PELAYARAN NASIONAL INDONESIA

LAPORAN TAHUNAN
ANNUAL REPORT
2019

AIMING FOR BIGGER DREAM

Membidik untuk Mimpi yang Lebih Besar

PT PELAYARAN NASIONAL INDONESIA (PERSERO)

AIMING FOR
BIGGER DREAM
Membidik untuk Mimpi yang Lebih Besar

PT PELNI (Persero) sebagai pihak yang ditunjuk sebagai Badan Penyelenggaran Kewajiban Pelayanan Publik (*Public Service Obligation* - PSO) dan angkutan barang di laut telah dapat menjalankan tugas dengan baik pada tahun 2019 dan tetap fokus pada langkah-langkah strategis yang telah ditetapkan, diantaranya adalah pengembangan pasar, pengembangan bisnis baru, perkuatan budaya, peningkatan fasilitas, operasional unggul dan implementasi Grup PELNI.

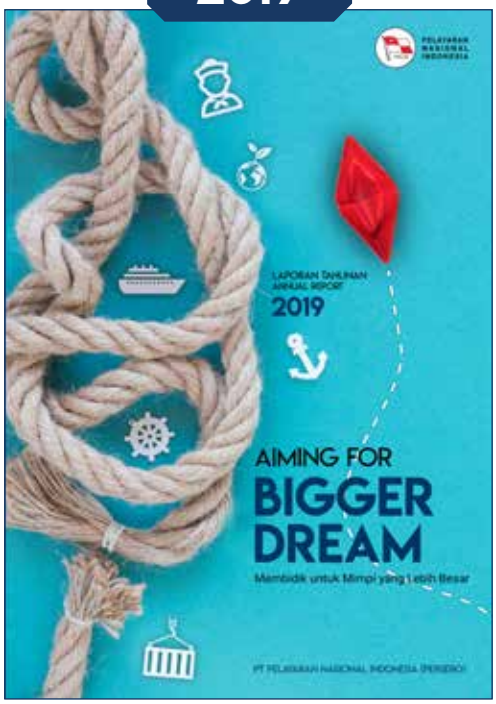
Usaha Perseroan sebagai agen penghubung antar wilayah di seluruh Indonesia dengan membangun konektivitas dalam menciptakan e*conomic value* dan *social value,* sesuai dengan tema Laporan Tahunan 2019 yaitu "Membidik untuk Mimpi yang Lebih Besar". Semangat kerja keras dan komitmen segenap manajemen dalam mengimplementasikan strategi transformasi baik dalam aspek bisnis maupun operasional adalah kunci keberhasil PT PELNI (Persero).

PT PELNI (Persero) as appointed company to be an Agency of Public Service Obligation and sea freight transports that has well implemented its duties in 2019 and focused on strategic steps, such as market development, new business development, culture strengthening, facilities enhancement, operational excellence and implementation of PELNI Group.

The Company's business as connection agent between regions throughout Indonesia by building connectivity in creating economic value and social value, in line with Annual Report 2019 theme which is "Aiming for Bigger Dream". The spirit of hard work and commitment from all management in implementing transformation strategic both business and operational aspect are the success key of PT PELNI (Persero).

KESINAMBUNGAN TEMA
Theme Continuity

2019



2018

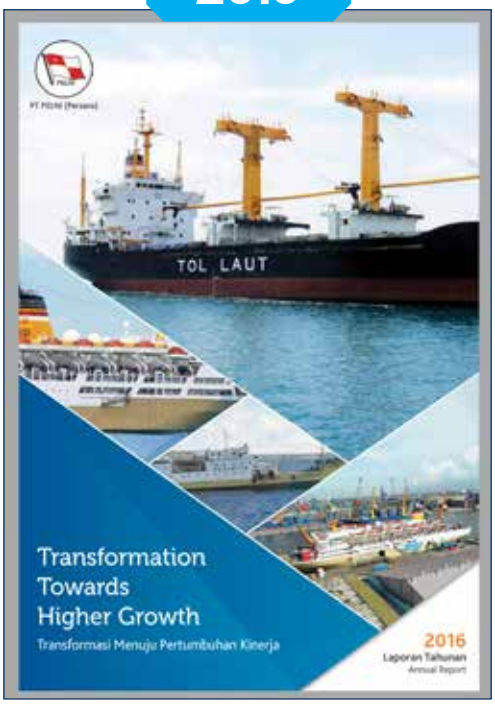
AIMING FOR BIGGER DREAM
Membidik untuk
Mimpi yang Lebih Besar

STRENGTHENING POSITION THROUGH SINERGY & DIGITALIZATION
Memperkuat Posisi Melalui
Sinergi & Digitalisasi

KESINAMBUNGAN TEMA
Theme Continuity

2017

2016



TRANSFORM, INNOVATE AND GROW FOR SUSTAINABLE GROWTH

Bertransformasi, Berinovasi dan Bertumbuh untuk Pertumbuhan yang Berkelanjutan

TRANSFORMATION TOWARDS HIGHER GROWTH

Transformasi Menuju Pertumbuhan Kinerja

HIGHLIGHT 2019
2019 Highlights

PENDAPATAN USAHA BERSIH
Net Operating Revenue
Rp5,56 triliun trillion
21,08%

LABA TAHUN BERJALAN
Profit for the Current Year
Rp205,77 miliar billion
0,69%

LABA KOMPREHENSIF TAHUN BERJALAN
Comprehensive Income of the Current Year
Rp238,65 miliar billion
25,87%

JUMLAH ASET
Total Assets
Rp7,06 triliun trillion
7,25%

ARMADA KAPAL PENUMPANG
Passenger Vessel Fleet
26 kapal fleet

ARMADA KAPAL PERINTIS
Perintis Vessel Fleet
53 kapal fleet

ARMADA KAPAL TOL LAUT
Tol Laut Vessel Fleet
6 kapal fleet

ANGKUTAN PENUMPANG
Passengers Transportation
5.354.871 orang | person

JUMAH MUATAN
Total Cargos
197.392 ton/m^3

KONTAINER
Containers
14.943 teus

KENDARAAN
Vehicles
9.667 unit

TERNAK
Cattle
7.899 ekor | cattle

JUMLAH PELABUHAN SINGGAH
Total Shelter Ports
83 pelabuhan ports

JUMLAH RUAS
Total Lines
1.100 ruas | line

JUMLAH MIL
Total Miles
95.604 mil laut | sea miles

TESTIMONI 2019
2019 Testimonials

"SEMOGA MENJADI BUMN YANG LEBIH BAIK DAN MAJU KEDEPANNYA"
"Hopefully become a better and advanced BUMN in the future"

_ PT PERTALUBE NUSA JAYA _

"SUDAH SANGAT BAIK DAN SANGAT BERSEMANGAT"
"It's been very good and so excited"

_ PT SAFITRI REJEKI _

"TETAP PERTAHANKAN YANG SUDAH BAIK"
"Keep up the good things"

_ PT MULTI DIESEL SERVICE _

"DAPAT BEKERJA SAMA YANG BERKELANJUTAN SAMPAI WAKTU YANG AKAN DATANG"
"Can work together in a sustainable way for the years to come"

_ PT SARANA GAMA SEJAHTERA _

"SEMOGA TERUS MENJADI LEBIH BAIK"
"Hopefully keep getting better"

_ PT SINERGI DAYA INSANI _

"PELNI SEMAKIN MAJU DAN BERKEMBANG LEBIH BESAR LAGI"
"PELNI is progressing and developing to be bigger"

_ PT SURYA SEGARA SAFETY MARINE _

"TERBAIK!"
"The Best!"

_ ANTARA INSIGHT (PT DIGIVLA INDONESIA) _

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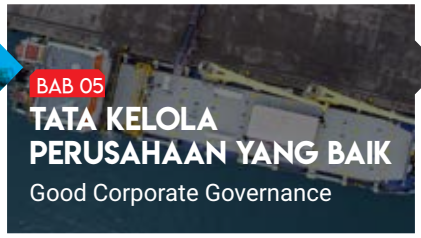

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BAB 01

IKHTISAR UTAMA

Main Highlights

IKHTISAR KEUANGAN
Financial Highlights

Uraian Description	2015	2016	2017	2018	2019	Satuan Unit
Pendapatan Usaha Bersih Net Operating Revenues	3.853.628	4.244.615	4.394.845	4.593.313	**5.561.676**	Rp juta Rp million
Beban Pokok Usaha Operating Expenses	(3.293.408)	(3.445.001)	(3.652.044)	(4.010.772)	**(4.776.617)**	Rp juta Rp million
Laba Kotor Gross Profit	560.220	799.614	742.801	582.542	**785.059**	Rp juta Rp million
Laba Usaha Operating Profit	147.007	260.413	262.280	75.111	**203.303**	Rp juta Rp million
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada: Profit for the Current Year Attributable to:	98.643	248.547	276.881	204.174	**205.767**	Rp juta Rp million
Pemilik Entitas Induk Owner of the Company	98.931	248.177	276.419	203.631	**205.109**	Rp juta Rp million
Pemilik Non Pengendali Non-Controlling Interest	(288)	370	462	543	**658**	Rp juta Rp million
Penghasilan Komprehensif Lain Other Comprehensive Income	2.079	(33.627)	(37.429)	(14.757)	**32.883**	Rp juta Rp million
Laba Komprehensif Tahun Berjalan Comprehensive Income in the Current year	100.722	214.920	239.452	189.417	**238.650**	Rp juta Rp million
Laba Bersih Per Saham Dasar Basic Earnings Per Share	14.297	35.127	39.125	28.822	**29.031**	Rp juta Rp million
Jumlah Aset Total Assets	5.892.895	6.211.091	6.432.064	6.561.838	**7.061.282**	Rp juta Rp million
Jumlah Liabilitas Total Liabilities	1.205.241	747.847	728.416	668.786	**929.398**	Rp juta Rp million
Jumlah Ekuitas Total Equity	4.687.654	5.463.795	5.703.648	5.893.052	**6.131.883**	Rp juta Rp million

dalam jutaan Rupiah
in million Rupiah

RASIO KEUANGAN
Financial Ratio

Uraian Description	2015	2016	2017	2018	2019	Satuan Unit
Rasio Likuiditas | Liquidity Ratio						
Rasio Lancar Current Ratio	256,71	430,8	525,6	648,92	**487,93**	%
Rasio Kas Cash Ratio	107,71	196,27	293,37	399,34	**249,19**	%
Rasio Cepat Quick Ratio	184,98	150,05	254,45	342,16	**421,30**	%
Rasio *Leverage* | Leverage Ratio						
Rasio Liabilitas atas Aset Liabilities to Assets Ratio	20,45	12,04	11,32	10,19	**13,16**	%
Rasio Liabilitas atas Ekuitas Liabilities to Equity Ratio	25,71	13,69	12,77	11,35	**15,16**	%
Rasio Liabilitas Jangka Panjang atas Ekuitas Long-term Liabilities to Equity Ratio	8,59	2,89	3,55	3,8	**4,25**	%

IKHTISAR KEUANGAN
Financial Highlights

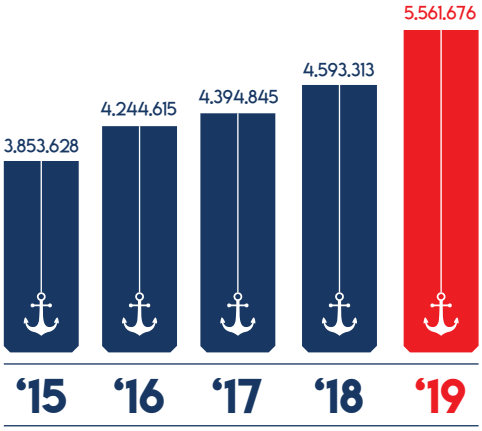
Uraian Description	2015	2016	2017	2018	2019	Satuan Unit
Rasio Aktivitas | Activity Ratio						
Rasio Perputaran Persediaan Inventory Turnover Ratio	0,15	0,11	0	37,71	**29,25**	Kali Times
Rasio Perputaran Aset Asset Turnover Ratio	65,39	69,81	70,94	73,89	**81,64**	%
Rasio Penagihan Rata-rata Average Collection Ratio	18	23	17	20	**15**	Kali Times
Rasio Profitabilitas | Profitability Ratio						
Imbalan terhadap Ekuitas Return to Equity	2,15	4,12	4,41	3,61	**3,50**	%
Imbalan terhadap Investasi Return to Investment	2,49	6,61	7,07	10,37	**9,55**	%
Marjin Laba Kotor atas Penjualan Gross Profit on Sales	14,54	18,84	16,9	12,24	**14,12**	%
Marjin Laba Bersih atas Penjualan Net Profit on Sales	3,81	5,74	6,14	4,44	**3,69**	%
Rasio EBITDA atas Aset EBITDA on Asset Ratio	7,94	6,61	6,61	13,61	**12,01**	%

ARUS KAS
Cash Flows

Uraian Description	2015	2016	2017	2018	2019	Satuan Unit
Arus Kas dari Aktvitas Operasi Cash Flows from Operating Activities	121.629	788.812	439.262	434.153	**394.778**	Rp juta Rp million
Arus Kas dari Aktivias Investasi Cash Flows from Investing Activities	(90.809)	(54.065)	(323.426)	(328.621)	**(481.774)**	Rp juta Rp million
Arus Kas dari Aktivias Pendanaan Cash Flows from Financing Activities	437.756	27.760	(13.087)	79.904	**41.735**	Rp juta Rp million
Penurunan Bersih Kas dan Setara Kas Increase Cash and Cash Equivalent	468.576	762.507	102.748	185.436	**(45.261)**	Rp juta Rp million
Kas dan Setara Kas Awal Tahun Cash and Cash Equivalent at Beginning	370.415	839.091	1.601.598	1.704.346	**1.884.782**	Rp juta Rp million
Kas dan Setara Kas Akhir Tahun Cash and Cash Equivalent at Ending	839.091	1.601.599	1.704.346	1.889.782	**1.839.521**	Rp juta Rp million

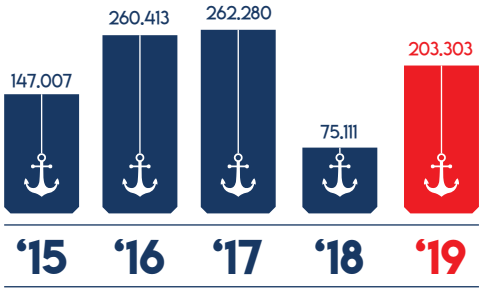
IKHTISAR KEUANGAN
Financial Highlights

PENDAPATAN USAHA BERSIH
Net Operating Revenue



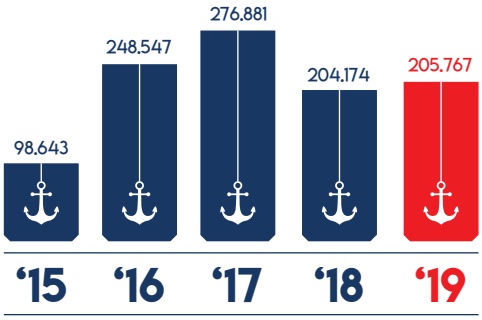
dalam jutaan Rupiah
in million Rupiah

LABA USAHA
Operating Profit



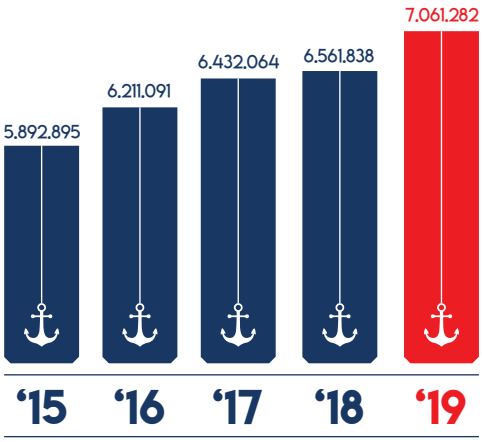
dalam jutaan Rupiah
in million Rupiah

LABA TAHUN BERJALAN
Profit for the Current Year



dalam jutaan Rupiah
in million Rupiah

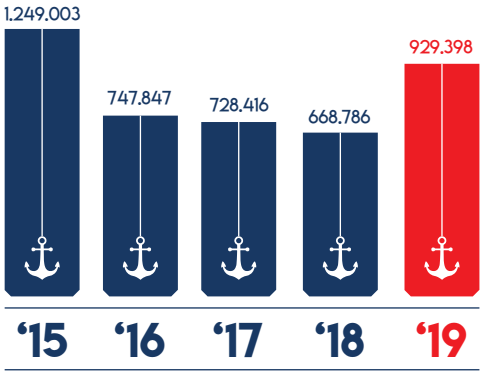
JUMLAH ASET
Total Assets



dalam jutaan Rupiah
in million Rupiah

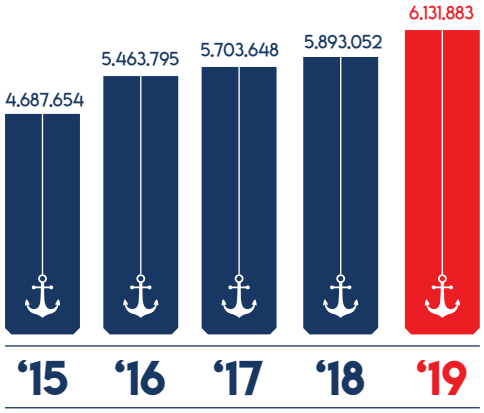
IKHTISAR KEUANGAN
Financial Highlights

JUMLAH LIABILITAS
Total Liabilities



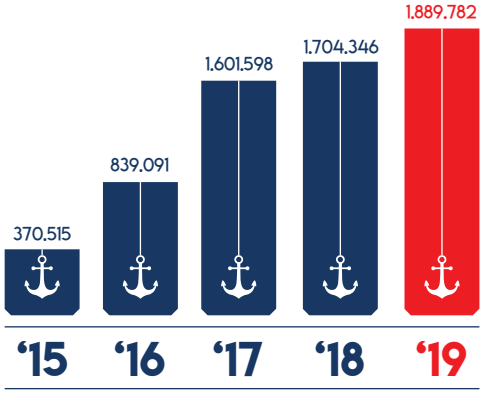
dalam jutaan Rupiah
in million Rupiah

JUMLAH EKUITAS
Total Equity



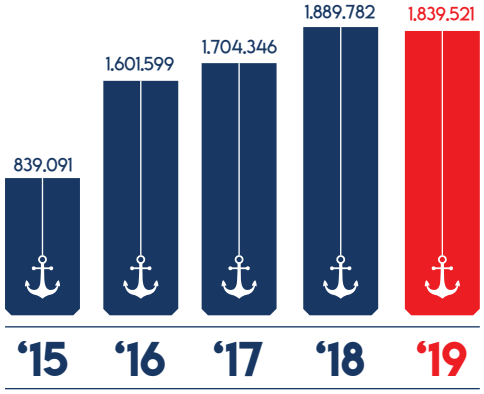
dalam jutaan Rupiah
in million Rupiah

KAS DAN SETARA KAS AWAL TAHUN
Cash and Cash Equivalent at Beginning



dalam jutaan Rupiah
in million Rupiah

KAS DAN SETARA KAS AKHIR TAHUN
Cash and Cash Equivalent at Ending



dalam jutaan Rupiah
in million Rupiah

PERISTIWA PENTING 2019
2019 Significant Events

7 JANUARI 2019
January 7, 2019

CSR BALIKPAPAN
Balikpapan CSR

PT PELNI (Persero) menyerahkan masing-masing 200 *life jacket* kepada perwakilan pelaku pelayaran rakyat di Balikpapan. Penyerahan di Balikpapan diwakili oleh Direktur Keuangan PT PELNI (Persero) Tri Andayani bersama KSOP dan pejabat setempat.

PT PELNI (Persero) handed over 200 life jackets to the representatives of the people in Balikpapan which was represented by the Finance Director Tri Andayani from PT PELNI (Persero) along with KSOP and local officials

22 JANUARI 2019
January 22, 2019

PEMAPARAN EVALUASI KINERJA PERSEROAN TAHUN 2018 DAN RENCANA KERJA TAHUN 2019
Exposure of 2018 Performance Evaluation and 2019 work plans of the Company

Manajemen PT PELNI (Persero) memaparkan evaluasi kinerja Perseroan Tahun 2018 dan rencana kerja Tahun 2019 kepada seluruh pegawai Kantor Pusat dan sejumlah kantor cabang melalui sambungan *video conference*.

Management of PT PELNI (Persero) explained the 2018 performance evaluation and 2019 work plans of the Company to all employees in the Head Office and a number of Branch Offices through a live video conference.

25 JANUARI 2019
January 25, 2019

PENANDATANGANAN MOU PENGANGKUTAN LOGISTIK BERSAMA PT PLN (PERSERO)
The Signing of Logistic Transport MoU with PT PLN (Persero)

PT PELNI (Persero) siap mengangkut komoditi batubara serta angkutan barang lain untuk kebutuhan proyek milik PT Perusahaan Listrik Negara (Persero) – PLN. MoU pengangkutan logistik dilakukan oleh Supangkat Iwan Santoso, Direktur Pengadaan Strategis 2 PT PLN (Persero) dan Direktur Usaha Angkutan Barang dan Tol Laut Harry Boediarto mewakili PELNI Jumat (25/1-2019) di Kantor PLN, Jakarta.

PT PELNI (Persero) has been ready to transport coal commodities and other goods for the needs of projects owned by PT Perusahaan Listrik Negara (Persero) - PLN. This logistic transports MoU was signed by Supangkat Iwan Santoso, PT PLN (Persero) 's Strategic Procurement Director 2 and Director of Freight and Tol Laut Transports Business, Harry Boediarto representing PELNI on Friday (25 / 1-2019) at the PLN Office, Jakarta.

4 FEBRUARI 2019
February 4, 2019

HARI PERS NASIONAL (HPN) TAHUN 2019
National Press' Day 2019

Peringatan Hari Pers Nasional (HPN) Tahun 2019 di Jawa Timur menjadi momentum penting bagi PT Pelayaran Nasional Indonesia (Persero) – PELNI di mana salah satu kapal terbaik PT PELNI (Persero), KM. Dorolonda terpilih menjadi tempat untuk menggelar seminar HPN bertajuk Tol Laut dengan tema "Melanjutkan Konektivitas Membuka Jalur Logistik dan Menekan Disparitas Harga Barang". Acara seminar ini diselenggarakan saat kapal sandar di dermaga Pelabuhan Tanjung Perak, Surabaya Senin (4/2-2019).

2019 National Press' Day Ceremony in East Java which is an important momentum for PT Pelayaran Nasional Indonesia (Persero) - PELNI where one of PT PELNI (Persero)'s best Vessel M.V Dorolonda was chosen to be the place to hold a HPN Seminar titled Tol Laut with the theme "Continuing the Connectivity for the Logistic Route and Suppressing Disparity of Goods Prices" that was held when the ship docked at Tanjung Perak Port, Surabaya on Monday, (4/2-2019).

PERISTIWA PENTING 2019
2019 Significant Events

PAKET PANGAN MURAH, SURABAYA
Cheap Groceries Packages, Surabaya

PT PELNI (Persero) menjual 5000 paket pangan murah yang berisi sembako senilai Rp 42.500,- dengan harga jual Rp 10.000,- per paket kepada penumpang KM Nggapulu saat sandar di Pelabuhan Tanjung Perak Surabaya. Kegiatan ini merupakan program CSR yang sekaligus ikut memeriahkan HUT Ke-67 PT PELNI (Persero) dan HUT ke-21 Kementerian BUMN.

PT PELNI (Persero) sold 5000 of cheap food packages containing groceries amounted to Rp 42,500, - at a selling price of Rp 10,000, - per package to MV. Nggapulu passengers when docked at Tanjung Perak Port, Surabaya. This activity was a part of the CSR program that also celebrated the 67th anniversary of PT PELNI (Persero) and the 21st Anniversary of the Ministry of SOE.

KONFERENSI PERS KEBIJAKAN PENYESUAIAN RUTE DAN PENAMBAHAN FREKUENSI PELAYARAN SELAMA PERIODE MUDIK 2019
Press Conference on policies of route adjustments and additional shipping transport frequencies during the 2019 homecoming.

PT PELNI (Persero) menggelar jumpa pers untuk menginformasikan kebijakan penyesuaian rute dan penambahan frekuensi pelayaran selama periode Angkutan Mudik 2019. Informasi disampaikan oleh Kepala Kesekretariatan Perusahaan PT PELNI (Persero), Yahya Kuncoro Jumat (17/5) di Jakarta.

PT PELNI (Persero) held a press conference to inform the policies of route adjustments and additional shipping transport frequencies for the 2019 Homecoming period. Information was given by the Head of Corporate Secretary of PT PELNI (Persero), Yahya Kuncoro on Friday (5/17) in Jakarta.

MUDIK BUMN 2019
Mudik BUMN 2019

Sebanyak 33 BUMN mengikuti kegiatan Mudik Bareng BUMN dengan Kapal PELNI dengan total 35.846 peserta yang mudik ke berbagai kota tujuan.

33 of SOEs participated in "Mudik Bareng BUMN" with PELNI's ships totaling 35.846 homecomers to some destinations.

MUDIK GRATIS MOTOR KEMENHUB
Free Homecoming Transport from Ministry of Transportation

Sebanyak sebanyak 2500 pemudik sepeda motor asal Semarang tiba di Pelabuhan Tanjung Priok, Jakarta pada periode arus balik Lebaran 2019 setelah menempuh pelayaran dengan KM Dobonsolo.

As many as 2500 homecomers with motorcycles from Semarang arrived at Tanjung Priok Port, Jakarta during the 2019 Homecoming period after sailing with MV. Dobonsolo.

WISUDA MANAGEMENT TRAINEE TAHUN 2018
Management Trainee Graduation 2018

Sebanyak 60 pegawai Program *Management Trainee* Tahun 2018 resmi dinyatakan lolos melewati masa inkubasi yang telah dijalani selama 6 bulan. Para pegawai baru ini akan ditempatkan di seluruh Kantor Cabang PT PELNI (Persero) yag tersebar se-Indonesia.

A Total of 60 employees from the Management Trainee Program 2018 graduated the incubation period of 6 months. These new employees will be placement in all of PT PELNI (Persero) Branch Offices across Indonesia.

PERISTIWA PENTING 2019
2019 Significant Events

11 AGUSTUS 2019
August 11, 2019

RAPAT PIMPINAN 2019
Leadership Meeting 2019

PT PELNI (Persero) menyelenggarakan Rapat Pimpinan pada tanggal 6-9 Agustus 2019 di Semarang, Jawa Tengah. Rapat dihadiri oleh jajaran direksi PT PELNI (Persero), direksi anak usaha, seluruh perwakilan cabang dan perwira kapal. Rapat pimpinan semester kali ini menghasilkan komitmen bersama untuk menjadikan setahun ke depan untuk meningkatkan kualitas dan *experience* pelanggan.

PT PELNI (Persero) held a Leadership Meeting on 6-9 August 2019 in Semarang, Central Java. The meeting was attended by the Board of Directors of PT PELNI (Persero), directors of subsidiaries, all branch representatives and ship officers. This semester of Leadership Meeting resulted in a joint commitment to improve customer quality and experience for the next year.

