

# Building Collaboration Towards Energy Transition





# Prawacana

## Preface

### **BUILDING COLLABORATION TOWARDS ENERGY TRANSITION**

#### **BUILDING COLLABORATION TOWARDS ENERGY TRANSITION**

Pertamina Power Indonesia mendapatkan mandat untuk melakukan transisi energi Pertamina sejak 2020. Pada tahun 2021, Pertamina Power Indonesia semakin agresif menjalankan amanah tersebut.

Untuk mewujudkan transisi energi, Pertamina Power Indonesia berkolaborasi dengan berbagai mitra strategis, baik dengan antar subholding Pertamina, antar BUMN, maupun dengan mitra strategis lain.

Di sisi lain Pertamina Power Indonesia juga menjadi mitra strategis pemerintah dalam kolaborasi mewujudkan transisi energi Indonesia dan mencapai target net zero emission tahun 2060.

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Pertamina Power Indonesia has received a mandate to realize Pertamina's energy transition since 2020. In 2021, Pertamina Power Indonesia was increasingly aggressive in carrying out this mandate.

To realize the energy transition, Pertamina Power Indonesia collaborates with various strategic partners, both with Pertamina subholdings, between SOEs, and with other strategic partners.

On the other hand, Pertamina Power Indonesia is also a strategic partner of the government in collaboration to realize Indonesia's energy transition and achieve the target of net zero emissions by 2060.



# Daftar Isi

## Contents

<b>Kilas Kinerja</b> Performance Highlights	<b>1</b>	Wilayah Operasional Perseroan The Operation Area Of Company	40	Struktur Tata Kelola Perusahaan Structure of Corporate Governance	115
Kinerja Unggul Tahun 2021 Key Achievement in 2021	6	Struktur Organisasi Organizational Structure	42	Rapat Umum Pemegang Saham General Meeting of Shareholders	115
Ikhtisar Keuangan Financial Highlights	7	Struktur Grup Group Structure	43	Direksi Board of Directors	119
Ikhtisar Operasional Operational Highlights	9	Profil Direksi Profile of the Board of Directors	44	Dewan Komisaris Board of Commissioners	136
Ikhtisar HSSE HSSE Highlights	9	Perubahan Komposisi Anggota Direksi Dan Alasan Perubahannya Changes in The Composition of The Members of The Board of Directors and The Reasons for The Changes	55	Penilaian Kinerja Komite-komite yang Berada di Bawah Dewan Komisaris Assessment on Performance of Committees Under the Board of Commissioners	148
Ikhtisar Saham Stock Highlights	10	Profil Dewan Komisaris Profile of the Board of Commissioners	57	Remunerasi Dewan Komisaris dan Direksi Remuneration of the Board of Commissioners and Board of Directors	149
Ikhtisar Obligasi Bonds Highlights	10	Perubahan Komposisi Anggota Dewan Komisaris Dan Alasan Perubahannya Changes in The Composition of The Members of The Board of Commissioners and The Reasons for The Changes	68	Komite Audit Audit Committee	150
Peristiwa Penting 2021 2021 Significant Events	10	Sumber Daya Manusia Human Resources	70	Komite Nominasi dan Remunerasi Nomination and Remuneration Committee	154
<b>Laporan Manajemen</b> Management Report	<b>2</b>	Informasi Pemegang Saham Utama dan Pengendali Information of Majority and Controlling Shareholder	76	Komite Investasi dan Manajemen Risiko Investment and Risk Management Committee	159
Sambutan Dewan Komisaris Message from the Board of Commissioners	14	Kronologis Pencatatan Saham Stock Listing Chronology	77	Sekretaris Perusahaan Corporate Secretary	164
Laporan Direksi Report of the Board of Directors	20	Kronologis Pencatatan Efek Lainnya Chronology of Other Securities Listing	77	Unit Audit Internal Internal Audit Unit	167
Surat Pernyataan Anggota Direksi dan Dewan Komisaris Tentang Tanggung Jawab atas Laporan Tahunan 2021 PT Pertamina Power Indonesia Statement of Members of Board of Directors and Board of Commissioners on the Responsibility for the 2021 Annual Report of PT Pertamina Power Indonesia	26	Daftar Entitas Asosiasi List of Associated Entities	78	Sistem Pengendalian Internal Internal Control System	170
<b>Sekilas Perseroan</b> Company in Brief	<b>3</b>	Informasi pada Situs Web Perseroan Information on the Company's Website	79	Manajemen Risiko Risk Management	171
Data Perseroan Corporate Data	30	Penghargaan dan Sertifikasi Award and Certification	81	Perkara Penting Tahun 2021 Litigation Cases in 2021	173
Lembaga dan Profesi Penunjang Supporting Institutions and Professions	31	<b>Analisis dan Pembahasan</b> <b>Manajemen</b>	<b>4</b>	Sanksi Administratif Administrative Sanction	173
Riwayat Singkat Perseroan Company Brief History	32	Management Discussion and Analysis		Kode Etik Code of Conduct	173
Perubahan Nama Changes of Name	32	Tinjauan Perekonomian Economic Overview	84	Sistem Pelaporan Pelanggaran Whistleblowing System	174
Jejak Langkah Milestone	33	Tinjauan Industri Industry Review	89	Keberagaman Anggota Dewan Komisaris dan Direksi Composition Diversity of the Board of Commissioners and Board of Directors	175
Visi dan Misi Vision and Mission	34	Tinjauan Per Segmen Operational Review by Segment	90	Hubungan Afiliasi Affiliated Relationships	175
Budaya Kerja Perusahaan Corporate Values	35	Tinjauan Keuangan Financial Review	97	Akses Informasi Access to Information	176
Kegiatan Usaha Business Activities	35	<b>Tata Kelola Perusahaan</b> Corporate Governance	<b>5</b>	<b>Tanggung Jawab Sosial</b> <b>Perusahaan</b>	<b>178</b>
Ringkasan Proyek Summary of Projects	38	Tata Kelola Perusahaan Corporate Governance	114	Corporate Social Responsibility	
		Penilaian GCG GCG Assessment	115	<b>Laporan Keuangan</b> Financial Statements	<b>181</b>



# Kilas Kinerja 2021

2021 Performance Highlight





# Kinerja Unggul Tahun 2021

## Key Achievement in 2021



**50.653.894**

Jam kerja aman tanpa  
kecelakaan  
Safe man-hours  
without Lost Time  
Injury



**101%**

Produksi listrik  
dibandingkan tahun  
2020  
Electricity production  
compared to 2020



**104%**

Pendapatan dibandingkan  
tahun 2020  
Revenue compared to  
2020

# Ikhtisar Keuangan

## Financial Highlights

dalam Ribuan Dolar Amerika | in Thousands of US Dollars

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN	2020*	2021	STATEMENT OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
<b>Pendapatan Usaha</b>	<b>356.097</b>	<b>370.984</b>	<b>Revenues</b>
<b>Beban Pokok Penjualan dan Beban Langsung Lainnya</b>	<b>(164.801)</b>	<b>(183.095)</b>	<b>Cost Of Revenue and Other Direct Cost</b>
Laba Bruto	191.296	187.889	Gross Profit
Beban Umum dan Administrasi	(10.864)	(19.112)	General and Administrative Expenses
<b>Laba Usaha</b>	<b>180.432</b>	<b>168.777</b>	<b>Operating Profit</b>
Bagian Atas Laba Ventura Bersama	5.235	5.716	Share In Net Profit Of Joint Ventures
Pendapatan Keuangan	3.756	2.870	Finance Income
Beban Keuangan	(23.113)	(14.580)	Finance Costs
(Beban)/Pendapatan Lain-Lain, Bersih	(41.742)	(36.787)	Other (Expense)/Income, Net
<b>Laba Sebelum Beban Pajak Penghasilan</b>	<b>124.568</b>	<b>125.996</b>	<b>Profit Before Income Tax Expense</b>
<b>Beban Pajak Penghasilan</b>	<b>(37.658)</b>	<b>(44.361)</b>	<b>Income Tax Expense</b>
<b>Laba Tahun Berjalan Setelah Penyesuaian Laba Merging Entities</b>	<b>86.910</b>	<b>81.635</b>	<b>Profit For The Year After After The Effect Of Merging Entities Income Adjustment</b>
Laba <i>Merging Entities</i>	(72.832)	(64.172)	Merging entities income
<b>Laba Tahun Berjalan Sebelum Penyesuaian Laba Merging Entities</b>	<b>14.078</b>	<b>17.463</b>	<b>Profit For The Year Before Merging Entities Income Adjustment</b>
<b>Penghasilan Komprehensif Lain</b>			<b>Other comprehensive income</b>
Pengukuran Kembali Kewajiban Imbalan Pasca Kerja	(24)	4.031	Remeasurement Of Post Employment Benefit Obligation
Keuntungan Nilai Wajar Aset Bersih Atas Aset Bersih Investasi Ekuitas	-	5.787	Net Fair Value Gain On Equity Investment
Bagian Penghasilan Komprehensif Lain Dari Ventura Bersama	(5.235)	(33.855)	Share Of Other Comprehensive Income Of Joint Ventures
<b>Laba/(Rugi) Komprehensif Lain, Neto Setelah Pajak</b>	<b>(5.259)</b>	<b>(24.037)</b>	<b>Other Comprehensive Income/(Loss), Net Of Tax</b>
<b>Jumlah Laba/(Rugi) Komprehensif Tahun Berjalan</b>	<b>8.819</b>	<b>(6.574)</b>	<b>Total Comprehensive Income/(Loss) For The Year</b>
Laba Tahun Berjalan Sebelum Penyesuaian Laba Merging Entities Yang Dapat Diatribusikan- Kepada:			Income For The Year Before Merging Entities Income Adjustment Attributable To:
Pemilik Entitas Induk	14.078	10.711	Owners Of The Parent Entity
Kepentingan Non-Pengendali	-	6.752	Non-Controlling Interest
Jumlah	14.078	17.463	Total
<b>Total Laba/(Rugi) Komprehensif Yang Dapat Diatribusikan Kepada:</b>			<b>Total Comprehensive Income/(Loss) For The Year Attributable To:</b>



Pemilik Entitas Induk	8.819	(13.326)	Owners Of The Parent Entity
Kepentingan Non-Pengendali	-	6.752	Non-Controlling Interest
<b>Jumlah</b>	<b>8.819</b>	<b>(6.574)</b>	<b>Total</b>

\* Disajikan Kembali  
As Restated

dalam Ribuan Dolar Amerika | in Thousands of US Dollars

LAPORAN POSISI KEUANGAN	2020*	2021	STATEMENT OF FINANCIAL POSITION
Jumlah Aset Lancar	449.062	310.816	Total Current Assets
Jumlah Aset Tidak Lancar	2.240.953	2.273.804	Total Non Current Assets
<b>Jumlah Aset</b>	<b>2.690.015</b>	<b>2.584.620</b>	<b>Total Assets</b>
Jumlah Liabilitas Jangka Pendek	682.381	218.114	Total Short-Term Liabilities
Jumlah Liabilitas Jangka Panjang	854.489	969.804	Total Long-Term Liabilities
<b>Jumlah Liabilitas</b>	<b>1.536.870</b>	<b>1.187.918</b>	<b>Total Liabilities</b>
<b>Jumlah Ekuitas yang diatribusikan Pada Pemilik Entitas Induk</b>	<b>1.153.290</b>	<b>1.295.959</b>	<b>Total Equity Attributable to Owners of the Parent Entity</b>
Kepentingan Non Pengendali	(145)	100.743	Non-Controlling Interest
<b>Jumlah Ekuitas</b>	<b>1.153.145</b>	<b>1.396.702</b>	<b>Total Equity</b>
<b>Jumlah Liabilitas dan Ekuitas</b>	<b>2.690.015</b>	<b>2.584.620</b>	<b>Total Liabilities and Equity</b>

\* Disajikan Kembali  
As Restated

dalam Ribuan Dolar Amerika | in Thousands of US Dollars

LAPORAN ARUS KAS	2020*	2021	STATEMENT OF CASH FLOWS
Kas Neto yang diperoleh dari Aktivitas Operasi	222.331	241.201	Net Cash provided by Operating Activities
Kas Neto yang digunakan untuk Aktivitas Investasi	(33.656)	(195.465)	Net Cash Used in Investing Activities
Kas Neto yang digunakan untuk untuk Aktivitas Pendanaan	(149.219)	(174.032)	Net Cash Used in Financing Activities
Perubahan Bersih Kas dan Setara Kas	39.456	(128.296)	Net Changing in Cash and Cash Equivalents
Saldo Kas dan Setara Kas Pada Awal Tahun	245.170	282.829	Cash and Cash Equivalents at the Beginning of the Year
Efek Perubahan Nilai Kurs Pada Kas dan Setara Kas	(1.797)	(791)	Effect of exchange rate changes on cash and cash equivalent
Saldo Kas dan Setara Kas Pada Akhir Tahun	282.829	153.743	Cash and Cash Equivalents at the End of the Year

\* Disajikan Kembali  
As Restated

RASIO	2020*	2021	RATIO
<b>Uraian</b>			<b>Description</b>
Return On Equity	7,54%	5,84%	Return On Equity
Return On Investment	10,47%	11,42%	Return On Investment
Operating Profit Margin	50,67%	45,49%	Operating Profit Margin
Net Profit Margin	24,41%	22,00%	Net Profit Margin
Cash Ratio	41,45%	70,49%	Cash Ratio
Current Ratio	65,81%	143%	Current Ratio
Collection Period (hari)	72,58	62	Collection Period (days)
Total Asset Turn Over	13,58%	14,70%	Total Asset Turn Over
Equity to Total Asset	42,87%	54,04%	Equity to Total Asset
Time Interest Earned Ratio	12,18%	20,23%	Time Interest Earned Ratio

\* Disajikan Kembali  
As Restated

## Iktisar Operasional

### Operational Highlights

dalam Ribuan Dolar Amerika | in Thousands of US Dollars

KETERANGAN	2019	2020	2021	DESCRIPTION
Kapasitas terpasang (MW)	676	681	1.567	Installed capacity
Produksi listrik (GWh)	4.296	4.637	4.686	Production of electricity

## Iktisar HSSE

### HSSE Highlights

dalam Ribuan Dolar Amerika | in Thousands of US Dollars

KETERANGAN	2019	2020	2021	DESCRIPTION
Total jam kerja	6.547.022	24.693.135	50.653.894	Total working hours
Total jam kerja hilang	0	0	0	Total lost working hours
Total kecelakaan kerja (Kematian)	0	0	0	Total work accident (Fatality)
Kebakaran	0	0	0	Fire
Penanganan medis	0	0	8	Medical treatment



## Iktisar Saham Stock Highlights

Perseroan bukan merupakan perusahaan terbuka dan tidak menerbitkan saham kepada publik, oleh karena itu hingga akhir tahun 2021, tidak terdapat informasi terkait jumlah saham beredar, kapitalisasi pasar, harga saham tertinggi, harga saham terendah, harga saham penutupan, dan volume perdagangan saham Perseroan.

The Company is not a publicly-listed company and does not issue shares to the public, therefore as at the end of 2021, there was no information on number of outstanding shares, market capitalization, highest stock price, lowest stock price, closing price, and trading volume of the Company.

## Iktisar Obligasi Bonds Highlights

Hingga akhir tahun 2021, Perseroan tidak menerbitkan obligasi/sukuk/obligasi konversi, sehingga tidak terdapat informasi terkait jumlah obligasi/sukuk/obligasi konversi yang beredar, tingkat bunga/imbalan, tanggal jatuh tempo, dan peringkat obligasi/sukuk.

As at the end of 2021, the Company did not issue bonds/sharia bonds/convertible bonds, thereby there is no information on number of bonds/sharia bonds/convertible bonds, interest rate/yield, maturity date, and bonds/sharia bonds rating.

## Peristiwa Penting 2021 2021 Significant Events



**12-14 Februari / February**  
Gasing up cooling down Jawa-1  
Gasing up cooling down Jawa-1



**16 Maret / March**  
Penandatanganan MoU PPI - GBK perihal Pengembangan Pembangkit Listrik Tenaga Surya (PLTS) di Komplek Gelora Bung Karno (GBK).  
Signing of the MoU PPI - GBK regarding the Development of Solar Power Plants at the Bung Karno Gelora Complex (GBK)



**16 Maret / March**  
Penandatanganan perjanjian Pertamina Power Indonesia - Universitas Gadjah Mada perihal pembangunan Pembangkit Listrik Tenaga Surya (PLTS) di lingkungan Universitas Gadjah Mada.  
Signing of the Pertamina Power Indonesia - Gadjah Mada University agreement regarding the construction of a Solar Power Plant within the Gadjah Mada University.



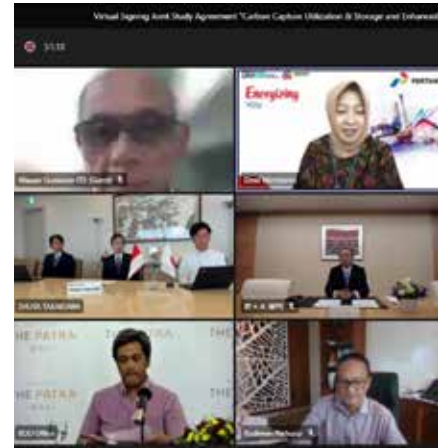
**4 Juni / June**

Penandatanganan nota kesepahaman PPI - ACWA perihal pengembangan EBT. Signing a memorandum of understanding between PPI - ACWA regarding the development of NRE



**18 Juni / June**

Penandatanganan nota kesepahaman Pertamina Power Indonesia dengan JAPEX dan LEMIGAS perihal pengembangan metode *carbon capture, utilization, and storage* (CCUS) di lapangan migas Sukowati. Signing of a memorandum of understanding between Pertamina Power Indonesia with JAPEX and LEMIGAS regarding the development of the carbon capture, utilization, and storage (CCUS) method in the Sukowati oil and gas field.



**18 Juni / June**

Penandatanganan *joint study agreement* (JSA) Pertamina Power Indonesia dengan Japan Group dan ITB perihal pengembangan metode *carbon capture, utilization, and storage* dan *Enhanced Gas Recovery* (CCUS/EGR) di lapangan migas Gundih. Signing of the joint study agreement (JSA) Pertamina Power Indonesia with the Japan Group and ITB regarding the development of carbon capture, utilization, and storage methods.



**2 Agustus / August**

Penandatanganan nota kesepahaman Pertamina Power Indonesia - Pupuk Indonesia perihal pengembangan hidrogen dan penyediaan energi. Signing of a memorandum of understanding between Pertamina Power Indonesia - Pupuk Indonesia regarding the development of hydrogen and energy supply.



**24 Agustus / August**

*Commercial Operation Date* (CoD) PLTS Sei Mangkei. *Commercial Operation Date* (CoD) Solar Power Plants Sei Mangkei



**21 Agustus / August**

*Commercial Operation Date* (CoD) PLTS RU IV Cilacap. *Commercial Operation Date* (CoD) Solar Power Plants RU IV Cilacap



**31 Agustus / August**

Peresmian pembentukan Legal Endstate Subholding PNRE sebagai induk usaha PT Pertamina Geothermal Energy, PT Jawa Satu Power, PT Jawa Satu Regas yang diberikan mandat memimpin transisi energi Pertamina dan Indonesia.

Inauguration of the Legal Endstate Subholding PNRE as the holding company of PT Pertamina Geothermal Energy, PT Jawa Satu Power, PT Jawa Satu Regas which were given the mandate to lead the energy transition between Pertamina and Indonesia.



**26 Oktober / October**

Penyerahan Sertifikat ISO 37001:2016 tentang Sistem Manajemen Anti Penyuapan, ISO 9001:2015 tentang Sistem Manajemen Mutu SNI, ISO 14001:2015 tentang Sistem Manajemen Lingkungan, ISO 45001:2018 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja (K3).

Handover of ISO 37001:2016 Certificate on Anti-Bribery Management System, ISO 9001:2015 on SNI Quality Management System, ISO 14001:2015 on Environmental Management System, ISO 45001:2018 on Occupational Health and Safety Management System (K3).



**4 November / November**

Penandatanganan nota kesepahaman Pertamina Power Indonesia - Masdar perihal pengembangan PLTS terapung dan di atas tanah (*ground-mounted*) serta solusi energi bersih di Indonesia.

Signing of the memorandum of understanding between Pertamina Power Indonesia - Masdar regarding the development of floating and ground-mounted solar power plants and clean energy solutions in Indonesia.



**26 November / November**

Penandatanganan kerjasama Pertamina Power Indonesia-Angkasa Pura II perihal Pekerjaan Jasa Pembangkit Listrik Tenaga Surya (PLTS) Tahap I di Lingkungan Bandar Udara PT Angkasa Pura II (Persero).

Signing of the Pertamina Power Indonesia-Angkasa Pura II cooperation regarding the Phase I Solar Power Plants Generation Service Work at the Airport of PT Angkasa Pura II (Persero).



**2 Desember / December**

Penandatanganan nota kesepahaman Pertamina Power Indonesia - Pembangkitan Jawa Bali perihal Pemanfaatan PLTA untuk Green Hydrogen.

Signing of the memorandum of understanding for Pertamina Power Indonesia - Jawa Bali Generation regarding the Utilization of Hydroelectric Power for Green Hydrogen.



# Laporan Manajemen

Management Report





# Laporan Dewan Komisaris

## Report From the Board of Commissioners

“

Dewan Komisaris terus memastikan bahwa pengelolaan Perseroan tetap berlandaskan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) lewat pengawasan independen sesuai dengan ketentuan peraturan perundang-undangan yang berlaku

The Board of Commissioners continues to ensure that the Company's management remains based on the Good Corporate Governance (GCG) principles through independent supervision according to the provisions of the applicable laws and regulations

”

**N. Hasto Kristiyono**

Komisaris Utama  
President Commissioner



### Para Pemegang Saham yang Terhormat,

Puji syukur kami panjatkan ke hadirat Tuhan Yang Maha Esa yang telah melimpahkan rahmat dan karunia-Nya kepada kita semua, sehingga PT Pertamina Power Indonesia dapat melalui tahun 2021 dengan capaian kinerja yang baik. Suatu kehormatan bagi saya mewakili Dewan Komisaris untuk menyajikan laporan pengawasan terhadap kinerja Perseroan di Tahun Buku 2021.

Dewan Komisaris telah menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi secara independen dengan itikad baik, bertanggung jawab dan penuh kehati-hatian demi kepentingan Perseroan. Dalam melaksanakan tugas dan fungsinya, Dewan Komisaris melakukannya secara independen, berpedoman kepada prinsip-prinsip Tata Kelola Perusahaan yang Baik, ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. Dewan Komisaris menilai Direksi telah mulai mengimplementasikan kebijakan bisnis yang strategis guna menjamin keberlanjutan usaha Perseroan bersamaan dengan keberhasilan pencapaian sasaran-sasaran jangka pendek.

### Pengawasan dan Pemberian Nasihat atas Penerapan Strategi Perusahaan

Tahun 2021 menjadi tahun yang penuh tantangan bagi Perseroan. Kondisi dunia yang masih mengalami pandemi COVID-19 menyebabkan terjadinya perlambatan pertumbuhan ekonomi dunia dan imbasnya pun dirasakan di Indonesia terutama dengan adanya pembatasan kegiatan masyarakat dalam bentuk Pembatasan Sosial Berskala Besar (PSBB) maupun Pelaksanaan Pembatasan Kegiatan Masyarakat (PPKM).

Dewan Komisaris dapat memahami tantangan yang dihadapi Perseroan di tahun 2021. Untuk itu, Dewan Komisaris mengapresiasi berbagai inisiatif strategis yang diambil Direksi dalam menghadapi kondisi yang sulit tersebut.

Sesuai dengan mandat pemegang saham, Dewan Komisaris berupaya menjalankan fungsi pengawasan terhadap pengelolaan Perseroan yang dilaksanakan oleh Direksi sebagai upaya meningkatkan kinerja Perseroan yang semakin baik. Selain itu, Dewan Komisaris juga berupaya dalam memberikan arahan dan/atau rekomendasi terkait dengan implementasi strategi jangka pendek maupun jangka panjang.

Dewan Komisaris memberikan arahan dan nasihat kepada Direksi Perseroan melalui jalinan komunikasi yang baik, dengan berbagai mekanisme di antaranya melalui rapat Dewan Komisaris bersama Direksi secara rutin untuk memantau kinerja secara periodik serta rapat insidental untuk membahas persoalan tertentu yang membutuhkan pengambilan keputusan dan tindak lanjut segera. Sepanjang tahun 2021, terdapat 13 (tiga belas) kali rapat Dewan Komisaris dan 24 (dua puluh empat) kali rapat gabungan Dewan Komisaris dengan Direksi yang sebagian besar diselenggarakan secara virtual mengingat adanya pandemi COVID-19.

### Dear Distinguished Shareholders,

We express our gratitude to God Almighty's presence, which has bestowed His abundant grace and blessings on all of us so that PT Pertamina Power Indonesia could go through 2021 with excellent performance achievements. Therefore, it is an honor for me to represent the Board of Commissioners to present a supervisory report on the Company's performance in the 2021 Fiscal Year.

The Board of Commissioners has carried out its supervisory and advisory duties to the Board of Directors independently in good faith, accountably, and prudently for the interest of the Company. In carrying out its duties and functions, the Board of Commissioners performs it independently, guided by the Good Corporate Governance principles, the provisions of the Company's Articles of Association and applicable laws and regulations. The Board of Commissioners considers that the Board of Directors has begun to implement strategic business policies to ensure the sustainability of the Company's business along with the successful achievement of short-term goals.

### Supervision and Advice Provision on the Corporate Strategy Implementation

2021 was a year full of challenges for the Company. The world condition, which was still experiencing the COVID-19 pandemic, has caused a slowdown in world economic growth, and its impact has also been felt in Indonesia especially with the restrictions on community activities included Large-Scale Social Restrictions (PSBB) and the Enforcement of Community Activity Restrictions (PPKM).

The Board of Commissioners could understand the challenges faced by the Company in 2021. For this reason, the Board of Commissioners appreciates the various strategic initiatives taken by the Board of Directors in dealing with these challenging conditions.

Following the mandate of the shareholders, the Board of Commissioners endeavors to carry out the supervisory function of the Company's management, which the Board of Directors as an effort to improve the Company's performance for the better. In addition, the Board of Commissioners also strives to provide directions and recommendations related to the implementation of short-term and long-term strategies.

The Board of Commissioners provides directions and advice to the Company's Board of Directors through good communication, with various mechanisms. They include the Board of Commissioners together with the Board of Directors regularly to monitor performance periodically as well as incidental meetings to discuss certain issues requiring decision making and immediate follow-up. Throughout 2021, there were 13 (thirteen) meetings of the Board of Commissioners and 24 (twenty four) joint meetings of the Board of Commissioners and the Board of Directors, most of which were held virtually in view of the COVID-19 pandemic.



## Penilaian terhadap Kinerja Direksi

Dewan Komisaris menilai bahwa Direksi telah berupaya maksimal untuk tetap menjaga stabilitas Perseroan, serta menjaga kepercayaan para pemegang saham. Selain itu, keselamatan dan kesehatan karyawan juga menjadi titik fokus yang sangat penting dalam kondisi pandemi, dan menjadi perhatian utama dari Direksi. Direksi dianggap mampu memposisikan diri berada di paling depan menghadapi tantangan yang ada dan membawa Perseroan berhasil memanfaatkan setiap peluang dengan maksimal.

Dewan Komisaris juga menilai bahwa Direksi Perseroan sudah melakukan langkah-langkah terbaik sebagaimana arahan dari Dewan Komisaris dengan menerapkan sejumlah prosedur bagi pekerja guna mengurangi risiko penyebaran virus COVID-19 di berbagai proyek, melakukan program efisiensi secara disiplin, mengimplementasikan kebijakan finansial yang cermat dan penuh pertimbangan dalam rangka menciptakan profitabilitas serta melakukan perbaikan struktural yang berdampak signifikan terhadap posisi keuangan.

Dengan demikian, Dewan Komisaris menilai bahwa pengelolaan Perseroan yang dilakukan oleh Direksi sepanjang tahun 2021 telah berlangsung secara hati-hati dan bertanggung jawab sesuai dengan nilai-nilai kepemimpinan dan budaya perusahaan serta dengan melibatkan strategi bisnis yang tepat untuk menjamin keberlangsungan usaha jangka panjang.

Dewan Komisaris mengapresiasi Direksi dan jajaran manajemen atas pencapaian hingga 50.653.894 jam kerja aman tanpa kecelakaan sampai akhir tahun 2021 di Proyek IPP Jawa-1 yang berlokasi di Desa Cilamaya-Jawa Barat. Semoga hal ini dapat terus dipertahankan bahkan ditingkatkan untuk ke depannya.

Sebagai lokomotif masa depan bisnis Pertamina Group, Dewan Komisaris mendukung penuh komitmen Perseroan untuk meningkatkan portofolio Energi Baru Terbarukan (EBT) sekaligus melakukan edukasi publik terkait energi bersih dan ramah lingkungan, termasuk berkomunikasi erat dengan mitra-mitra potensial dalam hal penciptaan ekosistem bisnis EBT yang lebih solid dan transparan.

Ditinjau dari *Key Performance Indicator* (KPI), Dewan Komisaris melihat bahwa tingkat kesehatan Perseroan mencapai nilai total 81,00% (sehat AA), oleh karenanya Dewan Komisaris memberikan apresiasi yang tinggi atas pencapaian ini.

Di tengah kondisi yang cukup sulit di tahun 2021, Perseroan berhasil meningkatkan kapasitas terpasang sebesar 130% yaitu dari 681 MW menjadi 1.567 MW. Namun apabila dibandingkan dengan target RKAP 2021 sebesar 1.628 MW, pencapaiannya lebih rendah 4%. Pada tahun 2021, Perseroan berhasil meningkatkan volume produksinya sebesar 4% dari realisasi tahun sebelumnya yaitu dari 4.637 MW menjadi 4.686 MW, dan naik 4% dari target RKAP 2021 sebesar 4.494 MW.

## Assessment of the Board of Directors Performance

The Board of Commissioners considers that the Board of Directors has made maximum efforts to maintain the Company's stability and the shareholders' trust. In addition, the safety and health of employees is also an essential focal point in a pandemic and is the main concern of the Board of Directors. Therefore, the Board of Directors is considered capable of positioning itself at the forefront of facing the existing challenges and bringing the Company to take full advantage of every opportunity.

The Board of Commissioners also considers that the Company's Board of Directors has taken the best steps as directed by the Board of Commissioners by implementing several procedures for workers to reduced the risk of the COVID-19 virus spreading in various projects. Besides, carrying out disciplined efficiency programs, implementing careful and considerate financial policies to create profitability, and making structural improvements that significantly impact the financial position.

The Board of Commissioners appreciates the Board of Directors and management for achieving up to 50,653,894 safe working hours without accidents until the end of 2021 at the Jawa-1 IPP Project located in Cilamaya Village, West Java. Hopefully this can be maintained and even improved in the future.

Thus, the Board of Commissioners considers that the Company's management throughout 2021 has been carried out prudently and responsibly by the Board of Directors according to leadership values and corporate culture and by involving the right business strategy to ensure long-term business sustainability.

As the future locomotive of Pertamina Group's business, the Board of Commissioners fully supports the Company's commitment to increase the New Renewable Energy (EBT) portfolio and conduct public education related to clean and environmentally friendly energy, including close communication with potential partners in creating a more solid and transparent NRE business ecosystem.

In terms of *Key Performance Indicator* (KPI) performance, the Board of Commissioners perceives that the Company's soundness level has reached a total score of 81,00% (healthy AA). Therefore the Board of Commissioners gives a high appreciation for this achievement.

Amid quite challenging conditions in 2021, the Company succeeded in increasing its installed capacity by 130%, from 681 MW to 1,567 MW. However, when compared to the 2021 RKAP target of 1,628 MW, the achievement is 4% lower. In 2021, the Company succeeded in increasing its production volume by 4% from the previous year's realization, from 4,637 MW to 4,686 MW, and up 4% from the 2021 RKAP target of 4,494 MW.

Perseroan berhasil membukukan pendapatan usaha sebesar USD370.984 ribu, dengan kenaikan 4% dari tahun sebelumnya sebesar USD356.097 ribu. Total pendapatan ini mencapai 104% dari revisi RKAP 2021 yang tercatat sebesar USD355.580 ribu. Sementara realisasi laba bersih Perseroan turun 6% apabila dibandingkan dengan realisasi tahun 2020, yaitu dari USD 86.911 ribu pada tahun 2020 menjadi USD 81.635 ribu pada tahun 2021. Namun apabila dibandingkan dengan target RKAP 2021, dicapai lebih tinggi 16%, yaitu RKAP 2021 sebesar USD 70.669 ribu dan direalisasikan sebesar USD 81.635 ribu.

### Pandangan atas Legal End State Subholding Power & New Renewable Energy

Dewan Komisaris mengapresiasi Direksi Perseroan di mana *Subholding Power & New Renewable Energy* (PNRE) menjadi salah satu *Subholding* pertama yang menyelesaikan legal end state. Dengan tercapainya proses *legal end state*, secara formal telah mendapatkan mandat upaya pengembangan EBT dan menetapkan arahan strategis jangka pendek, jangka menengah maupun jangka panjang untuk mengembangkan solusi energi masa depan seperti battery, hydrogen, dan nature-based solution. Ini adalah sebuah kepercayaan dan tanggung jawab besar yang perlu dipegang teguh secara profesional.

Dengan lingkungan bisnis yang semakin dinamis dengan berbagai macam disrupsi, kelincuhan serta kejelian dalam menangkap peluang bisnis menjadi suatu keniscayaan. Dewan Komisaris berharap dengan menjadi *Subholding* PNRE, Perseroan lebih fokus untuk mempercepat transisi energi melalui pengembangan EBT.

### Pandangan atas Prospek Usaha

Prospek bisnis EBT masih menawarkan peluang yang besar untuk berkembang di tahun-tahun mendatang. Posisi Indonesia pada 2021 dalam pemanfaatan EBT adalah masih pada angka 2,5% dari total potensi EBT yang ada. Angka ini dapat ditingkatkan salah satunya dengan mengembangkan energi surya. Besarnya jumlah potensi tersebut disebabkan dari posisi Indonesia yang berada di garis khatulistiwa.

Demi mempersiapkan diri menghadapi *new market demand* yakni kebutuhan akan energi ramah lingkungan, Dewan Komisaris mendukung Perseroan untuk terus meningkatkan perannya dengan mengembangkan usaha melalui tiga pilar utama, yaitu 1) *Low Carbon Solutions* (*gas to power* dan *decarbonization*), 2) *New & Renewable Energy* (*geothermal, solar, hydro, biomass/biogas, wind & tidal* dan *waste*) dan 3) *Future Businesses* (*battery & electric vehicle, hydrogen, carbon market, green industry complex*).

Sampai saat ini, Perseroan telah membuktikan kompetensi dan kapabilitasnya sebagai penyedia Energi Bersih. Untuk ke depannya, Dewan Komisaris berharap Perseroan akan terus berkomitmen memperluas pengembangan Energi Bersih, baik dengan membangun Pembangkit Listrik baru maupun dengan mengakuisisi Pembangkit Listrik yang sudah ada, baik untuk proyek-proyek di luar Pertamina, maupun internal di lingkungan Pertamina sendiri.

The Company managed to record revenues of USD370,984 thousand, an increase of 4% from the previous year of USD356,097 thousand. This total revenue reached 104% of the revised 2021 RKAP which was recorded at USD355,580 thousand. Meanwhile, the realization of the Company's net profit decreased by 6% compared to the realization in 2020, from USD 86,911 thousand in 2020 to USD 81,635 thousand in 2021. However, when compared to the 2021 RKAP target, it was 16% higher, namely the 2021 RKAP of USD 70,669 thousand and realized USD 81,635 thousand.

### Outlook on the Legal End State Subholding Power & New Renewable Energy

The Board of Commissioners appreciates the Company's Board of Directors where the Power & New Renewable Energy (PNRE) Subholding is one of the first Subholdings to complete the legal end-process. With the achievement of the legal end-state, has formally received a mandate for NRE development efforts and set short-term, medium-term and long-term strategic directions to develop future energy solutions such as battery, hydrogen, and nature-based solutions. This is a great trust and responsibility that needs to be held up professionally.

With various disruptions in an increasingly dynamic business environment, agility and foresight in capturing business opportunities are necessary. The Board of Commissioners hopes that by becoming a PNRE Subholding, The Company is more focused on accelerating the energy transition through the development of NRE.

### Outlook on Business Prospects

The NRE business prospect still offers great opportunities to grow in the coming years. Indonesia's position in 2021 in the utilization of NRE was still at the figure of 2.5% of the total existing NRE potential. One of the ways to increase this figure was by developing solar energy. A large number of potentials was due to Indonesia's position on the equator.

In order to prepare for the new market demand, namely the need for environmentally friendly energy, the Board of Commissioners supports the Company to continue to increase its role by developing business through three main pillars, namely 1) *Low Carbon Solutions* (*gas to power* and *decarbonization*), 2) *New & Renewable Energy* (*geothermal, solar, hydro, biomass/biogas, wind & tidal* and *waste*) and 3) *Future Businesses* (*battery & electric vehicle, hydrogen, carbon market, green industry complex*).

To date, the Company has proven its competence and capability as a Clean Energy provider. In the future, the Board of Commissioners expects that the Company will continue to commit to expanding Clean Energy development, either by building new Power Plants or by acquiring existing Power Plants, both for projects outside Pertamina and within Pertamina itself.



## Pandangan atas Konsistensi Implementasi Tata Kelola Perusahaan

Dewan Komisaris secara independent terus memastikan bahwa pengelolaan Perseroan tetap berlandaskan pada prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/GCG*) dan, memenuhi ketentuan peraturan perundang-undangan yang berlaku.

Dewan Komisaris memandang bahwa Perseroan telah dikelola secara baik, transparan, dan akuntabel sesuai dengan praktik dan standar terbaik yang ada. Dewan Komisaris selalu mendukung setiap upaya dan langkah Direksi untuk melakukan perbaikan dalam mengimplementasikan GCG dari waktu ke waktu.

Dalam setiap kesempatan, Dewan Komisaris juga senantiasa berusaha memastikan agar penerapan tata kelola perusahaan juga konsisten dengan Pedoman Tata Kelola Perusahaan yang dikeluarkan oleh PT Pertamina (Persero) selaku Pemegang Saham Utama Perseroan, sambil secara bersamaan memberikan masukan-masukan untuk perbaikan.

## Perubahan Komposisi Dewan Komisaris

Pada tahun 2021 terdapat 6 (enam) kali perubahan komposisi Dewan Komisaris. Perubahan pertama di mana efektif sejak tanggal 31 Januari 2021, Bapak Yunus Saefulhak sebagai Komisaris tidak lagi menjabat. Perubahan kedua di mana efektif sejak tanggal 15 Februari 2021, Bapak Dharmawan H. Samsu sebagai Komisaris Utama tidak lagi menjabat serta diangkatnya Bapak N. Hasto Kristiyono sebagai Komisaris Utama. Perubahan ketiga di mana efektif sejak tanggal 26 April 2021 bergabungnya Bapak Dwi Agus Setiawan sebagai Komisaris. Perubahan keempat di mana efektif sejak tanggal 2 Juli 2021 bergabungnya Bapak David Bingei sebagai Komisaris. Perubahan kelima di mana efektif sejak tanggal 27 Oktober 2021, Ibu Andriah Feby Misna sebagai Komisaris tidak lagi menjabat. Perubahan keenam di mana efektif sejak tanggal 1 November 2021, bergabungnya Ibu Ida Nuryatin Finahari sebagai Komisaris.

Dengan demikian komposisi Dewan Komisaris Perseroan pada 31 Desember 2021 adalah sebagai berikut:

## Outlook on the Consistency of Corporate Governance Implementation

The Board of Commissioners independently continues to ensure that the management of the Company remains based on the principles of Good Corporate Governance (GCG) and complies with the prevailing laws and regulations.

The Board of Commissioners views that the Company has been managed properly, transparently, and accountably according to existing best practices and standards. The Board of Commissioners always supports every effort and action of the Board of Directors to improve implementing GCG from time to time.

On every occasion, the Board of Commissioners also strives to ensure that the corporate governance implementation is also consistent with the Corporate Governance Code issued by PT Pertamina (Persero) as the Company's Major Shareholder while simultaneously providing inputs for improvement.

## Changes in the Composition of the Board of Commissioners

In 2021 there were 6 (six) changes in the composition of the Board of Commissioners. The first change, effective as of January 31, 2021, Mr. Yunus Saefulhak as Commissioner is no longer in served. The second change, effective as of February 15, 2021, Mr. Dharmawan H. Samsu as the President Commissioner is no longer served and the appointment of Mr. N. Hasto Kristiyono as the President Commissioner. The third change, effective as of April 26, 2021, the joining of Mr. Dwi Agus Setiawan as Commissioner. The fourth change, effective as of July 2, 2021, the joining of Mr. David Bingei as Commissioner. The fifth change, effective as of 27 October 2021, Mrs. Andriah Feby Misna as Commissioner is no longer in served The sixth change, effective as of November 1, 2021, is the joining of Mrs. Ida Nuryatin Finahari as Commissioner.

Accordingly, the composition of the Company's Board of Commissioners as of December 31, 2021 is as follows:

NO	Nama Name	Jabatan Position
1	N. Hasto Kristiyono	Komisaris Utama President Commissioner
2	Ajar Budi Kuncoro	Komisaris Commissioner
3	Dwi Agus Setiawan	Komisaris Commissioner
4	David Bingei	Komisaris Commissioner
5	Ida Nuryatin Finahari	Komisaris Commissioner

## Penutup

Mengakhiri laporan Dewan Komisaris tahun 2021 ini, kami menyampaikan penghargaan setinggi-tingginya atas kerja sama seluruh pemangku kepentingan, yang memungkinkan Perseroan terus tumbuh dan berkembang menjadi Perseroan yang besar, tangguh dan berdaya tahan tinggi dalam bisnis EBT. Dewan Komisaris juga mengucapkan terima kasih dan selamat atas prestasi Direksi dan seluruh staf/karyawan atas keberhasilan dalam pencapaian kinerja tahun 2021. Kami dengan penuh semangat akan terus meningkatkan komitmen agar Perseroan dikelola secara lebih baik, efisien, efektif, dan modern dengan senantiasa mengedepankan penerapan prinsip-prinsip Tata Kelola Perusahaan yang baik.

## Closing

Concluding this 2021 Board of Commissioners report, we express our highest appreciation for the cooperation of all stakeholders, which has enabled the Company to continue to grow and develop into a large, strong, and highly resilient Company in the NRE business. The Board of Commissioners also expresses gratitude and congratulation for the achievements of the Board of Directors, all staff/employees for their success in achieving performance in 2021. We will vigorously continue to increase our commitment so that the Company is managed better, efficiently, effectively, and modernly by always prioritizing the implementation of the Good Corporate Governance principles.

Untuk dan atas nama Dewan Komisaris  
For and on Behalf of the Board of Commissioners

Jakarta, April 2022  
Jakarta, April 2022



**N. Hasto Kristiyono**  
Komisaris Utama  
President Commissioner



# Laporan Direksi

## Report From the Board of Directors

“

Untuk memastikan pengelolaan bisnis sejalan dengan arah pencapaian Visi dan Misi Perseroan, di tahun 2021 PT Pertamina Power Indonesia berfokus pada peningkatan produktivitas dan pemulihan kinerja melalui implementasi program inisiatif strategis.

To ensure business management is in line with the direction of the Company's Vision and Mission achievement, in 2021, PT Pertamina Power Indonesia focused on increasing productivity and recovering performance through implementing strategic initiative programs.

”

**Dannif Danusaputro**

Direktur Utama  
Chief Executive Officer



## Para Pemegang Saham dan Pemangku Kepentingan yang Terhormat,

Puji dan syukur ke hadirat Tuhan Yang Maha Esa, PT Pertamina Power Indonesia mampu melewati tahun 2021 dengan pencapaian kinerja baik. Atas nama segenap Direksi dan jajaran manajemen, perkenankan kami menyampaikan pencapaian kinerja dan kegiatan pengelolaan Perseroan selama tahun 2021, khususnya dalam upaya mewujudkan Visi, Misi, dan tujuan Perseroan serta kontribusi bagi negeri tercinta Indonesia.

## Kondisi Ekonomi Dan Industri 2021

Tahun 2021, tahun kedua pandemi COVID-19 masih menjadi tahun penuh tantangan bagi semua pihak. Namun demikian, semua negara memiliki optimisme untuk keluar dari krisis akibat pandemi ini melalui berbagai upaya dan kebijakan.

Pemulihan ekonomi global diprediksi masih akan terus berlanjut. Proyeksi International Monetary Fund (IMF) dalam rilis terbaru *World Economic Outlook* (WEO) Juli 2021 menyatakan ekonomi global tumbuh 5,9% di tahun 2021 dan 4,9% pada tahun 2022.

Kementerian ESDM mencatat, realisasi investasi sektor energi baru terbarukan dan konservasi energi (EBTKE) sepanjang 2021 hanya mencapai US\$ 1,51 miliar atau 74% dari target yang ditetapkan US\$ 2,04 miliar. Direktur Jenderal Energi Baru Terbarukan dan Konservasi Energi (EBTKE) Kementerian ESDM Dadan Kusdiana menjelaskan, realisasi investasi tersebut, terdiri dari sektor Panas Bumi US\$ 680 juta, Bioenergi sebesar US\$ 340 juta, konservasi energi US\$ 10 juta, dan aneka EBT US\$ 480 juta.

## Legal end state Subholding PNRE

Pada tahun 2020 Pertamina melakukan transformasi dengan membentuk subholding dengan tujuan agar Pertamina lebih agile dalam merespon dinamika lingkungan bisnis, salah satunya adalah Subholding Power & New Renewable Energy (PNRE). Subholding PNRE mendapatkan mandat untuk fokus mengawal transisi energi Pertamina.

Subholding PNRE berhasil menyelesaikan proses *legal end-state* pada 1 Agustus 2021 dan secara legal menandai terbentuknya Subholding PNRE. Dampak dengan menjadi Subholding PNRE, Perseroan menerima pengalihan kepemilikan saham PT Pertamina Geothermal Energy (PGE) dari Pertamina sebesar 92,0194 persen. Dengan menjadi Subholding PNRE, Perseroan lebih fokus dalam menjalankan bisnis pengembangan energi baru dan terbarukan.

## Kebijakan Strategis dan Pertumbuhan Kinerja

Sebagai Subholding Power, New & Renewable Energy, Perseroan telah menetapkan *strategy house* untuk mencapai visi Perseroan menjadi Indonesia's *green energy champion*. Strategi ini juga ditujukan untuk mencapai aspirasi kapasitas terpasang 10 GW pada tahun 2026. Secara umum *strategy house* tersebut ditopang oleh 3 pilar, yaitu *low carbon solutions*, pengembangan energi baru dan terbarukan, serta membangun bisnis masa depan di sektor bisnis.

## Dear Honorable Shareholders and Stakeholders,

Praise and gratitude to the presence of God Almighty, PT Pertamina Power Indonesia was able to pass the year 2021 with a good performance achievement. Therefore, on behalf of the entire Board of Directors and management, allow us to convey the Company's performance achievements and management activities during 2021, especially to realize the Company's Vision, Mission, Objectives, and contributions to our beloved country, Indonesia.

## Economic and Industrial Conditions in 2021

The year 2021, the second year of the COVID-19 pandemic, was still a year of full challenges for all parties. However, all countries were optimistic about getting out of the crisis caused by this pandemic through various efforts and policies.

The global economic recovery was predicted to continue. The International Monetary Fund (IMF) projections in the latest release of the *World Economic Outlook* (WEO) in July 2021 stated that the global economy grew 5.9% in 2021 and 4.9% in 2022.

The Ministry of Energy and Mineral Resources recorded that the realization of investment in the New, Renewable Energy and Energy Conservation (NREEC) sector throughout 2021 only reached USD1.51 billion or 74% of the set target at USD2.04 billion. Director-General of New, Renewable Energy and Energy Conservation (NREEC) of the Ministry of Energy and Mineral Resources, Dadan Kusdiana, explained that the realization of the investment consisted of the Geothermal sector of USD680 million, Bioenergy of USD340 million, energy conservation of USD10 million, and various NRE at USD480 million.

## Legal end state PNRE Subholding

In 2020 Pertamina transformed by forming sub-holdings with the aim of making Pertamina more agile in responding to the business environment dynamics, one of which was Power & New Renewable Energy (PNRE) Subholding. The PNRE Subholding has a mandate to focus on overseeing Pertamina's energy transition.

The PNRE Subholding successfully completed the legal end-state process on August 1, 2021, and legally marked the formation of the PNRE Subholding. The impact of becoming a PNRE Subholding, the Company received the transfer of share ownership of PT Pertamina Geothermal Energy (PGE) from Pertamina, amounting to 92.0194%. By becoming a PNRE Subholding, the Company is more focused on running the business of developing new and renewable energy.

## Strategic Policy and Performance Growth

As Subholding Power, New & Renewable Energy, the Company has established a *strategy house* to achieve the Company's vision to become Indonesia's *green energy champion*. This strategy is also aimed at achieving the aspiration of an installed capacity of 10 GW by 2026. In general, the *strategy house* is supported by 3 pillars, namely *low carbon solutions*, development of new and renewable energy, and building future businesses in the business sector.



Perseroan melakukan kolaborasi dengan berbagai pihak dalam rangka menjalankan transisi energi. Sinergi Pertamina Group telah diinisiasi sejak awal 2021 untuk penyediaan PLTS di internal Pertamina. Sinergi antar BUMN juga dilakukan untuk pengembangan dan penyediaan energi baru dan terbarukan, antara lain melalui penandatanganan nota kesepahaman dengan Pupuk Indonesia dan Pembangkitan Jawa Bali. Perseroan juga dipercaya oleh Angkasa Pura II untuk menyediakan PLTS di Bandara Internasional Kualanamu, Soekarno-Hatta, dan Banyuwangi melalui penandatanganan kontrak dengan total kapasitas terpasang 2,3 MW. Perseroan juga telah menandatangani nota kesepahaman dengan ACWA untuk pengembangan energi baru dan terbarukan skala besar. Selain itu, untuk mempercepat pengembangan ekosistem kendaraan listrik, Perseroan bersama Subholding Commercial & Trading juga menandatangani nota kesepahaman dengan Gojek dan Grab Indonesia.

Di tahun 2021, Perseroan agresif mengawal transisi energi dengan menyediakan PLTS Atap di 77 SPBU Pertamina dengan total kapasitas 0,43 MW. Sehingga sejak 2020, PLTS SPBU Pertamina yang telah dipasang 129 unit dengan total kapasitas 0,69 MW. Selama tahun 2021 Perseroan juga memasang PLTS di sejumlah lokasi di internal Pertamina dengan total kapasitas 3,79 MW. Selain itu Perseroan juga menyediakan PLTS di Sei Mangkei dengan pasasitas terpasang 2 MW. Sehingga total kapasitas terpasang yang dimiliki Perseroan hingga akhir 2021 mencapai 1.566,88 MW yang terdiri dari PLTGU Jawa-1 unit power block 1, PLTS, PLTBg, dan PLTP.

Untuk *geothermal*, produksi listrik tahun 2021 mencapai 4.660,48 GWh, atau naik sebesar 1% dibandingkan periode yang sama tahun lalu. Sehingga secara keseluruhan, produksi listrik Perseroan hingga Desember tahun 2021 mencapai 4.686 GWh, naik 1% dibandingkan periode yang sama pada tahun lalu. Pada tahun 2021 melalui PT Pertamina Geothermal Energy (PGE) dikembangkan 2 proyek diversifikasi dari *geothermal*, yaitu *pilot project green hydrogen* di Area Ulubelu dan *pilot project brines to power* yang berlokasi di Area Lahendong. *Pilot project green hydrogen* ditargetkan berproduksi sebesar 100 kg per hari, sedangkan *pilot project brines to power* di Area Lahendong memiliki kapasitas 500 kW dan memiliki potensi mencapai 200 MW dari area-area kerja *geothermal* lainnya.

Sebagai subholding Power & New Renewable (PNRE) Pertamina, Perseroan mendukung aspirasi Pertamina untuk meningkatkan nilai pasar keseluruhan holding dan subholding hingga mencapai sekitar 100 miliar dolar AS. Aspirasi tersebut salah satunya dicapai melalui *unlock value*, baik pencarian mitra ataupun melalui beberapa aksi korporasi lainnya.

Untuk realisasi KPI, Perseroan telah memperoleh pencapaian KPI *audited* pada tahun 2021 sebesar 104,79% dari target yang telah ditetapkan dan menunjukkan tingkat kesehatan Perseroan yang baik.

Dari sisi operasi, aspek kesehatan dan keselamatan tetap menjadi prioritas dan budaya bagi seluruh pekerja. Melalui berbagai upaya terbaik yang telah dilakukan Perseroan untuk mencapai kinerja HSSE yang baik, pada tahun 2021 telah tercapai 50.653.894 jam kerja

The Company collaborates with various parties in order to carry out the energy transition. The Pertamina Group synergy has been initiated since early 2021 for the provision of Solar Power Plant internally at Pertamina. Synergy between SOEs is also carried out for the development and supply of new and renewable energy, among others through the signing of a memorandum of understanding with Pupuk Indonesia and the Generation of Java and Bali. The company is also trusted by Angkasa Pura II to provide Solar Power Plant at Kualanamu International Airport, Soekarno-Hatta, and Banyuwangi through the signing of a contract with a total installed capacity of 2.3 MW. The Company has also signed a memorandum of understanding with ACWA for the development of large-scale new and renewable energy. In addition, to accelerate the development of the electric vehicle ecosystem, the Company together with Subholding Commercial & Trading also signed a memorandum of understanding with Gojek and Grab Indonesia.

In 2021, the Company aggressively oversaw the energy transition by providing Rooftop Solar Power Plant at 77 Pertamina gas stations with a total Capacity of 0.43 MW. Since 2020, 129 units of Pertamina gas station PLTS have been installed with a total capacity of 0.69 MW. During 2021 the Company also installed Solar Power Plant in a number of internal Pertamina locations with a total capacity of 3.79 MW. In addition, the Company also provides Solar Power Plant in Sei Mangkei with an installed capacity of 2 MW. So the total installed capacity owned by the Company until the end of 2021 is 1,566.88 MW consisting of PLTGU Jawa-1 unit power block 1, Solar Power Plant, Biogas Power Plant, and PLTP.

For *geothermal*, electricity production in 2021 reached 4,660.48 GWh, or an increase of 1% compared to the same period last year. So overall, the Company's electricity production until December 2021 reached 4,686 GWh, increase 1% compared to the same period last year. In 2021 through PT Pertamina Geothermal Energy (PGE) 2 diversification projects from *geothermal* were developed, namely the *green hydrogen pilot project* in the Ulubelu Area and the *brines to power pilot project* in the Lahendong Area. The *green hydrogen pilot project* is targeted to produce 100 kg per day, while the *brines to power pilot project* in the Lahendong Area has a capacity of 500 kW and has the potential to reach 200 MW from other *geothermal* work areas.

As Pertamina's Power & New Renewable (PNRE) subholding, the Company supports Pertamina's aspiration to increase the overall market value of holdings and subholdings to reach around 100 billion US dollars. One of these aspirations is achieved through *unlocking values*, either finding partners or through several other corporate actions.

For KPI realization, the Company has obtained audited KPI achievement in 2021 of 104.79% of the set target and showed the Company's good soundness level.

In terms of operations, health and safety aspects remained a priority and culture for all workers. Through various best efforts that the Company has made to achieve good HSSE performance, in 2021, 50,653,894 no-accident working hours have been achieved, which

tanpa adanya kecelakaan kerja yang menyebabkan hilangnya hari kerja (*Lost Time Injury*). Secara keseluruhan, kinerja HSSE Perseroan pada 2021 ini menunjukkan tren positif bila dibandingkan dengan pencapaian dua tahun terakhir maupun dibandingkan dengan target yang dicanangkan di awal tahun.

Dari sisi keuangan, kinerja Perseroan secara keseluruhan pada tahun 2021 mengalami peningkatan dibandingkan tahun sebelumnya. Perseroan membukukan pendapatan usaha sebesar USD370.984 ribu, meningkat 4% dari tahun sebelumnya sebesar USD356.097 ribu yang dikontribusikan dari Pendapatan PLTBg Sei Mangkei, PLTBg Kwala Sawit serta PLTBg Pagar Merbau pada tahun 2021. Total pendapatan ini mencapai 105% dari RKAP 2021 yang tercatat sebesar USD353.572. Sementara itu, Perseroan mencatat penurunan laba tahun berjalan setelah penyesuaian laba merging entities sebesar 10% dari USD86.910 ribu di tahun 2020 menjadi USD81.635 ribu. Realisasi laba bersih mencapai 112% dari target Perseroan sebesar USD71.317.

Bisa dikatakan, hampir seluruh target-target RKAP 2021 yang telah dicanangkan di awal tahun telah tercapai, bahkan ada beberapa indikator keuangan yang melampaui target RKAP.

### Prospek Bisnis

Indonesia masih menawarkan potensi yang besar bagi perkembangan teknologi energi terbarukan mengingat dari kapasitas 430,8 GW, baru sekitar 2,5% yang terpakai. Dengan biaya yang semakin menurun dan tingkat keandalan yang semakin baik, pertumbuhan energi terbarukan diperkirakan semakin cerah.

Pemerintah terus memacu pemanfaatan Energi Baru dan Terbarukan (EBT) agar dapat berjalan optimal dalam rangka mencapai target bauran sebesar 23% pada tahun 2025. Oleh karena itu, Pemerintah berencana untuk mengeluarkan Peraturan Presiden mengenai energi terbarukan yang diyakini bakal memperbaiki iklim investasi energi terbarukan di Tanah Air karena di dalamnya ada ketentuan harga yang lebih simpel, yaitu ada *feed-in tariff* untuk energi terbarukan.

### Konsistensi Penerapan Tata Kelola Perusahaan

Pandemi COVID-19 menjadi pelajaran yang sangat berarti bagi Perseroan, khususnya terkait dengan langkah mitigasi risiko yang disiapkan Perseroan guna menghadapi kejadian luar biasa. Perseroan telah melakukan *review* secara menyeluruh terhadap dampak yang ditimbulkan oleh pandemi tersebut.

Kendati kondisi pandemi tidak mengakibatkan adanya perubahan risiko utama bagi Perseroan, namun Perseroan juga telah menetapkan Langkah mitigasi untuk mengantisipasi tatkala kejadian serupa akan terjadi lagi. Perseroan telah melakukan perubahan dan penyempurnaan terhadap prosedur kerja dan melakukan koordinasi dengan pihak terkait.

Manajemen risiko menjadi salah satu bagian dari penerapan prinsip-prinsip Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*

caused lost working days (*Lost Time Injury*). Overall, the Company's HSSE performance in 2021 showed a positive trend compared to the achievements of the last two years or the predetermined targets at the beginning of the year.

From the financial side, the Company's overall performance in 2021 experienced an increase compared to the previous year. The Company recorded revenues of USD370,984 thousand, an increase of 4% from the previous year of USD356,097 thousand, which was contributed from the revenues of Biogas Power Plant Sei Mangkei, Biogas Power Plant Kwala Sawit, and Biogas Power Plant Pagar Merbau in 2021. This total revenues reached 105% of the 2021 RKAP, recorded at USD353,572 thousand. Meanwhile, the Company recorded a decrease in profit for the year after adjusting the merging entity's profit by 10% from USD86,910 thousand in 2020 to USD81,635 thousand. As a result, realized net profit reached 112% of the Company's target of USD71,317.

Therefore, it can be said almost all of the predetermined 2021 RKAP targets at the beginning of the year have been achieved. In addition, there were even some financial indicators that exceeded the RKAP target.

### Business Prospect

Indonesia still offers great potential for the development of renewable energy technology, considering that from a capacity of 430.8 GW, only about 2.5% is used. With lower costs and better reliability, renewable energy growth is expected to be even brighter.

The Government continues to spur the utilization of New and Renewable Energy (NRE) so that it can run optimally in order to achieve a mixed target of 23% by 2025. Therefore, the Government plans to issue a Presidential Regulation on renewable energy, which is believed to improve the investment climate for renewable energy in the country since it contains a simpler pricing provision, namely, there is a *feed-in tariff* for renewable energy.

### Consistency in the Good Corporate Governance Implementation

The COVID-19 pandemic has become a very meaningful lesson for the Company, particularly related to the risk mitigation measures prepared by the Company to deal with extraordinary incidents. The Company has conducted a thorough review of the impacts caused by the pandemic.

Although the pandemic condition did not result in any changes in the main risks for the Company, the Company has also established mitigation measures to anticipate when a similar incident will occur again. The Company has made changes and improvements to work procedures and coordinated with related parties.

Risk management is a part of the implementation of the Good Corporate Governance (GCG) principles, namely transparency, accountability,



- GCG), yaitu transparansi, akuntabilitas, tanggung jawab, independensi dan *fairness*. PT Pertamina Power Indonesia berkomitmen untuk menjadikan prinsip *Good Corporate Governance* (GCG) sebagai bagian yang tidak terpisahkan dalam aktivitas operasional Perseroan. Tahun 2021, Perseroan telah menerapkan Sistem Manajemen Anti Penyuapan (SMAP) yaitu SNI ISO 37001:2016.

Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/ GCG*) telah menjadi fondasi yang kuat dalam menjalankan setiap kegiatan Perseroan. Segala bentuk pengambilan keputusan mulai dari level manajemen hingga Direksi dan Dewan Komisaris, pelaksanaan kegiatan operasi, sampai hubungan dengan mitra kerja semuanya dilakukan dengan berlandaskan lima prinsip GCG, yaitu Transparansi, Akuntabilitas, Tanggung Jawab, Independensi dan Kewajaran. Penerapan GCG secara konsisten mampu meningkatkan dan memaksimalkan aplikasi dari nilai-nilai perusahaan dan budaya perusahaan yang pada akhirnya akan makin mendorong budaya dan pengelolaan Perseroan secara lebih profesional, transparan, efektif dan efisien.

### Perubahan Komposisi Direksi

Pada tahun 2021 terdapat 3 (tiga) kali perubahan komposisi Direksi. Perubahan pertama di mana efektif sejak tanggal 15 Februari 2021, Heru Setiawan sebagai Direktur Utama, Ernie D. Ginting sebagai Direktur Perencanaan Strategis & Pengembangan Bisnis, dan Said Reza Pahlevy sebagai Direktur Keuangan tidak lagi menjabat, serta bergabungnya Dannif Danusaputro sebagai Direktur Utama, Said Reza Pahlevy sebagai Direktur Perencanaan Strategis & Pengembangan Bisnis, dan Iman Hilmansah sebagai Direktur Keuangan. Perubahan kedua berlaku efektif sejak tanggal 27 Oktober 2021, Dody Budiawan sebagai Direktur Proyek & Operasi serta Achmad Syaihu Rais sebagai Direktur SDM & Penunjang bisnis tidak lagi menjabat, dan bergabungnya Norman Ginting. Perubahan ketiga di mana efektif sejak tanggal 1 November 2021 bergabungnya Bapak Fadli Rahman sebagai Direktur Perencanaan Strategis dan Pengembangan Bisnis.

Dengan demikian komposisi Direksi Perseroan pada 31 Desember 2021 adalah sebagai berikut:

responsibility, independence, and fairness. PT Pertamina Power Indonesia is committed to making the Good Corporate Governance (GCG) principles an integral part of the Company's operational activities. In 2021, the Company implemented the Anti-Bribery Management System (SMAP), namely SNI ISO 37001:2016.

