there is objective evidence that an impairment loss has occurred, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future expected credit losses that have not yet been incurred). The present value of the estimated future cash flows is discounted at the financial asset's original effective interest rate. If a loan has a variable interest rate, the discount rate for measuring impairment loss is the current effective interest rate.*

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**(lanjutan)**

**I. Instrumen keuangan (lanjutan)**

**vi) Penurunan nilai aset keuangan**  
**(lanjutan)**

Nilai tercatat atas aset keuangan dikurangi melalui penggunaan pos cadangan penurunan nilai dan jumlah kerugian yang terjadi diakui sebagai laba atau rugi. Pendapatan bunga selanjutnya diakui sebesar nilai tercatat yang diturunkan nilainya berdasarkan tingkat suku bunga yang digunakan untuk mendiskontokan arus kas masa depan untuk pengukuran rugi penurunan nilai. Pinjaman yang diberikan dan piutang beserta dengan cadangan terkait dihapuskan jika tidak terdapat kemungkinan yang realistis atas pemulihan di masa mendatang dan seluruh agunan telah terealisasi atau dialihkan kepada Perusahaan. Jika, pada tahun berikutnya, nilai estimasi kerugian penurunan nilai aset keuangan bertambah atau berkurang karena peristiwa yang terjadi setelah penurunan nilai diakui, maka kerugian penurunan nilai yang diakui sebelumnya bertambah atau berkurang dengan menyesuaikan pos cadangan penurunan nilai. Pemulihan tidak akan menghasilkan nilai tercatat dari aset keuangan melebihi biaya perolehan yang diamortisasi, jika penurunan nilai tidak diakui pada saat penurunan nilai tersebut dipulihkan. Jika di masa mendatang penghapusan tersebut dapat dipulihkan, maka jumlah pemulihan tersebut diakui sebagai laba atau rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**I. Financial instruments (continued)**

**vi) Impairment of financial assets**  
**(continued)**

The carrying amount of the financial asset is reduced through the use of an allowance for impairment account and the amount of the loss is recognized as profit or loss. Interest income continues to be accrued on the reduced carrying amount based on the rate of interest used to discount future cash flows for the purpose of measuring impairment loss. Loans and receivables, together with the associated allowances, are written off when there is no realistic prospect of future recovery and all collateral has been realized or has been transferred to the Company. If, in a subsequent period, the amount of the estimated impairment loss increases or decreases because of an event occurring after the impairment was recognized, the previously recognized impairment loss is increased or reduced by adjusting the allowance for impairment account. The reversal shall not result in a carrying amount of the financial assets that exceeds what the amortized cost would have been had the impairment not been recognized at the date the impairment is reversed. If a future write-off is later recovered, the recovery is recognized as profit or loss.

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**(lanjutan)**

**I. Instrumen keuangan (lanjutan)**

**vii) Penghentian pengakuan aset dan**  
**liabilitas keuangan**

Aset keuangan

Penghentian pengakuan atas suatu aset keuangan (atau, apabila dapat diterapkan untuk bagian dari aset keuangan atau bagian dari kelompok aset keuangan sejenis) terjadi bila: (1) hak kontraktual atas arus kas yang berasal dari aset keuangan tersebut berakhir, atau (2) Perusahaan memindahkan hak untuk menerima arus kas yang berasal dari aset keuangan tersebut atau menanggung liabilitas untuk membayar arus kas yang diterima tersebut tanpa penundaan yang signifikan kepada pihak ketiga melalui suatu kesepakatan penyerahan dan salah satu diantara (a) Perusahaan secara substansial memindahkan seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut, atau (b) Perusahaan secara substansial tidak memindahkan dan tidak memiliki seluruh risiko dan manfaat atas kepemilikan aset keuangan tersebut, namun telah memindahkan pengendalian atas aset tersebut.

Apabila Perusahaan telah mentransfer hak untuk menerima arus kas yang berasal dari aset keuangan atau mengadakan kesepakatan penyerahan, atau tidak mentransfer maupun tidak mempertahankan secara substansial seluruh risiko dan manfaat atas aset keuangan tersebut namun telah mentransfer pengendalian atas aset keuangan tersebut, maka suatu aset keuangan baru diakui oleh Perusahaan sebesar keterlibatannya yang berkelanjutan dengan aset keuangan tersebut.

Keterlibatan berkelanjutan yang berbentuk pemberian jaminan atas aset yang ditransfer diukur sebesar jumlah terendah antara nilai aset yang ditransfer dan nilai maksimal dari pembayaran yang diterima yang mungkin harus dibayar kembali oleh Perusahaan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**I. Financial instruments (continued)**

**vii) Derecognition of financial assets and**  
**liabilities**

Financial assets

*A financial asset (or where applicable, a part of a financial asset or part of a group of similar financial assets) is derecognized when: (1) the rights to receive cash flows from the asset have expired, or (2) the Company have transferred their rights to receive cash flows from the asset or have assumed an obligation to pay the received cash flows in full without material delay to a third party under a "pass-through" arrangement, and either (a) the Company has transferred substantially all the risks and rewards of the asset, or (b) the Company has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

*Where the Company has transferred their rights to receive cash flows from a financial asset or have entered into a pass-through arrangement, or has neither transferred nor retained substantially all the risks and rewards of the financial asset but has transferred control of the financial asset, a new financial asset is recognized to the extent of the Company's continuing involvement in the asset.*

*Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration received that the Company could be required to repay.*

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**(lanjutan)**

**I. Instrumen keuangan (lanjutan)**

**vii) Penghentian pengakuan aset dan**  
**liabilitas keuangan (lanjutan)**

Liabilitas keuangan

Dalam hal ini, Perusahaan juga mengakui liabilitas terkait. Aset yang ditransfer diukur atas dasar yang merefleksikan hak dan kewajiban Perusahaan yang ditahan.

Pada saat penghentian pengakuan atas aset keuangan secara keseluruhan, maka selisih antara nilai tercatat dan jumlah dari (i) pembayaran yang diterima, termasuk aset baru yang diperoleh dikurangi dengan liabilitas baru yang ditanggung, dan (ii) keuntungan atau kerugian kumulatif yang telah diakui secara langsung dalam ekuitas, harus diakui sebagai laba atau rugi.

Liabilitas keuangan dihentikan pengakuannya ketika liabilitas yang ditetapkan dalam kontrak dihentikan atau dibatalkan atau kadaluwarsa.

Ketika liabilitas keuangan awal digantikan dengan liabilitas keuangan lain dari pemberi pinjaman yang sama dengan ketentuan yang berbeda secara substansial, atau modifikasi secara substansial atas liabilitas keuangan yang saat ini ada, maka pertukaran atau modifikasi tersebut dicatat sebagai penghapusan liabilitas keuangan awal dan pengakuan liabilitas keuangan baru dan selisih antara nilai tercatat liabilitas keuangan tersebut diakui sebagai laba atau rugi.

**m. Laba per saham**

Laba per saham dasar dihitung dengan membagi laba tahun berjalan dengan total rata-rata tertimbang saham yang beredar, yaitu sebesar 5.284.811.100 saham pada tanggal 31 Desember 2019 dan 2018.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**I. Financial instruments (continued)**

**vii) Derecognition of financial assets and**  
**liabilities (continued)**

Financial liabilities

*In this case, the Company also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Company has retained.*

*On derecognition of a financial asset in its entirety, the difference between the carrying amount and the sum of (i) the consideration received, including any new asset obtained less any new liability assumed, and (ii) any cumulative gain or loss that has been recognized directly in equity, is recognized as profit or loss.*

*A financial liability is derecognized when the contractual obligation under the liability is discharged or cancelled or expired.*

*When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing liability are substantially modified, such an exchange or modification is treated as a derecognition of the original liability and the recognition of a new liability, and the difference in the respective carrying amounts is recognized as profit or loss.*

**m. Earnings per share**

*Basic earnings per share is computed by dividing the income for the year by the weighted-average number of shares outstanding of 5,284,811,100 shares on December 31, 2019 and 2018.*

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**n. Provisi**

Provisi diakui jika Perusahaan memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi, maka provisi dibalik.

**o. Informasi segmen**

Segmen adalah bagian yang dapat dibedakan dari Perusahaan yang terlibat baik dalam menyediakan produk atau jasa tertentu (segmen usaha), maupun dalam menyediakan produk atau jasa dalam lingkungan ekonomi tertentu (segmen geografis), yang memiliki risiko dan imbalan yang berbeda dengan segmen lainnya.

Pendapatan, beban, hasil, aset dan liabilitas segmen mencakup item-item yang dapat diatribusikan langsung kepada suatu segmen serta hal-hal yang dapat dialokasikan dengan dasar yang sesuai kepada segmen tersebut.

**p. Penurunan nilai aset non-keuangan**

Aset yang memiliki umur manfaat tidak terbatas, sebagai contoh *goodwill* atau aset takberwujud yang belum siap digunakan, tidak diamortisasi dan dilakukan pengujian penurunan nilai secara tahunan, atau lebih sering apabila terdapat peristiwa atau perubahan pada kondisi yang mengindikasikan kemungkinan penurunan nilai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**n. Provision**

*Provisions are recognized when the Company has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.*

*Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.*

**o. Segment information**

*A segment is a distinguishable component of the Company that is engaged either in providing certain products or services (business segment), or in providing products or services within a particular economic environment (geographical segment), which is subject to risks and rewards that are different from those of other segments.*

*Segment revenues, expenses, results, assets and liabilities include items directly attributable to a segment as well as those that can be allocated on a reasonable basis to that segment.*

**p. Impairment of non-financial assets**

*Assets that have an indefinite useful life - for example, goodwill or intangible assets not ready for use - are not subject to amortization and are tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired.*



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**(lanjutan)**

**p. Penurunan nilai aset non-keuangan**  
**(lanjutan)**

Aset yang diamortisasi atau disusutkan ditinjau ulang ketika terdapat indikasi bahwa jumlah tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika jumlah tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah nilai yang lebih tinggi antara nilai wajar aset dikurangi biaya untuk menjual dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan sampai tingkat yang paling rendah dimana arus kasnya dapat diidentifikasi ("UPK"). Aset nonkeuangan selain goodwill yang mengalami penurunan nilai ditinjau ulang pada setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

Pemulihan kerugian penurunan nilai untuk aset selain goodwill, diakui jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak peninjauan ulang penurunan nilai yang terakhir. Pembalikan kerugian penurunan nilai tersebut diakui segera dalam laba rugi, kecuali untuk aset yang disajikan pada jumlah revaluasi yang diatur PSAK lain. Kerugian penurunan nilai yang diakui atas goodwill tidak dibalik kembali.

**q. Penerapan standar akuntansi baru**

Efektif tanggal 1 Januari 2019, Perusahaan telah menerapkan beberapa standar akuntansi baru yang relevan terhadap Perusahaan berikut ini.

- Penyesuaian 2018 PSAK 46 - Pajak Penghasilan, berlaku efektif 1 Januari 2019.

Penyesuaian ini menegaskan mengenai konsekuensi pajak penghasilan atas dividen timbul ketika entitas mengakui liabilitas untuk membayar dividen. Konsekuensi pajak penghasilan tersebut lebih terkait secara langsung dengan transaksi atau peristiwa masa lalu yang menghasilkan laba yang dapat didistribusikan daripada dengan distribusi kepada pemilik. Oleh karena itu, entitas mengakui konsekuensi pajak penghasilan tersebut dalam laba rugi, penghasilan komprehensif lain atau ekuitas sesuai dengan pengakuan awal entitas atas transaksi atau peristiwa masa lalu tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**p. Impairment of non-financial assets**  
**(continued)**

Assets that are subject to amortization or depreciation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognized for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and value in use. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash flows ("CGU"). Non-financial assets other than goodwill that suffer an impairment are reviewed for possible reversal of the impairment at each reporting date.

Reversal on impairment loss for assets other than goodwill would be recognized if there had been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal on impairment loss will be immediately recognized in profit or loss, except for assets measured using the revaluation model as required by other PSAK. Impairment loss relating to goodwill would not be reversed.

**q. Adoption of new accounting standards**

Effective January 1, 2019, the Company adopted new accounting standards which are relevant to the Company as follows.

- 2018 Improvement to PSAK 46 - Income Taxes, effective January 1, 2019.

This improvement affirming the consequences of income tax on dividends arises when an entity recognizes liabilities to pay dividends. The consequences of the income tax are more directly related to past transactions or events that generate profits that can be distributed rather than distribution to the owner. Therefore, the entity recognizes the consequences of the income tax in profit or loss, other comprehensive income or equity in accordance with the entity's initial recognition of the past transaction or event.

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**q. Penerapan standar akuntansi baru (lanjutan)**

- ISAK 33 - Transaksi Valuta Asing dan Imbalan di Muka.

Amandemen ini mengklarifikasi penggunaan tanggal transaksi untuk menentukan kurs yang digunakan pada pengakuan awal aset, beban atau penghasilan terkait pada saat entitas telah menerima atau membayar imbalan di muka dalam valuta asing.

- ISAK 34 - Ketidakpastian dalam Perlakuan Pajak Penghasilan.

Interpretasi ini merupakan interpretasi atas PSAK 46: Pajak Penghasilan yang bertujuan untuk mengklarifikasi dan memberikan panduan dalam merefleksikan ketidakpastian perlakuan pajak penghasilan dalam laporan keuangan.

Penerapan ini tidak memberikan dampak yang signifikan terhadap pelaporan keuangan dan pengungkapan dalam laporan keuangan.

**r. Standar akuntansi yang telah disahkan namun belum berlaku efektif**

Standar akuntansi dan interpretasi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK), tetapi belum berlaku efektif untuk laporan keuangan tahun berjalan diungkapkan di bawah ini. Perusahaan bermaksud untuk menerapkan standar tersebut, jika dipandang relevan, saat telah menjadi efektif.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES (continued)**

**q. Adoption of new accounting standards (continued)**

- ISAK 33 - Foreign currency Transaction and Advance Consideration.

*This amendments clarify the use of the transaction date to determine the exchange rate used in the initial recognition of the related asset, expense or income at the time the entity has received or paid advance consideration in the foreign currency.*

- ISAK 34 - Uncertainty over Income Tax Treatments.

*This Interpretation which is the interpretation of PSAK 46: Income Taxes, clarifies and provides guidance to reflect the uncertainty of income tax treatments in the financial statements.*

*The adoption has no significant impact on the financial reporting and disclosures in the financial statements.*

**r. Accounting standards issued but not yet effective**

*The standards and interpretations that are issued by the Indonesian Financial Accounting Standards Board (DSAK), but not yet effective for current financial statements are disclosed below. The Company intends to adopt these standards, if applicable, when they become effective.*

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**r. Standar akuntansi yang telah disahkan**  
**namun belum berlaku efektif (lanjutan)**

- PSAK 71: Instrumen Keuangan, yang diadopsi dari IFRS 9, berlaku efektif 1 Januari 2020.

PSAK ini mengatur klasifikasi dan pengukuran instrumen keuangan berdasarkan karakteristik dari arus kas kontraktual dan model bisnis entitas; metode kerugian kredit ekspektasian untuk penurunan nilai yang menghasilkan informasi yang lebih tepat waktu, relevan dan dimengerti oleh pemakai laporan keuangan; akuntansi untuk lindung nilai yang merefleksikan manajemen risiko entitas lebih baik dengan memperkenalkan persyaratan yang lebih umum berdasarkan pertimbangan manajemen.

- PSAK 72: Pendapatan dari Kontrak dengan Pelanggan, yang diadopsi dari IFRS 15, berlaku efektif 1 Januari 2020.

PSAK ini adalah standar tunggal untuk pengakuan pendapatan yang merupakan hasil dari joint project yang sukses antara International Accounting Standards Board dan Financial Accounting Standards Board, mengatur model pengakuan pendapatan dari kontrak dengan pelanggan, sehingga entitas diharapkan dapat melakukan analisis sebelum mengakui pendapatan.

- PSAK 73: Sewa, yang diadopsi dari IFRS 16, berlaku efektif 1 Januari 2020.

PSAK ini menetapkan prinsip pengakuan, pengukuran, penyajian, dan pengungkapan atas sewa dengan memperkenalkan model akuntansi tunggal dengan mensyaratkan untuk mengakui aset hak-guna (*right-of-use assets*) dan liabilitas sewa. Terdapat 2 pengecualian opsional dalam pengakuan aset dan liabilitas sewa, yakni untuk: (i) sewa jangka-pendek dan (ii) sewa yang aset dasarnya (*underlying assets*) bernilai-rendah.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**r. Accounting standards issued but not yet**  
**effective (continued)**

- PSAK 71: Financial Instruments, adopted from IFRS 9, effective January 1, 2020.

*This PSAK provides for classification and measurement of financial instruments based on the characteristics of contractual cash flows and business model of the entity; expected credit loss impairment model that resulting information more timely, relevant and understandable to users of financial statements; accounting for hedging that reflect the entity's risk management better by introducing a more general requirements based on management's judgment.*

- PSAK 72: Revenue from Contracts with Customers, adopted from IFRS 15, effective January 1, 2020.

*This PSAK is a single standard that a joint project between the International Accounting Standards Board (IASB) and the Financial Accounting Standards Board (FASB), provides revenue recognition model from contracts with customers, and the entity is expected to analyze before recognizing the revenue.*

- PSAK 73: Leases, adopted from IFRS 16, effective January 1, 2020.

*This PSAK establishes the principles of recognition, measurement, presentation, and disclosure of the lease by introducing a single accounting model, with the requirement to recognize the right-of-use assets and liability of the lease; there are 2 optional exclusions in the recognition of the lease assets and liabilities: (i) short-term lease and (ii) lease with low-value underlying assets.*

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**r. Standar akuntansi yang telah disahkan**  
**namun belum berlaku efektif (lanjutan)**

- Amandemen PSAK 71 - Instrumen Keuangan: Fitur Percepatan Pelunasan dengan Kompensasi Negatif, berlaku efektif 1 Januari 2020.

Amendemen ini mengatur bahwa aset keuangan dengan fitur percepatan pelunasan yang dapat menghasilkan kompensasi negatif memenuhi kualifikasi sebagai arus kas kontraktual yang berasal semata dari pembayaran pokok dan bunga dari jumlah pokok terutang.

Perusahaan telah mengevaluasi dampak dari standar akuntansi tersebut dan tidak terdapat pengaruh signifikan posisi dan kinerja keuangan Perusahaan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING**  
**POLICIES (continued)**

**r. Accounting standards issued but not yet**  
**effective (continued)**

- Amendments to PSAK 71 - Financial Instruments: Prepayment Features with Negative Compensation, effective January 1, 2020.

*This amendments provides that a financial asset with prepayment features that may result in negative compensation qualifies as a contractual cash flow derived solely from the principal and interest of the principal amount owed.*

*The Company has evaluated the impact of the accounting standards and there is no significant influence on the Company's financial position and performance*

**3. PENGGUNAAN ESTIMASI, PERTIMBANGAN**  
**DAN ASUMSI MANAJEMEN**

Dalam penerapan kebijakan akuntansi Perusahaan seperti yang diungkapkan dalam Catatan 2 pada laporan keuangan, manajemen harus membuat estimasi, pertimbangan dan asumsi atas nilai tercatat aset dan liabilitas yang tidak tersedia oleh sumber-sumber lain.

Estimasi dan asumsi tersebut dibuat berdasarkan pengalaman historis dan faktor lain yang dipertimbangkan relevan.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar estimasi, pertimbangan dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan.

**Pertimbangan**

Pertimbangan-pertimbangan berikut dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Perusahaan yang memiliki pengaruh paling signifikan terhadap jumlah yang diakui dalam laporan keuangan.

**3. MANAGEMENT'S USE OF ESTIMATES,**  
**JUDGEMENTS AND ASSUMPTIONS**

*In the application of the Company's accounting policies, which are described in Note 2 to the financial statements, management is required to make estimates, judgements and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources.*

*These estimates and assumptions are based on historical experience and other factors that are considered to be relevant.*

*Management believes that the following represent a summary of the significant estimates, judgments and assumptions made that affected certain reported amounts and disclosures in the financial statements.*

**Judgments**

*The following judgments are made by management in the process of applying the Company's accounting policies that have the most significant effects on the amounts recognized in the financial statements.*

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**3. PENGGUNAAN ESTIMASI, PERTIMBANGAN**  
**DAN ASUMSI MANAJEMEN (lanjutan)**

**Pertimbangan (lanjutan)**

Penentuan mata uang fungsional

Mata uang fungsional Perusahaan merupakan mata uang dalam lingkungan ekonomi dimana Perusahaan beroperasi. Mata uang tersebut adalah mata uang yang paling mempengaruhi pendapatan dan beban Perusahaan. Berdasarkan penilaian manajemen Perusahaan, mata uang fungsional Perusahaan adalah dalam Rupiah.