5 SEPTEMBER 2019
September 5, 2019

MOU POLDA - PT PELNI (PERSERO)
MOU POLDA - PT PELNI (Persero)

Sebagai bentuk dukungan pada sistem peningkatan keamanan dan penegakan hukum, Direktur Utama PT PELNI (Persero) Insan Purwarisya L Tobing bersama dengan Kepala Kepolisian Daerah Metro Jaya Inspektur Jenderal Polisi Dr. Gatot Eddy Pramono menandatangani Nota Kesepahaman perihal Kerjasama Informasi Data pada Kamis (5/9) di Polda Metro Jaya.

As a form to support the security system improvement and law enforcement, President Director of PT PELNI (Persero) Insan Purwarisya L Tobing along with the Head of the Metro Jaya Regional Police Inspector General Police Dr. Gatot Eddy Pramono signed a Memorandum of Understanding regarding Data Information Cooperation on Thursday (5/9) at the Jakarta Police Office.

13 SEPTEMBER 2019
September 13, 2019

INDO TRANS EXPO 2019
Indo Trans Expo 2019

PT PELNI (Persero) berpartisipasi pada pameran transportasi yang di gelar oleh Kementerian Perhubungan dalam rangka perayaan Hari Perhubungan Nasional 2019 bertajuk Indo Trans Expo 2019 di Jakarta Convention Center (JCC), Jakarta. Pameran berlangsung 13-15 September 2019. Melalui pameran ini, PT PELNI (Persero) ingin mempopulerkan bisnis wisata sekaligus angkutan barang.

PT PELNI (Persero) participated in the transportation exhibition held by the Ministry of Transportation in celebrating the 2019 National Transportation Day titled the Indo Trans Expo 2019 at the Jakarta Convention Center (JCC), Jakarta. The exhibition took place on September 13-15, 2019. Through this exhibition, PT PELNI (Persero) wanted to popularize the tourism business and the transportation of goods.

17 SEPTEMBER 2019
September 17, 2019

PENJURIAN BUSINESS NEWS 2019
Business News 2019 Judging

Direktur Utama PT PELNI (Persero), Insan Purwarisya L Tobing didampingi VP Corporate Planning dan Kepala Kesekretariatan Perusahaan menghadiri Penjurian Business News 2019 di Jakarta. Penjurian melalui beberapa tahap, yakni pengisian kuesioner hingga tahapan wawancara yang dilakukan secara obyektif dan independen oleh dewan juri yang memiliki kredibilitas dibidangnya.

The President Director of PT PELNI (Persero), Insan Purwarisya L Tobing accompanied by VP Corporate Planning and the Head of Corporate Secretariat attended 2019 Business News Judging in Jakarta. The judging passed through several stages, namely filling out the questionnaire to the interview stage conducted objectively and independently by a jury that has credibility in their field.

PERISTIWA PENTING 2019
2019 Significant Events

PELESTARIAN TERUMBU KARANG BERSAMA YAYASAN TERUMBU RUPA
Coral Reef Conservation with Terumbu Rupa Foundation

PT PELNI (Persero) menggandeng Yayasan Terumbu Rupa menenggelamkan rumah terumbu karang buatan *(artificial reef)* dengan motif daun jati yang dinamakan daun khatulistiwa atau Domus Frosiquilo pada hari Rabu (25/9) di wilayah pantai Jikomalamo, Ternate, Maluku Utara. Acara dihadiri oleh Direktur Utama PELNI Insan Purwarisya L Tobing Direktur Keuangan PELNI Tri Andayani beserta Asisten Deputi TJSL Kementerian BUMN Dewi Aryani.

PT PELNI (Persero) cooperated with the Terumbu Rupa Foundation to sink an artificial reef house with an teak leaf motif called the equator or Domus Frosiquilo on Wednesday (25/9) at the Jikomalamo coastal area, Ternate, North Maluku. The event was attended by the President Director of PELNI Insan Purwarisya L Tobing, Finance Director Tri Andayani along with the Assistant Deputy of TJSL of the Ministry of BUMN Dewi Aryani.

SOSIALISASI GRATIFIKASI DAN WHISTLE BLOWING SYSTEM KPK
KPK Gratification and Whistle Blowing System Socialization

Manajemen PT PELNI (Persero) mengadakan acara sosialisasi pengendalian gratifikasi dan pemberantasan korupsi yang dilaksanakan di Auditorium Kantor Pusat PT PELNI (Persero). Acara ini dihadiri oleh jajaran direksi PT PELNI (Persero), direksi anak usaha, PT PELNI (Persero) Cabang Tg. Priok, Jajaran VP hingga Manager di lingkungan kantor pusat serta vendor yang bermitra dengan Perusahaan.

Management of PT PELNI (Persero) organized a socialization for gratification control and corruption eradication at the Auditorium of PT PELNI (Persero) Head Office. This event was attended by the Board of Directors of PT PELNI (Persero), Directors of Subsidiaries, PT PELNI (Persero) Tg. Priok, VP up to Managers officers as well as vendors who partnered with the Company.

RAPAT RKAP 2020
CBP Meeting 2020

Manajemen PT PELNI (Persero) menggelar Rapat Kerja Penyusunan Rencana Kerja dan Anggaran Perusahaan 2019 di Auditorium Kantor Pusat PT PELNI (Persero). Manajemen bersinergi menyusun rencana kerja dan langkah-langkah strategis yang akan dilaksanakan pada tahun 2020 untuk menyongsong visi dan misi baru Perusahaan.

The management of PT PELNI (Persero) held a socialization event on gratification and corruption control at the Auditorium of PT PELNI (Persero) Head Office. This event was attended by the Board of Directors of PT PELNI (Persero), Directors of Subsidiaries, Tg. Priok Branch, VP and Manager and Vendors who cooperate with the Company.

PENANDATANGANAN CSSA/CSPA HOLDING RUMAH SAKIT BUMN
The Signing of CSSA/CSPA of SOE Hospital Holding

Direktur Utama PT PELNI (Persero), Insan Purwarisya L. Tobing melaksanakan Penandatanganan CSSA/CSPA *Holding* Rumah Sakit BUMN bersama dengan Direktur Utama Pertamedika IHC, Dr.dr. Fathema Djan Rachmat dan Plt. Direktur Utama RS PELNI dr Kartobi pada Jumat (4/10) di Jakarta.

The President Director of PT PELNI (Persero), Insan Purwarisya L. Tobing carried out the signing of the CSSA / CSPA of the BUMN Hospital Holding, together with the President Director of Pertamedika IHC, Dr.dr. Fathema Djan Rachmat and Plt. Director of PELNI Hospital Dr. Kartobi on Friday (4/10) in Jakarta.

KUNJUNGAN KJRI DAVAO CITY
Consulate-General of Indonesia Davao City Visit

Direktur Usaha Angkutan Penumpang PT PELNI (Persero), O.M. Sodikin menerima kunjungan Konsulat Jenderal RI di Davao City di Kantor Pusat PT PELNI (Persero), Jakarta. Kedua pihak membahas rencana kerjasama yang mungkin dilaksanakan kedua belah pihak, salah satunya adalah pengiriman logistik.

Director of Passenger Transport Business of PT PELNI (Persero), O.M. Sodikin welcomed a visit from the Consulate-General of Indonesia in Davao City at the Head Office of PT PELNI (Persero), Jakarta. The two parties discussed a cooperation plan that might be carried out by both parties, one of which was the delivery of logistics.

PERISTIWA PENTING 2019
2019 Significant Events

PAMERAN ITSCL 2019
ITSCL Exhibition 2019

Pelni Logistics, anak perusahaan PT Pelayaran Nasional Indonesia (Persero), menghadirkan solusi layanan logistik terintegrasi dalam *Indonesia Transport Supply Chain Logistic* (ITSCL) 2019. Pameran sektor logistik dan *supply chain,* yang digelar di JIExpo Kemayoran, Jakarta (16-18/10/2019), ini salah satu upaya PT PELNI (Persero) guna memperkuat komitmennya untuk menjadi yang terdepan dalam industri pelayaran di Tanah Air.

Pelni Logistics, a subsidiary of PT Pelayaran Nasional Indonesia (Persero), presented integrated logistics service solutions in the 2019 Indonesia Transport Supply Chain Logistic (ITSCL). An exhibition for the Logistic and supply chain sector, held at JIExpo Kemayoran, Jakarta (16-18 / 10 / 2019), as one of PT PELNI (Persero)'s efforts to strengthen its commitment to be a leader in the shipping industry in Indonesia.

PELANTIKAN KOMISARIS UTAMA ALI MASYKUR
Inauguration of President Commissioner Ali Masykur

Kementerian BUMN RI merombak susunan Dewan Komisaris PELNI. Posisi Bambang Prihartono selaku Komisaris Utama PT PELNI digantikan oleh Ali Masykur Musa. Bertempat di Kantor Kementerian BUMN, Salinan Menteri Badan Usaha Milik Negara selaku Wakil Pemerintah Sebagai Pemilik Modal Perusahaan Perseroan PT PELNI (Persero) ini diserahkan langsung oleh Deputi Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Kementerian BUMN, Edwin Hidayat Abdullah pada Jumat (18/10).

The Ministry of SOE of the Republic of Indonesia overhauled the composition of the Board of Commissioners . Bambang Prihartono's position as President Commissioner of PT PELNI was replaced by Ali Masykur Musa. Located in the Office of the Ministry of SOE, a copy of the Minister of State-Owned Enterprises as the Government Representative as the Shareholders of PT PELNI (Persero) was handed over directly by the Deputy of Energy, Logistics, Regions and Tourism of the Ministry of SOE, Edwin Hidayat Abdullah on Friday (18 / 10).

PAMERAN INDONESIA INFRASTRUCTURE WEEK 2019
Indonesia Infrastructure Week (IIW) 2019

PT PELNI (Persero) bergabung dalam Pameran Indonesia Infrastructure Week (IIW) yang diselenggarakan pada 6 s.d 8 November 2019 di Hall D2, JiExpo Kemayoran, Jakarta. Keikutsertaan PT PELNI (Persero) dalam Pameran Indonesia Infrastructure Week (IIW) ini dilaksanakan sebagai bentuk aksi nyata PT PELNI (Persero) untuk mempromosikan produk logistik milik PT PELNI (Persero) kepada masyarakat. PT PELNI (Persero) optimis dapat meraih pangsa pasar logistik di Indonesia.

PT PELNI (Persero) joined in the Indonesia Infrastructure Week (IIW) Exhibition on 6 to 8 November 2019 at Hall D2, JiExpo Kemayoran, Jakarta. This participation of PT PELNI (Persero) in the Indonesia Infrastructure Week (IIW) Exhibition as a concrete action to promote logistics products owned by PT PELNI (Persero) to the public. PT PELNI (Persero) is optimistic that it can gain more logistic market-share in Indonesia.

PISAH SAMBUT KOMISARIS PT PELNI (PERSERO) 2019
Farewell and Welcoming Ceremony for Members of Commissioners PT PELNI (Persero) 2019

Manajemen menggelar acara pisah sambut komisaris PT PELNI (Persero) pada Rabu (13/11) di Auditorium Kantor Pusat, Jakarta. Pada acara ini, Perusahaan melepas Bambang Prihartono sebagai Komisaris Utama dan Sudarto sebagai Komisaris serta menyambut Ali Masykur Musa sebagai Komisaris Utama dan tiga dewan komisaris baru yaitu Wahyu Adji Henpriarsono, Loto Srinita Ginting, dan Haryo Indratno.

The management held a farewell and welcoming ceremony for the commissioners of PT PELNI (Persero) on Wednesday (11/13) at the Auditorium of the Head Office, Jakarta. At this event, the Company farewelled Mr. Bambang Prihartono as President Commissioner and Mr. Sudarto as Commissioner and welcomed Ali Masykur Musa as President Commissioner and three new board of commissioners namely Wahyu Adji Henpriarsono, Loto Srinita Ginting, and Haryo Indratno.

PERISTIWA PENTING 2019
2019 Significant Events

MEDIA GATHERING PELNI 2019
Media Gathering PELNI 2019

PT PELNI (Persero) mengadakan acara *media gathering* yang dihadiri oleh 10 jurnalis baik dari media cetak maupun *onlline*. Kegiatan dilaksanakan di Lembang, Bandung. Pada kesempatan tersebut, hadir sebagai narasumber dalam sesi *sharing* Harry Boediarto Direktur Usaha Angkutan Barang dan Tol Laut yang didampingi oleh Yahya Kuncoro selaku Kepala Kesekretariatan Perusahaan.

PT PELNI (Persero) held a media gathering event which was attended by 10 journalists from both printed and online media. This activity was held in Lembang, Bandung. On this occasion, as a guest speaker in the sharing session was Mr. Harry Boediarto Director of Cargo and Tol Laut Transport Business, accompanied by Mr. Yahya Kuncoro as Head of Corporate Secretariat.

PERESMIAN PROGRAM BINA LINGKUNGAN RUMAH KELOLA SAMPAH (RKS)
Launching of "Rumah Kelola Sampah" (RKS) development program

PT PELNI (Persero) kembali meluncurkan program Bina Lingkungan Rumah Kelola Sampah (BL RKS). Peresmian Program BL RKS Melayu PT PELNI diresmikan oleh Vice Presiden PT PELNI (Persero) Yanto Duriyanto bersama Wakil Wali Kota Bima di Kampung Melayu, Kelurahan Melayu, Kecamatan Asakota, Kota Bima, Rabu (5/12).

PT PELNI (Persero) again launched the Rumah Kelola Sampah (BL RKS) Community Development program. This launching of BL RKS Melayu Program was inaugurated by Mr. Yanto Duriyanto Vice President of PT PELNI (Persero) along with the Deputy Mayor of Bima in Kampung Melayu, Melayu Village, Asakota District, Bima, Wednesday (5/12).

MEDIA GATHERING NATARU 2019
Media Gathering Nataru 2019

Kepala Kesekretariatan Perusahaan PT PELNI (Persero), Yahya Kuncoro menjadi narasumber pada kegiatan *media gathering* yang dilaksanakan pada Selasa sore (17/2) di Jakarta. Pada kesempatan tersebut, Yahya menjelaskan bahwa PELNI telah mempersiapkan seluruh armadanya untuk beroperasi, yakni 26 kapal trayek nusantara dengan kapasitas terpasang 55.668 pax dan kapal perintis dalam menghadapi periode Natal 2019 dan Tahun Baru 2020 (Nataru) untuk melayani masyarakat yang berada di daerah Tertinggal, Terpencil, Terdepan dan Perbatasan (T3P).

The Head of Corporate Secretary of PT PELNI (Persero), Mr. Yahya Kuncoro, as a guest speaker at the media gathering which was held on Tuesday afternoon (17/2) in Jakarta. On that occasion, Yahya explained that PELNI had prepared the entire fleet to operate, namely 26 ships for National routes with an installed capacity of 55,668 pax and Perintis ships in facing the Christmas 2019 and the New Year 2020 (Nataru) to serve people in the Disadvantaged, Remote, Frontier and Border (T3P) areas.

PERGANTIAN DIREKTUR KEUANGAN DAN DIREKTUR ANGKUTAN BARANG DAN TOL LAUT
Changes in Finance Director and Director of Cargo and Tol Laut Transports

Menteri Badan Usaha Milik Negara (BUMN) resmi menetapkan Ony Suprihartono sebagai Direktur Keuangan dan Masrul Khalimi sebagai Direktur Usaha Angkutan Barang dan Tol Laut PT Pelayaran Nasional Indonesia (Persero). Penyerahan Salinan Surat Keputusan Menteri diserahkan oleh Yuni Suryanto selaku Plh Deputi Bidang Usaha Konstruksi dan Sarana dan Prasarana Perhubungan pada Senin (30/12) di Kementerian BUMN.

The Ministry of State-Owned Enterprises (SOE) has officially appointed Mr. Ony Suprihartono as Finance Director and Mr. Masrul Khalimi as Director of Cargo and Tol Laut Transports Business of PT Pelayaran Nasional Indonesia (Persero). A copy of the Ministerial Decree submitted by Yuni Suryanto as Plh Deputy of Transportation Construction, Facilities and Infrastructure Business Sector on Monday (30/12) at the Ministry of SOE Office.

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

PENGHARGAAN
Awards

26 MARET 2019
March 26, 2019

PT Pelayaran Nasional Indonesia (Persero) meraih penghargaan untuk *The Rising Star CFO* BUMN Award 2019 dari Bisnis Indonesia.

PT Pelayaran Nasional Indonesia (Persero) won The Rising Star CFO BUMN Award 2019 from Bisnis Indonesia.

27 MARET 2019
March 27, 2019

PT Pelayaran Nasional Indonesia (Persero) meraih penghargaan 10th Indonesia Green Award 2019 (IGA) dari La tofi School of CSR, kategori Mengembangkan Pengolahan Sampah Terpadu melalui Program "Kampung Pelni Barokah".

PT Pelayaran Nasional Indonesia (Persero) won the 10th Indonesia Green Award 2019 (IGA) from La Tofi School of CSR, for Developing Integrated Waste Management Category through the "Kampung Pelni Barokah" Program.

16 MEI 2019
May 16, 2019

PT Pelayaran Nasional Indonesia (Persero) berhasil meraih penghargaan "8th Infobank Digital Brand Award 2019" dari Infobank.

PT Pelayaran Nasional Indonesia (Persero) received the "8th Infobank Digital Brand Award 2019" from Infobank.

19 JULI 2019
July 19, 2019

PT Pelayaran Nasional Indonesia (Persero) mendapatkan Apresiasi dari Pemerintah Republik Indonesia atas keberhasilannya dalam "Manajemen Informasi Arus Mudik 2019" di Gedung Bina Graha, Kantor Staf Presiden, Jakarta.

PT Pelayaran Nasional Indonesia (Persero) successfully received an Appreciation from the Government of the Republic of Indonesia for "Management Informasi Arus Mudik 2019" at the Bina Graha Building, Presidential Staff Office, Jakarta.

22 AGUSTUS 2019
August 22, 2019

PT Pelayaran Nasional Indonesia (Persero) meraih penghargaan "Top GRC Tiga Bintang" dalam ajang Top GRC 2019, yang diselenggarakan majalah Top Business.

PT Pelayaran Nasional Indonesia (Persero) won "Top GRC Tiga Bintang" award at Top GRC 2019 event, organized by Top Business magazine.

26 SEPTEMBER 2019
September 26, 2019

PT PELNI (Persero) menerima penghargaan dari Pro3 RRI BUMN Award 2019 untuk kategori *"Social Economy Contribution"* di RRI Jakarta

PT PELNI (Persero) received an award from Pro3 RRI BUMN Award 2019 for "Social Economy Contribution" category at RRI Jakarta.

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

1 OKTOBER 2019
October 1, 2019

PT Pelayaran Nasional Indonesia (Persero) mendapat apresiasi dari Kementerian BUMN atas Pencapaian Nihil Kecelakaan dalam Penyelenggaraan Angkutan Mudik Lebaran 2019.

PT Pelayaran Nasional Indonesia (Persero) successfully received an Appreciation from from the Ministry of SOEs for the Achievement of Zero Accident in the Implementation of 2019 Eid Al-Fitr homecoming Transportation.

6 OKTOBER 2019
October 6, 2019

PT Pelayaran Nasional Indonesia (Persero) Meraih penghargaan Dokumentasi Program BHUN Terbaik dalam rangka pelaksanaan Program BUMN Hadir Untuk Negeri tahun 2018 dari Kementerian BUMN.

PT Pelayaran Indonesia won The Best BUHN Program Documentation in order to implementing the "BUMN Hadir untuk Negeri 2018" Program from the Ministry of SOE.

23 OKTOBER 2019
October 23, 2019

PT Pelayaran Nasional Indonesia (Persero) mendapat penghargaan Penanganan Tanggap Darurat Bencana Gempa Bumi dari Badan Nasional Penanggulangan Bencana (BNPB).

PT Pelayaran Nasional Indonesia (Persero) was awarded the Earthquake Disaster Quick Response from the National Disaster Management Agency (BNPB).

24 OKTOBER 2019
October 24, 2019

PT Pelayaran Nasional Indonesia (Persero) mendapat penghargaan *The Indonesian Living Legend Companies* dari Majalah SWA.

PT Pelayaran Nasional Indonesia (Persero) was awarded The Indonesian Living Legend Companies from SWA Magazine.

25 OKTOBER 2019
October 25, 2019

PT Pelayaran Nasional Indonesia (Persero) Meraih penghargaan "Predikat Sangat Bagus" di TOP BUMN Awards 2019 dari Majalah Infobank.

PT Pelayaran Indonesia won "Very Good Predicate" at TOP BUMN Awards 2019 from Infobank Magazine.

28 OKTOBER 2019
October 28, 2019

PT Pelayaran Nasional Indonesia (Persero) Menyabet penghargaan *"Top Socio-Ecofriendly Transportation and Warehousing"* dalam ajang BUMN Award 2019 yang diselenggarakan oleh Warta Ekonomi.

PT Pelayaran Indonesia won "Top Socio-Eco Friendly Transportation and Warehousing" award at the BUMN Award 2019 event organized by Warta Ekonomi.

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

PENGHARGAAN
Awards

5 NOVEMBER 2019
November 5, 2019

PT Pelayaran Nasional Indonesia (Persero) meraih penghargaan *The Best Corporate Communication* dari Majalah BUMN Track.

PT Pelayaran Nasional Indonesia (Persero) won The Best Corporate Communication from BUMN Track Magazine.

6 NOVEMBER 2019
November 6, 2019

PT PELNI (Persero) meraih tiga penghargaan sekaligus yaitu "The Best Vision and Mission in Interinsular Transportation 2019", The Best Innovation and Business Transformation in Interinsular Transportation 2019", dan "The Best CEO in Interinsular Transportation 2019" dari Majalah BusinessNews.

PT PELNI (Persero) won three awards at once namely "The Best Vision and Mission in Interinsular Transportation 2019", The Best Innovation and Business Transformation in Interinsular Transportation 2019 ", and" The Best CEO in Interinsular Transportation 2019 "from BusinessNews Magazine.

23 NOVEMBER 2019
November 23, 2019

PT Pelayaran Nasional Indonesia meraih peringkat *"Gold"* dalam ajang Sustainability Report Award 2019.

PT Pelayaran Nasional Indonesia earned "Gold" rank in the 2019 Sustainability Report Award event.

27 NOVEMBER 2019
November 27, 2019

PT Pelayaran Nasional Indonesia (Persero) memenangkan dua kategori dalam ajang Top Digital Awards 2019, yaitu *"Top Leader on Digital Implementation 2019"* dan *"Top Digital Impelementation 2019 on Logistic and Transportation Sector #Level Star 4"* di Hotel Sultan, Jakarta.

PT Pelayaran Nasional Indonesia (Persero) won two categories at the 2019 Top Digital Awards, which is "Top Leader on Digital Implementation 2019" and "Top Digital Implementation 2019 on Logistics and Transportation Sector # Level Star 4" at Sultan Hotel, Jakarta.

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

5 DESEMBER 2019
December 5, 2019

PT Pelayaran Nasional Indonesia (Persero) meraih dua penghargaan pada ASEAN Risk Awards 2019 sebagai *"Runner Up Public Risk"* dan *"Runner Up Public Initiative"* yang diselenggarakan oleh ERMA.

PT Pelayaran Nasional Indonesia (Persero) won two awards at the 2019 ASEAN Risk Awards as "Runner Up Public Risk" and "Runner Up Public Initiative" organized by ERMA.

17 DESEMBER 2019
December 17, 2019

PT Pelayaran Nasional Indonesia (Persero) Meraih Penghargaan dari Kementerian Perhubungan, Predikat "Unggulan" Kategori Penyelenggara Angkutan Laut 2019.

PT Pelayaran Nasional Indonesia (Persero) Receives Award from the Ministry of Transportation, Predicate "Flagship" in the category of Sea Transport Organizers 2019.