Good Corporate Governance (GCG) has become a strong foundation in carrying out every activity of the Company. All forms of decision-making, starting from the management level to the Board of Directors and Board of Commissioners, the implementation of operational activities, to relationships with business partners are all carried out based on the five principles of GCG, namely Transparency, Accountability, Responsibility, Independence, and Fairness. The consistent implementation of GCG is able to improve and maximize the application of corporate values and corporate culture, which in turn will further encourage the culture and the Company's management in a more professional, transparent, effective, and efficient manner.

### Changes in the Composition of Board of Directors

In 2021 there were 3 (three) changes in the composition of the Board of Directors. The first change which is effective from February 15, 2021, Heru Setiawan as Chief Executive Officer, Ernie D. Ginting as Director of Strategic Planning & Business Development, and Said Reza Pahlevy as Director of Finance are no longer serving, and the joining of Dannif Danusaputro as Chief Executive Officer, Said Reza Pahlevy as Director of Strategic Planning & Business Development, and Iman Hilmansah as Director of Finance. The second change is effective as of October 27, 2021, Dody Budiawan as Director of Projects & Operations and Achmad Syaihu Rais as Director of Human Capital & Corporate Services are no longer serving, and the joining of Norman Ginting. The third change, which was effective as of November 1, 2021, Mr. Fadli Rahman joined as Director of Strategic Planning and Business Development.

Accordingly, the composition of the Company's Board of Directors as of December 31, 2021 is as follows:

NO	Nama Name	Jabatan Position
1	Dannif Danusaputro	Direktur Utama Chief Executive Officer
2	Fadli Rahman	Direktur Perencanaan Strategis dan Pengembangan Bisnis Director of Strategic Planning and Business Development
3	Norman Ginting	Direktur Proyek & Operasi Director of Project & Operations
4	Iman Hilmansah	Direktur Keuangan Director of Finance
5	Said Reza Pahlevy	Direktur SDM & Penunjang Bisnis Human Capital & Corporate Services

## Pelaksanaan Program Pengembangan dan Pelibatan Masyarakat

Walaupun di tengah pandemi, kami tetap konsisten menjalankan program-program pengembangan dan pelibatan masyarakat (*Community Involvement and Development/CID*) melalui PT Pertamina Geothermal Energy (PGE) sebagai anak usaha dan PT Jawa Satu Power sebagai afiliasi perusahaan Perseroan yang melaksanakan pelaksanaan pembangunan Proyek PLTGU Jawa-1. 3 (tiga) program CID PGE Area Kamojang, yaitu Tree WiFi: Sinyal Kita, Ranger App, dan Geotato yang tergabung dalam judul program Kamojang Desa Digital (Kang Dedi) telah berkontribusi bagi PGE Area Kamojang meraih PROPER Emas untuk yang ke-11. Selain itu, Perseroan juga aktif mendukung upaya Pemerintah dalam memutus mata rantai pandemi COVID-19 melalui program pencegahan Satgas COVID-19.

## Penutup

Dengan segala pencapaian yang telah diraih Perseroan di tahun 2021, izinkan Direksi mengucapkan syukur kepada Tuhan yang Maha Esa atas kelancaran perjalanan operasi dan bisnis Perseroan. Direksi menyampaikan terima kasih kepada seluruh Pemegang Saham atas kepercayaan yang telah diberikan. Direksi juga menyampaikan rasa hormat dan terima kasih kepada Dewan Komisaris atas arahan dan kemitraan strategis dalam pengelolaan Perseroan. Demikian pula kepada regulator, pelanggan, pemasok dan mitra usaha, Direksi mengucapkan terima kasih atas kerja sama yang telah tercipta.

Kepada seluruh perwira Perseroan, Direksi menyampaikan apresiasi setinggi-tingginya atas dedikasi dan kerja keras yang telah diberikan di sepanjang tahun 2021 yang penuh tantangan. Seluruh kerja keras dan kerja cerdas ini akan menjadi fondasi bagi Perseroan untuk dapat mengoptimalkan potensinya dan meraih kinerja terbaiknya di masa yang akan datang.

## Implementation of Community Involvement and Development (CID) Program

Even in the midst of a pandemic, we remained consistent in carrying out the Community Involvement and Development (CID) program through PT Pertamina Geothermal Energy (PGE) as a subsidiary and PT Jawa Satu Power as an affiliate of the Company that carried out the construction of the Jawa-1 PLTGU Project. 3 (three) CID programs of PGE Kamojang Area, namely Tree WiFi: Sinyal Kita, Ranger App, and Geotato, which were part of the program title Kamojang Desa Digital (Kang Dedi), have contributed to PGE Kamojang Area winning the 11th Gold PROPER. The Company was also actively supporting the Government's efforts to break the chain of the COVID-19 pandemic through the COVID-19 Task Force prevention program.

## Closing

With all the achievements that the Company achieved in 2021, allow the Board of Directors to express our gratitude to God Almighty for the smooth journey of the Company's operations and business. The Board of Directors would like to thank all Shareholders for the trust that has been given. The Board of Directors also expresses our respect and gratitude to the Board of Commissioners for the direction and strategic partnership in the Company's management. Likewise, the Board of Directors would like to thank the regulators, customers, suppliers, and business partners for the cooperation that has been created.

To all employees of the Company, the Board of Directors expresses the highest appreciation for the dedication and hard work that has been given throughout the challenging 2021. All of this hard work and brilliant work will be the foundation for the Company to optimize its potential and achieve its best performance in the future.

Untuk dan atas nama Direksi  
For and on behalf of the Board of Directors

Jakarta, April 2022

Jakarta, April 2022

**Dannif Danusaputro**

Direktur Utama  
Chief Executive Officer



## Surat Pernyataan Anggota Direksi dan Dewan Komisaris Tentang Tanggung Jawab atas Laporan Tahunan 2021 PT Pertamina Power Indonesia

### Statement of Members of Board of Directors and Board of Commissioners on the Responsibility for the 2021 Annual Report of PT Pertamina Power Indonesia

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan Tahun Buku 2021 PT Pertamina Power Indonesia telah dimuat secara lengkap dan kami bertanggung jawab penuh atas kebenaran isi Laporan Tahunan Perusahaan.

We the undersigned hereby certify that all information in the 2021 Annual Report of PT Pertamina Power Indonesia has been completely presented and we bear the full responsibility for the accuracy of the content of the Company's Annual Report.

Demikian pernyataan ini dibuat dengan sebenarnya.  
Jakarta, April 2022

Thus this certification is truly made.  
Jakarta, April 2022

#### Dewan Komisaris Board of Commissioners

**N. Hasto Kristiyono**

Komisaris Utama  
President Commissioner

**Dharmawan H. Samsu**

Komisaris Utama  
President Commissioner

(1 Januari 2021-15 Februari 2021)

(1 January 2021-15 February 2021)

**Yunus Saefulhak**

Komisaris  
Commissioner

(1 Januari 2021-31 Januari 2021)

(1 January 2021-31 January 2021)

**Andriah Feby Misna**

Komisaris  
Commissioner

(1 Januari 2021-27 Oktober 2021)

(1 January 2021-27 October 2021)

**David Bingei**

Komisaris  
Commissioner

**Dwi Agus Setiawan**

Komisaris  
Commissioner

**Ajar Budi Kuncoro**

Komisaris  
Commissioner

**Ida Nuryatin Finahari**

Komisaris  
Commissioner

**Direksi**  
Board of Directors



**Dannif Danusaputro**

Direktur Utama  
Chief Executive Officer



**Heru Setiawan**

Direktur Utama  
Chief Executive Officer  
(1 Januari 2021-15 Februari 2021)  
(1 January 2021-15 February 2021)



**Ernie D. Ginting**

Direktur Perencanaan Strategis & Pengembangan Bisnis  
Director of Strategic Planning & Business Development  
(1 Januari 2021-15 Februari 2021)  
(1 January 2021-15 February 2021)



**Dody Budiawan**

Direktur Proyek & Operasi  
Director of Project & Operations  
(1 Januari 2021-27 Oktober 2021)  
(1 January 2021-27 October 2021)



**Achmad Syaihu Rais**

Direktur SDM & Penunjang Bisnis  
Director of Human Capital & Corporate Service  
(1 Januari 2021-27 Oktober 2021)  
(1 January 2021-27 October 2021)



**Fadli Rahman**

Direktur Perencanaan Strategis dan Pengembangan Bisnis  
Director of Strategic Planning and Business Development



**Norman Ginting**

Direktur Proyek & Operasi  
Director of Project & Operations



**Iman Hilmansah**

Direktur Keuangan  
Director of Finance



**Said Reza Pahlevy**

Direktur SDM & Penunjang Bisnis  
Director of Human Capital & Corporate Service





# Sekilas Perseroan

Company in Brief





# Data Perseroan

## Corporate Data

Nama Perusahaan Company Name	<b>PT Pertamina Power Indonesia (PPI)</b>
Tanggal Pendirian Date of Establishment	26 Oktober 2016 26 October 2016
Dasar Hukum Pendirian Legal Basis of Establishment	<p>Akta Pendirian Perseroan Terbatas yang dibuat oleh Shahreza Annaz, SH, notaris pengganti dari Notaris Lenny Janis Ishak, S.H. No. 17 tanggal 26 Oktober 2016. Pendirian Perusahaan didasarkan pada Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas. Akta Pendirian PPI telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia RI melalui Surat Keputusan Menteri Hukum dan HAM RI Nomor AHU-0047785. AH.01.01.Tahun 2016 tanggal 27 Oktober 2016 tentang Pengesahan Pendirian Badan Hukum Perseroan Terbatas PPI.</p> <p>The Deed of establishment of the Company made before Shahreza Annaz, SH, substitute notary of Notary Lenny Janis Ishak, S.H. No. 17 dated 26 October 2016. The establishment of the Company is based on Law No. 40 Year 2007 regarding Limited Liability Company. The Deed of Establishment of PPI has been approved by the Minister of Law and Human Rights of the Republic of Indonesia through the Decree of the Minister of Law and Human Rights No. AHU-0047785.AH.01.01. Year 2016 dated on 27 October 2016 on the Legalization of Establishment of Limited Liability Company PPI.</p>
Modal Dasar Authorized Capital	Rp113.069.748.000.000
Modal Ditempatkan dan Disetor Penuh Issued and Fully Paid Up Capital	Rp29.333.565.000.000
Bidang Usaha Line of Business	Power berbasis gas dan EBT Gas to Power and New & Renewable Energy
Produk Products	<ul style="list-style-type: none"><li>• Energi Baru &amp; Terbarukan</li><li>• Energi Listrik</li> <li>• New &amp; Renewable Energy</li><li>• Electrical Energy</li></ul>
Kepemilikan Saham Share Ownership	<ul style="list-style-type: none"><li>• PT Pertamina (Persero) 99,9999%</li><li>• Pertamina Pedeve Indonesia 0,0001%</li> <li>• PT Pertamina (Persero) 99,9999%</li><li>• Pertamina Pedeve Indonesia 0,0001%</li></ul>
Alamat Perusahaan Company Address	<b>PT Pertamina Power Indonesia</b> Grha Pertamina, Tower Pertamina Lt.12 Jl. Medan Merdeka Timur no. 11-13 Jakarta 10110, Indonesia T: 021-381 5111 ext. 2172 E: pertaminapower.com W: pertaminapower@pertamina.com

# Lembaga dan Profesi Penunjang

## Supporting Institutions and Professions

Kantor Akuntan Publik Public Accounting Firm	<p><b>Purwantono, Sungkoro &amp; Surja (Anggota dari Ernst &amp; Young Global Limited)</b> The Indonesia Stock Exchange Building Tower II, Lt. 7, Jl. Jendral Sudirman Kav 52-53 Jakarta Selatan 12190</p> <p>Telp: +62-21-5289-5000 Faks: +62-21-5289-4100</p> <p>Website : <a href="http://www.ey.com/id">http://www.ey.com/id</a></p>
Ruang Lingkup Pekerjaan Scope of Work	Penyusunan Laporan Keuangan Tahun Buku 2021. Preparation of Financial Statements for Fiscal Year 2021.
Periode Penugasan Assignment Period	1 Januari-31 Desember 2021. 1 January-31 December 2021.
Komisi Fee	Rp502.000.000

NOTARIS NOTARY	<p><b>Marianne Vincentia Hamdani, SH</b> Jl. Boulevard Raya Blok K4 No. 3 Kelapa Gading Permai Telp. 021 – 4523463</p> <p><b>Jose Dima Satria, SH, MKn</b> Komplek Taman Gandaria No.11 A, RT.8/RW.3, Gandaria Sel., Kec. Cilandak, Kota Jakarta Selatan Telp. 021 - 29135500</p>
Ruang Lingkup Pekerjaan Scope of Work	Membuat akta notaris yang berisikan seluruh Keputusan Pemegang Saham di lingkup Perseroan. To make a notarial deed containing all of the Shareholders' Decisions in the Company.
Periode Penugasan Assignment Period	1 Januari-31 Desember 2021. 1 January-31 December 2021.



# Riwayat Singkat Perseroan

## Company Brief History

“Sebagai salah satu entitas PT Pertamina (Persero) atau “Pertamina”, PT Pertamina Power Indonesia (PPI) atau selanjutnya disebut sebagai “Perseroan” pertama kali didirikan sebagai *strategic project company* Pertamina pada tanggal 26 Oktober 2016 yang bertugas untuk menjalankan, mengendalikan, dan mengelola kegiatan usaha bisnis *power* maupun *non-power* berbasis gas dan energi baru & terbarukan (EBT), baik di pasar domestik maupun internasional.”

Pada tanggal 13 Juni 2020, PPI ditunjuk sebagai Subholding Power & New Renewable Energy (NRE) yang bertanggung jawab pada pelaksanaan sejumlah kegiatan, yang terdiri dari eksplorasi dan produksi sumber energi baru dan terbarukan (EBT) secara terintegrasi dengan cakupan usahanya meliputi eksplorasi dan operasi wilayah kerja geothermal dan pembangkit listrik panas bumi, pembangkit listrik tenaga gas dan pengembangan energi baru dan terbarukan.

Dalam menjalankan kegiatan usahanya, Perseroan senantiasa menerapkan praktik bisnis korporasi yang sehat dan selalu mengedepankan prinsip-prinsip Tata Kelola Perusahaan yang Baik di setiap aspek bisnis maupun operasionalnya sehari-hari agar mampu memberikan nilai tambah yang berkelanjutan kepada para pemangku kepentingan (*stakeholders*). Perseroan senantiasa memanfaatkan sinergi kuat yang terjalin bersama Pertamina Group sehingga Perseroan optimis dapat menjadi pemain utama di bidang bisnis *power* maupun *non-power* berbasis gas dan EBT, termasuk bisnis *captive power* maupun *on-grid power* di Indonesia.

Hingga saat ini, Perseroan telah memiliki tiga entitas anak usaha dan afiliasi, yakni PT Pertamina Geothermal Energy (PGE) yang fokus di pengembangan panas bumi dengan jumlah 15 Wilayah Kerja Operasi, PT Jawa Satu Power (JSP) yang berpartisipasi di dalam proyek IPP Jawa-1 dan PT Jawa Satu Regas (JSR) yang mengelola FSRU Jawa Satu.

“As one of the entities of PT Pertamina (Persero) or “Pertamina”, PT Pertamina Power Indonesia (PPI) or hereinafter referred to as “the Company” was first established as a *strategic project company* of Pertamina on October 26, 2016 which is responsible in running, controlling and managing gas-based and new & renewable energy (NRE) power and non-power business activities, both in the domestic and international markets.”

On June 13, 2020, PPI was appointed as a Power & New Renewable Energy (NRE) SubHolding which is responsible for the implementation of a number of activities, consisting of exploration and production of new and renewable energy sources (NRE) in an integrated manner with the scope of its business including exploration and operations of geothermal working areas and geothermal power plants, gas-fired power plants and development of new and renewable energy.

In carrying out its business, the Company always implements a healthy corporate business practices and promotes Good Corporate Governance principles in every business aspect and daily operations to deliver sustainable added value for the stakeholders. The Company always capitalizes on an established synergy with Pertamina Group, thereby the Company is optimistic to be a top player in gas and new & renewable energy based power and non-power business, including *captive power* business and *on-grid power* business in Indonesia.

Up to present, the Company has three subsidiaries and affiliates, namely PT Pertamina Geothermal Energy (PGE) which focuses on geothermal development with a total of 15 Operational Work Areas, PT Jawa Satu Power (JSP) which participates in the IPP Jawa- 1 and PT Jawa Satu Regas (JSR) which manages the Jawa Satu FSRU.

# Perubahan Nama

## Changes of Name

Sesuai dengan uraian Riwayat singkat, secara legal PT Pertamina Power Indonesia tidak pernah melakukan perubahan nama sejak pertama kali berdiri hingga saat ini.

In accordance with the brief history description, legally PT Pertamina Power Indonesia has never changed its name since it was first established until now.

# Jejak Langkah

## Milestone

### 2016

- Perseroan didirikan.
- Perseroan membentuk usaha patungan, PT Jawa Satu Power (JSP), bersama Anak Perusahaan Marubeni (40%) dan Anak Perusahaan Sojitz (20%) di mana kepemilikan saham Perseroan adalah 40%. JSP berfungsi sebagai *vehicle* untuk proyek IPP Jawa-1.
- Perseroan memenangkan tender proyek IPP Jawa-1 yang diadakan oleh PT PLN (Persero).
- The Company was established.
- The Company established a joint venture, PT Jawa Satu Power (JSP), together with Marubeni's subsidiary (40%), and Sojitz's subsidiary (20%), in which the Company owned 40% of share ownership. JSP was functioned as a vehicle for Jawa-1 IPP Project.
- The Company won the Jawa-1 IPP project tender held by PT PLN (Persero).

### 2017

- Perseroan menandatangani *Power Purchase Agreement* (PPA) proyek IPP Jawa-1.
- JSP menandatangani LTSA dengan PT General Electric.
- The Company signed Power Purchase Agreement (PPA) of Jawa-1 IPP project.
- JSP signed LTSA with PT General Electric.

### 2018

- Perseroan menandatangani EPC Proyek Jawa-1.
- PT Jawa Satu Regas didirikan.
- PT Jawa Satu Regas dan Samsung *Heavy Industries* menandatangani perjanjian kerja sama *Ship Building Contract*.
- Menandatangani kesepakatan bersama untuk pembangunan PLTS PT Badak 1 MW dan 3 MW.
- Perseroan menandatangani MOU dengan BPDB (Bangladesh Power Development Board) untuk pengembangan IPP 1.200 MW di Bangladesh.
- Memperoleh persetujuan atas proposal Proyek IPP 1.200 MW Bangladesh oleh BPDB.
- *Financial Close* Proyek IPP Jawa-1.
- *Groundbreaking* Proyek IPP Jawa-1.
- Signed agreement of Jawa-1 EPC Project.
- PT Jawa Satu Regas was established.
- PT Jawa Satu Regas and Samsung Heaving Industries signed Ship Building Contract agreement.
- Contract signing to build a 1 MW and 3 MW solar power plant of PT Badak.
- The Company signed MOU with BPDB (Bangladesh Power Development Board) for the development of a 1,200 MW IPP in Bangladesh.
- Approval of the Bangladesh 1,200 MW IPP Project proposal by BPDB.
- Financial close of Jawa-1 IPP Project.
- Groundbreaking of Jawa-1 IPP Project.

### 2019

- *Ceremony 5 Million Safe Man-Hours without Lost Time Injury* Proyek IPP Jawa-1.
- *Jetty Inauguration* Proyek IPP Jawa-1.
- *First Shipment of Main Equipment, HRSG Unit* Proyek IPP Jawa-1.
- Perolehan *Non Objection Certificate* dari Petrobangla terkait *gas supply* untuk proyek IPP 1.200 MW.
- Jawa-1 IPP Project held Ceremony of 5 Million Safe Man-Hours without Lost Time Injury.
- Jetty Inauguration of Jawa-1 IPP Project.
- First Shipment of Main Equipment, HRSG Unit of Jawa-1 IPP Project.
- Non Objection Certificate from Petrobangla related to gas supply for IPP 1,200 MW project.



# 2020

- *Commercial Operation Date (COD)* Pembangkit Listrik Tenaga Biogas (PLTBg) Sei Mangkei 2,4 MW
- *Launching dan Naming* FSRU Jawa Satu.
- Peresmian PLTS Atap di 63 SPBU COCO Pertamina.
- *Groundbreaking* Pembangkit Listrik Tenaga Surya (PLTS) Sei Mangkei 2 MWp.
- Commercial Operation Date (COD) of 2.4 MW Sei Mangkei Biogas Power Plant.
- Launching and Naming of Jawa Satu FSRU.
- Inauguration of Rooftop Solar Power Plant at 63 Pertamina COCO SPBUs.
- Groundbreaking of the Sei Mangkei 2 MWp Solar Power Plant.

# 2021

- *Legal End-State* sebagai Subholding Power & NRE, menjadi induk perusahaan dari PT Pertamina Geothermal Energy
- COD PLTS RU IV Cilacap dengan kapasitas 1,34 MW
- COD PLTS Sei Mangkei dengan kapasitas 2 MW
- Penyediaan PLTS Atap di 77 Stasiun Pengisian Bahan bakar Umum (SPBU) Pertamina
- Legal End-State as Subholding Power & NRE, as parent company for PT Pertamina Geothermal Energy
- COD Solar Power Plant RU IV Cilacap with a capacity of 1.34 MW
- COD Solar Power Plant Sei Mangkei with a capacity of 2 MW
- Provision of Rooftop Solar Power Plant at 77 Pertamina Public Fuel Filling Stations (SPBU)

## Visi dan Misi Vision and Mission

### Visi Vision

Sebagai *Subholding Power, New & Renewable Energy*, Perusahaan memiliki visi menjadi Indonesia's *green energy champion*.  
As the Subholding of Power, New & Renewable Energy, the Company has a vision to become Indonesia's green energy champion.



### Misi Mision

Memimpin transisi energi Pertamina melalui pengembangan solusi karbon, energi baru dan terbarukan, dan membangun bisnis masa depan di sektor energi.

Leading Pertamina's energy transition via development of carbon solutions, new renewable energy, and building the future business in energy sector.

# Budaya Kerja Perusahaan

## Corporate Values

Sebagai bagian dari Pertamina Group, Perseroan senantiasa menyelaraskan Tata Nilai Unggulan milik Perseroan dengan Tata Nilai Korporat yang telah ditetapkan Pertamina, antara lain:

1. **Amanah**  
Memegang teguh kepercayaan yang diberikan.
2. **Kompeten**  
Terus belajar dan mengembangkan kapabilitas.
3. **Harmonis**  
Saling peduli dan menghargai perbedaan.
4. **Loyal**  
Berdedikasi dan mengutamakan kepentingan bangsa dan negara.
5. **Adaptif**  
Terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan.
6. **Kolaboratif**  
Membangun kerja sama yang sinergis.

As a part of Pertamina Group, the Company always aligns its own Superior Values with Corporate Values as stipulated by Pertamina, among others:

1. **Trustworthy**  
Uphold the trust given.
2. **Competent**  
Continue to learn and develop capabilities.
3. **Harmonious**  
Caring for each other and respecting differences.
4. **Loyal**  
Dedicated and prioritizing the interests of the nation and country.
5. **Adaptable**  
Continue to innovate and be enthusiastic in moving or facing the changes.
6. **Collaborative**  
Build synergistic cooperation.

# Kegiatan Usaha

## Business Activities

Kegiatan usaha Perseroan sesuai dengan pernyataan Keputusan Pemegang Saham tentang Implementasi Pelaksanaan Pembentukan Subholding Power & New Renewable Energy (Legal End State) yang dinyatakan pada akta nomor 28 tanggal 31 Juli 2021, adalah sebagai berikut:

1. Menjalankan kegiatan Pembangkitan Tenaga Listrik, kelompok ini mencakup usaha memproduksi tenaga listrik melalui pembangkitan tenaga listrik yang menggunakan berbagai jenis sumber energi. Sumber energi fosil seperti batubara, gas, bahan bakar minyak, dan diesel. Sumber energi terbarukan seperti panas bumi, angin, bio-energi, sinar matahari, aliran dan terjunan air, gerakan dan perbedaan suhu lapisan laut. Sumber energi hybrid yang menggabungkan sumber energi fosil dengan energi terbarukan, dan energi yang berasal dari teknologi *energy storage*.
2. Menjalankan kegiatan Transmisi Tenaga Listrik, kelompok ini mencakup usaha pengoperasian sistem transmisi atau usaha penyaluran tenaga listrik dari pembangkit ke jaringan distribusi melalui jaringan tenaga listrik yang bertegangan tinggi (antara 35 kilovolt s.d 150 kilovolt) dan/atau bertegangan ekstra tinggi (antara 150 kilovolt s.d 500 kilovolt) dan/atau bertegangan ultra tinggi (di atas 500 kilovolt) termasuk gardu-gardu induknya baik berasal dari produksi sendiri maupun dari produksi pihak lain.
3. Menjalankan kegiatan Distribusi Tenaga Listrik, kelompok ini mencakup usaha pengoperasian sistem distribusi atau usaha penyaluran tenaga listrik melalui jaringan tenaga listrik yang bertegangan menengah ke bawah (di bawah 35 kilovolt) sampai ke konsumen atau pelanggan termasuk dengan gardu-gardu distribusinya baik berasal dari produksi sendiri maupun dari produksi pihak lain.

The Company's business activities in accordance with the statement of Shareholders' Resolution dated July 31, 2021 regarding the Implementation of the Establishment of Subholding Power & New Renewable Energy (Legal End State) stated in deed number 28 dated July 31, 2021, are as follows:

1. Carrying out electricity generation activities, this group includes the business of producing electricity through electricity generation using various types of energy sources. Fossil energy sources such as coal, gas, fuel oil, and diesel. Renewable energy sources such as geothermal, wind, bioenergy, sunlight, water flow and waterfall, movement and temperature differences of ocean layers. Hybrid energy sources that combine fossil energy sources with renewable energy, and energy derived from energy storage technology.
2. Carrying out electricity transmission activities, this group includes the business of operating a transmission system or the business of distributing electricity from the generator to the distribution network through a high-voltage (between 35 kilovolt to 150 kilovolt) and/or extra-high-voltage (between 150 kilovolt to 500) electric power grid. kilovolts) and/or ultra-high voltage (above 500 kilovolts) including their main substations, either from their own production or from the production of other parties.
3. Carrying out electricity distribution activities, this group includes the business of operating a distribution system or the business of distributing electricity through a power grid of medium to low voltage (below 35 kilovolts) to consumers or customers, including distribution substations either from own production or from production. from other party's production.



4. Menjalankan kegiatan Pembangkit, Transmisi, Distribusi, dan Penjualan Tenaga Listrik Dalam satu kesatuan usaha, kelompok ini mencakup kegiatan memproduksi tenaga listrik, penyaluran tenaga listrik melalui jaringan transmisi dan distribusi tenaga listrik, serta penjualan tenaga listrik kepada konsumen akhir yang dilaksanakan dalam satu kesatuan usaha.
  5. Menjalankan kegiatan Pembangkit, Transmisi, dan Penjualan Tenaga Listrik dalam satu kesatuan usaha, kelompok ini mencakup kegiatan memproduksi tenaga listrik, penyaluran tenaga listrik melalui jaringan transmisi, dan penjualan tenaga listrik kepada konsumen akhir yang dilaksanakan dalam satu kesatuan usaha.
  6. Menjalankan kegiatan Pembangkit, Distribusi dan Penjualan Tenaga Listrik dalam satu kesatuan usaha, kelompok ini mencakup kegiatan memproduksi tenaga listrik, penyaluran tenaga listrik melalui jaringan distribusi dan penjualan tenaga listrik kepada konsumen akhir yang dilaksanakan dalam satu kesatuan usaha.
  7. Menjalankan kegiatan Distribusi, dan Penjualan Tenaga Listrik dalam satu kesatuan usaha, kelompok ini mencakup kegiatan penyaluran tenaga listrik melalui jaringan distribusi dan penjualan tenaga listrik kepada konsumen akhir yang dilaksanakan dalam satu kesatuan usaha.
  8. Menjalankan kegiatan Aktivitas Penunjang Tenaga Listrik lainnya, Kelompok ini mencakup usaha jasa lain yang secara langsung berkaitan dengan penyediaan dan pemanfaatan tenaga listrik namun tidak tercakup dalam kelompok 35121 s.d 35122, seperti jasa pencatatan meteran, pemberian tagihan dan kegiatan perdagangan pulsa/token listrik serta kegiatan penunjang kelistrikan lainnya.
  9. Menjalankan kegiatan Instalasi Listrik, kelompok ini mencakup kegiatan pembangunan, pemasangan, pemeliharaan, pembangunan kembali instalasi listrik pada pembangkit, transmisi, gardu induk, distribusi tenaga listrik, sistem catu daya, dan instalasi listrik pada bangunan gedung baik untuk hunian maupun non hunian, seperti pemasangan instalasi jaringan listrik tegangan rendah, termasuk kegiatan pemasangan dan pemeliharaan instalasi listrik pada bangunan sipil, seperti jalan raya, jalan kereta api dan lapangan udara.
  10. Menjalankan kegiatan Pengadaan Gas Alam dan Buatan, Kelompok ini mencakup usaha pengolahan bahan bakar gas yang dapat dimanfaatkan secara langsung sebagai bahan bakar di mana pembuatannya disertai usaha peningkatan mutu gas, seperti pemurnian, pencampuran dan proses lainnya yang dihasilkan dari gas alam (termasuk LPG), karbonisasi dan gasifikasi batu bara, atau bahan hidrokarbon lain.
  11. Menjalankan kegiatan Distribusi Gas Alam dan Buatan, kelompok ini mencakup usaha penyaluran gas melalui jaringan yang bertekanan ekstra tinggi (lebih dari 10 bar) yang bertekanan tinggi (antara 4 bar sampai dengan 10 bar), dan yang bertekanan menengah ke bawah (di bawah 4 bar) baik berasal dari produksi sendiri maupun produksi pihak lain sampai ke konsumen atau pelanggan. Penyaluran gas melalui pipa atas dasar balas jasa atau fee, dimasukkan dalam kelompok 49300. Termasuk penyaluran distribusi dan pengadaan semua jenis bahan bakar gas melalui sistem saluran, perdagangan gas kepada konsumen melalui saluran, kegiatan agen gas yang melakukan perdagangan gas melalui sistem distribusi gas yang dioperasikan oleh pihak lain dan pengoperasian pertukaran komoditas dan kapasitas pengangkutan bahan bakar gas.
4. Carrying out the activities of Generating, Transmission, Distribution, and Sales of Electric Power In a single business unit, this group includes the activities of producing electricity, distributing electricity through electricity transmission and distribution networks, as well as selling electricity to final consumers which are carried out in one business unit.
  5. Carrying out the activities of Generating, Transmission, and Sales of Electric Power in one business unit, this group includes the activities of producing electricity, distributing electricity through transmission networks, and selling electricity to final consumers which are carried out in one business unit.
  6. Carrying out the activities of generating, distributing and selling electricity in one business unit, this group includes activities to produce electricity, distribute electricity through distribution networks and sell electricity to final consumers, which are carried out in one business unit.
  7. Carrying out the activities of Distribution and sales of electricity in one business unit, This group includes the distribution of electricity through the distribution network and the sale of electricity to end consumers which are carried out in one business unit.
  8. Carrying out other Electric Power Supporting activities, This group includes other service businesses that are directly related to the supply and utilization of electricity but are not included in the 35121 to 35122 groups, such as meter recording services, billing and trading activities for electricity pulses/tokens as well as supporting activities other electricity.
  9. Carrying out electrical installation activities, This group includes construction, installation, maintenance, rebuilding of electrical installations at power plants, transmissions, substations, distribution of electricity, power supply systems, and electrical installations in buildings for both residential and non-residential purposes, such as installation of electrical installations. installation of low-voltage electricity networks, including installation and maintenance of electrical installations in civil building such as road, railway and airport.
  10. Carrying out the activities of Procurement of Natural and Artificial Gas, this group includes the business of processing gas fuels that can be used directly as fuel where the manufacture is accompanied by efforts to improve the quality of gas, such as purification, mixing and other processes produced from natural gas (including LPG), carbonization and gasification of coal, or other hydrocarbon material.
  11. Carrying out Natural and Artificial Gas Distribution activities, this group includes gas distribution business through pressurized networks extra high pressure (more than 10 bar), high pressure (between 4 bar to 10 bar), and medium to low pressure (below 4 bar) either from own production or from other parties' production to consumers or customers. Distribution of gas through pipelines on the basis of remuneration or fees, is included in the 49300 group. Including distribution and procurement of all types of gas fuel through a pipeline system, gas trading to consumers through channels, activities of gas agents who trade gas through gas distribution systems operated by other party and commodity exchange and gas fuel transport capacity.

12. Menjalankan kegiatan Aktivitas Ekspedisi Muatan Kapal (EMKL), Kelompok ini mencakup usaha pengiriman dan atau pengepakan barang dalam volume besar, yang diangkut melalui angkutan laut.
13. Menjalankan kegiatan Aktivitas Penunjang Angkutan Lainnya YTDL, Kelompok ini mencakup usaha pengiriman dan/atau pengepakan dalam volume besar lainnya, selain yang tercakup dalam kelompok 52291 sampai dengan 52298, seperti jasa pengiriman dan/atau pengepakan benda berharga asal muatan kapal yang tenggelam dan benda budaya lainnya. Jasa pengepakan atas dasar balas jasa (*fee*) atau kontrak yang tidak ada hubungannya dengan kegiatan pengangkutan dimasukkan dalam jasa Pengepakan 82920.
14. Menjalankan kegiatan Pergudangan dan Penyimpanan, Kelompok ini mencakup usaha yang melakukan kegiatan penyimpanan barang sementara sebelum barang tersebut di kirim ke tujuan akhir, dengan tujuan komersil.
15. Menjalankan kegiatan Aktivitas *Bounded Warehousing* atau Wilayah Kawasan Berikat, Kelompok ini merupakan bagian dari wilayah pabean yang dengan peraturan pemerintah diberikan perlakuan khusus, seperti berada di luar wilayah pabean dan dikelola oleh suatu badan berbentuk perusahaan yang melakukan kegiatan pergudangan, seperti Daerah Industri Pulau Batam.
16. Menjalankan kegiatan Pergudangan dan Penyimpanan lainnya, Kelompok ini mencakup usaha pergudangan dan penyimpanan lainnya yang belum tercakup dalam kelompok 52101 sampai dengan 52108. Termasuk kegiatan depo peti kemas yang melakukan penyimpanan dan/atau penumpukan peti kemas, dan dapat dilengkapi dengan fasilitas lain.
17. Menjalankan kegiatan Pendidikan Teknik Swasta, Kelompok ini mencakup kegiatan pendidikan teknik diselenggarakan swasta. Kegiatan yang termasuk dalam kegiatan ini adalah jasa pendidikan atau kursus desain, desain grafis, desain interior, elektronika, engineering, instalasi listrik, konstruksi, las, mekanik otomotif mobil dan motor, sekolah mengemudi kendaraan bermotor (mengemudi), pemetaan, perminyakan, rancang/tata bangunan, riset, teknik, teknik industri, teknik kelautan, teknik mesin, teknik sipil, teknisi alat berat, teknisi handphone, teknisi komputer, telekomunikasi dan lain lain.
18. Menjalankan kegiatan Industri suku cadang dan Aksesori kendaraan bermotor roda empat atau lebih, Kelompok ini mencakup usaha pembuatan komponen dan suku cadang kendaraan bermotor roda empat atau lebih, seperti *leaf spooring*, radiator, *fuel tank*, *muffle*, rem, gearboxes/persnelling, AS roda, *road wheel*, *suspension shock absorber*, radiator, *silencer*, pipa pembuangan, kataliser pengubah, kopling, roda kemudi, sistem kolom kemudi dan kotak kemudi, suku cadang dan aksesoris untuk bodi karoseri kendaraan bermotor, seperti sabuk pengaman, pintu, bumper, airbag, tempat duduk mobil, peralatan listrik kendaraan bermotor, seperti generator, alternator, busi, ignition wiring harnesses/starter, sistem-buka tutup pintu dan jendela otomatis, pemasangan argometer ke dalam panel instrumen, pengatur *voltwase* dan lain lain. Kegiatan ini tercakup dalam (KBLI 29300).
19. Menjalankan kegiatan Perdagangan Besar suku cadang dan Aksesori Mobil, Kelompok ini menjalankan kegiatan Perdagangan Besar suku cadang dan Aksesori Mobil, Kelompok ini mencakup usaha perdagangan besar berbagai suku cadang, komponen dan aksesoris mobil yang terpisah dari perdagangannya, seperti karet ban dan ban dalam, busi mobil, baterai (aki), perlengkapan lampu dan bagian-bagian kelistrikan.
12. Carrying out activities of Ship Cargo Expedition (EMKL), This group includes the business of shipping and or packing goods in huge volumes, which are transported by sea transportation.
13. Carrying out YTDL Other Transportation Supporting Activities, this group includes other large volume shipping and/or packing businesses, other than those included in groups 52291 to 52298, such as shipping and/or packing services for valuable objects from sinking ships and other cultural objects. Packing services on the basis of fees or contracts that have nothing to do with transportation activities are included in Packing services 82920.
14. Carrying out Warehousing and Storage activities, this group includes businesses that carry out temporary storage of goods before the goods are sent to their final destination, with commercial purposes.
15. Carry out Bounded Warehousing Activities or Bonded Zone Areas, this group includes businesses or activities that are part of the customs area which by government regulation is given special treatment, such as being outside the customs area and managed by an entity in the form of a company that carries out warehousing activities, such as the Batam Island Industrial Area.
16. Carrying out other Warehousing and Storage activities, this group includes warehousing and other storage businesses that are not included in groups 52101 to 52108. ncluding container depot activities that carry out storage and/or stacking of containers, and can be equipped with other facilities.
17. Carrying out private technical education activities, this group includes privately held technical education activities. Activities included in this activity are educational services or design courses, graphic design, interior design, electronics, engineering, electrical installation, construction, welding, car and motorcycle mechanics, motor vehicle driving schools (driving), mapping, petroleum, design/administration. building, research, engineering, industrial engineering, marine engineering, mechanical engineering, civil engineering, heavy equipment technician, mobile phone technician, computer technician, telecommunications and others.
18. Carrying out industrial activities of spare parts and accessories for motorized vehicles with four or more wheels. This group includes the business of manufacturing components and spare parts for motorized vehicles with four or more wheels, such as leaf spooring, radiators, fuel tanks, muffles, brakes, gearboxes/gears, axles, road wheel, suspension shock absorber, radiator, silencer, exhaust pipe, catalytic converter, clutch, steering wheel, steering column system and steering box, spare parts and accessories for motor vehicle body, such as seat belts, doors, bumpers, airbags, housing car seats, motor vehicle electrical equipment, such as generators, alternators, spark plugs, harnesses/starters, automatic door and window opening and closing systems, metering into instrument panel, voltage regulators and others. This activity is covered in (KBLI 29300). others. This activity is covered in (KBLI 29300).
19. Carrying out wholesale trade activities for auto parts and accessories, this group carries out wholesale trade activities for auto parts and accessories, this group includes wholesale trading of various auto parts, components and accessories that are separate from its trade, such as wheel rubber and inner tubes, car spark plugs, batteries (batteries), lighting fixtures and electrical parts.



### Kegiatan Usaha Yang Dijalankan Saat Ini

Pengembangan Proyek Ketenagalistrikan yang bersumber dari gas dan Energi Baru Terbarukan (EBT), seperti panas matahari, biogas, biomass, panas bumi, dan sumber EBT lainnya, serta bisnis penyimpanan energi dalam baterai.

### Produk dan/atau Jasa Dihasilkan

Hingga saat ini, produk yang dihasilkan Perseroan berupa tenaga listrik yang bersumber dari biogas (PLTBg), tenaga surya (PLTS), dan tenaga panas bumi (PLTP). Tidak hanya menghasilkan listrik, Perseroan juga menghasilkan uap dari tenaga panas bumi yang akan digunakan di PLTP.

### Current Business Activities

Electricity Project Development sourced from gas and New & Renewable Energy (NRE), such as solar, biogas, biomass, geothermal, and other NRE sources, as well as business on battery for energy storage.

### Products and/or Services Produced

To date, products that have produced by the Company, among others the electric power which is driven by Biogas Power Plant, Solar Power Plant, and geothermal energy (PLTP). Not only producing electricity, the Company also produces steam from geothermal energy which will be used in PLTP.

## Ringkasan Proyek Summary of Projects

Area operasi Operation Area	Lokasi Location	Kapasitas Terpasang (MW) Installed Capacity (MW)
<b>Pembangkit Listrik Tenaga Gas Uap (PLTGU) Jawa-1 (comissioning)   Steam Gas Power Plant Jawa-1 (comissioning)</b>		
- PLTGU Jawa-1 (comissioning)	Cilamaya, Karawang, Jawa Barat Cilamaya, Karawang, West Java,	1.760
<b>Pembangkit Listrik Tenaga Biogas (PLTBg)   Biogas Power Plant</b>		
- PLTBg Sei Mangkei	Kawasan Ekonomi Khusus Sei Mangkei, Sumatera Utara Sei Mangkei Special Economic Zone, North Sumatra	2,4
- PLTBg Kwala Sawit	Sumatera Utara North Sumatra	1
- PLTBg Pagar Merbau	Sumatera Utara North Sumatra	1
<b>Pembangkit Listrik Tenaga Surya (PLTS)   Solar Power Plant</b>		
- PLTS Badak	Bontang, Kalimantan Timur Bontang, East Kalimantan	4
- PLTS Sei Mangkei	Kawasan Ekonomi Khusus Sei Mangkei, Sumatera Utara Sei Mangkei Special Economic Zone, North Sumatra	2
- PLTS RU IV Cilacap	Cilacap, Jawa Tengah Cilacap, Central Java	1,34
- PLTS RU II Dumai	Dumai (Riau) Dumai (Riau)	2
- PLTS SPBU Pertamina	Sumatera Utara, Sumatera Barat, Lampung, Palembang, Banten, DKI Jakarta Jawa Barat, Jawa Tengah, DIY, Jawa Timur, Kalimantan Barat, Kalimantan Timur North Sumatra, West Sumatra, Lampung, Palembang, Banten, DKI Jakarta, West Java, Central Java, DIY, East Java, West Kalimantan, East Kalimantan	0,69
- PLTS Internal Pertamina	DKI Jakarta, Jawa Tengah, Jawa Barat DKI Jakarta, Central Java, West Java	0,45
<b>Panas Bumi   Geothermal</b>		
1. Sibayak	WKP Gunung Sibayak -Gunung Sinabung, Sumatera Utara WKP of Mount Sibayak- Mount Sinabung, North Sumatra	12
2. Kamojang	WKP Kamojang -Darajat, Jawa Barat WKP of Kamojang -Darajat, West Java	235
3. Lahendong	WKP Lahendong, Sulawesi Utara WKP of Lahendong, North Sulawesi	120
4. Ulubelu	WKP Gunung Way Panas, Lampung WKP of Mount Way Panas, Lampung	220
5. Karaha	WKP Karaha Cakrabuana, Tasikmalaya Jawa Barat WKP of Karaha Cakrabuana, Tasikmalaya, West Java	30

Area operasi Operation Area	Lokasi Location	Kapasitas Terpasang (MW) Installed Capacity (MW)
6. Lumut Balai	WKP Lumut Balai dan Margabayur, Sumatera Selatan WKP of Lumut Balai and Margabayur, South Sumatra	55

## Laporan Sinergi Perseroan dengan PT Pertamina (Persero), Anak Perusahaan dan Afiliasinya

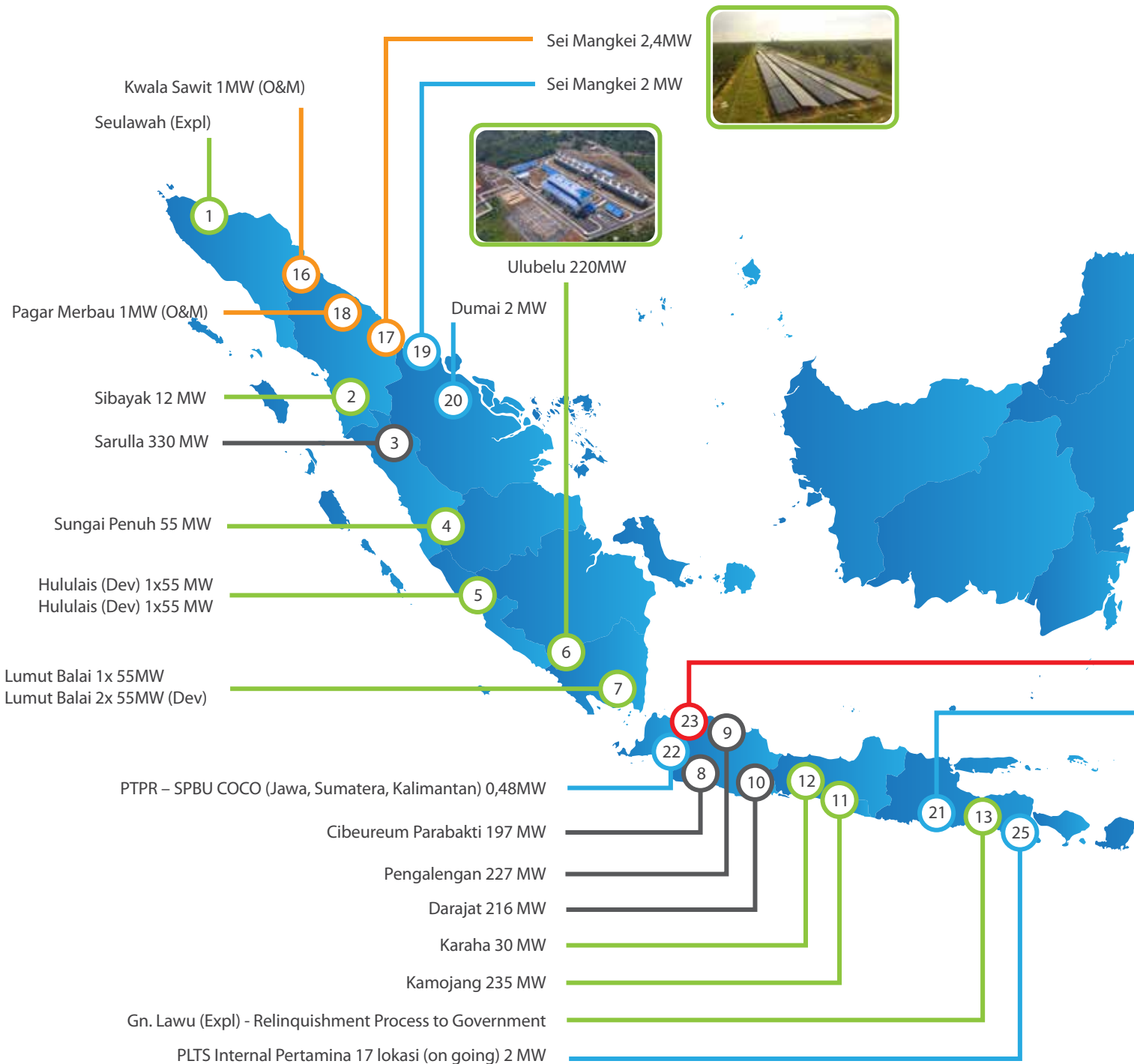
### Report of Synergy between the Company and PT Pertamina (Persero), Subsidiaries and Affiliations

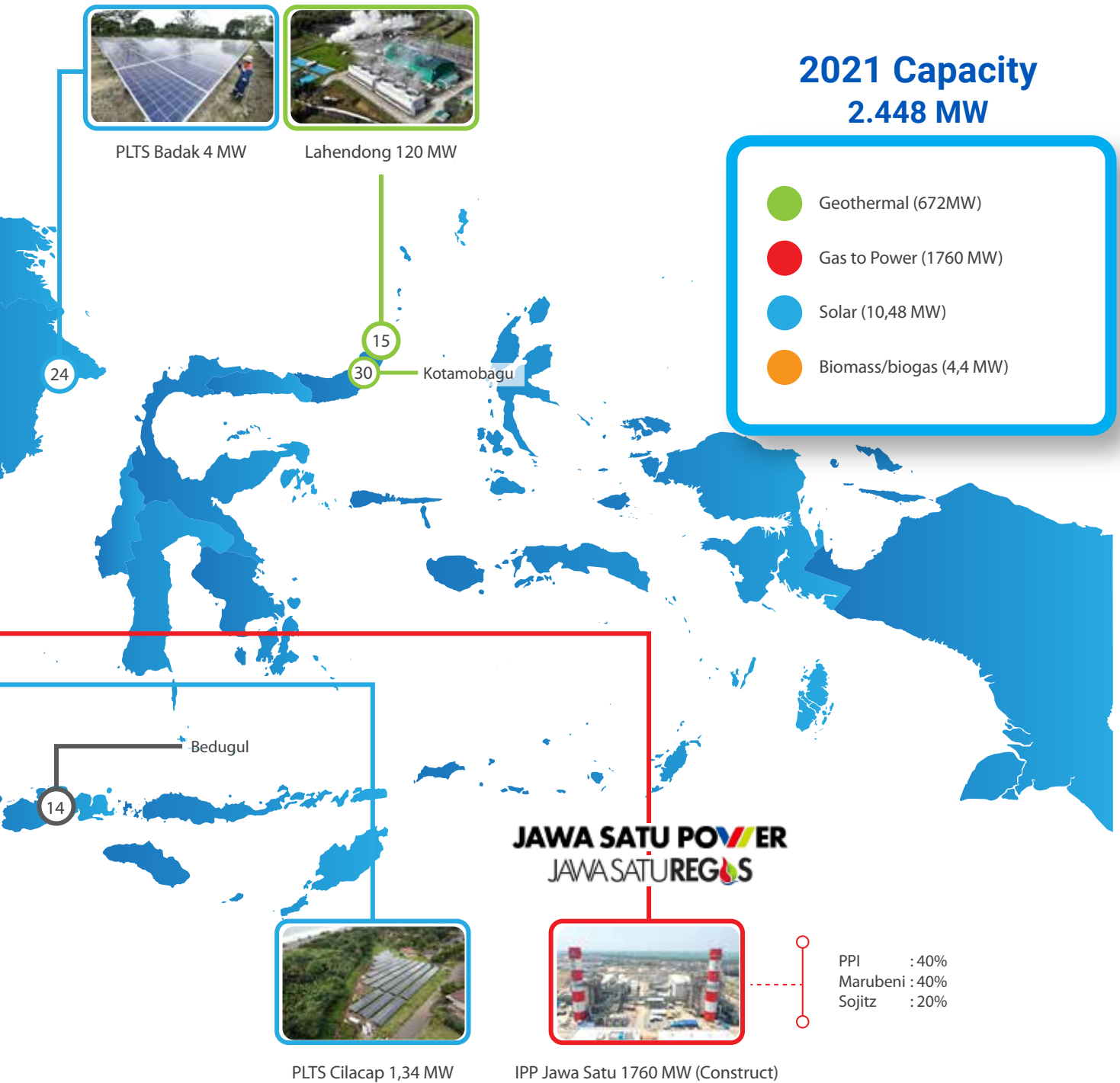
No	Anak Perusahaan/Afiliasi Subsidiaries/Affiliation	Bentuk Kerja Sama Type of Cooperation	Nilai Kerjasama Cooperation Value
1	PT Pertamina Training & Consulting	Pendukung Program Komunikasi dan Stakeholder Relations Support Communication Program and Stakeholder Relations	Rp662.200.000,00
2	PT Pertamina Training & Consulting	Jasa Konsultan Untuk Pemilihan Partner & Perhitungan Komersial terkait Struktur Partnership dan Financing dalam Proyek Cogeneration Plant GRR Tuban Consulting Services for Partner Selection & Commercial Calculations related to Partnership and Financing Structure in the GRR Tuban Cogeneration Plant Project	Rp90.000.000,00
3	PT Pertamina Training & Consulting	Konsultan Perijinan Pembangunan Pembangkit Listrik Tenaga Surya (PLTS) Consultant for Licensing Construction of Solar Power Plant	Rp2.300.000.000,00
4	PT Pertamina Training & Consulting	Jasa Konsultasi Kajian Feasibility Study PLTS Proyek Sustainable Utilities Development di Bali Consulting Services for the Feasibility Study of the Solar Power Plant Sustainable Utilities Development Project in Bali	Rp168.000.000,00
5	PT Patra Drilling Contractor	Jasa Pekerjaan Facilities Maintenance Services Facilities Maintenance Services	Rp4.779.720.000,00
6	PT Patra Jasa	Jasa Rancang Bangun Fitting Out Interior, MEP dan IT Kantor PPI Grha Pertamina Interior Fitting Out Design Services, MEP and IT PPI Grha Pertamina Office	Rp7.339.140.000,00
7	PT Patra Badak Arun Solusi	Jasa Layanan Pendukung Proyek Power & NRE PT Pertamina Power Indonesia Power & NRE Project Support Services PT Pertamina Power Indonesia	Rp5.835.000.000,00
8	PT Patra Badak Arun Solusi	Pengawasan Pekerjaan Fitting Out Kantor PPI di Grha Pertamina Supervision of PPI Office Fitting Out at Grha Pertamina	Rp184.938.952,00
9	PT Patra Badak Arun Solusi	Jasa Pembongkaran dan Perapihan Ruang Kerja PPI di Gedung Wisma Nusantara Dismantling and tidying of the PPI Workspace at the Wisma Nusantara Building	Rp299.000.000,00
10	PT Patra Badak Arun Solusi	Renovasi Ruang Rapat Kantor PPI PPI Office Meeting Room Renovation	Rp295.000.000,00
11	PT Elnusa Fabrikasi Konstruksi	Jasa Pengoperasian dan Pemeliharaan Pembangkit Listrik Tenaga Biogas (PLTBg) Sei Mangkei Operation and Maintenance Services for Sei Mangkei Biogas Power Plant	Rp9.278.000.000,00
12	PT Pertamina Bina Medika	Jasa Pelayanan Kesehatan PT Pertamedika bagi Pekerja dan Keluarga PT Pertamina Power Indonesia PT Pertamedika Health Services for Workers and Families of PT Pertamina Power Indonesia	15% dari total claim dan reimburse 15% of total claims and reimbursements
13	PT Pertamina Hulu Rokan	Nota Kesepahaman Rencana Penyediaan Pembangkit Listrik Tenaga Surya Untuk Wilayah Kerja Rokan Pertamina Memorandum of Understanding on the Plan to Provide Solar Power Plants for Pertamina's Rokan Working Area	-
14	PT Pertamina Bina Medika IHC	Nota Kesepahaman Penyediaan dan Pemanfaatan Pembangkit Listrik Tenaga Surya di Rumah Sakit Pertamedika IHC dan Afiliasinya Memorandum of Understanding for Provision and Utilization of Solar Power Plants at Pertamedika IHC Hospital and its Affiliates	-
15	PT Badak LNG	Nota Kesepahaman Pemanfaatan dan Ekspansi Pembangkit Listrik Tenaga Surya di Kawasan PT Badak LNG Memorandum of Understanding for Utilization and Expansion of Solar Power Plants in the PT Badak LNG Area	-



# Wilayah Operasional Perseroan

## The Operational Area of Company

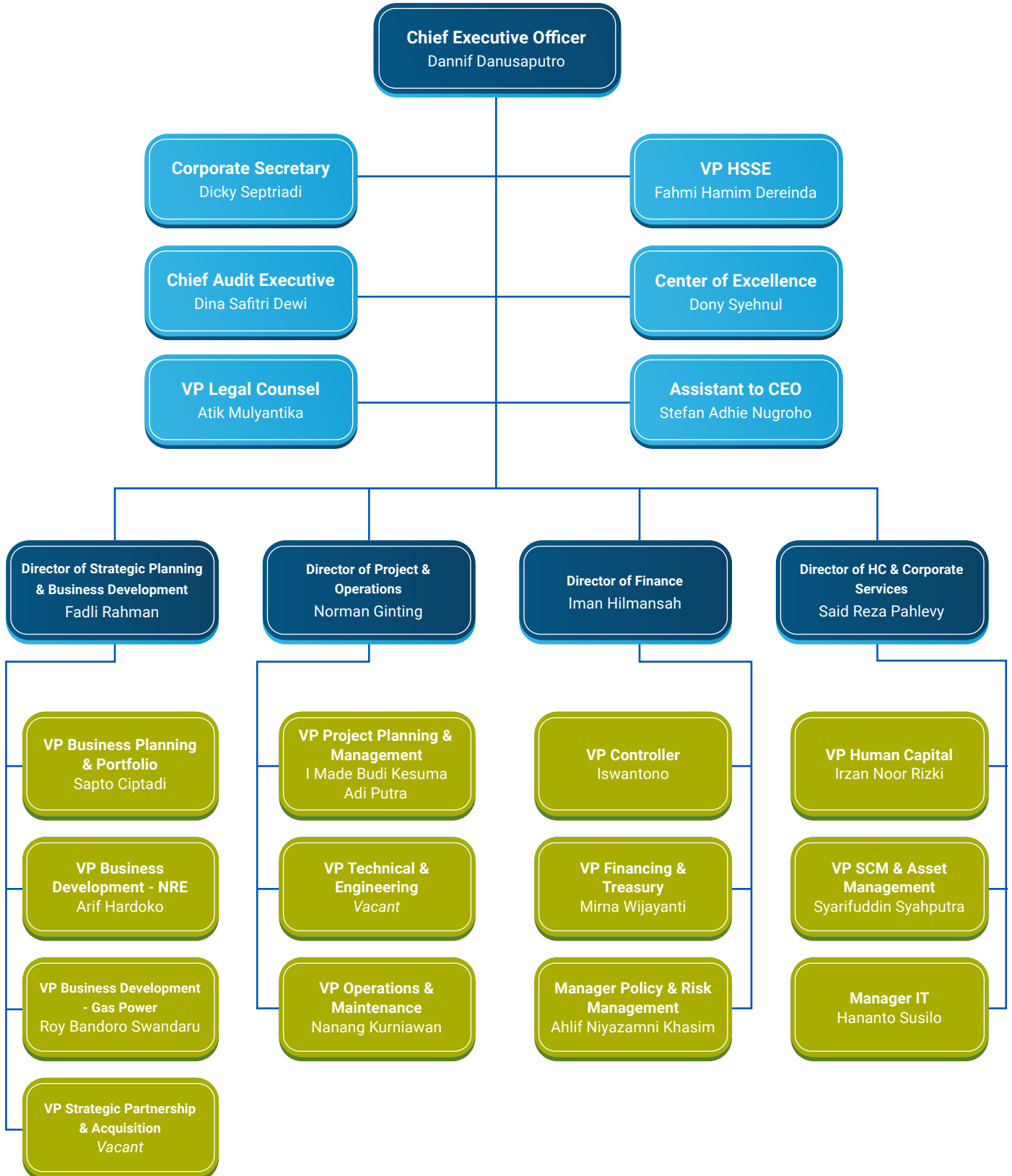






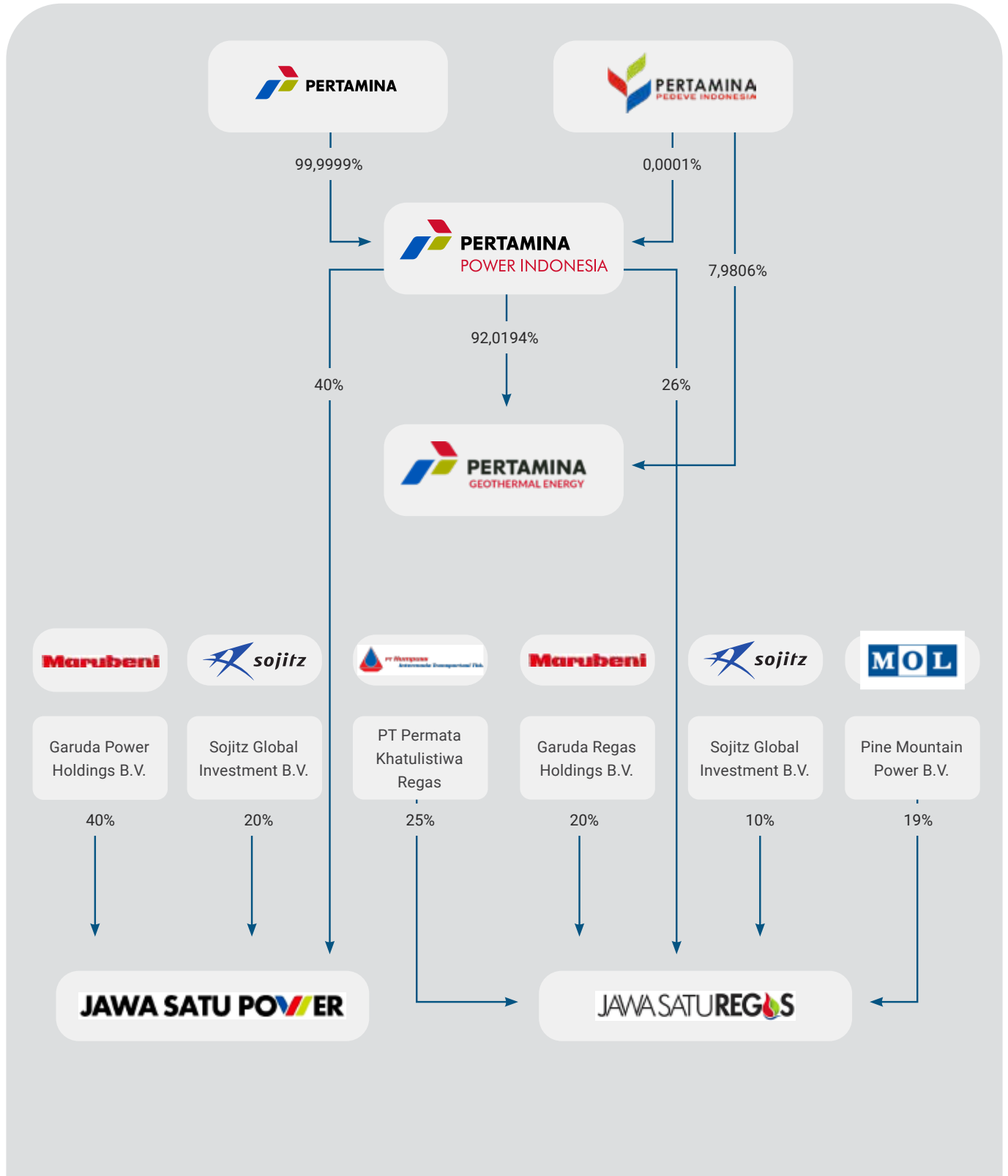
# Struktur Organisasi

## Organizational Structure



# Struktur Grup

## Group Structure





# Profil Direksi

## Profile of The Board of Directors



## Dannif Danusaputro

Direktur Utama (15 Februari 2021-14 Februari 2024)

Chief Executive Officer (15 February 2021-14 February 2024)

Usia 52 tahun, warga negara Indonesia, berdomisili di Jakarta.