Klasifikasi aset dan liabilitas keuangan

Klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan ditetapkan dengan mempertimbangkan apakah definisi yang ditetapkan PSAK No. 55 (2014) dipenuhi. Dengan demikian aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi seperti dijelaskan pada Catatan 2I.

Penyisihan penurunan nilai piutang

Perusahaan mengevaluasi akun tertentu jika terdapat informasi bahwa pelanggan tertentu tidak dapat memenuhi kewajiban keuangannya. Dalam hal tersebut, Perusahaan mempertimbangkan, berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas pada, jangka waktu hubungan dengan pelanggan, kualitas jaminan yang diterima dan status kredit dari pelanggan berdasarkan Catatan kredit pihak ketiga yang tersedia dan faktor pasar yang telah diketahui, untuk mencatat provisi yang spesifik atas jumlah piutang pelanggan guna mengurangi jumlah piutang yang diharapkan dapat diterima oleh Perusahaan. Provisi yang spesifik ini dievaluasi kembali dan disesuaikan jika tambahan informasi yang diterima mempengaruhi jumlah penyisihan penurunan nilai piutang.

Bila Perusahaan memutuskan bahwa tidak terdapat bukti obyektif atas penurunan nilai pada evaluasi individual atas piutang usaha, baik yang nilainya signifikan maupun tidak, Perusahaan menyertakannya dalam kelompok piutang usaha dengan risiko kredit yang serupa karakteristiknya dan melakukan evaluasi kolektif atas penurunan nilai. Karakteristik yang dipilih mempengaruhi estimasi arus kas masa depan atas kelompok piutang usaha tersebut karena merupakan indikasi bagi kemampuan pelanggan untuk melunasi jumlah terutang.

**3. MANAGEMENT'S USE OF ESTIMATES,**  
**JUDGEMENTS AND ASSUMPTIONS (continued)**

**Judgments (continued)**

Determination of functional currency

The functional currency of the Company is the currency of the primary economic environment in which the Company operates. It is the currency that mainly influence the Company's revenue and expenses. Based on the Company's management assessment, the Company's functional currency is the Rupiah.

Classification of financial assets and financial liabilities

Classifications of certain assets and liabilities as financial assets and financial liabilities by determining if they meet the definition set forth in PSAK No. 55 (2014). Accordingly, the financial assets and financial liabilities are accounted for in accordance with accounting policies disclosed in Note 2I.

The allowance of impairment of receivables

The Company evaluates specific accounts where it has information that certain customers are unable to meet their financial obligations. In these cases, the Company use judgment, based on the best available facts and circumstances, including but not limited to, the length of its relationship with the customer, quality of collateral received and the customer's current credit status based on any available third party credit reports and known market factors, to record specific provisions for customers against amounts due to reduce its receivable amounts that the Company expect to collect. These specific provisions are re-evaluated and adjusted as additional information received affects the amounts of allowance for impairment losses on trade receivables.

If the Company determine that no objective evidence of impairment exists for an individually assessed trade receivables, whether significant or not, it includes the asset in a Company of financial assets with similar credit risk characteristics and collectively assesses them for impairment. The characteristics chosen are relevant to the estimation of future cash flows for groups of such trade receivables by being indicative of the customers' ability to pay all amounts due.



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**3. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)**

**Pertimbangan (lanjutan)**

Arus kas masa depan pada kelompok piutang usaha yang dievaluasi secara kolektif untuk penurunan nilai diestimasi berdasarkan pengalaman kerugian historis bagi piutang usaha dengan karakteristik risiko kredit yang serupa dengan piutang usaha pada kelompok tersebut. Penjelasan lebih lanjut diungkapkan dalam Catatan 5.

Perpajakan

Ketidakpastian atas interpretasi dari peraturan pajak yang kompleks, perubahan peraturan pajak dan jumlah dan timbulnya penghasilan kena pajak di masa depan, dapat menyebabkan penyesuaian di masa depan atas penghasilan dan beban pajak yang telah dicatat.

Pertimbangan juga dilakukan dalam menentukan penyisihan atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya adalah tidak pasti sepanjang kegiatan usaha normal. Penjelasan lebih rinci mengenai pajak penghasilan diungkapkan dalam Catatan 16.

Tagihan dan Keberatan atas Hasil Pemeriksaan Pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat dalam akun di atas dapat dipulihkan dan direstitusi oleh Kantor Pajak. Penjelasan lebih lanjut atas akun ini akan diberikan pada Catatan 16.

**Estimasi dan Asumsi**

Asumsi utama mengenai masa depan dan sumber utama lain dalam mengestimasi ketidakpastian pada tanggal pelaporan yang mempunyai risiko signifikan yang dapat menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam periode berikutnya diungkapkan di bawah ini. Perusahaan mendasarkan asumsi dan estimasi pada parameter yang tersedia saat laporan keuangan disusun. Kondisi yang ada dan asumsi mengenai perkembangan masa depan dapat berubah karena perubahan situasi pasar yang berada di luar kendali Perusahaan. Perubahan tersebut tercermin dalam asumsi ketika keadaan tersebut terjadi.

**3. MANAGEMENT'S USE OF ESTIMATES, JUDGEMENTS AND ASSUMPTIONS (continued)**

**Judgments (continued)**

*Future cash flows in a group of trade receivables that are collectively evaluated for impairment are estimated on the basis of historical loss experience for the trade receivables with credit risk characteristics similar to those in the group. Further details are disclosed in Note 5.*

Taxation

*Uncertainties exist with respect to the interpretation of complex tax regulations, changes in tax laws and the amount and timing of future taxable income, could necessitate future adjustments to tax income and expense already recorded.*

*Judgment is also involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. Further details regarding taxation are disclosed in Note 16.*

Claims and Objection of Tax Assessment

*Based on the tax regulations currently enacted, the management judge if the amounts recorded under the above account are recoverable and refundable by the Tax Office. Further explanations regarding this account are provided in Note 16.*

**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 period 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 on circumstances arising beyond the control of the Company. Such changes are reflected in the assumptions when they occur.*

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**3. PENGGUNAAN ESTIMASI, PERTIMBANGAN**  
**DAN ASUMSI MANAJEMEN (lanjutan)**

**Estimasi dan Asumsi (lanjutan)**

Nilai wajar dari aset keuangan dan liabilitas keuangan

Standar Akuntansi Keuangan di Indonesia mensyaratkan pengukuran aset keuangan dan liabilitas keuangan tertentu pada nilai wajarnya, dan penyajian ini mengharuskan penggunaan estimasi. Komponen pengukuran nilai wajar yang signifikan ditentukan berdasarkan bukti-bukti obyektif yang dapat diverifikasi (seperti nilai tukar, suku bunga), sedangkan saat dan besaran perubahan nilai wajar dapat menjadi berbeda karena penggunaan metode penilaian yang berbeda.

Nilai wajar aset keuangan dan liabilitas keuangan diungkapkan pada Catatan 28.

Estimasi masa manfaat aset tetap

Masa manfaat dari masing-masing aset tetap Perusahaan diestimasi berdasarkan jangka waktu aset tersebut diharapkan tersedia untuk digunakan. Estimasi tersebut didasarkan pada penilaian kolektif berdasarkan bidang usaha yang sama, evaluasi teknis internal dan pengalaman dengan aset sejenis. Estimasi masa manfaat setiap aset ditelaah secara berkala dan diperbarui jika estimasi berbeda dari perkiraan sebelumnya yang disebabkan karena pemakaian, usang, serta keterbatasan hak atau pembatasan lainnya terhadap penggunaan aset.

Dengan demikian, hasil operasi di masa mendatang mungkin dapat terpengaruh secara signifikan oleh perubahan dalam jumlah dan waktu terjadinya biaya karena perubahan yang disebabkan oleh faktor-faktor yang disebutkan di atas. Penurunan estimasi masa manfaat ekonomis setiap aset tetap akan menyebabkan kenaikan beban penyusutan dan penurunan nilai tercatat aset tetap.

Estimasi masa manfaat aset tetap diungkapkan pada Catatan 2h. Tidak terdapat perubahan dalam estimasi masa manfaat aset tetap selama tahun berjalan.

**3. MANAGEMENT'S USE OF ESTIMATES,**  
**JUDGEMENTS AND ASSUMPTIONS (continued)**

**Estimates and Assumptions (continued)**

Fair value of financial assets and financial liabilities

Indonesian Financial Accounting Standards require measurement of certain financial assets and liabilities at fair values, and the disclosure requires the use of estimates. Significant components of fair value measurement is determined based on verifiable objective evidence (i.e. foreign exchange rate, interest rate), while timing and amount of changes in fair value might differ due to different valuation methods used.

The fair value of financial assets and financial liabilities is disclosed in Note 28.

Estimate useful lives of fixed assets

The useful life of each of the item of the Company's fixed assets is estimated based on the period over which the asset is expected to be available for use. Such estimation is based on a collective assessment of similar business, internal technical evaluation and experience with similar assets. The estimated useful life of each asset is reviewed periodically and updated if expectations differ from previous estimates due to usage, obsolescence, and legal or other limits on the use of the asset.

It is possible, however, that future results of operations could be materially affected by changes in the amounts and timing of recorded expenses brought about by changes in the factors mentioned above. A reduction in the estimated useful life of any item of fixed assets would increase the recorded depreciation and decrease the carrying values of these assets.

Estimated useful lives of fixed assets are disclosed in Note 2h. There is no change in the estimated useful life of fixed assets during the year.

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**3. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)**

**Estimasi dan Asumsi (lanjutan)**

Penurunan nilai aset nonkeuangan

Penelaahan atas penurunan nilai dilakukan apabila terdapat indikasi penurunan nilai aset tertentu. Penentuan nilai wajar aset membutuhkan estimasi arus kas yang diharapkan akan dihasilkan dari pemakaian berkelanjutan dan pelepasan akhir atas aset tersebut. Perubahan signifikan dalam asumsi-asumsi yang digunakan untuk menentukan nilai wajar dapat berdampak signifikan pada nilai terpulihkan dan jumlah kerugian penurunan nilai yang terjadi mungkin berdampak material pada hasil operasi Perusahaan.

Pajak penghasilan

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan. Terdapat transaksi dan perhitungan tertentu yang penentuan pajak akhirnya belum dapat dipastikan dalam kegiatan usaha normal. Perusahaan mengakui liabilitas atas pajak penghasilan badan berdasarkan estimasi penghasilan kena pajak. Penjelasan lebih rinci diungkapkan dalam Catatan 16.

Aset pajak tangguhan

Aset pajak tangguhan diakui untuk semua perbedaan temporer antara nilai tercatat aset dan liabilitas pada laporan keuangan dengan dasar pengenaan pajak jika besar kemungkinan bahwa jumlah laba fiskal akan memadai untuk pemanfaatan perbedaan temporer yang diakui. Estimasi manajemen yang signifikan diperlukan untuk menentukan jumlah aset pajak tangguhan yang diakui berdasarkan kemungkinan waktu terealisasinya dan jumlah laba fiskal pada masa mendatang serta strategi perencanaan pajak masa depan. Penjelasan lebih rinci diungkapkan dalam Catatan 2k dan 16.

**3. MANAGEMENT'S USE OF ESTIMATES, JUDGEMENTS AND ASSUMPTIONS (continued)**

**Estimates and Assumptions (continued)**

Impairment of non-financial assets

Impairment review is performed when certain impairment indicators are present. Determining the fair value of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets. Any significant changes in the assumptions used in determining the fair value may materially affect the assessment of recoverable values and any resulting impairment loss could have a material impact on results of the Company's operations.

Income tax

Significant judgment is involved in determining the provision for corporate income tax. There are certain transactions and computation for which the ultimate tax determination is uncertain during the ordinary course of business. The Company recognizes liabilities for expected corporate income tax issues based on estimates of taxable income. Further details are disclosed in Note 16.

Deferred tax assets

Deferred tax assets are recognized for all temporary differences between the financial statements' carrying amounts of existing assets and liabilities and their respective taxes bases to the extent that it is probable that taxable profit will be available against which the temporary differences can be utilized. Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of future taxable profits together with future tax planning strategies. Further details are disclosed in Notes 2k and 16.

**4. KAS DAN SETARA KAS**

**4. CASH AND CASH EQUIVALENTS**

|                        | 31 Desember/December 31, |           |                        |
|------------------------|--------------------------|-----------|------------------------|
|                        | 2019                     | 2018      |                        |
| <b>Kas</b>             |                          |           | <b>Cash on hand</b>    |
| Rupiah                 | 86.761                   | 102.995   | Rupiah                 |
| <b>Kas di bank</b>     |                          |           | <b>Cash in banks</b>   |
| Rupiah                 |                          |           | Rupiah                 |
| Pihak ketiga           |                          |           | Third party            |
| PT Bank CIMB Niaga Tbk | 2.383.914                | 1.996.162 | PT Bank CIMB Niaga Tbk |

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**4. KAS DAN SETARA KAS (lanjutan)**

**4. CASH AND CASH EQUIVALENTS (continued)**

|                                        | <b>31 Desember/December 31,</b> |                    |                                        |
|----------------------------------------|---------------------------------|--------------------|----------------------------------------|
|                                        | <b>2019</b>                     | <b>2018</b>        |                                        |
| <b>Kas di bank (lanjutan)</b>          |                                 |                    | <b>Cash in banks (continued)</b>       |
| Pihak berelasi (Catatan 26)            |                                 |                    | Related parties (Note 26)              |
| PT Bank Mandiri (Persero) Tbk          | 70.937.746                      | 22.718.002         | PT Bank Mandiri (Persero) Tbk          |
| PT Bank Negara Indonesia (Persero) Tbk | 2.761.030                       | -                  | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Syariah Mandiri                | 1.319.800                       | -                  | PT Bank Syariah Mandiri                |
| Subtotal                               | 77.402.490                      | 24.714.164         | Subtotal                               |
| Dolar AS                               |                                 |                    | US Dollar                              |
| Pihak berelasi (Catatan 26)            |                                 |                    | Related party (Note 26)                |
| PT Bank Mandiri (Persero) Tbk          | 675.150                         | 65.534             | PT Bank Mandiri (Persero) Tbk          |
| <b>Total kas di bank</b>               | <b>78.077.640</b>               | <b>24.779.698</b>  | <b>Total cash in banks</b>             |
| <b>Deposito berjangka</b>              |                                 |                    | <b>Time deposits</b>                   |
| Rupiah                                 |                                 |                    | Rupiah                                 |
| Pihak ketiga                           |                                 |                    | Third party                            |
| PT Bank CIMB Niaga Tbk                 | -                               | 50.000.000         | PT Bank CIMB Niaga Tbk                 |
| Pihak berelasi (Catatan 26)            |                                 |                    | Related parties (Note 26)              |
| PT Bank Syariah Mandiri                | 270.000.000                     | -                  | PT Bank Syariah Mandiri                |
| PT Bank Mandiri (Persero) Tbk          | 85.000.000                      | -                  | PT Bank Mandiri (Persero) Tbk          |
| PT Bank Negara Indonesia (Persero) Tbk | 33.000.000                      | -                  | PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Tabungan Negara (Persero) Tbk  | -                               | 260.000.000        | PT Bank Tabungan Negara (Persero) Tbk  |
| <b>Total deposito berjangka</b>        | <b>388.000.000</b>              | <b>310.000.000</b> | <b>Total time deposits</b>             |
| <b>Total kas dan setara kas</b>        | <b>466.164.401</b>              | <b>334.882.693</b> | <b>Total cash and cash equivalents</b> |

Suku bunga tahunan deposito berjangka adalah sebagai berikut:

Annual interest rates on the time deposits are as follows:

|        | <b>31 Desember/<br/>December 31,<br/>2019</b> | <b>31 Desember/<br/>December 31,<br/>2018</b> |        |
|--------|-----------------------------------------------|-----------------------------------------------|--------|
| Rupiah | 6,80% - 8,12%                                 | 4,75% - 8,00%                                 | Rupiah |

Rekening di bank memiliki tingkat bunga mengambang sesuai dengan tingkat penawaran pada masing-masing bank.

Accounts in bank have floating interest rate based on the offered rate from each bank.

Kas dan setara kas tidak dijadikan jaminan pada tanggal pelaporan.

Cash and cash equivalents were not used as collateral at reporting date.

Saldo kas dan setara kas, pada tanggal pelaporan, tidak dibatasi penggunaannya.

Cash and cash equivalents were not restricted to use at the reporting date.

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**5. PIUTANG USAHA**

Rincian piutang usaha berdasarkan pelanggan adalah sebagai berikut:

|                                             | <b>31 Desember/December 31,</b> |                    |
|---------------------------------------------|---------------------------------|--------------------|
|                                             | <b>2019</b>                     | <b>2018</b>        |
| Pihak ketiga                                |                                 |                    |
| PT Indo Dharma Transport                    | 2.660.915                       | -                  |
| PT Tri Elang Jaya Mandiri                   | 2.467.217                       | 1.028.520          |
| PT Pelayaran Sinar Dafitha Utama            | 1.138.553                       | -                  |
| PT Usda Seroja Jaya                         | 800.378                         | 604.663            |
| PT Lautan Jaya Manggala                     | 665.690                         | -                  |
| PT Admiral Lines                            | 660.560                         | 1.684.657          |
| PT Bahari Eka Nusantara                     | 611.210                         | -                  |
| PT Tenaga Baru Nuansa Persada               | -                               | 777.021            |
| PT Adi Bahari Nuansa                        | -                               | 657.695            |
| Lain-lain (masing-masing dibawah Rp500.000) | 13.217.006                      | 14.546.145         |
| <b>Subtotal</b>                             | <b>22.221.529</b>               | <b>19.298.701</b>  |
| Pihak berelasi (Catatan 26)                 |                                 |                    |
| Pelindo II                                  | 72.861.562                      | 157.250.569        |
| PT Pertamina Trans Kontinental              | 12.543.326                      | 22.941.694         |
| PT Pelabuhan Tanjung Priok                  | 7.543.971                       | 31.062.213         |
| PT Bukit Prima Bahari                       | 772.766                         | -                  |
| PT Adhiguna Putera                          | 427.329                         | 734.381            |
| PT Pupuk Sriwdjaja Palembang                | 163.546                         | -                  |
| PT PGN LNG Indonesia                        | 66.000                          | -                  |
| PT Pupuk Indonesia Logistik                 | -                               | 1.413.766          |
| PT IPC Terminal Petikemas                   | -                               | 699.090            |
| PT Pengerukan Indonesia                     | -                               | 383.730            |
| PT Pertamina Marine                         | -                               | 133.364            |
| <b>Subtotal</b>                             | <b>94.378.500</b>               | <b>214.618.807</b> |
| <b>Total</b>                                | <b>116.600.029</b>              | <b>233.917.508</b> |

**5. TRADE RECEIVABLES**

The details of trade receivables per customer are as follows:

|                                         |
|-----------------------------------------|
| <i>Third parties</i>                    |
| <i>PT Indo Dharma Transport</i>         |
| <i>PT Tri Elang Jaya Mandiri</i>        |
| <i>PT Pelayaran Sinar Dafitha Utama</i> |
| <i>PT Usda Seroja Jaya</i>              |
| <i>PT Lautan Jaya Manggala</i>          |
| <i>PT Admiral Lines</i>                 |
| <i>PT Bahari Eka Nusantara</i>          |
| <i>PT Tenaga Baru Nuansa Persada</i>    |
| <i>PT Adi Bahari Nuansa</i>             |
| <i>Others (below Rp500,000 each)</i>    |
| <b>Subtotal</b>                         |
| <i>Related parties (Note 26)</i>        |
| <i>Pelindo II</i>                       |
| <i>PT Pertamina Trans Kontinental</i>   |
| <i>PT Pelabuhan Tanjung Priok</i>       |
| <i>PT Bukit Prima Bahari</i>            |
| <i>PT Adhiguna Putera</i>               |
| <i>PT Pupuk Sriwdjaja Palembang</i>     |
| <i>PT PGN LNG Indonesia</i>             |
| <i>PT Pupuk Indonesia Logistik</i>      |
| <i>PT IPC Terminal Petikemas</i>        |
| <i>PT Pengerukan Indonesia</i>          |
| <i>PT Pertamina Marine</i>              |
| <b>Subtotal</b>                         |
| <b>Total</b>                            |

Rincian piutang usaha berdasarkan umur piutang adalah sebagai berikut:

The details of the trade receivables based on aging are as follows:

|                    | <b>31 Desember/December 31,</b> |                    |              |
|--------------------|---------------------------------|--------------------|--------------|
|                    | <b>2019</b>                     | <b>2018</b>        |              |
| Belum jatuh tempo  | 44.089.757                      | 41.719.361         | Not yet due  |
| Telah jatuh tempo: |                                 |                    | Overdue:     |
| 1 - 30 hari        | 34.841.451                      | 12.123.631         | 1 - 30 days  |
| 31 - 60 hari       | 9.044.386                       | 85.037.689         | 31 - 60 days |
| 61 - 90 hari       | 4.354.328                       | 5.666.447          | 61 - 90 days |
| Lebih dari 90 hari | 24.270.107                      | 89.370.380         | Over 90 days |
| <b>Total</b>       | <b>116.600.029</b>              | <b>233.917.508</b> | <b>Total</b> |



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**5. PIUTANG USAHA (lanjutan)**

Rincian piutang usaha menurut jenis mata uang adalah sebagai berikut:

|                       | <b>31 Desember/December 31,</b> |                    |
|-----------------------|---------------------------------|--------------------|
|                       | <b>2019</b>                     | <b>2018</b>        |
| Rupiah                | 114.596.602                     | 214.229.126        |
| Dolar Amerika Serikat | 2.003.427                       | 19.688.382         |
| <b>Total</b>          | <b>116.600.029</b>              | <b>233.917.508</b> |

Piutang usaha tidak dijadikan jaminan pada tanggal pelaporan.