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

SERTIFIKASI
Certifications

No	Nama Kapal Ship Name	Sertifikasi Garis Muat Load Line Certificate		
		Nomor Sertifikasi Certificate Number	Tanggal Date	
			Dikeluarkan Issued	Jatuh Tempo Valid Time
1	KM CIREMAI	27455	29/11/2018	01/08/2023
2	KM DOBONSOLO	27026	05/10/2018	10/03/2023
3	KM G DEMPO	26683	31/08/2018	20/06/2023
4	KM KELUD	00996-CG	08/11/2018	07/04/2019
5	KM LEUSER	27074	16/10/2018	28/05/2023
6	KM Caraka JN III-22	26720	03/09/2018	12/11/2022
7	KFC JET LINER	00228-MS	30/11/2018	28/02/2019
1	KM CAMARA NUSANTARA 1	011808	02/01/2018	23/11/2020
2	KM CAMARA NUSANTARA 3	012826	16/10/2018	09/03/2023
3	KM KENDHAGA NUSANTARA 1	012479	16/07/2018	29/11/2022
4	KM LOGISTIK NUSANTARA 1	25184	10/01/2018	24/04/2021
5	KM LOGISTIK NUSANTARA 2	26286	04/07/2018	16/09/2022
6	KM LOGISTIK NUSANTARA 3	25868	03/04/2018	15/04/2019
7	KM LOGISTIK NUSANTARA 4	26293	05/07/2018	04/06/2023
8	KM LOGISTIK NUSANTARA 5	0217-SP	19/10/2018	18/03/2019

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

Sertifikasi Lambung Hull Certificate			Sertifikasi Mesin Machine Certificate			Lembaga Klasifikasi Clasification Institution
Nomor Sertifikasi Certificate Number	Tanggal Date		Nomor Sertifikasi Certificate Number	Tanggal Date		
	Dikeluarkan Issued	Jatuh Tempo Valid Time		Dikeluarkan Issued	Jatuh Tempo Valid Time	
41587	29/11/2018	01/08/2023	27041	29/11/2018	01/08/2023	PT BKI
40937	05/10/2018	10/03/2023	26610	05/10/2018	10/03/2023	PT BKI
40449	31/08/2018	20/06/2023	26683	31/08/2018	20/06/2023	PT BKI
00996-CG	08/11/2018	07/05/2019	00996-CG	08/11/2018	07/05/2019	PT BKI
41031	16/10/2018	28/05/2023	26669	16/10/2018	28/05/2023	PT BKI
40508	03/09/2018	12/11/2022	26326	03/09/2018	12/11/2022	PT BKI
00228-MS	30/11/2018	28/02/2019	00228-MS	30/11/2018	28/02/2019	PT BKI
038180	02/01/2018	23/11/2020	024818	02/01/2018	04-Feb-20	PT BKI
041015	16/10/2018	09/03/2023	026656	16/10/2018	08-Dec-19	PT BKI
039972	16/07/2018	29/11/2022	025950	16/07/2018	25-Mar-20	PT BKI
38306	10/01/2018	24/04/2021	24885	10/01/2018	17-May-20	PT BKI
39898	04/07/2018	16/09/2022	25895	04/07/2018	08-Jun-21	PT BKI
39326	03/04/2018	15/04/2019	25533	03/04/2018	28-May-18	PT BKI
39911	05/07/2018	04/06/2023	25906	05/07/2018	25-Mar-19	PT BKI
0217-SP	25/05/2018	24/05/2019				PT BKI

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

SERTIFIKAT KESELAMATAN KAPAL PENUMPANG
Passenger Ship Safety Certifications

No	Nama Kapal Ship Name	Nomor Sertifikasi Certification Number	Diterbitkan Published	Masa Berlaku Period	Dikeluarkan Oleh Certified by
1	KM. KELIMUTU	PK.001/5/7/KSO-Cbn-2018	28 Februari 2018	27 Februari 2019	KSOP CIREBON
2	KM. AWU	PK.001/9/14/ KSO-Cbn-2018	12 April 2018	09 April 2019	KSOP CIREBON
3	KM. AWU	PK.001/93/12/SBY zpr 2017	06 Oktober 2017	08 Januari 2018	KSOP SURABAYA
4	KM. SANGIANG	PK.001/III.4/15/KSOP.BTG.18	12 Juli 2018	11 Januari 2019	KSOP BITUNG
5	KM. SANGIANG	PK.001/III.1/8/KSOP.BTG.18	25 Januari 2019	24 April 2018	KSOP BITUNG
6	KM. SANGIANG	PK.001/33/02/SYB.MKS.2018	11 April 2018	10 Juli 2018	KSOP MAKASSAR
7	KM. SANGIANG	PK.001/34/01/KSOP.ABN-2017	25 Oktober 2017	24 Januari 2018	KSOP AMBON
8	KM. TATAMAILAU	PK.001/18/01/SYB.MKS.18	5 Maret 2018	4 September 2018	KSOP MAKASSAR
9	KM. TATAMAILAU	PK.001/III.1/5/KSOP.BTG.17	17 November 2017	21 Februari 2018	KSOP BITUNG
10	KM. TIDAR	PK.001/22/18/SYB.Tpr.18	28 November 2018	25 Februari 2019	KSOP SURABAYA
11	KM. TIDAR	PK.001/07/13/KSOP.TG.EMAS-2017	29 November 2017	24 November 2018	KSOP SEMARANG
12	KM. LAWIT	PK.001/2/14/KSOP-Cbn-2018	06 Februari 2018	03 Februari 2019	KSOP CIREBON
13	KM. LAWIT	B.4790/PK.001/SYBTPK-17	21 Desember 2017	02 Februari 2018	KSOP TG. PRIOK
14	KM. BUKIT RAYA	01795-TP/D1.S-PS/2018	07 Desember 2018	19 Februari 2019	PT BKI
15	KM. BUKIT RAYA	0384-TP/D1.S-PS/2018 Perp.II	15 Oktober 2018	14 Desember 2018	PT BKI
16	KM. BUKIT RAYA	00384-TP/D1.S-PS/2018	14 Maret 2018	13 Juni 2018	PT BKI
17	KM. BUKIT RAYA	B.2015/PK.001/33/SYBTPK-17	10 Agustus 2017	20 Februari 2018	KSOP TG. PRIOK
18	KM. KELIMUTU	PK.001/5/7/KSOP-Cbn-2018	28 Februari 2018	27 Februari 2019	KSOP CIREBON
19	KM. KELIMUTU	PK.001/07/12/KSOP.TG. EMAS-2017	24 November 2017	29 Januari 2018	KSOP SEMARANG
20	KM. KELUD	PK.001/8/16/SYB.BLW-2018	08 Mei 2018	07 November 2018	KSOP BELAWAN
21	KM. KELUD	PK.B.4412/PK.001/42/SYBTPK-17	10 November 2017	07 Mei 2018	KSOP TG. PRIOK
22	KM. BINAIYA	PK.001/63/13/KSOP.BNA-18	18 September 2018	17 Desember 2018	KSOP BENOA
23	KM. BINAIYA	PK.001/04/06/KSOP.TG.EMAS-2018	12 Juni 2018	17 September 2018	KSOP SEMARANG
24	KM. BINAIYA	PK.001/27/07/SYB.Tpr.18	19 Maret 2018	17 Juni 2018	KSOP SURABAYA
25	KM. BINAIYA	PK.001/14/01/SYB.MKS-17	17 Maret 2017	13 Maret 2018	KSOP MAKASSAR
26	KM. NGGAPULU	PK.001/1/13/KSOP.Btn-18	06 Februari 2018	29 Januari 2019	KSOP BANTEN
27	KM. NGGAPULU	PK.001/145/06/SYB.TPR.2018	04 Maret 2018	27 Sepetember 2018	KSOP SURABAYA
28	KM. NGGAPULU	PK.001/59/04/SYB.MKS.17	21 November 2017	25 Februari 2018	KSOP MAKASSAR
29	KM. JETLINER	PK. 001/44/03/SYB.MKS.18	04 Juni 2018	3 Desember 2018	KSOP MAKASSAR
30	KM. JETLINER	PK.001/13/148/KSOP.KDI.17	28 November 2017	27 Februari 2018	KSOP KENDARI
31	KM. UMSINI	0167-CG/D1.S-PS/2019	06 Maret 2019	05 May 2019	PT BKI
32	KM. UMSINI	01729-TP/D1.S-PS/2018	28 November 2018	19 Februari 2019	PT BKI
33	KM. UMSINI	0296-CG/D1.S-PS/2018	18 April 2018	17 September 2018	PT BKI
34	KM. UMSINI	02019-TP/D1.S-PS/2017	21 November 2017	21 Maret 2018	PT BKI
35	KM. DOBONSOLO	01277-TP/D1.S-PS/2018	03 September 2018	03 Desember 2018	PT BKI
36	KM. DOBONSOLO	0801-TP/D1.S-PS/2018	08 Juni 2018	07 September 2018	PT BKI

PENGHARGAAN DAN SERTIFIKASI
Awards and Certifications

No	Nama Kapal Ship Name	Nomor Sertifikasi Certification Number	Diterbitkan Published	Masa Berlaku Period	Dikeluarkan Oleh Certified by
37	KM. DOBONSOLO	00193-CG/D1.S-PS/2018	10 Maret 2018	09 Juni 2018	PT BKI
38	KM. DOBONSOLO	00156-TP/D1.S-PS/2018	25 Januari 2018	09 Maret 2018	PT BKI
39	KM. LEUSER	PK.001/119/04/SYB.ZPR.2018	14 November 2018	26 Mei 2019	KSOP SURABAYA
40	KM. LEUSER	PK. 001/63/01/SYB.ZPR.2018	31 Mei 2018	26 November 2018	KSOP SURABAYA
41	KM. TILONGKABILA	PK.001/19/06/SYB.ZPR.2018	22 Februari 2018	14 Agustus 2018	KSOP SURABAYA
42	KM. TILONGKABILA	PK.001/52/03/SYB.MKS.17	06 November 2017	09 Februari 2018	KSOP MAKASSAR
43	KM. SIRIMAU	PK.001/31/01/18	11 November 2018	30 April 2019	KSOP AMBON
44	KM. SIRIMAU	PK.001/41/03/SYB.MKS.18	11 Mei 2018	10 November 2018	KSOP MAKASSAR
45	KM. CIREMAI	01505-TP/D1.S-PS/2018	15 Oktober 2018	30 November 2018	PT BKI
46	KM. CIREMAI	0400-CG/D1.S-PS/2018	21 Mei 2018	20 Agustus 2018	PT BKI
47	KM. CIREMAI	02061-TP/D1.S-PS/2017	29 November 2017	29 April 2018	PT BKI
48	KM. CIREMAI	01505-TP/D1.S-PS/2018	20 Agustus 2018	15 Oktober 2018	PT BKI
49	KM. GUNUNG DEMPO	01381-TP/D1.S-PS/2018	24 September 2018	01 November 2018	PT BKI
50	KM. GUNUNG DEMPO	00159-SM/D1.S-PS/2018	04 Mei 2018	03 Oktober 2018	PT BKI
51	KM. GUNUNG DEMPO	00008/tp/D1.S-PS/2018	03 Januari 2018	18 Mei 2018	PT BKI
52	KM. GUNUNG DEMPO	01778-TP/D1.S-PS/2017	05 Oktober 2017	05 Januari 2018	PT BKI
53	KM. LABOBAR	PK.001/121/01/SYB.tpr.18	21 November 2018	14 Mei 2019	KSOP SURABAYA
54	KM. LABOBAR	PK. 001/88/11/SYB.zpr.2018	20 Agustus 2018	20 November 2018	KSOP SURABAYA
55	KM. LABOBAR	PK.001/03/18/KSOP.TG.EMAS-2018	23 Mei 2018	20 Agustus 2018	KSOP SEMARANG
56	KM. LABOBAR	PK.001/112/12/SYB.zpr.2017	20 November 2017	20 Mei 2018	KSOP SURABAYA
57	KM. DOROLONDA	01526-TP/D1.S-PS/2018	19 Oktober 2018	30 November 2018	PT BKI
58	KM. DOROLONDA	01203-TP/D1.S-PS/2018	21 Agustus 2018	20 Oktober 2018	PT BKI
59	KM. DOROLONDA	00419-CG/D1.S-PS/2018	23 Mei 2018	22 Agustus 2018	PT BKI
60	KM. DOROLONDA	00052-TP/D1.S-PS/2018	12 Januari 2018	25 Mei 2018	PT BKI
61	KM. DOROLONDA	01794-TP/D1.S-PS/2017	14 Oktober 2017	14 Januari 2018	PT BKI
62	KM. EGON	PK.001/61/16/SYB.tpr.18	24 Mei 2018	19 November 2018	KSOP SURABAYA
63	KM. EGON	PK.001/110/16/SYB.zpr.2017	22 November 2017	22 Mei 2018	KSOP SURABAYA
64	KM. WILIS	PK.001/67/04/SYB.MKS-18	11 Oktober 2018	11 November 2018	KSOP MAKASSAR
65	KM. WILIS	PK.001/46/03/SYB.MKS.18	08 Juni 2018	03 September 2018	KSOP MAKASSAR
66	KM. WILIS	PK.001/20/02/SYB.MKS.18	08 Maret 2018	07 Juni 2018	KSOP MAKASSAR
67	KM. SINABUNG	PK.001/111/06/SYB.zpr.2018	23 Oktober 2018	25 April 2019	KSOP SURABAYA
68	KM. SINABUNG	PK.001/42/05/SYB.zpr.2018	02 Mei 2018	25 Oktober 2018	KSOP SURABAYA
69	KM. SINABUNG	PK.001/96/16/SYB.zpr.2017	14 Desember 2017	22 Maret 2018	KSOP MAKASSAR
70	KM. BUKIT SIGUNTANG	PK.001/32/04/SYB.zpr.2018	04 April 2018	25 Maret 2019	KSOP SURABAYA
71	KM. PANGRANGO	PK. 001/13/10/KSOP.ABN-18	04 Mei 2018	03 Agustus 2018	KSOP AMBON
72	KM. PANGRANGO	PK.001/05/05/KSOP.ABN-18	06 Februari 2018	05 Mei 2018	KSOP AMBON

BAB 02

LAPORAN MANAJEMEN

Management Report

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

01 **Ali Masykur Musa**
Komisaris Utama
President Commissioner

02 **Johanes Widodo Hario Mumpuni**
Komisaris Independen
Independent Commissioner

03 **Danang Parikesit**
Komisaris Independen
Independent Commissioner

04 **Wahju Adji Herpriarsono**
Komisaris
Commissioner

05 **Loto Srinaita Ginting**
Komisaris
Commissioner

06 **Haryo Indratno**
Komisaris
Commissioner

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

Pemegang Saham dan Para Pemangku Kepentingan yang Terhormat,

Atas berkat rahmat Tuhan Yang Maha Esa kami panjatkan puji dan syukur kepada-Nya karena kami dapat menjalankan tugas pengawasan dan pengelolaan perusahaan yang diamanatkan kepada kami selaku Dewan Komisaris PT PELNI (Persero).

Atas nama Dewan Komisaris, bersama ini kami sampaikan laporan pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi selama tahun 2019. Tugas dan tanggung jawab Dewan Komisaris telah dilaksanakan sesuai dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan. Dewan Komisaris telah memastikan bahwa kegiatan operasional Perseroan telah mengacu kepada strategi bisnis yang telah ditetapkan, dikelola secara profesional, sesuai dengan kepentingan pemegang saham dan pemangku kepentingan lainnya.

Dalam laporan ini, Dewan Komisaris melaporkan penilaian terhadap kinerja Direksi dalam melakukan pengelolaan Perseroan, pengawasan terhadap implementasi strategi Perseroan, pandangan atas prospek usaha dan rencana kerja yang disusun oleh Direksi untuk tahun 2020, penerapan Tata Kelola Perusahaan yang baik (GCG), penilaian atas kinerja Komite di bawah Dewan Komisaris, perubahan komposisi Dewan Komisaris, frekuensi dan cara pemberian nasihat kepada anggota Direksi.

PENILAIAN ATAS KINERJA DIREKSI DAN DASAR PENILAIANNYA

Dewan Komisaris mengucapkan selamat kepada Direksi atas kemampuannya dalam memimpin PT PELNI (Persero) sehingga menghasilkan pertumbuhan yang membanggakan pada tahun 2019. Dewan Komisaris berpendapat bahwa Direksi telah mampu menghadapi tantangan perekonomian dan industri serta mampu memberikan kontribusi yang maksimal kepada Perseroan di tengah tantangan perekonomian dan industri.

Dear our valued Shareholders and Stakeholders,

Our praise and gratitude to the God Almighty for his tremendous blessing given to us, so we can carry out our duties of supervisory and management functions as the Board of Commissioners of PT PELNI (Persero).

On behalf of the Board of Commissioners, we hereby present a report on the implementation of our supervisory and advisory functions throughout 2019. Our duties and responsibilities have been referred to the Company's Articles of Association and legislations. We ensure that the Company's activities operate based on Business objectives, Professional Management - and meet the interest of Shareholders and other Stakeholders.

In this report, we give our opinions on the performance of the Board of Directors in managing the Company, oversee on the implementation of business strategy, business prospect and work plans prepared for 2020 prepared by the Board of Directors, implementation of Good Corporate Governance (GCG), overview on performance of Committees which assists the Board of Commissioners, change in composition of the Board of Commissioners, frequency and method to provide advice to the Board of Directors.

PERFORMANCE APPRAISAL OF BOARD OF DIRECTORS AND ITS BASIS OF ASSESSMENT

The Board of Commissioners would like to congratulate the Board of Directors for their ability to lead PT PELNI (Persero) as having an outstanding growth in 2019. The Board of Commissioners believes that the Board of Directors enables to face economic and industrial challenges and to provide great contribution to the Company in the midst of economic and industrial challenges.

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

Kami merasa bangga dan memberikan apresiasi terhadap pencapaian PT PELNI (Persero) sebagai hasil kerja keras seluruh insan PELNI, meliputi Direksi beserta segenap jajaran karyawan PT PELNI (Persero). Pada tahun 2019 Perusahaan berhasil memperoleh pencapaian positif, penilaian berdasarkan pencapaian pada aspek operasional dan keuangan.

We are proud and appreciate for the outstanding achievements of PT PELNI (Persero) as a result of hard work from all PELNI personnel, including the Board of Directors and all employees of PT PELNI (Persero). In 2019, the Company has been successful in obtaining positive achievements of both operational and financial aspects.

Dasar Penilaian kinerja Direksi yang dievaluasi oleh Dewan Komisaris secara kolektif disampaikan dalam Rapat Umum Pemegang Saham (RUPS) diukur berdasarkan kriteria umum, yang meliputi Komposisi, Kriteria, Perencanan, Strategis, Peran dan Tugas Tanggung Jawab, Program Pelatihan, Rapat Direksi, Efektivitas Organ Penunjang, Hubungan komunikasi, Pertanggungjawaban serta Komitmen Standar Etika.

The basis of the assessment of the Board of Directors' performance evaluated by the Board of Commissioners which is collectively submitted to the General Meeting of Shareholders measured by general criteria, which is Composition, Criteria, Planning, Strategic, Roles and Responsibilities, Training Programs, Board of Directors Meetings, Effectiveness of Supporting Organs, Communication, Accountability and Standard Ethical Commitment.

Penilaian Kinerja Perusahaan atau yang disebut sebagai *Key Performance Indicators* (KPI) yang digunakan untuk mengukur kinerja Direksi Perseroan, terdiri dari 6 (enam) perspektif berikut: Perspektif Keuangan dan Pasar, Perspektif Fokus Pelanggan, Perspektif Efektivitas Produk dan Proses, Perspektif Fokus Tenaga Kerja, Perspektif Kepemimpinan, Tata Kelola dan Tanggung Jawab Kemasyarakatan serta Agen Pembangunan.

The assessment of the Company's performance or called as Key Performance Indicator used to measure the Board of Directors' performance, consisting of 6 (six) perspectives as follows: financial and market, customer focus, product and process effectiveness, employment focus, leadership, governance and social responsibility as well as agent of change.

Hasil penilaian skor KPI yang diperoleh pada tahun 2019 adalah sebagai berikut:

The results of the KPI score assessment in 2019 are as follows:

No	Uraian Description	Rencana Target	Realisasi Realization	Pencapaian Achievement
1	Keuangan & Pasar Financial & Market	28	26,65	95,19
2	Fokus Pelanggan Customer Focus	18	18,14	100,80
3	Efektifitas Produk dan Proses Product and Process Effectiveness	24	16,38	68,26
4	Fokus Tenaga Kerja Employment Focus	15	15,05	100,33
5	Kepemimpinan, Tata Kelola dan TanggungJawab Kemasyarakatan Leadership, Governance and Social Responsibility	15	14,71	98,04
6	Agen Pembangunan Agent of Change	10	9,13	91,29
	Jumlah KPI Total KPI	**100**	**90,97**	**90,97**

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

Pada tahun 2019, terdapat peningkatan skor pada perspektif KPI dibandingkan dengan tahun sebelumnya. Peningkatan skor terjadi pada perspektif Fokus Pelanggan, Fokus Tenaga Kerja, Kepemimpinan, Tata Kelola dan Tanggung Jawab Kemasyarakatan serta Agen Pembangunan.

In 2019, there was an increase in the score of KPI Perspective compared to the previous year. This increase in KPI score occurred in the perspectives of Customer Focus, Manpower Focus, Leadership, Governance and Community Responsibility and Agent of Change.

Pertumbuhan kinerja keuangan tahun 2019 dibandingkan dengan tahun 2018, Perseroan berhasil mencatatkan pertumbuhan yang positif. Sepanjang tahun 2019 PT. PELNI (Persero) berhasil membukukan pendapatan usaha bersih sebesar Rp5,46 triliun, jumlah ini meningkat sebesar 20,74% dibanding dengan penjualan tahun 2018 yang sebesar Rp4,61 triliun. Dan peningkatan Laba Komprehensif sebesar 25,87% menjadi sebesar Rp238,65 miliar dibandingkan dengan tahun sebelumnya.

The 2019 financial performance of the Company managed to record a positive growth compared to 2018. During 2019 PT PELNI (Persero) recorded net-operating income of Rp5.46 trillion, an increase of 20.74% compared to sales in 2018 of Rp4.61 trillion. And an increase in comprehensive income of 25.87% to Rp 238.65 billion compared to the previous year.

Aspek lainnya atas kinerja Direksi dapat terlihat dari hasil Indeks Kepuasan Pelanggan berdasarkan hasil *survey* tahun 2019 oleh Lembaga Manajemen Fakultas Ekonomi dan Bisnis, Universitas Indonesia (LM FEB UI) sesuai dengan laporan tanggal 24 Januari 2020 memperoleh Indeks Kepuasan Pelanggan (IKP) "Puas" dengan nilai keseluruhan 8,23.

Another aspects of the Board of Directors' performance can be seen in the Customer Satisfaction Index based on the result of 2019 survey from Economics and Business Faculty of Management Institute, University of Indonesia (LM FEB UI) aligned with the report dated January 24, 2020, obtained "Satisfied" at Customer Satisfaction Index with an overall score of 8.23.

Pada tahun 2019, Perseroan juga memperoleh hasil Sangat Memuaskan atas Indeks Kepuasan *Shipper* yang dilakukan oleh PT Surveyor Indonesia (Persero) sesuai dengan laporan No. SRT-17/DBINFRAS-I/NDS/2020 tanggal 7 Februari 2020 dengan metode Skala Likert, yaitu *overall* 4,14 (sangat memuaskan) *at Peak Time* dan *overall* 4,05 (sangat memuaskan) *at Lov Time.*

In 2019, the Company also obtained "Very Satisfied" results at the Shipper Satisfaction Index conducted by PT Surveyor Indonesia (Persero) in accordance with Report No. SRT-17/DBINFRAS-I/NDS/2020 on February 7, 2020 using the Likert Scale method with overall score 4.14 (Very Satisfied) at Peak Time and overall score 4.05 (Very Satisfied) at Lov Time.

PENGAWASAN TERHADAP IMPLEMENTASI STRATEGI

Selama tahun 2019, Dewan Komisaris telah melaksanakan pengawasan terhadap jalannya pengelolaan Perseroan yang dilakukan oleh Direksi dan secara aktif memberikan nasihat dan masukan kepada Direksi. Hal ini sesuai dengan fungsi Dewan Komisaris sebagai pengawas pengelolaan Perseroan oleh Direksi agar senantiasa sesuai dengan ketentuan Anggaran Dasar dan Keputusan RUPS, serta Peraturan Perundang-undangan yang berlaku untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan.

SUPERVISION ON STRATEGI IMPLEMENTATION

During 2019, the Board of Commissioners has conducted supervising the management of the Company that carried out by the Board of Directors and actively provided advices and inputs to the Directors. This is in accordance with the Board of Commissioners functions as supervisors of the management of the Company so that they always act in accordance with the provisions of the Articles of Association and GMS Decisions, as well as the Legislation for the interests of the Company and in accordance with the purposes and objectives of the Company.

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

Sesuai dengan *Roadmap* Transformasi PT PELNI (Persero) yang dimulai sejak tahun 2015, tahun 2019 merupakan fase pertumbuhan atau GROWTH bagi PT PELNI (Persero). Dengan mengimplementasikan strategi yang telah ditetapkan yakni *Market Developmet, New Business Development, Culture Strenghtening, Production Facility Improvement, Operational Excellence,* dan *Holding Implementation,* Dewan Komisaris menilai bahwa Direksi telah melakukan tugas-tugasnya dengan optimal. Selain itu, Dewan Komisaris juga telah memberikan nasihat kepada Direksi agar terus memperkuat strategi yang mencakup pada optimasi pendapatan. Dewan Komisaris secara periodik telah melakukan rapat bersama jajaran Direksi untuk memberikan nasihat atas perkembangan strategi yang diterapkan Direksi dalam pengelolaan Perseroan.

Based on the PT PELNI (Persero) Transformation Roadmap that has been implemented since 2015, the year of 2010 is a development or "GROWTH" phase for PT PELNI (Persero). By implementing the predetermined strategies, which are Market and New Business Development, Strengthening Corporate Culture, Production Facilities Improvement, Operational Excellence, and Holding Implementation. We consider that the Board of Directors has performed their duties optimally, and we have also provided advices to continue strengthening strategies, including revenue optimization. We hold meeting periodically with the Board of Directors to provide development advices to strategies implemented by the Board of Directors in managing the Company.

PANDANGAN ATAS PROSPEK USAHA YANG DISUSUN DIREKSI DAN DASAR PERTIMBANGANNYA

Dengan memperhatikan Rencana Jangka Panjang PT PELNI (Persero) Tahun 2020-2024 yang merupakan kesinambungan dari Rencana Jangka Panjang Tahun 2015-2019 yang dikenal dengan *Roadmap* Transformasi, Dewan Komisaris menilai bahwa prospek usaha yang telah disusun oleh Direksi PT PELNI (Persero) beserta strategi-strateginya telah mempersiapkan Perseroan untuk menjawab tantangan dan menangkap peluang bisnis untuk tercapainya target Perseroan, baik jangka pendek maupun jangka panjang.

Dewan komisaris juga berpendapat bahwa Perseroan perlu terus melakukan evaluasi lebih lanjut secara periodik mengenai strategi yang telah ditetapkan agar bisa meningkatkan kinerja ke level yang lebih baik lagi. Evaluasi ini perlu dilakukan dan tetap mengelola risiko yang mungkin akan timbul di masa yang akan datang, dengan terus memperhitungkan efisiensi serta memperhatikan kesehatan dan keselamatan kerja.

OPINIONS ON BUSINESS PROSPECT PREPARED BY BOARD OF DIRECTORS AND ITS BASIS OF CONSIDERATION

By considering the Long-Term Plans of PT PELNI (Persero) for 2020-2024 which is as an ongoing basis of the Company's Long-Term Plans 2015-2019 as known Transformation Roadmap, the Board of Commissioners is confident that Business Prospect and Strategies of PT PELNI (Persero) prepared by the Board of Directors have made the Company to face the challenges and seize business opportunities for achievements of the Company's target, both for long and short terms targets.

The Board of Commissioners concludes that the Company needs to continue further periodic evaluations on the determined strategies for better level of performance. This evaluation needs to be taken to manage the risks that may arise in the future, by taking efficiency and work health and environment safety into account.

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

PANDANGAN ATAS PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK (GCG)

Implementasi Tata Kelola Perusahaan yang Baik (GCG) tetap menjadi fokus dari tugas dan tanggung jawab Dewan Komisaris bersama dengan Direksi. Dalam menjalankan fungsi pengawasannya, Dewan Komisaris tidak hanya bertanggung jawab kepada hasil atau tujuan yang dicapai tetapi juga senantiasa memantau proses untuk mencapai hasil yang diharapkan. Terkait dengan praktik GCG, Dewan Komisaris dalam menjalankan tugas pengawasan dan pemberian nasihat dibantu oleh Komite Audit dan Komite Kebijakan Risiko.

Di samping itu, Dewan Komisaris juga memperhatikan beberapa isu kunci dalam penerapan GCG seperti manajemen risiko dan Tanggung Jawab Sosial Maryarakat (CSR). Hal ini sesuai dengan perkembangan kegiatan usaha Perseroan. Praktik manajemen risiko yang memadai diperlukan agar mampu mengidentifikasi potensi risiko yang mungkin timbul. Atas hal ini, Dewan Komisaris memantau dan memberikan saran atas risiko yang dikelola oleh Perseroan. Secara keseluruhan, Dewan Komisaris menganggap bahwa Perseroan telah membangun sistem pemantauan risiko dan menerapkan pedoman tata kelola perusahaan, manajemen risiko, dan sistem pengendalian internal yang baik. Dewan Komisaris bersama Direksi mempunyai komitmen untuk terus menerus memperbaiki implementasi GCG yang dalam pelaksanaannya diwujudkan secara konsisten.

Dewan Komisaris berpendapat bahwa Direksi PT PELNI (Persero) telah menerapkan Tata Kelola Perusahaan yang Baik, hal ini terbukti dari capaian atas penilaian GCG yang pada tahun 2019 dengan skor 83,169 dengan predikat BAIK berdasarkan self-assessment untuk periode 2019. Nilai ini naik dibandingkan dengan tahun sebelumnya yaitu 81,56 dengan predikat BAIK. Dengan demikian dapat terlihat bahwa dari seluruh aspek penilaian (Komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan, pemegang saham dan RUPS, Dewan Komisaris, Direksi, Pengungkapan Informasi dan Transparansi serta Aspek lainnya) berada pada pencapaian Baik.

VIEWS ON IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE (GCG)

The implementation of Good Corporate Governance (GCG) is still to be the focus of our duties and responsibilities with the Board of Directors. In implementing our supervisory function, we are neither responsible for the results and objectives but also constantly monitoring the processes to achieve the expecting results. In the practices of Good Corporate Governance (GCG), we assisted by the Audit and Risk Policy Committees.

In addition, the Board of Commissioners also pays attention to several key issues in the implementation of GCG such as risk management and corporate social responsibility. This is in line with the development of the Company's business activities. A good risk management practices are needed to be able to identify potential risks that may occur. By this matter, the Board of Commissioners monitors and provides advices on risks that managed by the Company. Overall, the Board of Commissioners considered that the Company has well founded risk monitoring system and applied good corporate governance, reliable risk management and internal control systems. The Board of Commissioners and Directors are committed to improving the GCG implementation as an ongoing basis.