52 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 15 Februari 2021 Judul : KPSSS Pemberhentian dan Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris	Date : February 15, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• Master of Business Administration dari New York University, USA (1997)</li> <li>• Sarjana di bidang Akuntansi dari Universitas Indonesia (1994).</li> <li>• Memiliki izin Wakil Penjamin Emisi Efek (WPEE) dan izin Wakil Perantara Pedagang Efek (WPPE).</li> </ul>	<ul style="list-style-type: none"> <li>• Master of Business Administration from New York University, USA (1997)</li> <li>• Bachelor in Accounting from the University of Indonesia (1994).</li> <li>• Holds the license as Underwriter Representative (WPEE) and Broker-Dealer Representative (WPPE).</li> </ul>
Rangkap Jabatan Concurrent Position	Komisaris PT Industri Baterai Indonesia	Commissioner of PT Industri Baterai Indonesia
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Direktur Utama PT Mandiri Sekuritas (2019-2021)</li> <li>• Senior Vice President di Corporate Banking 3 Bank Mandiri (2018-2019)</li> <li>• General Manager dan Country Manager di Bank Mandiri Singapore (2015- 2018)</li> <li>• Direktur di Capital Advisor Partner Asia Pte. Ltd. (2012-2015)</li> <li>• Direktur di Standard Chartered Bank Singapore (2011-2012)</li> <li>• Senior Vice President, Commodity Structured Finance di Bank of Tokyo, Mitsubishi UFJ Singapore (2008- 2011)</li> <li>• Direktur Structured Trade Finance di Standard Chartered Singapore (2007-2008)</li> <li>• Investment Officer International Finance Corporations (IFC) Indonesia (2006- 2007)</li> <li>• Vice President GE Capital, Connecticut, USA (1997-2006).</li> </ul>	<ul style="list-style-type: none"> <li>• President Director at PT Mandiri Sekuritas (2019-2021)</li> <li>• Senior Vice President at Bank Mandiri Corporate Banking 3 (2018-2019)</li> <li>• General Manager and Country Manager at Bank Mandiri Singapore (2015-2018)</li> <li>• Director at Capital Advisor Partner Asia Pte. Ltd. (2012-2015)</li> <li>• Director at Standard Chartered Bank Singapore (2011-2012)</li> <li>• Senior Vice President - commodity structured finance at Bank of Tokyo - Mitsubishi UFJ Singapore (2008-2011)</li> <li>• Director-Structured Trade Finance at Standard Chartered Singapore (2007-2008)</li> <li>• Investment Officer International Finance Corporation (IFC) Indonesia (2006-2007)</li> <li>• Vice President of GE Capital, Connecticut USA (1997-2006).</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.



## Fadli Rahman

Direktur Perencanaan Strategis dan Pengembangan Bisnis (1 November 2021-31 Oktober 2024)

Director of Strategic Planning and Business Development (1 November 2021-31 October 2024)

Usia 35 tahun, warga negara Indonesia, berdomisili di Jakarta.  
35 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 1 November 2021 Judul : KPSSS Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris	Date : November 1, 2021 Title : KPSSS Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• S3, Mineral and Energy Economics, Colorado School of Mines (2016)</li> <li>• S2, Mineral and Energy Economics, Colorado School of Mines (2013).</li> <li>• Sarjana Teknik Perminyakan Institut Teknologi Bandung (2007).</li> </ul>	<ul style="list-style-type: none"> <li>• Doctoral Degree of Mineral and Energy Economics, Colorado School of Mines (2016)</li> <li>• Master Degree of Mineral and Energy Economics, Colorado School of Mines (2013).</li> <li>• Bachelor Degree of Petroleum Engineering, Bandung Institute of Technology (2007).</li> </ul>
Rangkap Jabatan Concurrent Position	Komisaris PT Badak NGL	Commissioner of PT Badak NGL
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Komisaris PT Pertamina Hulu Energi (2020-2021)</li> <li>• Tenaga Ahli Menteri BUMN (2021)</li> <li>• Kepala Staff Wakil Menteri BUMN I (2020 - 2021)</li> <li>• Executive Advisor To Vice Minister-1, Ministry of State-Owned Enterprise (2020-2021)</li> <li>• Principal di Boston Consulting Group (2016 - 2020)</li> <li>• Senior Field Engineer di Schlumberger (2008 - 2011)</li> <li>• Reservoir Engineer di Conoco Phillips (2007 - 2008)</li> </ul>	<ul style="list-style-type: none"> <li>• Commissioner of PT Pertamina Hulu Energi (2020-2021)</li> <li>• Expert Staff of the Minister of SOEs (2021)</li> <li>• Chief of Staff of Deputy Minister of SOEs I (2020 - 2021)</li> <li>• Executive Advisor To Vice Minister-1, Ministry of State-Owned Enterprise (2020-2021)</li> <li>• Principal at Boston Consulting Group (2016 - 2020)</li> <li>• Senior Field Engineer at Schlumberger (2008 - 2011)</li> <li>• Reservoir Engineer at Conoco Phillips (2007 - 2008)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.



## Norman Ginting

Direktur Proyek & Operasi (27 Oktober 2021-26 Oktober 2024)  
Director of Project & Operations (27 October 2021-26 October 2024)

Usia 46 tahun, warga negara Indonesia, berdomisili di Jakarta.  
46 years old, Indonesian citizen, domiciled in Jakarta.

Dasar Hukum Penunjukan Legal Basis of Appointment	Nomor : SR-799/MBU/10/2021 Tanggal : 12 Oktober 2021 Judul : KPSSS Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris	Number : SR-799/MBU/10/2021 Date : October 12, 2021 Title : KPSSS Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>Fakultas Teknik Kimia ITB Bandung pada Februari 2000</li> </ul>	<ul style="list-style-type: none"> <li>Faculty of Chemical Engineering ITB Bandung in February 2000</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>VP Technical &amp; Engineering di PT Pertamina Power Indonesia sejak September 2020</li> <li>Vice President IPP Gas Fired PT Pertamina Power Indonesia (PPI) (Jan 2020 – Sep 2020)</li> <li>Manager IPP Non Java di PT Pertamina (Persero) (Agustus 2017-December 2019)</li> <li>Asst Manager Renewable Wind Hydro di PT Pertamina (Persero) (Oktober 2016-Agustus 2017)</li> <li>Expert Staff di PT Pertamina (Persero) (2014-2016)</li> <li>Country Head Hanergy (2014)</li> <li>Sr BD Manager pada Lanco International (2011-2014)</li> <li>Process Engineer &amp; Project Development di Medco Energi (2000-2005)</li> </ul>	<ul style="list-style-type: none"> <li>VP Technical &amp; Engineering at PT Pertamina Power Indonesia since September 2020</li> <li>Vice President of IPP Gas Fired PT Pertamina Power Indonesia (PPI) (Jan 2020 – Sep 2020)</li> <li>Manager of IPP Non-Java at PT Pertamina (Persero) (August 2017 - December 2019)</li> <li>Assistant Manager of Renewable Wind Hydro at PT Pertamina (Persero) (Oktober 2016-Agustus 2017)</li> <li>Expert Staff at PT Pertamina (Persero) (2014-2016)</li> <li>Country Head Hanergy (2014)</li> <li>Sr. BD Manager at Lanco International (2011-2014)</li> <li>Process Engineer &amp; Project Development at Medco Energi (2000-2005)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.



### Iman Hilmansah

Direktur Keuangan (15 Februari 2021- 14 Februari 2024)  
Director of Finance (15 February 2021- 14 February 2024)

Usia 54 tahun, warga negara Indonesia, berdomisili di Jakarta.  
54 years old, Indonesian citizen, domiciled in Jakarta.

Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 15 Februari 2021 Judul : KPSSS Pemberhentian dan Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris	Date : February 15, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• Sarjana Administrasi Bisnis dari University of North Texas, Amerika Serikat (1991)</li> <li>• Memiliki izin Wakil Penjamin Emisi Efek (WPEE)</li> </ul>	<ul style="list-style-type: none"> <li>• Bachelor of Business Administration from University of North Texas, USA (1991)</li> <li>• Has Underwriter Representative (WPEE) license</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Director and Head of Corporate Finance di PT RHB Sekuritas Indonesia (2016-2021)</li> <li>• Direktur, Investment Banking – Capital Market Services di PT Danareksa Sekuritas (2002-2016)</li> <li>• Assistant Vice President di PT Ciptadana Sekuritas (2000-2001)</li> <li>• Assistant Vice President di Lippo Securities Tbk (1994-2000)</li> </ul>	<ul style="list-style-type: none"> <li>• Director and Head of Corporate Finance at PT RHB Sekuritas Indonesia (2016-2021)</li> <li>• Director, Investment Banking – Capital Market Services at PT Danareksa Sekuritas (2002-2016)</li> <li>• Assistant Vice President at PT Ciptadana Sekuritas (2000-2001)</li> <li>• Assistant Vice President at Lippo Securities Tbk (1994-2000)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.

### Said Reza Pahlevy

Direktur Keuangan (13 Juni 2020 - 15 Februari 2021)

Director of Finance (13 June 2020- 15 February 2021)

Direktur Perencanaan Strategis & Pengembangan Bisnis (15 Februari 2021- 26 Oktober 2021)

Director of Strategic Planning & Business Development (15 February 2021- 26 October 2021)

Direktur SDM & Penunjang Bisnis (27 Oktober 2021 - 12 Juni 2023)

Director of Human Capital & Corporate Services (27 October 2021- 12 June 2023)

Usia 52 tahun, warga negara Indonesia, berdomisili di Jakarta.

52 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 1 November 2021 Judul : KPSSS Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris	Date : November 1, 2021 Title : KPSSS Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>INSEAD Executive Education (2015)</li> <li>Sarjana Ekonomi Akuntansi, Universitas Indonesia (1997)</li> </ul>	<ul style="list-style-type: none"> <li>INSEAD Executive Education (2015)</li> <li>Bachelor of Economics in Accounting, University of Indonesia (1997)</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>Direktur Finance &amp; Business Support, PT Pertamina Hulu Energi (30 September 2019 – 13 Juni 2020)</li> <li>Direktur Keuangan PT PGN Tbk (2018-2019)</li> <li>Direktur Administrasi &amp; Keuangan, PT Pertamina Patra Niaga (2015-2018)</li> </ul>	<ul style="list-style-type: none"> <li>Director of Finance &amp; Business Support, PT Pertamina Hulu Energi (30 September 2019 – 13 June 2020)</li> <li>Finance Director of PT PGN Tbk (2018-2019)</li> <li>Administration &amp; Finance Director, PT Pertamina Patra Niaga (2015-2018)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.



## Heru Setiawan

Direktur Utama (13 Juni 2020-15 Februari 2021)

Chief Executive Officer (13 June 2020-15 February 2021)

Usia 57 tahun, warga negara Indonesia, berdomisili di Jakarta.

57 years old, Indonesian citizen, domiciled in Jakarta.

Dasar Hukum Penunjukan Legal Basis of Appointment	Akta PKR No. 13 tanggal 26 Juni 2020 di hadapan Notaris Marianne Vincentia Hamdani, S.H.	Deed of Shareholders' Meeting No. 13 dated 26 June 2020 made before Notary Marianne Vincentia Hamdani, S.H.
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• MBA, University of Montreal (2001)</li> <li>• Sarjana Teknik Mesin, Institut Teknologi Bandung (ITB), Bandung (1989)</li> </ul>	<ul style="list-style-type: none"> <li>• MBA, University of Montreal (2001)</li> <li>• Bachelor of Mechanical Engineering, Bandung Institute of Technology (ITB), Bandung (1989)</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Direktur Perencanaan Investasi dan Manajemen Risiko PT Pertamina (Persero) (September 2018- Juni 2020)</li> <li>• Direktur Megaprojek Pengolahan &amp; Petrokimia PT Pertamina (Persero) (April-September 2018)</li> <li>• SVP Corporate Business Optimization PT Pertamina (Persero) (Januari-April 2018)</li> <li>• SVP Business Development &amp; Performance Excellence PT Pertamina (Persero) (2017-Januari 2018)</li> <li>• VP Corporate Business Strategic Planning PT Pertamina (Persero) (2013-2017)</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Investment Planning and Risk Management of PT Pertamina (Persero) (September 2018-June 2020)</li> <li>• Director of Megaproject Refinery &amp; Petrochemical of PT Pertamina (Persero) (April - September 2018)</li> <li>• SVP Corporate Business Optimization of PT Pertamina (Persero) (January-April 2018)</li> <li>• SVP Business Development &amp; Performance Excellence of PT Pertamina (Persero) (2017-January 2018)</li> <li>• VP Corporate Business Strategic Planning of PT Pertamina (Persero) (2013-2017)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.

### Ernie D. Ginting

Direktur Perencanaan Strategis & Pengembangan Bisnis (13 Juni 2020-15 Februari 2021)

Director of Strategic Planning & Business Development (13 June 2020-15 February 2021)

Usia 54 tahun, warga negara Indonesia, berdomisili di Jakarta.

54 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	<ul style="list-style-type: none"> <li>Akta PKR No. 26 tanggal 9 Maret 2020 di hadapan Notaris Marianne Vincentia Hamdani, S.H.</li> <li>Akta PKR No. 38 tanggal 27 April 2020 di hadapan Notaris Marianne Vincentia Hamdani, S.H</li> </ul>	<ul style="list-style-type: none"> <li>Deed of Shareholders' Meeting No. 26 dated 9 March 2020 made before Notary Marianne Vincentia Hamdani, S.H.</li> <li>Deed of Shareholders' Meeting No. 38 dated 27 April 2020 made before Notary Marianne Vincentia Hamdani, S.H.</li> </ul>
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>Sarjana Teknik jurusan Teknik Industri dari Institut Teknologi Bandung (ITB), Bandung (1990)</li> <li>Magister <i>Business &amp; Technology</i> dari University of New South Wales (UNSW), Sydney, Australia (2001)</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Engineering, majoring in Industrial Engineering from Bandung Institute of Technology, Bandung (1990)</li> <li>Master of Business &amp; Technology from University of New South Wales (UNSW), Sydney, Australia (2001)</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>VP Corporate Strategic &amp; Planning - VP Corporate Business Strategic Planning (2018-Februari 2020)</li> <li>VP Corporate Performance &amp; Initiatives Management (2015-2018)</li> <li>Culture &amp; Transformation Manager (2012-2014)</li> <li>Performance Culture Integration Coordination (2008-2010)</li> <li>Culture Change Manager (2010-2012)</li> </ul>	<ul style="list-style-type: none"> <li>VP Corporate Strategic &amp; Planning - VP Corporate Business Strategic Planning (2018-February 2020)</li> <li>VP Corporate Performance &amp; Initiatives Management (2015-2018)</li> <li>Culture &amp; Transformation Manager (2012-2014)</li> <li>Culture Change Manager (2010-2012)</li> <li>Performance Culture Integration Coordination (2008-2010)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	She does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.



### Dody Budiawan

Direktur Proyek & Operasi (13 Juni 2020 - 27 Oktober 2021)

Director of Project & Operations (13 June 2020 – 27 October 2021)

Usia 53 tahun, warga negara Indonesia, berdomisili di Jakarta.

53 years old, Indonesian citizen, domiciled in Jakarta.

Dasar Hukum Penunjukan Legal Basis of Appointment	Akta PKR No. 13 tanggal 26 Juni 2020 di hadapan Notaris Marianne Vincentia Hamdani, S.H.	Deed of Shareholders' Meeting No. 13 dated 26 June 2020 made before Notary Marianne Vincentia Hamdani, S.H.
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• MBA, University of Missouri-Saint Louis (2006)</li> <li>• Sarjana Teknik Sipil, Institut Teknologi Bandung (ITB), Bandung (1991)</li> </ul>	<ul style="list-style-type: none"> <li>• MBA, University of Missouri-Saint Louis (2006)</li> <li>• Bachelor of Civil Engineering, Bandung Institute of Technology (ITB), Bandung (1991)</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Direktur Komersial PT Kereta Api Indonesia (Oktober 2018-Juni 2020)</li> <li>• Direktur Manajemen Aset, PT Kereta Api Indonesia (Januari 2016-Oktober 2018)</li> <li>• Kepala Divisi Pengembangan Maluku Papua, PT PLN (Persero) (Januari 2015-Oktober 2018)</li> <li>• GM Jasa Sertifikasi PT PLN (Persero) (September 2011-Januari 2015)</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Commercial, PT Kereta Api Indonesia (October 2018-June 2020)</li> <li>• Director of Asset Management, PT Kereta Api Indonesia (January 2016-October 2018)</li> <li>• Division Head of Maluku Papua Development, PT PLN (Persero) (January 2015-October 2018)</li> <li>• GM Certification Services of PT PLN (Persero) (September 2011-January 2015)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.

## Achmad Syaihu Rais

Direktur SDM & Penunjang Bisnis (13 Juni 2020 - 27 Oktober 2021)  
Director of Human Capital & Corporate Services (13 June 2020 - 27 Oktober 2021)

Usia 56 tahun, warga negara Indonesia, berdomisili di Bekasi.  
56 years old, Indonesian citizen, domiciled in Bekasi.



Dasar Hukum Penunjukan Legal Basis of Appointment	Akta PKR No. 13 tanggal 26 Juni 2020 di hadapan Notaris Marianne Vincentia Hamdani, S.H.	Deed of Shareholders' Meeting No. 13 dated 26 June 2020 made before Notary Marianne Vincentia Hamdani, S.H.
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• Magister Administrasi Bisnis, Universitas Jenderal Soedirman (2001)</li> <li>• Sarjana Ekonomi Manajemen, Universitas Pancasila (1989)</li> </ul>	<ul style="list-style-type: none"> <li>• Master of Business Administration, Jenderal Soedirman University (2001)</li> <li>• Bachelor of Management Economics, Pancasila University (1989)</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• VP Jawa Balinus, PT Pertamina (Persero) (Juli 2018- Juni 2020)</li> <li>• VP Asset Optimization, PT Pertamina (Persero) (Mei 2018-Juli 2018)</li> <li>• VP Asset Strategy, Investment &amp; Divestment, PT Pertamina (Persero) (Januari 2017-Mei 2018)</li> </ul>	<ul style="list-style-type: none"> <li>• VP Jawa Balinus, PT Pertamina (Persero) (July 2018- June 2020)</li> <li>• VP Asset Optimization, PT Pertamina (Persero) (May 2018-July 2018)</li> <li>• VP Asset Strategy, Investment &amp; Divestment, PT Pertamina (Persero) ( January 2017-May 2018)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Directors, the Board of Commissioners, Majority or Controlling Shareholders.



# Perubahan Komposisi Anggota Direksi dan Alasan Perubahannya

## Changes in The Composition of The Members of The Board of Directors and The Reasons for The Changes.

Selama tahun 2021 terjadi beberapa kali perubahan komposisi anggota direksi. Dengan demikian, perubahan komposisi anggota direksi adalah sebagai berikut:

During 2021 there were several changes in the composition of the members of the Board of Directors. Therefore, changes in the composition of the members of the board of directors are as follows:

(1 Januari 2021-15 Februari 2021)

(1 January 2021-15 February 2021)

No	Nama Name	Jabatan Position
1	Heru Setiawan	Direktur Utama Chief Executive Officer
2	Ernie D. Ginting	Direktur Perencanaan Strategis & Pengembangan Bisnis Director of Strategic Planning & Business Development
3	Dody Budiawan	Direktur Proyek & Operasi Director of Project & Operations
4	Said Reza Pahlevy	Direktur Keuangan Director of Finance
5	Achmad Syaihu Rais	Direktur SDM & Penunjang Bisnis Director of Human Capital & Corporate Services

(15 Februari 2021-27 Oktober 2021)

(15 February 2021-27 October 2021)

No	Nama Name	Jabatan Position
1	Dannif Danusaputro	Direktur Utama Chief Executive Officer
2	Said Reza Pahlevy	Direktur Perencanaan Strategis & Pengembangan Bisnis Director of Strategic Planning & Business Development
3	Dody Budiawan	Direktur Proyek & Operasi Director of Project & Operations
4	Iman Hilmansah	Direktur Keuangan Director of Finance
5	Achmad Syaihu Rais	Direktur SDM & Penunjang Bisnis Director of Human Capital & Corporate Services



(27 Oktober 2021-1 November 2021)

(27 October 2021-1 November 2021)

No	Nama Name	Jabatan Position
1	Dannif Danusaputro	Direktur Utama Chief Executive Officer
2	Said Reza Pahlevy	PTH Direktur Perencanaan Strategis & Pengembangan Bisnis Acting of Director of Strategic Planning & Business Development
3	Norman Ginting	Direktur Proyek & Operasi Director of Project & Operations
4	Iman Hilmansah	Direktur Keuangan Director of Finance
5	Said Reza Pahlevy	Direktur SDM & Penunjang Bisnis Director of Human Capital & Corporate Services

(1 November 2021-31 Desember 2021)

(1 November 2021-31 December 2021)

No	Nama Name	Jabatan Position
1	Dannif Danusaputro	Direktur Utama Chief Executive Officer
2	Fadli Rahman	Direktur Perencanaan Strategis & Pengembangan Bisnis Director of Strategic Planning & Business Development
3	Norman Ginting	Direktur Proyek & Operasi Director of Project & Operations
4	Iman Hilmansah	Direktur Keuangan Director of Finance
5	Said Reza Pahlevy	Direktur SDM & Penunjang Bisnis Director of Human Capital & Corporate Services

# Profil Dewan Komisaris

## Profile of The Board of Commissioners





## N. Hasto Kristiyono

Komisaris Utama (15 Februari 2021-14 Februari 2024)  
President Commissioner (15 February 2021-14 February 2024)  
Komisaris (12 Juni 2020-14 Februari 2021)  
Commissioner (12 June 2020-14 February 2021)

Usia 54 tahun, warga negara Indonesia, berdomisili di Jakarta.  
54 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 15 Februari 2021 Judul : KPSSS Pemberhentian dan Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris	Date : February 15, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>Doktoral di Program Management, Universitas Pelita Harapan yang bekerja sama dengan London School of Economics dan University of Paris 1 Pantheon-Sorbonne. (2021)</li> <li>Magister Manajemen di Universitas Pelita Harapan. (2017)</li> <li>Executive Education Program di Harvard Business School, Boston, USA. (2011)</li> <li>Sarjana Teknik Mesin Universitas Gadjah Mada, Yogyakarta. (1993)</li> <li>Sertifikasi untuk bisnis keuangan dan ilmu teknik, Montana Tech of The University of Montana, Butte, MT, USA. (1996)</li> </ul>	<ul style="list-style-type: none"> <li>Doctoral Research in the Management Program, Pelita Harapan University in collaboration with the London School of Economics and the University of Paris 1 Pantheon-Sorbonne. (2021)</li> <li>Master of Management at Pelita Harapan University. (2017)</li> <li>Executive Education Program at Harvard Business School, Boston, the USA. (2011)</li> <li>Bachelor's Degree in Mechanical Engineering at Gadjah Mada University, Yogyakarta. (1993)</li> <li>Certification training for business finance and engineering, at Montana Tech of The University of Montana, Butte, MT, USA. (1996)</li> </ul>
Rangkap Jabatan Concurrent Position	Komisaris PT Varsha Zamindo Lestari (2020 – saat ini)	Commissioner PT Varsha Zamindo Lestari (2020 – present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>Komisaris PT Varsha Zamindo Lestari (Agustus 2020 – saat ini)</li> <li>Senior Private Sector Operations Specialist di Asian Infrastructure Investment Bank (2018-2020)</li> <li>CEO PT Varsha Zamindo Lestari (2016-2018)</li> <li>Co-Founder PT Varsha Zamindo Lestari (2015-saat ini)</li> <li>Direktur dan Chief Operations Officer PT ABM Investama Tbk (2015-2016)</li> <li>Direktur Utama PT Sumberdaya Sewatama (2011-2015)</li> <li>Managing Director PT Sumberdaya Sewatama (2008-2011)</li> <li>Southeast Asia Growth Director General Electric Oil &amp; Gas (2007-2008)</li> <li>Market Development Director, Indonesia di General Electric Oil &amp; Gas (2004-2007)</li> </ul>	<ul style="list-style-type: none"> <li>Commissioner of PT Varsha Zamindo Lestari (August 2020 – present)</li> <li>Senior Private Sector Operations Specialist of Asian Infrastructure Investment Bank (2018-2020)</li> <li>CEO of PT Varsha Zamindo Lestari (2016-2018)</li> <li>Co-Founder of PT Varsha Zamindo Lestari (2015-present)</li> <li>Director and Chief Operations Officer of PT ABM Investama Tbk (2015-2016)</li> <li>President Director of PT Sumberdaya Sewatama (2011-2015)</li> <li>Managing Director of PT Sumberdaya Sewatama (2008-2011)</li> <li>Southeast Asia Growth Director General Electric Oil &amp; Gas (2007-2008)</li> <li>Market Development Director, Indonesia at General Electric Oil &amp; Gas (2004-2007)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.

## Ajar Budi Kuncoro

Komisaris (12 Juni 2020 – 11 Juni 2023)

Commissioner (12 June 2020-11 June 2023)

Usia 57 tahun, warga negara Indonesia, berdomisili di Jakarta.

57 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 13 Juni 2020 Judul : KPSS Pengangkatan Anggota Dewan Komisaris	Date : June 13, 2020 Title : KPSS Appointment of Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• Sarjana Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada, Yogyakarta (1989)</li> <li>• Master of Arts bidang Southeast Asian Studies, University of Wisconsin (1997)</li> </ul>	<ul style="list-style-type: none"> <li>• Bachelor's degree majoring in Social and Political Sciences, Gadjah Mada University, Yogyakarta (1989)</li> <li>• Master of Arts in Southeast Asian Studies, University of Wisconsin (1997)</li> </ul>
Rangkap Jabatan Concurrent Position	Staf Khusus Menteri Koordinator Bidang Politik Hukum dan Keamanan (Desember 2020 – saat ini)	Special Staff of the Coordinating Ministry for Political, Legal, and Security Affairs (December 2020 – present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Staf Khusus Menteri Koordinator Bidang Politik Hukum dan Keamanan (Desember 2020 – sekarang)</li> <li>• Koordinator Provinsi, Desentralisasi Pendidikan Dasar Terpusat #USAID (Keterampilan hidup bagi remaja) (2005-2011)</li> <li>• Manajer Edukasi Pemuda, Bantuan Darurat dan Pemulihan Aceh (Januari 2005-Mei 2005)</li> <li>• Spesialis Pendidikan, Pemberdayaan Masyarakat untuk Memerangi Perdagangan Anak melalui Pendidikan, Departemen Tenaga Kerja Amerika Serikat (2004-2005)</li> <li>• Manajer Proyek, Dana Jepang untuk Pengentasan Kemiskinan: Pendampingan Anak Perempuan Jalanan yang Berisiko Menjadi Korban Pelecehan Seksual (2001-2004)</li> <li>• Dosen, Universitas Nasional Singapura, Kajian Asia Tenggara (1997-2000)</li> <li>• Dosen, Universitas Wisconsin-Madison, AS, Kajian Asia Tenggara (1995-1997)</li> <li>• Dosen Tamu, Universitas Negeri Arizona, Tempe, Arizona AS, Institut Kajian Asia Tenggara (musim panas tahun 1996 dan 1997)</li> <li>• Dosen, Universitas Cornell-Ithaca, New York, AS, Jurusan Bahasa Modern dan Linguistik (1992-1995)</li> <li>• Dosen, Universitas Timor Timur, Fakultas Sosial dan Politik (1990-1992)</li> </ul>	<ul style="list-style-type: none"> <li>• Special Staff of the Coordinating Ministry for Political, Legal, and Security Affairs (December 2020 – present)</li> <li>• Provincial Coordinator, Decentralized Basic Education #USAID (Life-skills for youth) (2005 -2011)</li> <li>• Youth Education Manager, Aceh Emergency Relief Assistance Efforts (January 2005 - May 2005)</li> <li>• Education Specialist, Enabling Community to Combat Child Trafficking through Education - US Department of Labor (2004-2005)</li> <li>• Project Manager, Japan Fund for Poverty Reduction: Assisting Girl Street Children at Risk of Sexual Abuse (2001-2004)</li> <li>• Lecturer, National University of Singapore, Southeast Asian Studies (1997-2000)</li> <li>• Lecturer, University of Wisconsin-Madison, USA, Southeast Asian Studies (1995-1997)</li> <li>• Visiting Lecturer, Arizona State University, Tempe- Arizona, USA, Southeast Asian Studies Summer Institute (summer 1996 and 1997)</li> <li>• Lecturer, Cornell University-Ithaca, New York, USA, Department of Modern Languages and Linguistics (1992-1995)</li> <li>• Lecturer, University of Timor Timur, Faculty of Social and Politics (1990-1992)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.



## Dwi Agus Setiawan

Komisaris (26 April 2021 – 25 April 2024)

Commissioner (26 April 2021 – 25 April 2024)



Usia 60 tahun, warga negara Indonesia, berdomisili di Jakarta.

60 years old, Indonesian citizen, domiciled in Jakarta.

Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 26 April 2021 Judul : KPSS Pengangkatan Anggota Dewan Komisaris	Tanggal : April 26, 2021 Judul : KPSS Pengangkatan Anggota Dewan Komisaris
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• Master Management di IPMI International Business School, Jakarta (2003)</li> <li>• Sarjana di Jurusan Ekonomi Manajemen, Universitas Jember (1987)</li> </ul>	<ul style="list-style-type: none"> <li>• Master of Management at IPMI International Business School, Jakarta (2003)</li> <li>• Bachelor's Degree in Management Economics from the University of Jember (1987)</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Direktur Utama PT Timah Industri (Mei 2016-Agustus 2017)</li> <li>• Direktur Administrasi Keuangan PT Timah Industri (April 2014-Mei 2016)</li> <li>• Direktur Administrasi dan Keuangan PT Tambang Timah (2009-2014)</li> <li>• Direktur Umum PT Tanjung Alam Jaya (2008-2009)</li> <li>• Komisaris PT Koba Tin (2008-2009)</li> </ul>	<ul style="list-style-type: none"> <li>• President Director of PT Timah Industri (May 2016-August 2017)</li> <li>• Director of Administration &amp; Finance of PT Timah Industri (April 2014-May 2016)</li> <li>• Director of Administration &amp; Finance of PT Tambang Timah (2009-2014)</li> <li>• General Director of PT Tanjung Alam Jaya (2008-2009)</li> <li>• Commissioner of PT Koba Tin (2008-2009)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.

## David Bingei

Komisaris (2 Juli 2021 – 1 Juli 2024)

Commissioner (2 July 2021- 1 July 2024)

Usia 58 tahun, warga negara Indonesia, berdomisili di Jakarta.

58 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 2 Juli 2021 Judul : KPSSS Pengangkatan Anggota Dewan Komisaris	Date : July 2, 2021 Title : KPSSS Appointment of Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• Master of Science in Management dari London Business School – Sussex place, London (1998)</li> <li>• Akreditasi kualifikasi CF (Corporate Finance) di tahun 2007 oleh ICAEW (the Institute of Chartered Accountant, England and Wales).</li> </ul>	<ul style="list-style-type: none"> <li>• Master of Science in Management from London Business School, Sussex Place, London (1998)</li> <li>• Accreditation of CF (Corporate Finance) qualification in 2007 by ICAEW (the Institute of Chartered Accountant, England and Wales).</li> </ul>
Rangkap Jabatan Concurrent Position	Komisaris Independen PT Intan Wijaya Internasional Tbk (Oktober 2017 – saat ini)	Independent Commissioner of PT Intan Wijaya Internasional Tbk (October 2017 – present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Komisaris Independen, PT Pertamina (Persero) (2020)</li> <li>• Pendiri dari Fidelitas Advisors (sejak 2003)</li> <li>• SVP-Head of Corporate Finance di Rabobank Internasional (2002)</li> <li>• VP-Head of Structured Finance ABN ABMRO Bank (1999)</li> <li>• Corporate Banking Officer di Bank Lippo Tbk (1986)</li> </ul>	<ul style="list-style-type: none"> <li>• Independent Commissioner, PT Pertamina (Persero) (2020)</li> <li>• Founder of Fidelitas Advisors (since 2003)</li> <li>• SVP-Head of Corporate Finance di Rabobank Internasional (2002)</li> <li>• VP-Head of Structured Finance ABN ABMRO Bank (1999)</li> <li>• Corporate Banking Officer at Bank Lippo Tbk (1986)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.



## Ida Nuryatin Finahari

Komisaris (1 November 2021 – 31 Oktober 2024)

Commissioner (1 November 2021-31 October 2024)

Usia 53 tahun, warga negara Indonesia, berdomisili di Jakarta.

53 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Tanggal : 1 November 2021 Judul : KPSSS Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris	Date : November 1, 2021 Title : KPSSS Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• Master Kimia Terapan di Tokyo University of Agriculture and Technology (2003)</li> <li>• Sarjana Teknik Kimia dari Institut Teknologi Sepuluh November (1990)</li> </ul>	<ul style="list-style-type: none"> <li>• Master of Applied Chemistry at the Tokyo University of Agriculture and Technology (2003)</li> <li>• Bachelor of Science in Chemical Engineering from the Ten November Institute of Technology (1990)</li> </ul>
Rangkap Jabatan Concurrent Position	<ul style="list-style-type: none"> <li>• Sekretaris Direktorat Jenderal Ketenagalistrikan (11 April 2022 – saat ini)</li> <li>• Direktur Pembinaan Pengusahaan Ketenagalistrikan (1 Februari 2021 – 10 April 2022)</li> </ul>	<ul style="list-style-type: none"> <li>• Secretary of the Directorate General of Electricity (April 11, 2022 – present)</li> <li>• Director of Electricity Business Development (February 1, 2021 – April 10, 2022)</li> </ul>
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Direktur Pembinaan Pengusahaan Ketenagalistrikan (2021-2022)</li> <li>• Direktur Panas Bumi (2018-2021)</li> <li>• Direktur Konservasi Energi (2017-2018)</li> <li>• Kepala Subdirektorat Penyiapan Program Aneka Energi Baru dan Energi Terbarukan (2015-2017)</li> <li>• Kepala Subdirektorat Keteknikan dan Lingkungan Aneka Energi Baru dan Energi Terbarukan (2012-2015)</li> <li>• Kepala Seksi Kerja Sama Aneka Energi Baru dan Energi Terbarukan di Kementerian ESDM (2011-2012)</li> </ul>	<ul style="list-style-type: none"> <li>• Director of Electricity Business Development (2021-2022)</li> <li>• Director of Geothermal (2018-2021)</li> <li>• Director of Energy Conservation (2017-2018)</li> <li>• Head of the Sub-directorate for Preparation of Various New Energy and Renewable Energy Programs (2015-2017)</li> <li>• Sub-directorate of Engineering and the Environment for Various New Energy and Renewable Energy (2012-2015)</li> <li>• Head of the Cooperation Section for Various New Energy and Renewable Energy at the Ministry of Energy and Mineral Resources (2011 – 2012)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	She does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.

## Dharmawan H. Samsu

Komisaris Utama (12 Juni 2020 - 15 Februari 2021)

President Commissioner (12 June 2020 - 15 February 2021)

Usia 57 tahun, warga negara Indonesia, berdomisili di Jakarta.

57 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Keputusan Pemegang Saham Secara Sirkuler PT Pertamina Power Indonesia tentang Pemberhentian Direksi, Perubahan Nomenklatur Jabatan serta Pengangkatan Direksi dan Dewan Komisaris tanggal 12 Juni 2020	Circular Decision of Shareholders of PT Pertamina Power Indonesia regarding Dismissal of Directors, Change of Position Nomenclature and Appointment of Board of Directors and Board of Commissioners dated June 12, 2020
Riwayat Pendidikan Education Background	Sarjana Teknik Jurusan Geofisika dari Universitas Indonesia, Depok (1989).	Bachelor of Engineering in Geophysics from University of Indonesia, Depok (1989).
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>• Direktur Hulu, PT Pertamina (Persero) (Agustus 2018-Juni 2020)</li> <li>• Head of Country, BP Indonesia (2011-Agustus 2018)</li> <li>• Exploration &amp; Renewal Senior Manager, BP Indonesia (2009-2011)</li> <li>• Reservoir &amp; Wells Manager of BP Offshore Northwest Java (ONWJ) and Subsurface &amp; Wells Function Manager, BP Indonesia (2006-2008)</li> <li>• Subsurface, Wells and PE Manager, BP Kangean Inc. (2003-2005)</li> <li>• Exploration Team Leader, BP North America Deep Water Exploration (2000-2003)</li> <li>• ARCO Indonesia &amp; ARCO International Oil and Gas Company (1990-2000)</li> </ul>	<ul style="list-style-type: none"> <li>• Upstream Director, PT Pertamina (Persero) (August 2018-June 2020)</li> <li>• Head of Country, BP Indonesia (2011-August 2018)</li> <li>• Exploration &amp; Renewal Senior Manager, BP Indonesia (2009-2011)</li> <li>• Reservoir &amp; Wells Manager of BP Offshore Northwest Java (ONWJ) and Subsurface &amp; Wells Function Manager, BP Indonesia (2006-2008)</li> <li>• Subsurface, Wells and PE Manager, BP Kangean Inc. (2003-2005)</li> <li>• Exploration Team Leader, BP North America Deep Water Exploration (2000-2003)</li> <li>• ARCO Indonesia &amp; ARCO International Oil and Gas Company (1990-2000)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.



## Yunus Saefulhak

Komisaris (31 Januari 2018 - 31 Januari 2021)

Commissioner (31 January 2018 - 31 January 2021)

Usia 55 tahun, warga negara Indonesia, berdomisili di Jakarta.

55 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	<ul style="list-style-type: none"> <li>Akta PKR No. 39 tanggal 28 Februari 2018 di hadapan Notaris Marianne Vincentia Hamdani, S.H.</li> <li>Akta PKR No.28 tanggal 25 Februari 2021 di hadapan Notaris Marianne Vincentia Hamdani, S.H.</li> </ul>	<ul style="list-style-type: none"> <li>Deed of Shareholders' Meeting No. 39 dated 28 February 2018 made before Notary Marianne Vincentia Hamdani, S.H.</li> <li>Deed of Shareholders' Meeting No. 28 dated 25 February 2021 made before Notary Marianne Vincentia Hamdani, S.H.</li> </ul>
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>Sarjana Teknik, jurusan Teknik Pertambangan dari Universitas Pembangunan Nasional Veteran, Yogyakarta (1992)</li> <li>Master di bidang SDM dari Universitas Kejuangan 45, Jakarta (2007)</li> <li>Master di bidang Teknik, jurusan Teknik Geologi dari Fakultas Teknik Universitas Padjadjaran, Bandung (2009)</li> </ul>	<ul style="list-style-type: none"> <li>Bachelor of Engineering, majoring in Mining Engineering from University of Pembangunan Nasional Veteran, Yogyakarta (1992)</li> <li>Master in HR from University of Kejuangan 45, Jakarta (2007)</li> <li>Master in Engineering, majoring in Geological Engineering from Faculty of Engineering, Padjadjaran University, Bandung (2009)</li> </ul>
Rangkap Jabatan Concurrent Position	-	-
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>Kasi Pelayanan Usaha Panas Bumi - Direktorat Pembinaan Pengusahaan Panas Bumi dan PAT di Direktorat Jenderal Mineral, Batu Bara, dan Panas Bumi (2006-2008)</li> <li>Kepala Sub-Direktorat Pelayanan Usaha Panas Bumi dan Air Tanah - Direktorat Pembinaan Pengusahaan Panas Bumi dan PAT di Direktorat Pembinaan Pengusahaan Panas Bumi dan PAT (2006-2011)</li> <li>Kepala Sub-Direktorat Pelayanan dan Bimbingan Usaha Panas Bumi di Sub-Direktorat Pelayanan dan Bimbingan Usaha Panas Bumi (2011-2015)</li> <li>Direktur Panas Bumi di Direktorat Panas Bumi (2015-2018)</li> <li>Kepala Pusat Penelitian dan Pengembangan Teknologi Ketenaga Listrik, Direktorat Jenderal Energi Baru Terbarukan dan Konservasi Energi (2018-2018)</li> <li>Direktur Pembinaan Pengusahaan Mineral di Direktorat Jenderal Mineral dan Batu Bara; Direktorat Pembinaan Pengusahaan Mineral (2019-2021)</li> <li>Kepala Biro Fasilitasi Kebijakan Energi dan Persidangan, Sekretariat Jenderal DEN (2021-saat ini)</li> </ul>	<ul style="list-style-type: none"> <li>Section Head of Geothermal Business Services - Directorate of Geothermal Business Development and PAT at the Directorate General of Mineral, Coal and Geothermal (2006-2008)</li> <li>Head of Sub-Directorate of Geothermal and Groundwater Business Services - Directorate of Geothermal and PAT Business Development at the Directorate of Geothermal Business Development and PAT (2006-2011)</li> <li>Head of Sub-Directorate of Geothermal Services and Business Guidance in the Sub-Directorate of Geothermal Services and Business Guidance (2011-2015)</li> <li>Director of Geothermal at the Geothermal Directorate (2015-2018)</li> <li>Head of Centre of Research and Development for Electricity Technology, New and Renewable Energy, and Energy conservation (2018-2018)</li> <li>Director of Mineral Business Development at the Directorate General of Mineral and Coal; Directorate of Mineral Business Development (2019-2021)</li> <li>Head of Energy Policy and Assembly Facilitations Bureau (2021-present)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.

## Andriah Feby Misna

Komisaris (31 Januari-27 Oktober 2021)

Commissioner (January 2019-27 October 2021)

Usia 52 tahun, warga negara Indonesia, berdomisili di Jakarta.

52 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Keputusan Pemegang Saham Secara Sirkuler (KPSSS) PT Pertamina Power Indonesia tanggal 8 Januari 2019	Circular Shareholders' Decision (KPSSS) PT Pertamina Power Indonesia dated January 8, 2019
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>• Sarjana Teknik Kimia dari Universitas Syiah Kuala, Aceh (1994)</li> <li>• Magister pada Program Double Degree: Development Planning &amp; Management Infrastructure di Institut Teknologi Bandung (ITB) dan Environmental &amp; Infrastructure Planning di Universitas Groningen, Belanda (2007)</li> </ul>	<ul style="list-style-type: none"> <li>• Bachelor of Chemical Engineering from Syiah Kuala University (1994)</li> <li>• Double Degree Master Program: Development Planning &amp; Management Infrastructure at Bandung Institute of Technology (ITB) dan Environmental &amp; Infrastructure Planning at University of Groningen, Netherlands (2007)</li> </ul>
Rangkap Jabatan Concurrent Position	Direktur Bioenergi Direktorat Jenderal Energi Baru Terbarukan dan Konservasi Energi (Februari 2018 – Januari 2022)	Director of Bioenergy, Directorate General of New Renewable Energy and Energy Conservation (February 2018 – January 2022)
Pengalaman Kerja Work Experience	<p>Berkarier di Kementerian Energi dan Sumber Daya Mineral dengan berbagai jabatan sebagai berikut:</p> <ul style="list-style-type: none"> <li>• Kepala Subdirektorat Bimbingan Teknis dan Kerja Sama Konservasi Energi (Februari 2011-Mei 2015)</li> <li>• Kepala Subdirektorat Penyiapan Program Pemanfaatan Energi (Mei 2015-April 2017)</li> <li>• Kepala Subdirektorat Investasi dan Kerja Sama Aneka Energi Baru dan Energi Terbarukan (April 2017 – Februari 2018)</li> <li>• Direktur Bioenergi Direktorat Jenderal Energi Baru Terbarukan dan Konservasi Energi, (Februari 2018 – sekarang)</li> </ul>	<p>Having career at Ministry of Energy and Mineral Resources with the following positions:</p> <ul style="list-style-type: none"> <li>• Head of Sub-directorate of Technical Guidance and Cooperation of Energy Conservation (February 2011-May 2015)</li> <li>• Head of Sub-directorate of Energy Utilization Program Preparation (May 2015-April 2017)</li> <li>• Head of Sub-directorate of Investment and Cooperation for Various New Renewable Energy (April 2017 – February 2018)</li> <li>• Director of Bioenergy at Directorate General of New Renewable Energy and Energy Conservation (February 2018- present)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	She does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.







# Perubahan Komposisi Anggota Dewan Komisaris dan Alasan Perubahannya

## Changes in The Composition of The Members of The Board of Commissioners and The Reasons for The Changes.

Selama tahun 2021 terjadi beberapa kali perubahan komposisi anggota Dewan Komisaris. Dengan demikian, perubahan komposisi anggota direksi adalah sebagai berikut:

During 2021 there were several changes in the composition of the members of the Board of Commissioners. Therefore, changes in the composition of the members of the board of directors are as follows:

(1 Januari 2021-15 Februari 2021)

(1 January 2021-15 February 2021)

No	Nama Name	Jabatan Position
1	Dharmawan H. Samsu	Komisaris Utama President Commissioner
2	N. Hasto Kristiyono	Komisaris Commissioner
3	Andriah Feby Misna	Komisaris Commissioner
4	Ajar Budi Kuncoro	Komisaris Commissioner
5	Yunus Saefulhak	Komisaris Commissioner

(15 Februari 2021-26 April 2021)

(15 February 2021-26 April 2021)

No	Nama Name	Jabatan Position
1	N. Hasto Kristiyono	Komisaris Utama President Commissioner
2	Ajar Budi Kuncoro	Komisaris Commissioner
3	Andriah Feby Misna	Komisaris Commissioner

(26 April 2021-2 Juli 2021)

(26 April 2021-2 July 2021)

No	Nama Name	Jabatan Position
1	N. Hasto Kristiyono	Komisaris Utama President Commissioner
2	Ajar Budi Kuncoro	Komisaris Commissioner
3	Andriah Feby Misna	Komisaris Commissioner
4	Dwi Agus Setiawan	Komisaris Commissioner

(2 Juli 2021-27 Oktober 2021)

(2 July 2021-27 October 2021)

No	Nama Name	Jabatan Position
1	N. Hasto Kristiyono	Komisaris Utama President Commissioner
2	Ajar Budi Kuncoro	Komisaris Commissioner
3	Andriah Feby Misna	Komisaris Commissioner
4	Dwi Agus Setiawan	Komisaris Commissioner
5	David Bingei	Komisaris Commissioner

(27 Oktober 2021-31 Oktober 2021)

(27 October 2021-31 October 2021)

No	Nama Name	Jabatan Position
1	N. Hasto Kristiyono	Komisaris Utama President Commissioner
2	Ajar Budi Kuncoro	Komisaris Commissioner
3	Dwi Agus Setiawan	Komisaris Commissioner
4	David Bingei	Komisaris Commissioner

(1 November 2021-31 Desember 2021)

(1 November 2021-31 December 2021)

No	Nama Name	Jabatan Position
1	N. Hasto Kristiyono	Komisaris Utama President Commissioner
2	Ajar Budi Kuncoro	Komisaris Commissioner
3	Dwi Agus Setiawan	Komisaris Commissioner
4	David Bingei	Komisaris Commissioner
5	Ida Nuryatin Finahari	Komisaris Commissioner



# Sumber Daya Manusia

## Human Resources

Dalam upaya mencapai visi sebagai Subholding Power, New & Renewable Energy, Perseroan memiliki visi memimpin transisi energi Indonesia melalui inovasi energi bersih, PT Pertamina Power Indonesia meyakini pentingnya peranan Sumber Daya Manusia (SDM) sebagai aset utama Perseroan. Meskipun situasi pandemi Covid-19 di tahun 2021 membawa ketidakpastian di dunia usaha, PT Pertamina Power Indonesia berhasil mencatatkan pertumbuhan dan mempertahankan kepemimpinannya melalui dukungan SDM yang kompeten serta dukungan organisasi yang solid antar unit kerja.

Adapun pengelolaan sumber daya manusia Perseroan dilakukan oleh Divisi SDM dengan memperhatikan peraturan perundangan yang berlaku serta kebutuhan bisnis Perseroan di masa datang. Pada akhir tahun 2021, jumlah pekerja mengalami perubahan dari tahun sebelumnya 57 orang menjadi 68 orang. Adapun profil pekerja Perseroan pada tahun 2021 dapat dilihat pada tabel-tabel di bawah ini:

To achieve its vision the Subholding of Power, New & Renewable Energy, the Company has a vision to lead the Indonesian energy transition through innovation of clean energy, PT Pertamina Power Indonesia believes in the pivotal role of Human Capital (HC) as the Company's key asset. Despite the uncertainty that Covid-19 pandemic in 2021 has brought to business sectors and capital market, PT Pertamina Power Indonesia managed to record strong growth and maintained its market leadership, supported by competent human capital and solid organization among work units.

The Human Resource management is carried out by HR Division with due observance of prevailing rules and regulations and the Company's future business needs. At the end of 2021, the number of employee has changed from 57 employees in the previous year to 68 employees. The Company's employee profile in 2021 can be seen in the following tables:

**Komposisi Pekerja Berdasarkan Jenis Kelamin**  
Employee Composition by Gender

Jenis Kelamin Gender	2021	2020
Laki-laki Male	51	41
Perempuan Female	17	16
<b>Total</b>	<b>68</b>	<b>57</b>

**Komposisi Pekerja Berdasarkan Kelompok Jabatan**  
Employee Composition by Position Group

Kelompok Jabatan Position Group	2021	2020
Direksi Board of Directors	5	5
L2 VP Setara L2 VP Equivalent	14	15
L3 Manager Setara L3 Manager Equivalent	17	13
L4 ke Bawah L4 Below	32	24
<b>Total</b>	<b>68</b>	<b>57</b>

### Komposisi Pekerja Berdasarkan Kelompok Usia

Employee Composition by Age Group

Kelompok Usia Age Group	2021	2020
> 40 tahun/years old	26	27
31-40 tahun/years old	30	19
30 tahun ke bawah/below 30 years	12	11
<b>Total</b>	<b>68</b>	<b>57</b>

### Komposisi Pekerja Berdasarkan Jenjang Pendidikan

Employee Composition by Education Level

Jenjang Pendidikan Education Level	2021	2020
S3/doktoral	2	1
S2	28	21
S1	38	35
Diploma	0	0
<b>Total</b>	<b>68</b>	<b>57</b>

### Komposisi Pekerja Berdasarkan Status Kepegawaian

Employee Composition by Employment Status

Status Kepegawaian Employee Status	2021	2020
Direksi Board of Directors	5	5
Pekerja Waktu Tertentu (PWT) Contract Employees	14	13
Pekerja Waktu Tidak Tertentu (PWTT) Permanent Employee	49	39
<b>Total</b>	<b>68</b>	<b>57</b>



## Program Pelatihan dan Pengembangan Kompetensi

Meskipun dalam situasi pandemi, Perseroan terus berupaya meningkatkan kompetensi karyawan. Perseroan telah memfasilitasi para pekerja untuk mengikuti beragam program pelatihan dan pengembangan kompetensi dalam bentuk *soft skill* maupun *hard skill* selama tahun 2021, di antaranya:

## Training and Competency Development Program

Despite the pandemic, the Company continued to strive to enhance employee competency. The Company has facilitated all employees to undertake a variety of training and competency development programs in the form of soft skill and hard skill during 2021, such as:

Jenis Pelatihan Type of Training	Nama Pelatihan Name of Training	Tanggal Pelatihan Training Date	Peserta (Level Jabatan) Participant (Position Level)	Tempat Pelatihan Training Location
Public Training Public Training	Valuation on Merger & Acquisition Valuation on Merger & Acquisition	24-29 Agustus 2021 24-29 August 2021	4 Orang 4 People	Online Online
Sertifikasi Certification	Sertifikasi Verifikator TKDN TKDN Verifier Certification	15-19 November 2021 15-19 November 2021	2 Orang 2 People	Online Online
Public Training Public Training	Pendidikan Profesi Konsultan Hukum Pasar Modal Dasar 1 Legal Consultant Professional Education of Capital market Basic 1	03, 10, 17, 24, 31 Juli & 7 Agustus 2021 03, 10, 17, 24, 31 July & 7 August 2021	1 Orang 1 Person	Online Online
Sertifikasi Certification	Pembinaan dan Sertifikasi Petugas Pemadam Kebakaran Kelas D Kemnaker RI ( <i>Blended Training</i> ) Coaching and Certification of Class D Firefighters of The Ministry of Manpower of the Republic of Indonesia (Blended Training)	1-4 Desember 2021 1-4 December 2021	2 Orang 2 People	Online dan Offline Online and Offline
Sertifikasi Certification	Pelatihan Pendidikan Petugas P3K Sertifikasi ( <i>First Aid</i> ) First Aid Officer Education Training Certification (First Aid)	30 November 2021-2 Desember 2021 30 November 2021-2 December 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	HSE Leadership Mandatory Training HSE Leadership Mandatory Training	20-21 September 2021 dan 4-5 Oktober 2021 20-21 September 2021 and 4-5 October 2021	2 Orang 2 People	Online Online
Classroom Training Classroom Training	HSE Leadership Mandatory Training HSE Leadership Mandatory Training	11-12 Oktober 2021 11-12 October 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	HSE Leadership Mandatory Training HSE Leadership Mandatory Training	25-26 Oktober 2021 25-26 October 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	HSE Leadership Mandatory Training HSE Leadership Mandatory Training	22-23 November 2021 22-23 November 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	HSE Leadership Mandatory Training HSE Leadership Mandatory Training	15-16 November 2021 15-16 November 2021	2 Orang 2 People	Online Online
Classroom Training Classroom Training	Advanced CSMS Implementation Advanced CSMS Implementation	3-5 Maret 2021 3-5 March 2021	6 Orang 6 People	Online Online
Classroom Training Classroom Training	Advanced CSMS Implementation Advanced CSMS Implementation	17-19 Maret 2021 17-19 March 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	Advanced CSMS Implementation Advanced CSMS Implementation	24-26 Maret 2021 24-26 March 2021	1 Orang 1 Person	Online Online

Jenis Pelatihan Type of Training	Nama Pelatihan Name of Training	Tanggal Pelatihan Training Date	Peserta (Level Jabatan) Participant (Position Level)	Tempat Pelatihan Training Location
Classroom Training Classroom Training	Advanced CSMS Implementation Advanced CSMS Implementation Advanced CSMS Implementation	20-22 September 2021 20-22 September 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	Advanced CSMS Implementation Advanced CSMS Implementation Advanced CSMS Implementation	19-22 Oktober 2021 19-22 October 2021	1 Orang 1 Person	Online Online
Public Training Public Training	BCG Leadership Institute - Value Creation: a look back and a look forward BCG Leadership Institute - Value Creation: a look back and a look forward	21 Januari 2021 21 January 2021	1 Orang 1 Person	Online Online
Public Training Public Training	BCG Leadership Institute - Thinking in new boxes BCG Leadership Institute - Thinking in new boxes	18 Februari 2021 18 February 2021	1 Orang 1 Person	Online Online
Public Training Public Training	BCG Leadership Institute: The startup way 2021 BCG Leadership Institute: The startup way 2021	18 Maret 2021 18 March 2021	1 Orang 1 Person	Online Online
Public Training Public Training	BCG Leadership Institute - Community Café BCG Leadership Institute - Community Café	28 April 2021 28 April 2021	1 Orang 1 Person	Online Online
Public Training Public Training	BCG Leadership Institute - What jazz music can teach us on leadership BCG Leadership Institute - What jazz music can teach us on leadership	20 Mei 2021 20 May 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	Auditor PIPL PIPL Auditor	3-5 Mei 2021 3-5 May 2021	1 Orang 1 Person	Online Online
Upskilling Internal Upskilling Internal	Pelatihan Internal Audit ISO 37001 2016 dengan menggunakan standar ISO 19011 2018 ISO 37001 2016 Internal Audit Training using the ISO 19011 2018 standard	10 Juni 2021 10 June 2021	9 Orang 9 People	Online Online
Upskilling Internal Upskilling Internal	Catalyser Program - Accelerator Training Program Week 2 - Accelerator Enterprise Catalyser Program - Accelerator Training Program Week 2 - Accelerator Enterprise	5-15 April 2021 5-15 April 2021	1 Orang 1 Person	Online Online
Upskilling Internal Upskilling Internal	Catalyser Program - Action Learning Project Booster Catalyser Program - Action Learning Project Booster	22-26 Februari 2021 22-26 February 2021	3 Orang 3 People	Online Online
Upskilling Internal Upskilling Internal	Catalyser Program - Personal Enterprise Plan (PEP) Booster Catalyser Program - Personal Enterprise Plan (PEP) Booster	18 Maret 2021 18 March 2021	2 Orang 2 People	Online Online
Upskilling Internal Upskilling Internal	Catalyser Program - Accelerator Training Program Week 2 - Accelerator Energy Catalyser Program - Accelerator Training Program Week 2 - Accelerator Energy	19-29 April 2021 19-29 April 2021	2 Orang 2 People	Online Online
Upskilling Internal Upskilling Internal	Upskilling Requestor 11 AP SS HC Stream Medical Claim Upskilling Requestor 11 AP SS HC Stream Medical Claim	11 Juni 2021 11 June 2021	2 Orang 2 People	Online Online
Upskilling Internal Upskilling Internal	Upskilling Requestor 11 AP SS HC Stream Employee Data Upskilling Requestor 11 AP SS HC Stream Employee Data	23 April 2021 23 April 2021	2 Orang 2 People	Online Online
Upskilling Internal Upskilling Internal	Upskilling Requestor 11 AP SS HC Stream Recruitment Upskilling Requestor 11 AP SS HC Stream Recruitment	8 April 2021 8 April 2021	2 Orang 2 People	Online Online



Jenis Pelatihan Type of Training	Nama Pelatihan Name of Training	Tanggal Pelatihan Training Date	Peserta (Level Jabatan) Participant (Position Level)	Tempat Pelatihan Training Location
Upskilling Internal Upskilling Internal	Upskilling Requestor 11 AP SS HC Stream Organizational Management Upskilling Requestor 11 AP SS HC Stream Organizational Management	19 April 2021 19 April 2021	2 Orang 2 People	Online Online
Upskilling Internal Upskilling Internal	Upskilling Session- ESG Financing Benchmarking Workshop Upskilling Session- ESG Financing Benchmarking Workshop	26 Maret 2021 26 March 2021	1 Orang 1 Person	Online Online
Sertifikasi Certification	Sertifikasi Life Cycle Assessment (LCA) Sertifikasi Life Cycle Assessment (LCA)	30-31 Agustus 2021 30-31 August 2021	1 Orang 1 Person	Online Online
Sertifikasi Certification	Sertifikasi Gas Safety Inspector (GSI) Gas Safety Inspector (GSI) Certification	27 September 2021 27 September 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	Hazops Hazops	15-18 November 2021 15-18 November 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	Hazops Hazops	25-28 Oktober 2021 25-28 October 2021	3 Orang 3 People	Online Online
Classroom Training Classroom Training	Hazops Hazops	11-14 Oktober 2021 11-14 October 2021	1 Orang 1 Person	Online Online
Classroom Training Classroom Training	Investment Development Program Series 1 Investment Development Program Series 1	20-30 Agustus 2021 20-30 August 2021	8 Orang 8 People	Online Online
Classroom Training Classroom Training	Investment Development Program Initial Public Offering Investment Development Program Initial Public Offering	22-24 November 2021 22-24 November 2021	4 Orang 4 People	Online Online
Classroom Training Classroom Training	Investment Development Program Advance Corporate Finance Investment Development Program Advance Corporate Finance	29 September 2021 – 1 Oktober 2021 29 September 2021 – 1 October 2021	3 Orang 3 People	Online Online
Upskilling Internal Upskilling Internal	Trade Finance dan Trust Receipt Trade Finance dan Trust Receipt	31 Maret 2021 31 March 2021	1 Orang 1 Person	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	1 Februari 2021 1 February 2021	21 Orang 21 People	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	24 Februari 2021 24 February 2021	5 Orang 5 People	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	30 Maret 2021 30 March 2021	2 Orang 2 People	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	29 April 2021 29 April 2021	8 Orang 8 People	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	30 Juni 2021 30 June 2021	19 Orang 19 People	Online Online

Jenis Pelatihan Type of Training	Nama Pelatihan Name of Training	Tanggal Pelatihan Training Date	Peserta (Level Jabatan) Participant (Position Level)	Tempat Pelatihan Training Location
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	25 Oktober 2021 25 October 2021	10 Orang 10 People	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	18 November 2021 18 November 2021	7 Orang 7 People	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	14 Desember 2021 14 December 2021	1 Orang 1 Person	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	1-31 Desember 2021 1-31 December 2021	5 Orang 5 People	Online Online
Leaders Forum/ Leaders Insight Leaders Forum/ Leaders Insight	Leaders Forum/Leaders Insight Leaders Forum/Leaders Insight	21-22 Desember 2021 21-22 December 2021	2 Orang 2 People	Online Online
Mobile Learning/E- Learning Mobile Learning/E- Learning	IR for Non HR IR for Non HR	1-30 Mei 2022 1-30 May 2022	1 Orang 1 Person	Online Online
Mobile Learning/E- Learning Mobile Learning/E- Learning	Starting Out Assessment Center (SOAC) Starting Out Assessment Center (SOAC)	31 Mei 2022 31 May 2022	1 Orang 1 Person	Online Online

### Strategi Pengembangan Sumber Daya Manusia

Untuk menunjang kegiatan bisnis dan operasional, Perseroan telah menetapkan sejumlah strategi pengembangan SDM, yaitu:

1. Pengendalian jumlah pekerja di lingkungan Perseroan sampai dengan beroperasinya Proyek Jawa-1.
2. Pelaksanaan sistem kerja matriks untuk pemberdayaan SDM.
3. *Assessment Center* seluruh pekerja baik level SLAS/OLAS/PLAS untuk pengukuran kompetensi perilaku pekerja guna pengembangan masing-masing pekerja.

### Kesempatan yang sama

Strategi Pengembangan Karir dilaksanakan berdasarkan prinsip *fair opportunity*, yaitu terdapat kesempatan yang sama bagi seluruh karyawan yang berkinerja baik untuk tumbuh dan berkembang dengan tetap memperhatikan kompetensi, *performance level*, dan ketersediaan jabatan.

### Biaya Pelatihan

Di tahun 2021 penggunaan anggaran pelatihan sebanyak Rp150.558.449 terdapat penurunan sebanyak 7% dibandingkan tahun 2020 yang sebesar Rp162.154.944. Penurunan total biaya dikontribusikan oleh efisiensi pelaksanaan program pengembangan kompetensi yang dialihkan dalam format online (*webinar*, *online learning*) dan *inhouse training* selama masa pandemi.

### Human Resource Development Strategy

To support the business and operation activities, the Company has specified a number of HR development strategies, including:

1. Total workers control within the Company until Jawa-1 Project commenced its operation.
2. Implementation of matrix work system for HR empowerment.
3. Assessment Center of all employees from SLAS/OLAS/PLAS levels to measure employee behavior competence for development of each employee.

### Equal opportunity

Career Development Strategies are implemented based on the principle of fair opportunity, which is that there is equal opportunity for all well-performing employees to grow and develop while still paying attention to competence, performance level, and job availability

### Training Cost

Throughout 2021 Company carried out a series of education and training programs dedicated for developing employee competence, with total cost of Rp150,558,449, a decrease of 7% compared to that of 2020 amounting Rp162,154,944. The decrease of total costs was contributed by efficiency in the delivery of competence development programs, which were shifted to online format (*webinar*, *online learning*) and *inhouse training* throughout the pandemic.