Pada tanggal 31 Desember 2019 dan 2018, manajemen Perusahaan berkeyakinan bahwa seluruh piutang usaha dapat tertagih dan cadangan kerugian penurunan nilai piutang dianggap tidak diperlukan.

**5. TRADE RECEIVABLES (continued)**

The details of trade receivable by currencies are as follows:

|                      |                    |
|----------------------|--------------------|
| Rupiah               | 214.229.126        |
| United States Dollar | 19.688.382         |
| <b>Total</b>         | <b>233.917.508</b> |

Trade receivables were not used as collateral at reporting date.

As of December 31, 2019, dan 2018, the management of the Company believes that all trade receivables are collectible and an allowance for impairment losses of receivables is not considered necessary.

**6. PENDAPATAN MASIH AKAN DITERIMA**

Pendapatan masih akan diterima merupakan piutang kepada pelanggan atas jasa yang telah selesai dilakukan oleh Perusahaan, namun belum difakturkan (piutang belum difakturkan). Rincian akun ini pada tanggal 31 Desember 2019 dan 2018 adalah sebagai berikut:

|                                             | <b>31 Desember/December 31,</b> |                  |
|---------------------------------------------|---------------------------------|------------------|
|                                             | <b>2019</b>                     | <b>2018</b>      |
| Pihak ketiga                                |                                 |                  |
| Lain-lain (masing-masing dibawah Rp500.000) | 685.910                         | 1.102.222        |
| <b>Subtotal</b>                             | <b>685.910</b>                  | <b>1.102.222</b> |
| Pihak berelasi (Catatan 26)                 |                                 |                  |
| Pelindo II                                  | 10.479.651                      | -                |
| PT Pertamina Trans Kontinental              | -                               | 5.166.518        |
| PT Pupuk Indonesia Logistik                 | -                               | 1.469.544        |
| <b>Subtotal</b>                             | <b>10.479.651</b>               | <b>6.636.062</b> |
| <b>Total</b>                                | <b>11.165.561</b>               | <b>7.738.284</b> |

Pendapatan masih akan diterima tidak dijadikan jaminan pada tanggal pelaporan.

**6. ACCRUED REVENUES**

Accrued revenues represent receivables to customers for services which have been delivered by the Company, but not yet billed (unbilled receivable). Details of the account as of December 31, 2019 dan 2018 are as follows:

|                                |                  |
|--------------------------------|------------------|
| Third parties                  |                  |
| Others (below Rp500,000 each)  | 1.102.222        |
| <b>Subtotal</b>                | <b>1.102.222</b> |
| Related parties (Note 26)      |                  |
| Pelindo II                     | -                |
| PT Pertamina Trans Kontinental | 5.166.518        |
| PT Pupuk Indonesia Logistik    | 1.469.544        |
| <b>Subtotal</b>                | <b>6.636.062</b> |
| <b>Total</b>                   | <b>7.738.284</b> |

Accrued revenue were not used as collateral at reporting date.

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**7. PIUTANG LAIN-LAIN**

|                                             | <b>31 Desember/December 31,</b> |                   |
|---------------------------------------------|---------------------------------|-------------------|
|                                             | <b>2019</b>                     | <b>2018</b>       |
| Pihak ketiga                                |                                 |                   |
| PT Citra Shipyard                           | 6.657.700                       | -                 |
| Lain-lain (masing-masing dibawah Rp500.000) | 61.678                          | -                 |
| Subtotal                                    | 6.719.378                       | -                 |
| Pihak berelasi (Catatan 26)                 |                                 |                   |
| Pelindo II                                  | 18.565.299                      | 32.500.052        |
| <b>Total</b>                                | <b>25.284.677</b>               | <b>32.500.052</b> |

Piutang lain-lain dari Pelindo II terutama merupakan piutang atas pembayaran gaji karyawan pemanduan yang dibayarkan oleh Perusahaan.

Piutang lain-lain dari PT Citra Shipyard merupakan piutang atas denda keterlambatan penyelesaian pembangunan kapal (Catatan 30).

Piutang lain-lain tidak dijadikan jaminan pada tanggal pelaporan.

Pada tanggal 31 Desember 2019 dan 2018, manajemen Perusahaan berkeyakinan bahwa seluruh piutang lain-lain dapat tertagih dan cadangan kerugian penurunan nilai piutang dianggap tidak diperlukan.

**7. OTHER RECEIVABLES**

|                               |
|-------------------------------|
| Third parties                 |
| PT Citra Shipyard             |
| Others (below Rp500,000 each) |
| Subtotal                      |
| Related parties (Note 26)     |
| Pelindo II                    |
| <b>Total</b>                  |

Other receivables from Pelindo II mainly represent receivables for payment of pilotage's employee salaries which are paid by the Company.

Other receivables from PT Citra Shipyard mainly represent receivables from late fees for the completion of shipbuilding (Note 30).

Other receivables were not used as collateral at reporting date.

As of December 31, 2019 and 2018, the management of the Company believes that all other receivables are collectible and an allowance for impairment losses of receivables is not considered necessary.

**8. PERSEDIAAN**

|                               | <b>31 Desember/December 31,</b> |                   |
|-------------------------------|---------------------------------|-------------------|
|                               | <b>2019</b>                     | <b>2018</b>       |
| Bahan bakar                   | 11.417.870                      | 12.852.441        |
| Suku cadang                   | 2.454.105                       | 1.895.401         |
| Perlengkapan kapal            | 170.798                         | 187.987           |
| Alat tulis dan barang cetakan | 107.281                         | 117.671           |
| Obat, bahan, dan alat medis   | 4.809                           | 7.680             |
| Lain-lain                     | 216.987                         | 315.482           |
| <b>Total</b>                  | <b>14.371.850</b>               | <b>15.376.662</b> |

|                                    |
|------------------------------------|
| Fuel                               |
| Spareparts                         |
| Vessel equipments                  |
| Stationaries and printings         |
| Medicines, materials and equipment |
| Others                             |

**Total**

**8. INVENTORIES**

**9. ASET LANCAR LAINNYA**

Pada tanggal 31 Desember 2019 dan 2018, aset lancar lainnya terutama merupakan beban dibayar di muka atas sewa, asuransi dan gaji karyawan dan uang jaminan.

**9. OTHER CURRENT ASSETS**

As of December 31, 2019 and 2018, other current assets are mainly prepaid expenses for rental, insurance and employee salary and security deposit.

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**10. ASET TETAP**

**Mutasi 31 Desember 2019**

|                             | 31 Desember/<br>December 31,<br>2018 | Penambahan/<br>Additions | Pengurangan/<br>Deductions | Reklasifikasi/<br>Reclassifications | 31 Desember/<br>December 31,<br>2019 |
|-----------------------------|--------------------------------------|--------------------------|----------------------------|-------------------------------------|--------------------------------------|
| <b>Harga perolehan</b>      |                                      |                          |                            |                                     |                                      |
| <u>Pemilikan langsung</u>   |                                      |                          |                            |                                     |                                      |
| Kapal                       | 390.345.655                          | 16.108.174               | -                          | -                                   | 406.453.829                          |
| Bangunan                    | -                                    | 626.684                  | -                          | -                                   | 626.684                              |
| Aset dalam penyelesaian     | 25.839.736                           | 125.731.863              | -                          | -                                   | 151.571.599                          |
|                             | 416.185.391                          | 142.466.721              | -                          | -                                   | 558.652.112                          |
| <b>Akumulasi penyusutan</b> |                                      |                          |                            |                                     |                                      |
| <u>Pemilikan langsung</u>   |                                      |                          |                            |                                     |                                      |
| Kapal                       | 43.231.803                           | 29.850.856               | -                          | -                                   | 73.082.659                           |
| <b>Nilai buku neto</b>      | <b>372.953.588</b>                   |                          |                            |                                     | <b>485.569.453</b>                   |

**Acquisition cost**  
Direct Ownership  
Vessels  
Buildings  
Construction in progress  
  
**Accumulated depreciation**  
Direct Ownership  
Vessels  
  
**Net book value**

**Mutasi 31 Desember 2018**

|                             | 31 Desember/<br>December 31,<br>2017 | Penambahan/<br>Additions | Pengurangan/<br>Deductions | Reklasifikasi/<br>Reclassifications | 31 Desember/<br>December 31,<br>2018 |
|-----------------------------|--------------------------------------|--------------------------|----------------------------|-------------------------------------|--------------------------------------|
| <b>Harga perolehan</b>      |                                      |                          |                            |                                     |                                      |
| <u>Pemilikan langsung</u>   |                                      |                          |                            |                                     |                                      |
| Kapal                       | 381.172.460                          | 9.173.195                | -                          | -                                   | 390.345.655                          |
| Aset dalam penyelesaian     | -                                    | 25.839.736               | -                          | -                                   | 25.839.736                           |
|                             | 381.172.460                          | 35.012.931               | -                          | -                                   | 416.185.391                          |
| <b>Akumulasi penyusutan</b> |                                      |                          |                            |                                     |                                      |
| <u>Pemilikan langsung</u>   |                                      |                          |                            |                                     |                                      |
| Kapal                       | 14.629.175                           | 28.602.628               | -                          | -                                   | 43.231.803                           |
| <b>Nilai buku neto</b>      | <b>366.543.285</b>                   |                          |                            |                                     | <b>372.953.588</b>                   |

**Acquisition cost**  
Direct Ownership  
Vessels  
Construction in progress  
  
**Accumulated depreciation**  
Direct Ownership  
Vessels  
  
**Net book value**

Rincian aset dalam penyelesaian adalah sebagai berikut:

The details of construction in progress are as follows:

**31 Desember/December 31, 2019**

|                     | Persentase<br>Penyelesaian/<br>Percentage of<br>completion | Akumulasi<br>biaya/<br>Accumulated<br>cost | Estimasi<br>penyelesaian/<br>Estimated<br>completion |                        |
|---------------------|------------------------------------------------------------|--------------------------------------------|------------------------------------------------------|------------------------|
| Kapal               | 48,71%                                                     | 148.191.118                                | Mei/May 2020                                         | Vessels                |
| Teknologi informasi | 96,35%                                                     | 2.354.481                                  | Februari/February 2020                               | Information technology |
| Bangunan            | 1,50%                                                      | 1.026.000                                  | Desember/December 2020                               | Buildings              |

Beban penyusutan aset tetap masing-masing sebesar Rp29.850.856 dan Rp28.602.628 untuk tahun yang berakhir pada tanggal 31 Desember 2019 dan 2018, seluruhnya dialokasikan dalam beban pokok pendapatan (Catatan 21).

Depreciation expense of fixed assets amounting to Rp29,850,856 and Rp28,602,628 for the years ended December 31, 2019 and 2018 are allocated to cost of revenue, respectively (Note 21).

Pada tanggal 31 Desember 2019 dan 2018, kapal-kapal yang dimiliki sendiri telah diasuransikan terhadap risiko kerugian yang disebabkan oleh kebakaran, pembajakan, gempa bumi, kecelakaan pada saat pengisian atau pengangkatan bahan bakar, pencurian (*burglary*) dan kerusakan mesin dan *hull* (*machinery breakdown*) pada PT Asuransi Kredit Indonesia (Persero), pihak berelasi, dengan total nilai pertanggungan masing-masing sebesar Rp1.100.041.273 dan Rp1.053.624.042.

As of December 31, 2019 and 2018, directly owned vessels have been insured against risks of losses due to fire, piracy, earthquakes, accidents when filling or removal of the fuel, theft (*burglary*) and damage to hull and machinery (*machinery breakdown*) with PT Asuransi Kredit Indonesia (Persero), a related party, with total coverage amounting to Rp1,100,041,273 and Rp1,053,624,042, respectively.

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**10. ASET TETAP (lanjutan)**

Pada tanggal 31 Desember 2019 dan 2018, kapal-kapal yang dimiliki sendiri dan milik Pelindo II, entitas induk, yang dioperasikan oleh Perusahaan telah diasuransikan dengan polis asuransi *Protection and Indemnity* pada The Shipowners Mutual Protection and Indemnity Association, pihak ketiga, terhadap risiko kerugian atas tabrakan diatas batas penggantian oleh polis asuransi *Marine Hull & Machinery*, biaya pengobatan, rumah sakit, pemakaman, biaya-biaya lain, cedera dan atau kematian anggota awak kapal dan pihak ketiga, biaya pembersihan, denda-denda yang berkaitan dengan polusi atau kerusakan lingkungan yang disebabkan oleh kapal dan pengangkatan bangkai kapal. Batas maksimum penggantian setiap kecelakaan untuk semua jenis klaim sebesar \$AS500.000.000.

Manajemen berkeyakinan bahwa nilai pertanggungan untuk aset tetap kapal tersebut adalah cukup untuk menutupi kemungkinan kerugian atas aset yang dipertanggungan.

Pada tanggal 31 Desember 2019, berdasarkan penelaahan atas estimasi umur manfaat, nilai residu dan metode penyusutan aset tetap, manajemen berkeyakinan tidak terdapat perubahan atas estimasi umur manfaat, nilai residu dan metode penyusutan untuk seluruh aset tetap.

Aset tetap tidak dijadikan jaminan pada tanggal pelaporan.

Tidak terdapat aset tetap yang sudah disusutkan secara penuh namun masih digunakan untuk menunjang operasional Perusahaan.

Manajemen berkeyakinan bahwa tidak terdapat penurunan nilai aset tetap pada tanggal 31 Desember 2019 dan 2018.

**11. UTANG USAHA**

Rincian utang usaha berdasarkan pemasok adalah sebagai berikut:

|                                                            | <b>31 Desember/December 31,</b> |             |
|------------------------------------------------------------|---------------------------------|-------------|
|                                                            | <b>2019</b>                     | <b>2018</b> |
| Pihak ketiga                                               |                                 |             |
| PT Putra Samudra                                           | 1.628.736                       | -           |
| PT Titania One Wildan                                      | 1.457.695                       | -           |
| PT Moda Global Maritime                                    | 949.280                         | -           |
| The Shipowners Mutual Protection and Indemnity Association | -                               | -           |
| - Singapura                                                | 569.914                         | -           |
| PT Terminal Jasa Karya                                     | -                               | 708.774     |
| Lain-lain (masing-masing dibawah Rp250.000)                | 3.377.147                       | 2.941.980   |
| Subtotal                                                   | 7.982.772                       | 3.650.754   |

**10. FIXED ASSETS (continued)**

As of December 31, 2019 and 2018, directly owned vessels and those owned by Pelindo II, the Company's parent, operated by the Company have been insured with Protection and Indemnity insurance policy with The Shipowners Mutual Protection and Indemnity Association, a third party, against losses of collisions above the replacement limit by the Marine Hull & Machinery Insurance policy, medical expenses, hospitals, funerals, other expenses, injury and or death of crew members and third parties, loss, cleaning costs, fines related to pollution or environmental damage caused by vessels and removal of shipwrecks. Maximum limit of replacement of any accidents for any claim type is US\$500,000,000.

Management believes that the insurance coverage for these vessels is adequate to cover the risk of potential loss of the insured assets.

As of December 31, 2019, based on review on estimated useful lives, residual values and methods of depreciation of fixed assets, the management believes that there were no change in useful lives, residual values and method of depreciation on all fixed assets.

Fixed assets were not used as collateral as at the reporting date.

There are no fixed assets that have been fully depreciated but are still used to support the Company's operations.

Management believes that there was no impairment in the value of fixed assets as of December 31, 2019 and 2018.

**11. TRADE PAYABLES**

The details of trade payables based on vendors are as follows:

|                                                            |
|------------------------------------------------------------|
| Third parties                                              |
| PT Putra Samudra                                           |
| PT Titania One Wildan                                      |
| PT Moda Global Maritime                                    |
| The Shipowners Mutual Protection and Indemnity Association |
| - Singapore                                                |
| PT Terminal Jasa Karya                                     |
| Others (below Rp250.000 each)                              |
| Subtotal                                                   |

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**11. UTANG USAHA (lanjutan)**

Rincian utang usaha berdasarkan pemasok adalah sebagai berikut: (lanjutan)

|                                         | <b>31 Desember/December 31,</b> |                   |
|-----------------------------------------|---------------------------------|-------------------|
|                                         | <b>2019</b>                     | <b>2018</b>       |
| Pihak berelasi (Catatan 26)             |                                 |                   |
| Pelindo II                              | 22.249.353                      | 18.187.512        |
| PT Pertamina Patra Niaga                | 3.869.484                       | 1.650.825         |
| PT Pengerukan Indonesia                 | 2.485.430                       | 377.869           |
| PT Nusantara Regas                      | 1.366.406                       | 5.023.509         |
| PT Pertamina Lubricant                  | 240.739                         | 118.686           |
| PT IPC Terminal Petikemas               | 120.441                         | 120.441           |
| PT Biro Klasifikasi Indonesia (Persero) | 37.434                          | -                 |
| PT Rumah Sakit Pelabuhan                | 4.766                           | -                 |
| PT Pertamina (Persero)                  | -                               | 1.347.680         |
| PT Energi Pelabuhan Indonesia           | -                               | 77.156            |
| Subtotal                                | 30.374.053                      | 26.903.678        |
| <b>Total</b>                            | <b>38.356.825</b>               | <b>30.554.432</b> |

Rincian utang usaha menurut jenis mata uang adalah sebagai berikut:

|                       | <b>31 Desember/December 31,</b> |                   |
|-----------------------|---------------------------------|-------------------|
|                       | <b>2019</b>                     | <b>2018</b>       |
| Rupiah                | 37.786.912                      | 30.554.432        |
| Dolar Amerika Serikat | 569.913                         | -                 |
| <b>Total</b>          | <b>38.356.825</b>               | <b>30.554.432</b> |

**11. TRADE PAYABLES (continued)**

The details of trade payables based on vendors are as follows: (continue)

*Related parties (Note 26)*  
*Pelindo II*  
*PT Pertamina Patra Niaga*  
*PT Pengerukan Indonesia*  
*PT Nusantara Regas*  
*PT Pertamina Lubricant*  
*PT IPC Terminal Petikemas*  
*PT Biro Klasifikasi Indonesia (Persero)*  
*PT Rumah Sakit Pelabuhan*  
*PT Pertamina (Persero)*  
*PT Energi Pelabuhan Indonesia*

*Subtotal*

**Total**

The details of trade payables by currencies are as follows:

*Rupiah*  
*United States Dollar*

**Total**

**12. UTANG LAIN-LAIN**

Utang lain-lain - pihak ketiga merupakan uang untuk diperhitungkan dari pelanggan.

**12. OTHER PAYABLES**

Other payables - third parties represents advance from customers.

**13. UTANG DIVIDEN**

Pada tanggal 31 Desember 2019, akun ini seluruhnya merupakan utang dividen interim kepada Pelindo II.

**13. DIVIDEND PAYABLE**

As of December 31, 2019, this account represents interim dividend to Pelindo II.

**14. UANG TITIPAN**

Pada tanggal 31 Desember 2019 dan 2018, akun ini seluruhnya merupakan uang titipan karyawan.

**14. DEPOSITS**

As of December 31, 2019 and 2018, this account represents deposits from employee.