The Board of Commissioners believes that the Board of Directors of PT PELNI (Persero) has implemented Good Corporate Governance well, proven from the achievement of 2019 GCG assessment was on GOOD predicate at score 83.169 based on the 2018 self-assessment. This score increased from the previous year of 81.56 with GOOD predicate. Thus, it can be seen from all aspects of the assessment (Commitment to the implementation of good corporate governance in a sustainable manner, shareholders and GMS, Board of Commissioners, Directors, Information Disclosure, Transparency and other Aspects) that have a stunning achievement.

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

PENILAIAN ATAS KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dewan Komisaris menilai bahwa Komite Audit dan Komite Kebijakan Risiko sepanjang tahun 2019 telah menjalankan tugas dan tanggung jawabnya secara efektif sesuai charter yang berlaku bagi masing-masing komite, termasuk memberikan rekomendasi serta laporan kepada Dewan Komisaris atas hal-hal yang perlu menjadi perhatian dan tindak lanjut Dewan Komisaris.

Di tahun 2019, Komite Audit memiliki tugas dan tanggung jawab untuk melakukan pengawasan atas efektivitas sistem pengendalian intern, internal audit dan proses pelaporan keuangan. Selama tahun 2019, Komite Audit telah melaksanakan tugasnya antara lain dengan memberikan rekomendasi kepada Dewan Komisaris berdasarkan penelaahan atas informasi keuangan, penelaahan atas hasil audit Satuan Pengawasan Intern dan Kantor Akuntan Publik.

Sementarai itu, Komite Kebijakan Risiko memiliki tugas dan tanggung jawab untuk melakukan pengawasan atas efektivitas sistem manajemen risiko internal dan optimalisasi mitigasi risiko. Selama tahun 2019, Komite Kebijakan Risiko telah melaksanakan tugasnya antara lain dengan memberikan rekomendasi kepada Dewan Komisaris berdasarkan penelaahan atas aktivitas pelaksanaan manajemen risiko yang telah berjalan.

PANDANGAN ATAS PENERAPAN *WHISTLEBLOWING SYSTEM* (WBS) DAN PERAN DEWAN KOMISARIS DALAM WBS

Efektivitas pelaksanaan *whistleblowing system* (WBS) juga menjadi perhatian utama Dewan Komisaris. Perseroan telah memiliki Sistem Pelaporan Pelanggaran *(whistleblowing system)* berfungsi sebagai sarana dalam pencegahan, pengungkapan pelanggaran atau tindak kecurangan dalam Perseroan.

Pandangan Dewan Komisaris atas penerapan Sistem Pelaporan Pelanggaran atau whistleblowing system (WBS) di Perseroan, Kami menilai bahwa implementasi WBS di Perseroan sudah sangat baik. Disamping itu, Dewan Komisaris juga memberikan arahan agar efektivitas pelaksanaan WBS terus ditingkatkan, agar kedepannya WBS semakin efektif.

PERFORMANCE APPRAISAL OF THE COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners considers that Audit and Risk Policy Committees throughout 2019 have carried out their duties and responsibilities effectively based on the charters, which are applicable to each committee, including providing recommendations and reports to us on matters that needs our concern and action.

In 2019, the Audit Committee has the duty and responsibility to supervise the effectiveness of the internal control system, internal audit and the financial reporting process. During 2019, the Audit Committee has carried out their duties, including providing recommendations to us based on their review of financial information management, the audit results from the Internal Audit Unit and the Public Accounting Firm.

Meanwhile, Risk Policy Committee has a duty and responsibility to supervise the effectiveness of the internal risk management system and optimization on risk mitigation. During 2019, Risk Policy Committee has carried out their duties, such as providing recommendations to the Board of Commissioner based on their review of the activity in risk management that has been implemented.

VIEWS ON THE IMPLEMENTATION OF WHISTLEBLOWING SYSTEM (WBS) AND THE BOARD OF COMMISSIONERS' ROLES IN WBS

The effectiveness of a whistleblowing system (WBS) implementation is also a major concern of the Board of Commissioners. The Company has a Whistleblowing System that has function as a means of preventing and disclosing violations or fraud in the Company.

Our opinions on the implementation of the Whistleblowing System (WBS) in the Company, We consider that the WBS implementation in the Company has been well implemented. In addition, the Board of Commissioners also provided directions so that the effectiveness of the WBS implementation should be improved, and would be more effective in the future.

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

FREKUENSI DAN CARA PEMBERIAN NASIHAT KEPADA ANGGOTA DIREKSI

Salah satu cara Dewan Komisaris dalam menjalankan fungsi pengawasan terhadap kinerja Direksi adalah dengan mengadakan Rapat Gabungan secara berkala dengan Direksi. Pelaksanaan rapat gabungan ini juga merupakan bentuk kepatuhan Perseroan terhadap Peraturan OJK No.33/ POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik yang mengatur tentang pelaksanaan rapat gabungan antara Direksi dan Dewan Komisaris paling kurang 1 (satu) kali dalam waktu 4 (empat) bulan.

Sepanjang tahun 2019, Dewan Komisaris telah melakukan rapat gabungan dengan Direksi sebanyak 19 (sembilan belas) kali. Dalam agenda rapat tersebut, Dewan Komisaris dapat mengetahui secara jelas terkait segala hal yang berhubungan dengan kegiatan pengelolaan Perseroan, seperti strategi bisnis, rencana usaha hingga kendala yang dihadapi Perseroan selama menjalankan kegiatan bisnis. Kami memberikan rekomendasi-rekomendasi dan arahan kepada Direksi sesuai dengan tugas, tanggung jawab dan kewenangan Dewan Komisaris.

PERUBAHAN KOMPOSISI DEWAN KOMISARIS DAN ALASAN PERUBAHANNYA

Pada tahun 2019, telah terjadi perubahan komposisi anggota Dewan Komisaris yang tertuang pada SK-234/MBU/10/2019 tanggal 17 Oktober 2019 dengan bergabungnya Bapak Ali Masykur Musa sebagai Komisaris Utama, Bapak Wahju Adji Herpriarsono sebagai Komisaris, Ibu Loto Srinaita Ginting sebagai Komisaris dan Bapak Haryo Indratno sebagai Komisaris PT PELNI (Persero). Kami berharap kehadiran mereka dapat meningkatkan nilai tambah pada kompetensi dan kapabilitas jajaran Dewan Komisaris Perseroan.

FREQUENCY AND OUR WAYS IN GIVING ADVICE TO THE BOARD OF DIRECTORS

One of the ways for the Board of Commissioners performing its supervisory function on the Board of Directors performance is by holding regular Joint Meetings with the Board of Directors. The joint meeting is also a form of the Company's compliance with OJK Regulation No.33/ POJK.04/2014 concerning The Board of Commissioners and Directors of Issuers or Public Companies that administer the implementation of joint meetings between the Board of Directors and the Board of Commissioners at least 1 (one) time in 4 (four) months.

Throughout 2019, the Board of Commissioners has conducted 19 (Nineteen) times joint meetings with the Board of Directors. In the meeting agenda, the Board of Commissioners could know clearly related to all matters relating to the Company's management activities, such as business strategies, business plans, and the obstacles faced by the Company during carrying out business activities. We provide recommendations and directions to the Board of Directors in accordance with the duties, responsibilities and authorities of the Board of Commissioners.

CHANGES IN COMPOSITION OF THE BOARD OF COMMISSIONERS AND ITS REASONS

In 2019, there was a change in the composition of the Board of Commissioners as stated in SK-234/ MBU/10/2019 on 17 October 2019 with the joining of Mr. Ali Masykur Musa as President Commissioner, Mr. Wahju Adji Herpriarsono as a Commissioner, Mrs. Loto Srinaita Ginting as a Commissioner and Mr. Haryo Indratno as a Commissioner of PT PELNI (Persero). We hope that their presence can increase added values in the competence and capability of the Company's Board of Commissioners.

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

Berikut susunan anggota Dewan Komisaris PT PELNI (Persero) tahun buku 2019:

The following is the composition of the Board of Commissioners of PT PELNI (Persero) for fiscal Year 2019:

Jabatan Position	Nama Name
Komisaris Utama President Commissioner	Bambang Prihartono
Komisaris Independen Independent Commissioner	Johanes Widodo Hario Mumpuni
Komisaris Independen Independent Commissioner	Danang Parikesit
Komisaris Commissioner	Satya Bahkti Parikesit
Komisaris Commissioner	Raldi Hendro Koestoer
Komisaris Commissioner	Sudarto

Kami juga menyampaikan apresiasi yang sebesar-besarnya kepada Bapak Bambang Prihartono, Bapak Satya Bhakti Parikesit, Bapak Raldi Hendro Koestoer dan Bapak Sudarto atas kontribusi yang telah diberikan selama menjabat sebagai anggota Dewan Komisaris PT PELNI (Persero).

We also express our deepest appreciation to Mr. Bambang Prihartono, Mr. Satya Bhakti Parikesit, Mr. Raldi Hendro Koestoer and Mr. Sudarto for the contributions they have made when serving as members of the Board of Commissioners of PT PELNI (Persero).

Setelah terjadi perubahan, maka susunan anggota Dewan Komisaris PT PELNI (Persero) sampai dengan akhir tahun 2019 adalah sebagai berikut:

After the resolution, the composition of the Board of Commissioners of PT PELNI (Persero) at the end of 2019 is as follows:

Jabatan Position	Nama Name
Komisaris Utama President Commissioner	Ali Masykur Musa
Komisaris Independen Independent Commissioner	Johanes Widodo Hario Mumpuni
Komisaris Independen Independent Commissioner	Danang Parikesit
Komisaris Commissioner	Wahju Adji Herpriarsono
Komisaris Commissioner	Loto Srinaita Ginting
Komisaris Commissioner	Haryo Indratno

LAPORAN DEWAN KOMISARIS
Report from the Board of Commissioners

Diharapkan melalui perubahan anggota Dewan Komisaris ini dapat membantu Direksi dalam meningkatkan pertumbuhan kinerja dan mempercepat terwujudnya visi Perseroan.

It is hoped that this change in the members of the Board of Commissioners can assist the Board of Directors in increasing performance's growth and accelerating the realization of the Company's vision.

APRESIASI

Mewakili Dewan Komisaris, saya menyampaikan terima kasih atas dukungan dan kepercayaan yang diberikan oleh para pemegang saham dan pemangku kepentingan kepada PT PELNI (Persero). Dewan Komisaris juga menyampaikan penghargaan dan apresiasi yang setinggi-tingginya kepada segenap jajaran Direksi dan seluruh jajaran manajemen serta insan PELNI, berkat dedikasi dan kerja kerasnya, Perseroan mampu menghasilkan kinerja yang positif di tahun 2019.

APPRECIATION

On behalf of the Board of Commissioners, I express the highest gratitude for the support and trust given by shareholders and stakeholders to PT PELNI (Persero). We also express our appreciation to the Board of Directors and all level of management and PELNI employees, because of their dedication and hard work, the Company could achieve an outstanding performance in 2019.

Atas nama Dewan Komisaris PT PELNI (Persero)
On behalf of the Board of Commissioners of PT PELNI (Persero)

Ali Masykur Musa
Komisaris Utama
President Commissioner

PROFIL DEWAN KOMISARIS
Board of Commissioners' Profile

Ali Masykur Musa
Komisaris Utama
President Commissioner

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
57 tahun per 31 Desember 2019
57 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Tulungagung, 12 September 1962
Tulungagung, September 12, 1962

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Komisaris Utama sejak tanggal 17 Oktober 2019 berdasarkan Surat Keputusan No. SK-234/MBU/10/2019 dengan masa jabatan meneruskan jabatan Komisaris yang diangkat berdasarkan SK - 98/MBU/05/2019 tanggal 24 Mei 2019.
Appointed as a President Commissioner since October 17, 2019 based on the Letter of Decision No. SK-234/MBU/10/2019 with a term of serving continuing the position of Commissioner who was appointed based on SK - 98 / MBU / 05/2019 dated May 24, 2019

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

2010	Sarjana Fakultas Hukum, Universitas Sahid, Jakarta Bachelor of Law Faculty, Sahid University, Jakarta	1988	*Study internship* "Metode Hubungan Internasional dan Ekonomi Politik Internasional", PAU Universitas Indonesia Internship Study "Methods of International Relations and International Political Economy", PAU University of Indonesia
2009	Magister Hukum Bisnis di UGM, Yogyakarta Master Degree of Business Law at Gadjah Mada University, Yogyakarta	1987	*Study internship* tentang "Studi Kawasan", PAU Universitas Gajah Mada Internship study "Regional Studies", PAU Gajah Mada University
2007	Doktor Manajemen Pendidikan Studi Kebijakan dan Politk Anggaran, UNJ Management Education Budget Policy and Politics Studies, State University of Jakarta	1986	Sarjana FISIP Ilmu Hubungan Internasional, Universitas Jember Bachelor of Social and Political Sciences, International Relations, University of Jember
1998	Magister Ilmu Politik di Universitas Indonesia Master of Political Science at the University of Indonesia		

Pengalaman Kerja | Work Experiences

2019	Komisaris Utama PT Reasuransi Indonesia Utama President Commissioner at PT Reasuransi Indonesia Utama	2009 – 2014	Anggota IV BPK RI Member IV at Indonesian Supreme Audit Institution (BPK), Republic of Indonesia
2014 – 2019	Anggota Lembaga Pengkajian MPR RI Member of the People's Consultative Assembly (MPR) Study Institute, Republic of Indonesia	2006 – 2009	Anggota Komisi XI DPR-RI Member of XI Commission at The People's Representative Council (DPR), Republic of Indonesia
2013 – 2016	Ketua Komite Pelaksanaan INTOSAI WGEA di BPK RI Head of INTOSAI WGEA Implementation Committee at Indonesian Supreme Audit Institution (BPK), Republic of Indonesia		

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DEWAN KOMISARIS
Board of Commissioners' Profile

Johanes Widodo Hario Mumpuni
Komisaris Independen
Independent Commissioner

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
62 tahun per 31 Desember 2019
62 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Yogyakarta, 15 Mei 1957
Yogyakarta, May 15, 1957

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Komisaris Independen sejak tanggal 8 Desember 2017 berdasarkan Surat Keputusan No.SK-264/MBU/12/2017.
Appointed as an Independent Commissioner since December 8, 2017 based on the Letter of Decision No.SK-264/MBU/12/2017.

Masa Jabatan | Term of Serving

2017-2022

Latar Belakang Pendidikan | Educational Background

1993	*Master of Business Administration* (MBA) bidang Accounting, Saint Mary's University of Halifax, Nova Scotia, Canada. Master of Business Administration (MBA) in Accounting, Saint Mary's University of Halifax, Nova Scotia, Canada.	1983	Sarjana Ekonomi, Fakultas Ekonomi, Jurusan Akuntansi, Universitas Gadjah Mada,Yogyakarta. Bachelor of Economy, Economic Faculty, Accounting Major, Gajah Mada University, Yogyakarta.

Pengalaman Kerja | Work Experiences

2014 - Sekarang (Present)	Staf Ahli BPK Bidang Keuangan Pemerintah Pusat Indonesian Supreme Audit Institution (BPK) Expert Staff of Central Government Finance Field	2007 – 2009	Auditor Utama (Tortama) Keuangan Negara VII Main Auditor (Tortama) of State Finance VII
1984 - Sekarang (Present)	Auditor Utama (Tortama) Keuangan Negara VII Main Auditor (Tortama) of State Finance VII	2005 – 2007	Auditor Utama (Tortama) Keuangan Negara VII Main Auditor (Tortama) of State Finance VII
2009 – 2014	Auditor Utama (Tortama) Keuangan Negara III Main Auditor (Tortama) of State Finance III		

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Staf Ahli BPK Bidang Keuangan Pemerintah Pusat Indonesian Supreme Audit Institution (BPK) Expert Staff of Central Government Finance Field	Ketua Komite Audit Perseroan Head of Audit Committee of the Company
Auditor Utama (Tortama) Keuangan Negara VII Main Auditor (Tortama) of State Finance VII	

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DEWAN KOMISARIS
Board of Commissioners' Profile

Danang Parikesit
Komisaris Independen
Independent Commissioner

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
54 tahun per 31 Desember 2019
54 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Yogyakarta, 3 Juni 1965
Yogyakarta, June 3, 1965

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Komisaris Independen sejak tanggal 12 Juli 2018 berdasarkan Surat Keputusan No.SK-206/MBU/07/2018.
Appointed as an Independent Commissioner since May 13, 2019 based on the Letter of Decision No.SK-206/MBU/07/2018.

Masa Jabatan | Term of Serving

2018-2023

Latar Belakang Pendidikan | Educational Background

1996	Doktor Teknologi dari Vienna University of Technology Doctor of Technology from Vienna University of Technology	1988	Sarjana Teknik Sipil Universitas Gadjah Mada Bachelor of Civil Engineering from Gadjah Mada University
1990	Master Sains dari Institute of Transport Studies, Leeds University Master of Science from Institute of Transport Studies, Leeds University		

Pengalaman Kerja | Work Experiences

2018 - Sekarang (Present)	Komisaris Independen PT PELNI (Persero) Independent Commissioner of PT PELNI (Persero)	2010 - 2014	Staf Khusus Menteri Pekerjaan Umum Special Staff of The Minister of Public Works
2014 – 2017	Komisaris PT Kereta Api Indonesia (Persero) Commissioner of PT Kereta Api Indonesia (Persero)	2009	Ketua LPPM UGM Chairman of LPPM Gajah Mada University
2016	Ketua Komite Teknis Transportasi Dewan Riset Nasional Head of the Transportation Technical of National Research Council	2006	Guru Besar Fakultas Teknik UGM Professor of Faculty of Engineering Gajah Mada University

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Ketua Komite Kebijakan Risiko
Head of Risk Policy Committee

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DEWAN KOMISARIS
Board of Commissioners' Profile

Wahju Adji Herpriarsono
Komisaris
Commissioner

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
54 tahun per 31 Desember 2019
54 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Purbalingga, 22 Oktober 1965
Purbalingga, October 22, 1965

Domisili | Domicile
Bekasi, Indonesia
Bekasi, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Komisaris 17 Oktober 2019 berdasarkan Surat Keputusan No.SK-234/MBU/10/2019.
Appointed as a Commissioner since October 17, 2019 based on the Letter of Decision No.SK-234/MBU/10/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

1998	Magister Hukum Maritim dan Hukum Transportasi, Universite Aix-Marseille Masters in Maritime Law and Transportation Law, Universite Aix-Marseille	1990	Sarjana Jurusan Hukum, UNTAG, Semarang Bachelor of Law, UNTAG, Semarang

Pengalaman Kerja | Work Experiences

2017	Kepala Biro Hukum Sekretariat Jendral Kementerian Perhubungan Head of the Legal Secretariat General of the Ministry of Transportation	2013 – 2015	Inspektur di Badan Meteorologi, Klimatologi dan Geofisika (BMKG) Inspector at Meteorological, Climatological, and Geophysical Agency (BMKG)
2015 – 2017	Kepala Biro Hukum dan Organisasi di Badan Meteorologi, Klimatologi dan Geofisika (BMKG) Head of Legal and Organizational Bureau at Meteorological, Climatological, and Geophysical Agency (BMKG)	2009 – 2013	Kepala Bagian Peraturan Perundang-undangan dan Bantuan Hukum di Badan Meteorologi, Klimatologi dan Geofisika (BMKG) Head of Regulations and Legal Aid at Meteorological, Climatological, and Geophysical Agency (BMKG)

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Anggota Kebijakan Risiko
Member of Risk Policy Committee

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DEWAN KOMISARIS
Board of Commissioners' Profile

Loto Srinaita Ginting
Komisaris
Commissioner

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
52 tahun per 31 Desember 2019
52 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Medan, 7 Mei 1967
Medan, May 7, 1967

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Komisaris sejak 17 Oktober 2019 berdasarkan Surat Keputusan No. SK-234/MBU/10/2019.
Appointed as a Commissioner since October 17, 2019 based on the Letter of Decision No. SK-234/MBU/10/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

2000	Master dari University of New South Wales, Sydney, Australia Master from University of New South Wales, Sydney, Australia	1992	Sarjana di Universitas Indonesia Bachelor of Indonesia University

Pengalaman Kerja | Work Experiences

2015	Direktur Surat Utang Negara Director of Government Securities	2008	Kasubdit Analisis Keuangan dan Pasar SUN Head of Financial Analysis and Government Securuties (SUN) Market Sub-Directorate
2012	Direktur Surat Utang Negara Director of Government Securities	2004	Kasi Analis Pasar Obligasi Head of Bond Market Analyst
2011	Kasubdit Pengelolaan Portofolio SUN Head of Government Securuties (SUN) Portfolio Management Sub-Directorate	2001	Kepala Subbidang Analisis Fiskal dan Moneter Head of Fiscal and Monetary Analysis Subdivision

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Wakil Ketua Komite Kebijakan Risiko
Vice Head of Risk Policy Committee

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DEWAN KOMISARIS
Board of Commissioners' Profile

Haryo Indratno
Komisaris
Commissioner

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
50 tahun per 31 Desember 2019
50 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Surakarta, 09 April 1969
Surakarta, 09 April 1969

Domisili | Domicile
Bekasi, Indonesia
Bekasi, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Komisaris sejak 17 Oktober 2019 berdasarkan Surat Keputusan No. SK-234/MBU/10/2019.
Appointed as a Commissioner since October 17, 2019 based on the Letter of Decision No. SK-234/MBU/10/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

2008	Magister Manajemen Keuangan, Universitas Bhayangkara, Jakarta Masters in Financial Management, Bhayangkara University, Jakarta	1995	Sarjana Ekonomi Manajemen, Universitas Slamet Riyadi Bachelor of Economic Management, Slamet Riyadi University

Pengalaman Kerja | Work Experiences

2018 - Sekarang (Present)	Pelayanan Navigasi Penerbangan Indonesia, Kepala Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Ib Indonesian Aviation Navigation Services, Head of Energy, Logistics, Regional and Tourism Business Ib	2011 – 2013	Sekretaris Dewan Komisaris Perum Jasa Tirta I Secretary of the Board of Commissioners at Perum Jasa Tirta I
2014 – 2019	Anggota Dewan Pengawas Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia Member of the Supervisory Board of the Indonesian Public Aviation Navigation Service Provider	2008 – 2013	Sekretaris Dewan Komisaris PT Len Industri (Persero) Secretary of the Board of Commissioners at PT Len Industri (Persero)
2012 – 2014	Komisaris PT Perkebunan Mitra Ogan Commissioner at PT Perkebunan Mitra Ogan		

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Pelayanan Navigasi Penerbangan Indonesia, Kepala Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Ib Indonesian Aviation Navigation Services, Head of Energy, Logistics, Regional and Tourism Business Ib	Anggota Komite Audit Perseroan Member of Audit Committee of the Company

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

LAPORAN DIREKSI
Report from the Board of Directors

01 **Insan Purwarisya L. Tobing**
Direktur Utama
President Director

02 **Olih Masolich Sodikin**
Direktur Usaha Angkutan Penumpang
Director of Passenger Business Transportation

03 **Muhamad Tukul Harsono**
Direktur Armada
Director of Fleet

04 **Oni Suprihartono**
Direktur Keuangan
Director of Finance

05 **Ganefi**
Direktur SDM & Umum
Director of HR & General Affairs

06 **Masrul Khalimi**
Direktur Usaha Angkutan Barang & Tol Laut
Director of Freight Cargo & Tol Laut

LAPORAN DIREKSI
Report from the Board of Directors

Para pemegang saham dan pemangku kepentingan yang terhormat,

Puji syukur ke hadirat Tuhan Yang Maha Esa bahwa di tahun 2019 kami berhasil menjaga pertumbuhan kinerja PT PELNI (Persero). Walaupun sepanjang tahun terdapat beberapa tantangan atau kendala tetapi Perseroan berhasil mencatatkan pencapaian-pencapaian yang membanggakan. Suatu kehormatan bagi saya atas nama Direksi untuk menyajikan Laporan Tahunan Perseroan untuk tahun buku 2019.

PERKEMBANGAN EKONOMI GLOBAL DAN INDONESIA

Kondisi perekonomian global selama tahun 2019 masih tertekan dan *International Monetary Fund* (IMF) juga menyebutkan ketegangan dagang antara dua negara raksasa China dan Amerika Serikat (AS) dinilai masih penuh ketidakpastian.

IMF memangkas proyeksi pertumbuhan ekonomi dunia di 2019, menjadi 2,9% dari sebelumnya 3%. Tak hanya untuk ekonomi global, IMF juga memproyeksi turun pertumbuhan ekonomi negara maju menjadi 1,7% pada 2019. Sementara itu untuk negara berkembang IMF memproyeksi pertumbuhan ekonomi di kisaran 5,6% pada 2019, lebih rendah 0,8% dari tahun sebelumnya yang sebesar 6,4%.

Berdasarkan data Badan Pusat Statistik, perekonomian Indonesia tahun 2019 mampu tumbuh sebesar 5,02%, menunjukan adanya perlambatan dibandingkan dengan tahun 2018 yakni sebesar 5,17% dan tahun 2017 sebesar 5,07%. Ditengah tantangan ekonomi global, pertumbuhan ekonomi Indonesia tahun 2019 ini merupakan pencapaian yang cukup baik. Kinerja ini didominasi oleh konsumsi rumah tangga.

Sementara itu, berdasarkan data Bank Indonesia laju inflasi sepanjang tahun 2019 adalah sebesar 3,03% secara tahunan, lebih rendah dibandingkan prediksi Bank Indonesia sebelumnya yang sebesar 3,2%.

Dear valued Shareholders and Stakeholders,

Our gratitude and praise to the God almighty that in 2019 we have been successful in maintaining the performance growth of PT PELNI (Persero). Despite in the full of challenges or obstacles year, the Company managed to make outstanding achievements. It is an honor for me on behalf of my fellow Board of Directors to present the Company's Annual Report for the 2019 fiscal year.

GLOBAL AND INDONESIA ECONOMIC GROWTH

The situation of the global economy in 2019 was still suppressed supported by the statements of the International Monetary Fund (IMF) mentioning that the trading tension between two big countries China and the United States stroke the instability.

IMF cut the world's economic growth projection in 2019 to 2.9% from 3%. Not only for global economy, IMF projected that the economic condition of developed countries plummeted to 1.7% in 2019. Meanwhile for developing countries IMF projected the economic growth increased around 5.6% in 2019, 0.8% lower than previous projection 6.4%.

According to Central Bureau of Statistics (BPS), Indonesia's economic status in third quarter in 2019 potentially grew to 5.02% (yoy) showing deceleration from 2018 5.17% and 2017 5.07%. Amidst global economic challenges, Indonesia's economic growth in 2019 was considerably a good reach. The growth was dominated by domestic consumption.

Meanwhile, Bank of Indonesia estimated the inflation rate during 2019 was 3.03% annually. This projection was lower from the previous prediction of central bank reaching 3.2%.

LAPORAN DIREKSI
Report from the Board of Directors

Bank Indonesia (BI) juga mencatat nilai tukar Rupiah sejak awal tahun sampai dengan kuartal ke III tercatat telah menguat mencapai sebesar 2,50% (ytd). Ke depan, Bank Indonesia memandang nilai tukar Rupiah akan tetap stabil sesuai dengan fundamentalnya dan mekanisme pasar yang terjaga. Prakiraan ini ditopang oleh prospek aliran masuk modal asing ke Indonesia yang tetap terjaga seiring dengan prospek ekonomi domestik yang baik dan imbal hasil yang menarik serta dampak positif kebijakan moneter longgar di negara maju.