# Informasi Pemegang Saham Utama dan Pengendali

## Information of Majority and Controlling Shareholder

Selaku pemegang saham utama dan pengendali Perseroan, PT Pertamina (Persero) berdiri sejak tahun 1950-an dengan nama PT Eksploitasi Tambang Minyak Sumatera Utara yang pada awalnya menjalankan pengelolaan ladang minyak di wilayah Sumatra. PT Pertamina (Persero) mengalami beberapa kali perubahan nama hingga akhirnya menyandang nama yang dikenal luas hingga saat ini, yaitu Pertamina. Secara resmi Pertamina berdiri berdasarkan Akta Notaris No. 20 Tahun 2003 pada tanggal 17 September 2003. Seiring dengan ekspansi bisnis yang dilakukan, PT Pertamina (Persero) melakukan transformasi fundamental dan mengubah visi Perusahaan yaitu, "Menjadi perusahaan minyak nasional kelas dunia" pada tanggal 20 Juli 2006. Visi tersebut semakin diwujudkan dengan adanya akuisisi saham perusahaan migas Prancis, Maurel et Prom (M&P) melalui anak usaha PT Pertamina International EP, sehingga Pertamina menjadi pemegang saham mayoritas M&P dengan 72,65% saham. Sejak saat itu, Pertamina memiliki akses operasi di 12 negara yang tersebar di 4 benua. Untuk ke depannya, Pertamina menargetkan produksi 650.000 BOEPD (*Barrels of Oil Equivalents Per Day*) di 2025 dari operasi internasional, sebagai bagian dari target produksi Pertamina 1,9 juta BOEPD di 2025, dalam rangka menuju ketahanan dan kemandirian energi Indonesia.

Pertamina masih tercatat sebagai Pemegang Saham Utama sekaligus Pengendali Perseroan dengan kepemilikan saham mencapai 99,9999% hingga akhir tahun 2021.

As the main shareholder and controlling shareholder of the Company, PT Pertamina (Persero) was founded in the 1950s under the name of PT Eksploitasi Tambang Minyak Sumatera Utara which initially conducted oil fields management in the Sumatra region. PT Pertamina (Persero) has undergone several name changes until finally it bears the name that is widely known today, Pertamina. Pertamina was officially established based on Notarial Deed No. 20 of 2003 on 17 September 2003. In line with its business expansion, PT Pertamina (Persero) transformed its fundamental and changed the company's vision of "Becoming a world class national oil company" on 20 July 2006. This vision is increasingly translated by acquiring French oil and gas company, Maurel et Prom (M&P) through PT Pertamina International EP, a subsidiary of PT Pertamina (Persero), allowing it to be majority shareholder of M&P with 72.65% stake. Since then, Pertamina has held access to operation in 12 countries across 4 continents. Going forward, Pertamina has set the production target of 650,000 BOEPD (Barrels of Oil Equivalents Per Day) in 2025 from international operations as part of 1.9 million BOEPD production target in 2025 towards Indonesia's energy independence and security.

Pertamina remained as the Majority and Controlling Shareholder with 99.9999% ownership by the end of 2021.

### Komposisi Pemegang Saham Perseroan per 31 Desember 2021

### Composition of Shareholders of the Company as of 31 December 2021

Nama Pemegang Saham Name of Shareholders	Jumlah Saham Total Shares	Nilai Nominal Nominal Value	Persentase Percentage (%)	Pemegang Saham Utama Majority Shareholders	Pemegang Saham Pengendali Controlling Shareholders
PT Pertamina (Persero)	29.333.550	29.333.550.000.000	99,9999%	✓	✓
PT Pertamina Pedeve Indonesia	15	15.000.000	0,0001%	-	-
<b>Total</b>	<b>29.333.565</b>	<b>29.333.565.000.000</b>	<b>100,000%</b>		

### Komposisi Pemegang Saham Perseroan oleh Dewan Komisaris & Direksi per 31 Desember 2021

### Composition of Shareholdings of the Company by Board of Commissioners & Board of Directors as of 31 December 2021

Sepanjang tahun 2021, tidak ada satu pun anggota Dewan Komisaris dan Direksi Perseroan yang memiliki saham Perseroan.

Throughout 2021, there were no members of the Board of Commissioners and Board of Directors of the Company holding the Company's shares.

# Kronologis Pencatatan Saham

## Stock Listing Chronology

### Kronologis Pencatatan Saham

Oleh karena Perseroan belum pernah mencatatkan saham di Bursa Efek hingga 31 Desember 2021, maka Perseroan tidak menyajikan informasi terkait kronologis pencatatan saham dan perubahan jumlah saham dari awal pencatatan hingga akhir tahun buku, serta nama Bursa Efek tempat saham perusahaan dicatatkan.

Selanjutnya, Perseroan juga tidak menyajikan informasi jenis tindakan korporasi (*corporate action*) atas saham yang menyebabkan perubahan jumlah saham dan sanksi administratif atas Perseroan dalam Laporan Tahunan ini.

### Stock Listing Chronology

Since the Company has never listed its shares on the Stock Exchange until 31 December 2021, the Company does not provide information related to the chronology of share listing and changes in the number of shares from the start of listing to the end of the fiscal year, as well as the name of the Stock Exchange where the company's shares are listed.

Moreover, the Company does not present information of any kind of corporate action on shares that leads to changes in number of shares and administrative sanction imposed on the Company in this Annual Report.

# Kronologis Pencatatan Efek Lainnya

## Chronology of Other Securities Listing

Laporan Tahunan ini tidak menyajikan informasi mengenai pencatatan efek lainnya, peringkat efek, atau tindakan korporasi (*corporate action*) yang menyebabkan perubahan jumlah efek dari awal pencatatan sampai akhir tahun oleh karena Perseroan belum pernah mencatatkan efek lainnya di bursa mana pun sampai akhir tahun 2021.

This Annual Report does not provide information regarding the listing of other securities, securities ratings, or corporate actions that cause changes in the number of securities from the start of listing to the end of the year because the Company has never listed other securities on any stock exchange until the end of 2021.



# Daftar Entitas Asosiasi

## List of Associated Entities

### Kepemilikan Langsung

### Direct Ownership

No	Nama Entitas Company Name	Alamat Address	Bidang Usaha Line of Business	Komposisi Kepemilikan saham (%) Komposisi Kepemilikan saham (%)	Status Operasi Operational Status
1	PT Pertamina Geothermal Energy	Grha Pertamina, Tower Pertamax Lt. 3-9 Jl. Medan Merdeka Timur No. 11-13 Jakarta 10110, Indonesia	Pengusahaan Tenaga Panas Bumi Geothermal Energy Business	92,0194%	Beroperasi Operate
2	PT Jawa Satu Power	Wisma Nusantara, Lt 26, Jl MH Thamrin No 59 Jakarta 10350, Indonesia	Kelistrikan Electricity	40%	Konstruksi Construction
3	PT Jawa Satu Regas	Wisma Nusantara, Lt 26, Jl MH Thamrin No 59 Jakarta 10350, Indonesia	Angkutan Laut Dalam Negeri untuk Barang Khusus Domestic Sea- Transportation for Special Equipment	26%	Konstruksi Construction

#### PT Pertamina Geothermal Energy

Entitas asosiasi yang dimiliki oleh Perseroan (92,0194%) dan PT Pertamina Pedeve Indonesia (7,9806%). PT Pertamina Geothermal Energy bergerak di bidang Pengusahaan Tenaga Panas Bumi.

#### PT Jawa Satu Power (JSP)

Entitas asosiasi yang dimiliki oleh Perseroan (40%), Anak Perusahaan Marubeni (40%), dan Anak Perusahaan Sojitz (20%). JSP bergerak di bidang pembangkit tenaga listrik dan bertanggung jawab untuk mengelola Proyek Jawa-1 1.760 MW di Karawang.

#### PT Jawa Satu Regas (JSR)

Entitas asosiasi yang dimiliki oleh Perseroan (26%), Anak Perusahaan Humpuss (25%), dan Anak Perusahaan Marubeni (20%), Anak Perusahaan MOL (19%), dan Anak Perusahaan Sojitz (10%). JSR menjalankan kegiatan usaha di bidang angkutan laut dalam negeri untuk barang khusus dan bertanggung jawab untuk mengelola FSRU Proyek Jawa-1 170.150 cbm di Karawang.

#### PT Pertamina Geothermal Energy

Associated entity that is held by the Company (92.0194%) and PT Pertamina Pedeve Indonesia (7,9806%). PT Pertamina Geothermal Energy runs the business in Geothermal Energy Business.

#### PT Jawa Satu Power (JSP)

Associated entity that is held by the Company (40%), Marubeni's subsidiary (40%), Sojitz's Subsidiary (20%). JSP is engaged in power plant and responsible to manage Jawa-1 Project 1,760 MW in Karawang.

#### PT Jawa Satu Regas (JSR)

Associated entity that is owned by the Company (26%), Humpuss's subsidiary (25%), and Marubeni's Subsidiary (20%), MOL's subsidiary (19%), and Sojitz's subsidiary (10%). JSR runs the business in domestic sea-transportation for special equipment and is responsible to manage Jawa-1 FSRU Project 170,150 cbm in Karawang.

# Informasi pada Situs Web Perseroan

## Information on the Company's Website

Perseroan menyediakan sarana bagi masyarakat umum untuk dapat mengakses informasi tentang perusahaan melalui situs web resmi, <https://pertaminapower.com>, dan tersedia dalam 2 (dua) bahasa yaitu Bahasa Indonesia dan Bahasa Inggris. Situs web Perseroan secara berkala diperbaharui agar senantiasa dapat menyajikan informasi yang akurat dan terkini. Adapun laporan maupun informasi yang dipublikasikan di situs web Perseroan, antara lain:

The Company provides facility for the public to access information of the company through its official website, <https://pertaminapower.com>, available in 2 (two) languages, Indonesian and English. The Company's website is regularly updated to constantly present an accurate information. Both reports and information published on the Company's website are as follows:

Informasi Information	Ketersediaan Availability	Keterangan Remarks
Visi dan Misi Vision and Mission	Tersedia Available	Kategori Tentang Kami - <i>Overview</i> dan Visi Misi About Us Category - Overview and Vision Mission
QHSSE	Tersedia Available	Kategori Tentang Kami - Komitmen QHSSE About Us Category - QHSSE Commitment
Jejak Langkah / <i>Milestones</i>	Tersedia Available	Kategori Tentang Kami - <i>Milestone</i> About Us Category - Milestone
Profil Dewan Komisaris dan Direksi Profile of the Board of Commissioners and the Board of Directors	Tersedia Available	Kategori Tentang Kami - Manajemen About Us Category - Management
Struktur Organisasi Organizational Structure	Tersedia Available	Kategori Tentang Kami – Struktur Organisasi About Us Category- Organizational Structure
Struktur Korporasi Corporate Structure	Tersedia Available	Kategori Tentang Kami - Afiliasi About Us Category - Affiliates
Informasi Proyek Information of Projects	Tersedia Available	Kategori Proyek Projects Category
Informasi pemegang saham sampai dengan pemilik akhir individu* Information of shareholders up to ultimate beneficial owner*	Tersedia Available	Kategori Hubungan Investor - Informasi Pemegang Saham Investor Relations Category - Information of Shareholders
Laporan Tahunan Annual Report	Tersedia Available	Kategori Hubungan Investor - Laporan Investor Relations Category - Reports
Kontak Perseroan Contact of the Company	Tersedia Available	Kategori Hubungi Kami Contact Us Category
Isi Kode Etik Code of Conducts	Tidak Tersedia Not Available	
Informasi Rapat Umum Pemegang Saham (RUPS) meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan General Meeting of Shareholders at least consist of agenda items to be discussed at GMS, brief minutes of GMS, and important dates such as GMS announcement, invitation date, and brief minutes of GMS.	Tidak Tersedia Not Available	



Informasi Information	Ketersediaan Availability	Keterangan Remarks
Laporan keuangan tahunan terpisah Separate annual financial statements	Tidak Tersedia Not Available	
Piagam/ <i>Charter</i> Dewan Komisaris, Direksi, Komite-Komite, dan Unit Audit Internal Board Charters, Committee Charter, and Internal Audit Unit Charter	Tidak Tersedia Not Available	

Catatan/Notes:

\* Pemilik Akhir dalam Pemerintah Republik Indonesia yang bukan merupakan individu.  
Ultimate Owner in the Government of the Republic of Indonesia who is not an individual.



# Penghargaan dan Sertifikasi

## Award and Certification

### Penghargaan

### Award

No	Nama Penghargaan/Peringkat Award Names/Rating	Tanggal perolehan Tanggal perolehan	Pemberi penghargaan Pemberi penghargaan
1	Juara 1 <i>GeoInnovation Challenge</i> untuk Aplikasi Mevent 1st Place at the GeoInnovation Challenge for Mevent App	22 April 2021 22 April 2021	ESRI Indonesia
2	Kategori Platinum Penghargaan Program Pencegahan dan Penanggulangan COVID-19 di Tempat Kerja untuk PGE Area Kamojang Platinum Category Award for Prevention and Management of COVID-19 at workplace for PGE Kamojang Area	28 April 2021 28 April 2021	Kementerian Ketenagakerjaan
3	Penghargaan kecelakaan nihil ( <i>zero accident award</i> ) untuk PGE area Lahendong Zero accident award for PGE Lahendong area	28 April 2021 28 April 2021	Kementerian Ketenagakerjaan
4	Peringkat Aditama Subroto Award kategori kinerja penerapan keselamatan dan Kesehatan kerja dan keteknikan panas bumi untuk wilayah kerja berproduksi bagi PGE area Kamojang, Ulubelu dan Lahendong The Aditama Subroto Award rating in the category of performance in the implementation of occupational safety and health and geothermal engineering for production work areas for PGE the Kamojang, Ulubelu and Lahendong areas	28 September 2021 28 September 2021	Kementerian ESDM
5	Peringkat Aditama Subroto Award kategori kinerja pengendalian dan/atau kerusakan lingkungan untuk wilayah kerja berproduksi bagi PGE area Kamojang, Ulubelu, dan Lahendong The Aditama Subroto Award rating in the category of control performance and/or damage environmental for production work areas for PGE the Kamojang, Ulubelu, and Lahendong areas	28 September 2021 28 September 2021	Kementerian ESDM
6	Kategori Utama Dharma Karya ESDM kepada Mohamad Husni Mubarak untuk Alat Pengukuran Laju Alir Massa dan Entalpi Dua Fasa Secara Realtime Main Category of Dharma Karya ESDM to Mohamad Husni Mubarak for Mass Flow Rate Measurement Tool and Two-Phase Enthalpy in Realtime	28 September 2021 28 September 2021	Kementerian ESDM
7	Diamond Award Temu Karya Mutu & Produktivitas Nasional (TKMPN) XXV dan International Quality & Productivity Convention (IQPC) 2021 untuk I-Prove Maxwell 3 Diamond Award for the Temu Karya Mutu & Produktivitas Nasional (TKMPN) and International Quality & Productivity Convention (IQPC) 2021 for I-Prove Maxwell 3	18 November 2021 18 November 2021	Wahana Kendali Mutu (WKM)
8	<i>Corporate Social Responsibility Award (Covid 19 Management Category)</i> Corporate Social Responsibility Award (Covid 19 Management Category)	15 Desember 2021 15 December 2021	Pemkab Karawang
9	PROPER Emas ke-11 untuk PGE Area Kamojang 11th Gold PROPER for PGE Kamojang Area PROPER Hijau untuk PGE Area Ulubelu dan Lahendong Green PROPER for PGE Ulubelu and Lahendong Areas	28 Desember 2021 28 December 2021	Kementerian Lingkungan Hidup



Sertifikasi

Certification

Nama Sertifikasi Nama Sertifikasi	Tanggal Perolehan penghargaan	Masa Berlaku Masa Berlaku	Badan Pemberi Sertifikasi Badan Pemberi Sertifikasi	Foto Sertifikasi Foto Sertifikasi
ISO 37001: 2016 tentang Sistem Manajemen Anti Penyuapan ISO 37001:2016 on Anti-Bribery Management System	26 Oktober 2021 26 October 2021	24 Oktober 2024 24 October 2024	PT Tuv Nord Indonesia	
ISO 9001 : 2015 tentang Sistem Manajemen Mutu ISO 9001 : 2015 on Quality Management System	10 Agustus 2021 10 August 2021	9 Agustus 2024 9 August 2024	PT TUV Rheinland Indonesia	
ISO 45001 : 2018 tentang Sistem Manajemen Kesehatan dan Keselamatan Kerja ISO 45001 : 2018 on Occupational Health and Safety Management System	10 Agustus 2021 10 August 2021	9 Agustus 2024 9 August 2024	PT TUV Rheinland Indonesia	
ISO 14001 : 2015 tentang Sistem Manajemen Lingkungan ISO 14001 : 2015 on Environmental Management System	10 Agustus 2021 10 August 2021	9 Agustus 2024 9 August 2024	PT TUV Rheinland Indonesia	
Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Kategori Tingkat Lanjutan (166 Kriteria) Occupational Health and Safety Management System (SMK3) Advanced Level Category (166 Criteria)	26 Oktober 2021 26 October 2021	25 Oktober 2024 25 October 2024	Kementerian Ketenagakerjaan Republik Indonesia	



# Analisis dan Pembahasan Manajemen

Management Discussion and Analysis





# Tinjauan Perekonomian

## Economic Overview

### Perekonomian Global

Pada tahun 2021, pandemi Covid-19 masih menjadi tantangan tersendiri bagi perekonomian global. Pada awal tahun, kasus harian Covid-19 sempat menunjukkan penurunan, akselerasi vaksinasi di negara maju pada triwulan I 2021 berdampak positif pada penurunan penyebaran Covid-19, terutama di Amerika Serikat (AS) dan Eropa. Namun dengan penyebaran varian Delta, kasus Covid-19 di Asia kembali meningkat dan mencapai puncaknya pada bulan Mei, sedikit menurun pada bulan Juni, namun kembali pada bulan Agustus 2021. Penduduk di *Emerging Markets and Developing Economies* (EMDEs), Asia yang memiliki tingkat vaksinasi rendah menjadi sasaran penyebaran varian Delta, antara lain di Indonesia, Malaysia, Thailand, Vietnam, Filipina dan banyak negara lain. Di AS dan di Eropa, penyebaran varian Delta mencapai puncaknya pada Agustus 2021 tetapi tetap pada level yang tinggi hingga akhir tahun 2021.

Untuk menghambat laju penyebaran varian delta, kebijakan pembatasan mobilitas yang sangat massif kembali diberlakukan dan membawa dampak pada tertahannya aktivitas ekonomi. Tingkat vaksinasi serta persepsi konsumen atas kekhawatiran gelombang lanjutan Covid-19 mempengaruhi besaran dampak kepada masing-masing Negara. Dalam perkembangannya varian delta kembali menurun dan pergerakan manusia kembali meningkat, sehingga aktivitas ekonomi kembali berangsur-angsur membaik.

Bank Indonesia di dalam Laporan Tahunannya menyampaikan bahwa pemulihan ekonomi di *Advanced Economies* (AEs), khususnya Amerika Serikat berjalan lebih cepat, didukung oleh akselerasi vaksinasi dan stimulus kebijakan fiskal dan moneter yang sangat besar. Di sisi lain, sebagian besar EMDEs, kecuali Tiongkok, masih harus berjuang memperbaiki kondisi ekonomi di dalam negerinya, menuju pemulihan ekonomi. Di samping pasokan dan kemampuan vaksinasi yang terbatas, keterbatasan kemampuan stimulus fiskal dan moneter juga menyebabkan lebih lambat proses pemulihan ekonomi di sebagian besar EMDEs. Secara keseluruhan, ekonomi dunia diprakirakan tumbuh sekitar 5,7% pada tahun 2021 dan 4,4% pada tahun 2022, setelah kontraksi 3,1% pada tahun 2020. Sementara itu, ketidakpastian pasar keuangan global masih terus berlanjut sejalan dengan risiko yang masih mengemuka, antara lain terkait peningkatan penyebaran Covid-19 varian Delta,antisipasi pasar terhadap kebijakan *tapering the Fed*, serta kekhawatiran tekanan inflasi yang berlangsung lebih lama akibat gangguan rantai pasokan dan keterbatasan energi. Selain itu, kenaikan penyebaran varian Omicron yang berdampak pada peningkatan ketidakpastian, perlu terus dicermati dan diwaspadai.

Di dalam laporan *World Economic Outlook* (WEO), *International Monetary Fund* (IMF) edisi Januari 2022 menunjukkan bahwa ekonomi global mencatatkan pertumbuhan sebesar 5,9% di 2021 atau 0,1 poin persentase lebih rendah dibandingkan perkiraan bulan Juli 2021. Revisi penurunan tersebut mencerminkan penurunan peringkat ekonomi maju terutama karena gangguan pasokan, sedangkan untuk negara berkembang berpenghasilan rendah, sebagian besar

### Global Economy

In 2021, the Covid-19 pandemic would still be a challenge for the global economy. Although the daily Covid-19 cases had shown a decline at the beginning of the year, the acceleration of vaccination in developed countries in the first quarter of 2021 had a positive impact on reducing the spread of Covid-19, especially in the United States (US) and Europe. However, with the spread of the Delta variant, the Covid-19 cases in Asia re-increased and peaked in May, decreased slightly in June, but returned in August 2021. As a result, residents in Emerging Markets and Developing Economies (EMDEs), Asia, which had vaccination rates at a Low level, have become targets for spreading the Delta variant, including in Indonesia, Malaysia, Thailand, Vietnam, the Philippines, and many other countries. In the US and Europe, the Delta variant spread peaked in August 2021 but remained at high level until the end of 2021.

A very massive mobility restriction policy was re-implemented to slow down the spread of the delta variant and impacted the stagnation of economic activity. Vaccination rates and consumer perceptions of fears of a further wave of Covid-19 affected the magnitude of the impact on each country. In its development, the delta variant has re-decreased, and human mobility has re-increased so that economic activity has gradually improved.

In its Annual Report, Bank Indonesia stated that the economic recovery in the Advanced Economies (AEs), particularly in the United States, was progressing faster, supported by vaccinations acceleration and very large fiscal and monetary policy stimulus. On the other hand, most EMDEs, except for China, still struggle to improve economic conditions in their countries towards economic recovery. In addition to the supply and limited vaccination capacity, the limited capacity of fiscal and monetary stimulus has also caused the slower economic recovery process in most of the EMDEs. Overall, the world economy was forecasted to grow at around 5.7% in 2021 and 4.4% in 2022, following a 3.1% contraction in 2020. Meanwhile, uncertainty in global financial markets continues in line with looming risks. These include the increase in the spread of the Delta variant of Covid-19, market anticipation of the Fed's tapering policy, as well as concerns over inflationary pressures that will last longer due to supply chain disruptions and energy constraints. In addition, the increase in the spread of the Omicron variant, which impacts increasing uncertainty, needs to be continuously observed and watched out for.

In the World Economic Outlook (WEO) report, the January 2022 edition, the International Monetary Fund (IMF) showed that the global economy recorded growth of 5.9% in 2021 or 0.1% lower than the forecast for July 2021. The decline revision reflected a decline in Advanced Economies' ranking mainly due to supply disruption. At the same time, it was mostly due to the worsening of the pandemic dynamics for low-income developing countries. However, this was

karena memburuknya dinamika pandemi. Hal ini sebagian diimbangi oleh prospek jangka pendek yang lebih kuat di antara beberapa pasar negara berkembang pengekspor komoditas dan ekonomi berkembang. Penyebaran Delta yang cepat dan ancaman varian baru telah meningkatkan ketidakpastian tentang seberapa cepat pandemi dapat diatasi. Pilihan kebijakan menjadi lebih sulit, dengan ruang gerak yang terbatas.

Berikut adalah estimasi IMF untuk pertumbuhan ekonomi global tahun 2021 serta proyeksi tahun 2022 dan 2023:

partially offset by the stronger near-term outlook among several commodity-exporting emerging markets and developing economies. In addition, Delta's rapid spread and the threat of new variants have increased uncertainty about how quickly the pandemic could be overcome. As a result, policy choices became more difficult, with limited wiggle room.

The following were IMF estimates for global economic growth in 2021 and projections for 2022 and 2023:

Real GDP Annual Percentage	2021	2022	2023
World Output	5.9	4.4	3.8
Advanced Economies	5.0	3.9	2.6
United States	5.6	4.0	2.6
Euro Area	5.2	3.9	2.5
Germany	2.7	3.8	2.5
France	6.7	3.5	1.8
Italy	6.2	3.8	2.2
Spain	4.9	5.8	3.8
Japan	1.6	3.3	1.8
United Kingdom	7.2	4.7	2.3
Canada	4.7	4.1	2.8
Other Advance Economics	4.7	3.6	2.9
Emerging Market and Developing Economies	6.5	4.8	4.7
Emerging and Developing Asia	7.2	5.9	5.8
China	8.1	4.8	5.2
India	9.0	9.0	7.1
ASEAN-5	3.1	5.6	6.0
Emerging and Developing Europe	6.5	3.5	2.9
Russia	4.5	2.8	2.1
Latin America and the Caribbean	6.8	2.4	2.6
Brazil	4.7	0.3	1.6
Mexico	5.3	2.8	2.7
Middle East and Central Asia	4.2	4.3	3.6
Saudi Arabia	2.9	4.8	2.8
Sub-Saharan Africa	4.0	3.7	4.0
Nigeria	3.0	2.7	2.7
South Africa	4.6	1.9	1.4
Emerging Market and Middle-Income Economics	6.8	4.8	4.6
Low-Income Develop Countries	3.1	5.3	5.5

Source: IMF, World Economic Outlook Update, January 2022

Note: For India, data and forecasts are presented on a fiscal year basis, with FY 2021/2022 starting in April.

For the January 2022 WEO Update, India's growth projections are 8.7 percent in 2022 and 6.6 percent in 2023 based on calendar year, For India the impact of the Omicron variant is captured in the column for 2021 in the table.



## Perekonomian Nasional

Di dalam Laporan Tahunan Bank Indonesia, disebutkan bahwa ekonomi domestik terus membaik, pada triwulan II 2021 tercatat tumbuh positif dan tinggi sebesar 7,07% (yoy), meningkat tajam dari kontraksi pada triwulan sebelumnya sebesar 0,71% (yoy). Perkembangan tersebut dipengaruhi oleh kinerja ekspor yang tetap kuat, di tengah perbaikan konsumsi rumah tangga, investasi, dan konsumsi pemerintah yang terus berlanjut.

Pertumbuhan ekonomi juga ditopang oleh kinerja positif seluruh lapangan usaha (LU) dan peningkatan pertumbuhan ekonomi di seluruh wilayah Indonesia. Sementara itu, stabilitas eksternal tetap terjaga ditopang Neraca Pembayaran Indonesia (NPI) yang mencatat surplus 3,6 miliar dolar AS pada semester I 2021. Nilai tukar Rupiah pada semester I 2021 relatif terkendali ditopang oleh langkah-langkah stabilisasi oleh Bank Indonesia serta berlanjutnya aliran modal asing ke pasar uang domestik. Stabilitas internal juga tetap baik tercermin dari inflasi yang rendah, yakni sebesar 1,33% (yoy) pada Juni 2021. Di sistem keuangan, stabilitas tetap terjaga, meskipun fungsi intermediasi perbankan masih perlu ditingkatkan.

Lebih lanjut Bank Indonesia menyampaikan bahwa Kebijakan pembatasan mobilitas khususnya di wilayah Jawa dan Bali ditempuh Pemerintah untuk mengendalikan penyebaran lebih lanjut varian Delta. Perkembangan tersebut berdampak pada penurunan mobilitas dan aktivitas ekonomi tercermin pada berbagai indikator seperti keyakinan konsumen, penjualan eceran, dan PMI Manufaktur. Kinerja pertumbuhan ekonomi melambat menjadi 3,51% (yoy) pada triwulan III 2021 dari 7,07% (yoy) pada triwulan sebelumnya. Dukungan pertumbuhan dari kinerja ekspor yang tetap tinggi, yaitu 29,16% pada triwulan III 2021 sejalan dengan permintaan mitra dagang utama yang tetap kuat, tidak mampu mengompensasi penurunan pertumbuhan permintaan domestik.

Ketahanan sektor eksternal Indonesia tetap kuat didukung oleh perbaikan kinerja NPI yang mencatat surplus 10,7 miliar dolar AS pada triwulan III 2021, setelah mengalami defisit 0,4 miliar dolar AS pada triwulan sebelumnya. Posisi cadangan devisa Indonesia pada akhir September 2021 tercatat sebesar 146,9 miliar dolar AS, setara dengan pembiayaan 8,6 bulan impor dan pembayaran utang luar negeri Pemerintah. Sejalan dengan hal tersebut, nilai tukar Rupiah pada triwulan III 2021 menguat 1,31% secara *point-to-point* dan 0,18% secara rata dibandingkan dengan level Juni 2021.

Inflasi Indeks Harga Konsumen (IHK) triwulan III 2021 tercatat 1,60% (yoy), lebih tinggi dibandingkan dengan inflasi triwulan II 2021 sebesar 1,33% (yoy). Inflasi inti tetap rendah sejalan dengan permintaan domestik yang belum kuat dan sedikit tertahan pada triwulan III 2021 dipengaruhi oleh kebijakan pembatasan mobilitas yang harus ditempuh oleh Pemerintah untuk mengatasi kenaikan kasus Covid-19 varian Delta, terjaganya stabilitas nilai tukar, dan konsistensi kebijakan Bank Indonesia mengarahkan ekspektasi inflasi pada kisaran target. Inflasi kelompok *volatile food* meningkat disebabkan oleh kenaikan harga komoditas hortikultura dan minyak goreng, sejalan dengan kenaikan harga *Crude Palm Oil* (CPO) global di tengah pasokan barang yang memadai. Inflasi *administered prices* meningkat sejalan masih berlanjutnya dampak kenaikan cukai tembakau. Bank Indonesia

## National Economy

In the Bank Indonesia Annual Report, it was stated that the domestic economy continued to improve. As a result, the second quarter of 2021 recorded a positive and high growth of 7.07% (YoY), a sharp increase from the contraction in the previous quarter of 0.71% (YoY). The export performance, which remained strong amid continued improvement in household consumption, investment, and government consumption, influenced this development.

Economic growth was also supported by a positive performance of all business fields (LU) and increased economic growth throughout Indonesia. Meanwhile, external stability was maintained, supported by Indonesia's Balance of Payments (BOP) which recorded a surplus of USD 3.6 billion in the first semester of 2021. In addition, the Rupiah exchange rate in the first semester of 2021 was relatively under control, supported by Bank Indonesia's stabilization measures and continued foreign capital flows to the domestic money market. As reflected in low inflation, internal stability also remained good at 1.33% (YoY) in June 2021. In the financial system, stability was maintained, although the banking intermediation function still needed improvement.

Furthermore, Bank Indonesia said that the policy of restricting mobility, especially in the Java and Bali regions, was adopted by the Government to control the further spread of the Delta variant. These developments resulted in a decline in mobility and economic activity as reflected in various indicators such as consumer confidence, retail sales, and the PMI for Manufacturing. As a result, economic growth performance slowed to 3.51% (YoY) in the third quarter of 2021 from 7.07% (YoY) in the previous quarter. In addition, growth support from the export performance, which remained high, at 29.16% in the third quarter of 2021, in line with the demand from major trading partners, which remained strong, was unable to compensate for the decline in domestic demand growth.

The resilience of Indonesia's external sector remained strong, supported by improved performance in the BOP, which recorded a surplus of USD 10.7 billion in the third quarter of 2021 after experiencing a deficit of USD 0.4 billion in the previous quarter. The position of Indonesia's foreign exchange reserves at the end of September 2021 was recorded at USD 146.9 billion, equivalent to 8.6 months of imports and servicing the government's external debt. In line with this, the Rupiah exchange rate in the third quarter of 2021 strengthened 1.31% point-to-point and 0.18% on average compared to June 2021 level.

The Consumer Price Index (CPI) inflation in the third quarter of 2021 was recorded at 1.60% (YoY), higher than the inflation in the second quarter of 2021 at 1.33% (YoY). Core inflation remained low in line with domestic demand that has not been strong and was slightly restrained in the third quarter of 2021, influenced by the mobility restriction policy that the government must take to overcome the increase in the Delta variant cases of the Covid-19, maintained exchange rate stability, and the consistency of Bank Indonesia's policies directing inflation expectation was within the target range. Inflation in the volatile foods category increased due to rising prices for horticultural commodities and cooking oil, in line with rising global Crude Palm Oil (CPO) prices amid an adequate goods supply. Administered prices inflation increased in line with the continuing

berkomitmen menjaga stabilitas harga dan memperkuat koordinasi kebijakan dengan Pemerintah, baik di tingkat pusat maupun daerah melalui Tim Pengendalian Inflasi Pusat dan Daerah (TPIP dan TPID) guna menjaga inflasi IHK dalam kisaran targetnya.

Kinerja perekonomian diperkirakan meningkat didukung oleh mobilitas yang terus meningkat sejalan dengan akselerasi vaksinasi, pembukaan sektor-sektor ekonomi yang lebih luas, stimulus kebijakan yang berlanjut, dan tetap kuatnya kinerja ekspor. Konsumsi rumah tangga diperkirakan mulai membaik pada triwulan IV 2021 seiring dengan peningkatan aktivitas masyarakat dan keyakinan konsumen. Kinerja investasi juga meningkat, terutama investasi bangunan sejalan dengan berlanjutnya kegiatan konstruksi pemerintah dan swasta. Sementara itu, kinerja ekspor beberapa komoditas, seperti batu bara, CPO, dan besi dan baja, tetap kuat seiring permintaan global yang terus membaik. Seiring dengan pemulihan permintaan domestik dan tetap kuatnya ekspor, impor juga tumbuh meningkat.

Secara spasial, proses pemulihan ekonomi di wilayah Jawa, Sumatera, Kalimantan, dan Sulampua didukung oleh perbaikan permintaan domestik dan eksternal. Perbaikan ekonomi pada triwulan IV 2021 tercermin dari kenaikan indikator hingga Desember 2021 seperti penjualan eceran, ekspektasi konsumen, dan PMI Manufaktur.

Stabilitas eksternal tetap terjaga dengan NPI pada triwulan IV diperkirakan tetap baik, ditopang oleh transaksi berjalan yang mencatat surplus. Secara keseluruhan 2021, NPI diperkirakan mencatat kenaikan surplus dibandingkan capaian tahun sebelumnya, didukung oleh kinerja transaksi berjalan yang diperkirakan mencatat surplus sekitar 0,2% dari PBD, serta surplus transaksi finansial dan modal yang meningkat. Cadangan devisa meningkat menjadi 144,9 miliar dolar AS pada akhir tahun 2021, setara pembiayaan 7,8 bulan impor dan ULN Pemerintah, serta berada di atas standar kecukupan internasional sekitar 3 bulan impor. Sejalan dengan kinerja NPI, nilai tukar Rupiah pada triwulan IV 2021 tercatat menguat 0,80% secara rerata dan 0,42% secara *point-to-point* dibandingkan dengan level pada akhir triwulan III 2021. Penguatan nilai tukar Rupiah didorong oleh berlanjutnya aliran masuk modal asing sejalan dengan persepsi positif terhadap prospek perekonomian domestik, menariknya imbal hasil aset keuangan domestik, terjaganya pasokan valas domestik, dan langkah-langkah stabilisasi Bank Indonesia. Dengan perkembangan ini, secara *point-to-point* (ptp), Rupiah terdepresiasi 1,42% dan ditutup di level Rp14.253 per dolar AS pada akhir tahun 2021. Perkembangan tersebut tercatat lebih baik dibandingkan mata uang sejumlah negara berkembang lainnya, seperti Malaysia, Filipina, dan Thailand.

Inflasi IHK pada tahun 2021 tercatat sebesar 1,87% (yoy), meningkat dibandingkan dengan inflasi tahun 2020 sebesar 1,68% (yoy), meskipun berada di bawah kisaran sasaran  $3,0 \pm 1\%$ . Perkembangan tersebut dipengaruhi oleh inflasi inti yang tercatat rendah sebesar 1,56% (yoy) sedikit menurun dibandingkan inflasi inti tahun sebelumnya. Rendahnya inflasi inti terutama dipengaruhi oleh permintaan domestik yang belum kuat sebagai dampak pandemi Covid-19, nilai tukar yang stabil, dan ekspektasi inflasi yang terjaga, serta pengaruh tekanan harga global ke domestik yang minimal. Inflasi volatile food

impact of the rise tobacco excise. Bank Indonesia was committed to maintaining price stability and strengthening policy coordination with the government at the central and regional levels through the Central and Regional Inflation Control Teams (TPIP and TPID) to maintain CPI inflation within its target range.

Economic performance was predicted to improve, supported by ever-increasing mobility in line with accelerated vaccinations, the opening up of broader economic sectors, continued policy stimulus, and continued strong export performance. Household consumption was predicted to begin to improve in the fourth quarter of 2021 in line with increasing public activity and consumer confidence. Investment performance also improved, particularly in building investment in line with continued government and private construction activities. Meanwhile, the export performance of several commodities, such as coal, CPO, and iron and steel, remained strong as global demand continued to improve. As domestic demand recovered and exports remained strong, imports also grew up.

Spatially, the economic recovery process in Java, Sumatera, Kalimantan, and Sulampua was supported by improved domestic and external demand. Therefore, the increase in indicators until December 2021 reflected the economic improvement in the fourth quarter of 2021, such as retail sales, consumer expectations, and the Manufacturing PMI.

External stability was maintained with the BOP predicted to remain favorable in the fourth quarter, supported by the current account, which recorded a surplus. Overall, in 2021, the BOP was predicted to record an increase in surplus compared to the previous year, supported by the current account performance, which was predicted to record a surplus of around 0.2% of GDP and an increasing financial and capital account surplus. As a result, foreign exchange reserves increased to USD144.9 billion by the end of 2021, equivalent to 7.8 months of imports and servicing government's external debt, and above the international adequacy standard of around 3 (three) months of imports. In line with the BOP performance, the Rupiah exchange rate in the fourth quarter of 2021 was strengthened by 0.80% on average and 0.42% point-to-point compared to the level at the end of the third quarter of 2021. Continued foreign capital inflows drove the strengthening of the Rupiah exchange rate. This is in line with positive perceptions of the domestic economic outlook, attractive returns on domestic financial assets, a maintained supply of domestic foreign currency, and Bank Indonesia's stabilization measures. With this development, on a point-to-point (PtP) basis, the Rupiah depreciated 1.42% and closed at Rp14,253 per USD at the end of 2021. This development was recorded to be better than the currencies of some other developing countries, such as Malaysia, the Philippines, and Thailand.

CPI inflation in 2021 was recorded at 1.87% (YoY), an increase compared to inflation in 2020 of 1.68% (YoY), although it was below the target range of  $3.0 \pm 1\%$ . This development was influenced by core inflation which was recorded as low at 1.56% (YoY), which slightly decreased compared to the previous year's core inflation. The low core inflation was mainly influenced by weak domestic demand due to the Covid-19 pandemic, stable exchange rate, maintained inflation expectations, and the influence of global price pressures to domestic minimal. Volatile food inflation was under control at 3.20% (YoY),



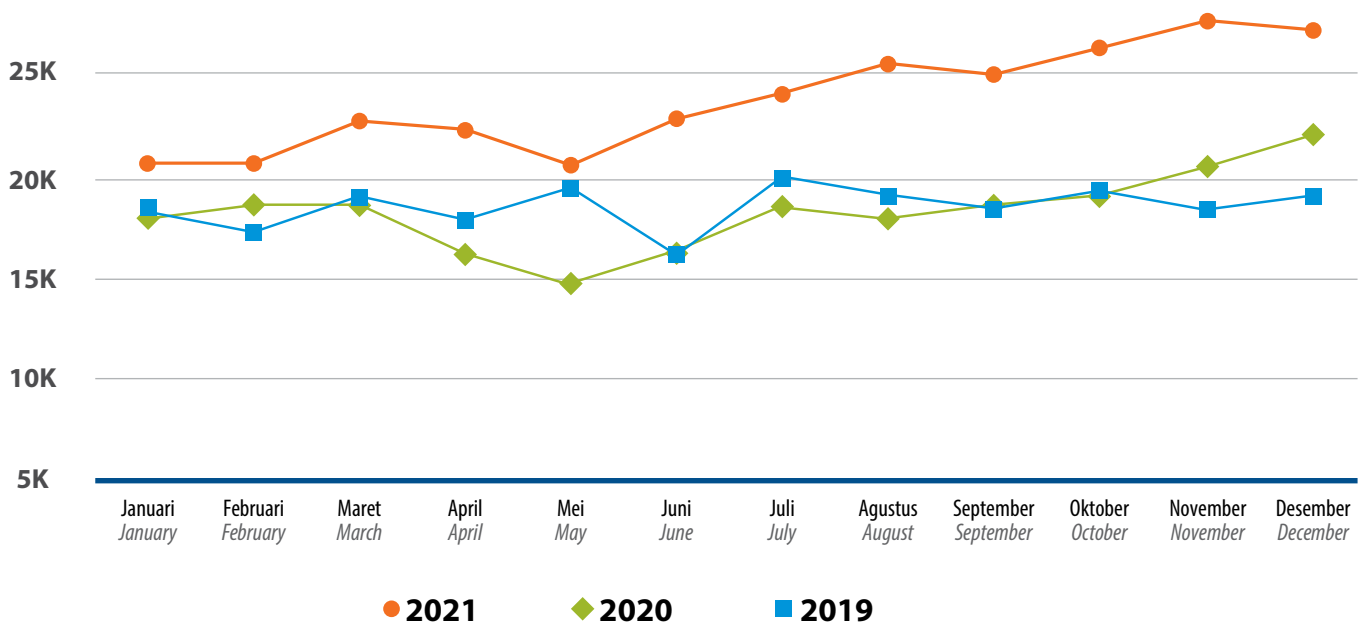
terkendali sebesar 3,20% (yoy), didukung ketersediaan pasokan dan kelancaran distribusi bahan pangan yang tetap terjaga serta sinergi kebijakan Bank Indonesia dan Pemerintah untuk menjaga stabilitas harga. Inflasi kelompok administered prices meningkat dari tahun lalu menjadi sebesar 1,79% (yoy), antara lain sejalan dengan kenaikan tarif angkutan udara di tengah peningkatan mobilitas masyarakat dan kenaikan cukai tembakau.

supported by the availability of supply and smooth food distribution and synergy between Bank Indonesia and the government's policies to maintain price stability. On the other hand, administered prices inflation increased from last year to 1.79% (YoY), partly in line with the increase in air transport fares amid increasing public mobility and increasing tobacco excise.

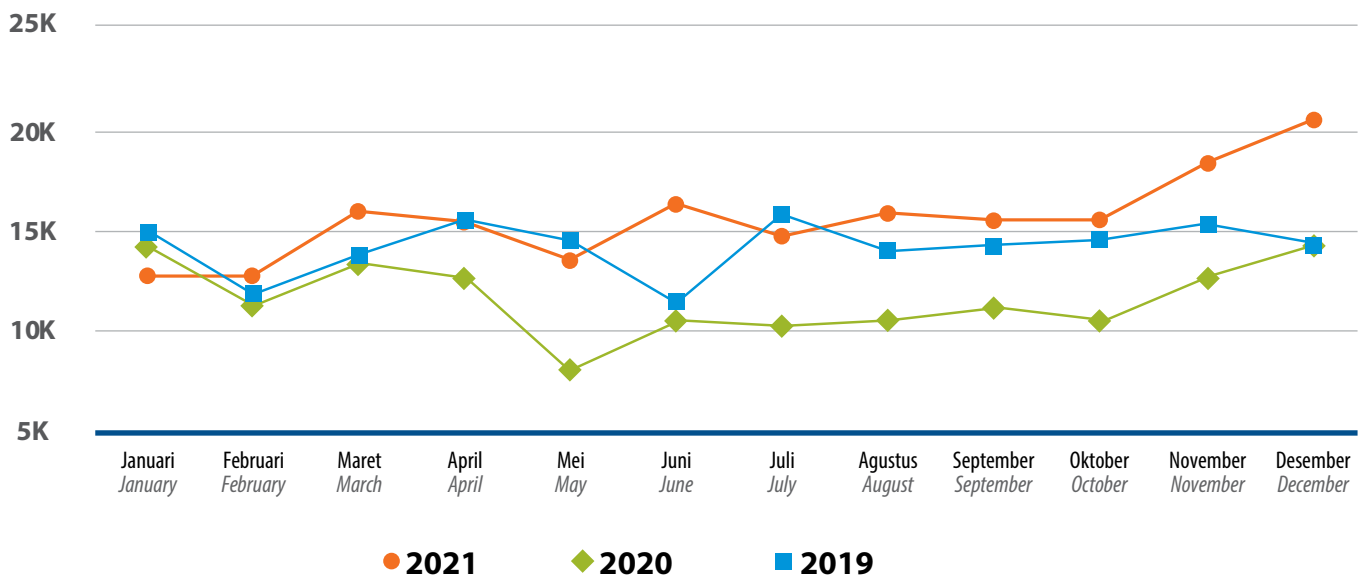
Badan Pusat Statistik (BPS) mencatat nilai ekspor dan impor Indonesia pada tahun 2021 mengalami peningkatan yang cukup baik, yang digambarkan dalam diagram berikut:

The BPS-Statistics Indonesia recorded that the value of Indonesia's exports and imports in 2021 had increased quite well, illustrated in the following diagram:

### Nilai Ekspor Export Value



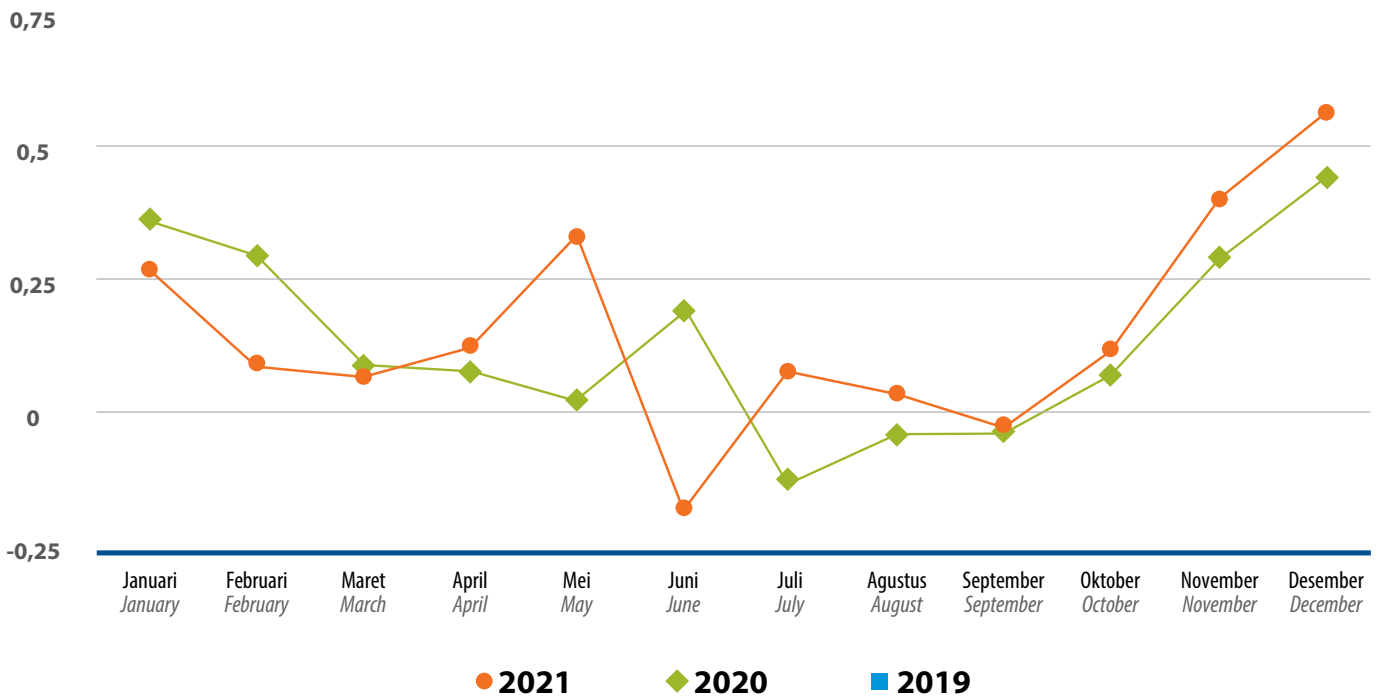
### Nilai Impor Import Value



Sedangkan tingkat inflasi pada tahun 2021 mengalami sedikit peningkatan yang ditunjukkan pada grafik berikut

While the inflation rate in 2021 increased slightly, which was shown in the following graph:

### Inflasi di Indonesia Indonesia's Inflation



## Tinjauan Industri Industry Review

Direktur Jenderal Energi Baru, Terbarukan, dan Konservasi Energi (EBTKE) Kementerian Energi dan Sumber Daya Mineral Dadan Kusdiana menjelaskan realisasi bauran EBT pada 2021 sebesar 11,5%.

Meski masih jauh dari target pemerintah untuk menjadikan energi baru dan terbarukan (EBT) sebagai satu-satunya sumber energi pada 2060, Dadan tetap yakin dengan pencapaian target 2025 sebesar 3% sesuai target EBT dalam Bauran Energi Nasional. Rencana penambahan kapasitas pembangkit EBT oleh IPP dan PLN sampai dengan 2030 sebesar ~20,9 GW mengacu pada Rencana Usaha Penyediaan Tenaga Listrik (RUPTL) 2021-2030 juga mendukung pencapaian target Bauran Energi Nasional tersebut.

Sementara untuk bensin, masih belum ditemukan pengganti energi terbarukan. Dadan menjelaskan, pada 2022 tidak ada target eksplisit yang dikeluarkan Kementerian ESDM, terutama untuk porsi EBT. Namun, berdasarkan Rencana Umum Energi Nasional (RUEN), tahun ini porsi bauran EBT ditargetkan 15,7%.

The Director-General of New, Renewable Energy and Energy Conservation (EBTKE) of the Ministry of Energy and Mineral Resources, Dadan Kusdiana, explained that the realization of the EBT mix in 2021 was 11.5%.

Although it is still far from the government's target to make new and renewable energy (EBT) the only source of energy in 2060, Dadan is still confident that by achieving the target in 2025 of 5% according to the EBT target in the National Energy Mix. Electricity Supply Business Plan (RUPTL). The increased capacity plan for NRE Power Plant by IPP & PLN at ~20.9 GW in Electricity Supply Business Plan 2021-2030 (RUPTL) also supports the National Energy Mix target.

Meanwhile, for gasoline, it still has not found a substitute for renewable energy. Dadan explained, in 2022 there is no explicit target issued by the Ministry of Energy and Mineral Resources, especially for the EBT portion. However, based on the General National Energy Plan (RUEN), this year the portion of the NRE mix is targeted at 15.7%.



Sementara itu, realisasi kapasitas pembangkit listrik energi baru dan terbarukan (EBT) hingga 2021 mencapai 11.152 MW. Pembangkit EBT tambahan tersebut antara lain PLTA Puncak Poso sebesar 260 MW, PLTP 3 unit sebesar 146,2 MW, PLTA Malea sebesar 90 MW, PLT Bioenergi sebesar 16,5 MW, PLTM 18 unit sebesar 111,25 MW, dan PLTS sebesar 26,08 MW. Untuk tahun 2022 ditargetkan kapasitas pembangkit EBT meningkat menjadi 11.791 MW.

Pada tahun 2021 pemerintah menerbitkan Peraturan Menteri ESDM nomor 26 Tahun 2021 tentang Pembangkit Listrik Tenaga Surya Atap yang Terhubung Pada Jaringan Tenaga Listrik Pemegang Izin Usaha Penyediaan tenaga Listrik untuk Kepentingan Umum. Salah satu poin penting dalam beleid tersebut adalah energi listrik pelanggan PLTS Atap yang diekspor ke sistem jaringan pemegang Izin Usaha Penyediaan Tenaga Listrik untuk Kepentingan Umum (IUPTLU) dihitung berdasarkan nilai kWh Ekspor yang tercatat pada meter kWh ekspor-impor dikali 100 persen. Perhitungan ini mengubah dari yang sebelumnya diatur dalam Peraturan Menteri nomor 49 tahun 2018 tentang Penggunaan Sistem Pembangkit Listrik Tenaga Surya Atap oleh Konsumen PT Perusahaan Listrik Negara (Persero) hanya dikalikan 65 persen. Perubahan kebijakan tersebut dimaksudkan pemerintah untuk memberikan insentif agar pemanfaatan PLTS Atap meningkat.

Meanwhile, the realization of new and renewable energy power generation capacity (EBT) until 2021 will reach 11,152 MW. Additional NRE plants include the Poso Peaker PLTA of 260 MW, 3 units of PLTP of 146.2 MW, Malea's hydropower of 90 MW, Bioenergy PLT of 16.5 MW, 18 units of PLTM of 111.25 MW, and solar power plant of 26.08 MW. For 2022, it is targeted that the NRE power plant capacity will increase to 11,791 MW.

In 2021 the government issued the Minister of Energy and Mineral Resources Regulation number 26 of 2021 concerning concerning Rooftop Solar Power Plants Connected to the Electric Power Network Holders of Business Permits for the Provision of Electricity for Public Interest. One of the important points in the regulation is that the electrical energy of Rooftop Solar Power Plant customers that is exported to the network system of the holder of a Business Permit for Electrical Power Supply Business License for Public Interest (IUPTLU) is calculated based on the value of Export kWh recorded on the export-import kWh meter multiplied by 100 percent. This calculation changes from what was previously regulated in Ministerial Regulation number 49 of 2018 concerning Use of Rooftop Solar Power Generation Systems by Consumers of PT Perusahaan Listrik Negara only multiplied by 65 percent. The policy change is intended by the government to provide incentives so that the utilization of Solar Power Plant Roofs increases.

## Tinjauan Per Segmen

### Operational Review by Segment

Pertamina Power Indonesia (PPI) mendapatkan mandat dari Pertamina selaku induk usaha untuk menjadi Subholding Power & New Renewable Energy (PNRE) sejak tahun 2020. Tugas yang diamanahkan kepada PPI adalah mengawal transisi energi Pertamina. Dengan menjalankan peran sebagai subholding, PPI membawahi Pertamina Geothermal Energy (PGE) sebagai anak usaha dan Jawa Satu Power (JSP) serta Jawa Satu Regas (JSR) sebagai afiliasi. Bisnis yang dikelola oleh Subholding PNRE adalah ketenagalistrikan yang bersumber dari energi bersih serta pengembangan energi baru dan terbarukan.

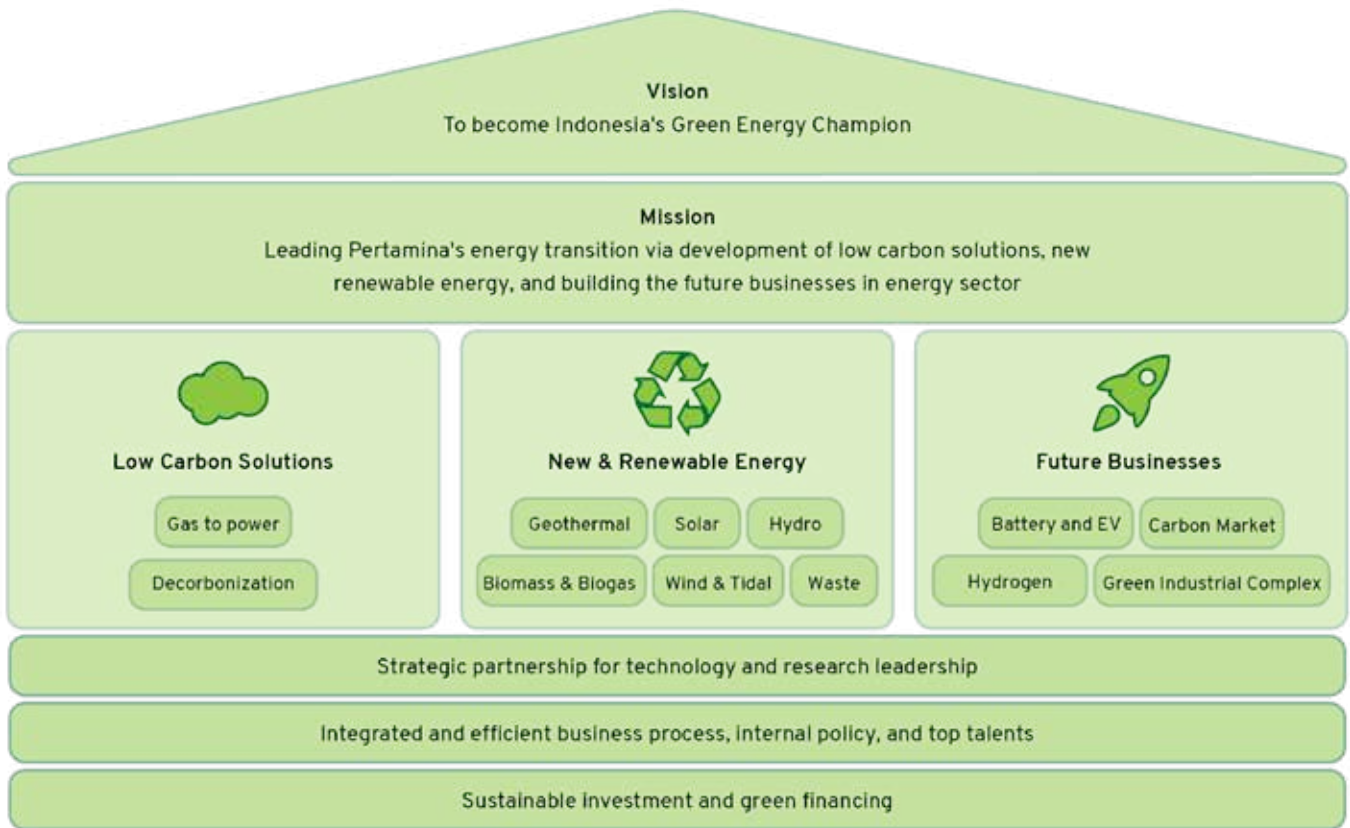
#### Aspirasi 10 GW Tahun 2026

Untuk mencapai visi to *become* Indonesia's *green energy champion*, Perusahaan memiliki aspirasi untuk mencapai kapasitas terpasang 10 GW pada tahun 2026 melalui 3 pilar strategis, yaitu pengembangan *low carbon solutions*, energi baru & terbarukan, serta membangun bisnis masa depan di sektor energi.

Pertamina Power Indonesia (PPI) has received a mandate from Pertamina as the parent company to become Power & New Renewable Energy (PNRE) Subholding since 2020. The task assigned to PPI is to oversee Pertamina's energy transition. By carrying out the role of subholding, PPI oversees Pertamina Geothermal Energy (PGE) as a subsidiary and Jawa Satu Power (JSP) and Jawa Satu Regas (JSR) as affiliates. The business managed by the PNRE Subholding is electricity sourced from clean energy and the development of new and renewable energy.

#### Aspiration of 10 GW in 2026

To achieve the vision to become Indonesia's green energy champion, the Company has aspirations to achieve an installed capacity of 10 GW by 2026 through 3 strategic pillars, namely the development of low carbon solutions, new & renewable energy, and building future businesses in the energy sector.



Gambar: Strategy House Subholding PNRE

Image: Strategy House Subholding PNRE

Pada pilar *low carbon solutions*, proyek yang dijalankan Perusahaan adalah proyek dengan emisi karbon rendah atau ditargetkan untuk menurunkan emisi karbon, antara lain *gas to power*, *carbon capture utilization and storage* (CCUS), dekarbonisasi, dan efisiensi energi. Target total kapasitas terpasang proyek-proyek pada pilar *low carbon solutions* mencapai 5 GW atau setara.

Pada pilar energi baru dan terbarukan (*new & renewable energy*) sejumlah proyek sudah beroperasi, antara lain tenaga surya (*solar*), biogas, dan panas bumi (*geothermal*). Untuk tenaga air (*hydro*), waste to energy, dan tenaga angin serta energi dari pasang surut air (*tidal energy*) masih dalam tahap penyiapan proyek. Terdapat potensi akuisisi solar dan hydro untuk akselerasi portfolio dan pertumbuhan bisnis.

Sedangkan pada pilar bisnis masa depan (*future business*), Perusahaan mendapatkan mandate untuk menjalankan bisnis masa depan Pertamina, untuk itu Perusahaan memiliki aspirasi untuk mengembangkan bisnis masa depan di sektor energi, antara lain baterai/*Energy Storage System* (ESS), *EV Ecosystem*, hidrogen, perdagangan karbon, serta kawasan industri hijau.

In the low carbon solutions pillar, the projects carried out by the Company are projects with low carbon emissions or targeted to reduce carbon emissions, including gas to power, carbon capture utilization and storage (CCUS), decarbonization, and energy efficiency. The target for the total installed capacity of projects in the low carbon solutions pillar is 5 GW or equivalent.

In the pillar of new and renewable energy number of projects have been operating, including solar, biogas, and geothermal. For hydro power, waste to energy, and wind power and energy from tidal energy which are still in project preparation phase. There are also potentials for solar and hydro acquisition to accelerate portfolio and business growth.

While in the future business pillar, the Company has a mandate to run Pertamina's future business, therefore, the Company has aspirations to develop future business in the energy sector, including batteries/*Energy Storage System* (ESS), and *EV Ecosystem*, hydrogen, carbon trading, and green industrial area.



### Gas to Power

Proyek Gas To Power yang dimiliki Perusahaan saat ini adalah Pembangkit Listrik Tenaga Gas Uap (PLTGU) Jawa-1 yang berlokasi di Cilamaya, Kabupaten Karawang, Jawa Barat. PLTGU Jawa-1 memiliki 2 unit *power block* dengan total kapasitas 1.760 MW. Dengan mengintegrasikan FSRU dengan unit pembangkit, PLTGU Jawa-1 menjadi PLTGU terintegrasi terbesar di Asia Tenggara.

Pada tahun 2021 unit *power block* 1 dengan kapasitas 880 MW telah memasuki tahapan *gas in*. PLTGU Jawa-1 ditargetkan *commercial operation date* (COD) pada tahun 2022.

### Gas to Power

The Gas To Power project currently owned by the Company is the Jawa-1 Steam Gas Power Plant (PLTGU) located in Cilamaya, Karawang Regency, West Java. Jawa-1 PLTGU has 2 power block units with a total capacity of 1,760 MW. By integrating the FSRU with the generating unit, the Jawa-1 PLTGU becomes the largest integrated PLTGU in Southeast Asia.

In 2021 the power block 1 unit with a capacity of 880 MW has entered the gas phase. The Jawa-1 PLTGU is targeted for the commercial operation date (COD) in 2022.



### Pembangkit Listrik Tenaga Surya (PLTS)

Hingga akhir tahun 2021, PLTS yang disediakan dan/atau dioperasikan Perusahaan memiliki total kapasitas sebesar 10,48 MW atau meningkat sebesar 145% dibandingkan tahun sebelumnya yang hanya 4,26 MW. Penambahan kapasitas terpasang tersebut dikontribusikan dari PLTS RU IV Cilacap sebesar 1,34 MW, PLTS RU II Dumai 2 MW, PLTS Sei Mangkei 2 MW, PLTS di internal Pertamina sebesar 0,45 MW, serta penambahan PLTS di 77 titik SPBU Pertamina dengan total kapasitas sebesar 0,42 MW.

Produksi listrik PLTS pada tahun 2021 mencapai 6.761 MWh, meningkat 36 persen dibandingkan tahun sebelumnya yang mencapai 4.978 MWh. Peningkatan ini dikontribusikan dari PLTS Sei Mangkei, PLTS RU IV Cilacap, dan PLTS di 52 titik SPBU COCO yang beroperasi penuh di tahun 2021.

### Solar Power Plant

Until the end of 2021, the Solar Power Plant provided and/or operated by the Company has a total capacity of 10.48 MW or an increase of 145% compared to the previous year which was only 4.26 MW. The additional installed capacity was contributed from Solar Power Plant RU IV Cilacap of 1.34 MW, Solar Power Plant RU II Dumai of 2 MW, Solar Power Plant Sei Mangkei of 2 MW, Solar Power Plant in internal Pertamina with capacity of 0.45 MW, and additional Solar Power Plant at 77 Pertamina gas stations with a total capacity of 0.42 MW.