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**15. BEBAN AKRUAL**

Beban akrual terdiri dari:

|                                            | <b>31 Desember/December 31,</b> |                   |
|--------------------------------------------|---------------------------------|-------------------|
|                                            | <b>2019</b>                     | <b>2018</b>       |
| Pembangunan kapal                          | 65.742.651                      | 5.694.821         |
| Bahan bakar dan pelumas                    | 23.566.805                      | 21.261.602        |
| Gaji, tunjangan dan kesejahteraan karyawan | 20.765.688                      | 28.008.317        |
| Kerja sama mitra usaha                     | 17.401.207                      | 15.495.393        |
| Pemeliharaan kapal                         | 9.531.678                       | 7.181.925         |
| Asuransi                                   | 1.357.908                       | -                 |
| Lain-lain                                  | 241.404                         | 1.613.715         |
| <b>Total</b>                               | <b>138.607.341</b>              | <b>79.255.773</b> |

**15. ACCRUED EXPENSES**

Accrued expenses consist of:

Ship building  
 Fuel and lubricants  
 Salaries, allowance and employee welfare  
 Partnership  
 Ship maintenance  
 Insurance  
 Others

**Total**

**16. PERPAJAKAN**

a. Pajak dibayar di muka

Pajak dibayar di muka terdiri dari:

|                            | <b>31 Desember/December 31,</b> |                    |
|----------------------------|---------------------------------|--------------------|
|                            | <b>2019</b>                     | <b>2018</b>        |
| Pajak Pertambahan Nilai    | 100.459.239                     | 92.171.768         |
| Pajak penghasilan badan    | 18.326.999                      | 18.326.999         |
| Pajak penghasilan pasal 15 | -                               | 136.190            |
| <b>Total</b>               | <b>118.786.238</b>              | <b>110.634.957</b> |

**16. TAXATION**

a. Prepaid taxes

Prepaid taxes consist of:

Value Added Tax  
 Corporate income tax  
 Income taxes Article 15

**Total**

Pajak dibayar di muka - pajak penghasilan badan merupakan pembayaran pajak penghasilan pajak badan tahun fiskal 2014 oleh Perusahaan berdasarkan Surat Ketetapan Pajak Kurang Bayar (SKPKB) yang masih dalam proses keberatan (Catatan 16g).

Prepaid taxes - corporate income tax represent payment of corporate income tax for fiscal year 2014 by the Company based on the Underpayment Tax Assessment Letter ("SKPKB") which is still in the process of objection (Note 16g).

b. Utang pajak

Utang pajak terdiri dari:

|                   | <b>31 Desember/December 31,</b> |                  |
|-------------------|---------------------------------|------------------|
|                   | <b>2019</b>                     | <b>2018</b>      |
| Pajak penghasilan |                                 |                  |
| Pasal 4 (2)       | 38.265                          | 26.123           |
| Pasal 15          | 44.952                          | 34.356           |
| Pasal 21          | 2.848.396                       | 4.275.493        |
| Pasal 23          | 585.941                         | 140.544          |
| Pasal 25          | 2.503.228                       | 3.373.087        |
| Pasal 26          | 10.593                          | -                |
| Lainnya           | 3.881.836                       | -                |
| <b>Total</b>      | <b>9.913.211</b>                | <b>7.849.603</b> |

Income taxes  
 Article 4 (2)  
 Article 15  
 Article 21  
 Article 23  
 Article 25  
 Article 26  
 Others

**Total**

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**16. PERPAJAKAN (lanjutan)**

**16. TAXATION (continued)**

c. Pajak penghasilan badan

c. Corporate income tax

Rekonsiliasi antara laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain dengan taksiran laba pajak adalah sebagai berikut:

The reconciliation between income before corporate income tax per statements of profit or loss and other comprehensive income and estimated tax income are as follows:

| Tahun yang berakhir pada tanggal<br>31 Desember/Years ended December 31,                         |                    |                                                                                                                      |
|--------------------------------------------------------------------------------------------------|--------------------|----------------------------------------------------------------------------------------------------------------------|
| 2019                                                                                             | 2018               |                                                                                                                      |
| Laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain | 132.226.696        | 120.832.796                                                                                                          |
| Perbedaan temporer                                                                               |                    |                                                                                                                      |
| Bonus                                                                                            | (4.506.845)        | (2.372.786)                                                                                                          |
| Penyusutan aset tetap                                                                            | 4.327.777          | 4.711.683                                                                                                            |
| Perbedaan permanen                                                                               |                    |                                                                                                                      |
| Kesejahteraan karyawan, imbalan kerja dan beban lainnya                                          | 13.598.461         | 18.217.271                                                                                                           |
| Promosi dan pemasaran                                                                            | 3.608.204          | 3.767.454                                                                                                            |
| Beban pajak                                                                                      | 8.755.297          | 26.832.197                                                                                                           |
| Pendapatan keuangan yang dikenakan pajak final                                                   | (18.464.682)       | (18.619.865)                                                                                                         |
| <b>Taksiran penghasilan kena pajak</b>                                                           | <b>139.544.908</b> | <b>153.368.750</b>                                                                                                   |
|                                                                                                  |                    | <i>Income before corporate income tax as shown in the statement of profit or loss and other comprehensive income</i> |
|                                                                                                  |                    | <i>Temporary differences</i>                                                                                         |
|                                                                                                  |                    | <i>Bonus</i>                                                                                                         |
|                                                                                                  |                    | <i>Depreciation of fixed assets</i>                                                                                  |
|                                                                                                  |                    | <i>Permanent differences</i>                                                                                         |
|                                                                                                  |                    | <i>Employee welfare, employee benefits and other expenses</i>                                                        |
|                                                                                                  |                    | <i>Promotion and marketing</i>                                                                                       |
|                                                                                                  |                    | <i>Tax expenses</i>                                                                                                  |
|                                                                                                  |                    | <i>Finance income subject to final tax</i>                                                                           |
|                                                                                                  |                    | <b>Estimated taxable income</b>                                                                                      |

Perhitungan beban pajak penghasilan kini - tahun berjalan dan taksiran lebih bayar dan kurang bayar pajak penghasilan badan adalah sebagai berikut:

The calculation of current income tax expense - current year and estimated overpayment and underpayment of corporate income tax are as follows:

| Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                     |                                                     |
|-------------------------------------------------------------------------|---------------------|-----------------------------------------------------|
| 2019                                                                    | 2018                |                                                     |
| Taksiran penghasilan kena pajak                                         | 139.544.905         | 153.368.750                                         |
| Beban pajak penghasilan badan - tahun berjalan                          | 34.886.226          | 38.342.187                                          |
| Dikurangi: pajak penghasilan dibayar di muka                            | 46.298.875          | 51.026.086                                          |
| <b>Taksiran tagihan restitusi Pajak tahun berjalan</b>                  | <b>(11.412.649)</b> | <b>(12.683.899)</b>                                 |
|                                                                         |                     | <i>Estimated taxable income</i>                     |
|                                                                         |                     | <i>Corporate income tax expense - current</i>       |
|                                                                         |                     | <i>Less: prepaid income tax</i>                     |
|                                                                         |                     | <b>Estimated claims for tax refund current year</b> |

Berdasarkan undang-undang perpajakan yang berlaku di Indonesia, Perusahaan menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak.

Under the taxation laws of Indonesia, the Company calculate and pay tax on the basis of self assessment. The Directorate General of Tax may assess or amend tax liabilities within 5 (five) years of the time the tax becomes due.

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**16. PERPAJAKAN (lanjutan)**

c. Pajak penghasilan badan (lanjutan)

Rekonsiliasi antara beban pajak penghasilan badan dengan jumlah teoritis beban pajak penghasilan yang dihitung berdasarkan laba sebelum pajak penghasilan badan dengan menggunakan tarif pajak yang berlaku adalah sebagai berikut:

|                                                                                                  | Tahun yang berakhir pada tanggal<br>31 Desember/Years ended December 31, |                     |
|--------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|---------------------|
|                                                                                                  | 2019                                                                     | 2018                |
| Laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain | 132.226.696                                                              | 120.832.796         |
| Pajak penghasilan dihitung dengan tarif yang berlaku                                             | (33.056.673)                                                             | (30.208.199)        |
| Dampak perbedaan permanen:                                                                       |                                                                          |                     |
| Kesejahteraan karyawan, imbalan kerja dan beban lainnya                                          | (3.399.615)                                                              | (4.554.318)         |
| Promosi dan pemasaran                                                                            | (902.051)                                                                | (941.864)           |
| Beban pajak                                                                                      | (2.188.824)                                                              | (6.708.049)         |
| Pendapatan keuangan yang dikenakan pajak final                                                   | 4.616.171                                                                | 4.654.966           |
|                                                                                                  | (34.930.992)                                                             | (37.757.464)        |
| Penyesuaian atas hasil surat ketetapan pajak                                                     | (7.248.430)                                                              | (10.268.106)        |
| <b>Beban pajak penghasilan</b>                                                                   | <b>(42.179.422)</b>                                                      | <b>(48.025.570)</b> |

Perhitungan pajak penghasilan badan tahun 2018 sesuai dengan yang dilaporkan Perusahaan dalam Surat Pemberitahuan Tahunan ("SPT") kepada Kantor Pajak.

d. Rincian beban pajak penghasilan badan adalah sebagai berikut:

|                                                            | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                     |
|------------------------------------------------------------|-------------------------------------------------------------------------|---------------------|
|                                                            | 2019                                                                    | 2018                |
| Kini                                                       | (34.886.225)                                                            | (38.342.188)        |
| Penyesuaian atas hasil surat ketetapan pajak (Catatan 16g) | (7.248.430)                                                             | (10.268.106)        |
| Tangguhan                                                  | (44.767)                                                                | 584.724             |
| <b>Beban pajak penghasilan</b>                             | <b>(42.179.422)</b>                                                     | <b>(48.025.570)</b> |

**16. TAXATION (continued)**

c. Corporate income tax (continued)

Reconciliation between corporate income tax expenses and the theoretical tax amount on profit before corporate income tax using the applicable tax rate is as follows:

|                                                                                                               |
|---------------------------------------------------------------------------------------------------------------|
| Income before corporate income tax as shown in the statement of profit or loss and other comprehensive income |
| Income tax calculated at applicable rate                                                                      |
| Effect of permanent differences:                                                                              |
| Employee welfare, employee benefits and other expenses                                                        |
| Promotion and marketing                                                                                       |
| Tax expenses                                                                                                  |
| Finance income subject to final tax                                                                           |
| Adjustment for tax assessment letter                                                                          |
| <b>Income tax expense</b>                                                                                     |

The calculation of corporate income tax for 2018 conforms to the amounts that reported by the Company to Tax Office in its Annual Tax Return ("SPT").

d. The details of Income tax expenses and final tax expenses are as follows:

|                                                 |
|-------------------------------------------------|
| Current                                         |
| Adjustment for tax assessment letter (Note 16g) |
| Deferred                                        |

**Income tax expense**

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**16. PERPAJAKAN (lanjutan)**

e. Pajak tangguhan

Rincian aset pajak tangguhan adalah sebagai berikut:

| Tahun yang berakhir pada tanggal<br>31 Desember 2019/<br>Year ended December 31, 2019 |                                     |                                                                                                                                     |                            |                                   |
|---------------------------------------------------------------------------------------|-------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------|----------------------------|-----------------------------------|
| Dibebankan pada/Charged to                                                            |                                     |                                                                                                                                     |                            |                                   |
|                                                                                       | Saldo Awal/<br>Beginning<br>Balance | Laporan Laba Rugi<br>dan Penghasilan<br>Komprehensif<br>Lain/Statement<br>of Profit or<br>Loss and Other<br>Comprehensive<br>Income | Penyesuaian/<br>Adjustment | Saldo Akhir/<br>Ending<br>Balance |
| Bonus                                                                                 | 5.282.083                           | (1.126.711)                                                                                                                         | -                          | 4.155.372                         |
| Penyusutan aset tetap                                                                 | 2.247.270                           | 1.081.944                                                                                                                           | -                          | 3.329.214                         |
| <b>Total</b>                                                                          | <b>7.529.353</b>                    | <b>(44.767)</b>                                                                                                                     | <b>-</b>                   | <b>7.484.586</b>                  |
| Tahun yang berakhir pada Tanggal<br>31 Desember 2018/<br>Year ended December 31, 2018 |                                     |                                                                                                                                     |                            |                                   |
| Dibebankan pada/Charged to                                                            |                                     |                                                                                                                                     |                            |                                   |
|                                                                                       | Saldo Awal/<br>Beginning<br>Balance | Laporan Laba Rugi<br>dan Penghasilan<br>Komprehensif<br>Lain/Statement<br>of Profit or<br>Loss and Other<br>Comprehensive<br>Income | Penyesuaian/<br>Adjustment | Saldo Akhir/<br>Ending<br>Balance |
| Bonus                                                                                 | 5.875.280                           | (593.197)                                                                                                                           | -                          | 5.282.083                         |
| Penyusutan aset tetap                                                                 | 1.069.349                           | 1.177.921                                                                                                                           | -                          | 2.247.270                         |
| <b>Total</b>                                                                          | <b>6.944.629</b>                    | <b>584.724</b>                                                                                                                      | <b>-</b>                   | <b>7.529.353</b>                  |

Bonus  
Depreciation of fixed assets

**Total**

f. Taksiran tagihan restitusi pajak

| 31 Desember/December 31, |                   |                   |
|--------------------------|-------------------|-------------------|
|                          | 2019              | 2018              |
| Tahun 2019               | 11.412.649        | -                 |
| Tahun 2018               | 12.683.899        | 12.683.899        |
| Tahun 2017               | -                 | 24.462.933        |
| <b>Total</b>             | <b>24.096.548</b> | <b>37.146.832</b> |

f. Estimated claims for tax refund

Pada tahun 2019, Perusahaan mengajukan restitusi atas pajak penghasilan badan tahun 2018 sebesar Rp12.683.899. Sampai dengan tanggal penyelesaian laporan keuangan, belum terdapat keputusan dari Kantor Pajak sehubungan dengan permohonan restitusi tersebut.

Pada tahun 2018, Perusahaan mengajukan restitusi atas pajak penghasilan badan tahun 2017 sebesar Rp24.462.933. Perusahaan telah menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) pada tanggal 8 Juli 2019 (Catatan 16g).

In 2019, the Company filed an application for refund on corporate income tax for fiscal period 2018 amounting to Rp12,683,899. Up to the completion date of the financial statements, there has been no decision from the Tax Office in connection with the restitution request.

In 2018, the Company filed an application for refund on corporate income tax for fiscal period 2017 amounting to Rp24,462,933. The Company has received Tax Overpayment Assessment Letter ("SKPLB") on July 8, 2019 (Note 16g).

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**16. PERPAJAKAN (lanjutan)**

**f. Taksiran tagihan restitusi pajak (lanjutan)**

Pada tahun 2017, Perusahaan mengajukan restitusi atas pajak penghasilan badan tahun 2016 sebesar Rp25.366.502. Perusahaan telah menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) pada tanggal 23 Februari 2018 (Catatan 16g).

**g. Surat ketetapan pajak**

Pada tanggal 11 Desember 2019, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) atas Pajak Pertambahan Nilai (PPN) tahun 2018 sebesar Rp55.688.477. Pada tanggal 17 Januari 2020, Perusahaan telah menerima pengembalian lebih bayar sebesar Rp51.806.642 setelah dikompensasikan dengan utang pajak penghasilan pasal PPN sebesar Rp3.881.836.

Pada tanggal 8 Juli 2019, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) atas pajak penghasilan badan tahun 2017 sebesar Rp17.214.504. Selisih hasil pemeriksaan pajak tersebut dengan catatan Perusahaan sebesar Rp7.248.430 telah dicatat sebagai bagian dari beban pajak penghasilan (Catatan 16d). Pada tanggal 19 Agustus 2019, Perusahaan telah menerima pengembalian lebih bayar sebesar Rp10.550.266 setelah dikompensasikan dengan utang pajak penghasilan pasal 21, 23, 26 dan PPN sebesar Rp6.664.237.

Pada tanggal 23 Februari 2018, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB) atas pajak penghasilan badan tahun 2016 sebesar Rp15.098.395. Selisih hasil pemeriksaan pajak tersebut dengan catatan Perusahaan sebesar Rp10.268.106 telah dicatat sebagai bagian dari beban pajak penghasilan (Catatan 16d). Pada tanggal 5 Juli 2018, Perusahaan telah menerima pengembalian lebih bayar sebesar Rp6.316.452 setelah dikompensasikan dengan utang pajak penghasilan pasal 21, 23, 26 dan PPN sebesar Rp8.781.943. Selisih hasil pemeriksaan PPN tahun fiskal 2016 dengan catatan Perusahaan sebesar Rp12.008.623 telah dicatat sebagai bagian dari beban operasi lainnya (Catatan 24).

**16. TAXATION (continued)**

**f. Estimated claims for tax refund (continued)**

*In 2017, the Company filed an application for refund on corporate income tax for fiscal period 2016 amounting to Rp25,366,502. The Company has received Tax Overpayment Assessment Letter ("SKPLB") on February 23, 2018 (Note 16g).*

**g. Tax Assessment Letter**

*On December 11, 2019, the Company received Tax Overpayment Assessment Letter ("SKPLB") on Value Added Tax (VAT) for fiscal year 2018 amounting to Rp55,688,477. On January 17, 2020, the Company has received this overpayment refund amounting to Rp51,806,642 after being compensated with income tax payable of VAT amounting Rp3,881,836.*

*On July 8, 2019, the Company received Tax Overpayment Assessment Letter ("SKPLB") on Corporate Income Tax ("CIT") for fiscal year 2017 amounting to Rp17,214,504. The difference of the tax assessment with the Company's record amounting to Rp7,248,430 has been recorded as part of income tax expense (Note 16d). On August 19, 2019, the Company has received this overpayment refund amounting to Rp10,550,266 after being compensated with income tax payable of articles 21, 23, 26 and VAT amounting Rp6,664,237.*

*On February 23, 2018, the Company received Tax Overpayment Assessment Letter ("SKPLB") on Corporate Income Tax ("CIT") for fiscal year 2016 amounting to Rp15,098,395. The difference of the tax assessment with the Company's record amounting to Rp10,268,106 has been recorded as part of income tax expense (Note 16d). On July 5, 2018, the Company has received this overpayment refund amounting to Rp6,316,452 after being compensated with income tax payable of articles 21, 23, 26 and VAT amounting Rp8,781,943. The difference of VAT assessment for fiscal year 2016 with the Company's record amounting to Rp12,008,623 has been recorded as part of other operating expenses (Note 24).*



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**16. PERPAJAKAN (lanjutan)**

g. Surat ketetapan pajak (lanjutan)

Pada tanggal 9 Mei 2018, Perusahaan menerima Surat Ketetapan Pajak Kurang Bayar (SKPKB) atas pajak penghasilan badan tahun 2014 sebesar Rp18.326.999. Perusahaan telah membayar atas kurang bayar tersebut beserta utang pajak penghasilan pasal 15, 21, 23 dan PPN sebesar Rp5.518.305. Perusahaan masih dalam proses pengajuan keberatan atas SKPKB tersebut dan mencatatnya sebagai bagian dari pajak dibayar di muka (Catatan 16a).

**16. TAXATION (continued)**

g. Estimated claims for tax refund (continued)

On May 9, 2018, the Company received Tax Underpayment Assessment Letter ("SKPKB") on Corporate Income Tax ("CIT") for fiscal year 2014 amounting to Rp18,326,999. The Company has paid this underpayment assessment and income tax payable of articles 15, 21, 23 and VAT amounting to Rp5,518,305. The Company is still in the process of filing an objection of the SKPKB and recorded it as part of prepaid tax (Note 16a).