Bank of Indonesia has also recorded the exchange rate of Rupiah since the beginning of the year until the third quarter. It strengthened up to 2.50% (ytd). In the future, Bank of Indonesia considers the exchange rate of Rupiah will be stable referring to the fundamentals and stable market mechanism. This prediction is supported by the prospect of foreign capital flows to Indonesia that shows stability hand in hand with the good prospect of domestic economy and interesting yields as well as the positive impact of monetary policy concession in developed countries.

Secara umum, perkembangan ekonomi makro domestik dapat dikatakan cukup positif karena adanya program percepatan pembangunan infrastruktur yang membawa dampak pertumbuhan sektor konstruksi yang hingga saat ini masih menjadi fokus utama pemerintah.

Generally, domestic macroeconomic growth was considerably toward positive direction because of infrastructure development programs that bring growth impact on construction sector. Until today this is still the main priority for the government.

ANALISIS KINERJA TAHUN 2019

PT PELNI (Persero) merupakan pihak yang ditunjuk sebagai badan penyelenggaran Kewajiban Pelayanan Publik (*Public Service Obligation* - PSO) angkutan barang di laut. Penugasan tersebut tertuang dalam Peraturan Presiden No.106 Tahun 2015, tentang Penyelenggaraan Kewajiban Palayanan Publik Untuk Angkutan Barang di Laut, yang ditandatangani oleh Presiden Joko Widodo pada 1 Oktober 2015.

Tujuan Perpres tersebut adalah untuk menjamin ketersediaan barang dan mengurangi disparitas harga bagi masyarakat. Selain itu kebijakan tersebut juga difungsikan untuk kelangsungan pelayanan penyelenggaraan angkutan barang ke daerah tertinggal, terpencil, terluar dan perbatasan dalam mendukung pelaksanaan Tol Laut.

PT PELNI (Persero) mencatatkan pertumbuhan setiap tahunnya, baik dari segi operasional maupun keuangan. Sampai dengan tahun 2019 Perseroan memiliki 26 unit kapal penumpang, 53 unit kapal perintis, 1 unit kapal ternak, 16 unit kapal barang/ komersial dan 20 kapal rede. Penugasan operasional kapal perintis ke daerah terpencil, tertinggal, terdepan dan perbatasan (T3P) menjadikan Perseroan dapat melayani masyarakat hingga ke pelosok nusantara. Hal ini merupakan bentuk nyata komitmen PT PELNI (Persero) terhadap tugas yang diberikan oleh pemerintah.

ANALYSIS ON 2019 PERFORMANCE

PT PELNI (Persero) has officially been appointed as the agency of the Public Service Obligation for goods transports at sea. The assignment is regulated under Presidential Regulation No.106 of 2015, concerning the Implementation of Public Service Obligation for goods transports at sea, which was signed by President of Republic of Indonesia Mr. Joko Widodo on October 1, 2015.

This presidential regulation is aimed to ensure the availability of goods and reduce the price's disparities in the community. This policy also further functioned for continuity of goods delivery to underdeveloped, remote, outermost and border areas to support the implementation of Tol Laut programs.

PT PELNI (Persero) has grown every year, both in operational or financial. In 2019, the Company had 26 passenger ships, 53 perintis ships, 1 cattle ship, 16 cargo/ commercial ships and 20 rede ships. The operational routes of Perintis ship to remote, underdeveloped, outermost and border areas (T3P) enable the Company to serve the community sailing across the archipelago. This is a concrete commitment of PT PELNI (Persero) to the tasks given by the government.

LAPORAN DIREKSI
Report from the Board of Directors

Kinerja Perseroan pada tahun 2019 mencatatkan pertumbuhan seiring dengan penugasan Pemerintah. Volume pengguna kapal PT PELNI (Persero) secara keseluruhan di tahun 2019 mencapai 5,35 juta orang atau meningkat 48,05% dibandingkan tahun 2018 yang sejumlah 3,62 juta orang. Sementara angkutan barang tercapai 197.392 ton/m^3 atau meningkat 96,09% dibandingkan tahun sebelumnya yang sejumlah 100.663 ton/m^3. Dan pencapaian angkutan kontainer sebanyak 14.943 teus, angkutan kendaraan tercapai 9.667 unit serta angkutan ternak sebanyak 7.899 ekor.

The Company's performance in 2019 recorded an excellent growth in line with the assignment of the government. The customer volume of PT PELNI (Persero) ships in 2019 reached 5.35 million people as a whole, an increase of 48.05% compared to 3.62 million in 2018. Meanwhile, goods transport reached 197.392 tons/m^3 or an increase of 96.09% from 100.663 tons/m^3 in the previous year, as well as 14.943 TEUs of container carrier, 9.667 units of vehicles and 7.899 heads of livestock.

Pencapaian kinerja PT PELNI (Persero) yang cukup membanggakan ini tidak lepas dari kinerja Direksi dan segenap Manajemen yang telah mengimplementasikan strategi transformasi baik dalam aspek bisnis maupun operasional guna meningkatkan kinerja Perseroan. Selain implementasi kebijakan yang bersifat transformasional, Manajemen juga terus melakukan efisiensi di segala bidang guna mendukung kebutuhan pengembangan bisnis dan usaha Perseroan.

This encouraging performance of PT PELNI (Persero) is inseparable from the performance of Board of Directors and all management who have implemented a transforming strategy into both business and operational aspects in order to improve the Company's performance. In addition to implementing the transformational policies, the Management also continues to maintain efficiency in all operational areas to support the business development of the Company.

Pencapaian Perseroan dari segi kinerja keuangan untuk tahun 2019 mencatatkan pertumbuhan dengan peningkatan Pendapatan Usaha sebesar 20,76% atau senilai Rp955,97 miliar menjadi sebesar Ro5,56 triliun dibandingkan dengan tahun sebelumnya yang sebesar Rp4,6 triliun. Laba Usaha Perseroan tercatat sebesar Rp203,30 miliar atau meningkat 274,12% atau senilai Rp148,96 miliar dan Laba Tahun Berjalan Perseroan tahun 2019 tercatat sebesar Rp205,77 miliar atau meningkat 0,69% dibandingkan dengan tahun 2018.

The achievements of the Company in financial performance in 2019 recorded an increase in Operating Revenues by 20.76% or Rp955.97 billion to be Rp5.56 trillion compared to Rp4.6 trillion in the previous year. The operating profit of the Company was Rp203.30 billion or an increase of 274.12% or Rp 148.96 billion and the Current Year Profit for 2019 was Rp205.77 billion or an increase of 0.69% from 2018.

PT PELNI (Persero) memiliki anak perusahaan yang juga sebagai *agent of development* dari *ecosystem,* yaitu mendukung bisnis Induk perusahaan (PELNI) dalam bisnis jasa pelayaran dan logistik. Di tahun 2019, PT PELNI (Persero) sudah mengelola *Docking* kapal secara mandiri sehingga hal ini memberikan dampak yang sangat besar bagi Perseroan, diantaranya adalah:

1. Kepastian waktu yang dibutuhkan untuk sebuah kapal perlu *docking* untuk perawatan sehingga penjadwalan kapal bisa diprediksi dengan akurat.
2. Efisiensi sebagai akibat dari *just-in-time delivery.*
3. *Service excellence* kepada pelanggan dalam memberikan kepastian jadwal.

PT PELNI (Persero) has subsidiaries as an agent of development for the ecosystem, which supports the parent company's business (PELNI) in shipping and logistic transport provider. In 2019, PELNI has managed ship docking independently that has a huge impact on the Company, including:

1. Timing certainty for ship maintenance duration so that ships' scheduling can be predicted accurately.
2. Efficiency due to just-in-time delivery.
3. Service excellence for the customers in giving schedule certainty.

LAPORAN DIREKSI
Report from the Board of Directors

4. PT PELNI (Persero) sebagai BUMN memenuhi *social value* (memiliki misi sosial mengemban tugas negara untuk menyatukan jalur distribusi dan transportasi seluruh pulau di Indonesia) dan *economic value* (sebagai perusahaan yang memiliki tujuan untuk memperoleh keutungan).

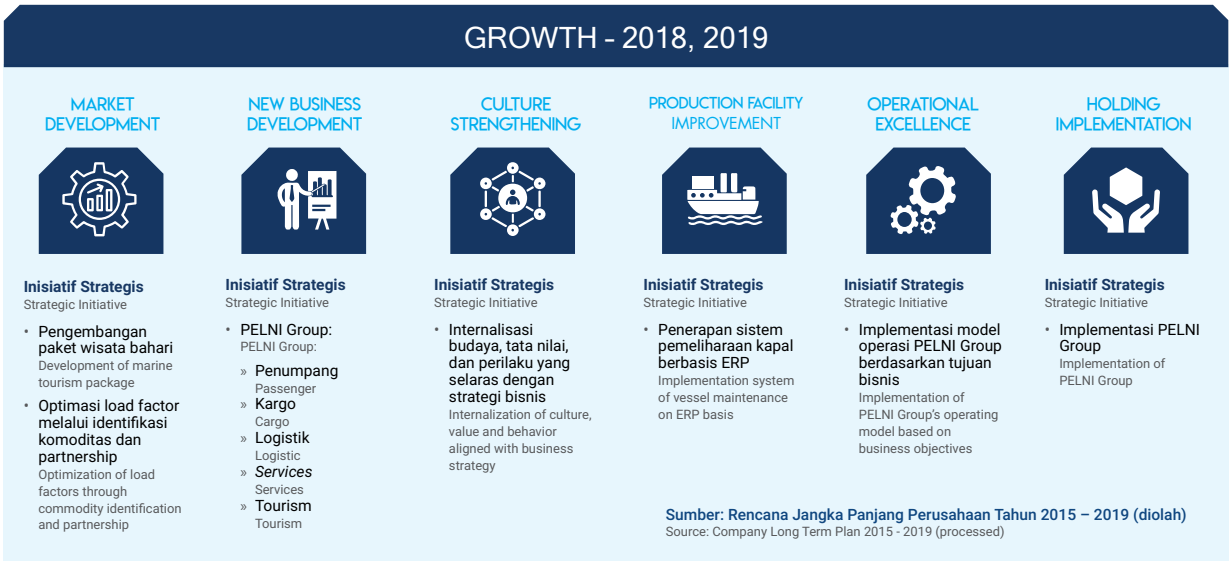
STRATEGI DAN KEBIJAKAN STRATEGI

Direksi menyadari bahwa untuk mencapai kinerja operasional dan keuangan yang baik, diperlukan perencanaan strategis dan upaya-upaya untuk memastikan keberhasilan pencapaian target yang ditetapkan. Sejak 2015 *Roadmap* Transformasi PT PELNI (Persero) telah dimulai sebagai formulasi bisnis yang dijadikan pedoman bagi Perusahaan. Pada tahun 2019, Perseroan melanjutkan fase Pertumbuhan *(Growth)* tahun sebelumnya karena fase Pertumbuhan telah ditetapkan 2 tahun (2018 – 2019) di dalam *Roadmap* Transformasi Perseroan. Sepanjang tahun 2019 upaya strategis yang telah dilakukan oleh PT PELNI (Persero) dalam mendukung pencapaian kinerja adalah:

4. PT PELNI (Persero) as SOE fulfilled social value (having social mission duty from the State to connect lines of distribution and transportation to the Islands across Indonesia) and economic value (as a Company that has a purpose of obtaining the profit).

STRATEGY AND STRATEGIC POLICY

The Board of Directors realizes that in order to achieve well operational and financial performances requires strategic planning and efforts to ensure the success of achieving the determined targets. Since the 2015 Transformation Roadmap of PT PELNI (Persero) has been started, as business formulation that functions as a guideline of the Company. In 2019, the Company still managed the Growth phase of the previous year that has been set for 2 years target (2018-2019) in the Transformation Roadmap of the Company. During 2019, the strategic efforts made by PT PELNI (Persero) in supporting performance achievements are:



Sumber: Rencana Jangka Panjang Perusahaan Tahun 2015 – 2019 (diolah)
Source: Company Long Term Plan 2015 - 2019 (processed)

Market Development

Salah satu strategi yang dilakukan oleh Perusahaan dalam fase Pertumbuhan ini adalah *Market Development* dimana inisiatif strategis yang dikembangkan adalah pengembangan paket wisata bahari dimana sepanjang

Market Development

One of the strategies applied by the Company in this Growth phase is Market Development where the developing strategic initiative is the marine tourism packages of which PT PELNI (Persero) has improved

LAPORAN DIREKSI
Report from the Board of Directors

2019 PT PELNI (Persero) melakukan peningkatan layanan destinasi paket wisata bahari yakni Karimun Jawa, Bandaneira, Raja Ampat, Pulau Komodo, dan Wakatobi. Destinasi ini diharapkan mampu menarik minta masyarakat untuk menjadikan wisata bahari sebagai pilihan yang dapat diperhitungkan. Inisiatif strategis lainnya adalah optimalisasi *load factor* (*return cargo* dan *refeer cargo*) melalui identifikasi komoditas dan *partnership*.

its services destinations to marine tourism packages throughout 2019 namely Karimun Jawa, Bandaneira, Raja Ampat, Komodo and Wakatobi islands. This destination is expected to be able to attract people to make maritime tourism as a viable option. Other strategic initiatives are load factor optimization (return cargo and refeer cargo) through the identification of commodities and partnerships.

New Business Development

PT PELNI (Persero) berinisiatif menetapkan kebijakan strategis *New Business Development* dalam semua lini pelayanan, baik dalam pelayanan kapal penumpang, kargo, logistik, *services*, dan *tourism*. Hal ini diharapkan mampu mendongkrak pertumbuhan pendapatan Perusahaan secara optimal.

New Business Development

PT PELNI (Persero) took the initiative to rely a new business development strategic policy to all services lines of passenger, cargo, logistic and tourism ship services. This is expected to boost the growth of the Company's revenue optimally.

Culture Strengthening

Dalam strategi bisnis *Culture Strengthening* inisiatif strategis yang berusaha diwujudkan oleh perusahaan ialah dengan melalkukan internalisasi budaya, tata nilai, dan perilaku yang selaras dengan strategi bisnis yang ditetapkan perusahaan.

Culture Strengthening

In Culture Strengthening business Strategy of strategic initiatives tries to realize by internalizing culture, values, and behavior which are along with the business strategy that set by the company.

Production Facility Improvement

Untuk mendukung peningkatan produktivitas armada kapal yang dimiliki, diperlukan adanya sistem pemeliharaan yang terorganisir, karena alasan itulah Perseroan menetapkan *Production Facility Improvement* sebagai salah satu strategi bisnis yang wajib diterapkan. Untuk mendukung strategi bisnis ini perusahaan memberlakukan sistem pemeliharaan kapal berbasis ERP *(Enterprise Resource Planning)*.

Production Facility Improvement

To support the increase in the productivity of the fleet, an organized maintenance system is needed. For this reason, the Company has established an Production Facility Improvement as one of the business strategies that must be applied. To support this business strategy, the Company applies an ERP (Enterprise Resource Planning) ship maintenance system.

Operational Excellence

Untuk dapat mewujudkan Operational Excellence, PT PELNI (Persero) melakukan implementasi model operasi PELNI Group berdasarkan tujuan bisnis masing-masing anak perusahaan.

Operational Excellence

To be able to create Operational Excellence, PT PELNI (Persero) implements PELNI Group operating model based on the business objectives of each subsidiary.

Holding Implementation

Manajemen merasa bahwa melakukan implementasi PELNI Group diharapkan mampu menunjang Perusahaan dalam fase pertumbuhan di tahun 2019 ini.

Holding Implementation

Management realizes that implementing the PELNI Group is expected to be able to support the Company this phase of growth in 2019.

LAPORAN DIREKSI
Report from the Board of Directors

PERBANDINGAN TARGET DAN REALISASI

Perseroan menetapkan target pencapaian kinerja setiap tahunnya dengan tetap melakukan evaluasi dalam setiap pencapaiannya. Secara keseluruhan, kinerja Perseroan pada tahun 2019 mengalami peningkatan yang sangat membanggakan. Hasil ini diperoleh melalui implementasi strategi Perseroan yang dijalankan sepanjang tahun 2019. Perbandingan hasil yang dicapai dengan yang ditargetkan Perseroan untuk tahun buku 2019 dapat dilihat pada tabel berikut ini:

COMPARISON BETWEEN TARGET AND REALIZATION

The Company set the performance targets every year by evaluating every achievement. Overall, the Company's performance in 2019 had outstanding growth. This result was obtained towards the implementation of the Company's strategy during 2019. The comparison between the results and targets set by the Company for 2019 can be seen in the table below:

Uraian Description	RKAP 2019 Target 2019	Realisasi 2019 Realization 2019	%
Operasional | Operation			
Kapal Milik Owned Ship			
Kapal Penumpang Passenger Ship	26	26	100,00%
Kapal Perintis Perintis Ship	52	53	101,92%
Kapal Ternak Cattle Ship	2	1	50,00%
Kapal Barang/Komersial Cargo/Commercial Ship	14	16	114,29%
Kapal Rede Rede Ship	20	20	100,00%
Jumlah Kapal Beroperasi Total of Ships Operated	**114**	**116**	**101,75%**
Produksi | Production			
Angkutan Penumpang (orang) Passenger Transportation (person)	3.848.152	5.354.871	139,15%
Angkutan Barang (Ton/ M3) Goods Transportation (Ton/M3)	1.726.621	197.392	11,43%
Container (Teus) Container (Teus)	18.646	14.943	80,14%
Kendaraan (unit) Vehicles (unit)	5.059	9.667	191,09%
Ternak (ekor) Animal (tail)	19.200	7.899	41,14%
Keuangan | Finance			
Laba Konsolidasi (Rp juta) Consolidated Profit (Rp million)	437.850	205.767	46,99%
Kondisi Kesehatan Health Condition	Sehat AA Health AA	Sehat AA Health AA	100,00%
*Commission Day** (hari) Commission Day (days)	19.299	25.647	132,90%
Gross Profit Gross Profit	19,58%	14,12%	72,09%
Net Profit Net Profit	7,54%	3,70%	49,07%

* Commission Day: Jumlah hari layar
Commission Day: Total sailing day

LAPORAN DIREKSI
Report from the Board of Directors

KENDALA (TANTANGAN) YANG DIHADAPI PERUSAHAAN DAN LANGKAH-LANGKAH PENYELESAIANNYA

Dalam upaya Perseroan untuk memperoleh kinerja yang optimal sepanjang tahun 2019 tentu melalui tantangan yang tidak mudah. Beberapa tantangan yang dihadapi sepanjang tahun 2019 diantaranya adalah usia armada yang relatif tua, pangsa pasar angkutan barang yang rendah dan kompetisi dari moda transportasi udara, khususnya angkutan penumpang.

Namun beberapa langkah-langkah strategis telah dilakukan Perseroan untuk menghadapi tantangan yang ada, diantaranya adalah meningkatkan kualitas armada kapal, penjadwalan kapal yang akurat, menambah pilihan paket destinasi wisata serta meningkatkan kualitas layanan mulai dari *customer service*/pemesanan tiket sampai dengan pelayanan selama perjalanan di atas kapal. Dengan tetap fokus pada *service excellence* harapannya Perseroan berhasil meningkatkan kepuasan pelanggan.

OBSTACLES (CHALLENGES) FACED BY THE COMPANY AND ITS SOLVING

As the Company's efforts to make the optimal performance during 2019 have certainly faced difficult challenges. Some of challenges faced during 2019, among others, are the relative old vessel's life, low market share of freight transport and competition from air transportation, especially for passenger transportation.

However, several strategic steps have been taken by the Company to face this existing challenges, including improving the quality of ships, accurate scheduling, adding the choice of tourist destination packages and improving the quality of services from customer service/ticket reservation to onboard services. By focusing on service excellence, it is hope that the Company will be successful in increasing customer satisfaction.

PROSPEK USAHA 2020

Asian Development Bank (ADB) memperkirakan perekonomian Indonesia tumbuh 2,5% pada tahun 2020 lantaran mewabahnya virus Corona alias Covid-19. Meskipun Indonesia memiliki landasan makroekonomi yang kuat, wabah Covid-19 yang tengah berlangsung ditambah dengan penurunan harga komoditas dan gejolak pasar keuangan akan berimplikasi negatif bagi perekonomian dunia dan Indonesia tahun ini. Sementara versi Pemerintah, pertumbuhan ekonomi tahun 2020 dalam skenario berat hanya tumbuh 2,35% sedangkan skenario sangat berat bisa -0,4%.

Semua prediksi dan perhitungan di atas sangat tergantung pada perkembangan situasi Covid-19 yang sampai saat ini sulit diprediksikan oleh siapapun mengenai berakhirnya Covid-19 tersebut tetapi sebagian besar memprediksikan bahwa pada kuartal III 2020 dan berikutnya pertumbuhan ekonomi sudah lebih membaik dibanding kuartal II 2020.

BUSINESS PROSPECT 2020

Asian Development Bank (ADB) predicted that Indonesia economy would grow 2.5% by 2020 due to the Corona or Covid-19 Virus outbreaks. Despite Indonesia's solid macroeconomic foundation, the ongoing Covid-19 outbreaks coupled with downtrend commodity prices and financial market turmoil will have negative implications for the World and Indonesia economy in this year. Thus, the Government's point of view to economic growth in 2020 through the bad scenario only grows 2.35% and the worst scenario could be at -0.4%.

All prediction and calculation above depend on the Covid-19 outbreaks situation which has been difficult to predict by anyone when this Covid-19 outbreaks end, most of prediction still refer that in the third quarter of 2020 and the economic growth will be better than the second quarter of 2020.

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Industri pelayaran di Indonesia juga terdampak cukup besar akibat Covid-19 ini, diantaranya adalah kapal tidak dapat mengangkut penumpang, larangan mudik bareng dan adanya penutupan pelabuhan. Adapun beberapa peraturan yang dikeluarkan selama masa pandemi ini, meliputi:

- Undang-undang Republik Indonesia Nomor 6 Tentang Kekarantinaan Kesehatan;
- Peraturan Pemerintah Republik Indonesia Nomor 21 Tahun 2020 tentang Pembatasan Sosial Berskala Besar Dalam Rangka Percepatan Penanganan *Coronavirus Disease* 2019 (Covid-19);
- Peraturan Menteri Kesehatan Republik Indonesia Nomor 9 Tahun 2020 tentang Pedoman Pembatasan Sosial Berskala Besar Dalam Rangka Percepatan Penanganan *Coronavirus Disease* 2019 (Covid-19);
- Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 18 Tahun 2020 Tentang Pengendalian Transportasi Dalam Rangka Pencegahan Penyebaran *Coronavirus Disease* 2019 (Covid-19);
- Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 25 Tahun 2020 Tentang Pengendalian Transportasi Selama Masa Mudik Idul Fitri Tahun 1441 Hijriah Dalam Rangka Pencegahan Penyebaran *Coronavirus Disease* 2019 (Covid-19);

Sebagai pihak yang ditunjuk sebagai badan penyelenggaraan Kewajiban Pelayanan Publik (*Public Service Obligation*-PSO) angkutan barang di laut sebagaimana tertuang dalam Peraturan Presiden No.106 Tahun 2015, tentang Penyelenggaraan Kewajiban Pelayanan Publik Untuk Angkutan Barang di Laut, PT PELNI (Persero) terus berupaya untuk dapat memenuhi penugasan tersebut secara optimal, sesuai dengan Rencana Jangka Panjang Perusahaan (RJPP) Transformasi PT PELNI (Persero) tahun 2020 – 2024 dengan Visi baru, yaitu Menjadi Perusahaan Pelayaran dan Logistik Maritim Terkemuka di Asia Tenggara.

The shipping industry in Indonesia has also been impacted as the spread of Covid-19, which is unable to transport passengers, prohibition of homecoming and port closed. There are several regulations issued during this pandemic, including:

- Law of Republic of Indonesia Number 6 regarding Health Self-Quarantine
- Government of Republic of Indonesia Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions in Accelerating the Handling of Coronavirus Disease 2019 (Covid-19);
- Ministry of Health of Republic of Indonesia Regulation Number 9 of 2020 regarding Guidelines for Large-Scale Social Restrictions in Accelerating Handling of Coronavirus Disease 2019 (Covid-19);
- Ministry of Transportation of Republic of Indonesia Regulation Number PM 18 of 2020 concerning Control of Transportation in Preventing the Spread of Coronavirus Disease 2019 (Covid-19);
- Ministry of Transportation of Republic of Indonesia Number PM 25 of 2020 regarding Control of Transportation during Eid al-Fitr Homecoming Period 1441 Hijriah in Preventing the Spread of Coronavirus Disease 2019 (Covid-19);

As a party appointed as a Public Service Obligation (PSO) organizing agency for goods transportation at sea as stated in Presidential Regulation No.106 of 2015 concerning the implementation of Public Service Obligation for Goods Transportation at Sea, PT PELNI (Persero) continues to fulfill the assignment optimally based on the Transformation Long Term Plan of PT PELNI (Persero) for 2020 - 2024 with a new vision, which is “To be a Leading Shipping and Maritime Logistic Company in Southeast-Asia”.

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Strategi Perusahaan Tahun 2020

Sesuai dengan RJPP Transformasi PT PELNI (Persero), Perseroan memiliki Visi dan Misi tahun 2020 – 2024, yaitu:

Visi 2020 – 2024

Menjadi Perusahaan Pelayaran dan Logistik Maritim Terkemuka di Asia Tenggara

Adapun makna dari "Terkemuka" adalah:

a. Memiliki jaringan trayek yang optimal;
b. Memiliki pertumbuhan kinerja perusahaan yang optimal;
c. Memiliki *operation & service excellence;*
d. *Center of excellence* usaha pelayaran nasional, yang meliputi sumber daya manusia, produksi, distribusi, pelayanan dan keselamatan dan kesehatan lingkungan.

Misi 2020 – 2024

1. Menjamin aksesibilitas masyarakat dengan mengelola angkutan laut untuk menunjang terwujudnya Wawasan Nusantara
2. Mengelola dan mengembangkan usaha logistik maritim di Indonesia dan Asia Tenggara
3. Meningkatkan nilai perusahaan melalui kreativitas, inovasi, digitalisasi proses bisnis dan pengembangan sumber daya manusia untuk mencapai pertumbuhan yang berkesinambungan.
4. Menjalankan usaha secara adil dengan memperhatikan asas manfaat bagi semua pemangku kepentingan dengan menerapkan prinsip *good corporate governance.*
5. Berkontribusi positif terhadap negara dan karyawan, serta berperan aktif dalam pembangunan lingkungan dan pelayanan kepada masyarakat.

Company's Strategies in 2020

Based on Transformation Long Term Plan of PT PELNI (Persero), the Company has Vision and Mission for 2020 - 2024, namely:

Vision 2020 – 2024

Become a Leading Shipping and Maritime Logistic Company in Southeast Asia.

The meaning of "Leading" is:

a. Have optimal routes;
b. Have optimal growth of performance;
c. Have operation & service excellence;
d. Center of excellence in National shipping business, covering human resources, production, distribution, service, safety and environment health.