Solar Power Plant electricity production in 2021 will reach 6,761 MWh, an increase of 36 percent compared to the previous year which reached 4,978 MWh. This increase was contributed by Solar Power Plant Sei Mangkei, Solar Power Plant RU IV Cilacap, and Solar Power Plant at 52 COCO gas stations which operate full year in 2021.

Tabel Kinerja Operasional PLTS

Solar Power Plant Operational Performance Table

No	PLTS Solar Power Plant	Kapasitas Terpasang (MW) Installed capacity (MW)	Produksi Listrik (MWh) Electricity Production (MWh)			Keterangan Description
			2021	2020	%	
1	PLTS Badak	4	4.455	4.978	89	
2	PLTS Sei Mangkei	2	1.088	0	NA	
3	PLTS RU IV Cilacap	1,34	833	0	NA	
4	PLTS SPBU	0,69	385	0	NA	Produksi listrik dihasilkan dari 52 PLTS SPBU yang beroperasi di tahun 2020 Electricity production is generated from 52 Solar Power Plant gas stations operating in 2020
5	PLTS Internal Pertamina	0,45	0	0	NA	
6	PLTS Dumai	2	0	0	NA	Mechanical Completion, dalam proses Comissioning Mechanical Completion, in process of Commissioning
<b>Total</b>		<b>10,48</b>	<b>6.761</b>	<b>4.978</b>	<b>145</b>	



### Pembangkit Listrik Tenaga Biogas (PLTBg)

PLTBg yang dioperasikan oleh Perusahaan hingga akhir tahun 2021 ada 3, yaitu PLTBg Sei Mangkei dengan kapasitas terpasang 2,4 MW, PLTBg Kwala Sawit berkapasitas 1 MW, dan PLTBg Pagar Merbau sebesar 1 MW. Sehingga total kapasitas terpasang PLTBg adalah 4,4 MW. PLTBg Sei Mangkei berlokasi di Kawasan Ekonomi Khusus (KEK) Sei Mangkei, Sumatera Utara. Penyediaan PLTBg Sei Mangkei merupakan hasil kerja sama dengan PT Perkebunan Nasional (PTPN) III. Sedangkan PLTBg Kwala Sawit dan Pagar Merbau berlokasi di Sumatera Utara dan merupakan investasi dari APBN melalui penyertaan modal pemerintah kepada PTPN. Sesuai kerja sama

### Biogas Power Plant

There are 3 Biogas Power Plant operated by the Company until the end of 2021, namely Biogas Power Plant Sei Mangkei with an installed capacity of 2.4 MW, Biogas Power Plant Kwala Sawit with a capacity of 1 MW, and Biogas Power Plant Pagar Merbau of 1 MW. So the total installed capacity of Biogas Power Plant is 4.4 MW. Biogas Power Plant Sei Mangkei located in the Special Economic Zone (SEZ) Sei Mangkei, North Sumatra. The provision of the Sei Mangkei Biogas Power Plant is the result of a collaboration with PT Perkebunan Nasional (PTPN) III. Meanwhile, Biogas Power Plant Kwala Sawit and Pagar Merbau located in North Sumatra and investments from



yang disepakati dengan PTPN II, Perusahaan berperan melakukan pengoperasian dan pemeliharaan (*operation & maintenance*).

Pada tahun 2021 produksi listrik dari segmen PLTBg mencapai 18.884 MWh atau naik 38 persen dibandingkan tahun 2020 yang mencapai 13.668 MWh. Masing-masing PLTBg mengontribusikan peningkatan produksi listrik, di mana peningkatan terbesar adalah PLTBg Kwala Sawit sebesar 452 persen dibandingkan tahun sebelumnya.

**Tabel Kinerja Operasional PLTBg**

No	PLTBg Biogas Power Plant	Kapasitas Terpasang (MW) Installed capacity (MW)	Produksi Listrik (MWh) Electricity Production (MWh)			Keterangan Description
			2021	2020	%	
1	PLTBg Sei Mangkei	2,4	10.516	9.194	114	
2	PLTBg Kwala Sawit	1	4.287	949	452	
3	PLTBg Pagar Merbau	1	4.081	3.525	116	
<b>Total</b>		<b>4,4</b>	<b>18.885</b>	<b>13.668</b>	<b>138</b>	

the State Budget through the government's investment in PTPN. In accordance with the agreement agreed with PTPN II, the Company plays a role in operation & maintenance.

In 2021, electricity production from the Biogas Power Plant segment reached 18,884 MWh or increased 38 percent compared to 2020 which reached 13,668 MWh. Each Biogas Power Plant contributed to an increase in electricity production, where the largest increase was Biogas Power Plant Kwala Sawit by 452 percent compared to the previous year.

**Biogas Power Plant Operational Performance Table**



### **Pembangkit Listrik Tenaga Panas Bumi (PLTP)**

PLTP dikelola oleh anak usaha, yaitu Pertamina Geothermal Energy (PGE). Terdapat 6 wilayah kerja panas bumi yang dioperasikan sendiri di tahun 2021, yaitu Sibayak, Kamojang, Lahendong, Ulubelu, Karaha, dan Lumut Balai. Total kapasitas terpasang pada tahun 2021 dari keenam wilayah kerja tersebut mencapai sebesar 672 MW. Tidak ada penambahan kapasitas terpasang di 2021.

Sedangkan produksi listrik dari keenam wilayah kerja tersebut pada tahun 2021 mengalami peningkatan sebesar 1 persen dibandingkan tahun 2020, yaitu dari 4.618.265 MWh menjadi 4.660.478 MWh. Peningkatan tersebut dikontribusikan dari wilayah kerja Kamojang dan Lumut Balai.

### **Geothermal Power Plant (PLTP)**

PLTP is managed by subsidiary, namely Pertamina Geothermal Energy (PGE). There are 6 geothermal working areas that will be operated independently in 2021, namely Sibayak, Kamojang, Lahendong, Ulubelu, Karaha, and Lumut Balai. The total installed capacity in 2021 from the six working areas reached 672 MW. There has been no additional installed capacity since 2021.

Meanwhile, electricity production from the six working areas in 2021 increased by 1 percent compared to 2020, from 4,618,265 MWh to 4,660,478 MWh. The increase was contributed by the work area of Kamojang and Lumut Balai.

Tabel Kinerja Operasional PLTP

PLTP Operational Performance Table

Wilayah Kerja Pabum Geothermal's working area	Unit Unit	Kapasitas Terpasang (MW) Installed capacity (MW)	Penjualan Produk Product sale	Produksi Listrik (MWh) Electricity Production (MWh)		
				2021	2020	%
Sibayak	I	5	Uap Steam	0	0	0
	II	5	Uap Steam			
	Monoblok	2	Listrik Electricity			
Kamojang	I	30	Uap Steam	1.750.768	1.649.715	106
	II	55	Uap Steam			
	III	55	Uap Steam			
	IV	60	Listrik Electricity			
	V	35	Listrik Electricity			
Lahendong	I	20	Uap Steam	774.684	827.879	94
	II	20	Uap Steam			
	III	20	Uap Steam			
	IV	20	Uap Steam			
	V	20	Listrik Electricity			
	VI	20	Listrik Electricity			
Ulubelu	I	55	Uap Steam	1.596.083	1.612.861	99
	II	55	Uap Steam			
	III	55	Uap Steam			
	IV	55	Uap Steam			
Karaha	I	30	Listrik Electricity	78.318	85.598	91
Lumut Balai	I	55	Listrik Electricity	460.625	442.211	104
<b>Total</b>		<b>672</b>		<b>4.660.478</b>	<b>4.618.265</b>	<b>101</b>



Tabel Kinerja operasional konsolidasian Subholding PNRE

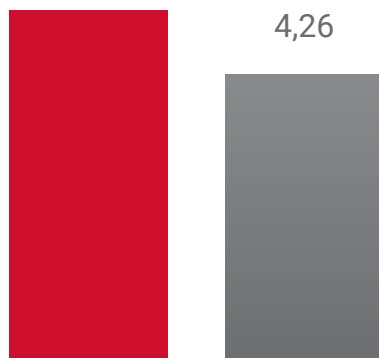
Table of Consolidated Operational Performance of PNRE Subholding

	Kapasitas Terpasang (MW) Installed capacity (MW)			Produksi Listrik (MWh) Electricity Production (MWh)		
	2021	2020	%	2021	2020	%
PLTGU Jawa-1 unit power block 1 (telah commissioning, belum beroperasi) Combined Cycle Gas Turbine Jawa-1 (commissioned, not yet in operation)	880	0	0	0	0	0
PLTS / Solar power plant	10,48	4,26	246	6.761	4.978	136
PLTBg / Biogas power plant	4,40	4,40	0	18.885	13.669	138
PLTP / Geothermal power plant	672	672	0	4.660.478	4.618.265	101
<b>Total</b>	<b>1.566,88</b>	<b>680,66</b>	<b>101</b>	<b>4.686.124</b>	<b>4.636.912</b>	<b>101</b>

**Kapasitas Terpasang (MW)**  
Installed Capacity (MW)

PLTS / Solar power plant

10,50



2021

2020

**Kapasitas Terpasang (MW)**  
Installed Capacity (MW)

PLTBg / Biogas power plant

4,40

4,40



2021

2020

**Kapasitas Terpasang (MW)**  
Installed Capacity (MW)

PLTP / Geothermal power plant

672

672



2021

2020

**Produksi Listrik (MWh)**  
Electricity Production (MWh)

PLTS / Solar power plant

6.761

4.978



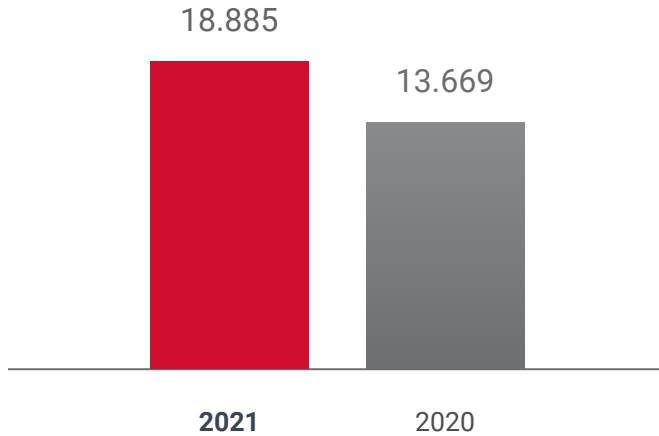
2021

2020

### Produksi Listrik (MWh)

Electricity Production (MWh)

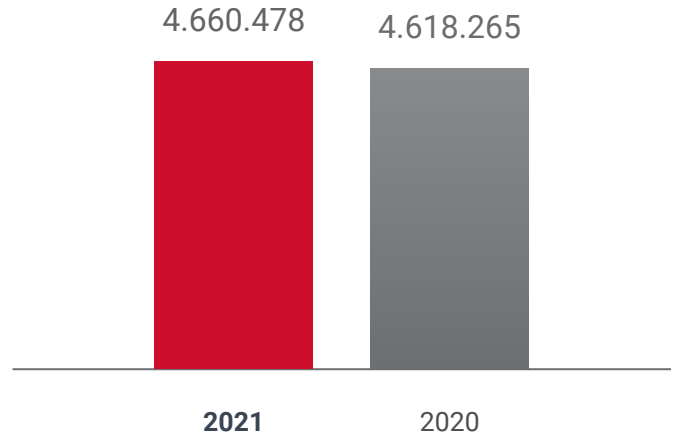
PLTBg / Biogas power plant



### Produksi Listrik (MWh)

Electricity Production (MWh)

PLTP / Geothermal power plant



#### Proyek Pengembangan Energi Baru dan Terbarukan

Selain PLTGU Jawa-1, terdapat proyek-proyek energi baru dan terbarukan lain yang sedang berjalan, antara lain pengembangan green hydrogen pilot plant project yang berlokasi di wilayah kerja panas bumi Ulubelu. Ditargetkan pilot plant project ini selesai di tahun 2023 dengan kapasitas produksi 100 kg per hari dan target off taker adalah RU III Plaju. Saat ini proyek memasuki tahapan *feasibility study*.

Perusahaan memiliki fokus untuk melakukan transisi energi di internal Pertamina, yaitu penggunaan listrik berbasis energi fosil dikonversikan menjadi pembangkit listrik tenaga surya (PLTS). Potensi PLTS di internal Pertamina mencapai 500 MW, yaitu mencakup proses inti, gedung perkantoran, perumahan, dan fasilitas lainnya. Sejumlah area telah berhasil dipasang PLTS, dan sebagian proyeknya masih berjalan. Salah satunya adalah penyediaan PLTS wilayah kerja hulu Rokan yang potensinya mencapai 200 MW.

Selain itu, Perusahaan bekerja sama dengan Subholding Commercial & Trading juga berkomitmen untuk menyediakan PLTS di 1.000 SPBU Pertamina. Komitmen ini juga menjadi bagian dari program *Green Energy Station* (GES) yang dijalankan oleh Subholding Commercial & Trading, yaitu penyediaan layanan untuk gaya hidup ramah lingkungan.

#### New and Renewable Energy Development Project

In addition to the Jawa-1 PLTGU, there are other new and renewable energy projects in progress, including the development of a green hydrogen pilot plant project located in the Ulubelu geothermal working area. The pilot plant project is targeted to be completed in 2023 with a production capacity of 100 kg per day and the target off taker is RU III Plaju. Currently the project is entering the feasibility study stage.

The company has a focus on energy transition within Pertamina, namely the use of fossil energy-based electricity is converted into Solar Power Plant. Pertamina's internal Solar Power Plant potential reached 500 MW, which includes core processes, office buildings, housing, and other facilities. A number of areas have been successfully installed Solar Power Plant, and some of the projects are still running. One of them is the provision of Solar Power Plants in the upstream Rokan working area, which has a potential of 200 MW.

In addition, the Company in collaboration with Subholding Commercial & Trading is also committed to providing Solar Power Plants at 1,000 Pertamina gas stations. This commitment is also part of the *Green Energy Station* (GES) program run by Subholding Commercial & Trading, namely providing services for an environmentally friendly lifestyle.

## Tinjauan Keuangan

### Financial Review

Analisis dan Pembahasan Manajemen mengenai kinerja keuangan disusun berdasarkan data-data keuangan yang disajikan sesuai dengan kaidah yang tertuang dalam Standar Akuntansi Keuangan ("SAK") Indonesia. Pembahasan dan analisis berikut mengacu pada

Management's Discussion and Analysis regarding financial performance is prepared based on financial data presented in accordance with the principles set out in the Indonesian Financial Accounting Standards ("SAK"). The following discussion and analysis



Laporan Keuangan PT Pertamina Power Indonesia untuk tanggal dan tahun-tahun yang berakhir pada 31 Desember 2021 dan 2020 yang telah diaudit oleh Purwantono, Sungkoro & Surja (Anggota dari Ernst & Young Global Limited) dengan penanggung jawab Widya Arijanti dalam laporannya tertanggal 18 Maret 2022 dengan opini wajar dalam semua hal yang material.

refers to the Financial Statements of PT Pertamina Power Indonesia for the dates and years ended 31 December 2021 and 2020 which have been audited by the Public Accounting Firm Purwantono, Sungkoro & Surja (Member of Ernst & Young Global Limited) with Widya Arijanti as person in charge in their report dated March 18, 2022 with an fairly in all material aspects.

### Laporan Posisi Keuangan Konsolidasian

Dinyatakan dalam ribuan Dolar Amerika Serikat, kecuali dinyatakan lain

Disajikan kembali

### Consolidated Statement of Financial Position

Expressed in thousands of US Dollars, unless otherwise stated

As restated

Uraian Description	2021 1	2020 2	Perubahan Change 3=1-2	% 4=3/2
Jumlah Aset Total Assets	2.584.620	2.690.015	(105.395)	(4%)
Jumlah Aset Lancar Total Current Assets	310.816	449.062	(138.246)	(31%)
Jumlah Aset Tidak Lancar Total Non-Current Assets	2.273.804	2.240.953	32.851	1%
Jumlah Liabilitas Total Liabilities	1.187.918	1.536.870	(348.954)	(23%)
Jumlah Liabilitas Jangka Pendek Total Current Liabilities	218.114	682.381	(464.267)	(68%)
Jumlah Liabilitas Jangka Panjang Total Non-Current Liabilities	969.804	854.489	115.315	13%
Jumlah Ekuitas Total Equity	1.396.702	1.153.145	243.557	21%
Jumlah Liabilitas dan Ekuitas Total Liabilities and Equity	2.584.620	2.690.015	(105.395)	(4%)

### Aset

Pada tahun 2021, PT Pertamina Power Indonesia membukukan penurunan total aset sebesar 4% dari USD2.690.015 ribu menjadi sebesar USD2.584.620 ribu. Penurunan terbesar berasal dari penurunan aset lancar sebesar 31%.

### Assets

In 2021, PT Pertamina Power Indonesia recorded 4% decrease in total assets from USD2,690,015 thousand to USD2,584,620 thousand. The biggest decrease came from the decrease in current assets by 31%.

### Aset Lancar

Aset lancar mengalami penurunan 31% menjadi USD310.816 ribu dibandingkan tahun 2020 sebesar USD449.062 ribu. Penurunan terbesar disebabkan oleh penurunan kas & setara kas.

### Current Assets

Current assets decreased by 31% to USD310,816 thousand compared to 2020 of USD449,062 thousand. The biggest decrease was caused by a decrease in cash & cash equivalents.

### Aset Tidak Lancar

Pada tahun 2021, aset tidak lancar mengalami peningkatan sebesar 1% atau mencapai USD2.273.804 ribu dibandingkan tahun sebelumnya sebesar USD2.240.953 ribu. Peningkatan terbesar disebabkan oleh adanya piutang pihak berelasi.

### Non-Current Assets

In 2021, non-current assets increased by 1% or reached USD2,237,804 thousand compared to the previous year of USD2,240,953 thousand. The largest increase was due to due from related parties.

## Liabilitas

Di tahun 2021, jumlah liabilitas mengalami penurunan sebesar 23% menjadi USD1.187.916 ribu dari USD1.536.870 ribu di tahun 2020. Penurunan terbesar yang disebabkan oleh Liabilitas Jangka Pendek.

### Liabilitas Jangka Pendek

Liabilitas jangka pendek pada akhir tahun 2021 menurun 68% yaitu tercatat sebesar USD218.735 ribu, dibandingkan tahun sebelumnya sebesar USD682.381 ribu. Penurunan terbesar disebabkan oleh utang lain-lain pihak yang berelasi.

### Liabilitas Jangka Panjang

Liabilitas jangka panjang mengalami peningkatan sebesar 13% menjadi USD969.804 ribu dibandingkan tahun sebelumnya sebesar USD854.489 ribu. Hal tersebut terutama disebabkan oleh pinjaman bank jangka panjang.

## Ekuitas

Nilai ekuitas pada tahun 2021 meningkat 21% menjadi USD1.396.702 ribu dari tahun sebelumnya sebesar USD1.153.145 ribu akibat modal saham Perseroan.

## Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

Dinyatakan dalam ribuan Dolar Amerika Serikat, kecuali dinyatakan lain

Disajikan kembali

## Liabilities

In 2021, total liabilities decreased by 23% to USD1,187,916 thousand from USD1,536,870 thousand in 2020. The largest decrease was due to Current Liabilities.

### Current Liabilities

Current liabilities at the end of 2021 decreased by 68%, which was recorded at USD218,735 thousand, compared to the previous year of USD682,381 thousand. The largest decrease was due to other payables related parties.

### Non-Current Liabilities

Non-current liabilities increased by 13% to USD969,804 thousand compared to the previous year of USD854,489 thousand. This was mainly due to long-term bank loans.

## Equity

The equity in 2021 increased by 21% to USD1,396,702 thousand from USD1,153,145 thousand in the previous year due to the Company's share capital.

## Consolidated Statement of Profit or Loss and Other Comprehensive Income

Expressed in thousands of US Dollars, unless otherwise stated

As restated

Uraian Description	2021 1	2020 2	Perubahan Change 3=1-2	% 4=3/2
<b>Pendapatan Usaha</b> Revenue	<b>370.984</b>	<b>356.097</b>	<b>14.887</b>	<b>4%</b>
<b>Beban Pokok Penjualan dan Beban Langsung Lainnya</b> Cost Of Revenue and Other Direct Cost	<b>(183.095)</b>	<b>(164.801)</b>	<b>(18.294)</b>	<b>11%</b>
<b>Laba Bruto</b> Gross Profit	<b>187.889</b>	<b>191.296</b>	<b>(3.407)</b>	<b>(2%)</b>
Beban Umum dan Administrasi General and Administrative Expenses	(19.112)	(10.864)	(8.248)	76%
<b>Laba Usaha</b> Operating Profit	<b>168.777</b>	<b>180.432</b>	<b>(11.655)</b>	<b>(6%)</b>
Bagian Atas (Rugi)/Laba Neto Entitas Asosiasi Dan Ventura Bersama Share In Net (Loss)/Profit Of Associates And Joint Ventures	5.716	5.235	481	9%
Pendapatan Keuangan Finance Income	2.870	3.756	(886)	(24%)
Beban Keuangan Finance Costs	(14.580)	(23.113)	8.533	(37%)
(Beban)/Pendapatan Lain-Lain, Bersih Other (Expense)/Income, Net	(36.787)	(41.742)	4.955	(12%)



Uraian Description	2021 1	2020 2	Perubahan Change 3=1-2	% 4=3/2
<b>Laba Sebelum Beban Pajak Penghasilan</b> <b>Profit Before Income Tax Expense</b>	<b>125.996</b>	<b>124.568</b>	<b>1.428</b>	<b>1%</b>
<b>Beban Pajak Penghasilan</b> <b>Income Tax Expense</b>	<b>(44.361)</b>	<b>(37.658)</b>	<b>(6.703)</b>	<b>18%</b>
<b>Laba Tahun Berjalan Setelah Penyesuaian Laba Merging Entities</b> <b>Profit For The Year After After The Effect Of Merging Entities Income Adjustment</b>	<b>81.635</b>	<b>86.910</b>	<b>(5.275)</b>	<b>(6%)</b>
Laba Merging Entities Merging entities income	(64.172)	(72.832)	8.660	(12%)
<b>Laba Tahun Berjalan Sebelum Penyesuaian Laba Merging Entities</b> <b>Profit For The Year Before Merging Entities Income Adjustment</b>	<b>17.463</b>	<b>14.078</b>	<b>3.385</b>	<b>24%</b>
Penghasilan Komprehensif Lain Other comprehensive income				
Pengukuran Kembali Kewajiban Imbalan Pasca Kerja Remeasurement Of Post Employment Benefit Obligation	4.031	(24)	4.055	(16.896%)
Keuntungan Nilai Wajar Aset Bersih Atas Aset Bersih Investasi Ekuitas Net Fair Value Gain On Equity Investment	5.787	-	5.787	
Bagian Penghasilan Komprehensif Lain Dari Entitas Asosiasi Dan Ventura Bersama Share Of Other Comprehensive Income Of Associates And Joint Ventures	(33.855)	(5.235)	(28.620)	547%
<b>Laba/(Rugi) Komprehensif Lain, Neto Setelah Pajak</b> <b>Other Comprehensive Income/(Loss), Net Of Tax</b>	<b>(24.037)</b>	<b>(5.259)</b>	<b>(18.778)</b>	<b>357%</b>
<b>Jumlah Laba/(Rugi) Komprehensif Tahun Berjalan</b> <b>Total Comprehensive Income/(Loss) For The Year</b>	<b>(6.574)</b>	<b>8.819</b>	<b>(15.393)</b>	<b>(175%)</b>
<b>Laba Tahun Berjalan Sebelum Penyesuaian Laba Merging Entities Yang Dapat Diatribusikan- Kepada:</b> <b>Income For The Year Before Merging Entities Income Adjustment Attributable To:</b>				
Pemilik Entitas Induk Owners Of The Parent Entity	10.711	14.078	(3.367)	(24%)
Kepentingan Non-Pengendali Non-Controlling Interest	6.752	-	6.752	
Jumlah Total	17.463	14.079	3.385	24%
<b>Total Laba/(Rugi) Komprehensif Yang Dapat Diatribusikan Kepada:</b> <b>Total Comprehensive Income/(Loss) For The Year Attributable To:</b>				

Uraian Description	2021 1	2020 2	Perubahan Change 3=1-2	% 4=3/2
Pemilik Entitas Induk Owners Of The Parent Entity	(13.326)	8.819	(22.145)	(251%)
Kepentingan Non-Pengendali Non-Controlling Interest	6.752	-	6.752	
<b>Jumlah Total</b>	<b>(6.574)</b>	<b>8.819</b>	<b>(15.393)</b>	<b>(175%)</b>

### Pendapatan

Pada tahun 2021, PT Pertamina Power Indonesia mencatat perolehan pendapatan yang meningkat 4% dari USD356.097 ribu menjadi USD370.984 ribu. Pendapatan ini karena Penjualan uap dan listrik. Penjualan uap dan listrik kepada pelanggan dilakukan berdasarkan Perjanjian Jual Beli Uap (PJBU) dan Perjanjian Jual Beli Listrik (PJBL).

### Beban Pokok Penjualan dan Beban Langsung Lainnya

Beban Pokok Penjualan dan Beban Langsung Lainnya PT Pertamina Power Indonesia mengalami peningkatan sebesar 11% dari USD164.801 ribu menjadi USD183.095 ribu. Peningkatan terbesar disebabkan oleh Depresiasi.

### Beban Umum dan Administrasi

Beban umum dan administrasi PT Pertamina Power Indonesia mengalami kenaikan pada tahun 2020 sebesar 76% menjadi USD19.112 dari tahun sebelumnya sebesar USD10.864 di tahun 2020 terutama disebabkan oleh biaya terkait pekerja.

### Beban Pajak Penghasilan

Beban Pajak Penghasilan PT Pertamina Power Indonesia mengalami kenaikan pada tahun 2021 sebesar 18% menjadi USD44.361 ribu dari tahun sebelumnya sebesar USD37.658 ribu di tahun 2020 terutama disebabkan oleh beban pajak penghasilan kini.

### Laba Tahun Berjalan Setelah Penyesuaian Laba Merging Entities

Di tahun 2021, Laba Tahun Berjalan Setelah Penyesuaian Laba Merging Entities sebesar USD81.635 ribu, menurun 6% dibandingkan tahun sebelumnya sebesar USD86.910 ribu.

### Jumlah Laba/(Rugi) Komprehensif Tahun Berjalan

PT Pertamina Power Indonesia mengalami penurunan penghasilan sebesar 175% menjadi minus USD6.574 ribu dari tahun sebelumnya sebesar USD8.819 ribu di tahun 2020.

### Laporan Arus Kas

Di tahun 2021, PT Pertamina Power Indonesia membukukan Kas dan setara kas sebesar USD153.743 ribu, turun 46% dibandingkan tahun sebelumnya sebesar USD282.829 ribu. Penurunan tersebut disebabkan karena Kas neto yang digunakan untuk aktivitas investasi.

### Net Revenue

In 2021, PT Pertamina Power Indonesia recorded an increase in revenue of 4% from USD356,097 thousand to USD370,984 thousand. This revenue increased due to the Sales of steam and electricity. Sales of steam and electricity to customers are based on Steam Sales Contracts (SSCs) and Energy Sales Contracts (ESCs).

### Cost Of Revenue and Other Direct Cost

Cost Of Revenue and Other Direct Cost of PT Pertamina Power Indonesia increased by 11% from USD164,801 thousand to USD183,095 thousand. The biggest increase was caused by production Depreciation.

### General and Administrative Expenses

General and administrative expenses of PT Pertamina Power Indonesia increased by 76% to USD19,112 in 2020 from USD10,864 in 2020 mainly due to employee related expenses.

### Income Tax Expense

Income Tax expense of PT Pertamina Power Indonesia will increase in 2021 by 17% to USD44,361 thousand from the previous year of USD37,658 thousand in 2020 mainly due to current income tax expense.

### Profit For The Year After Merging After Merging Adjustment

In 2021, Profit For The Year After Merging After Merging Adjustment amounted to USD81,635 thousand, an decreased of 6% compared to the previous year of USD86,910 thousand.

### Total Comprehensive Income/(Loss) For The Year

PT Pertamina Power Indonesia decreased income by 175% to minus USD6,574 thousand from the previous year of USD8,819 thousand in 2020.

### Statement of Cash Flows

In 2021, PT Pertamina Power Indonesia recorded cash and cash equivalents of USD153,743 thousand, decreased of 46% compared to the previous year of USD282,829 thousand. The decrease was due to Net cash used in investing activities.



Dinyatakan dalam ribuan Dolar Amerika Serikat, kecuali dinyatakan lain  
Disajikan kembali

Expressed in thousands of US Dollars, unless otherwise stated  
As restated

Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	2021 1	2020 2	Perubahan Change 3=(1-2)/2
<b>Penerimaan kas dari pelanggan Cash receipts from customers</b>	<b>737.712</b>	<b>678.695</b>	<b>9%</b>
Penerimaan pendapatan keuangan Receipts from finance income	2.196	3.640	(40%)
Penerimaan kas dari pemasok Cash receipts from suppliers	238	-	
Penerimaan kas dari pekerja Cash receipts from employees	1	-	
Penerimaan kas dari klaim asuransi Cash receipts from insurance premium	926	-	
Penerimaan kas dari aktivitas operasi lainnya Cash receipts from other operating activities	170.929	4.394	3.790%
Pembayaran kas kepada pemasok Payments to suppliers	(391.624)	(382.372)	2%
Pembayaran kas kepada pekerja dan manajemen Cash paid to employees and management	(26.976)	(23.921)	13%
Pembayaran kas untuk beban bunga interest expense	(3)	-	
Pembayaran premi asuransi dan klaim lainnya Cash payments of insurance premium and others claim	(969)	(808)	20%
Pembayaran kas untuk operasi lainnya Cash payments of other operating activities	(167.500)	-	
Pembayaran kas atas pajak penghasilan Cash payments of income tax	(83.729)	(57.291)	46%
<b>Kas neto yang diperoleh aktivitas operasi Net cash provided by operating activities</b>	<b>241.201</b>	<b>222.331</b>	<b>8%</b>
<b>ARUS KAS DARI AKTIVITAS INVESTASI CASH FLOWS FROM INVESTING ACTIVITIES</b>			
Penerimaan dividen Dividend received	5.280	-	
Penambahan aset tetap Additions to fixed assets	(4.195)	(13.899)	(70%)
Penambahan investasi jangka panjang Additions to long-term investments	(86.009)	-	

Arus Kas dari Aktivitas Operasi Cash Flows from Operating Activities	2021 1	2020 2	Perubahan Change 3=(1-2)/2
Penambahan investasi di anak perusahaan Additional investments in subsidiaries	(84.338)	-	
Kas yang diperoleh dari penjualan aset tidak lancar yang diklasifikasikan sebagai siap untuk dijual Cash receipts of non current assets classified as available for sale	-	28.000	
Pembelian aset tetap, minyak dan gas, serta panas bumi Purchase of fixed assets, oil, gas, and geothermal	(26.203)	(47.757)	(45%)
<b>Kas neto yang digunakan untuk aktivitas investasi Net cash used in investing activities</b>	<b>(195.465)</b>	<b>(33.656)</b>	<b>481%</b>
<b>ARUS KAS DARI AKTIVITAS PENDANAAN CASH FLOWS FROM FINANCING ACTIVITIES</b>			
Modal disetor Paid in capital	74.346	-	
Penambahan pinjaman jangka pendek Additions in short-term loans	807.033	-	
Pembayaran pinjaman jangka pendek Short term loan repayment	(200.000)	-	
Pembayaran pinjaman jangka panjang Long term loan repayment	(570.357)	(149.150)	282%
Pembayaran sewa pembiayaan Payment of finance lease	(234)	(61)	284%
Pembayaran beban keuangan Interest payments	(284.820)	(8)	3560150%
<b>Kas neto yang digunakan untuk aktivitas pendanaan Net cash used in financing activities</b>	<b>(174.032)</b>	<b>(149.219)</b>	<b>17%</b>
<b>PERUBAHAN BERSIH KAS DAN SETARA KAS NET CHANGING IN CASH AND CASH EQUIVALENTS</b>	<b>(128.296)</b>	<b>39.456</b>	<b>(425%)</b>
<b>SALDO KAS DAN SETARA KAS PADA AWAL TAHUN CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b>	<b>282.829</b>	<b>245.170</b>	<b>15%</b>
<b>EFEK PERUBAHAN NILAI KURS PADA KAS DAN SETARA KAS EFFECT OF EXCHANGE RATE CHANGES ON CASH AND CASH EQUIVALENTS</b>	<b>(790)</b>	<b>(1.797)</b>	<b>(56%)</b>
<b>SALDO KAS DAN SETARA KAS PADA AKHIR TAHUN CASH AND CASH EQUIVALENTS AT END OF THE YEAR</b>	<b>153.743</b>	<b>282.829</b>	<b>(46%)</b>



### Arus Kas dari Aktivitas Operasi

Penggunaan Kas Bersih untuk Aktivitas Operasi mengalami kenaikan 8% menjadi sebesar USD241.201 ribu dari nilai tahun lalu sebesar USD222.331 ribu. Kenaikan terbesar disebabkan terutama adanya kenaikan penerimaan kas dari pelanggan.

### Arus Kas dari Aktivitas Investasi

Pada tahun 2021, perolehan Kas Bersih dari Aktivitas Investasi mengalami peningkatan sebesar 481% menjadi USD195.465 ribu dari nilai tahun lalu sebesar USD33.656 ribu. Pada tahun 2021 terdapat penerimaan aktivitas investasi berasal dari Penambahan investasi jangka panjang.

### Arus Kas dari Aktivitas Pendanaan

Di tahun 2021, penerimaan dana dari aktivitas pendanaan mengalami peningkatan 17% menjadi USD174.032 dari nilai tahun lalu sebesar USD149.219 ribu. Penerimaan terbesar disebabkan adanya Penambahan pinjaman jangka pendek.

### Rasio Tingkat Kesehatan Perusahaan

Secara keseluruhan, Perseroan berhasil mencatat tingkat kesehatan yang baik sebagaimana ditunjukkan pada tabel sebagai berikut:

### Rasio Tingkat Kesehatan Perusahaan

Klasifikasi Tingkat Kinerja Keuangan Classification of Financial Performance Level	Nilai Kinerja Pertumbuhan Growth Performance Score	Nilai Kinerja Operasional Operating Performance Score	Nilai Kinerja Administrasi Administrative Performance Score	Tingkat Kesehatan Anak Perusahaan Healthy Level of Subsidiaries	
(1)	(2)	(3)	(4)	(1)+(2)+(3)+(4)	
Nilai Score	57	5,00	10,00	9,00	81,00
Kategori/Category	Sehat Healthy	Tumbuh Sedang Medium Growth	Sangat Baik Very Good	Tertib Orderly	Sehat AA Healthy AA

### Cash Flows from Operating Activities

Net Cash used in Operating Activities increased by 8% to USD241,201 thousand from the previous year's value of USD222,331 thousand. This biggest increase was due to the increase in cash receipts from customers.

### Cash Flows from Investing Activities

In 2021, net cash provided by investing activities increased by 481% to USD195,465 thousand from the previous year's value of USD33,656ribu. In 2021, there was net cash provided by investing activities derived from Additions to long-term investments.

### Cash Flows from Financing Activities

In 2021, the provided of funds from funding activities increased by 17% to USD174,032 from last year's value of USD149,219 thousand. The biggest revenue was due to the increase in Additions in short-term loans.

### Company Soundness Ratio

Overall, the Company has managed to record a good level of health as shown in the table as follows:

### Company Soundness Ratio

Rasio Ratio	2021	2020*	Perubahan Change (%)
<b>Uraian</b> Description	1	2	1:2
<i>Return On Equity</i> Return On Equity	5,84%	7,54%	(23%)
<i>Return On Investment</i> Return On Investment	11,42%	10,47%	9%
<i>Operating Profit Margin</i> Operating Profit Margin	45,49%	50,67%	(10%)
<i>Net Profit Margin</i> Net Profit Margin	22,00%	24,41%	(10%)
<i>Cash Ratio</i> Cash Ratio	70,49%	41,45%	70%
<i>Current Ratio</i> Current Ratio	143%	65,81%	117,29%
<i>Collection Period</i> Collection Period	62 hari/day	72,58 hari/day	
<i>Total Asset Turn Over</i> Total Asset Turn Over	14,70%	13,58%	8,25%
<i>Equity to Total Asset</i> Equity to Total Asset	54,04%	42,87%	26,06%
<i>Time Interest Earned Ratio</i> Time Interest Earned Ratio	20,23%	12,18%	66,09%

\* Disajikan Kembali  
As Restated

Nilai Kinerja Pertumbuhan Growth Performance Score	Actual 2021 Bobot/Weight
Jumlah Nilai Kinerja Keuangan Total Financial Performance Score	54,50
NKK setelah diporsionalkan Proportional Financial Performance Score	57,00
Klasifikasi Tingkat Kinerja Keuangan Classification of Financial Performance Level	Sehat Healthy



### **Return on Equity**

*Return on Equity* (ROE) adalah rasio yang menunjukkan kemampuan perusahaan dalam menghasilkan laba bersih dengan menggunakan modal sendiri serta menghasilkan laba bersih yang tersedia bagi pemilik atau investor. ROE tahun 2021 menurun menjadi 5,84% dibandingkan tahun 2020 sebesar 7,54%.

### **Return on Investment**

*Return on Investment* (ROI) adalah rasio yang memberikan informasi mengenai ukuran profitabilitas bisnis dengan jelas sehingga segala kegiatan operasional dapat dievaluasi tingkat pengembalian investasinya. ROI tahun 2021 naik menjadi 11,42% dibandingkan tahun 2020 sebesar 10,47%.

### **Operating Profit Margin**

*Operating Profit Margin* (OPM) adalah rasio mengukur seberapa besar kemampuan perusahaan dalam menghasilkan laba operasi (laba usaha) dari penjualan bersih perusahaan selama periode waktu tertentu. OPM di tahun 2021 sebesar 45,49% dibandingkan tahun 2020 sebesar 50,67%.

### **Cash Ratio**

*Cash Ratio* adalah rasio yang digunakan untuk mengukur kemampuan perusahaan dalam membayar kewajiban jangka pendek dengan kas yang tersedia dan yang disimpan di bank. Pada tahun 2021 Cash Ratio mengalami peningkatan menjadi 70,49% dari 41,45% pada tahun 2020.

### **Current Ratio**

*Current Ratio* (CR) adalah rasio yang mengukur kinerja keuangan neraca likuiditas perusahaan. Rasio Lancar ini menunjukkan kemampuan perusahaan untuk memenuhi kewajiban utang jangka pendeknya pada 12 bulan ke depan. CR pada tahun 2021 mengalami peningkatan menjadi 142,5% dari 65,81% pada tahun 2020.

### **Total Asset Turn Over**

*Total Asset Turn Over* (TATO) adalah rasio yang mengukur kemampuan perusahaan untuk menghasilkan penjualan dari total asetnya dengan membandingkan penjualan bersih dengan total aset rata-rata. TATO mengalami peningkatan pada tahun 2021 sebesar menjadi 14,70% dari tahun sebelumnya 2020 sebesar 13,58%.

### **Equity to Total Asset**

*Equity to Total Asset* (ETA) adalah rasio yang digunakan untuk mengukur seberapa besar pinjaman utang perusahaan yang dibiayai oleh aset dan ekuitas yang dimiliki perusahaan tersebut.

ETA pada tahun 2021 mengalami penurunan dibandingkan tahun sebelumnya dari tahun 2020 sebesar 42,87% menjadi 54,04% di 2021.

### **Kolektibilitas Piutang**

Tingkat kolektibilitas piutang adalah kemampuan perusahaan untuk menagih piutangnya. Perseroan mencatat rata-rata 62 hari pada tahun 2021 untuk kolektibilitas piutangnya, dan sebesar 72 hari pada 2020. Hal ini membuktikan bahwa Perseroan memiliki sistem pengelolaan piutang yang baik dan tergolong lancar.

### **Return on Equity**

*Return on Equity* (ROE) is a ratio which demonstrates the Company's ability to generate net profit by using its own capital and generate net profit available for the owner or investor. In 2021, ROE decreased 5.84% compared to 7.54% in 2020.

### **Return on Investment**

*Return on Investment* (ROI) is ratio which deliver information on a clear measurement of business profitability, allowing the Return on Investment of all operational activities can be evaluated. In 2021, ROE increased 11.42 % compared to 10.47% in 2020.

### **Operating Profit Margin**

*Operating Profit Margin* (OPM) is ratio to measure the ability to generate operating profit from the Company's net sales for a certain period. In 2021, OPM is 45.49% compared to 2020 at 50.67%.

### **Cash Ratio**

*Cash Ratio* is ratio which uses for measuring the Company's ability to settle its current liabilities by available cash and cash in bank. In 2021, Cash Ratio has increased to 70.49% from 41.45% in 2020.

### **Current Ratio**

*Current Ratio* (CR) is ratio which measures the Company's liquidity of financial position. The Current Ratio demonstrates the Company's ability to meet its current liabilities for the next 12 months. In 2021, CR has increased to 142.5% from 65.81% in 2020.

### **Total Asset Turn Over**

*Total Asset Turn Over* (TATO) is ratio to measure the Company's ability to generate sales from its total assets by comparing net sales with average total assets. In 2021, TATO increased to 14.70% from 13.58% in 2020.

### **Equity to Total Asset**

*Equity to Total Asset* (ETA) is ratio used for measuring the Company's debt financed by the Company's assets and equity.

ETA in 2021 has decreased compared to the previous year from 42.87 in 2020 to 54.40 in 2021.

### **Receivables Collectability**

*Receivables collectability level* is the Company's ability to collect its receivables. The Company recorded receivables collectability of 62 days on average in 2021 and 72 days in 2020 proved that the Company had a proper and expeditious receivables management system.

Akun (dalam Dolar AS) Account (in US Dollar)	Nominal	Jumlah hari (setahun) Total days (a year)	Kolektibilitas Piutang Receivables Collectability
<b>2021</b>			
Piutang Usaha Accounts Receivable	125.927	365 hari/days	62 hari/days
Penjualan Bersih** Net Sales**	738.580		
<b>2020*</b>			
Piutang Usaha Accounts Receivable	139.527	365 hari/days	72 hari/days
Penjualan Bersih** Net Sales**	708.729		

\* Disajikan Kembali  
As Restated

\*\* Termasuk penjualan uap dan listrik Kontrak Operasi Bersama (KOB) yang secara penyajian di laporan keuangan tidak dicatat (efek PSAK 72) namun piutang atas penjualan tersebut dicatat.  
Including sales of steam and electricity Joint Operating Contracts which are not recorded in the financial statements presentation (effect of PSAK 72) but receivables from these sales are recorded.

Sementara itu, nilai kinerja pertumbuhan, operasional, dan administrasi Perseroan dapat dilihat pada tabel-tabel sebagai berikut:

Meanwhile, the value of the Company's growth, operational and administrative performance can be seen in the following tables:

Nilai Kinerja Pertumbuhan Growth Performance Score Nilai/Score	Actual 2021 Bobot/Weight		
Asset Productivity Growth (ASPG)	%	9,25	2
Sales Growth (SALG)	%	4,18	1
Net Profit Margin Growth (NPMG)	%	(9,84)	-
Sales to Total Asset Growth (STAG)	%	8,43	2
Net Profit Growth (NPG)	%	(6,07)	-
Jumlah Nilai Kinerja Pertumbuhan Total Growth Performance Score			5
			Tumbuh Sedang Medium Growth

Nilai Kinerja Operasional Operating Performance Score Nilai/Score	Actual 2021 Bobot/Weight		
Power Business Development	%	105,68	5
New & Renewable Energy Production	%	108,09	5
Jumlah Nilai Kinerja Pertumbuhan Total Growth Performance Score			10
			Sangat Baik Very Good



**Nilai Kinerja Administrasi**  
Administrative Performance Score  
Nilai/Score

**Actual 2021**  
Bobot/Weight

Laporan Keuangan Perusahaan Bulanan (10 hari kalender) Monthly Financial Statements of the Company (10 calendar days)	%	10 hari kalender 10 calendar days	2,00
Laporan Manajemen Perusahaan Bulanan ( $<$ 16 hari kalender) Monthly Management Report of the Company ( $<$ 16 calendar days)	%	$<$ 16 hari kalender $<$ 16 calendar days	2,00
Laporan Keuangan Audit ( $<$ Maret) Audited Financial Statements ( $<$ March)		$<$ Maret $<$ March	2,00
Rancangan RKAP (Juli) Corporate Budget and Work Plan Draft (July)		Juli July	3,00
Jumlah Nilai Kinerja Pertumbuhan Total Growth Performance Score			8,00
			Tertib Orderly

### Struktur Modal

Struktur modal dikelola sesuai dengan arahan holding untuk menjaga level *Debt to Equity* yang optimal. Di tahun 2021 struktur modal PT Pertamina Power Indonesia ditopang oleh 54% ekuitas dan 46% liabilitas.

### Ikatan Material Investasi Barang Modal

Perseroan tidak melakukan ikatan material investasi barang modal di tahun 2021.

### Informasi dan Fakta Material yang Terjadi Setelah Tanggal Laporan Akuntan

Tidak terdapat informasi ataupun fakta material yang terjadi setelah tanggal laporan akuntan.

### Prospek Usaha

Indonesia sangat kaya akan energi terbarukan dengan potensi lebih dari 430,8 GW, 62,88% diantaranya atau sekitar 207,9 GW adalah potensi energi surya. Sementara pemanfaatan energi surya sendiri saat ini baru sekitar ~200 MW atau 0,09% dari potensinya. Padahal, Indonesia adalah Negara khatulistiwa yang seharusnya bisa menjadi panglima dalam pengembangan energi surya. Dengan biaya yang semakin menurun dan tingkat keandalan yang semakin baik, pertumbuhan energi terbarukan diperkirakan semakin cerah.

Pemerintah terus memacu pemanfaatan Energi Baru dan Terbarukan (EBT) agar dapat berjalan optimal dalam rangka mencapai target bauran sebesar 23% pada tahun 2025. Oleh karena itu, Pemerintah berencana untuk mengeluarkan Peraturan Presiden mengenai energi terbarukan yang diyakini bakal memperbaiki iklim investasi energi terbarukan di Tanah Air karena di dalamnya ada ketentuan harga yang lebih simpel, yaitu ada *feed-in tariff* untuk energi terbarukan.

### Capital Structure

The capital structure is managed in accordance with the holding direction to maintain an optimal level of Debt to Equity. In 2021 the capital structure of PT Pertamina Power Indonesia is supported by 54% equity and 46% liabilities.

### Material Commitment for Capital Goods Investment

The Company did not conduct material commitment for capital goods investment in 2021.

### Material Information and Facts After the Reporting Period

There were no material information or facts after the reporting period.

### Business Prospect

Indonesia is very rich in renewable energy with a potential of more than 430.8 GW, 62.88% of which or around 207.9 GW is solar energy potential. Meanwhile, the current utilization of solar energy is only around ~200 MW or 0,09% of its potential. In fact, Indonesia is an equatorial country that should be the commander in the development of solar energy. With lower costs and improved reliability, renewable energy growth is expected to be even brighter.

The government continues to spur the use of New and Renewable Energy (NRE) so that it can run optimally in order to achieve a mix target of 23% by 2025. Therefore, the Government plans to issue a Presidential Regulation on renewable energy which is believed to improve the climate for renewable energy investment in the country since it includes a simpler price regulation, a feed-in tariff for renewable energy.

## Perbandingan Antara Target dan Realisasi di Tahun 2021 Serta Proyeksi Tahun 2022

## Comparison Between Target and Realization in 2021 and Projection for 2022

Uraian Description	Satuan Unit	Target 2021 Target 2021	Realisasi 2021 Realization 2021	Pencapaian Achievement (%)	Proyeksi 2022 2022 Projection
Produksi Listrik Electricity Production	GWh	4.494	4.686	104%	7.138
Pendapatan Usaha Revenue	USD. Ribu USD. Thousand	353.572	370.984	105%	398.452
Laba Bersih Net Profit	USD. Ribu USD. Thousand	71.317	81.635	114%	85.263
EBITDA	USD. Ribu USD. Thousand	259.589	294.909	114%	262.825
Net Profit Margin Net Profit Margin	%	20,17	22,00	109%	21,50
Harga Pokok Usaha Cost per Unit	USD Cent/KWh	4,91	4,64	95%	3,70
Produktivitas Productivity	GWh/Orang GWh/People	6,88	7,85		12,02

### Aspek Pemasaran

Selama tahun 2021, Perseroan telah melakukan berbagai upaya secara intensif dalam meningkatkan kapasitas pembangkit terpasang baik yang bersumber dari Gas/LNG yaitu Pembangkit Listrik Tenaga Gas/Uap maupun sumber-sumber NRE seperti Pembangkit Listrik Tenaga Biogas dan Pembangkit Listrik Tenaga Surya.

Berbagai peluang bisnis, baik di eksternal Pertamina Group seperti tender Proyek IPP PLN, B2B dengan Pengelola Kawasan Ekonomi Khusus, Perseroan juga agresif menangkap peluang bisnis di internal Pertamina Group, seperti pemenuhan kebutuhan listrik di area Kilang, *asset Upstream* maupun operasional *downstream*.

### Strategi Pemasaran

Strategi pemasaran Perseroan difokuskan pada pemanfaatan *competitive advantage* yang dimiliki perseroan sendiri maupun Pertamina Group yang memiliki reputasi sebagai pemain utama dalam bisnis energi. Perseroan mendapatkan peluang untuk memperluas dan meningkatkan portofolio bisnisnya karena adanya dukungan rantai nilai bisnis Pertamina Group yang komprehensif dan terintegrasi. Selain itu, Perseroan juga memiliki *leverage* dalam memperkuat posisinya di pasar bisnis energi.

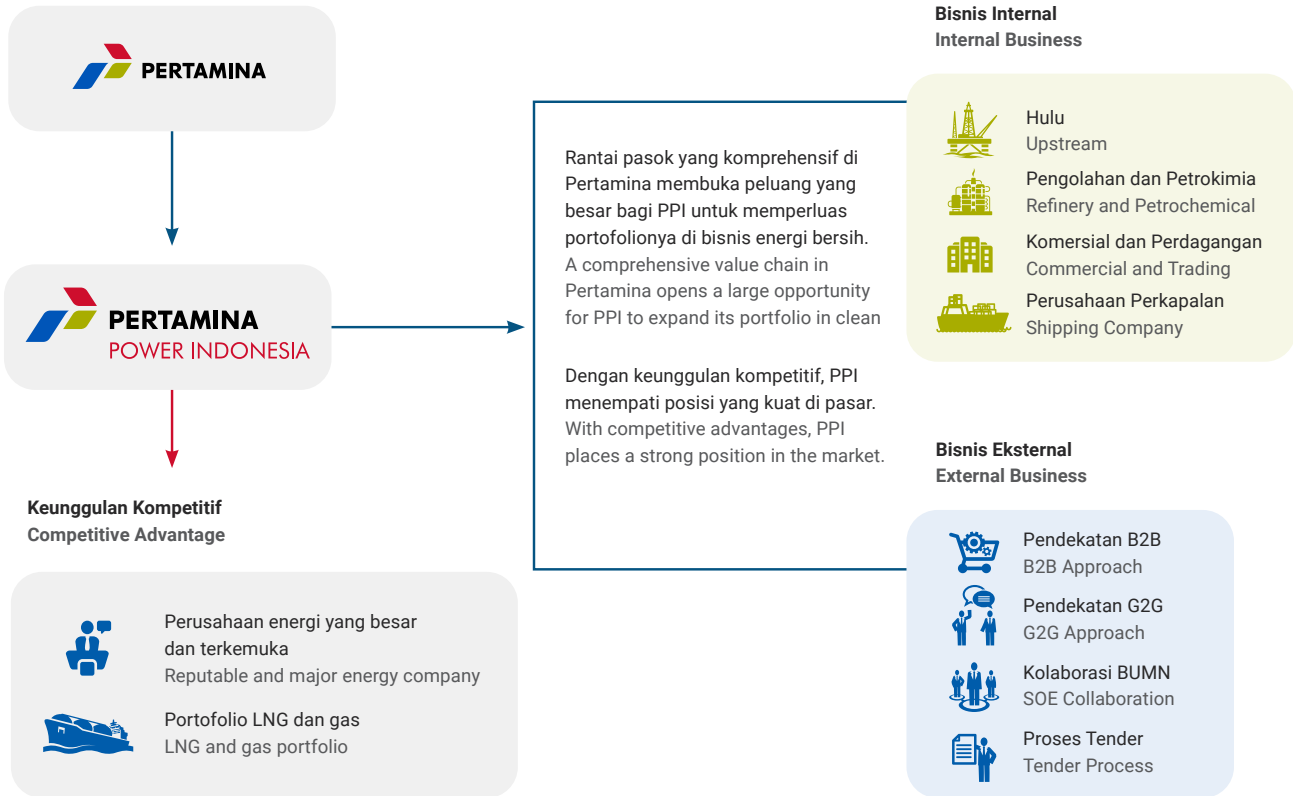
### Marketing Sector

In 2021, the Company has conducted various intensive efforts to enhance power generation capacity sourced from Gas/LNG, Gas/Steam Power Generation and NRE sources such as Biogas Power Generation and Solar Power Generation.

Aside from various business opportunities came from external of Pertamina Group, such as PLN IPP Project, B2B with Exclusive Economic Zone Management, the Company also aggressively captured business opportunity within Pertamina Group, such as meeting electricity needs in refineries, upstream assets and downstream operations.

### Marketing Strategy

Marketing strategy is focused on utilizing competitive advantage of the Company and Pertamina Group which has reputation as a major player in energy business. The Company has the opportunity to expand and increase its business portfolio due to the support of the Pertamina Group business value chain which is comprehensive and integrated. In addition, the Company also has leverage to strengthen its position in energy business market.



### Pangsa Pasar Tahun 2021

Di tahun 2021, pangsa pasar Perseroan dalam negeri di pasar Gas to Power dan NRE to Power mencapai 7,5% dari total kapasitas pembangkit yang dibangun oleh Perusahaan IPP Domestik lainnya dengan perbandingan sebagai berikut:

### Market Share In 2021

In 2021, the Company's domestic market share in the Gas to Power and NRE to Power markets reached 7.5% of the total power plant capacity built by other Domestic IPP Companies with the following ratio:

Posisi Pertamina Power Indonesia Terhadap Pemain IPP Domestik Lainnya	Position of Pertamina Power Indonesia Against Other Domestic IPP Players	
	MW	%
PPI	1568,8	7,5
Indika Power	1660	7,9
Adaro Energy	2260,6	10,9
Medco Energy	638	3,0
Total	6127,4	29,3

\*) Data tidak termasuk anak perusahaan PT PLN (Persero)  
Data does not include subsidiary of PT PLN (Persero)

## Kebijakan Dividen

Mengacu pada UU PT No. 40 Tahun 2007 tentang Perseroan Terbatas, dividen hanya boleh dibagikan apabila Perseroan mempunyai "saldo laba yang positif". Pembagian dividen kepada pemegang saham diakui sebagai liabilitas dalam laporan keuangan konsolidasian Grup pada periode dimana dividen dideklarasikan.

## Informasi Material Mengenai Investasi, Ekspansi, Divestasi, Penggabungan/Peleburan Usaha, Akuisisi, Restrukturisasi Utang/Modal, Transaksi Afiliasi, dan Transaksi yang Mengandung Benturan Kepentingan

Perseroan ditetapkan sebagai Subholding Power & NRE Pertamina. Pada tanggal 1 Agustus 2021 terjadi pengambilalihan saham Pertamina di PT Pertamina Geothermal Energy oleh Perseroan sehingga Perseroan menjadi pemegang saham mayoritas dari PT Pertamina Geothermal Energy dengan kepemilikan saham sebesar 92,0194% (*legal-end state*).

## Perubahan Peraturan Perundang-Undangan yang Berpengaruh Signifikan Terhadap PT Pertamina Power Indonesia

Tabel Peraturan Perundang-undangan terhadap Perseroan di Tahun 2021

No	Peraturan Regulation	Penjelasan Description	Pengaruh terhadap PT Pertamina Power Indonesia Impact on PT Pertamina Power Indonesia
1	Peraturan Menteri BUMN Nomor : PER-11/MBU/07/2021 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara  Regulation of the Minister of BUMN Number: PER-11/MBU/07/2021 concerning Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises	Kriteria larangan rangkap jabatan pada Direksi BUMN, serta penjelasan terkait honorarium Direksi BUMN yang menjabat sebagai komisaris di afiliasinya.  Criteria for the prohibition of concurrent positions on the Board of Directors of SOEs, as well as an explanation regarding the honorarium for Directors of SOEs who serve as commissioners in their affiliates	Anggota direksi yang merangkap jabatan sebagai dewan komisaris pada anak perusahaan BUMN/perusahaan terafiliasi BUMN yang bersangkutan. Direksi tersebut hanya berhak atas penghasilan tertinggi dari jabatan yang dirangkapnya, kecuali ada ketentuan lain dari menteri BUMN.  The Board of Directors' member who holds concurrent positions on the Board of Commissioners in a subsidiary of the state-owned company/state-owned affiliated company concerned. The Board of Directors is only entitled to the highest income from the position he holds, unless there are other provisions from the Minister of SOEs.

## Dividend Policy

Referring to Law No. 40 of 2007 on Limited Liability, dividend may only be distributed if the Company has "positive retained earnings". Dividend distributions to the shareholders are recognised as a liability in the Group's consolidated financial statements in the period in which the dividends are declared.

## Material Information Regarding Investment, Expansion, Divestment, Consolidation/ Merger, Acquisition, Debt/Capital Restructuring, Affiliated Transaction and Transactions Carrying a Conflict of Interest

The Company is stipulated as Pertamina's Subholding Power & NRE. On August 1, 2021 the Company took over Pertamina's shares in PT Pertamina Geothermal Energy so that the Company became the majority shareholder of PT Pertamina Geothermal Energy with a share ownership of 92,0194% (*legal-end state*).

## Changes in Regulations which Significantly Affect the Company

Table of Law and Regulation to the Company in 2021



## Perubahan Kebijakan Akuntansi

Pada tanggal 1 Januari 2021, Grup menerapkan pernyataan standar akuntansi keuangan dan interpretasi standar akuntansi keuangan baru dan revisi yang efektif sejak tanggal tersebut. Penyesuaian kebijakan akuntansi Grup telah dibuat seperti yang disyaratkan sesuai dengan ketentuan transisi dalam masing-masing standar dan interpretasi. Penerapan standar dan interpretasi yang baru dan direvisi tidak menghasilkan perubahan besar terhadap kebijakan akuntansi Grup dan tidak memiliki dampak material pada jumlah yang dilaporkan untuk tahun keuangan saat ini atau sebelumnya:

- Amandemen PSAK 22 "Kombinasi Bisnis tentang Definisi Bisnis"
- Amandemen PSAK 55 "Instrumen Keuangan - Pengakuan dan Pengukuran", PSAK 60 "Instrumen Keuangan - Pengungkapan", PSAK 62 "Kontrak Asuransi", PSAK 71 "Instrumen Keuangan" dan PSAK 73 "Sewa", tentang Reformasi Acuan Suku Bunga Tahap 2.

Standar baru, revisi terhadap standar yang telah ada dan interpretasi berikut ini, telah diterbitkan dan wajib untuk diterapkan untuk pertama kali untuk tahun buku Grup yang dimulai pada atau setelah tanggal 1 Januari 2020 atau periode setelahnya.

Grup telah mengadopsi standar berikut tetapi tidak ada dampak signifikan terhadap bisnis Grup saat ini:

- Amendemen PSAK 15: Investasi pada Entitas Asosiasi dan Ventura Bersama
- Amendemen PSAK 62: Kontrak Asuransi
- Amendemen PSAK 1: Penyajian Laporan Keuangan
- Amendemen PSAK 25: Kebijakan Akuntansi

Grup telah mengadopsi standar berikut dengan dampak terhadap bisnis Grup sebagai berikut:

- Amendemen PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran"
- PSAK 60 "Instrumen Keuangan: Pengungkapan"
- ISAK 35 "Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba"
- ISAK 36 "Interpretasi atas Interaksi antara Ketentuan Mengenai Hak Tanah dalam PSAK 16: Aset Tetap dan PSAK 73: Sewa"
- Amendemen PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran" tentang reformasi acuan suku bunga tahap 2
- Amendemen PSAK 57 "Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi" tentang kontrak memberatkan-biaya memenuhi kontrak.
- PSAK 73: Sewa. Grup melakukan penerapan atas PSAK 73 secara efektif untuk tahun buku yang dimulai pada 1 Januari 2020, tetapi tidak menyajikan kembali angka-angka komparatif untuk periode pelaporan sebelumnya sebagaimana diizinkan berdasarkan ketentuan transisi khusus dalam standar.

## Changes in Accounting Policies

On January 1, 2021, the Group adopted the new and revised statement of financial accounting standards and interpretations of financial accounting standards effective from that date. Adjustments to the Group's accounting policies have been made as required, in accordance with the transitional provisions of the respective standards and interpretations. The adoption of the new and revised standards and interpretations did not result in major changes to the Group's accounting policies and had no material effect on the amounts reported for the current or prior financial year:

- Amendment to SFAS 22 "Business Combination on Business Definition"
- Amendment to SFAS 55 "Financial Instruments Recognition and Measurement", SFAS 60 "Financial Instruments - Disclosure", SFAS 62 "Insurance Contracts", SFAS 71 "Financial Instruments" and SFAS 73 "Leases", on Interest Rate Reference Reform Phase 2.

The following new standards, amendments to existing standards and interpretations have been published and are mandatory for the first time adoption for the Group's financial year beginning January 1, 2020 or later periods.