**17. MODAL SAHAM**

Susunan kepemilikan saham pada Perusahaan pada tanggal 31 Desember 2019 dan 2018 sebagai berikut:

**17. SHARE CAPITAL**

The composition of shares ownership in the Company as of December 31, 2019 and 2018 are as follows:

| 31 Desember/December 31, 2019                            |                                                                                      |                                                    |                    |                                                    |
|----------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------|--------------------|----------------------------------------------------|
| Pemegang Saham                                           | Total saham ditempatkan dan disetor penuh/<br>Number of shares issued and fully paid | Persentase kepemilikan/<br>Percentage of ownership | Nominal/<br>Amount | Shareholders                                       |
| Pelindo II                                               | 4.063.504.600                                                                        | 76,89%                                             | 406.350.460        | Pelindo II                                         |
| PT Multi Terminal Indonesia Publik:                      | 5.800.000                                                                            | 0,11%                                              | 580.000            | PT Multi Terminal Indonesia Public:                |
| PT Pelabuhan Indonesia Investama                         | 584.838.800                                                                          | 11,07%                                             | 58.483.880         | PT Pelabuhan Indonesia Investama                   |
| Lain-lain (masing-masing dengan kepemilikan di bawah 5%) | 630.667.700                                                                          | 11,93%                                             | 63.066.770         | Others (less than 5% each equity for shareholders) |
| <b>Total</b>                                             | <b>5.284.811.100</b>                                                                 | <b>100,00%</b>                                     | <b>528.481.110</b> | <b>Total</b>                                       |

| 31 Desember/December 31, 2018                            |                                                                                      |                                                    |                    |                                                    |
|----------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------------------------------------|--------------------|----------------------------------------------------|
| Pemegang Saham                                           | Total saham ditempatkan dan disetor penuh/<br>Number of shares issued and fully paid | Persentase kepemilikan/<br>Percentage of ownership | Nominal/<br>Amount | Shareholders                                       |
| Pelindo II                                               | 4.063.504.600                                                                        | 76,89%                                             | 406.350.460        | Pelindo II                                         |
| PT Multi Terminal Indonesia Publik:                      | 5.800.000                                                                            | 0,11%                                              | 580.000            | PT Multi Terminal Indonesia Public:                |
| PT Pelabuhan Indonesia Investama                         | 527.676.500                                                                          | 9,98%                                              | 52.767.650         | PT Pelabuhan Indonesia Investama                   |
| Lain-lain (masing-masing dengan kepemilikan di bawah 5%) | 687.830.000                                                                          | 13,02%                                             | 68.783.000         | Others (less than 5% each equity for shareholders) |
| <b>Total</b>                                             | <b>5.284.811.100</b>                                                                 | <b>100,00%</b>                                     | <b>528.481.110</b> | <b>Total</b>                                       |

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**17. MODAL SAHAM (lanjutan)**

Berdasarkan Akta No. 15 dari Notaris Fathiah Helmi, S.H., notaris di Jakarta, tanggal 5 Maret 2018, terdapat perubahan Anggaran Dasar pasal 4 ayat 2 dan 3 tentang Modal. Perubahan Anggaran Dasar ini telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat No. AHU-AH.01.03-0095620 tanggal 6 Maret 2018.

Dengan perubahan tersebut, maka rincian para pemegang saham Perusahaan adalah sebagai berikut:

- Pelindo II dengan jumlah 4.063.504.600 saham atau dengan nilai nominal seluruhnya sebesar Rp406.350.460.000.
- MTI dengan jumlah 5.800.000 saham atau dengan nilai nominal seluruhnya Rp580.000.000.
- Masyarakat dengan jumlah 1.215.506.500 atau dengan nilai nominal seluruhnya sebesar Rp121.550.650.000.

Berdasarkan Akta No. 16 dari Fathiah Helmi, S.H., Notaris di Jakarta, tanggal 5 Maret 2018 dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat No. AHU-AH.01.03-0095670 tanggal 6 Maret 2018, Dawam Atmosudiro ditunjuk dan ditetapkan sebagai Direktur Utama Independen Perusahaan yang berlaku sejak tanggal ditandatanganinya Keputusan Para Pemegang Saham tanpa Melalui Rapat Umum Pemegang Saham (RUPS Sirkuler) tanggal 20 November 2017.

Perusahaan telah melakukan peningkatan modal saham ditempatkan dan disetor penuh melalui penawaran umum efek sebagaimana diungkapkan dalam Catatan 1b.

**18. TAMBAHAN MODAL DISETOR**

Tambahan modal disetor merupakan agio saham yang berasal dari selisih lebih hasil penawaran umum perdana atas nilai nominal saham setelah dikurangi biaya penerbitan (Catatan 1b).

**17. SHARE CAPITAL (continued)**

*Based on Deed No. 15 from Notary Fathiah Helmi, S.H., a Notary in Jakarta, dated March 5, 2018, there were changes in Article of Association Article 4 paragraph 2 dan 3 regarding Capital. The Deed have been approved by the Minister of Justice and Human Rights of the Republic of Indonesia in Letter No. AHU-AH.01.03-0095620 dated March 6, 2018.*

*With the change, the details of the Company's shareholders are as follows:*

- *Pelindo II amounted to 4,063,504,600 shares or with a total nominal value of Rp406,350,460,000.*
- *MTI amounted to 5,800,000 shares or with a total nominal value of Rp580,000,000.*
- *Public amounted to 1,215,506,500 or with a total nominal value of Rp121,550,650,000.*

*Based on Deed No. 16 from Fathiah Helmi, S.H., a public Notary in Jakarta, dated March 5, 2018 and has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through Letter No. AHU-AH.01.03-0095670 dated March 6, 2018 regarding was appointed Dawam Atmosudiro as the Independent President Director of the Company and effective from the date of the signing of the Resolution of Shareholders without the General Meeting of Shareholders dated November 20, 2017.*

*The Company has increased its issued and fully paid capital stock through public offerings of shares of stock as disclosed in Note 1b.*

**18. ADDITIONAL PAID-IN CAPITAL**

*Additional paid-in capital represents the premium on stock from excess of proceeds from the initial public offering of shares over par value after deducting the issuance cost (Note 1b).*

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**19. CADANGAN UMUM DAN DIVIDEN**

Berdasarkan Risalah Rapat Umum Pemegang Saham tentang Pertanggungjawaban Laporan Tahunan Tahun Buku 2017 tanggal 6 Juni 2018, para pemegang saham Perusahaan menyetujui antara lain:

- Penggunaan laba bersih Perusahaan tahun buku 2017 untuk dividen dan cadangan umum masing-masing sebesar Rp35.672.475 dan Rp2.408.341.
- Saldo laba Perusahaan yang belum ditentukan penggunaannya pada tanggal 31 Desember 2017 sebesar Rp82.336.232.

Berdasarkan Akta No. 22 dari Fathiah Helmi, S.H., Notaris di Jakarta, tanggal 18 Juni 2019, para pemegang saham Perusahaan menyetujui antara lain:

- Penggunaan laba bersih Perusahaan tahun buku 2018 untuk dividen dan cadangan umum masing-masing sebesar Rp35.936.716 dan Rp1.456.145.
- Saldo laba Perusahaan yang belum ditentukan penggunaannya pada tanggal 31 Desember 2018 sebesar Rp35.414.367.

Pada tanggal 26 November 2019, Perusahaan mengumumkan pembagian dividen interim untuk tahun 2019 sebesar Rp3 (nilai penuh) per saham atau seluruhnya sebesar Rp15.854.433 dan dibayarkan pada tanggal 26 Desember 2019. Sampai dengan tanggal 31 Desember 2019, Perusahaan hanya membayarkan dividen interim sebesar Rp3.663.915 dan sisanya dibayar pada tanggal 2 Januari 2020 (Catatan 13).

**20. PENDAPATAN**

Pendapatan usaha menurut jenis usaha adalah sebagai berikut:

|                                       | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |             |
|---------------------------------------|-------------------------------------------------------------------------|-------------|
|                                       | 2019                                                                    | 2018        |
| Jasa pelayanan kapal:                 |                                                                         |             |
| Penundaan                             | 603.694.984                                                             | 636.188.519 |
| Pemanduan                             | 20.459.615                                                              | 13.696.988  |
| Total pendapatan jasa pelayanan kapal | 624.154.599                                                             | 649.885.507 |

**19. GENERAL RESERVE AND DIVIDEND**

Based on the Minutes of General Meeting of Shareholders on Annual Report Accountability Year 2017 dated June 6, 2018, the Company's shareholders agreed, among other, on the following:

- Utilization of the Company's net income year 2017 for dividend and general reserve amounting to Rp35,672,475 and Rp2,408,341, respectively.
- The Company's retained earnings as of December 31, 2017 amounting to Rp82,336,232.

Based on Deed No. 22 from Fathiah Helmi, S.H., a public Notary in Jakarta, dated June 18, 2019, the Company's shareholders agreed, among other:

- Utilization of the Company's net income year 2018 for dividend and general reserve amounting to Rp35,936,716 and Rp1,456,145, respectively.
- The Company's retained earnings as of December 31, 2018 amounting to Rp35,414,367.

On November 26, 2019, the Company declared the distribution of an interim dividend for 2019 amounting to Rp3 (full amount) per share or in total amounting to Rp15,854,433 and will be paid on December 26, 2019. As of December 31, 2019, the Company only paid dividend interim of Rp3,663,915 and paid the remaining dividend on January 2, 2020 (Note 13).

**20. REVENUES**

Revenues based on type of operating are as follows:

Vessel services:  
Tug service  
Pilotage service  
Total revenue from vessel services

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**20. PENDAPATAN (lanjutan)**

Pendapatan usaha menurut jenis usaha adalah sebagai berikut:

**20. REVENUES (continued)**

Revenues based on type of operating are as follows:

|                                | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                    |                             |
|--------------------------------|-------------------------------------------------------------------------|--------------------|-----------------------------|
|                                | 2019                                                                    | 2018               |                             |
| Jasa pengangkutan              | 1.121.970                                                               | 20.765.886         | Freight services            |
| Jasa pengelolaan kapal         | 56.400.000                                                              | 56.400.000         | Fleet management services   |
| <b>Total pendapatan - neto</b> | <b>681.676.569</b>                                                      | <b>727.051.393</b> | <b>Total revenues - net</b> |

Rincian pelanggan dengan nilai pendapatan melebihi 10% dari jumlah pendapatan adalah sebagai berikut:

Details of customers which represent more than 10% of the total revenues are as follows:

|                                                                   | Pendapatan/Revenue                                                      |             |                             |
|-------------------------------------------------------------------|-------------------------------------------------------------------------|-------------|-----------------------------|
|                                                                   | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |             |                             |
|                                                                   | 2019                                                                    | 2018        |                             |
| Pihak berelasi:<br>Pelindo II                                     | 610.317.650                                                             | 680.842.522 | Related party<br>Pelindo II |
| Persentase dari jumlah pendapatan/<br>Percentage of total revenue |                                                                         |             |                             |
|                                                                   | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |             |                             |
|                                                                   | 2019                                                                    | 2018        |                             |
| Pihak berelasi:<br>Pelindo II                                     | 89,53%                                                                  | 93,64%      | Related party<br>Pelindo II |

**21. BEBAN POKOK PENDAPATAN**

**21. COST OF REVENUES**

|                                       | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                    |                                 |
|---------------------------------------|-------------------------------------------------------------------------|--------------------|---------------------------------|
|                                       | 2019                                                                    | 2018               |                                 |
| Kerjasama mitra usaha                 | 158.605.979                                                             | 152.341.532        | Partnership                     |
| Bahan bakar, pelumas, air dan makanan | 139.305.386                                                             | 149.393.829        | Fuel, lubricant, water and food |
| Gaji                                  | 96.971.495                                                              | 112.862.190        | Salaries                        |
| Penyusutan (Catatan 10)               | 29.850.856                                                              | 28.602.628         | Depreciation (Note 10)          |
| Perbaikan dan pemeliharaan Umum       | 26.496.178                                                              | 33.308.587         | Repair and maintenance          |
| Asuransi                              | 12.462.873                                                              | 9.198.659          | General                         |
| Administrasi Kantor                   | 8.346.607                                                               | 10.475.526         | Insurance                       |
|                                       | 4.930.527                                                               | 3.589.207          | Office administrative           |
|                                       | <b>476.969.901</b>                                                      | <b>499.772.158</b> |                                 |

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**21. BEBAN POKOK PENDAPATAN (lanjutan)**

Pada 31 Desember 2019 dan 2018, masing-masing tidak terdapat pemasok dengan nilai transaksi melebihi 10% dari jumlah pendapatan.

**21. COST OF REVENUES (continued)**

As of December 31, 2019 and 2018, there were no suppliers, respectively, with transaction values exceeding 10% of total revenue.

**22. BEBAN UMUM DAN ADMINISTRASI**

**22. GENERAL AND ADMINISTRATIVE EXPENSE**

|                                                                  | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                    |                                                              |
|------------------------------------------------------------------|-------------------------------------------------------------------------|--------------------|--------------------------------------------------------------|
|                                                                  | 2019                                                                    | 2018               |                                                              |
| Gaji                                                             | 71.823.057                                                              | 67.526.088         | Salaries                                                     |
| Kerjasama mitra usaha, asuransi,<br>administrasi kantor dan umum | 23.596.403                                                              | 30.931.905         | Partnership, insurance,<br>office administrative and general |
| Bahan bakar, pelumas, air<br>dan makanan                         | 1.054.363                                                               | 2.261.534          | Fuel, lubricant, water<br>and food                           |
| Perbaikan dan pemeliharaan                                       | 673.695                                                                 | 408.536            | Repair and maintenance                                       |
|                                                                  | <b>97.147.518</b>                                                       | <b>101.128.063</b> |                                                              |

**23. PENDAPATAN OPERASI LAINNYA**

**23. OTHER OPERATING INCOME**

|                          | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                  |                             |
|--------------------------|-------------------------------------------------------------------------|------------------|-----------------------------|
|                          | 2019                                                                    | 2018             |                             |
| Klaim/denda              | 11.861.236                                                              | -                | Claims/penalties            |
| Laba selisih kurs - neto | -                                                                       | 1.801.472        | Foreign exchange gain - net |
| Lain-lain                | 426.647                                                                 | 1.884.760        | Others                      |
|                          | <b>12.287.883</b>                                                       | <b>3.686.232</b> |                             |

**24. BEBAN OPERASI LAINNYA**

**24. OTHER OPERATING EXPENSES**

|                                                               | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                   |                                                    |
|---------------------------------------------------------------|-------------------------------------------------------------------------|-------------------|----------------------------------------------------|
|                                                               | 2019                                                                    | 2018              |                                                    |
| Beban pajak (Catatan 16g)                                     | 6.664.237                                                               | 14.300.248        | Tax expenses (Note 16g)                            |
| Rugi selisih kurs - neto                                      | 2.621.019                                                               | -                 | Foreign exchange loss - net                        |
| Pajak final atas pendapatan keuangan                          | 1.912.371                                                               | 523.326           | Final tax on financial income                      |
| Penyesuaian atas hasil<br>surat ketetapan pajak (Catatan 16g) | -                                                                       | 12.008.623        | Adjustment for<br>tax assessment letter (Note 16g) |
| Lain-lain                                                     | 178.583                                                                 | 583.378           | Others                                             |
|                                                               | <b>11.376.210</b>                                                       | <b>27.415.575</b> |                                                    |



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**25. PENDAPATAN DAN BEBAN KEUANGAN**

a. Pendapatan keuangan

|                           | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                   |                                       |
|---------------------------|-------------------------------------------------------------------------|-------------------|---------------------------------------|
|                           | 2019                                                                    | 2018              |                                       |
| Pendapatan bunga deposito | 22.877.127                                                              | 16.022.640        | Interest income from time deposit     |
| Pendapatan jasa giro      | 1.033.663                                                               | 2.597.225         | Interest income from current accounts |
|                           | <b>23.910.790</b>                                                       | <b>18.619.865</b> |                                       |

b. Beban keuangan

|                         | Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |         |                              |
|-------------------------|-------------------------------------------------------------------------|---------|------------------------------|
|                         | 2019                                                                    | 2018    |                              |
| Beban administrasi bank | 154.917                                                                 | 208.898 | Bank administrative expenses |

**25. FINANCE INCOME AND EXPENSES**

a. Finance income

b. Finance expenses

**26. INFORMASI MENGENAI PIHAK BERELASI**

Sifat relasi dengan pihak berelasi adalah sebagai berikut:

**26. RELATED PARTY INFORMATION**

The nature of transactions with the related parties are as follows:

| Sifat relasi/<br>Nature of relationship                                                                                            | Nama pihak berelasi/<br>Name of related party | Jenis transaksi/<br>Nature of transaction                                                                    |
|------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------|--------------------------------------------------------------------------------------------------------------|
| Pemegang saham/Shareholder                                                                                                         | PT Pelabuhan Indonesia II (Persero)           | Penjualan jasa, sewa, imbalan kerja dan dividen/<br>Sales of services, rental, employee benefit and dividend |
|                                                                                                                                    | PT Multi Terminal Indonesia                   | Dividen/Dividend                                                                                             |
|                                                                                                                                    | PT Pelabuhan Indonesia Investama              | Dividen/Dividend                                                                                             |
| Entitas sepengendalian<br>PT Pelabuhan Indonesia II (Persero)/Entities under common control of PT Pelabuhan Indonesia II (Persero) | PT Pelabuhan Tanjung Priok                    | Penjualan jasa/Sales of services                                                                             |
|                                                                                                                                    | PT IPC Terminal Petikemas                     | Penjualan jasa/Sales of services                                                                             |
|                                                                                                                                    | PT Pengerukan Indonesia                       | Sewa, penjualan jasa/Rental, sales of services                                                               |
|                                                                                                                                    | PT Rumah Sakit Pelabuhan                      | Pembelian layanan kesehatan/<br>Purchase of health services                                                  |
|                                                                                                                                    | PT Energi Pelabuhan Indonesia                 | Pembelian jasa/Purchase of services                                                                          |
| Entitas berelasi dengan pemerintah/<br>Government-related entity                                                                   | PT Bank Mandiri (Persero) Tbk                 | Jasa perbankan/Banking services                                                                              |
|                                                                                                                                    | PT Bank Negara Indonesia (Persero) Tbk        | Jasa perbankan/Banking services                                                                              |
|                                                                                                                                    | PT Bank Tabungan Negara (Persero) Tbk         | Jasa perbankan/Banking services                                                                              |
|                                                                                                                                    | PT Bank Syariah Mandiri                       | Jasa perbankan/Banking services                                                                              |
|                                                                                                                                    | PT Pertamina (Persero)                        | Pembelian bahan bakar/<br>Purchase of fuel                                                                   |
|                                                                                                                                    | PT Pertamina Trans Kontinental                | Penjualan jasa/Sales of services                                                                             |
|                                                                                                                                    | PT Pupuk Indonesia Logistik                   | Penjualan jasa/Sales of services                                                                             |
|                                                                                                                                    | PT Asuransi Jiwasraya (Persero)               | Jasa asuransi/Insurance services                                                                             |
|                                                                                                                                    | PT Pertamina Lubricant                        | Pembelian bahan bakar/<br>Purchase of fuel                                                                   |
|                                                                                                                                    | PT Pertamina Patra Niaga                      | Pembelian bahan bakar/Purchase of fuel                                                                       |
|                                                                                                                                    | PT Pertamina Marine                           | Pembelian bahan bakar/<br>Purchase of fuel                                                                   |
|                                                                                                                                    | PT Nusantara Regas                            | Penjualan jasa/Sales of services                                                                             |
|                                                                                                                                    | PT PGN LNG Indonesia                          | Penjualan jasa/Sales of services                                                                             |
|                                                                                                                                    | PT Pupuk Sriwidjaja                           | Penjualan jasa/Sales of services                                                                             |
|                                                                                                                                    | PT Dok & Perkapalan Kodja Bahari (Persero)    | Penjualan jasa/Sales of services                                                                             |

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**26. INFORMASI MENGENAI PIHAK BERELASI (lanjutan)**

Sifat relasi dengan pihak berelasi adalah sebagai berikut: (lanjutan)

| <b>Sifat relasi/<br/>Nature of relationship</b>                                            | <b>Nama pihak berelasi/<br/>Name of related party</b>                                                                                                                                                                                     |
|--------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Entitas berelasi dengan pemerintah (lanjutan)/<br>Government-related entity<br>(continued) | PT ASDP Indonesia Ferry (Persero)<br>PT Adhiguna Putera<br>Balai Pendidikan dan Pelatihan Pelayaran<br>PT Asuransi Kredit Indonesia (Persero)<br>PT Bukit Prima Bahari<br>PT Biro Klasifikasi Indonesia (Persero)<br>PT Sarinah (Persero) |

Dalam kegiatan normal usaha, Perusahaan melakukan transaksi dengan pihak berelasi karena hubungan kepemilikan dan/atau kepengurusan. Semua transaksi dengan pihak berelasi telah dilakukan dengan kebijakan dan syarat yang telah disepakati bersama.