Mission 2020 – 2024

1. Ensuring public accessibility by managing sea transportation to support the creation of the Archipelago Insight
2. Managing and developing maritime logistic business in Indonesia and Southeast Asia.
3. Increasing the Company's value by creativity, innovation, business process digitalization and human resources development to achieve sustainable growth.
4. Conducting fair business with due regards to the principles of benefit for all Stakeholders by applying the principles of good corporate governance.
5. Having positive contribution to the Nation and employees, as well as playing an active role in developing the environment and service for the community.

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PERKEMBANGAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK (GCG)

PT PELNI (Persero) meyakini bahwa penerapan tata kelola perusahaan yang baik (GCG) memiliki relevansi dengan kinerja perusahaan. Karena bukti nyata keberhasilan implementasi GCG adalah meningkatnya kinerja serta citra perusahaan. Penerapan GCG di PT PELNI (Persero) dilakukan pada semua level organisasi dengan mengacu pada aturan dan ketentuan terkait penerapan GCG untuk perusahaan.

Komitmen Perusahaan terhadap GCG direalisasikan melalui pembentukan organ-organ Perseroan sesuai dengan kaidah dan landasan GCG di Indonesia baik Organ Utama seperti Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi maupun Organ Pendukung seperti komite-komite, Sekretaris Perusahaan, Internal Audit dan *Whistleblowing System* (WBS).

Pada tahun 2019, Perusahaan telah melakukan *self-assessment* terhadap penerapan GCG dalam lingkungan Perusahaan yang bekerja sama dengan Badan Pengawasan Keuangan dan Pembangunan (BPKP). Hasil dari penilaian tersebut menunjukkan pencapaian skor 83,169 dan predikat BAIK. Hasil ini meningkat dari hasil yang dicapai tahun 2018.

Selain melalui GCG *Assessment,* Perseroan juga telah melaksanakan evaluasi berdasarkan *Key Performance Indicators* (KPI) yang digunakan untuk mengukur kinerja Direksi Perseroan, yang terdiri dari 6 (enam) perspektif, yaitu Perspektif Keuangan dan Pasar, Perspektif Fokus Pelanggan, Perspektif Efektivitas Produk dan Proses, Perspektif Fokus Tenaga Kerja, Perspektif Kepemimpinan, Tata Kelola dan Tanggung Jawab Kemasyarakatan serta Agen Pembangunan. Skor KPI yang diperoleh untuk tahun 2019 adalah 90,97.

Segenap Manajemen dan Insan PELNI berkomitmen untuk terus meningkatkan kualitas Tata Kelola Perusahaan yang baik di Perseroan dan mencapai skor evaluasi penerapan GCG yang semakin baik di masa yang akan datang.

DEVELOPMENT OF GOOD CORPORATE GOVERNANCE IMPLEMENTATION

PT PELNI (Persero) believes that the application of good corporate governance (GCG) has relevance to the company's performance. Because the real evidence of the success of GCG implementation is the increasing performance and corporate image. The implementation of Good Corporate Governance at PT PELNI (Persero) is carried out at all levels of the organization by referring to the rules and regulations related to the implementation of GCG for companies.

The Company's Commitment to GCG is realized through the formation of the Company's organs in accordance with the principles and foundation of GCG in Indonesia, both Main Organs such as the General Meeting of Shareholders (GMS), the Board of Commissioners and Directors or Supporting Organ such as committees, Corporate Secretary, Internal Audit and Whistle Blowing System (WBS).

In 2019, the Company has evaluated the implementation of GCG within the Company in collaboration with the Financial and Development Supervisory Agency (BPKP). The results of the assessment indicated the achievement of 83,169 scores and GOOD predicates. These results was increasing from the results when achieved in 2018.

Despite of GCG Assessment, the Company has also conducted the evaluations based on Key Performance Indicators (KPI) used to measure the performance of Board of Directors consisting of 6 (six) perspectives, which are Financial and Market, Customer Focus, Effectiveness of Products and Process, Manpower Focus, Leadership, Governance and Community Responsibility as well as Agent of Change. The KPI score obtained in 2019 was 90.97.

All of Management and PELNI Personnel are committed to continuously improving the quality of Good Corporate Governance in the Company and achieving better evaluation scores on GCG implementation in the future.

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TANGGUNG JAWAB SOSIAL PERSEROAN

Kebijakan pelaksanaan Tanggung Jawab Sosial (*Corporate Social Responsibility* atau CSR) di PT PELNI (Persero) merujuk pada Peraturan Menteri Negara BUMN No. PER-09/MBU/07/2016 tanggal 03 Juli 2016 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara dan mengalami perubahan terakhir sesuai dengan Peraturan Menteri Negara BUMN No. PER-02/MBU/07/2017 tanggal 05 Juli 2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.

Melalui kegiatan Tanggung Jawab Sosial Perusahaan *(Corporate Social Responsibility),* PT PELNI (Persero) percaya bahwa implementasi CSR dalam jangka panjang akan memberikan banyak manfaat bagi Perusahaan, terutama pada aspek peningkatan kepercayaan, menciptakan harmoni dan meningkatkan reputasi yang pada akhirnya memiliki implikasi untuk menciptakan nilai tambah yang mendorong stabilitas dan pertumbuhan bisnis yang lancar.

Kegiatan-kegiatan Pengembangan Masyarakat dan program Kemitraan dan Bina Lingkungan terus dilakukan PT PELNI (Persero) secara berkesinambungan. Program-program ini difokuskan pada bidang pendidikan, sarana dan prasarana umum, bantuan bencana alam, serta upaya-upaya pelestarian alam dan lingkungan hidup. Pada tahun 2019, PT PELNI (Persero) membelanjakan Rp2,7 miliar untuk program Bina Lingkungan, penyaluran dana untuk program kemitraan mencapai Rp2,11 Miliar.

- **Tanggung Jawab Sosial Bidang Lingkungan Hidup**
  PT PELNI (Persero) berkomitmen untuk menjalankan tanggung jawab sosial Perusahaan terhadap lingkungan hidup dalam rangka mengurangi dampak lingkungan dari kegiatan Perusahaan maupun kegiatan manusia pada umumnya. Komitmen Perusahaan untuk tetap menjaga dan mempertahankan sekaligus pelestarian lingkungan merujuk pada dokumen Kedinasan di lingkungan PT PELNI (Persero) No. 01/ HK.02.01/Dir.SDM dan Umum/VII/2013. Selain itu PT PELNI (Persero) juga memiliki Surat Edaran No. 07/ SE/ Dir.SDM dan UM/VI.2013.

CORPORATE SOCIAL RESPONSIBILITY

The policy of implementing Corporate Social Responsibility (CSR) at PT PELNI (Persero) refers to the Regulation of the Minister of State-Owned Enterprises No. PER-09/MBU/07/2016 dated July 3, 2016 concerning the State-Owned Enterprises' Partnership and Community Development Program and have the latest changes in accordance with Minister of State Enterprises Regulation No. PER-02/MBU/07/2017 July 5, 2017 concerning the Second Amendment to SOE Ministry Regulation No. PER-09/MBU/07/2015 concerning the State-Owned Enterprises' Partnership Program and Community Development Program.

Through Corporate Social Responsibility activities, PT PELNI (Persero) believes that the implementation of Corporate Social Responsibility in the long term will provide many benefits for the Company, especially in the aspect of increasing trust, creating harmony and enhancing reputation which ultimately has implications for creating added value that driving stability and smooth business growth.

PT PELNI (Persero) continues to conduct the Partnership and Community Development Programs as an ongoing basis. These programs more focused on education, public infrastructure and facilities, natural disaster assistance, as well as nature and environment conservation. In 2019, PT PELNI (Persero) spent Rp2.7 billion for community development program, and the distribution of partnership program reaching Rp2.11 billion.

- **Corporate Social Responsibility on Environment**
  PT PELNI (Persero) is committed to carrying out corporate social responsibility on the environment in order to reduce the environmental impact of the Company and human activities in general. The Company's commitment is to conserve and maintain environmental preservation at the same time referring to the official documents within PT PELNI (Persero) No. 01/HK.02.01/Dir.SDM dan Umum/ VII/2013. In addition, PT PELNI (Persero) also has Circular Letter No. 07/SE/Dir.SDM and UM/ VI.2013.

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Program tanggung jawab terhadap lingkungan PT PELNI (Persero) bertujuan untuk menciptakan lingkungan kerja yang ramah lingkungan guna menjaga kelestarian lingkungan sekaligus sebagai bagian dari program efisiensi sumber daya yang telah dilaksanakan secara berkelanjutan.

Sebagai Perusahaan yang bergerak dalam bidang transportasi laut, PT PELNI (Persero) menyadari bahwa ekosistem laut juga menjadi faktor keberlanjutan usaha dalam jangka panjang. Pada tahun 2019, PT PELNI (Persero) kembali memberikan kontribusi dalam melestarikan lingkungan laut. PT PELNI (Persero) melakukan kerjasama dengan Yayasan Terumbu Rupa untuk memberikan bantuan pelestarian lingkungan dengan dilakukannya Revitalisasi Terumbu Karang di Pulau Sepa, Kep Seribu, DKI Jakarta dan Pulau Bangka, Sulawesi Utara.

- **Tanggung Jawab Sosial Bidang Ketenagakerjaan, Keselamatan dan Kesehatan Kerja**
  PT PELNI (Persero) bertanggung jawab terhadap keselamatan dan kesehatan kerja serta kesejahteraan setiap karyawannya dan juga menjamin kesetaraan dan kesempatan kerja yang sama bagi seluruh karyawan mulai dari tahap perekrutan, pengembangan karir hingga evaluasi kinerja. PT PELNI (Persero) tidak mengakui adanya diskriminasi berdasarkan gender maupun karakter lain seperti agama maupun etnis di mana kebijakan dan keputusan dalam aspek ketenagakerjaan sepenuhnya mempertimbangkan kinerja pegawai yang bersangkutan. Praktik kesetaraan *gender* di PT PELNI (Persero) juga tercantum dalam Surat Keputusan Direksi No. 09.30/5/SK/HKO.01/2015 tentang Pola Pengembangan Karir Jabatan Pegawai PT PELNI (Persero).

Berbagai program keselamatan dan kesehatan kerja, program peningkatan kualitas dan profesionalisme, evaluasi kinerja, serta program kesejahteraan dilakukan oleh Perusahaan secara rutin sebagaimana di tahun-tahun sebelumnya. Salah

PT PELNI (Persero) responsibility program on the environment aims to create an environmental friendly of work atmosphere to preserve the environment as well as part of a sustainable resource efficiency program.

As a company engaging in sea transportation, PT PELNI (Persero) realizes that marine ecosystems are also a long-term business sustainability factor. In 2019, PT PELNI (Persero) contributed to preserving the marine environment. PT PELNI (Persero) collaborated with the Terumbu Rupa Foundation to provide environmental conservation assistance by carrying out Coral Reef Revitalization in Sepa Island, Seribu Islands, DKI Jakarta and Bangka Island North Sulawesi.

- **Corporate Social Responsibility on Occupational, Health and Safety**
  PT PELNI (Persero) is responsible to occupational, health and safety, and the welfare of every employee and always guarantees equal equality and job opportunities for all employees from the recruitment phase, career development until performance evaluation. PT PELNI (Persero) does not recognize discrimination based on gender or other characters such as religion or ethnicity where labor policy and decisions fully considering the performance of the employee concerned. The practice of gender equality at PT PELNI (Persero) is also listed in Directors Decree No. 09.30/5/SK/HKO.01/2015 concerning the Pattern of Position Career Development of PT PELNI (Persero) Employees.

Some of various occupational safety and health programs, quality and professionalism improvement programs, performance evaluations, and welfare programs are carried out regularly by the Company as in the previous years. One form of corporate

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satu bentuk tanggung jawab Perseroan dalam hal keselamatan dan kesehatan kerja adalah melakukan Inspeksi dan Sosialisasi SMK3-LH terhadap Kantor PT PELNI (Persero) Pusat dan cabang.

- **Tanggung Jawab Sosial Bidang Pengembangan Sosial dan Kemasyarakatan**
  PT PELNI (Persero) menyadari keberlangsungan bisnis Perusahaan tidak lepas dari partisipasi masyarakat. Partisipasi dan dukungan masyarakat terhadap pencapaian kinerja Perusahaan, menuntut Perseroan untuk memberikan imbal balik manfaat kepada masyarakat. Hal ini bisa dilihat sebagai bentuk tanggung jawab sosial kemasyarakatan. Sebagai Badan Usaha Milik Negara, implementasi tanggung jawab sosial perusahaan diwujudkan melalui Program Kemitraan dan Bina Lingkungan (PKBL). Sepanjang tahun 2019 Perseroan telah merealisasikan program kemitraan dan Bina Lingkungan. Untuk program kemitraan, perseroan telah berhasil menyalurkan dana kepada para mitra binaan di 5 provinsi yaitu DKI Jakarta, Jawa Barat, Jawa Tengah, Lampung dan Jambi. Sementara untuk program Bina Lingkungan, Perseroan telah merealisasikan beberapa kegiatan antara lain pembuatan Kampung Pelni Barokah di Batulicin sebagai tempat pengelolaan sampah menjadi barang bernilai jual. Selain itu Perseroan juga memberikan bantuan sosial dalam bentuk paket sembako murah di wilayah Surabaya dan Ciamis.

  Program Kemitraan dan Bina Lingkungan (PKBL) mengacu pada Peraturan Menteri Negara BUMN No. PER-09/MBU/07/2016 tanggal 03 Juli 2016 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara dan mengalami perubahan terakhir sesuai dengan Peraturan Menteri Negara BUMN No. PER-02/ MBU/07/2017 tanggal 05 Juli 2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No.PER-09/ MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.

responsibility in terms of occupational health and safety is conducting an inspection and socialization of SMK3-LH in the Headquarter and branches of PT PELNI (Persero).

- **Corporate Social Responsibility on Social and Community Development**
  PT PELNI (Persero) realizes that the Company's business sustainability is because of community participation. Community participation and support for the achievement of the Company's performance requires PT PELNI (Persero) to provide benefits for the community. This can be seen as a form of social responsibility. As a State-Owned Enterprise, the implementation of corporate social responsibility is conducted through the Partnership and Community Development Program (PKBL). During 2019, the Company has organized a community development and partnership program. For the partnership program, the company has successfully channeled funds to 5 provinces in DKI Jakarta, West Java, Central Java, Lampung and Jambi. While for the Community Development program, the Company has conducted several activities, among others, the making of Kampung Pelni Barokah in Batulicin as a place for recycling waste into selling goods. In addition, the Company also gave social assisstance in the form of cheap groceries to Surabaya and Ciamis regions.

  The Partnership and Community Development Program (PKBL) refers to the Minister of State-Owned Enterprises Regulation No. PER-09/MBU/07/2016 dated July 3, 2016 concerning the State-Owned Enterprises' Partnership and Community Development Program and has the latest changes in accordance with Regulation of the Minister of State-Owned Enterprises No. PER-02/MBU/07/2017 July 5, 2017 concerning Second Amendment to SOE Minister Regulation No. PER-09/MBU/07/2015 concerning the State-Owned Enterprises' Partnership and Community Development Program.

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- **Tanggung Jawab Sosial Bidang Perlindungan Pelanggan**
  PT PELNI (Persero) menempatkan kepuasaan pelanggan sebagai hal yang fundamental dalam usaha. Hal ini didasari keyakinan kami bahwa pelanggan atau pengguna jasa sebagai salah satu pemangku kepentingan yang berperan menjamin keberlangsungan usaha. Karenanya pelanggan merupakan mitra utama dalam mengembangkan usaha kini dan di masa depan.

  PT PELNI (Persero) telah menjalankan aktivitas Tanggung Jawab Sosial Kepada Pelanggan selama tahun 2019 meliputi Bidang *Service Quality Assurance,* Bidang *Food & Baverages,* Bidang *Hospitality,* Bidang Layanan Pelanggan. Selain itu guna mendukung pelayanan kepada pelanggan, PT PELNI (Persero) juga menyediakan layanan *contact center*.

Bagi Kami, kegiatan Tanggung Jawab Sosial Perusahaan merupakan salah satu sarana dalam menjalin komunikasi kepada para pemangku kepentingan. Komunikasi yang efektif kepada para pemangku kepentingan sangat diperlukan untuk menunjang efektivitas dan akurasi dari setiap perencanaan, implementasi dan proses evaluasi dari setiap keputusan dan kebijakan yang diambil oleh Perusahaan. Selain itu, kegiatan Tanggung Jawab Sosial Perusahaan ini juga dapat memicu inisiatif bagi Perusahaan untuk terus memberikan nilai tambah bagi seluruh pemangku kepentingan.

Pada tahun 2019 melalui program PKBL, PT PELNI (Persero) terus memberikan kontribusinya kepada masyarakat dan lingkungan secara berkesinambungan. Fokus utama program PKBL pada tahun 2019 ini ditujukan kepada bidang pendidikan, kesehatan, pelestarian lingkungan, bantuan bencana alam, sarana dan prasarana, dll.

- **Corporate Social Responsibility On The Costumers Protection**
  PT PELNI (Persero) believes that customer satisfaction as a fundamental in running its business. Based on our assuredness that customers or service users are one of the stakeholders who have a role in ensuring business continuity. Therefore, customers are the main partners in developing businesses nowadays and in the future.

  PT PELNI (Persero) has carried out its social responsibility activities on customers during 2019 covering the Field of Service Quality Assurance, Food & Baverages, Hospitality, Customer Service. In addition to supporting services for customers, PT PELNI (Persero) also provides contact center services.

Corporate Social Responsibility is a means for us to communicate with our Stakeholders. An effective communication with our Stakeholders is a key to support the effectiveness and accuracy of every planning, implementation and evaluation process of every making decision and policy made by the Company. Corporate Social Responsibility can also further boost the initiatives of the Company to keep delivering added values to our Stakeholders.

In 2019, PKBL of PT PELNI (Persero) has continued to contribute to society and environment sustainably. Main focus of the 2019 PKBL Programs was aimed for education, health care, environmental conservation, natural disaster assistance, and infrastructures, etc.

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Untuk pogram Kemitraan sendiri, total dana Rp2,11 miliar telah disalurkan kepada mitra binaan dalam bentuk pinjaman modal usaha sepanjang 2019. Selain itu, Perseroan juga terus melakukan program pembinaan kepada mitra binaan. Tercatat sepanjang 2019 Perseroan telah melaksanakan program pembinaan kepada 22 mitra binaan baru dengan biaya mencapai Rp199,63 juta.

Pada program Bina Lingkungan, realisasi penyaluran dana sepanjang 2019 mencapai Rp2,7 miliar. Bantuan tersebut dibagi kedalam beberapa jenis bantuan antara lain adalah bantuan korban bencana alam, bantuan pendidikan, bantuan kesehatan, bantuan sarana dan prasarana, bantuan pelestarian alam, dan bantuan pengentasan kemiskinan.

Kami juga bersyukur dan sangat mengapresiasi tim yang terlibat dalam pengelolaan Program Tanggung Jawab Sosial Perusahaan ini karena pada tahun 2019 PT PELNI (Persero) telah dianugerahi pengharagaan Indonesia Green Award 2019 (IGA) dari La tof School of CSR kategori Mengembangkan Pengolahan Sampah Terpadu melalui Program "Kampung Pelni Barokah". Selain itu, atas keterbukaan informasi Perseroan terhadap laporan kinerja lingkungan dan sosial Perseroan juga berhasil mendapatkan predikat *"Gold"* dalam ajang Asia Sustainability Reporting Award 2019.

Kami berharap untuk tahun-tahun selanjutnya PT PELNI (Persero) dapa terus menjaga konsistensi dan senantiasa meningkatkan kontribusinya kepada para pemangku kepentingan.

PERUBAHAN KOMPOSISI ANGGOTA DIREKSI

Pada tahun 2019, telah terjadi perubahan komposisi anggota Direksi PT PELNI (Persero) yang tertuang pada SK- 339/MBU/12/2019 dengan bergabungnya Bapak Masrul Khalimi sebagai Direktur Usaha Angkutan Barang dan Tol Laut dan Bapak Ony Suprihartono sebagai Direktur Keuangan. Kami berharap kehadiran mereka dapat meningkatkan nilai tambah pada kompetensi dan kapabilitas jajaran Direksi Perseroan.

Total cost for the Partnership Program was Rp2.11 billion distributed to some fostered partners in the form of capital loans during 2019. Moreover, the Company has also continued to organize coaching programs for fostered partners. During 2019 recorded that the Company held some coaching programs for 22 new fostered partners at a cost up to Rp199.63 million.

In the Community Development Programs, the distribution of funds during 2019 reached Rp2.7 billion divided into several types of assistance, including assistance for natural disaster victims, education, health care, infrastructures, nature conservation and poverty alleviation.

We are proud and appreciate of the team who involved in managing this Corporate Social Responsibility Program for the achievements of PT PELNI (Persero) that won the 2019 Indonesia Green Award from La tof School of CSR for Developing Integrated Waste Management Category through "Kampung Pelni Barokah" program. In addition, the Company also received "Gold" rank at the 2019 Asia Sustainability Reporting Award for Information Disclosure on environmental and social performance reports.

We hope that PT PELNI (Persero) continues to maintain its consistency and provide more contribution to Stakeholders for the years to come.

CHANGES IN THE COMPISITION OF BOARD OF DIRECTORS

In 2019, there was a change in the composition of the Board of Directors of PT PELNI (Persero) as stated in SK-339 / MBU / 12/2019 with the joining of Mr. Masrul Khalimi as a Director of Freight and Tol Laut Transport Businesses and Mr. Ony Suprihartono as Finance Director. We hope that their presence can increase added value to the competencies and capabilities of the Board of Directors of the Company.

LAPORAN DIREKSI
Report from the Board of Directors

Berikut susunan anggota Direksi PT PELNI (Persero) tahun buku 2018:

The following is the composition of Board of Directors of PT PELNI (Persero) in fiscal year 2018:

Jabatan Position	Nama Name
Direktur Utama President Director	Insan Purwarisya L. Tobing
Direktur Armada Director of Fleet	Muhamad Tukul Harsono
Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business	Olih Masolich Sodikin
Direktur Usaha Angkutan Barang dan Tol Laut Director of Freight and Tol Laut Transport Business	Harry Boediarto Soewarto
Direktur Keuangan Director of Finance	Tri Andayani
Direktur SDM dan Umum Director of Human Capital and General Affairs	Ganefi

Kami juga menyampaikan apresiasi yang sebesar-besarnya kepada Bapak Harry Boediarto Soewarto dan Ibu Tri Andayani atas kontribusi yang telah diberikan selama menjabat sebagai anggota Direksi PT PELNI (Persero).

We also express our deepest appreciation to Mr. Harry Boediarto Soewarto and Mrs. Tri Andayani for the contribution they have made when serving as members of the Board of Directors of PT PELNI (Persero).

Setelah terjadi perubahan, maka susunan anggota Direksi PT PELNI (Persero) sampai dengan akhir tahun 2019 adalah:

After the resolution, the composition of the Board of Directors of PT PELNI (Persero) until the end of 2019 is:

Jabatan Position	Nama Name
Direktur Utama President Director	Insan Purwarisya L. Tobing
Direktur Armada Director of Fleet	Muhamad Tukul Harsono
Direktur Usaha Angkutan Penumpang Director of Passenger Transportation Business	Olih Masolich Sodikin
Direktur Usaha Angkutan Barang dan Tol Laut Director of Freight and Tol Laut Transport Business	Masrul Khalimi
Direktur Keuangan Director of Finance	Ony Suprihartono
Direktur SDM dan Umum Director of Human Capital and General Affairs	Ganefi

LAPORAN DIREKSI
Report from the Board of Directors

APRESIASI

Demikian, laporan tugas Direksi atas pelaksanaan usaha Perseroan selama tahun 2019. Direksi memberikan penghargaan yang setinggi-tingginya atas kepercayaan, komitmen dan kerja sama dari seluruh pemangku kepentingan, khususnya kepada jajaran tim manajemen dan seluruh insan PELNI yang telah bekerja keras sehingga kinerja Perseroan secara keseluruhan meningkat.

Direksi juga memberikan penghargaan yang setinggi-tingginya kepada Dewan Komisaris PT PELNI (Persero). Arahan Dewan Komisaris sangat memberikan kontribusi dalam pencapaian kinerja Perseroan, sehingga mampu meningkatkan kinerja Perseroan di 2019. Juga tidak lupa kami sampaikan rasa terima kasih kepada pemegang saham, mitra kerja Perseroan dan pelanggan atas kepercayaannya terhadap PT PELNI (Persero). Dukungan dan kepercayaan yang telah diberikan merupakan hal yang sangat penting bagi keberhasilan Perusahaan dalam menjelajah serta tumbuh di tahun-tahun yang penuh tantangan di masa depan.

APPRECIATION

That is all, the report of the Board of Directors on the implementation of the Company's business during 2019. We give our highest appreciation for the trust and cooperation of all Stakeholders, especially for the management team and all insan PELNI who have worked hard so that the Company was able to increase its overall performance.

We also give our deepest appreciation to the Board of Commissioners of PT PELNI (Persero). The directtion from The Board of Commissioners gave a huge contribution for the Company in achiaving its performance, so that the Company can improve its performance in 2019.. And we also not forgetting to express our gratitude to the shareholders, our partners and our customers for their trust given to PT PELNI (Persero). Their support and trust are an essential immune to struggle and to grow in the challenging years for the success of the Company in the future.

Atas nama Direksi PT PELNI (Persero)
On behalf of the Board of Directors of PT PELNI (Persero)

Insan Purwarisya L. Tobing
Direktur Utama
President Director

PROFIL DIREKSI
Board of Directors' Profile

Insan Purwarisya L. Tobing
Direktur Utama
President Director

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
54 tahun per 31 Desember 2019
54 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Bandung, 17 Maret 1965
Bandung, March 17, 1965

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Direktur Utama sejak 26 September 2017 berdasarkan SK Menteri BUMN No.SK-210/MBU/09/2017.
Appointed as a President Director since September 26, 2017 Based on Ministry of SOEs' Letter of Decree No.SK-210/MBU/09/2017.

Masa Jabatan | Term of Serving

2017 - sekarang | (Present)

Latar Belakang Pendidikan | Educational Background

1988	Sarjana Hubungan Internasional dari Universitas Padjajaran Bachelor of International Relation from Universitas Padjajaran		

Pengalaman Kerja | Work Experiences

2017 - Sekarang (Present)	Direktur Utama PT PELNI (Persero) President Director of PT PELNI (Persero)	2012 – 2016	SVP HR Development PT Pertamina (Persero) SVP HR Development PT Pertamina (Persero)
2016 – 2017	Direktur SDM dan Umum PT PELNI (Persero) Director of HR and General Affairs at PT PELNI (Persero)	2010 – 2012	VP People Management PT Pertamina (Persero) VP People Management of PT Pertamina (Persero)
2015 – 2017	Komisaris PT Pertamina Internasional Explorasi & Produksi Commissioner at PT Pertamina Internasional Explorasi & Produksi	2007 – 2010	VP HRD PT Pertamina EP VP HRD of PT Pertamina EP
2011 – 2015	Komisaris Pertamina EP Cepu Commissioner of Pertamina EP Cepu		

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Executive Leadership Program – 1, Kementerian BUMN Executive Leadership Program – 1, Ministry of SOEs	BUMN *Great Leaders Camp,* Kementerian BUMN BUMN Great Leaders Camp, Ministry of SOEs

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DIREKSI
Board of Directors' Profile

Olih Masolich Sodikin
Direktur Usaha Angkutan Penumpang
Director of Passenger Business Transportation

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
60 tahun per 31 Desember 2019
60 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Ciamis, 22 September 1959
Ciamis, September 22, 1959

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Direktur Usaha Angkutan Penumpang sejak tanggal 03 April 2017 berdasarkan SK Menteri BUMN No. SK-62/MBU/04/2017.
Appointed as Director of Passenger Business Transportation since April 03, 2017 based on Minister of State-Owned Enterprises decision letter No. SK-62/MBU/04/2017.