The Group has adopted them, but they have no significant impact to the Group's current business:

- Amendments to SFAS 15: Investments in Associates and Joint Ventures
- Amendments to SFAS 62: Accounting Contract
- Amendments to SFAS 1: Presentation of financial statements
- Amendments to SFAS 25: Accounting Policies

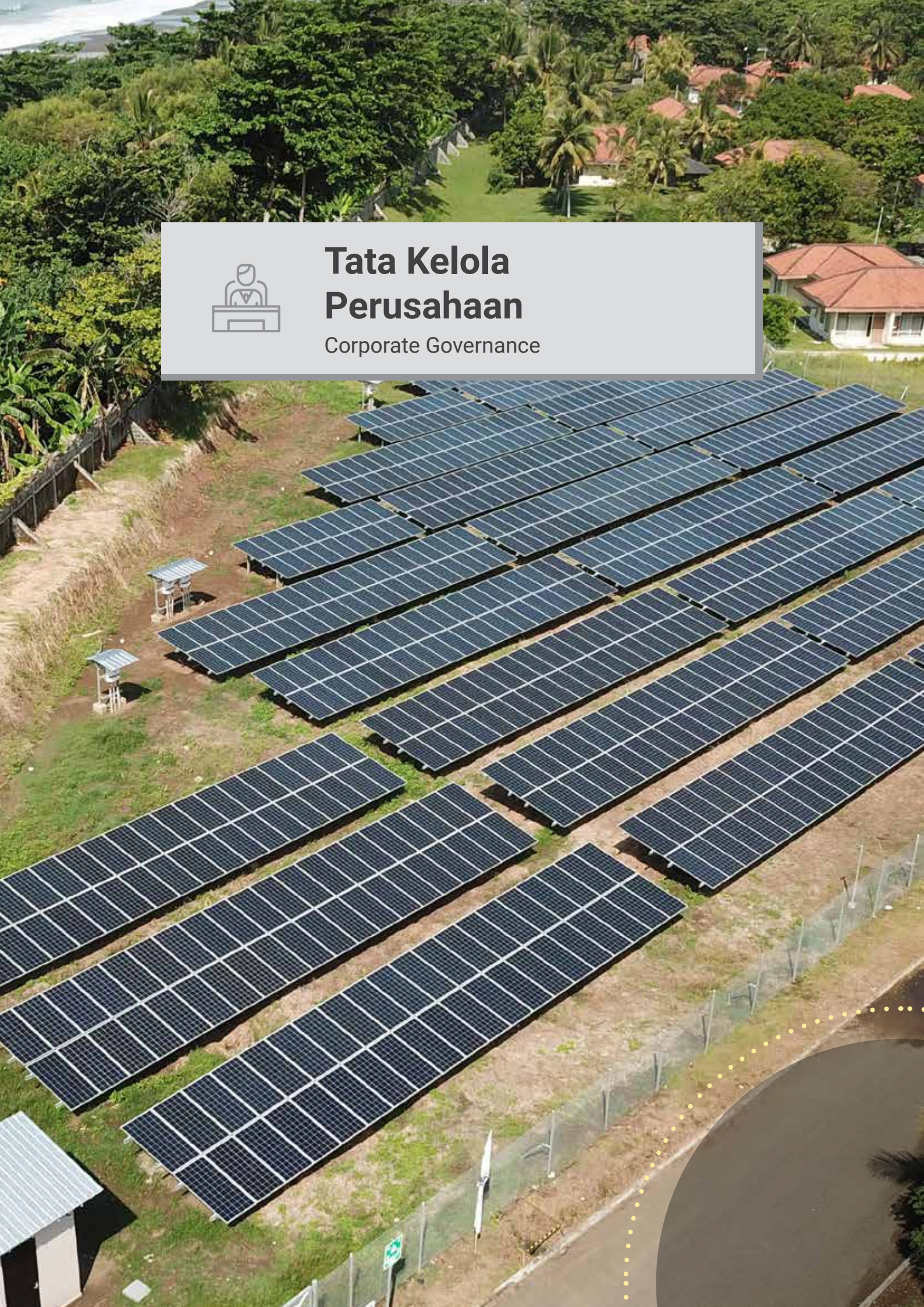
The Group has the following standards with the following impacts on business Groups:

- The amendments to SFAS 55 "Financial Instruments: Recognition and Measurement"
- SFAS 60 "Financial Instruments: Disclosure"
- IFAS 35 "Presentation of Financial Statements for Non-Profit Oriented Entities"
- IFAS 36 "Interpretation of the Interaction between Provisions regarding Land rights in SFAS 16: Fixed Assets and SFAS 73: Leases"
- The amendments to SFAS 55 "Financial Instruments: Recognition and Measurement" about interest rate benchmark reform batch 2
- The amendments to SFAS 57 "Provisions, Contingent Liabilities and Contingent Assets" about onerous contracts-cost of fulfilling the contracts.
- SFAS 73: Lease. The Group effectively implemented SFAS 73 for the financial year beginning January 1, 2020, but did not restate comparative figures for the previous reporting period as permitted under the special transitional provisions in the standard.



# Tata Kelola Perusahaan

Corporate Governance





# Tata Kelola Perusahaan

## 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 para pemangku kepentingan dalam menilai kinerja perusahaan yang berkelanjutan hingga masa-masa mendatang.

Dalam mengimplementasikan GCG, Perseroan senantiasa mengacu pada prinsip-prinsip GCG yang berlaku umum, yaitu:

### Transparansi

Prinsip GCG yang mengedepankan keterbukaan informasi baik dalam hal proses pengambilan keputusan maupun pengungkapan informasi material yang relevan, akurat, dan tepat waktu guna menjamin pemenuhan hak seluruh pemangku kepentingan Perseroan.

### Akuntabilitas

Prinsip GCG yang mengedepankan kejelasan fungsi, struktur, sistem, dan tanggung jawab dari masing-masing organ Perseroan sehingga seluruh kegiatan bisnis dan operasional Perseroan dapat berjalan efektif dan efisien.

### Tanggung Jawab

Prinsip GCG yang mewajibkan Perseroan untuk senantiasa patuh dan tunduk terhadap peraturan perundang-undangan yang berlaku dalam menjalankan aktivitas bisnis dan operasionalnya sehari-hari.

### Independensi

Prinsip GCG yang mengutamakan pelaksanaan tugas, kewajiban serta wewenang dari masing-masing organ Perseroan tanpa adanya intervensi dari pihak lain agar tidak terjadi benturan kepentingan.

### Kewajaran

Prinsip GCG yang senantiasa menjunjung tinggi nilai-nilai kesetaraan dan melindungi kepentingan pemegang saham dan pemangku kepentingan lainnya serta dalam memperlakukan pekerja tanpa memandang suku, agama, ras, usia, dan jenis kelamin.

The implementation of Good Corporate Governance (GCG) practices have 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 stakeholders in assessing the company's continued performance in the future.

In implementing GCG, the Company always refers to generally accepted GCG principles, namely:

### Transparency

GCG principle that promotes information disclosure both in terms of decision making process and material information disclosure in relevant, accurate and timely manner to ensure the fulfilment of the rights of all stakeholders.

### Accountability

GCG Principle that promotes a clarity of function, structure, system, and responsibilities of each organ of the Company, allowing all business and operational activities may run effectively and efficiently.

### Responsibility

GCG principle that requires the Company to comply and adhere to the applicable laws and regulations in daily business and operational activities.

### Independence

GCG principle that prioritizes implementation of duties and obligations as well as authorities of each organ of the Company without intervention from other parties to avoid conflict of interest.

### Fairness

GCG principle that constantly upholds fairness values and protects the interest of shareholders and other stakeholders and deals with employees without discrimination of ethnicity, religion, race, age, and gender.

# PENILAIAN GCG

## GCG Assessment

Pada tahun 2021 Perseroan melakukan asesmen GCG pertama kali untuk mengetahui tingkat pemenuhan Perseroan terhadap standar penerapan Tata Kelola Perusahaan yang Baik. 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 DPS Consulting untuk melakukan Assessment terhadap praktik GCG selama tahun 2021. Penilaian GCG pada tahun 2021 meraih predikat "Cukup Baik".

In 2021 the Company conducted the first GCG assessment to determine the Company's level of compliance with the Good Corporate Governance standards. Periodically, the Company performs GCG assessments with references to the criteria stipulated in the Decree of the Secretary of the Ministry of SOEs No. SK-16/S. MBU/2012 dated 6 June 2012, on Assessment and Evaluation Indicators/Parameters of Good Corporate Governance implementation on SOEs. The Company appointed DPS Consulting to conduct an Assessment of GCG Practices during 2021. The GCG assessment in 2021 achieved a "Satisfactory" predicate.

# Struktur Tata Kelola Perusahaan

## Structure of Corporate Governance

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 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.

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 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.

# Rapat Umum Pemegang Saham

## General Meeting of Shareholders

Rapat Umum Pemegang Saham ("RUPS") merupakan organ tertinggi di dalam struktur tata kelola perusahaan yang memiliki wewenang yang tidak dapat diberikan kepada Direksi atau Dewan Komisaris dalam batas yang ditentukan dalam UUPT dan/atau Anggaran Dasar Perseroan. Perseroan mengenal RUPS Tahunan yang diadakan setahun sekali serta RUPS Luar Biasa yang diadakan sewaktu-waktu.

The General Meeting Shareholders ("GMS") is the highest organ in the corporate governance structure with authority that cannot be given to the Board of Directors or the Board of Commissioners to the extent that it is stipulated in the Company Law and/or the Articles of Association of the Company. The Company recognizes Annual GMS which is held once a year as well as the Extraordinary GMS which is held anytime when deemed necessary.

### RUPS Tahunan

Pada tahun ini, Perseroan mengadakan RUPS Tahunan Tahun Buku 2020 pada tanggal 9 Juni 2021 bertempat di kantor Perseroan, Grha Pertamina, Tower Pertamina Lt. 2 Jl. Medan Merdeka Timur no. 11-13 Jakarta. Adapun hasil keputusan RUPS Tahunan beserta realisasi dari hasil keputusannya adalah sebagai berikut:

### Annual GMS

This year, the Company held the 2020 Annual GMS on June 9, 2021 at the Company's office, Grha Pertamina, Tower Pertamina Lt. 2 Jl. Medan Merdeka Timur no. 11-13 Jakarta. The resolutions of the Annual GMS and the realization of the resolutions are as follows:



Agenda Rapat Pertama dan Kedua	First and Second Agenda
Penyampaian Laporan Tahunan Tahun Buku 2020	Submission of 2020 Annual Report
Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perseroan disertai Pemberian Pelunasan dan Pembebasan dan Tanggung Jawab Sepenuhnya ( <i>volledig acquit et de charge</i> ) kepada Direksi dan Dewan Komisaris.	Approval for Annual Report including Ratification of the Company's Annual Financial Statements along with Granting Full Discharge ( <i>volledig acquit et de charge</i> ) to the Board of Directors and the Board of Commissioners.
Keputusan Rapat	Meeting Resolution
<p>a. Menyetujui Laporan Tahunan Perseroan untuk Tahun Buku 2020, serta mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku yang berakhir 31 Desember 2020, beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis &amp; Rekan sesuai laporan No. 0064/2.1025/AU.1/02/1130-3/1/II/2021 tanggal 19 Februari 2021 dengan pendapat "wajar, dalam semua hal yang material"</p> <p>b. Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang mereka lakukan dalam Tahun Buku yang berakhir tanggal 31 Desember 2020 sepanjang:</p> <ol style="list-style-type: none"> <li>Tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk Laporan Keuangan) Tahun Buku yang berakhir tanggal 31 Desember 2020.</li> <li>Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum.</li> </ol>	<p>a. To approve the Company's Annual Report for Fiscal Year 2020 and to ratify the Company's Financial Statements for the year ended 31 December 2020 along with explanation which have been audited by Tanudiredja, Wibisana, Rintis &amp; Partners as stated in Independent Auditor Report No. 0064/2.1025/AU.1/02/1130-3/1/II/2021 dated February 19, 2021 with opinion "Fair in all material respects".</p> <p>b. To grant full discharge from responsibilities to the Board of Directors on the management action and to the Board of Commissioners on their supervisory actions for the year ended 31 December 2020 to the extent:</p> <ol style="list-style-type: none"> <li>Such actions are reflected in the Company's Annual Report (including Financial Statements) for the year ended 31 December 2020.</li> <li>Such actions are not criminal acts and/or against the law.</li> </ol>
<b>Tahun Realisasi: 2021</b>	<b>Realization Year: 2021</b>
Agenda Rapat Ketiga	Third Agenda
<b>Pengusulan dan Penetapan Penggunaan Laba Tahun Buku 2020</b>	<b>Proposal and Determination on the Use of 2020 Profit</b>
Keputusan Rapat	Meeting Resolution
Penetapan Penggunaan Laba Perseroan Tahun Buku 2020 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	The determination of the use of the Company's Profits for the Fiscal Year 2020 will be determined later and will be conducted in separate circular GMS.
<b>Tahun Realisasi: 2021</b>	<b>Realization Year: 2021</b>
Agenda Rapat Keempat	Fourth Agenda
<b>Pengusulan Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2021</b>	<b>Proposal for Appointment of Public Accounting Firm for Fiscal Year 2021</b>
Keputusan Rapat	Meeting Resolution
Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2021 berikut besaran nilai jasanya sesuai ketentuan dan peraturan yang berlaku dengan ketentuan bahwa KAP yang ditunjuk Perseroan sama dengan KAP yang ditunjuk oleh PT Pertamina (Persero).	To grant power and authority to the Company's Board of Commissioners to determine Public Accounting Firm to perform audit on the Company's Financial Statements for the year ended 31 December 2021 along with the fee amount in accordance with prevailing rules and regulations with the provision that the Public Accounting Firm appointed by the Company is similar to the Public Accounting Firm appointed by PT Pertamina (Persero).
<b>Tahun Realisasi: 2021</b>	<b>Realization Year: 2021</b>

Agenda Rapat Kelima	Fifth Agenda
<b>Pengusulan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2020</b>	<b>Proposal for Rewards on Performance for the Board of Directors and the Board of Commissioners for Fiscal Year 2020</b>
<b>Keputusan Rapat</b>	<b>Meeting Resolution</b>
Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Rewards on Performance for the Board of Directors and the Board of Commissioners for fiscal year 2020 will be determined later and will be conducted in separate circular GMS.
<b>Tahun Realisasi: 2021</b>	<b>Realization Year: 2021</b>

Agenda Rapat Keenam	Sixth Agenda
<b>Pengusulan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2021</b>	<b>Proposed Remuneration for the Board of Directors and the Board of Commissioners for the 2021 Fiscal Year</b>
<b>Keputusan Rapat</b>	<b>Meeting Resolution</b>
Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2021 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	The determination of the remuneration for the Board of Directors and the Board of Commissioners for the 2021 Fiscal Year will be determined later and will be conducted in separate circular GMS.
<b>Tahun Realisasi: 2021</b>	<b>Realization Year: 2021</b>

### Realisasi Keputusan RUPS Tahun Buku 2019

Pada tahun ini, Perseroan mengadakan RUPS Tahunan Tahun Buku 2019 pada tanggal 29 Juni 2020 bertempat di kantor Perseroan, Gedung Wisma Nusantara Lantai 25, Jl. MH Thamrin Kav. 59, Jakarta Pusat. Adapun hasil keputusan RUPS Tahunan beserta realisasi dari hasil keputusannya adalah sebagai berikut:

### Realization of 2019 Annual GMS Resolutions

This year, the Company held the 2019 Annual GMS on June 29, 2020 at the Company's office, Wisma Nusantara Building, 25th Floor, Jl. MH Thamrin Kav. 59, Central Jakarta. The resolutions of the Annual GMS and the realization of the resolutions are as follows:

Agenda Rapat Pertama dan Kedua	First and Second Agenda
<b>Penyampaian Laporan Tahunan Tahun Buku 2019</b>	<b>Submission of 2019 Annual Report</b>
Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perseroan disertai Pemberian Pelunasan dan Pembebasan dan Tanggung Jawab Sepenuhnya ( <i>volledig acquit et de charge</i> ) kepada Direksi dan Dewan Komisaris.	Approval for Annual Report including Ratification of the Company's Annual Financial Statements along with Granting Full Discharge ( <i>volledig acquit et de charge</i> ) to the Board of Directors and the Board of Commissioners.
<b>Keputusan Rapat</b>	<b>Meeting Resolution</b>
<p>a. Menyetujui Laporan Tahunan Perseroan untuk Tahun Buku 2019 serta mengesahkan Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31 Desember 2019 beserta penjelasannya yang telah diaudit Kantor Akuntan Publik (KAP) Purwantono, Sungkoro dan Surja sebagaimana termuat dalam Laporan Auditor Independen tanggal 20 Februari 2020 dengan pendapat "Wajar dalam semua hal yang material".</p> <p>b. Memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (<i>volledig acquit et de charge</i>) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang mereka lakukan dalam Tahun Buku yang berakhir tanggal 31 Desember 2019 sepanjang:</p> <ol style="list-style-type: none"> <li>Tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk Laporan Keuangan) Tahun Buku yang berakhir tanggal 31 Desember 2019.</li> <li>Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum.</li> </ol>	<p>a. To approve the Company's Annual Report for Fiscal Year 2019 and to ratify the Company's Financial Statements for the year ended 31 December 2019 along with explanation which have been audited by Public Accounting Firm Purwantono, Sungkoro and Surja as stated in Independent Auditor Report dated 20 February 2020 with opinion "Fair in all material respects".</p> <p>b. To grant full discharge from responsibilities to the Board of Directors on the management action and to the Board of Commissioners on their supervisory actions for the year ended 31 December 2019 to the extent:</p> <ol style="list-style-type: none"> <li>Such actions are reflected in the Company's Annual Report (including Financial Statements) for the year ended 31 December 2019.</li> <li>Such actions are not criminal acts and/or against the law.</li> </ol>
<b>Tahun Realisasi: 2020</b>	<b>Realization Year: 2020</b>



Agenda Rapat Ketiga	Third Agenda
<b>Pengusulan dan Penetapan Penggunaan Laba Tahun Buku 2019</b>	<b>Proposal and Determination on the Use of 2019 Profit</b>
<b>Keputusan Rapat</b>	<b>Meeting Resolution</b>
Tidak ada penetapan penggunaan Laba Perseroan Tahun Buku yang berakhir 31 Desember 2019.	There is no determination on the use of the Company's Profit for fiscal year ended 31 December 2019.
<b>Tahun Realisasi: 2020</b>	<b>Realization Year: 2020</b>
Agenda Rapat Keempat	Fourth Agenda
<b>Pengusulan Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2020</b>	<b>Proposal for Appointment of Public Accounting Firm for Fiscal Year 2020</b>
<b>Keputusan Rapat</b>	<b>Meeting Resolution</b>
Memberikan kuasa dan melimpahkan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk Tahun Buku yang berakhir pada tanggal 31 Desember 2020 berikut besaran nilai jasanya sesuai ketentuan dan peraturan yang berlaku dengan ketentuan bahwa KAP yang ditunjuk Perseroan sama dengan KAP yang ditunjuk oleh PT Pertamina (Persero).	To grant power and authority to the Company's Board of Commissioners to determine Public Accounting Firm to perform audit on the Company's Financial Statements for the year ended 31 December 2020 along with the fee amount in accordance with prevailing rules and regulations with the provision that the Public Accounting Firm appointed by the Company is similar to the Public Accounting Firm appointed by PT Pertamina (Persero).
<b>Tahun Realisasi: 2020</b>	<b>Realization Year: 2020</b>
Agenda Rapat Kelima	Fifth Agenda
<b>Pengusulan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2019</b>	<b>Proposal for Rewards on Performance for the Board of Directors and the Board of Commissioners for Fiscal Year 2019</b>
<b>Keputusan Rapat</b>	<b>Meeting Resolution</b>
Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Rewards on Performance for the Board of Directors and the Board of Commissioners for fiscal year 2019 will be determined later and will be conducted in separate circular GMS.
<b>Tahun Realisasi: 2020</b>	<b>Realization Year: 2020</b>
Agenda Rapat Keenam	Sixth Agenda
<b>Pengusulan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2020</b>	<b>Proposal for Remuneration for the Board of Directors and the Board of Commissioners for Fiscal Year 2020</b>
<b>Keputusan Rapat</b>	<b>Meeting Resolution</b>
Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 akan ditentukan kemudian dan akan dilaksanakan dalam RUPS terpisah secara sirkuler.	Remuneration for the Board of Directors and the Board of Commissioners for fiscal year 2020 will be determined later and will be conducted in separate circular GMS.
<b>Tahun Realisasi: 2020</b>	<b>Realization Year: 2020</b>

# Direksi

## Board of Directors

Kegiatan bisnis usaha sehari-hari Perseroan dijalankan oleh Direksi yang merupakan organ penting bagi perusahaan karena bertanggung jawab penuh atas pengelolaan perusahaan. Selain itu, Direksi juga berperan sebagai wakil perusahaan baik di dalam maupun di luar pengadilan sebagaimana diatur di dalam Anggaran Dasar Perseroan. Setiap anggota Direksi memiliki kedudukan yang setara serta dapat menjalankan tugas dan mengambil keputusan sesuai dengan pembedangan tugas sebagaimana tercantum di dalam Anggaran Dasar Perseroan.

### Masa Jabatan dan Komposisi Direksi

Pengangkatan dan pemberhentian Direksi Perseroan dilakukan melalui mekanisme RUPS di mana masa jabatan anggota Direksi ditetapkan 3 (tiga) tahun dan dapat diangkat kembali untuk 1 kali masa jabatan dengan tidak mengurangi hak dan kewenangan RUPS untuk dapat memberhentikan anggota Direksi sewaktu-waktu sebelum masa jabatannya berakhir.

Per 31 Desember 2021, susunan Direksi Perseroan adalah sebagai berikut:

The daily business activities of the Company are carried out by the Board of Directors, which is an important organ for the Company as they are fully responsible for the management of the Company. In addition, the Board of Directors also acts as a representative of the Company both inside and outside the court as stipulated in the Articles of Association of the Company. Each member of the Board of Directors has an equal position and may carry out duties and make decisions in accordance with his/her own assignment as stated in the Articles of Association of the Company.

### Term of Office and Composition of the Board of Directors

The appointment and dismissal of the Board of Directors of the Company is carried out through a GMS mechanism in which members of the Board of Directors is appointed for a term of 3 (three) years and can be reappointed for 1 term of office without prejudice to the rights and authority of the GMS to be able to dismiss members of the Board of Directors at any time before their term of office ends.

As of December 31, 2021, the composition of the Company's Board of Directors is as follows:

Nama Name	Jabatan Position	Dasar Hukum Penunjukan Legal Basis of Appointment
Dannif Danusaputro	Direktur Utama Chief Executive Officer	Tanggal : 15 Februari 2021 Judul : KPSSS Pemberhentian dan Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Date : February 15, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Fadli Rahman	Direktur Perencanaan Strategis dan Pengembangan Bisnis Director of Strategic Planning and Business Development	Tanggal : 1 November 2021 Judul : KPSSS Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Date : November 1, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Norman Ginting	Direktur Proyek & Operasi Director of Project & Operations	Nomor : SR-799/MBU/10/2021 Tanggal : 12 Oktober 2021 Judul : KPSSS Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Number : SR-799/MBU/10/2021 Date : October 12, 2021 Title : KPSSS Appointment of Members of the Board of Directors and Members of the Board of Commissioners
Iman Hilmansah	Direktur Keuangan Director of Finance	Tanggal : 15 Februari 2021 Judul : KPSSS Pemberhentian dan Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Date : Februari 15, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Directors and Members of the Board of Commissioners



Nama Name	Jabatan Position	Dasar Hukum Penunjukan Legal Basis of Appointment
Said Reza Pahlevy	Direktur SDM & Penunjang Bisnis Director of Human Capital & Corporate Services	Tanggal : 1 November 2021 Judul : KPSSS Pemberhentian, Pengalihan Tugas dan Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Date : November 1, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Directors and Members of the Board of Commissioners

### Pedoman Kerja Direksi

Dalam rangka pelaksanaan tugas dan fungsinya, Direksi Perseroan dilengkapi dengan Pedoman kerja sebagaimana di atur dalam Board Manual. Pedoman tersebut senantiasa ditinjau dan dimutakhirkan secara berkala sesuai perkembangan peraturan dan *best practices* terkini.

### Tugas dan Tanggung Jawab Direksi

Sebagaimana tercantum dalam Akta Pendirian PT Pertamina Power Indonesia No. 17 tanggal 26 Oktober 2016, Direksi Perseroan memiliki tugas, wewenang, dan kewajiban dalam menjalankan kegiatan pengelolaan Perseroan, sebagai berikut:

1. Direksi bertugas menjalankan segala tindakan yang berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar Pengadilan tentang segala hal dan segala kejadian dengan pembatasan-pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.
2. Dalam melaksanakan tugas sebagaimana dimaksud pada poin 1), maka Direksi berwenang untuk:
  - a. Menetapkan kebijakan dalam memimpin pengurusan Perseroan;
  - b. Mengatur ketentuan-ketentuan tentang kepegawaian Perseroan, termasuk pembinaan pegawai, penetapan upah, dan penghasilan lain, pesangon dan/atau penghargaan atas pengabdian serta manfaat pensiun bagi para pegawai Perseroan berdasarkan peraturan perundang-undangan yang berlaku dan/atau keputusan RUPS;
  - c. Mengangkat dan memberhentikan pegawai Perseroan berdasarkan peraturan kepegawaian dan peraturan perundang-undangan yang berlaku;
  - d. 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 pihak lain;
  - e. Direksi dapat mengangkat dan memberhentikan Sekretaris Perseroan berdasarkan aturan dan ketentuan yang berlaku; dan
  - f. Menjalankan tindakan-tindakan lainnya baik mengenai pengurusan maupun mengenai pemilihan kekayaan Perseroan, sesuai dengan ketentuan-ketentuan yang diatur dalam Anggaran Dasar ini dan yang ditetapkan oleh RUPS berdasarkan peraturan perundang-undangan yang berlaku.

### Board of Directors' Manual

In carrying out its duties and functions, the Company's Board of Directors are equipped with Board Manual as stipulated in the Board Manual. The Board Manual is reviewed and updated periodically, following the most updated regulations and best practices.

### Duties and Responsibilities of the Board of Directors

As stated in the Establishment Deed of PT Pertamina Power Indonesia No. 17 dated 26 October 2016, the Board of Directors has duties, authorities, and obligation in carrying out the Company's management activities, as follows:

1. The Board of Directors is responsible for carrying out all actions related to the Company's management for the Company's interest and in accordance with the purposes and objectives of the Company as well as representing the Company both inside and outside the Court on all matters and any events with limitations as regulated in laws and regulations, Articles of Association, and/or resolutions of the GMS.
2. In performing the duties referred to in point 1), the Board of Directors is authorized to:
  - a. Establish policy in leading the management of the Company;
  - b. Arrange provisions on the Company's employment including employee coaching, determination of wages and other income, severance payment and/or rewards for dedication, as well as retirement benefits for employees of the Company in accordance with applicable laws and/or resolutions of the GMS;
  - c. Appoint and dismiss the Company's employees based on the applicable regulations;
  - d. Manage the authority granted to the Board of Directors to represent the Company inside and outside of the court to one or several members of the Board of Directors dedicated to it or to one or several employees of the Company individually or jointly or to any other party;
  - e. The Board of Directors may appoint and dismiss the Corporate Secretary based on the applicable rules and regulations; and
  - f. Carry out other acts both concerning the administration of and the ownership of the Company's assets, in accordance with the provisions of this Articles of Association and those as stipulated by the GMS pursuant to the applicable laws and regulations.

Sedangkan tugas dan tanggung jawab masing-masing Direktur adalah sebagai berikut:

Meanwhile, the duties and responsibilities of each Director are as follows:

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities	
Dannif Danusaputro	Direktur Utama Chief Executive Officer	<ul style="list-style-type: none"> <li>• Mengesahkan dan menetapkan kebijakan serta perencanaan strategi dan pengembangan bisnis di Perusahaan dan masing-masing Anak Perusahaan/Afiliasi.</li> <li>• Mengesahkan dan menetapkan strategi jangka panjang (Rencana Jangka Panjang Perusahaan) dan strategi pengembangan bisnis listrik berbasis gas, energi baru dan terbarukan di masing-masing Anak Perusahaan/Afiliasi dengan mempertimbangkan lingkungan strategis usaha.</li> <li>• Mengesahkan dan menetapkan pelaksanaan sinergi antar Anak Perusahaan sesuai potensi komersial masing-masing dengan tetap mengacu prinsip teknis operasional, finansial, hukum dan formalitas.</li> <li>• Mengesahkan dan menetapkan target tahunan, perencanaan keuangan dan anggaran bagi masing-masing Anak Perusahaan/Afiliasi yang terkait dengan bisnis listrik berbasis energi baru dan terbarukan berdasarkan target tahunan Perusahaan.</li> <li>• Mengendalikan penggerak-penggerak pasar, kompetisi, operasional dan keuangan yang dapat memberikan "insights" untuk peluang bisnis dengan menggunakan berbagai sumber data untuk meningkatkan portofolio bisnis listrik berbasis gas, energi baru dan terbarukan di masing-masing Anak Perusahaan/Afiliasi.</li> <li>• Mengesahkan dan menetapkan strategi pengelolaan anggaran biaya operasi dan investasi, layanan umum, serta kegiatan public affairs untuk menunjang kelancaran operasi Perusahaan secara efektif dan efisien.</li> <li>• Memastikan segala proses aktivitas manajemen risiko di lingkungan Perseroan berjalan sesuai dengan kebijakan strategi pengelolaan risiko secara komprehensif untuk meminimalkan/mengeliminasi risiko secara efektif dan efisien.</li> <li>• Menentukan strategi penyelesaian temuan auditor internal dan eksternal di lingkungan Perseroan.</li> </ul>	<ul style="list-style-type: none"> <li>• Ratify and establish policies and strategic planning and business development in the Company and each Subsidiary/Affiliate.</li> <li>• Ratify and determine the long-term strategy (Company Long-Term Plan) and business development strategies for gas-based electricity, new and renewable energy in each Subsidiary/Affiliate taking into account the strategic business environment.</li> <li>• Ratify and determine the implementation of synergies between Subsidiaries according to their respective commercial potential by still referring to technical operational principles, finance, law and formality.</li> <li>• Ratify and establish annual targets, financial planning and budgets for each Subsidiary/Affiliate related to the new and renewable energy-based electricity business based on the Company's annual targets.</li> <li>• Controlling market, competition, operational and financial drivers that can provide "insights" for business opportunities by using various data sources to increase the business portfolio of gas-based electricity, new and renewable energy in each Subsidiary/Affiliate.</li> <li>• Approve and establish a budget management strategy for operating and investment costs, public services, and public affairs activities to support the continuous operation of the Company in an effective and efficient manner.</li> <li>• Ensure that all processes of risk management activities within the Company run according to a comprehensive risk management strategy policy to minimize/eliminate risks effectively and efficiently.</li> <li>• Determine the strategy for resolving the findings of internal and external auditors within the Company.</li> </ul>



Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities	
Fadli Rahman	Direktur Perencanaan Strategis dan Pengembangan Bisnis Director of Strategic Planning and Business Development	<ul style="list-style-type: none"> <li>• Menetapkan rencana bisnis serta memastikan terlaksananya pengelolaan risiko untuk seluruh kegiatan bisnis Energi Baru &amp; Terbarukan.</li> <li>• Menetapkan rencana kerja &amp; anggaran operasional dan investasi tahunan (RKAP) untuk bisnis Energi Baru &amp; Terbarukan selaras dengan strategi Holding.</li> <li>• Memastikan terlaksananya pengukuran kinerja secara berkala untuk bisnis Energi Baru &amp; Terbarukan dan portofolionya.</li> <li>• Melakukan analisa dan kegiatan investasi <i>inorganic</i> dan divestasi bisnis Energi Baru &amp; Terbarukan.</li> <li>• Mengembangkan studi kelayakan komersial, operasional dan teknis untuk kebutuhan investasi proyek Energi Baru &amp; Terbarukan.</li> <li>• Memastikan seluruh kegiatan bisnis Energi Baru &amp; Terbarukan yang diusulkan telah melalui evaluasi aspek keekonomian, regulasi terkait, dan teknis.</li> <li>• Memastikan terlaksananya kerja sama (<i>partnership</i>) bisnis Energi Baru &amp; Terbarukan.</li> <li>• Menetapkan portofolio aset dan arahan pengembangannya.</li> </ul>	<ul style="list-style-type: none"> <li>• Establish a business plan and ensure the implementation of risk management for all New &amp; Renewable Energy business activities.</li> <li>• Establish an annual work plan &amp; operational and investment budget (RKAP) for the New &amp; Renewable Energy business in line with the Holding strategy.</li> <li>• Ensuring the implementation of regular performance measurements for the New &amp; Renewable Energy business and its portfolios.</li> <li>• Perform analysis and inorganic investment activities and divestment of the New &amp; Renewable Energy business.</li> <li>• Develop commercial, operational and technical feasibility studies for investment needs of New &amp; Renewable Energy projects.</li> <li>• Ensure that all proposed New &amp; Renewable Energy business activities have undergone evaluation of economic, related regulations and technical aspects.</li> <li>• Ensuring the implementation of the New &amp; Renewable Energy business partnership.</li> <li>• Determine the asset portfolio and direction for its development.</li> </ul>
Norman Ginting	Direktur Proyek & Operasi Director of Project & Operations	<ul style="list-style-type: none"> <li>• Merencanakan, memonitor, mengendalikan dan mengevaluasi pelaksanaan proyek pengembangan infrastruktur untuk <i>Sub-Holding</i> Energi Baru &amp; Terbarukan.</li> <li>• Mengarahkan dan merencanakan implementasi proyek untuk Sub-Holding Energi Baru &amp; Terbarukan.</li> <li>• Melaksanakan pengadaan barang jasa yang terkait dengan pengembangan proyek untuk <i>Sub-Holding</i> Energi Baru &amp; Terbarukan.</li> <li>• Melakukan kegiatan <i>quality assurance</i> dalam proses pelaksanaan proyek.</li> <li>• Menyusun dan melaksanakan rencana <i>asset lifecycle</i> management untuk portofolio bisnis Energi Baru &amp; Terbarukan untuk aset yang sudah beroperasi.</li> <li>• Menyusun rencana operasi untuk Sub-Holding Energi Baru &amp; Terbarukan.</li> <li>• Memonitor dan mengevaluasi pelaksanaan operasi <i>Sub-Holding</i> Energi Baru &amp; Terbarukan.</li> </ul>	<ul style="list-style-type: none"> <li>• Planning, monitoring, controlling and evaluating the implementation of infrastructure development projects for the New &amp; Renewable Energy Sub-Holding.</li> <li>• Directing and planning project implementation for New &amp; Renewable Energy Sub-Holding.</li> <li>• Carry out the procurement of goods and services related to project development for the New &amp; Renewable Energy Sub-Holding.</li> <li>• Conduct quality assurance activities in the project implementation process.</li> <li>• Develop and implement an asset lifecycle management plan for the New &amp; Renewable Energy business portfolio for assets that are already operating.</li> <li>• Develop an operation plan for the New &amp; Renewable Energy Sub-holding.</li> <li>• Monitor and evaluate the implementation of the New &amp; Renewable Energy Sub-Holding operations.</li> </ul>

Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duties and Responsibilities	
Iman Hilmansah	Direktur Keuangan Director of Finance	<ul style="list-style-type: none"> <li>• Melaksanakan investasi dan pendanaan untuk bisnis/proyek bisnis Energi Baru &amp; Terbarukan selaras dengan strategi <i> Holding</i>.</li> <li>• Mengelola dan mengoptimalkan sumber daya keuangan secara <i> prudent</i>, efisien dan memberi nilai tambah untuk mendukung rencana kerja bisnis Energi Baru &amp; Terbarukan.</li> <li>• Mengoptimalkan pengelolaan keuangan Perusahaan bisnis Energi Baru &amp; Terbarukan secara efektif dan <i> accountable</i>.</li> <li>• Melakukan pelaporan dan mengembalikan Kesehatan finansial bisnis Energi Baru &amp; Terbarukan sesuai standar akuntansi dan <i> best practices</i> keuangan.</li> </ul>	<ul style="list-style-type: none"> <li>• Carry out investment and funding for the New &amp; Renewable Energy business/project in line with the Holding strategy.</li> <li>• Manage and optimize financial resources prudently, efficiently and add value to support the New &amp; Renewable Energy business plan.</li> <li>• Optimizing the financial management of the New &amp; Renewable Energy business companies in an effective and accountable manner .</li> <li>• Report and restore the financial health of the New &amp; Renewable Energy business in accordance with accounting standards and financial best practices.</li> </ul>
Said Reza Pahlevy	Direktur SDM & Penunjang Bisnis Director of Human Capital & Corporate Services	<ul style="list-style-type: none"> <li>• Mengelola dan mengembangkan perangkat human capital, dan organisasi, serta mengembangkan <i> talent</i> dan infrastruktur human capital bisnis Energi Baru &amp; Terbarukan untuk mendukung operasional Perusahaan selaras dengan strategi <i> Holding</i>.</li> <li>• Mengelola dan mengoptimalkan proses <i> procurement</i> untuk bisnis Energi Baru &amp; Terbarukan.</li> <li>• Melaksanakan optimasi pengelolaan aset penunjang untuk bisnis Energi Baru &amp; Terbarukan.</li> <li>• Mengoptimalkan dan mengembangkan teknologi informasi untuk mendukung bisnis Energi Baru &amp; Terbarukan.</li> </ul>	<ul style="list-style-type: none"> <li>• Manage and develop human capital and organizational tools, as well as develop talent and human capital infrastructure for the New &amp; Renewable Energy business to support the Company's operations in line with the Holding strategy.</li> <li>• Manage and optimize the procurement process for the New &amp; Renewable Energy business.</li> <li>• Optimizing the management of supporting assets for the New &amp; Renewable Energy business.</li> <li>• Optimizing and developing information technology to support the New &amp; Renewable Energy business.</li> </ul>



## Rapat Direksi

Direksi mengadakan rapat rutin setidaknya satu kali setiap bulan. Selain itu, Direksi dapat mengadakan rapat setiap saat setiap kali dianggap perlu. Sepanjang tahun 2021, rapat Direksi telah terselenggara sebanyak 39 kali dengan tingkat kehadiran masing-masing anggota Direksi sebagai berikut:

## Board of Directors' Meeting

The Board of Directors holds regular meetings at least once a month. Furthermore, the Board of Directors may hold a meeting at any time if deemed necessary. Throughout 2021, the Board of Directors held 39 meetings with the attendance levels of each member of the Board of Directors as follows:

No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	HS	DD	EDG	DB	SRP	ASR	IH	NG	FR
1	Rapat Internal Direksi Board of Directors Internal Meeting	06 Januari 2021 06 January 2021	✓		✓	✓	✓	✓			
2	Rapat Internal Direksi Board of Directors Internal Meeting	11 Januari 2021 11 January 2021	✓		✓	✓	✓	✓			
3	Rapat Internal Direksi Board of Directors Internal Meeting	13 Januari 2021 13 January 2021	✓		✓	✓	✓	✓			
4	Rapat Internal Direksi Board of Directors Internal Meeting	19 Januari 2021 19 January 2021	✓		✓	✓	✓	✓			
5	Rapat Internal Direksi Board of Directors Internal Meeting	27 Januari 2021 27 January 2021	✓		✓	✓		✓			
6	Rapat Internal Direksi Board of Directors Internal Meeting	02 Februari 2021 02 February 2021	✓		✓	✓	✓	✓			
7	Rapat Internal Direksi Board of Directors Internal Meeting	10 Februari 2021 10 February 2021	✓		✓	✓	✓	✓			
8	Rapat Internal Direksi Board of Directors Internal Meeting	23 Februari 2021 23 February 2021		✓		✓	✓	✓	✓		
9	Rapat Internal Direksi Board of Directors Internal Meeting	03 Maret 2021 03 March 2021		✓				✓	✓		
10	Rapat Internal Direksi Board of Directors Internal Meeting	12 Maret 2021 12 March 2021		✓			✓	✓	✓		
11	Rapat Internal Direksi Board of Directors Internal Meeting	23 Maret 2021 23 March 2021		✓			✓	✓	✓		
12	Rapat Internal Direksi Board of Directors Internal Meeting	07 April 2021 07 April 2021		✓		✓	✓	✓	✓		
13	Rapat Internal Direksi Board of Directors Internal Meeting	14 April 2021 14 April 2021		✓		✓	✓	✓	✓		
14	Rapat Internal Direksi Board of Directors Internal Meeting	21 April 2021 21 April 2021		✓		✓	✓	✓	✓		

No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	HS	DD	EDG	DB	SRP	ASR	IH	NG	FR
15	Rapat Internal Direksi Board of Directors Internal Meeting	19 Mei 2021 19 May 2021		✓		✓	✓	✓	✓		
16	Rapat Internal Direksi Board of Directors Internal Meeting	02 Juni 2021 02 June 2021		✓		✓	✓	✓	✓		
17	Rapat Internal Direksi Board of Directors Internal Meeting	09 Juni 2021 09 June 2021		✓		✓	✓	✓	✓		
18	Rapat Internal Direksi Board of Directors Internal Meeting	17 Juni 2021 17 June 2021		✓		✓	✓	✓	✓		
19	Rapat Internal Direksi Board of Directors Internal Meeting	21 Juni 2021 21 June 2021		✓		✓	✓	✓	✓		
20	Rapat Internal Direksi Board of Directors Internal Meeting	30 Juni 2021 30 June 2021		✓		✓	✓	✓	✓		
21	Rapat Internal Direksi Board of Directors Internal Meeting	14 Juli 2021 14 July 2021		✓		✓	✓	✓	✓		
22	Rapat Internal Direksi Board of Directors Internal Meeting	21 Juli 2021 21 July 2021		✓		✓	✓	✓	✓		
23	Rapat Internal Direksi Board of Directors Internal Meeting	29 Juli 2021 29 July 2021		✓			✓	✓	✓		
24	Rapat Internal Direksi Board of Directors Internal Meeting	05 Agustus 2021 05 August 2021		✓		✓	✓	✓	✓		
25	Rapat Internal Direksi Board of Directors Internal Meeting	12 Agustus 2021 12 August 2021		✓			✓	✓	✓		
26	Rapat Internal Direksi Board of Directors Internal Meeting	18 Agustus 2021 18 August 2021		✓			✓	✓	✓		
27	Rapat Internal Direksi Board of Directors Internal Meeting	26 Agustus 2021 26 August 2021		✓			✓	✓	✓		
28	Rapat Internal Direksi Board of Directors Internal Meeting	31 Agustus 2021 31 August 2021		✓			✓	✓	✓		
29	Rapat Internal Direksi Board of Directors Internal Meeting	09 September 2021 09 September 2021		✓			✓	✓	✓		



No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	HS	DD	EDG	DB	SRP	ASR	IH	NG	FR
30	Rapat Internal Direksi Board of Directors Internal Meeting	21 September 2021 21 September 2021		✓			✓	✓	✓		
31	Rapat Internal Direksi Board of Directors Internal Meeting	10 Oktober 2021 10 October 2021		✓			✓	✓	✓		
32	Rapat Internal Direksi Board of Directors Internal Meeting	22 Oktober 2021 22 October 2021		✓			✓	✓	✓		
33	Rapat Internal Direksi Board of Directors Internal Meeting	29 Oktober 2021 29 October 2021		✓			✓		✓	✓	
34	Rapat Internal Direksi Board of Directors Internal Meeting	17 November 2021 17 November 2021		✓			✓		✓	✓	✓
35	Rapat Internal Direksi Board of Directors Internal Meeting	24 November 2021 24 November 2021		✓			✓		✓	✓	✓
36	Rapat Internal Direksi Board of Directors Internal Meeting	01 Desember 2021 01 December 2021		✓			✓		✓	✓	✓
37	Rapat Internal Direksi Board of Directors Internal Meeting	07 Desember 2021 07 December 2021		✓			✓		✓	✓	✓
38	Rapat Internal Direksi Board of Directors Internal Meeting	16 Desember 2021 16 December 2021		✓			✓		✓	✓	✓
39	Rapat Internal Direksi Board of Directors Internal Meeting	21 Desember 2021 21 December 2021		✓			✓		✓	✓	✓

Catatan/Notes: ✓ hadir/present | X tidak hadir/not present ● tidak menjabat/not serving

HS: Heru Setiawan DD: Dannif Danusaputro EDG: Ernie D. Ginting DB: Dody Budiawan

SRP: Said Reza Pahlevy ASR: Achmad Syaihu Rais IH: Iman Hilmansah NG: Norman Ginting FR: Fadli Rahman

## Tingkat Kehadiran

## Attendance Rate

Nama Name	Jumlah Rapat Jumlah Rapat	Jumlah Kehadiran Jumlah Kehadiran	Tingkat Kehadiran Tingkat Kehadiran
Heru Setiawan	7	7	100%
Dannif Danusaputro	32	32	100%
Ernie D. Ginting	7	7	100%
Dody Budiawan	32	28	87,5%
Said Reza Pahlevy	39	37	94,9%
Achmad Syaihu Rais	32	32	100%
Iman Hilmansah	32	32	100%
Norman Ginting	7	7	100%
Fadli Rahman	6	6	100%

## Program Pengenalan Perusahaan bagi Direksi Baru

Program Pengenalan bagi Anggota Direksi yang diangkat untuk pertama kali wajib diberikan karena sangat penting untuk kelancaran dan efektivitas pelaksanaan tugas dan kewajibannya, yang bertujuan agar para Anggota Direksi dapat saling mengenal dan menjalin kerjasama sebagai satu tim yang solid, komprehensif dan efektif.

Pada tahun 2021, Perusahaan mengadakan program pengenalan perusahaan pada anggota Direksi yang baru diangkat yaitu Dannif Danusaputro dan Iman Hilmansah pada tanggal 19 Februari 2021, Norman Ginting dan Fadli Rahman pada tanggal 5 November 2021.

## Program Pelatihan Direksi

Dalam rangka memperluas wawasan serta meningkatkan kapabilitas mereka terkait bidang-bidang yang menjadi tanggung jawab mereka, sepanjang tahun 2021, seluruh anggota Direksi Perseroan telah mengikuti rangkaian pelatihan yang lebih banyak dilakukan secara *online* sebagai berikut:

## Company Orientation Program for New Directors

Orientation Program for members of the Board of Directors who are appointed for the first time shall be provided as very important for the smooth and effective implementation of their duties and obligations, with the aim that the Members of the Board of Directors can get to know each other and establish cooperation as a solid, comprehensive and effective team.

In 2021, the Company held orientation program for newly appointed Directors, namely Dannif Danusaputro and Iman Hilmansah on February 19, 2021, Norman Ginting and Fadli Rahman on November 5, 2021.

## Training Program for the Board of Directors

In order to broaden their horizons and improve their capabilities related to the areas of their responsibility, throughout 2021, all members of the Company's Board of Directors have participated in a series of trainings which were mostly conducted online as follows:

Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
Said Reza Pahlevy	Direktur SDM & Penunjang Bisnis Director of Human Capital & Corporate Services	Leader Forum	Mastering Compliance	29 April 2021	PCU
		Leader Forum	Challenges in Procurement	29 April 2021	
		Leader Forum	Lead The Culture, Lead in Business & Launching Framework Critical Behaviour	30 Juni 2021 30 June 2021	PCU
		Leader Forum	Lead The Culture, Lead in Business & Launching Framework Critical Behaviour		



Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
		PRIME III Batch 2 - Series 3 PRIME III Batch 2 - Series 3	1. <i>Building a New Economic Model in Indonesia after The Pandemic</i> 2. <i>Business Operational Excellence</i> 1. Building a New Economic Model in Indonesia after The Pandemic 2. Business Operational Excellence	5 Juli 2021 & 22 November 2021 5 July 2021 & 22 November 2021	PCU
		PRIME III Batch 2 - Series 4 PRIME III Batch 2 - Series 4	1. <i>Growth Driven Long Term Strategy</i> 2. <i>The Role of Directors; Duties &amp; Responsibilities</i> 1. Growth Driven Long Term Strategy 2. The Role of Directors; Duties & Responsibilities	6 Juli 2021 & 23 November 2021 6 July 2021 & 23 November 2021	PCU
		PRIME III Batch 2 - Series 5 PRIME III Batch 2 - Series 5	<i>Developing &amp; Sustaining Business in Disruptive Technology in VUCA Era</i> Developing & Sustaining Business in Disruptive Technology in VUCA Era	12 Juli 2021 & 29 November 2021 12 July 2021 & 29 November 2021	PCU
		PRIME III Batch 2 - Series 6 PRIME III Batch 2 - Series 6	<i>Creative Thinking</i> Creative Thinking	13 Juli 2021 & 30 November 2021 13 July 2021 & 30 November 2021	PCU
		PRIME III Batch 2 - Series 7 PRIME III Batch 2 - Series 7	1. <i>Financial Language for Directors</i> 2. <i>Funding Strategy &amp; Capital Structure</i> 1. Financial Language for Directors 2. Funding Strategy & Capital Structure	21 Juli 2021 & 6 Desember 2021 21 July 2021 & 6 Desember 2021	PCU
		<i>Leader Forum</i> Leader Forum	<i>Do Better Together; Embracing Workplace Diversity &amp; Lead Change</i> Do Better Together; Embracing Workplace Diversity & Lead Change	30 Juli 2021 30 July 2021	PCU
		<i>Leader Forum</i> Leader Forum	<i>Sosialisasi Good Corporate Governance</i> Good Corporate Governance Socialization	26 Agustus 2021 26 August 2021	PCU

Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
		<i>Leader Forum</i> Leader Forum	Pemimpin Bukan Sekedar Pimpinan; Obrolan Seputar Diri; Kepemimpinan & Budaya Leaders Are Not Just Leaders; Self-talk; Leadership & Culture	13 September 2021 13 September 2021	PCU
		<i>Leader Forum</i> Leader Forum	<i>Change in Leadership Innovation</i> Change in Leadership Innovation	25 Oktober 2021 25 October 2021	PCU
		<i>PRIME III - Directorship Program (Batch 3 - Series 1)</i> PRIME III - Directorship Program (Batch 3 - Series 1)	<i>The Role of Director - International Governance Standard, Strategy &amp; Risk</i> The Role of Director - International Governance Standard, Strategy & Risk	15 November 2021 15 November 2021	PCU
		<i>PRIME III - Directorship Program (Batch 3 - Series 2)</i> PRIME III - Directorship Program (Batch 3 - Series 2)	<i>The Role of Director - Leadership Perspectives, Transforming Vision into Action; Courage &amp; Team Work</i> The Role of Director - Leadership Perspectives, Transforming Vision into Action; Courage & Team Work	16 November 2021 16 November 2021	PCU
		<i>Leader Forum</i> Leader Forum	<i>Transisi Energy; Tantangan &amp; Implikasi</i> Energy Transition; Challenges & Implications	18 November 2021 18 November 2021	PCU
		Webinar Hakordia Hakordia Webinar	Membangun Budaya Anti Korupsi di Lingkungan Perusahaan Building an Anti-Corruption Culture in the Company	8 Desember 2021 8 December 2021	PCU
		<i>Leader Forum</i> Leader Forum	<i>Women's Leadership in State Owned Enterprises (SOEs) for Business Sustainability</i> Women's Leadership in State Owned Enterprises (SOEs) for Business Sustainability	21 Desember 2021 21 December 2021	PCU
Iman Hilmansah	Direktur Keuangan Director of Finance	<i>PRIME III (Directorship Program) Batch I Tahun 2021</i> PRIME III (Directorship Program) Batch I 2021	<i>Corporate Directorship - The Role of Director: Leadership Perspectives Transforming Vision into Action: Courage &amp; Team Work</i> Corporate Directorship - The Role of Director: Leadership Perspectives Transforming Vision into Action: Courage & Team Work	01 - 02 Maret 2021 01 - 02 March 2021	PCU



Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
		<p><i>PRIME III (Directorship Program) Batch I Tahun 2021 - Series 3</i></p> <p>PRIME III (Directorship Program) Batch I 2021 – Series 3</p>	<p>Sesi I : Dr. Tanri Abeng, MBA <i>Growth Driven Long Term Corporate Strategy</i></p> <p>Sesi II : Pramudya A. Oktavinanda, PhD <i>The Role of Directors: Duties, Responsibilities, Accountability of the Boards (Regulation Environment)</i></p> <p>Session I : Dr. Tanri Abeng, MBA Growth Driven Long Term Corporate Strategy</p> <p>Session II : Pramudya A. Oktavinanda, PhD The Role of Directors: Duties, Responsibilities, Accountability of the Boards (Regulation Environment)</p>	<p>8 Maret 2021 8 March 2021</p>	PCU
		<p><i>PRIME III (Directorship Program) Batch I Tahun 2021 - Series 4</i></p> <p>PRIME III (Directorship Program) Batch I 2021 - Series 4</p>	<p>Sesi I : Alex Liu <i>Building a New Economic Model in Indonesia After the Pandemic</i></p> <p>Sesi II : Fuad Sahid Lalean <i>Business Operational Excellence</i></p> <p>Session I : Alex Liu Building a New Economic Model in Indonesia After the Pandemic</p> <p>Session II : Fuad Sahid Lalean Business Operational Excellence</p>	<p>9 Maret 2021 9 March 2021</p>	PCU
		<p><i>PRIME III (Directorship Program) Batch I Tahun 2021 - Series 5</i></p> <p>PRIME III (Directorship Program) Batch I 2021 - Series 5</p>	<p><i>Developing &amp; Sustaining Business in Disruptive Technology in VUCA Era</i></p> <p>Developing &amp; Sustaining Business in Disruptive Technology in VUCA Era</p>	<p>15 Maret 2021 15 March 2021</p>	PCU
		<p><i>PRIME III (Directorship Program) Batch I Tahun 2021 - Series 6</i></p> <p>PRIME III (Directorship Program) Batch I 2021 - Series 6</p>	<p><i>Creative Thinking</i></p> <p>Creative Thinking</p>	<p>16 Maret 2021 16 March 2021</p>	PCU

Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
		PRIME III Series 7 : <i>Financial Language for Directors</i> PRIME III Series 7 : Financial Language for Directors	1. <i>Financial Language for Directors</i> 2. <i>Funding Strategy &amp; Capital Structure</i> 1. Financial Language for Directors 2. Funding Strategy & Capital Structure	23 Maret 2021 23 March 2021	PCU
		Undangan <i>Leader Forum - Managing Financial Performance</i> Leader Forum Invitation - Managing Financial Performance	<i>Managing Financial Performance</i> Managing Financial Performance	30 Maret 2021 30 March 2021	PCU
		Sharing Session Persiapan dan Pengelolaan Perusahaan Publik Sharing Session Preparation and Management of Public Companies	"Persiapan dan Pengelolaan Perusahaan Publik: <i>Do's and Don'ts</i> " "Preparation and Management of Public Companies: <i>Do's and Don'ts</i> "	7 April 2021 7 April 2021	Dit Keuangan PT Pertamina (Persero)
			Hydrogen Economy - New Delhi Dialogue 2021 Hydrogen Economy - New Delhi Dialogue 2021	15 April 2021 15 April 2021	PCU
		<i>Hannover Messe Exhibition 2021</i> Hannover Messe Exhibition 2021	" <i>CEO Statement : Energizing Future Sustainability</i> " " <i>Pertamina's Progress in Clean Energy &amp; Sustainability</i> " " <i>CEO Statement : Energizing Future Sustainability</i> " " <i>Pertamina's Progress in Clean Energy &amp; Sustainability</i> "	15 April 2021 15 April 2021	PT Pertamina (Persero)
		<i>Future Energy Asia's Energy Transition Insights Webinar</i> Future Energy Asia's Energy Transition Insights Webinar	<i>Capturing solar and wind sector opportunities in Southeast Asia</i> Capturing solar and wind sector opportunities in Southeast Asia	22 April 2021 22 April 2021	PCU
		Undangan Acara <i>Leader Forum</i> Leader Forum Invitation	<i>Mastering Compliance Challenges in Procurement</i> Mastering Compliance Challenges in Procurement	29 April 2021 29 April 2021	PCU



Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
		<i>Pertamina's Hydrogen Workshop 2021</i> <i>Pertamina's Hydrogen Workshop 2021</i>	1. <i>Hydrogen Market,</i> 2. <i>Hydrogen Technology Benchmarking,</i> 3. <i>Application &amp; Usage, and</i> 4. <i>Hydrogen Implementation &amp; Challenge</i>  1. <i>Hydrogen Market,</i> 2. <i>Hydrogen Technology Benchmarking,</i> 3. <i>Application &amp; Usage, and</i> 4. <i>Hydrogen Implementation &amp; Challenge</i>	3 Mei 2021 3 May 2021	PPI
			<i>Sharing Session Green Bond - Star Energy</i> <i>Sharing Session Green Bond - Star Energy</i>	20 Mei 2021 20 May 2021	PT Pertamina (Persero)
		<i>Pertamina Investor Day 2021</i> <i>Pertamina Investor Day 2021</i>		23 Juni 2021 23 June 2021	PT Pertamina (Persero)
		<i>Future Energy Asia's Energy Transition Insights Webinar</i> <i>Future Energy Asia's Energy Transition Insights Webinar</i>	<i>Financing Dialogue: Renewable Energy Project Briefing in Southeast Asia</i> <i>Financing Dialogue: Renewable Energy Project Briefing in Southeast Asia</i>	24 Juni 2021 24 June 2021	
		<i>Undangan Peserta Acara Leader Forum</i> <i>Leader Forum Event Participants Invitation</i>	<i>Lead The Culture, Lead in Business dan Launching Framework Critical Behaviour.</i> <i>Lead The Culture, Lead in Business dan Launching Framework Critical Behaviour.</i>	30 Juni 2021 30 June 2021	PCU
			<i>Workshop Transaksi Afiliasi di Perusahaan Publik</i> <i>Affiliate Transaction Workshop in Public Company</i>	1 Juli 2021 1 July 2021	Dit Keuangan PT Pertamina (Persero)
		<i>Sharing Session</i> <i>Sharing Session</i>	<i>Renewable Energy dan Nett- Zero Emission Target</i> <i>Renewable Energy and Nett- Zero Emission Target</i>	21 Juli 2021 21 July 2021	PT Pertamina (Persero)
		<i>Undangan Peserta Acara Leader Forum</i> <i>Leader Forum Event Participants Invitation</i>	<i>Do Better Together: Embracing Workplace Diversity &amp; Lead Change</i> <i>Do Better Together: Embracing Workplace Diversity &amp; Lead Change</i>	30 Juli 2021 30 July 2021	PCU

Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
		Undangan <i>Economic Outlook &amp; Financial Market Updates 2nd Semester 2021</i> Economic Outlook & Financial Market Updates 2nd Semester 2021 Invitation		18 Agustus 2021 18 August 2021	PT Bank Mandiri Persero (Tbk)
		Live webinar HSBC Summit 2021 Live webinar HSBC Summit 2021	<i>"Driving Indonesia's economy as ASEAN's growth powerhouse"</i> <i>"Driving Indonesia's economy as ASEAN's growth powerhouse"</i>	25 Agustus 2021 25 August 2021	HSBC
		Undangan Peserta Acara <i>Leader Forum</i> Leader Forum Event Participants Invitation	Sosialisasi <i>Good Corporate Governance</i> Good Corporate Governance Socialization	16 Agustus 2021 16 August 2021	PCU
		Undangan Peserta Acara <i>Leader Forum</i> Leader Forum Event Participants Invitation	<i>Change In Leadership Innovation</i> Change In Leadership Innovation	25 Oktober 2021 25 October 2021	PCU
		<i>Leaders Talk</i> Leaders Talk	<i>Launching Program Budaya &amp; Komunitas AoC SH PNRE</i> Launching of Culture Program & AoC SH PNRE Community	5 November 2021 5 November 2021	PPI
		Undangan Peserta Acara <i>Leader Forum</i> Leader Forum Event Participants Invitation	Transisi <i>Energy</i> : Tantangan & Implikasi Energy Transition: Challenges & Implications	18 November 2021 18 November 2021	PCU



Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
		Undangan Peserta Webinar Hakordia Hakordia Webinar Participant Invitation	<ol style="list-style-type: none"> <li>1. Launching Buku Anti <i>Fraud</i> dan Web Integrasi <i>Whistleblowing system</i> (WBS) PT Pertamina - KPK RI</li> <li>2. Webinar: "Membangun Budaya Anti Korupsi di Lingkungan Perusahaan"</li> <li>3. Penayangan Video Pemenang Lomba Perwira Pertamina Berintegritas.</li> </ol> <ol style="list-style-type: none"> <li>1. Launching of the Anti-Fraud Book and the Integrated Whistleblowing System (WBS) Web for PT Pertamina - KPK RI</li> <li>2. Webinar: "Building Anti-Corruption Culture in the Company's Environment"</li> <li>3. Video Showing Winners of the Pertamina Officers Competition with Integrity</li> </ol>	8 Desember 2021 8 December 2021	PCU
		Undangan Peserta Acara <i>Leader Forum</i> Leader Forum Event Participants Invitation	<i>Women's Leadership in State Owned Enterprises (SOEs) for Business Sustainability</i> Women's Leadership in State Owned Enterprises (SOEs) for Business Sustainability	21 Desember 2021 21 December 2021	PCU
Dody Budiawan	Direktur Proyek & Operasi Director of Project & Operations	Undangan <i>Leader Forum - Managing Financial Performance</i> Leader Forum Invitation - Managing Financial Performance	<i>Managing Financial Performance</i> Managing Financial Performance	30 Maret 2021 30 March 2021	PCU
		Undangan Acara <i>Leader Forum</i> Leader Forum Invitation	<i>Mastering Compliance Challenges in Procurement</i> Mastering Compliance Challenges in Procurement	29 April 2021 29 April 2021	PCU
		Undangan Peserta Acara <i>Leader Forum</i> Leader Forum Event Participants Invitation	Sosialisasi <i>Good Corporate Governance</i> Good Corporate Governance Socialization	26 Agustus 2021 26 August 2021	PCU

Nama Name	Jabatan Position	Acara Event	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
		<i>Leader Forum</i> Leader Forum	Pemimpin Bukan Sekedar Pimpinan; Obrolan Seputar Diri; Kepemimpinan & Budaya Leaders Are Not Just Leaders; Self-talk; Leadership & Culture	13 September 2021 13 September 2021	PCU
		<i>Leader Forum</i> Leader Forum	<i>Change in Leadership Innovation</i> Change in Leadership Innovation	25 Oktober 2021 25 October 2021	PCU
		<i>Leaders Talk</i> Leaders Talk	<i>Launching Program Budaya &amp; Komunitas AoC SH PNRE</i> Launching of Culture Program & AoC SH PNRE Community	5 November 2021 5 November 2021	PCU
		Undangan Peserta Acara <i>Leader Forum</i> Leader Forum Event Participants Invitation	Transisi <i>Energy</i> : Tantangan & Implikasi Energy Transition: Challenges & Implications	18 November 2021 18 November 2021	PCU
		Undangan Peserta Webinar Hakordia Hakordia Webinar Participant Invitation	1. Launching Buku Anti <i>Fraud</i> dan Web Integrasi <i>Whistleblowing system</i> (WBS) PT Pertamina - KPK RI 2. Webinar: "Membangun Budaya Anti Korupsi di Lingkungan Perusahaan" 3. Penayangan Video Pemenang Lomba Perwira Pertamina Berintegritas. 1. Launching of the Anti- Fraud Book and the Integrated Whistleblowing System (WBS) Web for PT Pertamina - KPK RI 2. Webinar: "Building Anti- Corruption Culture in the Company's Environment" 3. Video Showing Winners of the Pertamina Officers Competition with Integrity	8 Desember 2021 8 December 2021	PCU
		Undangan Peserta Acara <i>Leader Forum</i> Leader Forum Event Participants Invitation	<i>Women's Leadership in State Owned Enterprises (SOEs) for Business Sustainability</i> Women's Leadership in State Owned Enterprises (SOEs) for Business Sustainability	21 Desember 2021 21 December 2021	PCU



# Dewan Komisaris

## Board of Commissioners

Dewan Komisaris secara kolektif mempunyai tugas dan tanggung jawab melakukan pengawasan dan memberikan nasihat terhadap pengelolaan Perseroan dengan mengacu kepada ketentuan perundang-undangan 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.

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 are directly responsible for the GMS, which is the realization of the supervisory accountability of the Company's management in the framework of GCG principles.

### Masa Jabatan dan Komposisi Dewan Komisaris

Pengangkatan dan pemberhentian Dewan Komisaris Perseroan dilakukan melalui mekanisme RUPS di mana setiap anggota Dewan Komisaris diangkat untuk masa jabatan 3 (tiga) tahun sejak tanggal pengangkatannya dengan tidak mengurangi hak dan kewenangan RUPS untuk dapat memberhentikan anggota Dewan Komisaris sewaktu-waktu sebelum masa jabatannya berakhir.

### Term of Office and Composition of the Board of Commissioners

The appointment and dismissal of the Board of Commissioners of the Company is carried out through the GMS mechanism in which each member of the Board of Commissioners is appointed for a term of 3 (three) years from the date of appointment without prejudice to the rights and authority of the GMS to be able to dismiss members of the Board of Commissioners at any time before their term of office ends.