Rincian saldo dan transaksi dengan pihak berelasi adalah sebagai berikut:

Kas dan setara kas (Catatan 4)

|                                        | <b>31 Desember/December 31,</b> |                    |
|----------------------------------------|---------------------------------|--------------------|
|                                        | <b>2019</b>                     | <b>2018</b>        |
| <b>Bank</b>                            |                                 |                    |
| Rupiah                                 |                                 |                    |
| PT Bank Mandiri (Persero) Tbk          | 70.937.746                      | 22.718.002         |
| PT Bank Negara Indonesia (Persero) Tbk | 2.761.030                       | -                  |
| PT Bank Syariah Mandiri                | 1.319.800                       | -                  |
| Dolar AS                               |                                 |                    |
| PT Bank Mandiri (Persero) Tbk          | 675.150                         | 65.534             |
| <b>Deposito berjangka</b>              |                                 |                    |
| Rupiah                                 |                                 |                    |
| PT Bank Syariah Mandiri                | 270.000.000                     | -                  |
| PT Bank Mandiri (Persero) Tbk          | 85.000.000                      | -                  |
| PT Bank Negara Indonesia (Persero) Tbk | 33.000.000                      | -                  |
| PT Bank Tabungan Negara (Persero) Tbk  | -                               | 260.000.000        |
| <b>Total</b>                           | <b>463.693.726</b>              | <b>282.783.536</b> |
| Persentase dari total aset             | 36,24%                          | 24,39%             |

**26. RELATED PARTY INFORMATION (continued)**

The nature of transactions with the related parties are as follows: (continued)

| <b>Jenis transaksi/<br/>Nature of transaction</b>                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Penjualan jasa/Sales of services<br>Penjualan jasa/Sales of services<br>Pembelian jasa/Purchase of services<br>Pembelian jasa/Sales of services<br>Penjualan jasa/Sales of services<br>Pembelian jasa/Purchase of services<br>Pembelian seragam/Purchase of uniforms |

In the normal course of business, the Company enters into certain transactions with parties which are related to the management and/or owned by the same ultimate shareholder. All transactions with related parties have met the agreed terms and conditions.

The detail of balances and transactions with related parties are as follows:

Cash and cash equivalents (Note 4)

|                                        |
|----------------------------------------|
| <b>Cash in banks</b>                   |
| Rupiah                                 |
| PT Bank Mandiri (Persero) Tbk          |
| PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Syariah Mandiri                |
| US Dollar                              |
| PT Bank Mandiri (Persero) Tbk          |
| <b>Time deposits</b>                   |
| Rupiah                                 |
| PT Bank Syariah Mandiri                |
| PT Bank Mandiri (Persero) Tbk          |
| PT Bank Negara Indonesia (Persero) Tbk |
| PT Bank Tabungan Negara (Persero) Tbk  |
| <b>Total</b>                           |
| Percentage from total assets           |

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**26. INFORMASI MENGENAI PIHAK BERELASI (lanjutan)**

**26. RELATED PARTY INFORMATION (continued)**

Piutang usaha (Catatan 5)

Trade receivables (Note 5)

|                                | <b>31 Desember/December 31,</b> |                    |                                |
|--------------------------------|---------------------------------|--------------------|--------------------------------|
|                                | <b>2019</b>                     | <b>2018</b>        |                                |
| Pelindo II                     | 72.861.562                      | 157.250.569        | Pelindo II                     |
| PT Pertamina Trans Kontinental | 12.543.326                      | 22.941.694         | PT Pertamina Trans Kontinental |
| PT Pelabuhan Tanjung Priok     | 7.543.971                       | 31.062.213         | PT Pelabuhan Tanjung Priok     |
| PT Bukit Prima Bahari          | 772.766                         | -                  | PT Bukit Prima Bahari          |
| PT Adhiguna Putera             | 427.329                         | 734.381            | PT Adhiguna Putera             |
| PT Pupuk Sriwidjaja Palembang  | 163.546                         | -                  | PT Pupuk Sriwidjaja Palembang  |
| PT PGN LNG Indonesia           | 66.000                          | -                  | PT PGN LNG Indonesia           |
| PT Pupuk Indonesia Logistik    | -                               | 1.413.766          | PT Pupuk Indonesia Logistik    |
| PT IPC Terminal Petikemas      | -                               | 699.090            | PT IPC Terminal Petikemas      |
| PT Pengerukan Indonesia        | -                               | 383.730            | PT Pengerukan Indonesia        |
| PT Pertamina Marine            | -                               | 133.364            | PT Pertamina Marine            |
| <b>Total</b>                   | <b>94.378.500</b>               | <b>214.618.807</b> | <b>Total</b>                   |
| Persentase dari total aset     | 7,38%                           | 18,51%             | Percentage from total assets   |

Pendapatan masih akan diterima (Catatan 6)

Accrued revenues (Note 6)

|                                | <b>31 Desember/December 31,</b> |                  |                                |
|--------------------------------|---------------------------------|------------------|--------------------------------|
|                                | <b>2019</b>                     | <b>2018</b>      |                                |
| Pelindo II                     | 10.479.651                      | -                | Pelindo II                     |
| PT Pertamina Trans Kontinental | -                               | 5.166.518        | PT Pertamina Trans Kontinental |
| PT Pupuk Indonesia Logistik    | -                               | 1.469.544        | PT Pupuk Indonesia Logistik    |
| <b>Total</b>                   | <b>10.479.651</b>               | <b>6.636.062</b> | <b>Total</b>                   |
| Persentase dari total aset     | 0,82%                           | 0,57%            | Percentage from total assets   |

Piutang lain-lain (Catatan 7)

Other receivables (Note 7)

|                            | <b>31 Desember/December 31,</b> |             |                              |
|----------------------------|---------------------------------|-------------|------------------------------|
|                            | <b>2019</b>                     | <b>2018</b> |                              |
| Pelindo II                 | 18.565.299                      | 32.500.052  | Pelindo II                   |
| Persentase dari total aset | 1,45%                           | 2,80%       | Percentage from total assets |

Aset lancar lainnya (Catatan 9)

Other Current assets (Note 9)

|                            | <b>31 Desember/December 31,</b> |                  |                              |
|----------------------------|---------------------------------|------------------|------------------------------|
|                            | <b>2019</b>                     | <b>2018</b>      |                              |
| PT Rumah Sakit Pelabuhan   | 133.838                         | 1.000.000        | PT Rumah Sakit Pelabuhan     |
| PT Pupuk Sriwidjaja        | -                               | 148.326          | PT Pupuk Sriwidjaja          |
| <b>Total</b>               | <b>133.838</b>                  | <b>1.148.326</b> | <b>Total</b>                 |
| Persentase dari total aset | 0,00%                           | 0,10%            | Percentage from total assets |

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Utang usaha (Catatan 11)

|                                         | <b>31 Desember/December 31,</b> |                   |
|-----------------------------------------|---------------------------------|-------------------|
|                                         | <b>2019</b>                     | <b>2018</b>       |
| Pelindo II                              | 22.249.353                      | 18.187.512        |
| PT Pertamina Patra Niaga                | 3.869.484                       | 1.650.825         |
| PT Pengerukan Indonesia                 | 2.485.430                       | 377.869           |
| PT Nusantara Regas                      | 1.366.406                       | 5.023.509         |
| PT Pertamina Lubricant                  | 240.739                         | 118.686           |
| PT IPC Terminal Petikemas               | 120.441                         | 120.441           |
| PT Biro Klasifikasi Indonesia (Persero) | 37.434                          | -                 |
| PT Rumah Sakit Pelabuhan                | 4.766                           | -                 |
| PT Pertamina (Persero)                  | -                               | 1.347.680         |
| PT Energi Pelabuhan Indonesia           | -                               | 77.156            |
| <b>Total</b>                            | <b>30.374.053</b>               | <b>26.903.678</b> |
| Persentase dari total liabilitas        | 15,20%                          | 22,79%            |

**26. RELATED PARTY INFORMATION (continued)**

Trade payables (Note 11)

*Pelindo II*  
*PT Pertamina Patra Niaga*  
*PT Pengerukan Indonesia*  
*PT Nusantara Regas*  
*PT Pertamina Lubricant*  
*PT IPC Terminal Petikemas*  
*PT Biro Klasifikasi Indonesia (Persero)*  
*PT Rumah Sakit Pelabuhan*  
*PT Pertamina (Persero)*  
*PT Energi Pelabuhan Indonesia*

**Total**

*Percentage from total liabilities*

Utang dividen (Catatan 13)

|                                  | <b>31 Desember/December 31,</b> |             |
|----------------------------------|---------------------------------|-------------|
|                                  | <b>2019</b>                     | <b>2018</b> |
| Pelindo II                       | 12.190.518                      | -           |
| Persentase dari total liabilitas | 6,10%                           | -           |

Dividend payable (Note 13)

*Pelindo II*

*Percentage from total liabilities*

Beban akrual (Catatan 15)

|                                               | <b>31 Desember/December 31,</b> |                   |
|-----------------------------------------------|---------------------------------|-------------------|
|                                               | <b>2019</b>                     | <b>2018</b>       |
| PT Pertamina (Persero)                        | 13.172.488                      | 16.798.677        |
| PT Pertamina Patra Niaga                      | 7.891.609                       | 2.325.002         |
| PT Rumah Sakit Pelabuhan                      | 1.413.560                       | 2.759.129         |
| PT Pertamina Lubricants                       | 989.732                         | 683.968           |
| Balai Pendidikan dan Pelatihan Ilmu Pelayaran | 369.449                         | -                 |
| PT Electronic Data Interchange Indonesia      | 252.766                         | -                 |
| Pelindo II                                    | 252.417                         | -                 |
| PT Biro Klasifikasi Indonesia (Persero)       | 199.972                         | -                 |
| PT Pengerukan Indonesia                       | 133.860                         | -                 |
| PT Energi Pelabuhan Indonesia                 | 52.378                          | -                 |
| <b>Total</b>                                  | <b>24.728.231</b>               | <b>22.566.776</b> |
| Persentase dari total liabilitas              | 12,37%                          | 19,12%            |

*PT Pertamina (Persero)*  
*PT Pertamina Patra Niaga*  
*PT Rumah Sakit Pelabuhan*  
*PT Pertamina Lubricants*  
*Balai Pendidikan dan Pelatihan Ilmu Pelayaran*  
*PT Electronic Data Interchange Indonesia*  
*Pelindo II*  
*PT Biro Klasifikasi Indonesia (Persero)*  
*PT Pengerukan Indonesia*  
*PT Energi Pelabuhan Indonesia*

**Total**

*Percentage from total liabilities*

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**26. INFORMASI MENGENAI PIHAK BERELASI (lanjutan)**

**26. RELATED PARTY INFORMATION (continued)**

Pendapatan (Catatan 20)

Revenues (Note 20)

| Tahun yang berakhir pada tanggal<br>31 Desember/Year ended December 31, |                    |                                                                  |
|-------------------------------------------------------------------------|--------------------|------------------------------------------------------------------|
| 2019                                                                    | 2018               |                                                                  |
| <b>Pendapatan atas jasa pelayanan kapal</b>                             |                    | <b>Income from vessel services</b>                               |
| Pelindo II                                                              | 553.917.650        | Pelindo II                                                       |
| PT Nusantara Regas                                                      | 16.266.259         | PT Nusantara Regas                                               |
| PT Pertamina Trans Kontinental                                          | 8.382.073          | PT Pertamina Trans Kontinental                                   |
| PT PGN LNG Indonesia                                                    | 60.000             | PT PGN LNG Indonesia                                             |
| PT Pertamina Marine Region                                              | -                  | PT Pertamina Marine Region                                       |
| PT Dok & Perkapalan                                                     | -                  | PT Dok & Perkapalan                                              |
| Kodja Bahari (Persero)                                                  | -                  | Kodja Bahari (Persero)                                           |
| PT ASDP Indonesia Ferry (Persero)                                       | -                  | PT ASDP Indonesia Ferry (Persero)                                |
| Subtotal                                                                | 578.625.982        | Subtotal                                                         |
| <b>Pendapatan atas jasa pengelolaan kapal</b>                           |                    | <b>Income from fleet management services</b>                     |
| Pelindo II                                                              | 56.400.000         | Pelindo II                                                       |
| <b>Pendapatan atas jasa pengangkutan</b>                                |                    | <b>Income from freight services</b>                              |
| PT Pupuk Sriwijaya Palembang                                            | 1.121.970          | PT Pupuk Sriwijaya Palembang                                     |
| PT Pupuk Indonesia Logistik                                             | -                  | PT Pupuk Indonesia Logistik                                      |
| <b>Total</b>                                                            | <b>636.147.952</b> | <b>Total</b>                                                     |
| Persentase pendapatan dari pihak berelasi dengan total pendapatan       | 93,32%             | Percentage of revenue involving a related party to total revenue |

Remunerasi personil manajemen kunci

Key management personnel remuneration

Jumlah gaji, tantiem dan tunjangan lainnya yang dibayar atau diakru kepada manajemen kunci Perusahaan adalah sebesar Rp8.556.882 dan Rp7.009.484 masing-masing pada tanggal 31 Desember 2019 dan 2018.

The amount of salary, tantiem and other benefits paid or accrued to the Company's key management were Rp8,556,882 and Rp7,009,484 for the year ended December 31, 2019 and 2018, respectively.

Berikut ini adalah perjanjian dan perikatan yang signifikan dengan pihak berelasi:

The significant agreements and commitments with related parties are as follows:

- Berdasarkan Surat Direksi Pelindo II tanggal 1 September 2014, kegiatan pelayanan jasa pemanduan dikerjasamakan dengan Perusahaan terhitung mulai tanggal 1 September 2014.

- Based on Letter of the Board of Directors of Pelindo II dated September 1, 2014, the pilotage services was treated as a joint activity with the Company commencing from September 1, 2014.



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- b. Berdasarkan Kesepakatan Bersama Pengalihan Kegiatan Pelayanan Penundaan dan Pengepilan tanggal 1 September 2014 antara Perusahaan dengan tiap-tiap cabang pelabuhan Pelindo II, kegiatan pelayanan jasa penundaan dan pengepilan di cabang-cabang pelabuhan Pelindo II beralih kepada Perusahaan terhitung mulai tanggal 1 September 2014. Perusahaan bertindak selaku subkontraktor dari cabang-cabang pelabuhan Pelindo II dalam kegiatan pelayanan penundaan dan pengepilan. Penerbitan dan penagihan nota serta penerimaan dari pelanggan dilakukan oleh cabang-cabang pelabuhan Pelindo II, selanjutnya Perusahaan menerbitkan nota penagihan serta penerimaan dari Pelindo II atas pelayanan jasa pemanduan, penundaan dan pengepilan.

- c. Berdasarkan Surat Direksi Pelindo II tanggal 29 November 2016 tentang Segmentasi Bisnis Anak Perusahaan dan Cabang di Pelabuhan Tanjung Priok, kegiatan pelayanan jasa pemanduan akan dilaksanakan oleh Pelindo II Cabang Tanjung Priok terhitung sejak tanggal 1 Januari 2017.

Berdasarkan Surat Direksi Pelindo II tentang Kerjasama Penyediaan Sarana dan Prasarana Pemanduan tanggal 10 Oktober 2017, kegiatan pelayanan pemanduan menjadi tanggung jawab dan dicatat oleh masing-masing cabang Pelindo II terhitung sejak tanggal 1 Januari 2017.

- d. Pada 8 Desember 2017, Perusahaan dan Pelindo II menandatangani Perjanjian Kerjasama Penyediaan Sarana Bantu dan Prasarana Pemanduan di Lingkungan Pelindo II dengan ketentuan diantaranya sebagai berikut :
- Kerjasama penyediaan dan pengelolaan kapal tunda dengan bagi hasil sebesar 85% dan 15% masing masing untuk Perusahaan dan Pelindo II, dihitung dari pendapatan jasa penundaan dikurangi PNBP, PPh 23 dan nota koreksi.
  - Kerjasama pengelolaan kapal pandu dengan besaran biaya pengelolaan kapal pandu yang diterima Perusahaan sebesar Rp4.700.000 per bulan.

Perjanjian ini berjangka waktu 1 (satu) tahun terhitung sejak tanggal 1 Januari 2018 sampai dengan tanggal 31 Desember 2018.

**26. RELATED PARTY INFORMATION (continued)**

- b. Based on Tug And Mooring Activity Handover Agreement dated September 1, 2014 between the Company and Pelindo II branches, the tug and mooring services in Pelindo II branches are handed over to the Company effective dated September 1, 2014. The Company acts as a subcontractor from Pelindo II branches in tug and mooring services. The issuance and collection of notes and receipts from customers are conducted by Pelindo II branches, then the Company issues billing notes and receipts from Pelindo II for pilotage, tug and mooring services.

- c. Based on Letter of the Board of Directors of Pelindo II dated November 29, 2016 regarding Subsidiaries and Branches Business Segmentation in Tanjung Priok Port, the pilotage services activities will be conducted by Pelindo II Tanjung Priok Branch starting January 1, 2017.

Based on Letter of the Board of Directors of Pelindo II of Cooperation of Pilotage Facilities and Infrastructure Provision dated October 10, 2017, the pilotage services activities were the responsibilities of each Pelindo II branch starting January 1, 2017.

- d. On December 8, 2017, the Company and Pelindo II have signed an Agreement on the Provision of Supporting Facilities and Infrastructure in Pelindo II with the following conditions:
- Supply and management cooperation of tug vessels with a sharing fee of 85% and 15% for the Company and Pelindo II respectively shall be calculated from tug service revenue deducting PNBP, PPh 23 and correction note.
  - Cooperation in the management of pilotage vessel with the management fee of pilotage vessel received by the Company amounting to Rp4,700,000 per month.

The agreement is valid for 1 (one) year starting from January 1, 2018 until December 31, 2018.

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- e. Berdasarkan Berita Acara Kesepakatan antara Pelindo II dengan Perusahaan pada tanggal 26 Februari 2018, Pelindo II dan Perusahaan sepakat untuk melakukan *net off* antara piutang dan utang per tanggal 31 Desember 2017 dimana Pelindo II masih memiliki kewajiban sebesar Rp249.377.069 yang harus dibayarkan kepada Perusahaan paling lambat 25 Maret 2018. Pada tanggal 2 Mei 2018, Perusahaan telah menerima pembayaran tersebut dari Pelindo II.
- f. Pada tanggal 21 Desember 2018, Perusahaan dan Pelindo II menandatangani perjanjian tentang Kerjasama Penyediaan Sarana Bantu dan Prasarana Pemanduan di Lingkungan Pelindo II dengan ketentuan diantaranya sebagai berikut :
- Kerjasama penyediaan dan pengelolaan kapal tunda dengan bagi hasil sebesar 85% dan 15% masing masing untuk Perusahaan dan Pelindo II, dihitung dari pendapatan jasa penundaan dikurangi PNB, PPh 23, nota koreksi serta pungutan resmi berdasarkan ketentuan yang berlaku dari pemerintah dan/atau regulator.
  - Kerjasama pengelolaan kapal pandu dengan besaran biaya pengelolaan kapal pandu yang diterima Perusahaan sebesar Rp4.700.000 per bulan.
  - Jangka waktu berlakunya perjanjian ini terhitung sejak tanggal 1 Januari 2019 sampai dengan tanggal 31 Desember 2028.
- g. Berdasarkan Berita Acara Kesepakatan antara Pelindo II dengan Perusahaan pada tanggal 15 Agustus 2019, Pelindo II dan Perusahaan sepakat untuk melakukan *net off* antara piutang dan utang per Juni 2019 dimana Pelindo II masih memiliki kewajiban sebesar Rp44.785.032 yang harus dibayarkan kepada Perusahaan paling lambat 30 September 2019. Pada tanggal 13 Desember 2019, Perusahaan telah menerima pembayaran tersebut dari Pelindo II.