Masa Jabatan | Term of Serving

2017-2022

Latar Belakang Pendidikan | Educational Background

2002	Ahli Teknika Tingkat I (ATT I) Technical Expert Level 1 (ATT I)	1988	Diklat BP3IP Strata AMK "B", Ahli Mesin Kapal "B" BP3IP Training and Edication Strata AMK, "B" Ship Engine Expert
1992	Diklat BP3IP Strata AMK "C", Ahli Mesin Kapal "C" BP3IP Training and Education Starta AMK "C", "C" Ship Engine Expert	1984	Akademi Ilmu Pelayaran (AIP) RI, Ahli Mesin Kapal "A" The School of Shipping and Science of Republic of Indonesia, "A" Ship Engine Expert

Pengalaman Kerja | Work Experiences

2017 - Sekarang (Present)	Direktur Usaha Angkutan Penumpang PT PELNI (Persero) Director of Passenger Transportation Business of PT PELNI (Persero)	2011-2012	Senior Manager Pengadaan PT PELNI (Persero) Procurement Senior Manager of PT PELNI (Persero)
2012 – 2017	Direktur Armada & Teknik PT PELNI (Persero) Director of Fleet and Engineering of PT PELNI (Persero)	2010 - 2011	Senior Manager Pemasaran & Pengembangan Usaha PT PELNI (Persero) Marketing and Business Development Senior Manager of PT PELNI (Persero)

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Komisaris Utama PT PIDC
President Commissioner of PT PIDC

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DIREKSI
Board of Directors' Profile

Muhamad Tukul Harsono
Direktur Armada
Director of Fleet

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
52 tahun per 31 Desember 2019
52 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Demak, 1 November 1967
Demak, November 1, 1967

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Direktur Armada sejak 1 Desember 2016 berdasarkan SK Menteri BUMN No. SK-263/MBU/12-2016 dan sesuai dengan SK No. 62/MBU/04/2017 tentang perubahan nomenklatur jabatan, pengalihan tugas dan pengangkatan anggota-anggota Direksi, diangkat sebagai Direktur Armada.
Appointed as a Director of Fleet since December 1, 2016 pursuant to Ministry of SOEs' Latter of Decree No.SK-263/MBU/12/2016 and in accordance with Decree No. 62 / MBU / 04/2017 concerning changes in nomenclature of positions, assignment of duties and appointment of members of the Board of Directors, appointed as Fleet Director.

Masa Jabatan | Term of Serving

2016-2021

Latar Belakang Pendidikan | Educational Background

2017	Magister Manajemen Bisnis dari Dr. Soetomo Master of Business Management from Dr. Soetomo	2007	ANT 1 dari BP3IP Sunter Podomoro ANT 1 from BP3IP Sunter Podomoro
2010	Sarjana Manajemen Personalia Bachelor of HR Management	2004	ANT II PIP Semarang ANT II PIP Semarang
2007	Master Mariner dari BP3IP Sunter Podomoro Master of Mariner from BP3IP Sunter Podomoro	1993	ANT III BPLP Semarang ANT III BPLP Semarang

Pengalaman Kerja | Work Experiences

2017 - Sekarang (Present)	Direktur Armada PT PELNI (Persero) Director of Fleet of PT PELNI (Persero)	2016	Direktur PT Dok & Perkapalan Kodja Bahari Director of PT Dok & Perkapalan Kodja Bahari
2016 - 2017	Direktur Operasi dan Pelayanan PT PELNI (Persero) Director of Operation and Service of PT PELNI (Persero)	2014 - 2016	Direktur Utama PT PIDC Anak Perusahaan PT PELNI (Persero) President Director of PT PIDC, a Subsidiary of PT PELNI (Persero)

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Komisaris PT PIDC
Commissioner of PT PIDC

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DIREKSI
Board of Directors' Profile

Oni Suprihartono
Direktur Keuangan
Director of Finance

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
50 tahun per 31 Desember 2019
50 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Jakarta, 31 Desember 1969
Jakarta, December 31, 1969

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Direktur Keuangan PT PELNI (Persero) sejak 27 Desember 2019 berdasarkan SK Menteri BUMN No. SK-339/MBU/12/2019.
Appointed as a Director of Finance since December 27, 2019 pursuant to Ministry of SOEs' Latter of Decree No.SK-339/MBU/12/2019.

Masa Jabatan | Term of Serving

2019 - 2024

Latar Belakang Pendidikan | Educational Background

2002	Magister Manajemen Universitas Gadjah Mada Yogyakarta Master Degree of Management form Gadjah Mada University Yogyakarta	1995	Sarjana Akuntansi Universitas Jenderal Soedirman Bachelor Degree of Accounting from Jenderal Soedirman Un

Pengalaman Kerja | Work Experiences

2019 - Sekarang (Present)	Direktur Keuangan PT PELNI (Persero) Director of Finance of PT PELNI (Persero)	2013	Komisaris PT Jasa Raharja Putera Commissioner of PT Jasa Raharja Putera
2016 – 2019	Komisaris PT Pupuk Indonesia Holding Company Commissioner of PT Pupuk Indonesia Holding Company	2012 – 2014	Kepala Bagian Perencanaan Kementerian BUMN Head Section of Ministry of SOEs' Planning
2013 – 2016	Komisaris Perum Jamkrindo Commissioner of Perum Jamkrindo		

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DIREKSI
Board of Directors' Profile

Ganefi
Direktur SDM & Umum
Director of HR & General Affairs

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
56 tahun per 31 Desember 2019
56 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Jakarta, 01 Agustus 1963
Jakarta, August 01, 1963

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Direktur SDM dan Umum PT PELNI (Persero) sejak 26 September 2017 berdasarkan SK Menteri BUMN No. SK-210/MBU/09/2017.
Appointed as a Director of HR and General Affairs of PT PELNI (Persero) since Sepetember 26, 2017 pursuant to Ministry of SOEs' Latter of Decree No. SK-210/MBU/09/2017.

Masa Jabatan | Term of Serving

2017-2022

Latar Belakang Pendidikan | Educational Background

1994	Magister Banking & Finance Monash University Master of Banking & Finance, Monash University	1989	Sarjana Administrasi Fiskal, Universitas Indonesia Bachelor of Fiscal Administration, Indonesia University

Pengalaman Kerja | Work Experiences

2017 - Sekarang (Present)	Direktur SDM dan Umum PT PELNI (Persero) Director of HR and General Affairs PT PELNI (Persero)	2015 – 2016	Chief Auditor Jakarta BRI Chief Auditor of BRI Jakarta
2016 – 2017	Direktur Komersial PTPN VII Director of Commercial PTPN VII	2012 – 2015	Kepala Divisi HC BRI Head of Human Capital Division BRI

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Great Leader Camp Great Leader Camp	Pemantapan Pembinaan Ideologi Pancasila dengan BUMN Strengthening Pancasila Ideology Development with BUMN

Jabatan Rangkap | Concurrent Position

Komisaris Utama RS PELNI
President Commissioner of RS PELNI

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

PROFIL DIREKSI
Board of Directors' Profile

Masrul Khalimi
Direktur Usaha Angkutan Barang & Tol Laut
Director of Freight Cargo & Tol Laut

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
49 tahun per 31 Desember 2019
49 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Mojokerto, 18 Oktober 1970
Mojokerto, October 18, 1970

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Direktur Angkutan Barang & Tol Laut PT PELNI (Persero) sejak 27 December 2019 berdasarkan SK Menteri BUMN No. SK-339/MBU/12/2019.
Appointed as a Director of Freight Cargo and Tol Laut of PT PELNI (Persero) since December 27, 2019 pursuant to Ministry of SOEs' Latter of Decree No. SK-339/MBU/12/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

2003	Sarjana Teknik Mesin Universitas Darul Ulum Jombang Bachelor Degree of Engineering from Darul Ulum University Jombang	1993	Diploma Pelayaran PIP Semarang Diploma of Marine Studies PIP Semarang

Pengalaman Kerja | Work Experiences

2019 - Sekarang (Present)	Direktur Usaha Angkutan Barang dan Tol Laut PT PELNI (Persero) Director of Freight Cargo and Tol Laut of PT PELNI (Persero)	2016 - 2017	Senior Manager PSO Senior Manager of PSO
2017 – 2019	Kepala Cabang PT PELNI (Persero) Tanjung Priok Branch Manager of PT PELNI (Persero) Tanjung Priok	2014 – 2016	Kepala Cabang PT PELNI (Persero) Semarang Branch Manager of PT PELNI (Persero) Semarang

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

BAB 03

PROFIL PERUSAHAAN

Company Profile

TTL 02
IMO 9418470

IDENTITAS PERUSAHAAN
Corporate Identity

NAMA PERUSAHAAN
Company Name

Perusahaan Perseroan (Persero)
PT Pelayaran Nasional Indonesia

NAMA PANGGILAN
Called Name

PELNI

BIDANG USAHA
Line of Business

Pelayaran
Shipping

BADAN HUKUM
Legal Entity

Perseroan Terbatas
Limited Liability Company

STATUS PERUSAHAAN
Company Status

Badan Usaha Milik Negara (BUMN)
State-Owned Enterprise (SOE)

TANGGAL PENDIRIAN
Date of Establishment

28 April 1952
April 28, 1952

TANGGAL OPERASI
Date of Operation

28 April 1952
April 28, 1952

DASAR PENDIRIAN
Establishment Deeds

Akta pendirian No. 92 tanggal 28 April 1952 yang dibuat dihadapan Raden Kadiran Notaris di Jakarta
Establishment Deeds No. 92 dated April 28, 1952 drafted before Raden Kadiran Notary in Jakarta.

KEPEMILIKAN SAHAM
Date of Operation

100% Pemerintah Indonesia
100% owned by The Republic of Indonesia Government

MODAL DASAR
Authorized Capital

Rp13.000.000.000.000

MODAL DITEMPATKAN DAN DISETOR PENUH
Subscribed and Fully Paid-in Capital

Rp7.629.900.000.000

NPWP
Tax Payer Registration Number

01.001.637.6-093.000

TDP
Company Registration Certificate

09.05.1.50.37082.

SIUP
Trade Business License

01.001.637.6-093.000

JUMLAH KARYAWAN
Total Employees

5.654 orang
5,654 employee

ALAMAT PERUSAHAAN
Company Address

Jl. Gajah Mada No. 14
Jakarta Pusat 10130

T. (021) 6334342
F. (021) 63854130
E. infopelni162@pelni.co.id

www.pelni.co.id

RIWAYAT SINGKAT PERUSAHAAN
Brief Company's History

Sejarah berdirinya PT PELNI (Persero) bermula dengan dikeluarkannya Surat Keputusan Bersama (SKB) antara Menteri Perhubungan dan Menteri Pekerjaan Umum tanggal 5 September 1950 yang isinya mendirikan Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA).

Latar belakang pendirian Yayasan PEPUSKA diawali dari penolakan pemerintah Belanda atas permintaan Indonesia untuk mengubah status maskapai pelayaran Belanda yang beroperasi di Indonesia, N.V. K.P.M *(Koninklijke Paketvaart Matschappij)* menjadi Perseroan Terbatas (PT). Pemerintah Indonesia juga menginginkan agar kapal-kapal KPM dalam menjalankan operasi pelayarannya di perairan Indonesia menggunakan bendera Merah Putih. Pemerintah Belanda dengan tegas menolak semua permintaan yang diajukan oleh Pemerintah Indonesia.

Dengan modal awal 8 (delapan) unit kapal dengan total tonage 4.800 DWT *(death weight ton),* PEPUSKA berlayar berdampingan dengan armada KPM yang telah berpengalaman lebih dari setengah abad. Persaingan

Establishment history of PT PELNI (Persero) was initiated after the issuance of Joint Decree between Minister of Transportation and Minister of Public Works on September 5, 1950 declaring establishment of Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA).

Background of PEPUSKA Foundation establishment was begun when the Government of Netherlands rejected request from Indonesia to change status of N.V. K.P.M (Koninklijke Paketvaart Matschappij), a Netherlands shipping company operated in Indonesia into a Perseroan Terbatas (PT)/ Limited Liability Company. The Government of Indonesia also wished the vessels of KPN to use Red and White flag during their shipping operations in Indonesian water territory. The Government of Netherland rmly rejected all appeals submitted by the Republic of Indonesia Government.

With initial capital of 8 (eight) units vessel with total tonange of 4,800 DWT (death weight ton), PEPUSKA sailed side to side with KPM fleets with more than half of century experience. At that time, this was such an

RIWAYAT SINGKAT PERUSAHAAN
Brief Company's History

benar-benar tidak seimbang ketika itu, karena armada KPM selain telah berpengalaman, jumlah armadanya juga lebih banyak serta memiliki kontrak-kontrak monopoli. Akhirnya pada 28 April 1952 Yayasan PEPUSKA resmi dibubarkan.

unbalanced competition not only due to bigger fleets but also monopoly contracts. Finally on April 28, 1952, Pepuska Foundation was of cially dismissed.

Pada saat yang sama didirikanlah PT PELNI (Persero) dengan berdasarkan Surat Keputusan Menteri Perhubungan No. M.2/1/2 tanggal 28 Februari 1952 dan No. A.2/1/2 tanggal 19 April 1952, serta Akta Notaris Nomor 92 tahun 1952.

At the same time, PT PELNI (Persero) was established pursuant to Minsiter of Transportation Decree Number M.2/1/2 dated February 28, 1952 and Number A.2/1/2 dated April 19, 1952 and Notarial deeds Number 92 of 1952.

Dalam perkembangannya, PT PELNI (Persero) tidak hanya melayani jasa transportasi kapal laut, Kami pun memberikan layanan paket wisata bahari ke pulau-pulau yang memiliki keindahan bawah laut dan pemandangan alam yang mengagumkan, seperti Kepulauan Raja Ampat, Wakatobi, Banda Neira, Pulau Komodo, Takabonerate, Karimun Jawa, Bunaken, Anambas, Derawan dan Tomini.

During its progress, PT PELNI (Persero) does not only provide marine vessels transportation service but also marine tourisme package to islands with beautiful underwater and landscape such as Raja Ampat, Wakatobi, Banda Neira, Komodo, Takabonerate, Karimun Jawa, Bunaken, Anambas, Derawan and Tomini Islands.

Sejak tahun 2015, PT PELNI (Persero) dipercaya Pemerintah RI sebagai operator Kapal Perintis, Kapal Tol Laut dan Kapal Ternak yang menjangkau di wilayah Indonesia.

Since 2015, PT PELNI (Persero) was mandated by the RI Government to serve as operator for Perintis, Tol Laut and Cattle Ship which covering entire Indonesian territory.

Pada tahun 2017, PT PELNI (Persero) menetapkan Tata Nilai *(Integrity, Continuous Improvement, Customer Focus, Competitive),* Budaya Perusahaan (Peduli, Ekselen, Inovasi) dan Perilaku "JUARA" (Jujur, Unggul, Adaptasi, Ramah, Akurat).

In 2017, PT PELNI (Persero) established Value (Integrity, Continuous Improvement, Customer Focus, Competitive), Corporate Culture (Care, Excellent, Innovation) and Behavior "JUARA" (Honest, Excellent, Adaptable, Friendly, Accurate).

PT PELNI (Persero) terus meningkatkan kapasitas operasional secara konsisten dan sampai dengan tahun 2019, Perseroan berhasil mengoperasikan 116 kapal secara keseluruhan, yang merupakan 26 kapal penumpang, 53 kapal perintis, 13 kapal tol laut, 3 kapal barang komersial, 1 kapal ternak dan 20 kapal rede.

PT PELNI (Persero) keep improving its operational capacity consistently and until 2019, the Company has succeed in operating 116 ships in total, which are 26 passenger ships, 53 perintis ships, 13 tol laut ships, 3 commercial cargo ships, 1 cattle ship, and 20 rede ships.

Sejak awal pendirian di tahun 1952 hingga 31 Desember 2019, PT PELNI (Persero) belum pernah melakukan pergantian nama.

Since early establishment in 1952 up to December 31, 2019, PT PELNI (Persero) has never changed name of the Company.

JEJAK LANGKAH PERUSAHAAN
The Company Milestones

1950

Terbitnya Surat Keputusan Bersama (SKB) antara Menteri Perhubungan dan Menteri Pekerjaan Umum tanggal 5 September 1950 yang isinya mendirikan Yayasan Penguasaan Pusat Kapal-kapal (PEPUSKA).

Issuance of Joint Decree (SKB) between Minister of Transportation and Minister of Public Works dated September 5, 1950 declaring Yayasan Penguasaan Pusat Kapal- kapal (PEPUSKA).

1952

PT PELNI (Persero) resmi didirikan berdasarkan Surat Keputusan Menteri Perhubungan R. Djuanda No. 2/1/2 tanggal 23 Februari 1952.

PT PELNI (Persero) was of cially established under Minister of Transportation R. Djuanda Decree Number 2/1/2 dated February 23, 1952.

1953

Perubahan status hukum PT PELNI (Persero) menjadi Perusahaan Negara (PN) dan menjadikan PT PELNI (Persero) sebagai Agen Pemerintah *(Government Agency)*.

PT PELNI (Persero) legal entity was changed into Perusahaan Negara (PN)/State Company and brought PT PELNI (Persero) as Government Agency.

1975

Perubahan status hukum PN PELNI menjadi Perusahaan Perseroan berdasarkan pada Peraturan Pemerintah Nomor 17 Maret 1973 dan Akta Notaris Nomor 31/1975.

PN PELNI legal entity was changed into Limited Liability Company under Government Regulation Number March 17, 1973 and Notarial Deeds Number 31/1975.

1981

Penyerahan pengelolaan pelayaran perintis kepada PT PELNI (Persero) dengan mengoperasikan 35 unit Kapal Perintis.

Delegation of Perintis shipping management to PT PELNI (Persero) by operating 35 units Perintis Ship.

2014

PT PELNI (Persero) mulai menggelar paket wisata *Let's Go* dan *Event on Board*.

PT PELNI (Persero) launched Let's Go and Event on Board travel package.

JEJAK LANGKAH PERUSAHAAN
The Company Milestones

2015

Penunjukkan
PT PELNI (Persero) oleh Pemerintah RI sebagai operator Kapal Perintis, Kapal Tol Laut dan Kapal Ternak yang menjangkau di wilayah Indonesia.

Appointment of PT PELNI (Persero) by The Republic of Indonesia Government as operator of Perintis, Tol Laut and Cattle vessels covering territory of Indonesia.

2016

PT PELNI (Persero) meningkatkan kapasitas armadanya dengan mengoperasikan 80 (delapan puluh) kapal.

PT PELNI (Persero) increased fleets capacity by operating 80 (eighty) vessels.

2017

PT PELNI (Persero) menetapkan Tata Nilai *(Integrity, Continuous Improvement, Customer Focus, Competitive),* Budaya Perusahaan (Peduli, Ekselen, Inovasi) dan Perilaku "JUARA" (Jujur, Unggul, Adaptasi, Ramah, Akurat).

PT PELNI (Persero) established Value (Integrity, Continuous Improvement, Customer Focus, Competitive), Corporate Culture (Care, Excellent, Innovation) and Behavior "JUARA" (Honest, Excellent, Adaptable, Friendly, Accurate).

2018

PT PELNI (Persero) menerapkan strategi bisnis berupa sinergi BUMN dan sistem operasi berbasis digital.

PT PELNI (Persero) applied SOEs synergy and operating system-digital base business strategies.

2019

PT PELNI (Persero) menetapkan Visi 2020 – 2024: "Menjadi Perusahaan Pelayaran dan Logistik Maritim Terkemuka di Asia Tenggara"

PT PELNI (Persero) establish its 2020 – 2024 Vision: "To Become Leading Maritime Shipping and Logistics Company in Southeast Asia"

BIDANG USAHA
Line of Business

KEGIATAN USAHA PERSEROAN MENURUT ANGGARAN DASAR

Sesuai Anggaran Dasar Perusahaan, maksud dan tujuan Perseroan yaitu untuk turut serta melaksanakan dan menunjang kebijaksanaan dan program pemerintah di bidang ekonomi dan pembangunan nasional pada umumnya serta pembangunan di bidang usaha pelayaran dalam dan luar negeri untuk angkutan penumpang, hewan dan barang dalam bentuk unit curah kering atau cair dengan menerapkan prinsip-prinsip Perseroan Terbatas.

KEGIATAN USAHA YANG DIJALANKAN

Sesuai dengan maksud dan tujuan pendirian Perseroan, kegiatan usaha yang diselenggarakan oleh PT PELNI (Persero) adalah:

a. Kegiatan usaha jasa pengangkutan penumpang dan barang dengan jaringan pelayaran berjadwal maupun pelayaran yang melayani permintaan tertentu.
b. Kegiatan usaha jasa keagenan usaha pelayaran.
c. Kegiatan usaha jasa pergudangan, angkutan rede dan ekspedisi/*forwarding*.
d. Kegiatan usaha jasa pemeliharaan kapal dan usaha dok/reparasi kapal.
e. Kegiatan *charter* dan *broker* kapal.
f. Kegiatan jasa konsultan, pendidikan, pelatihan dan pelayanan kesehatan.

BUSINESS ACTIVITIES BASED ON ARTICLE OF ASSOCIATION

Pursuant to Articles of Association, purpose and objectives of the Company are to participate in implementing and supporting policy and program of the Government in economy sector and national development generally as well as development in domestic and overseas shipping business for passenger, cattle and cargo as liquid or dry bulk units by implementing Limited Liability Company.

BUSINESS ACTIVITIES OF THE COMPANY

According to the purpose and objective of the Company's establishment, business activity that is operated by PT PELNI (Persero) is among others:

a. Passenger and cargo transportation business with scheduled and on demand (charter) shipping network.
b. Shipping agency service business.
c. Warehouse, rede transportation and expedition/ forwarding operation services.
d. Vessels maintenance and ship docking/reparation services.
e. Ship charter and broker services.
f. Consulting, education, training and health services.

PRODUK DAN JASA
Products and Services

JASA PERKAPALAN
Kapal 2 in 1

Kapal jenis *2 in 1* adalah kapal yang dapat mengangkut penumpang dan sejumlah kontainer, dirancang oleh Meyer Werft dan dibangun di galangan Papenburg, Jerman. Kapal *2 in 1* ini memiliki kapasitas 1.583 penumpang dan 98 kontainer. Salah satu Kapal tipe *2 in 1* ini secara resmi diberi nama KM Gunung Dempo, dibuat sejak pertengahan 2006 dan panjang 146,80 m dengan kecepatan berlayar lebih dari 20 knot.

Kapal jenis *2 in 1* beroperasi untuk memenuhi kebutuhan masyarakat indonesia bagian tengah dan timur seperti kebutuhan pokok masyarakat setempat.

Kapal Penumpang Serbaguna

Kapal jenis *3 in 1* adalah jenis kapal penumpang serbaguna yang mampu mengangkut kontainer, penumpang dan kendaraan sekaligus. Kapal Motor Dobonsolo dan Kapal Motor Ciremai adalah kapal penumpang yang telah dimodi kasi menjadi kapal jenis *3 in 1*.

Kemampuan kapal *3 in 1* PT PELNI (Persero) dalam mengangkut kontainer dan kendaraan, secara langsung berkontribusi dalam mendistribusikan kebutuhan pokok di wilayah Indonesia bagian timur yang dipasok dari kota-kota besar bagian barat seperti Jakarta, Surabaya dan Makassar.

Kapal Barang

Untuk keperluan distribusi barang logistik ke seluruh wilayah Indonesia, kami menyediakan kapal barang untuk mengangkut kargo volume besar dengan layanan terbaik dan dukungan SDM profesional.

PT PELNI (Persero) memiliki 8 armada kapal barang yaitu 3 KM Caraka dan 5 kapal barang yang dibeli menggunakan dana PMN tahun 2015. Berikut ini merupakan spesi kasi 5 kapal yang dibeli PT PELNI (Persero) dengan menggunakan dana PMN:

SHIPPING SERVICES
2 in 1 Ship

2 in 1 Ship is a type of ship with capacity to carry passenger and containers that is designed by Meyer Werft and built at Papenburg Shipyard, Germany. The 2 in 1 ship has capacity of 1,583 passengers and 98 containers. One of the 2 in 1 ships is of cially named KM Gunung Dempo and built in mid-2006 with total length of 146.80 m and sailing speed over 20 knot.

This 2 in 1 ship operates to serve public needs in the middle and east areas of Indonesia such as basic needs for those local community.

Multipurpose Passenger Ship

The 3 in 1 ship type is multipurpose passenger ship with capacity to carry containers, passenger and Vehicle simultaneously. KM Dobonsolo and KM Ciremai are passenger ships which have been modi ed into 3 in 1 ship type.

Capacity of PT PELNI (Persero)'s 3 in 1 ships in carrying containers and vehicle contribute directly in distributing groceries to Eastern Indonesia that are supplied from western major cities such as Jakarta, Surabaya and Makassar.

Cargo Ship

For logistic distirbution across Indonesian region, we provide cargo ship to carry large-volume cargo with excellent service and supported by professional personnel.

PT PELNI (Pesero) has 8 cargo fleets namely 3 MV Caraka and 5 Freight ships which is bought using PMN fund of 2015. The following is the speci cation of 5 ships bought by PT PELNI (Persero) using PMN funds:

PRODUK DAN JASA
Products and Services

1. Logistik Nusantara 1, dibangun pada tahun 1998 dengan 10822 DWT.
2. Logistik Nusantara 2, dibangun pada tahun 2006 dengan 3893 DWT.
3. Logistik Nusantara 3, dibangun pada tahun 2008 dengan 3901 DWT.
4. Logistik Nusantara 4, dibangun pada tahun 2007 dengan 3901 DWT.
5. Logistik Nusantara 5, dibangun pada tahun 2008 dengan 11184 DWT.

Kapal Tol Laut

Kapal Tol Laut dioperasikan merujuk pada:

- Peraturan Presiden RI No. 70 Tahun 2017 Tentang Penyelenggaraan Kewajiban Publik Untuk Angkutan Barang di Laut.
- Peraturan Presiden No. 71 Tahun 2015 Tentang Penetapan Dan Penyimpanan Barang Kebutuhan Pokok dan Barang Penting.
- Peraturan Menteri Perhubungan No. PM. 4 Tahun 2016 tentang Perubahan Atas Peraturan Menteri Perhubungan No. PM 161 Tahun 2015 tentang Penyelenggaraan Kewajiban Pelayanan Publik Untuk Angkutan Barang di Laut.
- Peraturan Menteri Perhubungan No. 17 Tahun 2017 tentang Tarif Angkutan Barang Di Laut Dalam Rangka Pelaksanaan Kewajiban Pelayanan Publik *(Public Service Obligation)*.

Saat ini, PT PELNI (Persero) mengoperasikan 7 (tujuh) armada Kapal Tol Laut yaitu KM Logistik Nusantara 1, KM Logistik Nusantara 2, KM Logistik Nusantara 3, KM Logistik Nusantara 4.