Per 31 Desember 2021, susunan Dewan Komisaris Perseroan adalah sebagai berikut:

As of December 31, 2021, the composition of the Company's Board of Commissioners is as follows:

Nama Name	Jabatan Position	Dasar Hukum Penunjukan Legal Basis of Appointment
N Hasto Kristiyono	Komisaris Utama President Commissioner	Tanggal : 15 Februari 2021 Judul : KPSSS Pemberhentian dan Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Date : February 15, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Directors and Members of the Board of Commissioners
David Bingei	Komisaris Commissioner	Tanggal : 2 Juli 2021 Judul : KPSSS Pengangkatan Anggota Dewan Komisaris Date : July 2, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Commissioners
Ajar Budi Kuncoro	Komisaris Commissioner	Tanggal : 13 Juni 2020 Judul : KPSSS Pengangkatan Anggota Dewan Komisaris Date : June 13, 2020 Title : KPSSS Appointment of Members of the Board of Commissioners
Dwi Agus Setiawan	Komisaris Commissioner	Tanggal : 26 April 2021 Judul : KPSSS Pengangkatan Anggota Dewan Komisaris Date : April 26, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Commissioners
Ida Nuryatin Finahari	Komisaris Commissioner	Tanggal : 1 November 2021 Judul : KPSSS Pengangkatan Anggota Direksi dan Anggota Dewan Komisaris Date : November 1, 2021 Title : KPSSS Dismissal and Appointment of Members of the Board of Commissioners

### Pedoman Kerja Dewan Komisaris

Dalam rangka pelaksanaan tugas dan fungsinya, Dewan Komisaris Perseroan dilengkapi dengan Pedoman kerja sebagaimana di atur dalam Board Manual. Pedoman tersebut senantiasa ditinjau dan dimutakhirkan secara berkala sesuai perkembangan peraturan dan *best practices* terkini.

### Tugas dan Tanggung Jawab Dewan Komisaris

Sebagaimana tercantum di dalam Akta Pendirian Perseroan No. 17 tanggal 26 Oktober 2016, Dewan Komisaris mengemban tugas dan tanggung jawab sebagai berikut:

1. Dewan Komisaris bertugas melakukan pengawasan terhadap kebijakan, jalannya pengurusan Perseroan maupun usaha Perseroan yang dilakukan oleh Direksi serta memberikan nasihat kepada Direksi termasuk pengawasan terhadap pelaksanaan RJPP, RKAP, ketentuan Anggaran Dasar dan Keputusan RUPS, serta peraturan perundang-undangan yang berlaku, untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.
2. Dalam melaksanakan tugasnya tersebut setiap anggota Dewan Komisaris harus:
  - a. Mematuhi Anggaran Dasar dan peraturan perundang-undangan serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, serta kewajaran;
  - b. Beritikad baik, penuh kehati-hatian dan bertanggung jawab kepada Perseroan dalam hal ini diwakili oleh RUPS dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan;
  - c. Dilarang melakukan transaksi yang mempunyai benturan kepentingan dan mengambil kepentingan Perseroan selain honorarium dan fasilitas yang ditentukan oleh RUPS.
3. Dalam melaksanakan tugas sebagaimana dimaksud pada butir 1 di atas, pasal ini, Dewan Komisaris berwenang melakukan hal-hal berikut, di antaranya:
  - a. Melihat buku-buku, surat-surat, serta dokumen-dokumen lainnya, memeriksa kas, surat berharga lainnya dan kekayaan Perseroan untuk keperluan verifikasi;
  - b. Memasuki pekarangan, gedung, dan kantor yang dipergunakan oleh Perseroan;
  - c. Meminta penjelasan dari Direksi dan/atau pejabat lainnya mengenai segala persoalan yang menyangkut pengelolaan Perseroan;
  - d. Mengetahui segala kebijakan dan tindakan yang telah dan akan dijalankan oleh Direksi;
  - e. Meminta Direksi dan/atau pejabat lainnya di bawah Direksi dengan sepengetahuan Direksi untuk menghadiri rapat Dewan Komisaris;
  - f. Mengangkat Sekretaris Dewan Komisaris, jika dianggap perlu;
  - g. Memberhentikan sementara anggota Direksi sesuai dengan ketentuan Undang-Undang Perseroan Terbatas;
  - h. Membentuk komite-komite lain selain Komite Audit, jika dianggap perlu dengan memperhatikan kemampuan Perseroan;

### Board of Commissioners' Manual

In carrying out its duties and functions, the Company's Board of Commissioners are equipped with Board Manual as stipulated in the Board Manual. The Board Manual is reviewed and updated periodically, following the most updated regulations and best practices.

### Duties and Responsibilities of the the Board of Commissioners

As stipulated in the Establishment Deed of Company No. 17 dated 26 October 2016, the Board of Commissioners carries out the following duties and responsibilities:

1. The Board of Commissioners is responsible to supervise the policy, the Company's business conducted by the Board of Directors as well as to give advice to the Board of Directors including supervision on the implementation of Company's Long-Term Plan, Working and Budget Plan, the provisions of the Articles of Association and Resolution of the General Meeting of Shareholders, and the prevailing laws and regulations, for the Company's benefit and in accordance with the Company's purposes and objectives.
2. In performing its duties, each member of the Board of Commissioners must be:
  - a. Comply with the Articles of Association and the laws and regulations as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness;
  - b. Have good faith, prudent, and accountable to the Company which is represented by the GMS in carrying out supervisory and advisory functions to the Board of Directors for the Company's interest and in accordance with the Company's purposes and objectives;
  - c. It is prohibited to conduct transactions with conflict of interest and take the Company's benefit excluding the honorarium and facilities determined by the GMS.
3. In performing the duties stated on point 1 above, the Board of Commissioners is authorized to conduct the following things, among others:
  - a. Examine bookkeepings, letters, and other documents, checking cash, other securities, and the assets of the Company for the purpose of verification;
  - b. Enter the yard, building, and office used by the Company;
  - c. Request an explanation from the Board of Directors and/or other officials regarding any issues related to the management of the Company;
  - d. Acknowledge all policies and actions that have been and will be carried out by the Board of Directors;
  - e. Request the Board of Directors and/or other officials under the Board of Directors by informing the Board of Directors to attend the Board of Commissioners' meeting;
  - f. Appoint the Secretary to the Board of Commissioners, if deemed necessary;
  - g. Temporarily suspend the members of the Board of Directors based on the provisions of Limited Liability Company Law;
  - h. Establish committees other than the Audit Committee, if deemed necessary by overseeing the ability of the Company;



- i. Menggunakan tenaga ahli untuk hal tertentu dan dalam jangka waktu tertentu atas beban Perseroan, jika dianggap perlu;
- j. Melakukan tindakan pengurusan Perseroan dalam keadaan tertentu untuk jangka waktu tertentu sesuai dengan ketentuan Anggaran Dasar;
- k. Menghadiri rapat Direksi dan memberikan pandangan terhadap hal-hal yang dibicarakan; dan
- l. Melaksanakan kewenangan pengawasan lainnya sepanjang tidak bertentangan dengan peraturan perundang-undangan, Anggaran Dasar, dan/atau keputusan RUPS.

### Rapat Dewan Komisaris

Sebagaimana tercantum dalam Anggaran Dasar Perseroan, Rapat Dewan Komisaris diadakan sekurang-kurangnya satu kali setiap bulan sebagai bentuk pelaksanaan atas fungsi pengawasan Dewan Komisaris terhadap pengurusan perusahaan yang dijalankan oleh Direksi. Di dalam Rapat tersebut, Dewan Komisaris dapat meminta kehadiran Direksi.

### Frekuensi dan Tingkat Kehadiran Rapat Dewan Komisaris

Sepanjang tahun 2021, Rapat Dewan Komisaris telah diselenggarakan sebanyak 13 kali dengan frekuensi kehadiran sebagai berikut:

### Rapat Dewan Komisaris

No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	DHS	NHK	ABK	DAS	DB	AFM
1	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	15 Februari 2021 15 February 2021	✓	✓	✓			✓
2	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	19 Februari 2021 19 February 2021		✓	✓			✓
3	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	7 Mei 2021 7 May 2021		✓	✓	✓		✓
4	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	09 Juni 2021 09 June 2021		✓	✓	✓		✓
5	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	18 Juni 2021 18 June 2021		✓	✓	✓		✓
6	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	23 Juni 2021 23 June 2021		✓	✓	✓		✓
7	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	15 Juli 2021 15 July 2021		✓	✓	✓	✓	✓
8	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	27 September 2021 27 September 2021		✓	✓	✓	✓	✓

- i. Using experts for certain things and within a certain period of time at upon Company's expense, if deemed necessary;
- j. Carry out the Company's management actions in certain circumstances for a certain period of time in accordance with the provisions of the Articles of Association;
- k. Attend the Board of Directors' meetings and provide views on matters discussed; and
- l. Carry out other supervisory functions to the extent that they do not against the laws and regulations, Articles of Association, and/or resolutions of the GMS.

### Meeting of the Board of Commissioners

As stated in the Company's Articles of Association, the Board of Commissioners' Meeting is held at least once a month as a form of implementation of the Board of Commissioners' supervisory function over the management of the Company carried out by the Board of Directors. At the meeting, the Board of Commissioners may request the presence of the Board of Directors.

### Frequency and Attendance Level of Meeting of the Board of Commissioners

Throughout 2021, the Board of Commissioners has held 13 times with attendance level as follows:

### Meeting of the Board of Commissioners

No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	DHS	NHK	ABK	DAS	DB	AFM
9	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	6 Oktober 2021 6 October 2021		✓	✓	✓	✓	✓
10	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	18 Oktober 2021 18 October 2021		✓	✓	✓	✓	✓
11	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	3 November 2021 3 November 2021		✓	✓	✓	✓	
12	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	18 November 2021 18 November 2021		✓	✓	✓	✓	
13	Rapat Internal Dewan Komisaris Internal Meeting of the Board of Commissioners	25 November 2021 25 November 2021		✓	✓	✓	✓	

Catatan/Notes: ✓ hadir/present | X tidak hadir/not present ● tidak menjabat/not serving

DHS: Dharmawan H. Samsu NHK: N. Hasto Kristijono ABK: Ajar Budi Kuncoro

DAS: Dwi Agus Setiawan DB: David Bingei AFM: Andriah Feby Misna

Nama Name	Jumlah Rapat Jumlah Rapat	Jumlah Kehadiran Jumlah Kehadiran	Tingkat Kehadiran Tingkat Kehadiran
Dharmawan H. Samsu	1	1	100%
N. Hasto Kristijono	13	13	100%
Ajar Budi Kuncoro	13	13	100%
Dwi Agus Setiawan	11	11	100%
David Bingei	7	7	100%
Andriah Feby Misna	10	10	100%

### Frekuensi dan Tingkat Kehadiran Rapat Gabungan Dewan Komisaris dan Direksi

Sepanjang tahun 2021, Rapat Gabungan Dewan Komisaris dan Direksi telah diselenggarakan sebanyak 24 kali dengan frekuensi kehadiran sebagai berikut:

#### Rapat Dewan Komisaris & Direksi

### Frequency and Attendance Level of Joint Meeting of the Board of Commissioners and the Board of Directors

Throughout 2021, the Joint Meetings of the Board of Commissioners and the Board of Directors have been held 24 times with attendance level as follows:

#### Meeting of the Board of Commissioners & the Board of Directors

No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	Dewan Komisaris Board of Commissioners							Direksi Board of Directors								
			DHS	NHK	ABK	YS	DAS	DB	AFM	HS	DD	EDG	DB	SRP	ASR	IH	NG	FR
1	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	4 Januari 2021 4 January 2021	✓	✓	✓	✓			✓	✓		✓	✓	✓	✓			



No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	Dewan Komisaris Board of Commissioners							Direksi Board of Directors								
			DHS	NHK	ABK	YS	DAS	DB	AFM	HS	DD	EDG	DB	SRP	ASR	IH	NG	FR
2	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	18 Januari 2021 18 January 2021	✓	✓	✓	✓			✓	✓		✓	✓	✓	✓			
3	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	5 Februari 2021 5 February 2021	✓	✓	✓				✓	✓		✓	✓	✓	✓			
4	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	24 Februari 2021 24 February 2021		✓	✓				✓		✓		✓	✓	✓	✓		
5	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	8 Maret 2021 8 March 2021		✓	✓				✓		✓		✓	✓	✓	✓		
6	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	22 Maret 2021 22 March 2021		✓	✓				✓		✓		✓	✓	✓	✓		
7	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	5 April 2021 5 April 2021		✓	✓				✓		✓		✓	✓	✓	✓		
8	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	19 April 2021 19 April 2021		✓	✓				✓		✓		✓	✓	✓	✓		

No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	Dewan Komisaris Board of Commissioners							Direksi Board of Directors								
			DHS	NHK	ABK	YS	DAS	DB	AFM	HS	DD	EDG	DB	SRP	ASR	IH	NG	FR
9	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	3 Mei 2021 3 May 2021		✓	✓			✓				✓		✓	✓	✓	✓	
10	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	24 Mei 2021 24 May 2021		✓	✓		✓	✓				✓		✓	✓	✓	✓	
11	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	14 Juni 2021 14 June 2021		✓	✓		✓	✓				✓		✓	✓	✓	✓	
12	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	28 Juni 2021 28 June 2021		✓	✓		✓	✓				✓		✓	✓	✓	✓	
13	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	12 Juli 2021 12 July 2021		✓	✓		✓	✓	✓			✓		✓	✓	✓	✓	
14	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	28 Juli 2021 28 July 2021		✓	✓		✓	✓	✓			✓		✓	✓	✓	✓	
15	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	09 Agustus 2021 09 August 2021		✓	✓		✓	✓	✓			✓		✓	✓	✓	✓	



No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	Dewan Komisaris Board of Commissioners							Direksi Board of Directors								
			DHS	NHK	ABK	YS	DAS	DB	AFM	HS	DD	EDG	DB	SRP	ASR	IH	NG	FR
16	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	30 Agustus 2021 30 August 2021		✓	✓		✓	✓	✓			✓		✓	✓	✓		
17	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	13 September 2021 13 September 2021		✓	✓		✓	✓	✓			✓		✓	✓	✓		
18	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	27 September 2021 27 September 2021		✓	✓		✓	✓	✓			✓		✓	✓	✓		
19	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	18 Oktober 2021 18 October 2021		✓	✓		✓	✓	✓			✓		✓	✓	✓		
20	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	29 Oktober 2021 29 October 2021		✓	✓		✓	✓				✓		✓		✓	✓	
21	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	18 November 2021 18 November 2021		✓	✓		✓	✓				✓		✓		✓	✓	✓
22	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	29 November 2021 29 November 2021		✓	✓		✓	✓				✓		✓		✓	✓	✓

No	Agenda Agenda	Tanggal Pelaksanaan Date of Implementation	Dewan Komisaris Board of Commissioners							Direksi Board of Directors								
			DHS	NHK	ABK	YS	DAS	DB	AFM	HS	DD	EDG	DB	SRP	ASR	IH	NG	FR
23	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	14 Desember 2021																
		14 December 2021		✓	✓		✓	✓			✓		✓		✓	✓	✓	✓
24	Rapat Dewan Komisaris dan Direksi Board of Commissioners and Board of Directors Meeting	27 Desember 2021																
		27 December 2021		✓	✓		✓	✓			✓		✓		✓	✓	✓	✓

Catatan/Notes: ✓ hadir/present | X tidak hadir/not present ● tidak menjabat/not serving

Dewan Komisaris/Board of Commissioners

HS: Heru Setiawan DD: Dannif Danusaputro EDG: Ernie D. Ginting DB: Dody Budiawan SRP: Said Reza Pahlevy ASR: Achmad Syaihu Rais IH: Iman Hilmansah NG: Norman Ginting FR: Fadli Rahman

Direksi/Board of Directors

DHS: Dharmawan H. Samsu NHK: N. Hasto Kristijono ABK: Ajar Budi Kuncoro YS: Yunus Saefulhak DAS: Dwi Agus Setiawan DB: David Bingei

Nama Name	Jumlah Rapat Jumlah Rapat	Jumlah Kehadiran Jumlah Kehadiran	Tingkat Kehadiran Tingkat Kehadiran
<b>Dewan Komisaris Board of Commissioners</b>			
Dharmawan H. Samsu	3	3	100%
N. Hasto Kristiyono	24	24	100%
Ajar Budi Kuncoro	24	24	100%
Yunus Saefulhak	2	2	100%
Dwi Agus Setiawan	16	16	100%
David Bingei	12	12	100%
Andriah Feby Misna	19	19	100%
<b>Direksi Board of Directors</b>			
Dannif Danusaputro	21	21	100%
Heru Setiawan	3	3	100%
Fadli Rahman	4	4	100%
Norman Ginting	3	3	100%
Iman Hilmansah	21	21	100%
Ernie D. Ginting	3	3	100%
Dody Budiawan	19	19	100%
Said Reza Pahlevy	24	24	100%
Achmad Syaihu Rais	19	19	100%



### Program Pengenalan Perusahaan bagi Komisaris Baru

Program Pengenalan bagi Anggota Dewan Komisaris yang diangkat untuk pertama kali wajib diberikan karena sangat penting untuk kelancaran dan efektivitas pelaksanaan tugas dan kewajibannya, serta Anggota Dewan Komisaris memiliki latar belakang berbeda dan berasal dari beberapa pihak yang merepresentasikan Pemegang Saham. Tujuan Program Pengenalan ini agar para Anggota Dewan Komisaris dapat saling mengenal dan menjalin kerjasama sebagai satu tim yang solid, komprehensif dan efektif.

Pada tahun 2021, Perusahaan mengadakan program pengenalan perusahaan pada anggota komisaris yang baru diangkat yaitu Ida Nuryatin Finahari pada tanggal 2 November 2021.

### Program Pelatihan Dewan Komisaris

Sepanjang tahun 2021 Dewan Komisaris mengikuti program pelatihan/lokakarya/seminar.

### Company Orientation Program for New Commissioners

Orientation Program for the Board of Commissioners members who is appointed for the first time shall be provided as it is very important for smooth and effective implementation of their duties and obligations. The Board of Commissioners members have different backgrounds and appointed from various parties who represent Shareholders. The purpose of this Familiarization Program is so that the Members of the Board of Commissioners can get to know each other and build cooperation as a solid, comprehensive and effective team.

In 2021, the Company held orientation program for newly appointed commissioners, Ida Nuryatin Finahari on November 2, 2021.

### Training Program for the Board of Commissioners

Throughout 2021, the Board of Commissioners participate training/workshop/seminar.

Nama Name	Jabatan Position	Materi Pengembangan Kompetensi/Pelatihan Subject of Competency Development/Training	Waktu dan Tempat Pelaksanaan Implementation Date and Location	Penyelenggara Provider
N. Hasto Kristiyono	Komisaris Utama President Commissioner	<i>Business and Climate Change: Towards Net Zero Emissions</i> Business and Climate Change: Towards Net Zero Emissions	Juli 2021 – September 2021 Juli 2021 – September 2021	University of Cambridge Institute for Sustainability Leadership
David Bingei	Komisaris Commissioner	<i>Business and Climate Change: Towards Net Zero Emissions</i> Business and Climate Change: Towards Net Zero Emissions	Juli 2021 – September 2021 Juli 2021 – September 2021	University of Cambridge Institute for Sustainability Leadership

### Penilaian Kinerja Direksi Tahun 2021

Kinerja Direksi tahun 2021 diukur berdasarkan KPI seperti terlihat pada tabel berikut ini:

### Performance Evaluation of the Board of Directors in 2021

Performance of the Board of Directors in 2021 is evaluated based on KPI as described in the following table:

No	KPI	Satuan Unit	Target 2021 Revisi Target 2021 Revision	Bobot Weight Sub
<b>A. KPI Bersama/Joint KPI</b>		40		
1	EBITDA ( <i>Consolidated</i> )/EBITDA (consolidated)	USD Miliar/ Billion	8,43	5
2	ROIC dengan tingkat jangka Panjang (ROIC > WACC) ( <i>Cost of Equity</i> 5%)/Long-term ROIC (ROIC > WACC) ( <i>Cost of Equity</i> 5%)	%	0,32	4
3	<i>Cost From Operation</i> (CFO)/Cost From Operation (CFO)	USD Miliar/ Billion	0,73	6
4	<i>Interest Bearing Debt to Invested Capital</i> Interest Bearing Debt to Invested Capital	Ratio/Ratio	0,42	4
5	Rata-Rata Penggunaan TKDN ( <i>Consolidated</i> ) Average Use of Domestic Component Level (Consolidated)	%	30	6

No	KPI	Satuan Unit	Target 2021 Revisi Target 2021 Revision	Bobot Weight Sub
6	% Perempuan dalam <i>Nominated Talent</i> /% Female in Nominated Talent	%	15	5
7	% Milenial (<40 Tahun) dalam <i>Top Talent</i> /% Millennials (<40 Years) in Top Talent	%	50	5
8	Pemenuhan Subholding sudah berfungsi penuh dan beroperasi penuh/Subholding Fulfillment is fully functioning and fully operating	Waktu/Time	Oct 2021/ Oct 2021	5
<b>B. KPI Subholding/Subholding KPI</b>		60		
1	EBITDA/EBITDA	USD Juta/Million	259,75	4
2	<i>Economic Profit</i> /Economic Profit	%	9,36	3
3	<i>Electricity Volume Produced</i> /Electricity Volume Produced	GWh	4.493,73	5
4	<i>Cost per Unit – Geothermal</i> /Cost per Unit - Geothermal	Cent/kWh Cent/kWh	4,48	3
5	<i>Cost per Unit - Non Geothermal</i> /Cost per Unit - Non Geothermal	Cent/kWh Cent/kWh	7,14	3
6	<i>Equivalent Forced Outage Rate (EFOR)</i> /Equivalent Forced Outage Rate (EFOR)	%	3,59	4
7	<i>Equivalent Availability Factor (EAF) Pembangkit</i> / Equivalent Availability Factor (EAF) Power Plant	%	86,29	4
8	<i>Customer Satisfaction Index</i> /Customer Satisfaction Index	<i>Likert Scale</i> / Likert Scale	4,00	3
9	<i>Strategic Partnership: Penyelesaian Kemitraan dengan Battery Technology Provider</i> Strategic Partnership: Completion of Partnership with Battery Technology Provider	%	Maret 2021 March 2021	2
10	<i>Strategic Partnership: Pembentukan Indonesia Battery Company (IBC)</i> Strategic Partnership: Establishment of Indonesia Battery Corporation (IBC)	Waktu/Time	April 2021 April 2021	2
11	<i>Strategic Partnership: Other Key Projects</i> /Strategic Partnership: Other Key Projects	Waktu/Time	Des 2021 Dec 2021	3
12	<i>Unlock Value-PGE</i> /Unlock Value-PGE	%	100	3
13	Pencapaian <i>Milestone EBT Internal Pertamina</i> / Pertamina's Internal EBT Milestone Achievement	%	100	3
14	<i>Project Milestone Achievement</i> /Project Milestone Achievement	%	100	3
15	Total Kapasitas Terpasang Power & NRE lainnya/Total Installed Capacity Power & other NRE	MW	947	4
16	<i>Total Recordable Incident Rate (TRIR)</i> /Total Recordable Incident Rate (TRIR)	Rate/Rate	0,66	3
17	Realisasi Penyerapan Investasi (ABI)/Investment Absorption Realization (ABI)	%	85-100	3
18	Realisasi Investasi (Progress Fisik)/ Investment Realization (Physical Progress)	%	90	3



No	KPI	Satuan Unit	Target 2021 Revisi Target 2021 Revision	Bobot Weight Sub
19	PNRE investment by World Class Strategic Investors/ PNRE investment by World Class Strategic Investors	%	100	2
<b>C. Boundary KPI</b>				
1a	Number of Accident (NoA)-Penalti Umum/Number of Accident (NoA)-General Penalty	#	0	
1b	Number of Accident (NoA)-Staggered Penalty/Number of Accident (NoA)-Staggered Penalty	%	100	
2	Pelaporan e-LHKPN/e-LHKPN Reporting	%	100	
3	Improvement ESG Score/Improvement ESG Score	Score/Score	41,6	
4	Pencapaian Sinergi Grup Pertamina/Pertamina Group Synergy Achievement	%	10	
5	Risk Management Implementation/Risk Management Implementation	%	100	
6	Tindak Lanjut Rekomendasi Hasil Audit Internal & Eksternal/Follow-up on Internal & External Audit Results Recommendations	%	100	

Sedangkan hasil penilaian kinerja Direksi dituangkan dalam performa kinerja KPI sebagai berikut:

Meanwhile, the Board of Directors' performance evaluation results in KPI performance are as follows:

No	KPI	Satuan Unit	Target RKAP	Bobot Weight Sub	Realisasi 2021 (Audited) Realization of 2021 (Audited)		
					Real	Perf	WP
<b>A. KPI Bersama/Joint KPI</b>					43,53		
1	EBITDA (Consolidated)/EBITDA (consolidated)	USD Miliar/ Billion	8,43	5	9,26	109,78%	5,49
2	ROIC dengan tingkat jangka Panjang (ROIC > WACC) (Cost of Equity 5%)/Long-term ROIC (ROIC > WACC) (Cost of Equity 5%)	%	0,32	4	1,62	110,00%	4,40
3	Cost From Operation (CFO)/Cost From Operation (CFO)	USD Miliar/ Billion	0,73	6	4,01	110,00%	6,60
4	Interest Bearing Debt to Invested Capital	Rasio/ Ratio	0,42	4	0,39	105,84%	4,23
5	Rata-Rata Penggunaan TKDN (Consolidated) Average Use of Domestic Component Level (Consolidated)	%	30	6	60,00	110,00%	6,60
6	% Perempuan dalam Nominated Talent/% Female in Nominated Talent	%	15	5	18,92	110,00%	5,50
7	% Milenial (<40 Tahun) dalam Top Talent/ Millennials (<40 Years) in Top Talent	%	50	5	52,08	104,16%	5,21

No	KPI	Satuan Unit	Target RKAP	Bobot Weight Sub	Realisasi 2021 (Audited) Realization of 2021 (Audited)		
					Real	Perf	WP
8	Pemenuhan Subholding sudah berfungsi penuh dan beroperasi penuh/Subholding Fulfillment is fully functioning and fully operating	Waktu/ Time	Okt 2021 Oct 2021	5	Sep 2021 Sep 2021	110,00%	5,50
<b>B. KPI Subholding/Subholding KPI</b>							62,76
1	EBITDA/EBITDA	USD Juta/ Million	259,75	4	277,39	106,79%	4,27
2	<i>Economic Profit</i> /Economic Profit	%	9,36	3	10,30	110,00%	3,30
3	<i>Electricity Volume Produced</i> /Electricity Volume Produced	GWh	4.493,73	5	4.686,12	104,28%	5,21
4	<i>Cost per Unit – Geothermal</i> /Cost per Unit - Geothermal	Cent/kWh	4,48	3	4,33	103,35%	3,10
5	<i>Cost per Unit - Non Geothermal</i> /Cost per Unit - Non Geothermal	Cent/kWh	7,14	3	5,07	110,00%	3,30
6	<i>Equivalent Forced Outage Rate (EFOR)</i> /Equivalent Forced Outage Rate (EFOR)	%	3,59	4	1,46	110,00%	4,40
7	<i>Equivalent Availability Factor (EAF) Pembangkit</i> /Equivalent Availability Factor (EAF) Power Plant	%	86,29	4	95,78	110,00%	4,40
8	<i>Customer Satisfaction Index</i> /Customer Satisfaction Index	<i>Likert Scale</i> / Likert Scale	4,00	3	4,40	110,00%	3,30
9	<i>Strategic Partnership: Penyelesaian Kemitraan dengan Battery Technology Provider</i> /Strategic Partnership: Completion of Partnership with Battery Technology Provider	%	Maret 2021/ March 2021	2	29 April 2021/29 April 2021	95,00%	1,90
10	<i>Strategic Partnership: Pembentukan Indonesia Battery Company (IBC)</i> /Strategic Partnership: Establishment of Indonesia Battery Corporation (IBC)	Waktu/ Time	April 2021/ April 2021	2	16 Maret 2021/16 March 2021	110,00%	2,20
11	<i>Strategic Partnership: Other Key Projects</i> /Strategic Partnership: Other Key Projects	Waktu/ Time	Des 2021/ Dec 2021	3	Des 2021/Dec 2021	110,00%	3,00
12	<i>Unlock Value-PGE</i> /Unlock Value-PGE	%	100	3	100	110,00%	3,00
13	<i>Pencapaian Milestone EBT Internal Pertamina</i> /Pertamina's Internal EBT Milestone Achievement	%	100	3	95,12	95,12%	2,85
14	<i>Project Milestone Achievement</i> /Project Milestone Achievement	%	100	3	98,21	98,21%	2,95
15	Total Kapasitas Terpasang Power & NRE lainnya/ Total Installed Capacity Power & other NRE	MW	947	4	886,21	93,58%	3,74
16	<i>Total Recordable Incident Rate (TRIR)</i> /Total Recordable Incident Rate (TRIR)	Rate/Rate	0,66	3	0,12	110,00%	3,30



No	KPI	Satuan Unit	Target RKAP	Bobot Weight	Realisasi 2021 (Audited) Realization of 2021 (Audited)		
					Sub	Real	Perf
17	Realisasi Penyerapan Investasi (ABI)/Investment Absorption Realization (ABI)	%	85-100	3	95,89	110,00%	3,30
18	Realisasi Investasi (Progress Fisik)/ Investment Realization (Physical Progress)/	%	90	3	97,28	108,09%	3,24
19	PNRE investment by World Class Strategic Investors/ PNRE investment by World Class Strategic Investors	%	100	2	100	110,00%	2,00
<b>Subtotal</b>			<b>100</b>				<b>106,29</b>
<b>C. Boundary KPI</b>							<b>-1,50</b>
1a	Number of Accident (NoA)-Penalti Umum/Number of Accident (NoA)-General Penalty	#	0		5	-5,00%	
1b	Number of Accident (NoA)-Staggered Penalty/ Number of Accident (NoA)-Staggered Penalty	%	0		0	0,00%	
2	Pelaporan e-LHKPN/e-LHKPN Reporting	%	100		100,00	0,00%	
3	Improvement ESG Score/Improvement ESG Score	Score/ Score	41,6		28,1	1,50%	
4	Pencapaian Sinergi Grup Pertamina/Pertamina Group Synergy Achievement	%	10		42423,38	2,00%	
5	Risk Management Implementation	%	100		100,00	0,00%	
6	Tindak Lanjut Rekomendasi Hasil Audit Internal & Eksternal	%	100		100,00	0,00%	
<b>Total</b>							<b>104,79</b>

## Penilaian Kinerja Komite-komite yang Berada di Bawah Dewan Komisaris

### Assessment on Performance of Committees Under the Board of Commissioners

Dewan Komisaris dalam melaksanakan fungsi pengawasan aktif sangat memperhatikan berbagai laporan dan pertemuan rutin dengan anggota Direksi maupun komite-komite. Dewan Komisaris menjalankan tugas sesuai kerangka kerja dan target yang ditetapkan melalui rapat-rapat dan tindak pengawasan yang dilakukan oleh Dewan Komisaris dengan dukungan komite-komite yang berada di bawah Dewan Komisaris. Dewan Komisaris senantiasa mendorong agar standar best practices GCG dapat diterapkan pada seluruh aspek operasional Perseroan.

In carrying out its active supervisory function, the Board of Commissioners is very attentive to various reports and regular meetings with the Board of Directors and Committees' members. The Board of Commissioners carries out its duties according to the framework and targets established through meetings and supervisory actions conducted by the Board of Commissioners with the support of committees under the Board of Commissioners. The Board of Commissioners continues to encourage GCG best practices standards to be applied at all Companies operational aspects.

Sepanjang tahun 2021, komite-komite yang mendampingi Dewan Komisaris terdiri dari komite audit, komite nominasi dan remunerasi, dan komite investasi dan manajemen risiko. Dalam pelaksanaan fungsinya, telah melaksanakan tugas dan tanggung jawabnya dengan memberikan masukan dan rekomendasi secara efektif.

In 2021, the committees that accompanied the Board of Commissioners consisted of the Audit Committee, the Nomination and Remuneration Committee, Investment and Risk Management Committee. In carrying out their functions, they have conducted their duties and responsibilities by effectively providing input and recommendations.

# Remunerasi Dewan Komisaris dan Direksi

## Remuneration of the Board of Commissioners and Board of Directors

### Prosedur Penetapan Remunerasi Dewan Komisaris dan Direksi

Sebagai bagian dari Grup Pertamina, prosedur dan indikator penetapan remunerasi Dewan Komisaris dan Direksi sepenuhnya mengacu pada ketentuan yang ditetapkan oleh PT Pertamina (Persero).

### Procedure for Determining Remuneration for the Board of Commissioners and the Board of Directors

As a part of Pertamina Group, procedure and indicators to determine remuneration of the Board of Commissioners and the Board of Directors fully refers to the provisions stipulated by PT Pertamina (Persero).

### Struktur dan Komponen Remunerasi

Adapun struktur dan komponen remunerasi yang diberikan kepada Dewan Komisaris dan Direksi terdiri dari gaji/honorarium, tunjangan, fasilitas, dan tantiem/insentif kinerja.

### Structure and Components of Remuneration

Structure and components of remuneration given to the Board of Commissioners and the Board of Directors consist of salary/honorarium, allowances, facilities, and tantiem/performance incentive.

#### 1. Gaji

- a. Gaji Direktur Utama ditetapkan dengan menggunakan pedoman internal yang ditetapkan oleh PT Pertamina (Persero) selaku pemegang saham Perseroan.
- b. Gaji anggota Direksi lainnya ditetapkan dengan komposisi Faktor Jabatan, yaitu sebesar 85% dari gaji Direktur Utama.
- c. Honorarium Komisaris Utama adalah sebesar 45% dari gaji Direktur Utama.
- d. Honorarium Anggota Dewan Komisaris adalah 90% dari honorarium Komisaris Utama.

#### 1. Salary

- a. Salary of the Chief Executive Officer's is determined by using internal guidance as stipulated by PT Pertamina (Persero) as the Company's Shareholder.
- b. Salary of other members of the Board of Directors is determined with composition of Position Factor, which is 85% of Chief Executive Officer's salary.
- c. Honorarium of the President Commissioner is 45% of Chief Executive Officer's salary.
- d. Honorarium of members of the Board of Commissioners is 90% of President Commissioner's salary.

#### 2. Tunjangan

Direksi menerima tunjangan, seperti tunjangan hari raya, tunjangan perumahan, dan asuransi purna jabatan. Sedangkan untuk Dewan Komisaris, tunjangan yang diterima meliputi tunjangan hari raya, tunjangan transportasi, dan asuransi purna jabatan.

#### 2. Allowance

For the Board of Directors, the allowances received include religious holiday allowance, housing allowance, and post retirement allowance. As for the Board of Commissioners, the allowances received include religious holiday allowance, transportation allowance, and post retirement allowance.

#### 3. Fasilitas

Direksi menerima beberapa fasilitas di antaranya fasilitas kendaraan, fasilitas kesehatan, fasilitas bantuan hukum, fasilitas komunikasi dan sarana teknologi informasi. Sedangkan yang diterima oleh Dewan Komisaris adalah fasilitas kesehatan dan fasilitas bantuan hukum.

#### 3. Facilities

Facilities received by the Board of Directors include vehicle, health benefits, legal assistance, communication and information technology facilities. As for the Board of Commissioners facilities received include health benefits and legal assistance.



#### 4. Tantiem/Insentif Kinerja

Terkait pemberian tantiem, Perseroan mengacu pada Peraturan PT Pertamina (Persero).

Struktur dan komponen remunerasi yang diterima oleh Dewan Komisaris dan Direksi Perseroan tidak terdapat pemberian bonus kinerja, bonus non kinerja, dan/atau opsi saham bagi setiap anggota Dewan Komisaris dan Direksi.

#### 4. Tantieme/Performance Incentives

For the granting of tantiem, refer to PT Pertamina (Persero) Regulation.

The structure and components of remuneration received by the Board of Commissioners and the Board of Directors of the Company do not facilitate a performance bonus, non-performance bonus, and/or stock options for each member of the Board of Commissioners and Board of Directors.

## Komite Audit Audit Committee

Komite Audit Perusahaan memainkan peran yang sangat penting guna mendukung dan membantu tugas Dewan Komisaris melaksanakan tugas dan fungsi pengawasan terhadap Perusahaan.

The Audit Committee of the Company plays a very important role in supporting and assisting the duties of the Board of Commissioners in carrying out its supervisory duties and functions towards the Company.

### Profil Komite Audit Perusahaan

### Profile of the Company's Audit Committee

#### Dwi Agus Setiawan

Ketua Komite Audit (21 Mei 2021 – 20 Mei 2023)  
Chairman of Audit Committee (21 May 2021 – 20 May 2023)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-003/K/DK/PPI/2021-S0 tanggal 21 Mei 2021 tentang Pengangkatan Komite Audit juncto Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-008/K/DK/PPI/2020-S0 tanggal 19 Juli 2021 tentang Pengangkatan Komite Audit	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-003/K/DK/PPI/2021-S0 dated May 21, 2021 regarding the Appointment of the Audit Committee in conjunction with the Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-008/K/DK/PPI/2020-S0 dated July 19, 2021 regarding the Appointment of the Audit Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

**Ajar Budi Kuncoro**

Ketua Komite Audit (1 November 2020 – 19 Juli 2021)  
Chairman of Audit Committee (1 November 2020 – 19 July 2021)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-006/K/DK/PPI/2020-S0 tanggal 1 November 2020 tentang Pengangkatan Anggota Komite Audit	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-006/K/DK/PPI/2020-S0 dated November 1, 2020 regarding Appointment of Audit Committee Members
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

**Yunus Saefulhak**

Anggota Komite Audit (1 November 2020 – 31 Januari 2021)  
Member of Audit Committee (1 November 2020 – 31 January 2021)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-006/K/DK/PPI/2020-S0 tanggal 1 November 2020 tentang Pengangkatan Anggota Komite Audit	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-006/K/DK/PPI/2020-S0 dated November 1, 2020 regarding Appointment of Audit Committee Members
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

**David Bingei**

Anggota Komite Audit (19 Juli 2021 – 18 Juli 2023)  
Member of Audit Committee (19 July 2021- 18 July 2023)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-008/K/DK/PPI/2020-S0 tanggal 19 Juli 2021 tentang Pengangkatan Komite Audit	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-008/K/DK/PPI/2020-S0 dated 19 July 2021 regarding the Appointment of the Audit Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.



## Riana

Anggota Komite Audit (1 Februari 2021 – 31 Januari 2023)

Member of Audit Committee (1 February 2021 – 31 January 2023)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-002/K/DK/PPI/2021-S0 tanggal 1 Februari 2021 tentang Pengangkatan Anggota Komite Audit juncto Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-008/K/DK/PPI/2020-S0 tanggal 19 Juli 2021 tentang Pengangkatan Komite Audit	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-002/K/DK/PPI/2021-S0 dated February 1, 2021 regarding Appointment of Audit Committee Members in conjunction with Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-008/K/DK/PPI/2020-S0 dated 19 July 2021 regarding the Appointment of the Audit Committee
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>S2-Teknologi Informasi University of New South Wales/Australia (11 Juni 2012-18 Desember 2013)</li> <li>S1-Teknik Industri Institut Teknologi Sepuluh Nopember/Surabaya (1 Juli 1999-6 Juni 2003)</li> </ul>	<ul style="list-style-type: none"> <li>Master's degree in Information Technology from University of New South Wales, Australia (11 June 2012-18 December 2013)</li> <li>Bachelor's degree in Industrial Engineering from Institut Teknologi Sepuluh Nopember, Surabaya (1 July 1999-6 June 2003)</li> </ul>
Rangkap Jabatan Concurrent Position	VP Revenue Assurance PT Pertamina (Persero) (18 Agustus 2020-sekarang)	VP Revenue Assurance of PT Pertamina (Persero) (18 August 2020-present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>VP Revenue Assurance PT Pertamina (Persero) (18 Agustus 2020-sekarang)</li> <li>Manager Finance Internal Audit PT Pertamina (Persero) (1 Agustus 2019-17 Agustus 2020)</li> <li>Manager Information Tech Internal Audit PT Pertamina (Persero), (1 Agustus 2018-31 Juli 2019)</li> <li>Manager Information Tech Internal Audit PT Pertamina (Persero), (11 September 2017-31 Juli 2018)</li> <li>Ast. Manager QA &amp; Control System PT Pertamina (Persero) (1 Oktober 2016-10 September 2017)</li> </ul>	<ul style="list-style-type: none"> <li>VP Revenue Assurance of PT Pertamina (Persero) (18 August 2020-present)</li> <li>Manager of Finance Internal Audit of PT Pertamina (Persero) (1 August 2019-17 August 2020)</li> <li>Manager of Information Tech Internal Audit PT Pertamina (Persero) (1 August 2018-31 July 2019)</li> <li>Manager of Information Tech Internal Audit of PT Pertamina (Persero) (11 September 2017-31 July 2018)</li> <li>Assistant Manager QA &amp; Control System of PT Pertamina (Persero) (1 October 2016-10 September 2017)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	She does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.

## Periode dan Masa Jabatan Anggota Komite Audit

## The period and term of the audit committee members

No	Nama Name	Jabatan Position	Periode dan Masa Jabatan The Period And Term
1	Dwi Agus Setiawan	Ketua Komite Audit Chairman of Audit Committee	21 Mei 2021 – 20 Mei 2023 21 May 2021 – 20 May 2023
2	Ajar Budi Kuncoro	Ketua Komite Audit Chairman of Audit Committee	1 November 2020 – 19 Juli 2021 1 November 2020 – 19 July 2021
3	Yunus Saefulhak	Anggota Komite Audit Member of Audit Committee	1 November 2020 – 31 Januari 2021 1 November 2020 – 31 January 2021

No	Nama Name	Jabatan Position	Periode dan Masa Jabatan The Period And Term
4	David Bingei	Anggota Komite Audit Member of Audit Committee	19 Juli 2021 – 18 Juli 2023 19 July 2021- 18 July 2023
5	Riana	Anggota Komite Audit Member of Audit Committee	19 Juli 2021 – 18 Juli 2023 19 July 2021- 18 July 2023

### 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.

### Program Pelatihan Komite Audit

Program pelatihan Bapak David Bingei dapat dilihat di bagian Pelatihan Dewan Komisaris.

### Tugas dan Tanggung Jawab Komite Audit

1. Membantu Dewan Komisaris untuk memastikan efektivitas sistem pengendalian internal dan efektivitas pelaksanaan tugas internal auditor dan eksternal auditor.
2. Mengevaluasi pelaksanaan kegiatan serta hasil audit yang dilaksanakan oleh internal auditor dan eksternal auditor.
3. Memberikan rekomendasi mengenai penyempurnaan sistem pengendalian manajemen serta pelaksanaannya.
4. Memastikan telah terdapat prosedur review yang memuaskan terhadap informasi yang terkait dengan Laporan Keuangan Perseroan.
5. Melakukan identifikasi hal-hal yang memerlukan perhatian Dewan Komisaris.
6. Melakukan penelaahan atas informasi mengenai Perseroan, serta Rencana Jangka Panjang, Rencana Kerja dan Anggaran Perseroan, laporan manajemen dan informasi lainnya.
7. Melakukan penelaahan atas ketaatan Perseroan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan.
8. Melakukan penelaahan dan menindaklanjuti saran dan keluhan stakeholders yang berkaitan dengan Perseroan.
9. Mengkaji kecukupan fungsi audit internal, termasuk jumlah dan kompetensi auditor, rencana kerja tahunan dan penugasan yang telah dilaksanakan.
10. Mengkaji kecukupan pelaksanaan audit eksternal termasuk didalamnya perencanaan audit dan jumlah auditornya.
11. Melakukan penelaahan atas independensi dan objektivitas eksternal auditor yang akan melakukan audit Laporan Keuangan Perseroan dan kegiatan audit lainnya.
12. Melakukan penelaahan atas kecukupan audit laporan keuangan yang dilakukan eksternal auditor untuk memastikan semua risiko signifikan telah menjadi perhatian.
13. Melakukan penelaahan atas pengaduan masyarakat dan memonitor pelaksanaan dan tindak lanjut dari informasi yang tercatat dalam whistle blower system.

### 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.

### Training Program for Audit Committee's

Mr. David Bingei's training program can be seen in the Board of Commissioners Training section.

### Duties and Responsibilities of the Audit Committee's

1. Assist the Board of Commissioners to ensure the effectiveness of the internal control system and the effectiveness of the implementation of the duties of the internal auditors and external auditors.
2. Evaluating the implementation of activities and results of audits carried out by internal auditors and external auditors.
3. Provide recommendations regarding the improvement of the management control system and its implementation.
4. Ensure that there is a satisfactory review procedure for information related to the Company's Financial Statements.
5. Identifying matters that require the attention of the Board of Commissioners.
6. Reviewing information regarding the Company, as well as the Company's Long Term Plan, Work Plan and Budget, management reports and other information.
7. Reviewing the Company's compliance with laws and regulations related to the Company's activities.
8. Reviewing and following up on suggestions and complaints from stakeholders related to the Company.
9. Reviewing the adequacy of the internal audit function, including the number and competence of auditors, annual work plans and assignments that have been carried out.
10. Reviewing the adequacy of the external audit, including the audit plan and the number of auditors.
11. Reviewing the independence and objectivity of the external auditor who will audit the Company's Financial Statements and other audit activities.
12. Reviewing the adequacy of financial statement audits conducted by external auditors to ensure that all significant risks have been brought to the attention of.
13. Reviewing public complaints and monitoring the implementation and follow-up of the information recorded in the whistle blower system.



14. Mengawasi pelaksanaan tindak lanjut Manajemen (Direksi) atas temuan internal auditor dan eksternal auditor
15. Melakukan koordinasi dengan Komite Audit Anak Perusahaan Perseroan untuk mengevaluasi aktivitas kegiatan pengawasan di lingkup Anak Perusahaan
16. Melaksanakan tugas-tugas pengawasan lain sesuai dengan permintaan Dewan Komisaris.

### Pedoman Komite Audit

Komite Audit telah memiliki piagam atau charter Komite Audit. Piagam Komite Audit telah ditetapkan Dewan Komisaris Perseroan pada tanggal 5 Agustus 2021. 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.

### Rapat Komite Audit

Selama Tahun 2021 terdapat 5 (lima) kali rapat Komite Audit dengan tingkat kehadiran 100%.

### 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:

1. Mengikuti Rapat bersama Dewan Komisaris.
2. Mengikuti Rapat Dewan Komisaris bersama Direksi.
3. Mengikuti Rapat dengan Satuan Pengawas Internal.

14. Supervise the follow-up implementation of Management (Board of Directors) on the findings of internal auditors and external auditors
15. Coordinate with the Audit Committee of the Company's Subsidiaries to evaluate supervisory activities within the Subsidiary's scope.
16. Carry out other supervisory duties in accordance with the request of the Board of Commissioners.

### Audit Committee Charter

The Audit Committee has the Audit Committee Charter. The Company's Board of Commissioners determined the Audit Committee Charter on August 5, 2021. 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.

### Meeting of the Audit Committee's

During 2021 there were 5 (five) Audit Committee meetings with a 100% attendance rate.

### 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:

1. Attended Meetings with the Board of Commissioners.
2. Attended the Board of Commissioners' Joint Meetings with Board of Directors.
3. Attended Meetings with the Internal Audit Unit.

## Komite Nominasi dan Remunerasi Nomination and Remuneration Committee

Komite Nominasi dan Remunerasi dalam praktiknya dijalankan oleh Dewan Komisaris sebagai pelaksana Komite Nominasi dan Remunerasi untuk memberikan usulan terhadap remunerasi Direksi sesuai ketentuan yang berlaku dan penilaian kinerja Direksi. Pelaksana 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.

The Nomination and Remuneration Committee is carried out by the Board of Commissioners as the 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 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.

## Profil Komite Nominasi dan Remunerasi Perusahaan

## Profile of the Company's Nomination and Remuneration Committee

### Ajar Budi Kuncoro

Ketua Komite Nominasi dan Remunerasi (19 Juli 2021 – 18 Juli 2023)  
Chairman of Nomination and Remuneration Committee (19 July 2021 – 18 July 2023)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-007/K/DK/PPI/2021-S0 tanggal 19 Juli 2021 tentang Pengangkatan Komite Nominasi & Remunerasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-007/K/DK/PPI/2021-S0 dated July 19, 2021 regarding the Appointment of the Nomination & Remuneration Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

### Dwi Agus Setiawan

Anggota Komite Nominasi dan Remunerasi (21 Mei 2021 – 20 Mei 2023)  
Member of Nomination and Remuneration Committee (21 May 2021 – 20 May 2023)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-005/K/DK/PPI/2021-S0 tanggal 21 Mei 2021 tentang Pengangkatan Komite Nominasi & Remunerasi juncto Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-007/K/DK/PPI/2021-S0 tanggal 19 Juli 2021 tentang Pengangkatan Komite Nominasi & Remunerasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-005/K/DK/PPI/2021-S0 dated May 21, 2021 regarding the Appointment of the Nomination & Remuneration Committee in conjunction with the Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-007/K/DK/PPI/2021-S0 dated July 19, 2021 regarding the Appointment of the Nomination & Remuneration Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

### Ida Nuryatin Finahari

Anggota Komite Nominasi dan Remunerasi (1 Desember 2021 – 30 November 2023)  
Member of Nomination and Remuneration Committee (1 December 2021 – 30 November 2023)

Usia 53 tahun, warga negara Indonesia, berdomisili di Jakarta.  
53 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-014/K/DK/PPI/2021-S0 tanggal 1 Desember 2021 tentang Pengangkatan dan Pemberhentian Anggota Komite Nominasi & Remunerasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-014/K/DK/PPI/2021-S0 dated December 1, 2021 regarding the Appointment and Dismissal of Members of the Nomination & Remuneration Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.



### Andriah Feby Misna

Anggota Komite Nominasi dan Remunerasi (19 Juli 2021 – 27 Oktober 2021)

Member of Nomination and Remuneration Committee (19 July 2021 – 27 October 2021)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-007/K/DK/PPI/2021-S0 tanggal 19 Juli 2021 tentang Pengangkatan Komite Nominasi & Remunerasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-007/K/DK/PPI/2021-S0 dated July 19, 2021 regarding the Appointment of the Nomination & Remuneration Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

### N. Hasto Kristiyono

Anggota Komite Nominasi dan Remunerasi (21 Mei 2021 – 19 Juli 2021)

Member of Nomination and Remuneration Committee (21 May 2021 – 19 July 2021)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-005/K/DK/PPI/2021-S0 tanggal 21 Mei 2021 tentang Pengangkatan Komite Nominasi & Remunerasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-005/K/DK/PPI/2021-S0 dated 21 May 2021 regarding the Appointment of the Nomination & Remuneration Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

### Yunus Saefulhak

Ketua Komite Nominasi dan Remunerasi (28 Oktober 2020 – 31 Januari 2021)

Chairman of Nomination and Remuneration Committee (28 October 2020 – 31 January 2021)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-005/K/DK/PPI/2020-S0 tanggal 28 Oktober 2020 tentang Pengangkatan Komite Nominasi & Remunerasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-005/K/DK/PPI/2020-S0 dated 28 October 2020 regarding the Appointment of the Nomination & Remuneration Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.



### Dharmawan H. Samsu

Anggota Komite Nominasi dan Remunerasi (28 Oktober 2020 – 15 Februari 2021)

Member of Nomination and Remuneration Committee (28 October 2020 – 15 February 2021)

Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-005/K/DK/PPI/2020-S0 tanggal 28 Oktober 2020 tentang Pengangkatan Komite Nominasi & Remunerasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-005/K/DK/PPI/2020-S0 dated 28 October 2020 regarding the Appointment of the Nomination & Remuneration Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.

Full profile can be seen in the Board of Commissioners Profile section.

### Periode dan Masa Jabatan Anggota Komite Nominasi dan Remunerasi

### The period and term of the Nomination and Remuneration Committee Members

No	Nama Name	Jabatan Position	Periode dan Masa Jabatan The Period And Term
1	Ajar Budi Kuncoro	Ketua Komite Nominasi dan Remunerasi Chairman of Nomination and Remuneration Committee	19 Juli 2021 – 18 Juli 2023 19 July 2021 – 18 July 2023
2	Dwi Agus Setiawan	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	21 Mei 2021 – 20 Mei 2023 21 May 2021 – 20 May 2023
3	Ida Nuryatin Finahari	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	1 Desember 2021 – 30 November 2023 1 December 2021 – 30 November 2023
4	Andriah Feby Misna	Ketua Komite Nominasi dan Remunerasi Chairman of Nomination and Remuneration Committee	21 Mei 2021 – 19 Juli 2021 21 May 2021 – 19 July 2021
		Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	19 Juli 2021 – 27 Oktober 2021 19 July 2021 – 27 October 2021
5	N. Hasto Kristiyono	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	21 Mei 2021 – 19 Juli 2021 21 May 2021 – 19 July 2021
6	Yunus Saefulhak	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	28 Oktober 2020 – 31 Januari 2021 28 October 2020 – 31 January 2021
7	Dharmawan H. Samsu	Anggota Komite Nominasi dan Remunerasi Member of Nomination and Remuneration Committee	28 Oktober 2020 – 15 Februari 2021 28 October 2020 – 15 February 2021



## Independensi Komite Nominasi dan Remunerasi

Anggota Komite Nominasi dan Remunerasi 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 Nominasi dan Remunerasi.

## Program Pelatihan Komite Nominasi dan Remunerasi

Program pelatihan Bapak N. Hasto Kristiyono dapat dilihat di bagian Pelatihan Dewan Komisaris.

## Rapat Komite Nominasi dan Remunerasi

Selama tahun 2021, telah terdapat 4 (empat) kali Rapat Komite Nominasi dan Remunerasi dengan tingkat kehadiran 100%.

## Tugas dan Tanggung Jawab Komite Nominasi dan Remunerasi

1. Melakukan evaluasi atas perencanaan kegiatan Nominasi dan Remunerasi Perseroan serta kegiatan lainnya sesuai dengan Pedoman Tata Kerja Dewan Komisaris PT Pertamina Power Indonesia.
2. Melakukan pemantauan pelaksanaan kegiatan Nominasi dan Remunerasi Perseroan serta kegiatan lainnya sesuai dengan Pedoman Tata Kerja Dewan Komisaris PT Pertamina Power Indonesia.
3. Melakukan supervisi pelaksanaan Talent Management, yang meliputi: Talent Acquisition, Talent Development, Talent Mobility dan Talent Retain & Attraction di lingkungan Pertamina.
4. Berperan sebagai Komite Talenta (Talent Committee) dalam Program Talent & Succession Management Direksi Perseroan yang bertanggung jawab untuk memastikan tersedianya talent pengganti pimpinan eksekutif Perseroan (Direksi dan BOD-1) yang sesuai dengan ketentuan dan kriteria dari Kementerian BUMN.
5. Melakukan kajian atas efektivitas pelaksanaan kebijakan Nominasi dan Remunerasi.
6. Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait kegiatan Nominasi dan Remunerasi Perseroan.
7. Memberikan masukan dan rekomendasi atas laporan Direksi mengenai kegiatan Nominasi dan Remunerasi.
8. Memberikan hasil kajian, saran strategis dan melakukan pemantauan tentang implementasi GCG di Perseroan, antara lain atas pelaksanaan assessment GCG secara berkala oleh asesor independen dan hal-hal terkait kepatuhan Perseroan terhadap ketentuan peraturan perundang-undangan yang berlaku khususnya terkait Nominasi dan Remunerasi.
9. Membuat Rencana Kerja tahunan Komite Nominasi & Remunerasi.
10. Melaksanakan tugas lain yang diberikan oleh Dewan Komisaris yang terkait dengan kegiatan Nominasi dan Remunerasi maupun tugas khusus lainnya.
11. Melaporkan hasil-hasil kerja Komite Nominasi & Remunerasi kepada Dewan Komisaris.

## Nomination and Remuneration Committee's Independence

The members of the Company's Nomination and Remuneration 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 Nomination and Remuneration Committee.

## Training Program for Nomination and Remuneration Committee's

Mr. N. Hasto Kristiyono's training program can be seen in the Board of Commissioners Training section.

## Meeting of the Nomination and Remuneration Committee's

During 2021, there have been 4 (four) Nomination and Remuneration Committee Meetings with an attendance rate of 100%.

## Duties and Responsibilities of the Nomination and Remuneration Committee's

1. Evaluate the planning of the Company's Nomination and Remuneration activities as well as other activities in accordance with the Board of Commissioners Working Guidelines of PT Pertamina Power Indonesia.
2. Monitor the implementation of the Company's Nomination and Remuneration activities as well as other activities in accordance with the Board of Commissioners Working Guidelines of PT Pertamina Power Indonesia.
3. Supervise the implementation of Talent Management, which includes: Talent Acquisition, Talent Development, Talent Mobility and Talent Retain & Attraction at Pertamina.
4. Act as the Talent Committee in the Talent & Succession Management Program, the Board of Directors of the Company is responsible for ensuring the availability of replacement talent for the Company's executive leadership (Board of Directors and BOD-1) in accordance with the provisions and criteria of the Ministry of SOEs.
5. Conduct a study on the effectiveness of the implementation of the Nomination and Remuneration policy.
6. Provide reference materials and information for the purposes of the Board of Commissioners regarding the Company's Nomination and Remuneration activities.
7. Provide input and recommendations on reports from the Board of Directors regarding Nomination and Remuneration activities.
8. Provide study results, strategic advice and monitor the implementation of GCG in the Company, including the implementation of periodic GCG assessments by independent assessors and matters related to the Company's compliance with the prevailing laws and regulations, particularly related to Nomination and Remuneration.
9. Prepare the Nomination & Remuneration Committee's annual Work Plan.
10. Carry out other duties assigned by the Board of Commissioners related to Nomination and Remuneration activities as well as other special tasks.
11. Reporting the results of the work of the Nomination & Remuneration Committee to the Board of Commissioners.

### Pedoman Komite Nominasi dan Remunerasi

Komite Nominasi dan Remunerasi telah memiliki piagam atau charter Komite Nominasi dan Remunerasi. Piagam Komite Nominasi dan Remunerasi telah ditetapkan Dewan Komisaris Perseroan pada tanggal 5 Agustus 2021. Muatan Piagam Komite Nominasi dan Remunerasi telah sesuai dengan ketentuan yang berlaku dan kebutuhan Komite Nominasi dan Remunerasi. Pedoman Komite Nominasi dan Remunerasi ini akan ditinjau secara periodik sesuai dengan perkembangan kegiatan usaha, organisasi, dan tingkat risiko dalam Perseroan yang mungkin timbul. Selain itu pemutakhiran Pedoman Komite Nominasi dan Remunerasi mempertimbangkan kebutuhan Komite yang ada pada Perseroan serta sesuai dengan peraturan perundang-undangan yang berlaku.

### Pelaksanaan Tugas Komite Nominasi dan Remunerasi

Pelaksanaan tugas Komite Nominasi dan Remunerasi diantaranya direalisasikan dalam bentuk rapat baik mengikuti rapat bersama Dewan Komisaris maupun rapat Dewan Komisaris bersama Direksi, memberikan masukan/rekomendasi serta memastikan pelaksanaan manajemen SDM terutama nominasi dan remunerasi secara professional, konsisten dan independen.

### Nomination and Remuneration Committee Charter

The Nomination and Remuneration Committee has the Nomination and Remuneration Committee Charter. The Company's Board of Commissioners determined the Nomination and Remuneration Committee Charter on August 5, 2021. The contents of the Nomination and Remuneration Committee Charter comply with the terms and conditions and the needs of the Nomination and Remuneration Committee. Nomination and Remuneration 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 Nomination and Remuneration Committee Charter considers the needs of the Company's existing Committee and following applicable laws and regulations.

### Implementation of the Duties of the Nomination and Remuneration Committee

The implementation of the duties of the Nomination and Remuneration Committee, among others, is realized in meetings, either attending meetings with the Board of Commissioners or meetings with the Board of Commissioners with the Board of Directors, providing input/recommendations and ensuring the implementation of HR management, especially nomination and remuneration in a professional, consistent and independent.

## Komite Investasi dan Manajemen Risiko Investment and Risk Management Committee

### Profil Komite Investasi dan Manajemen Risiko

### Profile of the Investment and Risk Management Committee

#### David Bingei

Ketua Komite Investasi dan Manajemen Risiko (1 Agustus 2021 – 31 Juli 2023)

Chairman of Investment and Risk Management Committee (1 Agustus 2021 – 31 Juli 2023)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-009/K/DK/PPI/2021-S0 tanggal 1 Agustus 2021 tentang Pengangkatan Komite Investasi & Manajemen Risiko	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-009/K/DK/PPI/2021-S0 dated August 1, 2021 regarding the Appointment of the Investment & Risk Management Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.

Full profile can be seen in the Board of Commissioners Profile section.



## N. Hasto Kristiyono

Anggota Komite Investasi dan Manajemen Risiko (21 Mei 2021 – 20 Mei 2023)

Member of Investment and Risk Management Committee (21 May 2021 – 20 May 2023)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2021-S0 tanggal 21 Mei 2021 tentang Pengangkatan Komite Investasi & Manajemen Risiko juncto Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-009/K/DK/PPI/2021-S0 tanggal 1 Agustus 2021 tentang Pengangkatan Komite Investasi & Manajemen Risiko	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2021-S0 dated May 21, 2021 regarding the Appointment of the Investment & Risk Management Committee in conjunction with the Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-009/K/DK/PPI/2021-S0 dated August 1, 2021 regarding the Appointment of the Investment & Risk Management Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

## Doddy Dirgantara

Anggota Komite Investasi dan Manajemen Risiko (1 November 2020 – 31 Oktober 2022)

Member of Investment and Risk Management Committee (1 November 2020 – 31 October 2022)

Usia 51 tahun, warga negara Indonesia, berdomisili di Jakarta.  
51 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2020-S0 tanggal 28 Oktober 2020 tentang Pengangkatan Komite Investasi juncto Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-009/K/DK/PPI/2021-S0 tanggal 1 Agustus 2021 tentang Pengangkatan Komite Investasi & Manajemen Risiko	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2020-S0 dated 28 October 2020 regarding the Appointment of the Investment Committee in conjunction with the Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-009/K/DK/PPI/2021-S0 dated August 1, 2021 regarding the Appointment of the Investment & Risk Management Committee
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>Magister Management Finance, Gadjah Mada University, Jakarta &amp; Yogyakarta</li> <li>Bachelor in Economics Accounting University of Indonesia, Jakarta</li> </ul>	<ul style="list-style-type: none"> <li>Master in Management Finance, Gadjah Mada University, Jakarta &amp; Yogyakarta</li> <li>Bachelor in Economics Accounting University of Indonesia, Jakarta</li> </ul>
Rangkap Jabatan Concurrent Position	Vice President Asset Strategic Planning & Controlling (2020-sekarang)	Vice President Asset Strategic Planning & Controlling (2020-present)
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>Vice President Asset Strategic Planning &amp; Controlling (2020-sekarang)</li> <li>Manager Group Investment Planning &amp; Monitoring (2019-2020)</li> <li>Manager Downstream Investment Review (2010-2019)</li> </ul>	<ul style="list-style-type: none"> <li>Vice President Asset Strategic Planning &amp; Controlling (2020-present)</li> <li>Manager Group Investment Planning &amp; Monitoring (2019-2020)</li> <li>Manager Downstream Investment Review (2010-2019)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	He does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.