**26. RELATED PARTY INFORMATION (continued)**

- e. *Based on Minutes of Agreement between Pelindo II and the Company dated February 26, 2018, Pelindo II and the Company agreed to conduct net off between receivables and payables as of December 31, 2017 in which Pelindo II has an obligation amounting to Rp249,377,069 which has to be paid to the Company by March 25, 2018 at the latest. As of May 2, 2018, the Company has received the payment from Pelindo II.*
- f. *On December 21, 2018, the Company and Pelindo II have signed an agreement regarding the Provision of Supporting Facilities and Infrastructure in Pelindo II with the following conditions:*
- *Supply and management cooperation of tug vessels with a sharing fee of 85% and 15% for the Company and Pelindo II respectively shall be calculated from tug service revenue after deducting PNB, PPh 23, correction note and and official collection based on applicable regulations from the government and/or regulators.*
  - *Cooperation in the management of pilotage vessel with the management fee of pilotage vessel received by the Company amounting to Rp4,700,000 per month.*
  - *The period of validity of this agreement is from January 1, 2019 to December 31, 2028.*
- g. *Based on Minutes of Agreement between Pelindo II and the Company dated August 15, 2019, Pelindo II and the Company agreed to conduct net off between receivables and payables as of June 2019 in which Pelindo II has an obligation amounting to Rp44,785,032 which has to be paid to the Company by September 30, 2019 at the latest. As of December 13, 2019, the Company has received the payment from Pelindo II.*

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- h. Berdasarkan Berita Acara Kesepakatan antara PT Pelabuhan Tanjung Priok (PTP) dengan Perusahaan pada tanggal 10 Oktober 2019, PTP sepakat untuk melakukan penyelesaian utang kepada Perusahaan sebesar Rp31.062.213 yang harus dibayarkan kepada Perusahaan paling lambat 5 November 2019. Pada tanggal 23 Desember 2019, Perusahaan telah menerima pembayaran sebesar Rp23.518.242 dari PTP. Pada tanggal 31 Desember 2019, sisa saldo piutang kepada PTP sebesar Rp7.543.971 (Catatan 5).
- i. Dalam rangka memenuhi kebutuhan karyawan, Perusahaan melakukan kerjasama dengan Pelindo II untuk menempatkan beberapa karyawan Pelindo II ke Perusahaan sesuai dengan perjanjian tanggal 1 Oktober 2014. Kerjasama tersebut meliputi pembinaan, pengembangan kompetensi serta penghasilan dan remunerasi pegawai sesuai kesepakatan kedua belah pihak. Pada tanggal 31 Desember 2019 dan 2018, jumlah karyawan Pelindo II yang ditempatkan di Perusahaan masing-masing sebanyak 139 dan 190 orang.

**26. RELATED PARTY INFORMATION (continued)**

- h. Based on Minutes of Agreement between PT Pelabuhan Tanjung Priok (PTP) and the Company dated October 10, 2019, PTP agreed to conduct settlement its payables to the Company amounting to Rp31,062,213 which has to be paid to the Company by November 5, 2019 at the latest. As of December 23, 2019, the Company has received the payment amounting to Rp23,518,242 from PTP. As of December 31, 2019, receivable outstanding to PTP is Rp7,543,971 (Note 5).
- i. In order to meet the needs of employees, the Company cooperates with Pelindo II to register several of Pelindo II employees in the Company in accordance with agreement dated October 1, 2014. The cooperation includes coaching, competency development as well as employees income and remuneration in accordance with the agreement of both parties. As of December 31, 2019 and 2018, the number of Pelindo II employees placed in the Company are 139 and 190, respectively.

**27. ASET DAN LIABILITAS MONETER DALAM MATA UANG ASING**

**27. MONETARY ASSETS AND LIABILITIES DENOMINATED IN FOREIGN CURRENCIES**

|                         |             | 31 Desember/December 31, |             |                    |
|-------------------------|-------------|--------------------------|-------------|--------------------|
|                         |             | 2019                     | 2018        |                    |
| <b>Aset</b>             |             |                          |             | <b>Assets</b>      |
| Kas dan setara kas      | \$US        | 48.568                   | \$US        | 4.526              |
| Piutang usaha           | \$US        | 144.121                  | \$US        | 1.359.601          |
| Total aset              | \$US        | 192.689                  | \$US        | 1.364.127          |
| <b>Liabilitas</b>       |             |                          |             | <b>Liabilities</b> |
| Beban akrual            | \$US        | 40.998                   | \$US        | 39.089             |
| Total liabilitas        | \$US        | 40.998                   | \$US        | 39.089             |
| <b>Total aset netto</b> | <b>\$US</b> | <b>151.691</b>           | <b>\$US</b> | <b>1.325.038</b>   |

**28. NILAI WAJAR DARI INSTRUMEN KEUANGAN**

**28. FAIR VALUE OF FINANCIAL INSTRUMENTS**

|                                |  | 31 Desember 2019/<br>December 31, 2019 |                            |                           |
|--------------------------------|--|----------------------------------------|----------------------------|---------------------------|
|                                |  | Nilai Tercatat/<br>Carrying Values     | Nilai Wajar/<br>Fair Value |                           |
| <b>Aset Keuangan</b>           |  |                                        |                            | <b>Financial Assets</b>   |
| Kas dan setara kas             |  | 466.164.401                            | 466.164.401                | Cash and cash equivalents |
| Piutang usaha                  |  | 116.600.029                            | 116.600.029                | Trade receivables         |
| Pendapatan masih akan diterima |  | 11.165.561                             | 11.165.561                 | Accrued revenues          |
| Piutang lain-lain              |  | 25.284.677                             | 25.284.677                 | Other receivables         |
| <b>Total</b>                   |  | <b>619.214.668</b>                     | <b>619.214.668</b>         | <b>Total</b>              |

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**28. NILAI WAJAR DARI INSTRUMEN KEUANGAN**  
**(lanjutan)**

**28. FAIR VALUE OF FINANCIAL INSTRUMENTS**  
**(continued)**

|                            | 31 Desember 2019/<br>December 31, 2019 |                            |
|----------------------------|----------------------------------------|----------------------------|
|                            | Nilai Tercatat/<br>Carrying Values     | Nilai Wajar/<br>Fair Value |
| <b>Liabilitas Keuangan</b> |                                        |                            |
| Utang usaha                | 38.356.825                             | 38.356.825                 |
| Utang lain-lain            | 314.415                                | 314.415                    |
| Utang dividen              | 12.190.518                             | 12.190.518                 |
| Uang titipan               | 510.043                                | 510.043                    |
| Beban akrual               | 138.607.341                            | 138.607.341                |
| <b>Total</b>               | <b>189.979.142</b>                     | <b>189.979.142</b>         |

**Financial Liabilities**  
Trade payables  
Other payables  
Dividend payable  
Deposits  
Accrued expenses

**Total**

|                                | 31 Desember 2018/<br>December 31, 2018 |                            |
|--------------------------------|----------------------------------------|----------------------------|
|                                | Nilai Tercatat/<br>Carrying Values     | Nilai Wajar/<br>Fair Value |
| <b>Aset Keuangan</b>           |                                        |                            |
| Kas dan setara kas             | 334.882.693                            | 334.882.693                |
| Piutang usaha                  | 233.917.508                            | 233.917.508                |
| Pendapatan masih akan diterima | 7.738.284                              | 7.738.284                  |
| Piutang lain-lain              | 32.500.052                             | 32.500.052                 |
| Uang jaminan                   | 148.326                                | 148.326                    |
| <b>Total</b>                   | <b>609.186.863</b>                     | <b>609.186.863</b>         |

**Financial Assets**  
Cash and cash equivalents  
Trade receivables  
Accrued revenues  
Other receivables  
Security deposits

**Total**

|                            |                    |                    |
|----------------------------|--------------------|--------------------|
| <b>Liabilitas Keuangan</b> |                    |                    |
| Utang usaha                | 30.554.432         | 30.554.432         |
| Utang lain-lain            | 144.130            | 144.130            |
| Uang titipan               | 233.739            | 233.739            |
| Beban akrual               | 79.255.773         | 79.255.773         |
| <b>Total</b>               | <b>110.188.074</b> | <b>110.188.074</b> |

**Financial Liabilities**  
Trade payables  
Other payables  
Deposits  
Accrued expenses

**Total**

Metode dan asumsi berikut ini digunakan untuk mengestimasi nilai wajar untuk setiap kelompok instrumen keuangan:

The methods and assumptions used to estimate the fair value of financial instruments are as follow:

Aset dan liabilitas keuangan jangka pendek:

Short-term financial assets and liabilities:

Instrumen keuangan jangka pendek dengan jatuh tempo satu tahun atau kurang termasuk kas dan setara kas, piutang usaha, pendapatan masih akan diterima, piutang lain-lain, uang jaminan, utang usaha, utang lain-lain, utang dividen, uang titipan dan beban akrual. Nilai wajar instrumen keuangan tersebut dianggap mendekati nilai tercatatnya.

Short-term financial instruments with maturities of one year or less includes cash and cash equivalents, trade receivables, accrued revenue, other receivables, security deposits, trade payables, other payables, dividend payable, deposit from customer and accrued expenses. The fair values of these financial instruments are approximately the same with their carrying amounts.

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**28. NILAI WAJAR DARI INSTRUMEN KEUANGAN (lanjutan)**

Estimasi nilai wajar bersifat judgmental dan melibatkan batasan-batasan yang beragam, termasuk:

- Nilai wajar disajikan tidak mempertimbangkan dampak fluktuasi mata uang di masa depan.
- Estimasi nilai wajar tidak selalu mengindikasikan nilai yang Perusahaan akan catat pada saat pelepasan/penghentian aset dan liabilitas keuangan.
- Tingkat 1 : Nilai wajar diukur berdasarkan pada harga kuotasi (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas sejenis.
- Tingkat 2 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.
- Tingkat 3 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang tidak dapat diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.

Selain aset dan liabilitas keuangan yang disebutkan di atas, Perusahaan tidak mempunyai aset dan liabilitas lain yang diukur dan disajikan pada nilai wajar, oleh karena itu, Perusahaan tidak menyajikan hirarki nilai wajar sesuai PSAK 68 "Pengukuran Nilai Wajar".

**29. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN**

Perusahaan terpengaruh terhadap risiko nilai tukar mata uang asing, risiko suku bunga atas arus kas, risiko kredit, dan risiko likuiditas. Perusahaan menerapkan manajemen risiko atas risiko-risiko tersebut dengan melakukan evaluasi atas risiko keuangan dan kerangka pengelolaan risiko keuangan yang tepat untuk Perusahaan. Pengelolaan resiko tersebut memberikan keyakinan kepada Perusahaan bahwa aktivitas keuangan dikelola secara pruden sesuai kebijakan dan prosedur yang tepat dan risiko keuangan diidentifikasi, diukur dan dikelola sesuai dengan kebijakan dan *risk appetite*.

Perusahaan menerapkan kebijakan pengelolaan risiko-risiko sebagaimana dirangkum di bawah ini.

**28. FAIR VALUE OF FINANCIAL INSTRUMENTS (continued)**

*Fair value estimation is judgmental and involved various boundaries, including:*

- *Fair value presented are not considering the impact of future currency fluctuation.*
- *Fair value estimation are not always indicating value that the Company will record at the time of sales/termination of financial assets and liabilities.*
- *Level 1 : Fair value measured based on quoted prices (unadjusted) in active markets for identical assets or liabilities.*
- *Level 2 : Fair value measured based on valuation techniques for which all inputs which have a significant effect on the recorded fair values are observable, either directly or indirectly.*
- *Level 3 : Fair value measured based on valuation techniques for which any inputs which have a significant effect on the recorded fair values that are not based on observable market data (unobservable inputs).*

*Other than financial assets and financial liabilities mentioned above, the Company does not have other assets or liabilities measured and disclosed at fair value, therefore the Company does not present fair value hierarchy under PSAK 68 "Fair Value Measurements"*

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES**

*The Company is exposed to foreign exchange risk, interest rate risk of cashflow, credit risk and liquidity risk. The Company applies risk management for such risks by evaluating the financial risks and the appropriate financial risk governance framework for the Company. Such risk management provides assurance to the Company that prudent financial activities are managed according to appropriate policies and procedures and financial risks are identified, measured and managed in accordance with policies and risk appetite.*

*The Company applies policies for managing each of these risks which is summarized below.*



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**29. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**Risiko nilai tukar mata uang asing**

Risiko nilai tukar mata uang asing adalah risiko perubahan nilai wajar arus kas di masa datang dari suatu instrumen keuangan yang berfluktuasi sebagai akibat perubahan nilai tukar mata uang asing yang digunakan oleh Perusahaan. Eksposur Perusahaan terhadap fluktuasi nilai tukar terutama berasal dari piutang usaha dalam mata uang AS\$.

Eksposur risiko nilai tukar mata uang asing yang ada pada saat ini diungkapkan pada Catatan 27. Berikut ini adalah analisis sensitivitas efek 1% perubahan kurs mata uang asing terhadap laba setelah pajak dengan semua variabel lain dianggap tetap:

|                                        | Kenaikan<br>(penurunan)<br>nilai tukar mata<br>uang/ <i>Increases<br/>(decreases) on<br/>foreign<br/>exchange rates</i> |
|----------------------------------------|-------------------------------------------------------------------------------------------------------------------------|
| Perubahan kurs<br>mata uang asing 2019 | (+)100bps<br>(-)100bps                                                                                                  |
| Perubahan kurs<br>mata uang asing 2018 | (+)100bps<br>(-)100bps                                                                                                  |

**Risiko suku bunga atas arus kas**

Risiko suku bunga atas arus kas merupakan suatu risiko dimana arus kas masa datang suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar. Pinjaman dengan suku bunga mengambang menimbulkan risiko arus kas.

Saat ini, Perusahaan tidak mempunyai kebijakan formal untuk lindung nilai atas risiko suku bunga. Kebijakan yang diambil oleh manajemen dalam mengantisipasi risiko suku bunga yaitu dengan mengevaluasi secara periodik perbandingan suku bunga tetap terhadap suku bunga mengambang sejalan dengan perubahan suku bunga yang relevan di pasar. Manajemen juga melakukan survei di perbankan untuk mendapatkan perkiraan mengenai suku bunga yang relevan.

Tabel berikut menyajikan jumlah tercatat berdasarkan jatuh tempo dari aset dan liabilitas Perusahaan yang terekspos terhadap risiko suku bunga:

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

**Foreign currency risk**

*Foreign currency risk is a risk that the fair value of future cash flows of a financial instrument will fluctuate as a result of changes in foreign currency exchange rates used by the Company. Exposure of the Company against exchange rate fluctuations is mainly derived from trade receivable denominated in US\$.*

*The current exposure to the foreign currency risk is disclosed in Note 27. Sensitivity analysis of a 1% fluctuation in the foreign exchange rates to profit after tax with other variance considered as constant is as follows:*

|                                        | Dampak/<br><i>Effect</i> |                                                           |
|----------------------------------------|--------------------------|-----------------------------------------------------------|
| Perubahan kurs<br>mata uang asing 2019 | 21.087<br>(21.087)       | <i>Fluctuation in the foreign<br/>exchange rates 2019</i> |
| Perubahan kurs<br>mata uang asing 2018 | 191.879<br>(191.879)     | <i>Fluctuation in the foreign<br/>exchange rates 2018</i> |

**Cash flows interest rate risk**

*Cash flows interest rate risk is a risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Loans at floating interest rates are exposed to cash flows risk.*

*Currently, the Company does not have a formal hedging policy for interest rate exposures. Measures taken by management in anticipation of interest rate risk is to evaluate periodically comparing fixed rates to floating interest rates in line with relevant changes in interest rates in the market. Management also conducts a survey on banks to obtain an estimate of the relevant interest rates.*

*The following table presents the carrying amount by maturity of the Company's assets and liabilities exposed to interest rate risk:*

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**29. TUJUAN DAN KEBIJAKAN MANAJEMEN**  
**RISIKO KEUANGAN (lanjutan)**

**Risiko suku bunga atas arus kas (lanjutan)**

|                         | Suku bunga mengambang/<br><i>Floating interest rate</i> |                        | Suku bunga tetap/<br><i>Fixed interest rate</i> |                        | Total                     |
|-------------------------|---------------------------------------------------------|------------------------|-------------------------------------------------|------------------------|---------------------------|
|                         | ≤ 1 tahun/<br>≤ 1 year                                  | > 1 tahun/<br>> 1 year | ≤ 1 tahun/<br>≤ 1 year                          | > 1 tahun/<br>> 1 year |                           |
|                         |                                                         |                        |                                                 |                        |                           |
| <b>31 Desember 2019</b> |                                                         |                        |                                                 |                        | <b>December 31, 2019</b>  |
| Kas dan setara kas      | 466.077.640                                             | -                      | -                                               | -                      | Cash and cash equivalents |
| <b>31 Desember 2018</b> |                                                         |                        |                                                 |                        | <b>December 31, 2018</b>  |
| Kas dan setara kas      | 334.779.698                                             | -                      | -                                               | -                      | Cash and cash equivalents |

Dampak perubahan tingkat suku bunga per tahun deposito berjangka terhadap laba sebelum pajak penghasilan adalah sebagai berikut:

*The effect of changes in the annual interest rates of time deposits to profit before income tax is as follows:*

|                         | Tahun yang berakhir pada tanggal 31 Desember/<br>Year ended December 31, |             |                             |
|-------------------------|--------------------------------------------------------------------------|-------------|-----------------------------|
|                         | 2019                                                                     | 2018        |                             |
| Kenaikan 50 basis poin  | 1.863.750                                                                | 1.483.333   | Increase by 50 basis points |
| Penurunan 50 basis poin | (1.863.750)                                                              | (1.483.333) | Decrease by 50 basis points |

**Risiko Kredit**

Risiko kredit adalah risiko bahwa Perusahaan akan mengalami kerugian yang timbul dari pelanggan atau pihak lawan akibat gagal memenuhi liabilitas kontraktualnya. Manajemen berpendapat bahwa tidak terdapat risiko kredit yang terkonsentrasi secara signifikan.

Perusahaan mengendalikan risiko kredit dengan cara melakukan hubungan usaha dengan pihak lain yang memiliki kredibilitas, memberikan batasan atau plafon kepada pihak ketiga yang akan melakukan perdagangan kredit dengan Perusahaan dan melakukan pemantauan atas posisi piutang pelanggan secara teratur.

Perusahaan memiliki risiko kredit yang terutama berasal dari simpanan di bank, piutang usaha, pendapatan masih akan diterima dan piutang lain-lain. Dalam hal simpanan di bank, Perusahaan menemukannya di bank yang memiliki modal kuat, bereputasi baik, memiliki pangsa pasar luas serta produk dan jasa keuangan yang lengkap sesuai kebutuhan Perusahaan. Sebagian besar piutang usaha adalah kepada perusahaan berelasi sehingga risiko kreditnya dapat dikelola dengan baik.

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES**  
**AND POLICIES (continued)**

**Cash flows interest rate risk (continued)**

**Credit Risk**

*Credit risk is the risk that the Company will incur a loss arising from the customers or counter parties which fail to fulfill their contractual obligations. Management believes that there are no significant concentrations of credit risk.*

*The Company manages and controls the credit risk by dealing only with recognized and credit worthy parties, providing limits or ceiling to a third party who will engage in credit trade with the Company and monitoring the outstanding trade receivables on a regular basis.*

*The Company is exposed to credit risk primarily from deposits with banks, trade receivables, accrued revenue and other receivables. In the case of deposits in banks, the Company places them in banks that have strong capital, good reputation, have broad market share and complete financial products and services according to the Company's needs. Most of the trade receivables are related parties so that credit risk can be managed properly.*

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**29. TUJUAN DAN KEBIJAKAN MANAJEMEN RISIKO KEUANGAN (lanjutan)**

**Risiko Kredit (lanjutan)**

Eksposur risiko kredit terhadap aset pada laporan posisi keuangan sebagai berikut:

**31 Desember/December 31,**

|                                | <b>2019</b>        | <b>2018</b>        |
|--------------------------------|--------------------|--------------------|
| Kas dan setara kas             | 466.164.401        | 334.882.693        |
| Piutang usaha                  | 116.600.029        | 233.917.508        |
| Pendapatan masih akan diterima | 11.165.561         | 7.738.284          |
| Piutang lain-lain              | 25.284.677         | 32.500.052         |
| Uang jaminan                   | -                  | 148.326            |
| <b>Total</b>                   | <b>619.214.668</b> | <b>609.186.863</b> |

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

**Credit Risk (continued)**

Credit risk exposure relating to assets in the statements of financial position is as follow:

Cash and cash equivalents  
Trade receivables  
Accrued revenues  
Other receivables  
Security deposits

**Total**

**Risiko Likuiditas**

Risiko likuiditas adalah suatu risiko yang dapat terjadi dimana pendapatan jangka pendek tidak dapat menutupi pengeluaran jangka pendek.

Mengingat bahwa kebutuhan dana Perusahaan saat ini cukup signifikan sebagai akibat dari meningkatnya aktivitas pengembangan atau perluasan bisnis, maka dalam mengelola risiko likuiditas, Perusahaan terus menerus memantau dan menjaga tingkat kas dan setara kas agar memadai untuk membiayai kebutuhan operasional Perusahaan.

Selain itu, Perusahaan juga secara rutin mengevaluasi proyeksi arus kas untuk mengatasi dampak dari fluktuasi arus kas, termasuk jadwal jatuh tempo liabilitas jangka panjang dan terus menelaah kondisi pasar keuangan untuk inisiatif penempatan dan penggalangan dana yang meliputi pinjaman bank, penerbitan ekuitas pasar modal dan ekuitas utang.