### Anita Zultriana

Anggota Komite Investasi dan Manajemen Risiko (1 Agustus 2021 – 31 Juli 2023)  
Member of Investment and Risk Management Committee (1 August 2021 – 31 July 2023)

Usia 49 tahun, warga negara Indonesia, berdomisili di Jakarta.  
49 years old, Indonesian citizen, domiciled in Jakarta.



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-009/K/DK/PPI/2021-S0 tanggal 1 Agustus 2021 tentang Pengangkatan Komite Investasi & Manajemen Risiko	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-009/K/DK/PPI/2021-S0 dated August 1, 2021 regarding the Appointment of the Investment & Risk Management Committee
Riwayat Pendidikan Education Background	<ul style="list-style-type: none"> <li>Major in Strategic Management, Prasetiya Mulya Business School, Jakarta (2008)</li> <li>SI Program (bachelor's degree), Faculty of Management for Banking and Finance, STIE Perbanas, Jakarta (1996)</li> </ul>	<ul style="list-style-type: none"> <li>Major in Strategic Management, Prasetiya Mulya Business School, Jakarta (2008)</li> <li>SI Program (bachelor's degree), Faculty of Management for Banking and Finance, STIE Perbanas, Jakarta (1996)</li> </ul>
Rangkap Jabatan Concurrent Position		
Pengalaman Kerja Work Experience	<ul style="list-style-type: none"> <li>Head of OSM, PT. ABM Investama Tbk. (January 2018 – June 2021)</li> <li>General Manager of Corporate Strategy Planning and Performance, PT. ABM Investama Tbk. (July 2015 – January 2018)</li> <li>General Manager of Corporate Planning and Performance, PT. ABM Investama Tbk. (June 2012 – July 2015)</li> <li>Logistic Company of ABM Group, Chief Finance Officer, PT. Cipta Krida Bahari. (May 2013 – February 2014)</li> </ul>	<ul style="list-style-type: none"> <li>Head of OSM, PT. ABM Investama Tbk. (January 2018 – June 2021)</li> <li>General Manager of Corporate Strategy Planning and Performance, PT. ABM Investama Tbk. (July 2015 – January 2018)</li> <li>General Manager of Corporate Planning and Performance, PT. ABM Investama Tbk. (June 2012 – July 2015)</li> <li>Logistic Company of ABM Group, Chief Finance Officer, PT. Cipta Krida Bahari. (May 2013 – February 2014)</li> </ul>
Hubungan Afiliasi Affiliated Relationship	Tidak memiliki hubungan afiliasi baik dengan anggota Dewan Komisaris lainnya, anggota Direksi maupun dengan Pemegang Saham Pengendali ataupun Utama.	She does not have any affiliation with other members of the Board of Commissioners, the Board of Directors, Majority or Controlling Shareholders.

### Ajar Budi Kuncoro

Anggota Komite Investasi dan Manajemen Risiko (21 Mei 2021 – 1 Agustus 2021)  
Member of Investment and Risk Management Committee (21 May 2021 – 1 August 2021)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2021-S0 tanggal 21 Mei 2021 tentang Pengangkatan Komite Investasi & Manajemen Risiko	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2021-S0 dated 21 May 2021 regarding the Appointment of the Investment & Risk Management Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.



### Andriah Feby Misna

Anggota Komite Investasi dan Manajemen Risiko (28 Oktober 2020 – 20 Mei 2021)

Member of Investment and Risk Management Committee (28 October 2020 – 20 May 2021)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2020-S0 tanggal 28 Oktober 2020 tentang Pengangkatan Komite Investasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2020-S0 dated 28 October 2020 regarding the Appointment of the Investment Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

### N. Hasto Kristiyono

Anggota Komite Investasi dan Manajemen Risiko (28 Oktober 2020 – 20 Mei 2021)

Member of Investment and Risk Management Committee (28 October 2020 – 20 May 2021)



Dasar Hukum Penunjukan Legal Basis of Appointment	Surat Keputusan Dewan Komisaris PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2020-S0 tanggal 28 Oktober 2020 tentang Pengangkatan Komite Investasi	Decree of the Board of Commissioners of PT Pertamina Power Indonesia No. Kpts-004/K/DK/PPI/2020-S0 dated 28 October 2020 regarding the Appointment of the Investment Committee
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Profil lengkap dapat dilihat di bagian Profil Dewan Komisaris.  
Full profile can be seen in the Board of Commissioners Profile section.

### Periode dan Masa Jabatan Anggota Komite Investasi dan Manajemen Risiko

### The period and term of the Investment and Risk Management Committee

No	Nama Name	Jabatan Position	Periode dan Masa Jabatan The Period And Term
1	David Bingei	Ketua Komite Investasi dan Manajemen Risiko Chairman of Investment and Risk Management Committee	1 Agustus 2021 – 31 Juli 2023 1 August 2021 – 31 July 2023
2	N. Hasto Kristiyono	Anggota Komite Investasi dan Manajemen Risiko Member of Investment and Risk Management Committee	21 Mei 2021 – 20 Mei 2023 21 May 2021 – 20 May 2023
3	Doddy Dhingantara	Anggota Komite Investasi dan Manajemen Risiko Member of Investment and Risk Management Committee	1 November 2020 – 31 Oktober 2022 1 November 2020 – 31 October 2022
4	Anita Zultriana	Anggota Komite Investasi dan Manajemen Risiko Member of Investment and Risk Management Committee	1 Agustus 2021 – 31 Juli 2023 1 August 2021 – 31 July 2023
5	Ajar Budi Kuncoro	Ketua Komite Investasi dan Manajemen Risiko Chairman of Investment and Risk Management Committee	21 Mei 2021 – 1 Agustus 2021 21 May 2021 – 1 August 2021
6	Andriah Feby Misna	Anggota Komite Investasi dan Manajemen Risiko Member of Investment and Risk Management Committee	28 Oktober 2020 – 20 Mei 2021 28 October 2020 – 20 May 2021

No	Nama Name	Jabatan Position	Periode dan Masa Jabatan The Period And Term
7	N. Hasto Kristiyono	Anggota Komite Investasi dan Manajemen Risiko Member of Investment and Risk Management Committee	28 Oktober 2020 – 20 Mei 2021 28 October 2020 – 20 May 2021

### Independensi Komite Investasi dan Manajemen Risiko

Anggota Komite Investasi dan Manajemen Risiko 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 Investasi dan Manajemen Risiko.

### Program Pelatihan Komite Investasi dan Manajemen Risiko

Program pelatihan Bapak David Bingei dan N. Hasto Kristiyono dapat dilihat di bagian Pelatihan Dewan Komisaris.

### Rapat Komite Investasi dan Manajemen Risiko

Selama tahun 2021 terdapat 7 (tujuh) kali Rapat Komite Investasi dan Manajemen Risiko, dengan tingkat kehadiran 100%.

### Tugas dan Tanggung Jawab Komite Investasi dan Manajemen Risiko

- Melakukan evaluasi atas perencanaan kegiatan Perseroan (RJPP/RKAP).
- Melakukan pemantauan pelaksanaan kegiatan Perseroan (RJPP/RKAP) dan analisis hasil kegiatan Perseroan.
- Melakukan evaluasi atas perencanaan investasi kegiatan Perseroan dan tingkat risiko yang terukur dan selaras dengan strategi serta keekonomiannya.
- Melakukan pemantauan pelaksanaan investasi kegiatan Perseroan dan analisis hasil Investasi.
- Melakukan kajian atas efektivitas pelaksanaan kebijakan investasi Perseroan dan pengurusan Perseroan dari aspek manajemen risiko.
- Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait kegiatan hulu-hilir Perseroan.
- Memberikan masukan dan rekomendasi (*advisory*) atas laporan Direksi mengenai kegiatan Perseroan.
- Membuat rencana kerja tahunan Komite Investasi & Manajemen Risiko.
- Melaporkan hasil-hasil kerja Komite kepada Dewan Komisaris.
- Melaksanakan tugas lain yang diberikan oleh Komisaris.

### Pedoman Komite Investasi dan Manajemen Risiko

Komite Investasi dan Manajemen Risiko telah memiliki piagam atau charter Komite Investasi dan Manajemen Risiko. Piagam Investasi dan Manajemen Risiko telah ditetapkan Dewan Komisaris Perseroan pada

### Investment and Risk Management Committee's Independence

The members of the Company's Investment and Risk Management 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 Investment and Risk Management Committee.

### Training Program for Investment and Risk Management Committee's

Mr. David Bingei's and N. Hasto Kristiyono's training program can be seen in the Board of Commissioners Training section.

### Meeting of the Investment and Risk Management Committee's

During 2021, there will be 7 (seven) meetings of the Investment and Risk Management Committee, with an attendance rate of 100%.

### Duties and Responsibilities of the Investment and Risk Management Committee

- Evaluate the Company's activity planning (the Company's Long-Term Plan/the Company's Work Plan and Budget).
- Monitoring the implementation of the Company's activities (the Company's Long-Term Plan/the Company's Work Plan and Budget) and analyzing the results of the Company's activities.
- Evaluate the investment planning of the Company's activities and the level of risk that is measurable and in line with its strategy and economy.
- Monitoring the implementation of the Company's investment activities and analysis of investment results.
- To review the effectiveness of the implementation of the Company's investment policies and the management of the Company from the aspect of risk management.
- Provide reference materials and information for the purposes of the Board of Commissioners related to the Company's upstream and downstream activities.
- Provide input and recommendations (*advisory*) on the report of the Board of Directors regarding the Company's activities.
- Prepare an annual work plan for the Investment & Risk Management Committee.
- Reporting the results of the Committee's work to the Board of Commissioners.
- Carry out other duties assigned by the Commissioner.

### Investment and Risk Management Committee Charter

The Investment and Risk Management Committee has the Investment and Risk Management Committee Charter. The Company's Board of Commissioners determined the Investment and Risk Management



tanggal 5 Agustus 2021. Muatan Piagam Investasi dan Manajemen Risiko telah sesuai dengan ketentuan yang berlaku dan kebutuhan Investasi dan Manajemen Risiko. Pedoman Komite Investasi dan Manajemen Risiko ini akan ditinjau secara periodik sesuai dengan perkembangan kegiatan usaha, organisasi, dan tingkat risiko dalam Perseroan yang mungkin timbul. Selain itu pemutakhiran Pedoman Investasi dan Manajemen Risiko mempertimbangkan kebutuhan Komite yang ada pada Perseroan serta sesuai dengan peraturan perundang-undangan yang berlaku.

### **Pelaksanaan Tugas Komite Investasi dan Manajemen Risiko**

Pelaksanaan tugas Komite Investasi dan Manajemen Risiko diantaranya direalisasikan dalam bentuk rapat baik mengikuti rapat bersama Dewan Komisaris maupun rapat bersama Direksi. Komite Investasi dan Manajemen Risiko melaksanakan tugasnya sebagai organ pendukung Dewan Komisaris diantaranya memberikan rekomendasi kepada Dewan Komisaris serta memberikan nasehat kepada Direksi terkait pelaksanaan Rencana Jangka Panjang Perseroan, Rencana Kerja dan Anggaran Perseroan berdasarkan ketentuan sebagaimana diatur dalam Anggaran Dasar, Keputusan RUPS dan peraturan perundangan-undangan yang berlaku, terutama dalam hal kegiatan investasi & manajemen risiko.

Committee Charter on August 5, 2021. The contents of the Investment and Risk Management Charter comply with the terms and conditions and the needs of the Investment and Risk Management Committee. Investment and Risk Management 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 Investment and Risk Management Committee Charter considers the needs of the Company's existing Committee and following applicable laws and regulations.

### **Implementation of the Duties of the Investment and Risk Management Committee**

The implementation of the duties of the Investment and Risk Management Committee is realized in meetings either following meeting with the Board of Commissioners or meeting with the Board of Directors. The Investment and Risk Management Committee carries out its duties as a supporting organ for the Board of Commissioners, including providing recommendations to the Board of Commissioners and providing advice to the Board of Directors regarding the implementation of the Company's Long-Term Plan, Work Plan and Budget based on the provisions as stipulated in the Articles of Association, GMS Resolutions and laws and regulations. applicable regulations, especially in terms of investment & risk management activities.

## **Sekretaris Perusahaan** **Corporate Secretary**

Sekretaris Perusahaan memainkan peran yang sangat penting sebagai mediator antara Perseroan dengan pemegang saham, dan pemangku kepentingan lainnya. Sekretaris Perusahaan diangkat oleh dan bertanggung jawab langsung terhadap Direktur Utama.

The Corporate Secretary plays a very important role as a mediator between the Company and shareholders and other stakeholders. The Corporate Secretary is appointed by and is directly responsible to the Chief Executive Officer..

### **Dicky Septriadi**

Sekretaris Perusahaan  
Corporate Secretary

Dicky Septriadi lahir di Bogor, Jawa Barat pada 18 September 1985.  
Dicky Septriadi was born in Bogor, West Java on 18 September 1985.

Menjabat sebagai Sekretaris Perusahaan sejak 16 September 2020 hingga saat ini berdasarkan Surat Keputusan No. SKMJ- 00119/ K20500/2020-S8.

He has been serving as the Corporate Secretary since 16 September 2020 until now based on Decree No. SKMJ-00119/ K20500/2020-S8.



Mulai berkarier di Pertamina sejak 2014 dengan bergabung di *Corporate Support Function*, Internal Audit. Lalu berlanjut melaksanakan tugas sebagai *Communication & Relations* di Pertamina *Marketing Operation Region* (MOR) III Jawa Bagian Barat. Memasuki penghujung akhir tahun 2017 ditugaskan kembali ke Pertamina Pusat di Fungsi *Investor Relations* dan dilanjutkan dengan tugas-tugas berikutnya yakni di Fungsi *Institutional Relations*, Fungsi *Corporate International Relations* dan jabatan terakhir sebelum menjadi Sekretaris Perusahaan adalah *Executive Assistant to* Komisaris Utama.

Dicky Septriadi meraih gelar Sarjana Ilmu Komunikasi dari Universitas Padjadjaran (2008), Magister Ilmu Komunikasi dari Universitas Indonesia (2012), dan Doktor Ilmu Akuntansi dari Universitas Padjadjaran (2020).

Dicky juga telah mendapatkan sertifikasi *Qualified Internal Auditor* (QIA) dan *Certified Investor Relations* (CIR) serta Sertifikasi Kehumasan.

### Pelaksanaan Tugas Sekretaris Perusahaan Tahun 2021

Selama tahun 2021, Sekretaris Perusahaan Perseroan telah menunaikan tugas dan tanggung jawabnya antara lain, sebagai berikut:

1. Penyusunan Laporan Tahunan Perseroan untuk Tahun Buku 2021.
2. Pelaksanaan RUPS Tahunan untuk Tahun Buku 2020.
3. Penyelenggaraan reguler Rapat Direksi dan Dewan Komisaris dan reguler rapat Direksi Perseroan.
4. Penyusunan dan Implementasi Strategi Komunikasi Perseroan.
5. *Stakeholders* dan media relations.
6. Penyusunan Laporan Manajemen secara reguler.
7. Pengembangan situs web dan media sosial sebagai kanal informasi publik Perseroan.
8. Pengelolaan kegiatan Perseroan termasuk kegiatan Direksi (MWT, Town Hall Meeting, HUT).
9. Pengelolaan data dan informasi publik Perseroan.
10. Penyusunan dan penerbitan Keputusan Pemegang Saham.
11. Pelaksanaan dan Monitoring program Tata Kelola Perusahaan (GCG) seperti gratifikasi, LHKPN, dan lainnya.
12. Pelaksanaan sertifikasi Sistem Manajemen Anti Penyuapan (SMAP) SNI ISO 37001:2016.

### Program Pelatihan

Sepanjang tahun 2021, Sekretaris Perusahaan mengikuti berbagai seminar dan pelatihan untuk meningkatkan kompetensi dalam menjalankan tugasnya sebagai berikut:

No	Nama Pelatihan Name of Training	Waktu Time
1	Sosialisasi Internal ISO dan SMK3 HSSE Internal Socialization of ISO and SMK3 HSSE	15 Januari 2021 15 January 2021
2	<i>Knowledge Sharing</i> Bulan K3 Nasional 2021 Knowledge Sharing National OHS Month 2021	21 Januari 2021 21 January 2021

He began his career at Pertamina in 2014 by joining the *Corporate Support Function*, Internal Audit. He then continued to carry out duties as *Communication & Relations* in Pertamina *Marketing Operation Region* (MOR) III West Java. As of the end of 2017 he was reassigned to Pertamina in the *Investor Relations* Function and continued with his next assignments in the *Institutional Relations* Function, *Corporate International Relations* Function and his last position before becoming *Corporate Secretary* was *Executive Assistant to* President Commissioner.

Dicky Septriadi holds a Bachelor of Communication from Padjadjaran University (2008), a Master of Communication Science from the University of Indonesia (2012), and a Doctor of Accounting Science from Padjadjaran University (2020).

Dicky has also obtained certification of *Qualified Internal Auditor* (QIA) and *Certified Investor Relations* (CIR) as well as *Public Relations* Certification.

### Duties Implementation of Corporate Secretary in 2021

Throughout 2021, the *Corporate Secretary* has conducted his duties and responsibilities as follows:

1. Preparation of the Company's Annual Report for the 2021 Financial Year.
2. Implementation of the Annual GMS for Fiscal Year 2020.
3. Organizing regular meetings of the Board of Directors and Board of Commissioners and regular meetings of the Board of Directors of the Company.
4. Preparation and Implementation of the Company's Communication Strategy.
5. Stakeholders and media relations.
6. Preparation of Management Reports on a regular basis.
7. Development of websites and social media as channels for the Company's public information.
8. Management of the Company's activities including the activities of the Board of Directors (MWT, Town Hall Meeting, Anniversary).
9. Management of the Company's public data and information.
10. Preparation and issuance of Shareholders' Decisions.
11. Implementation and Monitoring of Corporate Governance (GCG) programs such as gratuities, LHKPN, and others.
12. Implementation of SNI ISO 37001:2016 Anti-Bribery Management System (SMAP) certification.

### Training Program

Throughout 2021, the *Corporate Secretary* participated in various seminars and trainings to improve competence in carrying out his duties as follows:



No	Nama Pelatihan Name of Training	Waktu Time
3	<i>Leader Forum: Driving PERTAMINA's Success amidst Uncertain Times - the Resilient Leader</i> Leader Forum: Driving PERTAMINA's Success amidst Uncertain Times - the Resilient Leader	1 Februari 2021 1 February 2021
4	<i>Leader Forum: Managing Financial Performance</i> Leader Forum: Managing Financial Performance	30 Maret 2021 30 March 2021
5	<i>Leader Forum: Mastering Compliance Challenges in Procurement</i> Leader Forum: Mastering Compliance Challenges in Procurement	29 April 2021 29 April 2021
6	<i>Pertamina Hydrogen Workshop</i> Pertamina Hydrogen Workshop	3 Mei 2021 3 May 2021
7	<i>Workshop ESG Management on Carbon Trading</i> Workshop ESG Management on Carbon Trading	11 Mei 2021 11 May 2021
8	<i>FGD Transformasi &amp; Restrukturisasi Pertamina</i> Pertamina Transformation & Restructuring FGD	28 Mei 2021 28 May 2021
9	<i>Auditor Sistem Manajemen Anti Penyuapan</i> Anti-Bribery Management System Auditor	10 Juni 2021 10 June 2021
10	<i>Leader Forum: Do Better Together: Embracing Workplace Diversity &amp; Lead Change</i> Leader Forum: Do Better Together: Embracing Workplace Diversity & Lead Change	30 Juli 2021 30 July 2021
11	<i>Workshop Kebijakan Percepatan Pengembangan Kendaraan Listrik</i> Workshop on Policy for the Acceleration of the Development of Electric Vehicles	2 September 2021 2 September 2021
12	<i>ESG Implementation Workshop</i> ESG Implementation Workshop	8 – 9 September 2021 8 – 9 September 2021
13	<i>Workshop Optimalisasi Peran Media</i> Workshop on Optimizing the Role of the Media	22 September 2021 22 September 2021
14	<i>Seminar FHCI Tantangan Industrial Peace</i> FHCI Seminar on Industrial Peace Challenge	29 September 2021 29 September 2021
15	<i>Leader Forum: Change in Leadership Innovation</i> Leader Forum: Change in Leadership Innovation	25 Oktober 2021 25 October 2021
16	<i>Leader Forum: Transisi Energy : Tantangan &amp; Implikasi</i> Leader Forum: Energy Transition: Challenges & Implications	18 November 2021 18 November 2021
17	<i>FGD Approaches to Emission Trading System Schemes in the Power</i> FGD Approaches to Emission Trading System Schemes in the Power	23 November 2021 23 November 2021
18	<i>Energy Transition &amp; Decarbonization</i> Energy Transition & Decarbonization	23 Desember 2021 23 December 2021

# Unit Audit Internal

## Internal Audit Unit

Sebagai upaya Perseroan dalam mengevaluasi dan meningkatkan tata kelola, manajemen risiko dan sistem pengendalian internal, per 1 Oktober 2020, Perseroan telah dilengkapi dengan Fungsi Internal Audit yang dipimpin oleh Chief Audit Executive.

As part of the Company's efforts to evaluate and improve governance, risk management and internal control systems, as of 1 October 2020, the Company has been equipped with an Internal Audit Function led by the Chief Audit Executive.

### Profil Chief Audit Executive

### Profile of Chief Audit Executive

#### Dina Safitri Dewi

**Chief Audit Executive**  
Chief Audit Executive

Dina Safitri Dewi lahir di Yogyakarta pada 30 Agustus 1976.  
Dina Safitri Dewi was born in Yogyakarta on 30 August 1976.

Menjabat sebagai Chief Audit Executive sejak 1 Oktober 2020 hingga saat ini berdasarkan Surat Keputusan No. SKMJ-02772/K20500/2020-S8.

Mulai berkarier di Pertamina sejak 2003 dengan bergabung di Fungsi Internal Audit PT Pertamina (Persero). Selanjutnya melaksanakan tugas sebagai Auditor Ahli Muda Internal Audit I Dumai sampai dengan 31 Desember 2007, Auditor Ahli Madya Internal Audit III Balongan sampai dengan 31 Mei 2010, Asisten Manajer Bidang Renewal SPI Wilayah 7 Makassar sampai dengan 31 Desember 2010, Auditor BBM *Retail Region 7 Makassar* sampai dengan 30 November 2011, Senior Auditor BBM *Retail Region 7 Makassar* sampai dengan 30 Juni 2012, Senior Auditor RU VI Balongan sampai dengan 30 September 2014, Senior Auditor RU III Plaju sampai dengan 31 Mei 2018, Senior Auditor Internal Audit Jatimbalinus sampai dengan 31 Desember 2018 dan jabatan terakhir sebelum menjadi Chief Audit Executive adalah Manager Internal Audit Jawa Bagian Tengah.

Dina Safitri Dewi meraih gelar Sarjana Ekonomi dari Universitas Islam Indonesia tahun 2000. Di samping itu, guna melengkapi kompetensi dan keahlian sebagai auditor, Dina Safitri Dewi juga memperoleh sertifikat sebagai *Qualified Internal Auditor (QIA)* dan *Certified Fraud Examiner (CFE)*.



She has been serving as Chief Audit Executive since 1 October 2020 until now based on Decree No SKMJ-02772/K20500/2020-S8.

She started her career at Pertamina in 2003 by joining the Internal Audit Function of PT Pertamina (Persero). Subsequently carrying out her duties as a Young Expert Auditor for Internal Audit I Dumai until 31 December 2007, Internal Audit Associate Expert Auditor III Balongan until 31 May 2010, Assistant Manager for SPI Renewal for Region 7 Makassar until 31 December 2010, Auditor of BBM *Retail Region 7 Makassar* until 30 November 2011, Senior Auditor of BBM *Retail Region 7 Makassar* until 30 June 2012, Senior Auditor RU VI Balongan up to. 30 September 2014, Senior Auditor RU III Plaju until 31 May 2018, Senior Auditor for Internal Audit Jatimbalinus until 31 December 2018 and her last position before becoming Chief Audit Executive was Internal Audit Manager for Central Java.

Dina Safitri Dewi earned her Bachelor of Economics from the Islamic University of Indonesia in 2000. In addition, to complement her competence and expertise as an auditor, Dina Safitri Dewi also obtained a certificate as a *Qualified Internal Auditor (QIA)* and a *Certified Fraud Examiner (CFE)*.



### Struktur Organisasi Internal Audit

- 1 (satu) orang Chief Audit Executive
- 1 (satu) orang Manager Internal Audit
- 1 (satu) orang Tenaga Kerja Jasa Penunjang sebagai Admin

### Tugas dan Tanggung Jawab Internal Audit

Ruang lingkup penugasan Internal Audit meliputi, namun tidak terbatas pada, pengujian dan evaluasi atas kecukupan dan efektivitas pengendalian internal, manajemen risiko, dan proses tatakelola perusahaan, serta kualitas kinerja pelaksanaan tugas dan tanggung jawab dalam mencapai tujuan dan sasaran Perusahaan. Ruang lingkup tersebut dilaksanakan terhadap seluruh area dan kegiatan operasional serta bisnis Perusahaan dengan meyakini antara lain:

- Regulasi yang berpengaruh signifikan pada perusahaan telah dipatuhi.
- Tindakan pekerja telah mematuhi kebijakan, standar, prosedur, dan hukum yang berlaku.
- Interaksi antar unit kerja internal dan eksternal terlaksana secara akuntabel dan berada dalam koridor tata kelola yang berlaku.
- Risiko diidentifikasi dan dimitigasi dengan baik.
- Program, rencana kerja, dan tujuan telah tercapai secara efektif.
- Kualitas pengendalian internal selalu diperbaiki secara berkesinambungan.
- Informasi finansial, manajerial, dan operasional yang signifikan telah tersedia secara akurat, dapat diandalkan, dan tepat waktu.
- Sumber daya diperoleh secara ekonomis, digunakan secara efisien, dan dilindungi secara memadai.
- Aspek bisnis telah dikelola secara baik dan optimum.

### Pedoman Internal Audit

Audit Internal telah memiliki piagam audit atau audit *charter*. Hal-hal yang dimuat dalam Internal Audit Charter adalah:

- Visi
- Misi
- Tujuan
- Ruang Lingkup
- Prinsip Utama Internal Audit
- Kedudukan Internal Audit
- Independensi
- Wewenang
- Tugas dan Tanggung Jawab
- Standar Pelaksanaan Internal Audit

### Sertifikasi Profesi Audit

- Dina Safitri Dewi : *Qualified Internal Auditor* (QIA)
- Dina Safitri Dewi : *Certified Fraud Examiner* (CFE)
- Edi Jarianto: QIA (*Qualified Internal Auditor*)
- Edi Jarianto: CFE (*Certified Fraud Examiner*)
- Edi Jarianto: CFrA (*Certified Forensic Auditor*)
- Edi Jarianto: CRP (*Certified Risk Professional*)

### Internal Audit Organizational Structure

- 1 (one) Chief Audit Executive
- 1 (one) Internal Audit Manager
- 1 (one) Supporting Service Worker as Admin

### Internal Audit's Duties and Responsibilities

The scope of the Internal Audit assignment includes, but is not limited to, testing and evaluating the adequacy and effectiveness of internal control, risk management, and corporate governance processes, as well as the quality of performance in the implementation of duties and responsibilities in achieving the Company's goals and objectives. The scope is carried out in all areas and operational and business activities of the Company by believing, among others:

- Regulations that have a significant impact on the company have been complied.
- Workers' actions comply with policies, standards, procedures and laws.
- Interaction between internal and external work units is carried out in an accountable manner and within the corridor of applicable governance.
- Risks are properly identified and mitigated.
- Programs, work plans and objectives have been achieved effectively.
- The quality of internal control is continuously improved.
- Significant financial, managerial and operational information is available in an accurate, reliable and timely manner.
- Resources are obtained economically, used efficiently, and adequately protected.
- The business aspect has been managed properly and optimally.

### Internal Audit Charter

Internal Audit has an audit charter. The items contained in the Internal Audit Charter are:

- Vision
- Mission
- Purpose
- Space
- Main principles of internal audit
- internal audit position
- independence
- authority
- duties and responsibilities
- internal audit implementation standards

### Certification As An Internal Audit Profession

- Dina Safitri Dewi : *Qualified Internal Auditor* (QIA)
- Dina Safitri Dewi : *Certified Fraud Examiner* (CFE)
- Edi Jarianto: QIA (*Qualified Internal Auditor*)
- Edi Jarianto: CFE (*Certified Fraud Examiner*)
- Edi Jarianto: CFrA (*Certified Forensic Auditor*)
- Edi Jarianto: CRP (*Certified Risk Professional*)

### Program Pelatihan Internal Audit

1. Pelatihan Anti Korupsi Dasar Satuan Pengawasan Intern (SPI) BUMN Batch Khusus Pertamina, tanggal 2 – 5 Februari 2021
2. Training Awareness ISO 37001 : 2016 (Sistem Manajemen Anti Penyuapan), tanggal 12 Maret 2021
3. Contractor Safety Management System (CSMS) Training, tanggal 18 Maret 2021
4. Internal Auditor ISO 37001 : 2016 Based on ISO 19011 : 2018, tanggal 10 Juni 2021
5. Executive Development Program, Live Virtual Training Valuation on Merger and Acquisition, tanggal 24 – 27 Agustus 2021

### Pelaksanaan Tugas Internal Audit

Selama tahun 2021, fungsi Internal Audit Perusahaan telah melaksanakan penugasan *audit assurance* dan *consulting*, sesuai dengan *Annual Audit Planning 2021* dan melakukan monitoring atas temuan internal audit dan eksternal audit yang dilakukan oleh Kantor Akuntan Publik.

1. Melaksanakan 3 (tiga) penugasan assurance audit.
2. Melaksanakan 36 (tiga puluh enam) jasa konsultasi dan *insight*.
3. Melaksanakan 30 (tiga puluh) penugasan di luar penugasan AAP dan konsultasi

Dari hasil penugasan *Assurance*, telah dilakukan *monitoring* tindak lanjut rekomendasi internal sebanyak 41 (empat puluh satu) rekomendasi yang telah ditindaklanjuti oleh Auditee, 3 (tiga) rekomendasi hasil Audit atas Aktivitas Pengelolaan Operasional PLTS Badak dengan *end date* tanggal 1 Desember 2021 dilakukan revisi *end date* menjadi 1 Februari 2022 dan 1 (satu) rekomendasi hasil Audit atas Aktivitas Pengelolaan Operasional PLTBg Sei Mangkei dengan *end date* tanggal 31 Desember 2021 dilakukan revisi *end date* menjadi 1 Februari 2022. Adapun tambahan rekomendasi hasil Audit atas Aktivitas Pengelolaan Piutang PLTBg Pagar Merbau dan Kwala Sawit sebanyak 7 (tujuh) rekomendasi, sehingga terdapat 31 (tiga puluh satu) rekomendasi yang belum melewati *end date*.

Selain itu, sepanjang tahun 2021 terdapat 1 (satu) rekomendasi dari KAP yang disampaikan dalam bentuk Internal Control Memorandum (ICM) dan telah ditindaklanjuti oleh Fungsi Controller per tanggal 19 Mei 2021 (tindak lanjut 100%), sehingga sampai dengan 31 Desember 2021 terdapat 1 (satu) rekomendasi yang telah ditindaklanjuti.

Dalam pelaksanaan kegiatan kerjanya, Internal Audit menjalin kerja sama dan koordinasi yang efektif dengan fungsi-fungsi lain di dalam Perusahaan, Komite Audit dan eksternal auditor yakni Kantor Akuntan Publik (KAP), Internal Audit Pertamina Geothermal Energy (PGE), dan Internal Audit PT Pertamina (Persero).

### Training Program for Internal Audit

1. Basic Anti-Corruption Training for the Internal Audit Unit (SPI) of BUMN Special Batch for Pertamina, 2 – 5 February 2021
2. ISO 37001 Awareness Training : 2016 (Anti-Bribery Management System), March 12, 2021
3. Contractor Safety Management System (CSMS) Training, March 18, 2021
4. Internal Auditor ISO 37001 : 2016 Based on ISO 19011 : 2018, 10 June 2021
5. Executive Development Program, Live Virtual Training Valuation on Merger and Acquisition, 24 – 27 August 2021

### Implementation of Internal Audit Duties

During 2021, the Company's Internal Audit function has carried out audit assurance and consulting assignments, in accordance with the 2021 Annual Audit Planning and monitored the findings of the internal audit and external audit conducted by the Public Accounting Firm.

1. Carry out 3 (three) assurance audit assignments.
2. Carry out 36 (thirty six) consulting and insight services.
3. Carry out 30 (thirty) assignments outside of AAP and consulting assignments.

From the results of the Assurance assignment, 41 (forty one) recommendations have been followed up on internal recommendations that have been followed up by the Auditee, 3 (three) recommendations on the results of the Audit on Solar Power Plant Badak Operational Management Activities with an end date on December 1, 2021, the end date was revised to February 1, 2022 and 1 (one) recommendation of the results of the Audit on Operational Management Activities of Biogas Power Plant Sei Mangkei with an end date on December 31, 2021, the end date was revised to February 1, 2022. As for the additional recommendations on the results of the Audit on Receivable Management Activities of Biogas Power Plant Pagar Merbau and Kwala Sawit as many as 7 (seven) recommendations, so that there are 31 (thirty one) recommendations that have not passed the end date.

In addition, throughout 2021 there was 1 (one) recommendation from KAP which was submitted in the form of an Internal Control Memorandum (ICM) and has been followed up by the Controller Function as of May 19, 2021 (100% follow-up), so that up to December 31, 2021 there are 1 (one) recommendation that has been followed up.

In carrying out its work activities, Internal Audit establishes effective cooperation and coordination with other functions within the Company, the Audit Committee and external auditors, namely the Public Accounting Firm (KAP), Internal Audit Pertamina Geothermal Energy (PGE), and the Internal Audit of PT Pertamina (Persero).



# Sistem Pengendalian Internal

## Internal Control System

Sistem pengendalian internal Perusahaan sejalan dengan sistem pengendalian internal yang berlaku secara internasional sesuai *Committee of Sponsoring Organization of the Tadeaway Commission* (COSO). Terdapat 5 komponen sistem pengendalian internal Perusahaan, yaitu lingkungan pengendalian (*control environment*), penilaian risiko (*risk assessment*), aktivitas pengendalian (*control activities*), informasi dan komunikasi (*information and communication*) dan pemantauan (*monitoring*).

Perusahaan telah menyesuaikan sistem pengendalian internal dengan kerangka COSO, khususnya untuk aspek manajemen risiko dalam sistem pengendalian internal dengan mengimplementasikan ISO 31000 : 2018 *Risk Management – Guidelines*. Kesesuaian sistem pengendalian internal dengan kerangka COSO bertujuan agar Perusahaan mampu menentukan sasaran yang sesuai dengan visi dan misi Perusahaan, memastikan efektivitas dan efisiensi penggunaan sumber daya, serta mengutamakan kepercayaan pelaporan dan mematuhi peraturan perundangan yang berlaku.

Perusahaan berusaha melakukan penegakan integritas dan nilai etika dengan mendorong pekerja untuk patuh dan disiplin dalam menegakkan kebijakan Perusahaan serta menghimbau pekerja untuk selalu menunjukkan sikap keteladanan. Selain itu, perusahaan juga mendorong pekerja untuk menghindari potensi terjadinya *Conflict of Interest*, *Fraud*, gratifikasi, serta penggunaan aset perusahaan yang tidak sesuai dengan standar agar dapat menciptakan lingkungan kerja yang aman dan sehat.

Perusahaan memiliki sistem *three lines of defense*. *Business owner* melakukan pengendalian internal pada *first line of defense* dan dilakukan evaluasi oleh fungsi penunjang sebagai *second line defense*. Selanjutnya, Fungsi Internal Audit melakukan kegiatan *assurance* sebagai bentuk pengendalian internal *third line of defense*. Kegiatan *assurance* dilakukan dengan melakukan evaluasi proses bisnis dan efektivitas pengendalian internal yang telah dilakukan sebelumnya serta memastikan bahwa potensi risiko dapat dimitigasi oleh Perusahaan dengan memberikan rekomendasi. Atas rekomendasi tersebut, *business owner* memiliki tanggung jawab untuk menindaklanjuti sehingga kelemahan dalam pengendalian internal dapat diperbaiki dan tujuan perusahaan tercapai.

Selain kegiatan *assurance*, Fungsi Internal Audit memiliki kegiatan *consulting* yang bertujuan memberikan saran untuk perbaikan proses bisnis perusahaan. Dengan adanya kegiatan *consulting*, *business owner* dapat berkonsultasi dengan Fungsi Internal Audit untuk memastikan pelaksanaan kegiatan operasi telah memenuhi aspek-aspek *governance*, *risk* dan *compliance*.

The Company's internal control system is in line with the internationally applicable internal control system in accordance with the Committee of Sponsoring Organization of the Tadeaway Commission (COSO). There are 5 components of the Company's internal control system, which are the control environment, risk assessment, control activities, information and communication and monitoring.

The company has adapted the internal control system to the COSO framework, especially for the risk management aspect in the internal control system by implementing ISO 31000: 2018 Risk Management – Guidelines. The conformity of internal control system with the COSO framework has the goal of enabling the Company to have the ability to determine a target which aligns with the Company's vision and mission. Regarding the internal control, the supervision of risk management aspect is conducted based on the ISO 31000:2018 Risk Management - Principles and Guidelines.

The company tries to enforce integrity and ethical values by encouraging employees to be obedient and disciplined in enforcing Company policies and urges employees to always show an exemplary attitude. In addition, the company also encourages workers to avoid potential conflicts of interest, fraud, gratuities, and the use of company assets that are not in accordance with standards in order to create a safe and healthy work environment.

The company has a three lines of defense system. The business owner carries out internal control at the first line of defense and evaluated by supporting functions at the second line of defense. Furthermore, the Internal Audit Function carries out assurance activities as a form of third line of defense internal control. Assurance activities are carried out by evaluating the business processes and effectiveness of internal controls that have been carried out previously and ensuring that potential risks can be mitigated by the Company by providing recommendations. Based on these recommendations, the business owner has the responsibility to follow up so that weaknesses in internal control can be improved and company goals are achieved.

In addition to assurance activities, the Internal Audit Function has consulting activities aimed at providing suggestions for improving the company's business processes. With consulting activities, business owners can consult with the Internal Audit Function to ensure that the implementation of operations has met the aspects of governance, risk and compliance.

# Manajemen Risiko

## Risk Management

Sebagai sebuah entitas bisnis, Perseroan tidak lepas dari berbagai risiko usaha. Tujuan dari manajemen risiko Perseroan adalah untuk mengidentifikasi, mengukur, mengawasi, dan mengelola risiko dasar dalam upaya melindungi kesinambungan bisnis dalam jangka panjang dan meminimalisir dampak yang tidak diharapkan pada kinerja keuangan Perseroan.

Sepanjang tahun 2021, Perseroan telah mengidentifikasi berbagai risiko usaha dan berupaya mengelola risiko tersebut sebagai berikut:

### Risiko Proyek

Kegiatan pengembangan proyek merupakan aktivitas yang sarat dengan risiko proyek mengingat kegiatan bisnis Perseroan berpusat pada aktivitas *Business Development*. Sebagai bagian yang tidak terpisahkan dari sebuah proyek, risiko proyek harus dikelola dengan baik dan cermat sehingga tidak berdampak pada tidak tercapainya sasaran proyek dan atau terhambatnya pelaksanaan proyek.

Dalam jangka pendek, hal ini akan berimplikasi pada keterlambatan realisasi penerimaan pendapatan dikarenakan terlambatnya *on-stream* proyek. Sementara pada jangka panjang, hal ini bisa berdampak pada citra perusahaan. Dengan kata lain, manfaat investasi yang diharapkan dari proyek tidak dapat diperoleh sebagaimana yang sudah direncanakan.

Untuk itu, manajemen risiko proyek yang terintegrasi perlu dilakukan sehingga dapat diketahui:

1. Kejadian risiko apa saja yang mungkin terjadi selama umur proyek, mulai dari tahapan Pra-Proyek, EPC hingga operasional proyek.
2. Penyebab risiko, gejala risiko, faktor risiko, probabilitas dan dampak (*inherent* maupun *residual*) dari sebuah kejadian risiko.
3. Rencana mitigasi yang akan dilakukan untuk mengelola kejadian risiko (menurunkan atau menghilangkan probabilitas dan dampak risiko) serta PIC yang bertanggung jawab terhadap realisasi rencana mitigasi tersebut.

Hasil identifikasi risiko tersebut kemudian dituangkan dalam dokumen *Risk Register* Proyek sebagai salah satu dokumen yang menjadi pertimbangan Manajemen Perseroan dalam mengambil Keputusan Final Investasi sebuah proyek.

### Risiko Kredit

Risiko kredit terutama berasal dari kas dan setara kas, piutang usaha, piutang lain-lain dan piutang sewa pembiayaan. Perseroan tidak memiliki risiko kredit terpusat dari penempatan kas dan setara kas yang ditempatkan pada satu bank. Perseroan memiliki kebijakan untuk tidak menempatkan investasi pada instrumen yang memiliki risiko kredit tinggi dan hanya menempatkan investasinya pada bank-bank dengan peringkat kredit tinggi. Untuk transaksi kas dan setara kas, Perseroan telah menempatkan dananya pada bank yang memiliki kualitas kredit yang baik terlihat dari penempatan dana pada bank berperingkat "Baa2" dari lembaga pemeringkat Moody's.

As a business entity, the Company cannot be separated from various business risks. The objective of the Company's risk management is to identify, measure, monitor and manage basic risks in an effort to protect the business continuity in the long term and minimize unexpected impacts on the Company's financial performance.

Throughout 2021, the Company has identified various business risks and seeks to manage these risks as follows:

### Project Risk

Project development activities are activities that are fraught with project risks considering that the Company's business activities are centered on Business Development activities. As an inseparable part of a project, project risk must be managed properly and carefully so that it does not affect the achievement of project objectives and or obstruction of project implementation.

In short term, this issue will have implication on the delay of revenue receipt realization due to the delayed on stream project.

Meanwhile, in the long term, this may affects the Company's image. In other words, the Company fails to gain the expected investment benefit of a project as planned.

Therefore, the integrated project risk management needs to be conducted in order to find:

1. Any risk that may occur during project period, starting from Pre-Project stage, EPC to project operations.
2. Risk causes, risk symptoms, risk factors, probability and impacts (*inherent* or *residual*) of a risk event.
3. Mitigation plan to be carried out to manage the risk event (reduce or omit the risk probability and impact) and PIC with responsibility of realizing of such mitigation plan.

The risk identification results are then translated into Project Risk Register as one of documents which is considered by the Company's Management to make Investment Final Decision of a project.

### Credit Risk

Credit risk arises from cash and cash equivalents, trade receivables, other receivables and finance lease receivables. The Company has no concentration of credit risk from the placement of cash and cash equivalents in one Bank. The Company has a policy not to place investments in instruments with high credit risk and only put the investments in banks with high credit rating. For cash and cash equivalents, the Company has placed its cash and cash equivalents balances with good credit quality as evidenced by placement of funds in banks which are ranked "Baa2" based on Moody's.



Risiko kredit yang berasal dari piutang usaha, dan piutang lain-lain. Manajemen tidak membuat provisi penurunan nilai terkait dengan piutang lain-lain karena yakin piutang tersebut dapat tertagih sepenuhnya. Perseroan memiliki risiko kredit terpusat atas piutang usaha pada satu pelanggan yang merupakan entitas berelasi dengan Pemerintah, di mana saldo piutang pada tanggal 31 Desember 2021 mencerminkan kurang lebih 100% dari total piutang usaha Perseroan.

Manajemen yakin akan kemampuannya untuk terus mengendalikan dan mempertahankan eksposur yang minimal terhadap risiko kredit mengingat Perseroan memiliki kebijakan yang jelas dalam pemilihan pelanggan, perjanjian yang mengikat secara hukum dan secara historis mempunyai tingkat yang rendah untuk piutang usaha yang bermasalah.

### Risiko Likuiditas

Kesulitan dalam mendapatkan sumber pendanaan dapat menimbulkan risiko likuiditas. Pengelolaan risiko likuiditas dilakukan dengan menjaga kecukupan saldo kas dan setara kas. Perseroan terus berupaya untuk memantau perkiraan dan arus kas aktual serta dengan cara pencocokan profil jatuh tempo aset keuangan dan liabilitas keuangan.

Pada tanggal 31 Desember 2021, jumlah liabilitas keuangan tercatat sebesar USD1.187.918 yang terdiri dari utang usaha, akrual, dan utang lain-lain. Manajemen yakin bahwa Perseroan memiliki likuiditas yang cukup untuk menyelesaikan liabilitas Perseroan pada saat jatuh tempo yang diharapkan akan terjadi dalam satu tahun.

### Risiko Pasar

Risiko Nilai Tukar Mata Uang Asing

- Perseroan menanggung risiko nilai tukar mata uang asing atas transaksi dan saldo yang didenominasi dalam mata uang selain Dolar AS. Mata uang yang menimbulkan risiko ini adalah terutama Rupiah. Risiko nilai tukar mata uang asing dikelola sebaik mungkin dengan lindung nilai alami yaitu menyeimbangkan nilai kekayaan dan kewajiban masing-masing mata uang.
- Pengaruh fluktuasi nilai tukar atas Perseroan berasal dari nilai tukar antara Dolar AS dan Rupiah. Bagian signifikan dari risiko nilai tukar mata uang asing berasal dari kas dan setara kas yang ditempatkan di bank. Sebagian besar transaksi Perseroan berdenominasi dalam mata uang Dolar AS.

### Risiko Suku Bunga

Risiko suku bunga adalah risiko di mana perubahan suku bunga pasar dapat mengakibatkan arus kas atau nilai wajar di masa datang atas instrumen keuangan berfluktuasi. Perseroan tidak terekspos secara signifikan dengan risiko suku bunga karena tidak ada aset dan liabilitas berbunga yang signifikan. Pendapatan dan arus kas yang diperoleh dari aktivitas operasi secara substansial independen terhadap perubahan suku bunga pasar.

Credit risk arises from trade receivables and other receivables. Management has not made any provision for impairment of other receivables because Management believes that all receivables will be fully collectible. The Company has concentration of credit risk on its trade receivables from one customer which is entity related with government which balance as of 31 December 2021 reflected approximately 100% of the Company's total trade receivables.

Management is confident in its ability to continue to control and maintain minimum exposure to credit risk since the Company has clear policies on the selection of customers, legally binding agreements and historically low levels of bad debts.

### Liquidity Risk

Difficulty in obtaining funding sources can create liquidity risk. Liquidity risk management is carried out by maintaining sufficient cash and cash equivalents. The Company continues to strive to monitor forecasts and actual cash flows as well as by matching the maturity profiles of financial assets and financial liabilities.

As of 31 December 2021, total financial liabilities amounting to USD1.187.918 comprised of trade payables, accrual, and other payables. Management believes that the Company has sufficient liquidity to extinguish its liabilities when they are due which is expected to be within one year.

### Market Risk

Foreign exchange risk

- The Company incurs foreign currency risk on transactions and balances denominated in currencies other than US Dollars. The currency giving rise to this risk is primarily Rupiah. Exposure to foreign currency risks is managed as far as possible by natural hedges of matching assets and liabilities denominated in foreign currencies.
- The Company's exposure to exchange rate fluctuations comes from the exchange rate between US Dollar and Rupiah. The significant portion of the foreign exchange risk is contributed by cash and cash equivalents placed in the bank. Most of the transactions of the Company are denominated in US Dollar.

### Interest rate risk

Interest rate risk is the risk that the changes in market interest rates may fluctuate fair value or future cash flows of a financial instrument. The Company is not significantly exposed to interest rate risks since there are no significant interest-bearing assets and liabilities. The Company's income and operating cash flows are substantially independent of changes in market interest rates.

## Evaluasi Efektivitas Implementasi Manajemen Risiko Tahun 2021

Pada tahun 2021, Perseroan telah melakukan pengelolaan risiko secara komprehensif, efektif, dan efisien sesuai dengan standar yang berlaku di Pertamina Group. Keberhasilan Perseroan dalam mengelola risikonya di sepanjang tahun ini tercermin dari tidak adanya risiko yang timbul di sepanjang tahun 2021 yang telah mengakibatkan dampak negatif terhadap kinerja keuangan dan operasional Perseroan.

## Evaluation of the Effectiveness of Risk Management Implementation in 2021

In 2021, the Company has conducted risk management in a comprehensive, effective and efficient manner in accordance with the applicable standards in Pertamina Group. The Company's success in managing its risks throughout the year was reflected in the absence of risks arising in 2021 which have had a negative impact on the Company's financial and operational performance.

# Perkara Penting Tahun 2021

## Litigation Cases in 2021

Sepanjang tahun 2021, tidak terdapat perkara penting baik perdata maupun pidana yang dihadapi oleh Perseroan, anggota Dewan Komisaris dan Direksi. Sedangkan di entitas anak terdapat satu perkara gugatan perdata yang saat ini telah tercapai perdamaian.

Throughout 2021, there were no material litigation cases both civil and criminal faced by the Company, members of the Board of Commissioners and the Board of Directors. Meanwhile, there is a civil lawsuit in a subsidiary, which has been solved between the parties.

# Sanksi Administratif

## Administrative Sanction

Selama tahun 2021, Perseroan tidak memperoleh sanksi administratif dari regulator.

Throughout 2021, the Company did not receive any administrative sanction from the regulators.

# Kode Etik

## Code of Conduct

Etik Usaha dan Tata Perilaku Perseroan berisi seperangkat nilai, etika bisnis, etika kerja, dan norma-norma lainnya terkait kepatutan serta kepatuhan terhadap kebijakan yang telah disesuaikan dengan peraturan perundang-undangan yang berlaku.

The Company's Code of Conduct contains a set of values, business ethics, work ethics, and other norms related to appropriateness and compliance with policies that have been adjusted to the prevailing laws and regulations.

Pokok-pokok Pedoman Etik Usaha dan Tata Perilaku

Bab I Umum

Bab II Prinsip-prinsip GCG

Bab III Etika Usaha Perusahaan

Bab IV Standar Tata Perilaku

Bab V Pelaksanaan Etik Usaha dan Tata Perilaku

Bab IV Penutupan

Principles of Code of Conduct

Chapter I General

Chapter II GCG Principles

Chapter III Corporate Business Ethics

Chapter IV Standards of Code of Conduct

Chapter V Implementation of Code of Conduct

Chapter IV Closing



## Sosialisasi Kode Etik dan Upaya Penegakannya

Perseroan senantiasa menyadari bahwa penerapan Kode Etik menjadi bagian yang tidak terpisahkan saat menjalankan prinsip-prinsip korporasi yang sehat. Oleh karena itu, Perseroan mengadakan acara yang bertujuan untuk mengingatkan dan menekankan penerapan Kode Etik Perusahaan kepada seluruh pekerja di berbagai level manajemen. Sosialisasi terakhir dilakukan pada tanggal 20 Mei 2020.

## Pernyataan Bahwa Kode Etik Berlaku Bagi Anggota Direksi, Anggota Dewan Komisaris, dan Seluruh Pekerja

Seluruh insan Perseroan, termasuk Dewan Komisaris, Direksi, beserta Organ Penunjang dan seluruh pekerja baik yang berada di lingkup kantor pusat maupun di wilayah operasional wajib mematuhi Kode Etik Perusahaan. Sebagai bentuk komitmen tertulis, Perseroan mewajibkan seluruh insan Perseroan untuk memberikan pernyataan bahwa mereka akan senantiasa mematuhi seluruh isi pokok Kode Etik Perusahaan dalam menjalankan kegiatan operasional bisnis sehari-hari.

## Program Kepemilikan Saham Oleh Manajemen dan/atau Pekerja (ESOP/MSOP)

Selama tahun 2021, Perseroan tidak memiliki Program Kepemilikan Saham Oleh Manajemen dan/atau Pekerja (ESOP/MSOP).

## Socialization of the Code of Conducts and its Enforcement Efforts

The Company realizes that the implementation of the Code of Conducts becomes an inseparable part when running healthy corporation principles. Therefore, the Company held an event aimed at reminding and emphasizing the application of the Company's Code of Conducts to all employees at various levels of management. The most recent socialization of Code of Conducts was carried out on May 20, 2020.

## Statement that the Code of Conducts Applies to all Members of the Board of Directors, Members of the Board of Commissioners, and all Employees

All employees of the Company, including the Board of Commissioners, the Board of Directors, along with the Supporting Organs and all employees both in the scope of the head office and in operational areas are required to comply with the Company's Code of Conducts. As a form of written commitment, the Company requires all Company personnel to provide a statement that they will always comply with all the main contents of the Company's Code of Conducts in carrying out daily business operations.

## Management and/or Employee Stock Ownership Program (ESOP/MSOP)

During 2021, the Company did not have the Management and/or Employees Share Ownership Programs (ESOP/MSOP).

# Sistem Pelaporan Pelanggaran Whistleblowing System

Perseroan bertekad untuk menciptakan kegiatan operasional Perseroan yang terbebas dari praktik-praktik korupsi, kolusi dan nepotisme serta menjunjung tinggi Pedoman Etika. Hal ini berangkat dari kesadaran Perseroan bahwa *fraud* dapat menyebabkan kerugian bagi Perseroan dan mempengaruhi citra Perseroan, sehingga dapat berdampak terhadap produktivitas kerja jajaran Perseroan maupun kelangsungan usaha Perseroan secara keseluruhan.

Untuk itu, Perseroan berusaha untuk meningkatkan peran serta secara aktif dari seluruh elemen Perseroan, dan para pemangku kepentingan lainnya melalui suatu mekanisme penanganan yang adil dan transparan, salah satunya melalui Sistem Pelaporan Pelanggaran atau *Whistleblowing System* (WBS).

Sampai dengan akhir 2021, Perseroan masih melakukan kajian untuk menetapkan mekanisme Pelaporan Pelanggaran termasuk media dan saluran yang tepat untuk menyampaikan laporan, namun tidak menutup kemungkinan *Stakeholder* Perseroan yang mengetahui adanya pelanggaran atau *fraud* di lingkungan Perseroan dapat melaporkan melalui saluran WBS PT Pertamina (Persero).

The Company is determined to create its operational activities that are free from corruption, collusion and nepotism practices and uphold the Code of Conducts. This is based on the Company's awareness that fraud may harm the Company and affect the Company's image, so that it can have an impact on the work productivity of the Company's ranks and the Company's business continuity as a whole.

For this reason, the Company strives to increase the active participation of all elements of the Company, and other stakeholders through a fair and transparent handling mechanism, one of which is the Whistleblowing System (WBS).

As of the end of 2021, the Company was still conducting studies to determine the Whistleblowing mechanism including the appropriate media and channels to submit reports, but it did not rule out that the Company's Stakeholders who were aware of a violation or fraud within the Company may submit report through the WBS channel of PT Pertamina (Persero).

# Keberagaman Anggota Dewan Komisaris dan Direksi

## Composition Diversity of the Board of Commissioners and Board of Directors

Dalam bagian Profil Dewan Komisaris dan Direksi disajikan informasi mengenai keberagaman komposisi anggota Dewan Komisaris dan Direksi Perseroan dalam hal latar belakang pendidikan, keahlian, dan pengalaman yang dimiliki.

In Profile of the Board of Commissioners and Board of Directors section, there are information about diversity in composition of members of the Board of Commissioners and Board of Directors in terms of educational background, expertise, and experience.

# Hubungan Afiliasi

## Affiliated Relationships

Pengungkapan hubungan afiliasi Dewan Komisaris, Direksi, dan Pemegang Saham Utama/Pengendali dapat dilihat pada tabel di bawah ini:

Disclosure of affiliation with the Board of Commissioners, Board of Directors and Majority/Controlling Shareholders can be seen in the table below:

Nama Name	Hubungan Afiliasi dengan Affiliated Relationship with					
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Utama/Pengendali Pemegang Saham Utama/Pengendali	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
<b>Dewan Komisaris   Board of Commissioners</b>						
Dharmawan H. Samsu		✓	✓		✓	
N. Hasto Kristiyono		✓	✓		✓	
Ajar Budi Kuncoro		✓	✓		✓	
Yunus Saefulhak		✓	✓		✓	
Dwi Agus Setiawan		✓	✓		✓	
Andriah Feby Misna		✓	✓		✓	
<b>Direksi   Board of Directors</b>						
Dannif Danusaputro		✓	✓		✓	
Heru Setiawan		✓	✓		✓	
Fadli Rahman		✓	✓		✓	
Norman Ginting		✓	✓		✓	
Iman Hilmansah		✓	✓		✓	
Ernie D. Ginting		✓	✓		✓	



Nama Name	Hubungan Afiliasi dengan Affiliated Relationship with					
	Dewan Komisaris Board of Commissioners		Direksi Board of Directors		Pemegang Saham Utama/Pengendali Pemegang Saham Utama/Pengendali	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Dody Budiawan		✓		✓		✓
Said Reza Pahlevy		✓		✓		✓
Achmad Syaihu Rais		✓		✓		✓

## Akses Informasi Access to Information

Perseroan membuka kesempatan seluas-luasnya kepada masyarakat maupun pemangku kepentingan lainnya untuk mengakses beragam informasi dan data mengenai Perseroan melalui situs resmi Perseroan yaitu <https://pertaminapower.com>. Selain itu, berbagai informasi terkini juga dapat diperoleh melalui media sosial Perseroan, yaitu @pertaminapowerid.

Perseroan telah menetapkan Pedoman Etika Usaha dan Tata Perilaku (*Code of Conduct*) serta Pedoman Tata Kelola Perusahaan (*Code of GCG*) sesuai SK No. Kpts-009/PPI10000/2018-S0 dan SK No. Kpts-010/PPI10000/2018-S0 tanggal 31 Desember 2018. *Code of Conduct* dan *Code of GCG* ini merupakan wujud komitmen Perseroan dalam meningkatkan kualitas penerapan GCG di lingkungan Perseroan yang bersifat mengikat dan wajib dipatuhi oleh seluruh insan Perseroan agar senantiasa tercipta praktik korporasi sehat berlandaskan prinsip-prinsip GCG.

The Company provides widest opportunities for public and other stakeholders to access various information and data about the Company through the Company's official website, namely <https://pertaminapower.com>. In addition, various latest information can also be obtained through the Company's social media, namely @pertaminapowerid.

The Company has established the Code of Conduct and Code of GCG in accordance with Decree No. Kpts-009/PPI10000/2018-S0 and Decree No. Kpts-010/PPI10000/2018-S0 dated 31 December 2018. The Code of Conduct and Code of GCG are manifestation of the Company's commitment to improving the quality of GCG implementation within the Company which is binding and must be obeyed by all Company personnel in order to create healthy corporate practices based on the principles of GCG.



# Tanggung Jawab Sosial Perusahaan

Corporate Social Responsibility





# Tanggung Jawab Sosial Perusahaan

## Corporate Social Responsibility

Sebagai bagian dari PT Pertamina (Persero), Perseroan berkomitmen penuh kepada pengembangan dan pengelolaan aspek sosial kemasyarakatan dan lingkungan untuk mendukung Tujuan Pembangunan Berkelanjutan (SDGs). Dengan fokus bisnis penyediaan energi bersih, Perseroan secara langsung turut berkontribusi secara positif kepada pelestarian lingkungan hidup sekaligus ekosistem yang terjaga bagi kelangsungan hidup generasi mendatang.

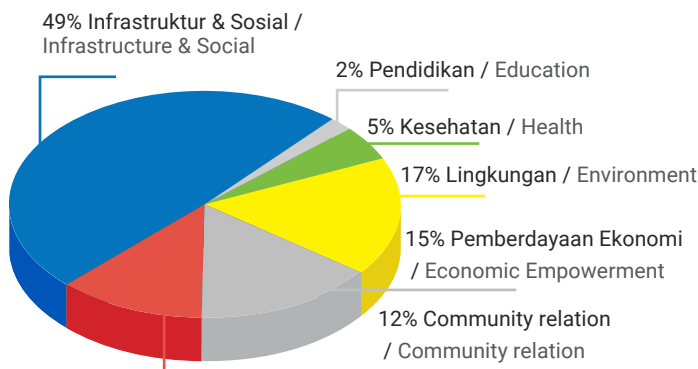
Pada tahun 2021, program tanggung jawab sosial dan lingkungan (TJSL) perusahaan di lingkungan Perseroan sebagai Subholding Power & NRE dilaksanakan oleh PT Pertamina Geothermal Energy selaku anak usaha dan di proyek PLTGU Jawa-1 yang dikelola oleh PT Jawa Satu Power sebagai afiliasi. Program TJSL pada tahun 2021 meliputi bidang pendidikan, kesehatan, lingkungan, pemberdayaan ekonomi, serta infrastruktur dan sosial. Adapun total realisasi nilai TJSL Perseroan pada tahun 2021 mencapai Rp17,7 miliar.

As part of PT Pertamina (Persero), the Company is fully committed to the development and management of social and environmental aspects to support the Sustainable Development Goals (SDGs). With a business focus on providing clean energy, the Company directly contributes positively to the preservation of the environment as well as the ecosystem that is maintained for the survival of future generations.

In 2021, the company's social and environmental responsibility (TJSL) program within the Company as Subholding Power & NRE is implemented by PT Pertamina Geothermal Energy as a subsidiary and in the Jawa-1 PLTGU project managed by PT Jawa Satu Power as an affiliate. The TJSL program in 2021 covers the fields of education, health, environment, economic empowerment, as well as infrastructure and social. The total realization of the Company's TJSL value in 2021 reached Rp17.7 billion.

### Realisasi TJSL PT Pertamina Geothermal Energy

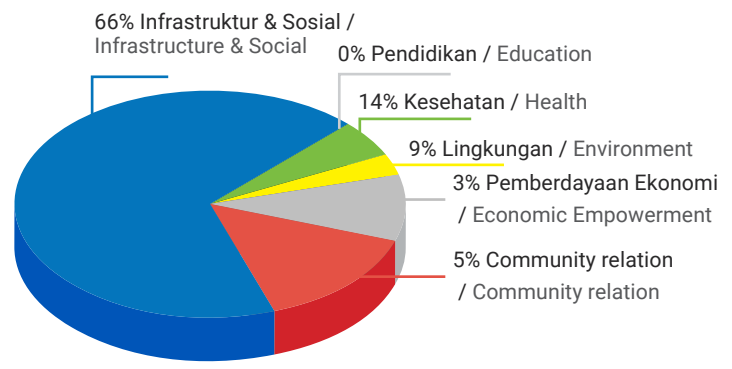
#### Realization of TJSL PT Pertamina Geothermal Energy



Rekap Realisasi TJSL Per Bidang Recap of TJSL Realization Per Field	Nilai (Rp Juta) Value (Rp Million)
Pendidikan Education	290
Kesehatan Health	658
Lingkungan Environment	2.215
Pemberdayaan Ekonomi Economic Empowerment	1.905
Infrastruktur & Sosial Infrastructure & Social	6.272
Community relation Community relation	1.535
<b>Total</b>	<b>12.875</b>

### Realisasi TJSL PT Jawa Satu Power

#### Realization of TJSL PT Jawa Satu Power



Rekap Realisasi TJSL Per Bidang Recap of TJSL Realization Per Field	Nilai (Rp Juta) Value (Rp Million)
Pendidikan Education	22
Kesehatan Health	700
Lingkungan Environment	456
Pemberdayaan Ekonomi Economic Empowerment	160
Infrastruktur & Sosial Infrastructure & Social	3.318
Community relation Community relation	239
<b>Total</b>	<b>4.991</b>



# Laporan Keuangan

Financial Statements



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