Tabel berikut ini menunjukkan profil jangka waktu pembayaran liabilitas Perusahaan berdasarkan pembayaran dalam kontrak.

**Liquidity Risk**

Liquidity risk is a risk that occurs when short-term revenue cannot cover short-term expenditures.

Given that funding requirements of the Company are currently significant as a result of increased activity in development or expansion of business, in managing liquidity risk, the Company continues to monitor and maintain levels of adequacy of cash on hand and in banks to finance the operational needs of the Company.

In addition, the Company also regularly evaluates cash flow projections and actual cash to cope with the impact of fluctuations in cash flows, including the maturity schedule of long-term liabilities and continue to examine the condition of financial markets for placement and fund-raising initiatives, including bank loans, issuance of equity and debt securities.

The table below summarizes the maturity profile of the Company's financial liabilities based on contractual payments.

**31 Desember 2019/  
December 31, 2019**

|                 | <b>&lt; 1 tahun/<br/>&lt; 1 year</b> | <b>1 - 2 tahun/<br/>1 - 2 years</b> | <b>2 - 3 tahun/<br/>2 - 3 years</b> | <b>&gt; 3 tahun/<br/>&gt; 3 years</b> | <b>Jumlah/<br/>Total</b> |
|-----------------|--------------------------------------|-------------------------------------|-------------------------------------|---------------------------------------|--------------------------|
| Utang usaha     | 38.356.825                           | -                                   | -                                   | -                                     | 38.356.825               |
| Utang lain-lain | 314.415                              | -                                   | -                                   | -                                     | 314.415                  |
| Utang dividen   | 12.190.518                           | -                                   | -                                   | -                                     | 12.190.518               |
| Uang titipan    | 510.043                              | -                                   | -                                   | -                                     | 510.043                  |
| Beban akrual    | 138.607.341                          | -                                   | -                                   | -                                     | 138.607.341              |
| <b>Total</b>    | <b>189.979.142</b>                   | <b>-</b>                            | <b>-</b>                            | <b>-</b>                              | <b>189.979.142</b>       |

Trade payables  
Other payables  
Dividend payables  
Deposits  
Accrued expenses

**Total**

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**Risiko Likuiditas (lanjutan)**

|                 | 31 Desember 2018/<br>December 31, 2018 |                             |                             |                         |                    |
|-----------------|----------------------------------------|-----------------------------|-----------------------------|-------------------------|--------------------|
|                 | < 1 tahun/<br>< 1 year                 | 1 - 2 tahun/<br>1 - 2 years | 2 - 3 tahun/<br>2 - 3 years | > 3 tahun/<br>> 3 years | Jumlah/<br>Total   |
| Utang usaha     | 30.554.432                             | -                           | -                           | -                       | 30.554.432         |
| Utang lain-lain | 144.130                                | -                           | -                           | -                       | 144.130            |
| Utang titipan   | 233.739                                | -                           | -                           | -                       | 233.739            |
| Beban akrual    | 79.255.773                             | -                           | -                           | -                       | 79.255.773         |
| <b>Total</b>    | <b>110.188.074</b>                     | <b>-</b>                    | <b>-</b>                    | <b>-</b>                | <b>110.188.074</b> |

Trade payables  
Other payables  
Deposit  
Accrued expenses

**Total**

**Pengelolaan modal**

Tujuan utama pengelolaan modal Perusahaan adalah untuk memastikan pemeliharaan rasio modal yang sehat untuk mendukung usaha dan memaksimalkan imbalan bagi pemegang saham.

Perusahaan mengelola permodalan untuk menjaga kelangsungan usahanya dalam rangka memaksimalkan kekayaan para pemegang saham dan manfaat kepada pihak lain yang berkepentingan terhadap Perusahaan dan berusaha mempertahankan keseimbangan antara tingkat pinjaman dan posisi ekuitas untuk menjaga struktur optimal permodalan untuk mengurangi biaya permodalan.

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES AND POLICIES (continued)**

**Liquidity Risk (continued)**

**Capital management**

The primary objective of the Company's capital management is to ensure that it maintains healthy capital ratios in order to support its business and maximize shareholder value.

The Company manages its capital to safeguard the Company's ability to continue as a going concern in order to maximize the return to shareholders and benefits for other stakeholders, and to maintain a balance between the level of borrowing and the equity position to ensure optimal capital structure to reduce the cost of capital.

**30. PERJANJIAN SIGNIFIKAN**

Pada tanggal 19 September 2018, Perusahaan, PT Citra Shipyard dan Golden Sunrise Trading Pte Ltd menandatangani perjanjian mengenai pengadaan 4 unit kapal tunda minimal daya 2x2200 HP tipe *azimuth stern drive* dengan nilai kontrak sebesar Rp223.854.995 dan jangka waktu pekerjaan 14 bulan terhitung saat penandatanganan berita acara mulai kerja pada tanggal 10 Oktober 2018.

Pada tanggal 9 Desember 2019, Perusahaan, PT Citra Shipyard dan Golden Sunrise Trading Pte Ltd sepakat untuk melakukan perpanjangan waktu perjanjian selama 173 hari atau berakhir pada tanggal 30 Mei 2020. Berdasarkan perjanjian tersebut, Perusahaan mengenakan denda kepada PT Citra Shipyard sebesar 1% (per mil) selama per hari keterlambatan dari harga pekerjaan dengan maksimum keterlambatan 50 hari kalender. Perusahaan mengenakan denda sebesar Rp6.657.700 kepada PT Cipta Shipyard atas keterlambatan pekerjaan selama 50 hari yang telah dicatat sebagai bagian dari pendapatan operasi lainnya.

**30. SIGNIFICANT AGREEMENTS**

On September 19, 2018, the Company, PT Citra Shipyard and Golden Sunrise Trading Pte Ltd entered into an agreement regarding the procurement of 4 units of tugboat of 2x2200 HP azimuth stern drive type with a contract value of Rp223,854,995 and a work period of 14 months started since the signing of the memorandum of understanding October 10, 2018.

On December 9, 2019, the Company, PT Citra Shipyard and Golden Sunrise Trading Pte Ltd agreed to extend the agreement for 173 days or end on May 30, 2020. Based on the agreement, The company imposes a fine on PT Citra Shipyard of 1 % (per mile) for each day of delay of the work price with a maximum delay of 50 calendar days. The Company imposed a fine to PT Citra Shipyard in the amount of Rp.6,657,700 for work delays of 50 days which has been recorded as part of other operating income.

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**31. INFORMASI SEGMENT**

Perusahaan mengoperasikan dan mengelola bisnis dalam satu segmen yang menyediakan jasa pelayanan kapal, pengangkutan dan pengelolaan kapal (Catatan 20).

Informasi yang menyangkut segmen geografis Perusahaan adalah sebagai berikut:

**31. SEGMENT INFORMATION**

The Company operates and manages business in a single segment which provides vessel, freight and fleet management services (Note 20).

Information concerning the Company geographical segment are as follows:

| <b>31 Desember/December 31,</b> |                    |                    |
|---------------------------------|--------------------|--------------------|
|                                 | <b>2019</b>        | <b>2018</b>        |
| <b>Pendapatan</b>               |                    |                    |
| Tanjung Priok                   | 339.262.583        | 402.786.030        |
| Palembang                       | 115.566.725        | 95.371.160         |
| Banten                          | 78.506.567         | 71.201.302         |
| Panjang                         | 51.431.200         | 55.126.047         |
| Teluk Bayur                     | 43.868.673         | 45.801.812         |
| Pontianak                       | 21.619.569         | 20.983.085         |
| Cirebon                         | 10.783.741         | 14.724.001         |
| Bengkulu                        | 10.532.706         | 10.075.911         |
| Jambi                           | 5.181.420          | 5.558.125          |
| Pangkal Balam                   | 3.483.385          | 4.003.983          |
| Tanjung Pandan                  | 1.440.000          | 1.419.937          |
| <b>Total</b>                    | <b>681.676.569</b> | <b>727.051.393</b> |
|                                 |                    |                    |
| <b>31 Desember/December 31,</b> |                    |                    |
|                                 | <b>2019</b>        | <b>2018</b>        |
| <b>Aset tidak lancar</b>        |                    |                    |
| Tanjung Priok                   | 160.724.168        | 164.996.801        |
| Batam                           | 148.191.118        | 25.839.736         |
| Banten                          | 87.664.039         | 86.653.856         |
| Panjang                         | 80.010.479         | 86.873.560         |
| Palembang                       | 8.979.649          | 8.589.634          |
| Lain-lain                       | 31.581.134         | 44.676.186         |
| <b>Total</b>                    | <b>517.150.587</b> | <b>417.629.773</b> |

**Revenue**  
Tanjung Priok  
Palembang  
Banten  
Panjang  
Teluk Bayur  
Pontianak  
Cirebon  
Bengkulu  
Jambi  
Pangkal Balam  
Tanjung Pandan

**Non-current assets**  
Tanjung Priok  
Batam  
Banten  
Panjang  
Palembang  
Others

Aset tidak lancar - lain-lain merupakan aset pajak tangguhan dan taksiran tagihan restitusi pajak.

Non-current assets - others represent deferred tax assets and estimated claims for tax refund.



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**31. INFORMASI SEGMENT (lanjutan)**

Informasi yang menyangkut segmen usaha Kelompok Usaha adalah sebagai berikut:

**31. SEGMENT INFORMATION (continued)**

Information concerning the Company's business segments is as follows:

|                                                     | 31 Desember/December 31, 2019 |                                           |                                                            |                          |                                                    |
|-----------------------------------------------------|-------------------------------|-------------------------------------------|------------------------------------------------------------|--------------------------|----------------------------------------------------|
|                                                     | Jasa Kapal/<br>Vessel Service | Jasa<br>pengangkutan/<br>Freight services | Jasa pengelolaan<br>kapal/ Fleet<br>management<br>services | Total/<br>Total          |                                                    |
| Pendapatan operasi segmen                           | 624.154.599                   | 1.121.970                                 | 56.400.000                                                 | 681.676.569              | Segment operating revenues                         |
| Beban pokok pendapatan                              | (373.915.010)                 | (3.515.905)                               | (49.517.672)                                               | (426.948.587)            | Cost of revenues                                   |
| Beban pokok pendapatan<br>tidak dapat dialokasikan  |                               |                                           |                                                            | (50.021.314)             | Unallocated cost of revenues                       |
| <b>Laba bruto</b>                                   |                               |                                           |                                                            | <b>204.706.668</b>       | <b>Gross profit</b>                                |
| Beban umum dan administrasi                         |                               |                                           |                                                            | (97.147.518)             | General and administrative<br>expenses             |
| Pendapatan operasi lainnya                          |                               |                                           |                                                            | 12.287.883               | Other operating income                             |
| Beban operasi lainnya                               |                               |                                           |                                                            | (11.376.210)             | Other operating expenses                           |
| <b>Laba usaha</b>                                   |                               |                                           |                                                            | <b>108.470.823</b>       | <b>Operating profit</b>                            |
| Pendapatan keuangan                                 |                               |                                           |                                                            | 23.910.790               | Finance income                                     |
| Beban keuangan                                      |                               |                                           |                                                            | (154.917)                | Finance expenses                                   |
| <b>Laba sebelum pajak<br/>penghasilan badan</b>     |                               |                                           |                                                            | <b>132.226.696</b>       | <b>Income before<br/>corporate income tax</b>      |
| <b>Pajak penghasilan badan</b><br>Kini<br>Tangguhan |                               |                                           |                                                            | (42.134.655)<br>(44.767) | <b>Corporate income tax</b><br>Current<br>Deferred |
| <b>Laba tahun berjalan</b>                          |                               |                                           |                                                            | <b>90.047.274</b>        | <b>Income for the year</b>                         |
| Penghasilan komprehensif lain                       |                               |                                           |                                                            | -                        | Other comprehensive income                         |
| <b>Total laba komprehensif<br/>tahun berjalan</b>   |                               |                                           |                                                            | <b>90.047.274</b>        | <b>Total comprehensive income<br/>for the year</b> |
| <b>Aset dan liabilitas</b>                          |                               |                                           |                                                            |                          | <b>Assets and liabilities</b>                      |
| Aset segmen                                         | 577.691.902                   | 206.768.048                               | 4.700.000                                                  | 789.159.950              | Segment assets                                     |
| Aset yang tidak dapat dialokasikan                  |                               |                                           |                                                            | 490.144.640              | Unallocated assets                                 |
| <b>Total aset</b>                                   |                               |                                           |                                                            | <b>1.279.304.590</b>     | <b>Total assets</b>                                |
| Liabilitas segmen                                   | 155.670.344                   | -                                         | 5.230.822                                                  | 160.901.166              | Segment liabilities                                |
| Liabilitas yang tidak dapat dialokasikan            |                               |                                           |                                                            | 38.991.187               | Unallocated liabilities                            |
| <b>Total liabilitas</b>                             |                               |                                           |                                                            | <b>199.892.353</b>       | <b>Total liabilities</b>                           |
| <b>Informasi lainnya</b>                            |                               |                                           |                                                            |                          | <b>Other information</b>                           |
| Penyusutan segmen                                   | 29.850.856                    | -                                         | -                                                          | 29.850.856               | Segment depreciation                               |

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**31. INFORMASI SEGMENT (lanjutan)**

Informasi yang menyangkut segmen usaha Kelompok Usaha adalah sebagai berikut: (lanjutan)

**31. SEGMENT INFORMATION (continued)**

Information concerning the Company's business segments is as follows: (continued)

|                                                 | 31 Desember/December 31, 2018 |                                           |                                                            |                      |                                                |
|-------------------------------------------------|-------------------------------|-------------------------------------------|------------------------------------------------------------|----------------------|------------------------------------------------|
|                                                 | Jasa Kapal/<br>Vessel Service | Jasa<br>pengangkutan/<br>Freight services | Jasa pengelolaan<br>kapal/ Fleet<br>management<br>services | Total/<br>Total      |                                                |
| Pendapatan operasi segmen                       | 649.885.507                   | 20.765.886                                | 56.400.000                                                 | 727.051.393          | Segment operating revenues                     |
| Beban pokok pendapatan                          | (385.810.856)                 | (22.623.281)                              | (42.007.008)                                               | (450.441.145)        | Cost of revenues                               |
| Beban pokok pendapatan tidak dapat dialokasikan |                               |                                           |                                                            | (49.331.013)         | Unallocated cost of revenues                   |
| <b>Laba bruto</b>                               |                               |                                           |                                                            | <b>227.279.235</b>   | <b>Gross profit</b>                            |
| Beban umum dan administrasi                     |                               |                                           |                                                            | (101.128.063)        | General and Administrative expenses            |
| Pendapatan operasi lainnya                      |                               |                                           |                                                            | 3.686.232            | Other operating income                         |
| Beban operasi lainnya                           |                               |                                           |                                                            | (27.415.575)         | Other operating expenses                       |
| <b>Laba usaha</b>                               |                               |                                           |                                                            | <b>102.421.829</b>   | <b>Operating profit</b>                        |
| Pendapatan keuangan                             |                               |                                           |                                                            | 18.619.865           | Finance income                                 |
| Beban keuangan                                  |                               |                                           |                                                            | (208.898)            | Finance expenses                               |
| <b>Laba sebelum pajak penghasilan badan</b>     |                               |                                           |                                                            | <b>120.832.796</b>   | <b>Income before corporate income tax</b>      |
| <b>Pajak penghasilan badan</b>                  |                               |                                           |                                                            |                      | <b>Corporate income tax</b>                    |
| Kini                                            |                               |                                           |                                                            | (48.610.294)         | Current                                        |
| Tangguhan                                       |                               |                                           |                                                            | 584.724              | Deferred                                       |
| <b>Laba tahun berjalan</b>                      |                               |                                           |                                                            | <b>72.807.226</b>    | <b>Income for the year</b>                     |
| Penghasilan komprehensif lain                   |                               |                                           |                                                            | -                    | Other comprehensive income                     |
| <b>Total laba komprehensif tahun berjalan</b>   |                               |                                           |                                                            | <b>72.807.226</b>    | <b>Total comprehensive income for the year</b> |
| <b>Aset dan liabilitas</b>                      |                               |                                           |                                                            |                      | <b>Assets and liabilities</b>                  |
| Aset segmen                                     | 649.624.122                   | 2.883.310                                 | 4.700.000                                                  | 657.207.432          | Segment assets                                 |
| Aset yang tidak dapat dialokasikan              |                               |                                           |                                                            | 501.986.357          | Unallocated assets                             |
| <b>Total aset</b>                               |                               |                                           |                                                            | <b>1.159.193.789</b> | <b>Total assets</b>                            |
| Liabilitas segmen                               | 62.592.236                    | 2.595.450                                 | -                                                          | 65.187.686           | Segment liabilities                            |
| Liabilitas yang tidak dapat dialokasikan        |                               |                                           |                                                            | 52.849.991           | Unallocated liabilities                        |
| <b>Total liabilitas</b>                         |                               |                                           |                                                            | <b>118.037.677</b>   | <b>Total liabilities</b>                       |
| <b>Informasi lainnya</b>                        |                               |                                           |                                                            |                      | <b>Other information</b>                       |
| Pengeluaran modal                               | 35.012.931                    | -                                         | -                                                          | 35.012.931           | Capital expenditure                            |
| Penyusutan segmen                               | 28.602.628                    | -                                         | -                                                          | 28.602.628           | Segment depreciation                           |

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**32. TAMBAHAN INFORMASI ARUS KAS**

Aktivitas signifikan yang tidak mempengaruhi arus kas Perusahaan adalah sebagai berikut:

**31 Desember/December 31**

|                                                | <b>2019</b> | <b>2018</b> |
|------------------------------------------------|-------------|-------------|
| Penambahan aset tetap melalui:<br>Beban akrual | 65.742.071  | 5.694.821   |

*Addition of fixed assets through:  
Accrued expenses*

Perubahan liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas adalah sebagai berikut:

*Movement of liabilities arising from financing activities in the statement of cash flows are as follows:*

|               | <b>1 Januari 2019/<br/>January 1, 2019</b> | <b>Arus kas/<br/>Cash flows</b> | <b>31 Desember 2019/<br/>December 31, 2019</b> |                         |
|---------------|--------------------------------------------|---------------------------------|------------------------------------------------|-------------------------|
| Utang dividen | -                                          | (39.600.629)                    | 12.190.518                                     | <i>Dividend payable</i> |
|               | <b>1 Januari 2018/<br/>January 1, 2018</b> | <b>Arus kas/<br/>Cash flow</b>  | <b>31 Desember 2018/<br/>December 31, 2018</b> |                         |
| Utang dividen | 241.540.742                                | (241.540.742)                   | -                                              | <i>Dividend payable</i> |

**33. KEJADIAN SETELAH TANGGAL PELAPORAN**

Operasi Perusahaan telah dan dapat terus dipengaruhi oleh wabah Covid-19 yang dimulai pada awal 2020 dan telah menyebar ke berbagai negara termasuk Indonesia. Dampak Covid-19 terhadap perekonomian Indonesia berdampak buruk terhadap pertumbuhan ekonomi, penurunan pasar modal, depresiasi nilai tukar mata uang asing dan gangguan operasi bisnis. Dampak kedepan dari wabah Covid-19 di Indonesia dan Perusahaan tidak pasti saat ini. Peningkatan jumlah infeksi Covid-19 yang signifikan atau perluasan wabah dapat berdampak besar pada perekonomian Indonesia dan Perusahaan, yang dapat mempengaruhi risiko pada pendapatan, arus kas, dan kondisi keuangan. Namun, dampak kedepan juga akan tergantung pada efektivitas tanggapan kebijakan yang dikeluarkan oleh Pemerintah Republik Indonesia. Perusahaan telah melakukan upaya penanganan dampak atas kejadian tersebut dengan menjaga likuiditas dan pengendalian biaya.

**33. EVENTS AFTER REPORTING PERIOD**

*The Company's operation has and may continue to be impacted by the outbreak of Covid-19 that started in early 2020 and has spread to many countries including Indonesia. The effects of Covid-19 to the Indonesian economy include adverse effect to the economic growth, decline in capital markets, depreciation of foreign currency exchange rates and disruption of business operations. The future effects of the outbreak of Covid-19 to Indonesia and the Company are unclear at this time. A significant rise in the number of Covid-19 infections or prolongation of the outbreak could have severe impact on Indonesian economy and the Company, which may face risks in earnings, cash flows and financial condition. However, future effects will also depend on the effectiveness of policy responses issued by the Government of the Republic of Indonesia.*



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