Jenis Muatan Kapal Tol Laut:

Merujuk pada Peraturan Presiden Nomor 71 Tahun 2015 Tentang Penetapan dan Penyimpanan Barang Kebutuhan Pokok dan Barang Penting, kategorisasi muatan Kapal Tol Laut dijelaskan sebagai berikut:

1. Logistik Nusantara 1, that was built in 1998 with 10822 DWT.
2. Logistik Nusantara 2, that was built in 2006 with 3893 DWT.
3. Logistik Nusantara 3, that was built in 2008 with 3901 DWT.
4. Logistik Nusantara 4, that was built in 2007 with 3901 DWT.
5. Logistik Nusantara 5, that was built in 2008 with 11184 DWT.

Tol Laut Ship

Tol Laut Ship is operated referring to:

- Presidential Decree No. 70 of 2017 regarding Public Service Obligation Implementation for Marine Cargo.
- Presidential Decree No. 71 of 2015 regarding Stipulation and Storing of Primary Need Goods and Valuable Goods.
- Minister of Transportation Regulation No. PM. 4 of 2016 as Amendment to Minister of Transportation Regulation No. PM 161 of 2015 regarding Public Service Obligation for Marine Cargo.
- Minister of Transportation Regulations No. 17 of 2017 regarding Marine Cargo Transportation Tariff in Public Service Obligation Implementation.

PT PELNI (Persero) currently operates 7 (seven) Tol Laut ships fleet, among others KM Logistik Nusantara 1, KM Logistik Nusantara 2, KM Logistik Nusantara 3, KM Logistik Nusantara 4.

Type of Tol Laut Ship Cargo:

Pursuant to Presidential Regulation Number 71 of 2015 regarding Stipulation and Storing of Groceries and Valuable Goods, classi cation of Tol Laut cargo is explained below:

PRODUK DAN JASA
Products and Services

Barang Kebutuhan Pokok Groceries	Barang Penting Valuable Goods
Barang Kebutuhan Pokok Hasil Pertanian : 1. Beras 2. Kedelai bahan baku tahu dan tempe Cabai 3. Cabai 4. Bawang Merah Agricultural groceries : 1. Rice 2. Soy as material for tofu and soybean cake 3. Chili 4. Onion	1. Benih yaitu benih padi, jagung, dan kedelai 2. Pupuk 3. Gas Elpiji 3 (tiga) kilogram 4. Triplek 5. Semen 6. Besi baja konstruksi 7. Baja ringan 1. Seeds, including rice, corn and soy 2. Fertilizer 3. Elpiji Gas 3 (three) kilogram 4. Plywood 5. Cement 6. Construction Steel 7. Light steel
Barang Kebutuhan Pokok Hasil Industri : 1. Gula 2. Minyak Goreng 3. Tepung Terigu Industrial groceries : 1. Sugar 2. Oil 3. Wheat Flour	
Barang Kebutuhan Pokok Hasil Peternakan dan Perikanan : 1. Daging Sapi 2. Daging ayam ras 3. Telur ayam ras 4. Ikan segar yaitu bandeng, kembung dan tongkol/tuna/ cakalang Livestock and Fisheries product groceries : 1. Meat 2. Chicken 3. Eggs 4. Fresh fish, such as milk sh, mackarel and tuna/mackarel tuna/ skipjack tuna	

Sedangkan Sesuai Permendag No 38 tahun 2018 Jenis Barang sebagaimana dimaksud dalam Pasal 2 ayat (1) huruf b ditetapkan sebagai berikut:

In addition, pursuant to Ministry of Trading Regulation No. 38 in the year of 2018 regarding types of goods as stated in article 2 paragraph (1) letter b determined as follows:

Barang Penting Lainnya
Other Valuable Goods

1. Air mineral | Mineral Water 2. Bawang Putih | Garlic 3. Garam | Salt 4. Kacang hijau | Mung bean 5. Kacang Tanah | Peanut 6. Margarin | Margarine 7. Mie instan | Noodles 8. Minuman ringan | Soft drink 9. Obat-obatan | Medecine 10. Sayuran | Vegetables	11. Susu | Milk 12. Teh | Tea 13. Kopi | Coffee 14. Ikan Kemasan Kaleng | Canned Fish 15. Biskuit | Biscuit 16. Pakaian jadi | Clothes 17. Popok bayi dan dewasa Diapers for baby and adult 18. Deterjen/sabun/pasta gigi Detergen/soap/toothpaste	19. Alat tulis/peralatan sekolah Stationery and tools 20. Gas elpiji 12 kg | Elpiji Gas 12 kilogram 21. Pakan ternak atau pakan ikan Fish and Cattle food 22. Asbes/*gypsum* | Asbestos/gypsum 23. Paku | Nails 24. Seng | Seng 25. Aspal | Bitumen

PRODUK DAN JASA
Products and Services

Kapal Ternak

PT PELNI (Persero) mengoperasikan 2 (dua) armada Kapal Ternak yaitu KM Camara Nusantara 1 dan KM Camara Nusantara 3 dengan rute Kupang – Waingapu – Tanjung Priok – Cirebon – Kupang. Kehadiran Kapal Ternak bertujuan untuk membantu Pemerintah menekan harga daging dan mensejahterakan para peternak di sentra peternakan sapi dalam negeri.

Kapal Perintis

Armada Kapal Perintis merupakan bagian dari penugasan Pemerintah kepada PT PELNI (Persero) selain Kapal Tol Laut dan Kapal Ternak. Dasar hukum pengelolaan Kapal Perintis, antara lain:

1. Peraturan Presiden Nomor 2 Tahun 2016 Tentang Penyelenggaraan Kewajiban Pelayanan Publik Kapal Perintis Milik Negara.
2. Peraturan Menteri Perhubungan RI Nomor PM. 6 Tahun 2016 tentang Penyelenggaraan Kewajiban Pelayanan Publik Kapal Perintis Milik Negara.
3. Surat Keputusan Direktur Jenderal Perhubungan Laut Nomor AL.108/7/1/DJPL-15 Tentang Perubahan Kedua Atas Keputusan Direktur Jenderal Perhubungan Laut Nomor AL.108/5/18/DJPL-15 Tentang Jaringan Trayek Dan Kebutuhan Kapal Pelayaran Perintis Tahun Anggaran 2016 Serta Ketentuan-Ketentuan Pelaksanaannya Tanggal 30 November 2015.

Saat ini, PT PELNI (Persero) melayari 46 trayek dengan 53 kapal yang terdiri dari 46 kapal utama dan 6 kapal pegganti.

Cattle Ship

PT PELNI (Persero) operates 2 (two) Cattle Ship,KM Camara Nusantara 1 dan KM Camara Nusantara 3 with route of Kupang – Waingapu – Tanjung Priok – Cirebon – Kupang. The operation of cattle ship aims to help the Government implements lower meat price and increase welfare of the breeders in domestic cow breeding center.

Perintis Ship

Perintis ship flet is part of Government's assignment to PT PELNI (Persero) besides Tol Laut and Cattle ships. Legal Frameworks of Perintis Ship management are among others:

1. Presidential Regulation Number 2 of 2016 regarding State-Owned Perintis Ship Public Service Obligation Implementation.
2. The Republic of Indonesia Minister of Transportation Regulation Number PM. 6 of 2016 regarding State-Owned Perintis Ship Public Service Obligation Implementation.
3. Marine Transportation General Directorate Decree Number Al.108/7/1/DJPL-15 as the Second Amendment on Marine Transportation General Directorate Decree Number Al.108/5/18/DJPL-15 regarding Route Network and Requirement for Perintis Shipping Vessel Budget year 2016 and Implementation Provisions dated November 30, 2015.

PT PELNI (Persero) currently navigates 46 routes with 53 ships consisting of 46 main ships and 6 replacement ships.

PRODUK DAN JASA
Products and Services

FASILITAS KAPAL

PT PELNI (Persero) menyediakan tenaga kerja profesional dan fasilitas terbaik demi kenyamanan penumpang dalam melakukan perjalanan menggunakan armada PT PELNI (Persero), meliputi:

1. Fasilitas yang umum yang tersedia di kapal:
   a. *Live Music;*
   b. *Charging Spot;*
   c. *Free* Kasur Ekonomi;
   d. Toilet;
   e. *Play Ground;*
   f. Mini *Gym;*
   g. *Jogging Track;*
   h. *Mini Theatre;*
   i. *Sun Bathing Area;*
   j. Mushola;
   k. Klinik;
   l. *Cafetaria;*
   m. *Wifi ;*
   n. *BTS on the ship;*
   o. *Hot Water;*
   p. *Cleaning Service;*
   q. TV.

2. Fasilitas permakanan:
   a. Restoran (Ruang Makan);
   b. *Bread Toaster;*
   c. *Combi Oven;*
   d. Menu Makan *(bento box);*
   e. *Additional* Suplemen (Susu UHT, biskuit kemasan dan jus botol);
   f. Air Minum dalam Kemasan *Branding* PELNI.

SHIP FACILITIES

PT PELNI (Persero) provides professional personnel and excellent facilities to ensure convenience of our passenger in using PT PELNI (Persero) fleets, among others:

1. General Ship Facilities:
   a. Live Music;
   b. Charging Spot;
   c. Free Economic Mattress;
   d. Toilet;
   e. Play Ground;
   f. Mini Gym;
   g. Jogging Track;
   h. Mini Theatre;
   i. Sun Bathing Area;
   j. Mosque;
   k. Clinic;
   l. Cafetaria;
   m. Wifi ;
   n. BTS on the ship;
   o. Hot Water;
   p. Cleaning Service;
   q. TV.

2. Dining Facility:
   a. Restaurant (Dining Room);
   b. Bread Toaster;
   c. Combi Oven;
   d. Food menu (bento box);
   e. Additional Supplements (UHT milk, biscuits and bottled juice).
   f. Mineral Water in PELNI Branding Packaging.

PRODUK DAN JASA
Products and Services

3. Event dalam kapal:
   a. *Meeting on Board;*
   b. *Tour on the ship;*
   c. *Entertainment;*
   d. *New Year Eve's Party;*
   e. *Solar Eclipse on Board;*
   f. *Photo Shoot;*
   g. *Event Charity;*
   h. *Floating Hotel.*

3. Event On Board:
   a. Meeting on Board;
   b. Tour on the ship;
   c. Entertainment;
   d. New Year Eve's Party;
   e. Solar Eclipse on Board;
   f. Photo Shoot;
   g. Charity Event;
   h. Floating Hotel.

MANAJEMEN KESELAMATAN

1. Regulasi IMO:
   - SOLAS 1974 *Consolidated* 2004 *(Chapter IX: ISM Code);*
   - MARPOL 78 *Consolidated* 2006;
   - STCW 95 (KM. 70 tahun 1998, PP No. 7 Tahun 2000 tentang Kepelautan);
   - COLREG 72 (*Collision Regulation* tahun 72).
2. *International Load Line Convention* (ILLC) 1966.

SAFETY MANAGEMENT

1. IMO Regulation:
   - SOLAS 1974 Consolidated 2004 (Chapter IX: ISM Code);
   - MARPOL 78 Consolidated 2006;
   - STCW 95 (KM. 70 of 1998, PP No. 7 of 2000 on Marine);
   - COLREG 72 (Collision Regulation in 72).
2. International Load Line Convention (ILLC) 1966.

PRODUK DAN JASA
Products and Services

***STRATEGIC BUSINESS UNIT* (SBU)**

Keagenan Kapal & Tour

1. Jenis Layanan Keagenan:
   a. *Clearance in & out;*
   b. *Bunker, Fresh Water, Provision Supply;*
   c. *Crew & Guest Attendance;*
   d. *Protecting Agent;*
   e. *Custom & Immigration Clearance;*
   f. *Layanan Sea Pollution;* dan
   g. Layanan *Garbage Removal.*

2. Tour Paket Wisata Bahari:
   a. Wisata Ka*rimunjawa;*
   b. Wisata Banda Neira;
   c. Wisata Pulau Komodo;
   d. Wisata Raja Ampat;
   e. Wisata Wakatobi;
   f. Wisata Kepulauan Seribu;
   g. Wisata Selat Lembeh *(Coming Soon)*; dan
   h. Wisata Derawan *(Coming Soon).*

Hotel Bahtera

Hotel dengan fasilitas untuk acara rapat dan pusat pelatihan dilengkapi dengan fasilitas ruang rapat berkapasitas lebih dari 200 orang dan fasilitas penunjang lainnya.

Galangan Surya Surabaya

Berdiri sejak 20 Mei 1996 dan mengerjakan kapal PT PELNI (Persero) tipe 500, yaitu KM Sangiang, KM Pangrango, KM Wilis. PT PELNI (Persero) Maintenance Facilities (PMF), proyeksi strategis yang dapat menjamin space dok dan perbaikan bagi seluruh kapal (termasuk kapal besar) yang dioperasikan oleh PT PELNI (Persero).

Bisnis Properti

Persewaaan ruang kantor dari aset gedung PT PELNI (Persero) yang tersebar di seluruh cabang PT PELNI (Persero). Selain itu, bisnis properti juga meliputi persewaan ruang beriklan di atas kapal PT PELNI (Persero) serta persewaaan toko dan cafe di atas kapal.

STRATEGIC BUSINESS UNIT (SBU)

Ship Agency & Tour

1. Type of Agency Services:
   a. Clearance in & out;
   b. Bunker, Fresh Water, Provision Supply; c. Crew Attendance;
   c. Protecting Agent;
   d. Custom Immigration Clearance;
   e. Sea Pollution Service; and
   f. Garbage Removal Service.

2. Marine Tourism Packages:
   a. Karimunjawa Tours;
   b. Banda Neira Tours;
   c. Komodo Island Tours;
   d. Raja Ampat Tours;
   e. Wakatobi Tours;
   f. Seribu Islands Tours;
   g. Selat Lembeh Tours (Coming Soon); and
   h. Derawan Tours (Coming Soon).

Bahtera Hotel

Hotel that has meeting and training center facilities equipped with meeting room facility that has capacity over 200 pax as well as other supporting facilities.

Surya Surabaya Shipyard

Established since May 20, 1996, the Shipyard handled 500- type PT PELNI (Persero) ships, such as KM Sangiang, KM Pangrango, KM Wilis. PT PELNI (Persero) Maintenance Facilities (PMF), strategic projection to guarantee docking and repair space for all vessels (including large ships) that are operated by PT PELNI (Persero).

Property Business

Rent of ce space from PT PELNI (Persero)'s building assets spread across branch of ce of PT PELNI (Persero). In addition, the property business also includes onboard advertising space rental on PT PELNI (Persero) ships as well as onboard store and café rental.

VISI, MISI, TATA NILAI, BUDAYA PERUSAHAAN & PERILAKU

Vision, Mission, Values, Corporate Culture & Behavior

PENETAPAN VISI DAN MISI

Visi dan Misi PT PELNI (Persero) telah disahkan melalui Surat Keputusan Direksi No. 81A/HK0.01/DIR/VI-2010 tentang Penetapan Visi dan Misi Perusahaan, serta dievaluasi oleh Dewan Komisaris secara periodik.

ESTABLISHMENT OF VISION AND MISSION

Vision and Mission of PT PELNI (Persero) have been authorized by Board of Directors Decree No. 81A/HK0.01/DIR/VI-2010 about the Corporate Vision and Mission establishment, also being evaluated periodically by the Board of Commissioners.

VISI
Vision

"Menjadi Perusahaan Pelayaran yang Tangguh dan Pilihan Utama Pelanggan"

"To Become a Strong Shipping Company and Customers Preferred Choice"

Tangguh :

1. Pertumbuhan perusahaan maksimal *(company's value growth)*.
2. *Center of Excellence* usaha pelayaran nasional: SDM, Produksi, Distribusi, Pelayanan, dan Keselamatan & Kesehatan Lingkungan.
3. Memiliki Jaringan Trayek Nusantara yang optimal.

Pilihan Utama Pelanggan :

1. Fokus pada pelanggan untuk memberikan pelayanan prima.
2. *Load Factor* Minimum 90% untuk penumpang dan 90% untuk barang.

Integrity :

1. Maximum growth of the company (company's value growth).
2. Centre of excellence of national marine: human resources, productions, distributions, services, environment safety and health.
3. Having optimum archipelago's route networks.

Customer's preferred choice :

1. Focus on customers, in order to give best services.
2. Load factors, minimum 90% for passengers and 90% for Goods.

MISI
Mission

1. Mengelola dan mengembangkan angkutan laut guna menjamin aksesibilitas masyarakat untuk menunjang terwujudnya Wawasan Nusantara.
2. Meningkatkan kontribusi pendapatan bagi negara, karyawan serta berperan di dalam pembangunan lingkungan dan pelayanan kepada masyarakat.
3. Meningkatkan nilai Perusahaan melalui kreativitas, inovasi, dan pengembangan kompetensi Sumber Daya Manusia.
4. Menjalankan usaha secara adil dengan memperhatikan azas manfaat bagi semua pihak yang terlibat *(Stakeholders)*, dan menerapkan prinsip-prinsip *Good Corporate Governance* (GCG).

1. Managing and developing marine transportation to ensure public accessibility to support the realization of National Outlook (Wawasan Nusantara).
2. Raising revenue contribution for the country, employees, as well as taking part on the development of environment and public services.
3. Enhancing corporate value throughout creativity, innovation and human capital competency development.
4. Operating fair business by promoting mutual bene ciary principle for all stakeholders and implementing the Good Corporate Governance (GCG).

VISI, MISI, TATA NILAI, BUDAYA PERUSAHAAN & PERILAKU
Vision, Mission, Values, Corporate Culture & Behavior

PENETAPAN TATA NILAI, BUDAYA PERUSAHAAN DAN PERILAKU

Tata Nilai, Budaya Perusahaan dan Perilaku Perseroan disahkan dalam Surat Keputusan Direksi No. 11.30/02/SK/ HKO.01/2017 Tentang Penetapan Tata Nilai Utama, Budaya Perusahaan dan Perilaku di Lingkungan PT PELNI (Persero).

ESTABLISHMENT OF VALUES, CORPORATE CULTURE AND BEHAVIOR

Values, Corporate Culture ulture and Behavior of the Company is rati ed in Director Letter Decree No. 11.30/02/SK/HKO.01 /2017 On Stipulation of The Company's Main Values, Corporate Culture and Behavior at PT PELNI (Persero) environment.

TATA NILAI
Values

INTEGRITY
Integritas

Setiap Insan PT PELNI (Persero) selalu bertindak jujur, disiplin, komitmen, konsisten antara pikiran, perkataan dan tindakan, berani menyatakan kebenaran dan dapat dipercaya sesuai ketentuan Perusahaan dan standar etika. Tata Nilai Utama ***"Integrity"*** diwujudkan dengan Perilaku **"Jujur".**

Every member of PT PELNI (Persero) always act honestly, discipline, commitment, consistent between thoughts, words and actions, dare to declare the truth and be trustworthy in accordance with Company requirements and ethical standards. **"Integrity"** of Main Values is manifested by **"Honest"** Behavior.

CONTINUOUS IMPROVEMENT
Peningkatan Berkelanjutan

Setiap Insan PT PELNI (Persero) selalu semangat melakukan perbaikan berkesinambungan untuk meningkatkan nilai tambah dan selalu menjadi yang terbaik. Tata Nilai Utama ***"Continuous Improvement"*** diwujudkan dengan Perilaku **"Unggul dan Adaptasi".**

Every member of PT PELNI (Persero) always has the spirit to make continuous improvement for increasing the additional value and always do the best. The **"Continuous Improvement"** of Main Values is manifested by **"Excellence and Adaptation"** behavior.

CUSTOMER FOCUS
Fokus pada Pelanggan

Setiap Insan PT PELNI (Persero) selalu berorientasi pada kepentingan pelanggan dan berkomitmen untuk memberikan pelayanan terbaik kepada pelanggan. Tata Nilai Utama ***"Customer Focus"*** diwujudkan dengan Perilaku **"Ramah".**

Every member of PT PELNI (Persero) is always oriented to the interests of customers and committed to provide the best service for customers. The **"Customer Focus"** of Main Values is manifested by **"Friendly"** Behavior

COMPETITIVE
Kompetitif

Setiap Insan PT PELNI (Persero) mampu berkompetisi dalam skala nasional maupun regional, mendorong pertumbuhan melalui investasi, membangun budaya sadar biaya dan menghargai kinerja. Tata Nilai Utama ***"Competitive"*** diwujudkan dengan Perilaku **"Akurat".**

Every member of PT PELNI (Persero) is able to compete in national and regional scale, encourage growth through investment, and build a cost conscious culture and appreciating performance. The **"Competitive"** of Main Values is manifested by **"Accurate"** Behavior.

VISI, MISI, TATA NILAI, BUDAYA PERUSAHAAN & PERILAKU
Vision, Mission, Values, Corporate Culture & Behavior

Untuk mendukung terwujudnya visi dan misi perusahaan, maka ditetapkan Budaya Perusahaan yang harus selalu dipelajari, dipahami, dihayati dan dilaksanakan oleh seluruh Insan PT PELNI (Persero) agar menjadi karakter atau kebiasaan seluruh insan PT PELNI (Persero). Budaya Perusahaan PT PELNI (Persero) adalah "PELNI" yang terdiri dari :

To support the realization of the company's vision and mission, and has been settled that the Corporate Culture must be learned, understood, lived and implemented by all members of PT PELNI (Persero). The Corporate Culture of PT PELNI (Persero) is as its "PELNI" slogan which consists of:

BUDAYA PERUSAHAAN
Corporate Culture

PEDULI
Care

Setiap Insan PELNI mampu bekerja tuntas, cepat tanggap dan kepedulian tinggi terhadap keselamatan, kesehatan kerja di lingkungan internal & eksternal perusahaan, mampu untuk melayani dengan tulus dan ramah serta bersikap bijaksana dalam menghadapi keluhan pelanggan internal & eksternal perusahaan.

Every member of PELNI is able to work completely, quick response and high care towards Safety, occupational health at internally & external environment of the company , and is able to serving sincerely and kindly and being wise in dealing with internal & external complaints of the company.

EKSELEN
Excellent

Setiap Insan PELNI mampu bekerja keras, tepat, akurat & berintegritas tinggi dengan melaksanakan amanah yang memberikan manfaat dan kinerja yang terbaik, selalu mengambil keputusan berdasarkan prinsip-prinsip bisnis yang kompetitif, dapat diandalkan dengan mencapai standar kualitas produk & jasa yang berdaya saing tinggi melampaui harapan pelanggan.

Every member of PELNI is able to work hard, appropriate, accurate & high integrate by carrying out the trust that provides the best bene ts and performance, always take decisions based on competitive business principles, reliable by achieving the product quality standard & high competitive services beyond customer expectations.

INOVASI
Innovation

Setiap Insan PELNI selalu berinisiatif tinggi, bersifat kreatif dan proaktif mencari peluang-peluang baru dan tantangannya, bertanggung jawab penuh untuk selalu berupaya meningkatkan daya saing tinggi berkelanjutan terhadap diri, perusahaan, dan lingkungan agar menjadi Pemenang serta mampu bersinergi luas secara optimal.

Every member of PELNI always has high initiative, creative and proactive to nd new opportunities and challenging, be responsible to make serious effort for improving high competitiveness to self, company and environment in order to be a Winner and able to synergize wide optimally.

VISI, MISI, TATA NILAI, BUDAYA PERUSAHAAN & PERILAKU
Vision, Mission, Values, Corporate Culture & Behavior

Perilaku yang merupakan acuan bertindak yang harus dipatuhi seluruh Insan PT PELNI (Persero) dalam melaksanakan aktivitas kerja sehari-hari, adalah sebagai berikut:

Behavior is a reference for action which must be obeyed by all members of PT PELNI (Persero) to daily working activities, are as follows:

PERILAKU
Behavior

J JUJUR Honest

U UNGGUL Excellent

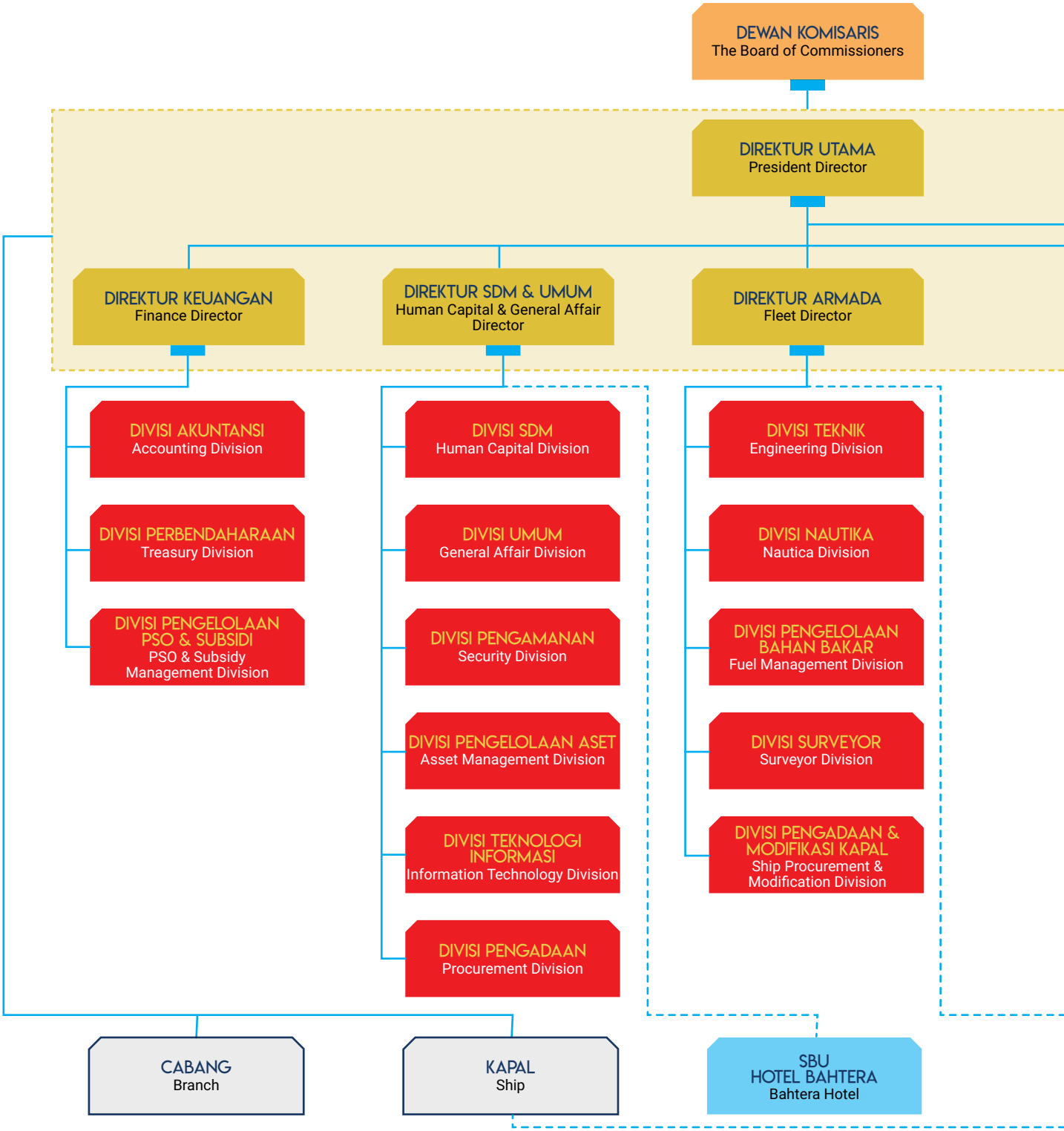
A ADAPTASI Adaptable

R RAMAH Friendly

A AKURAT Accurate

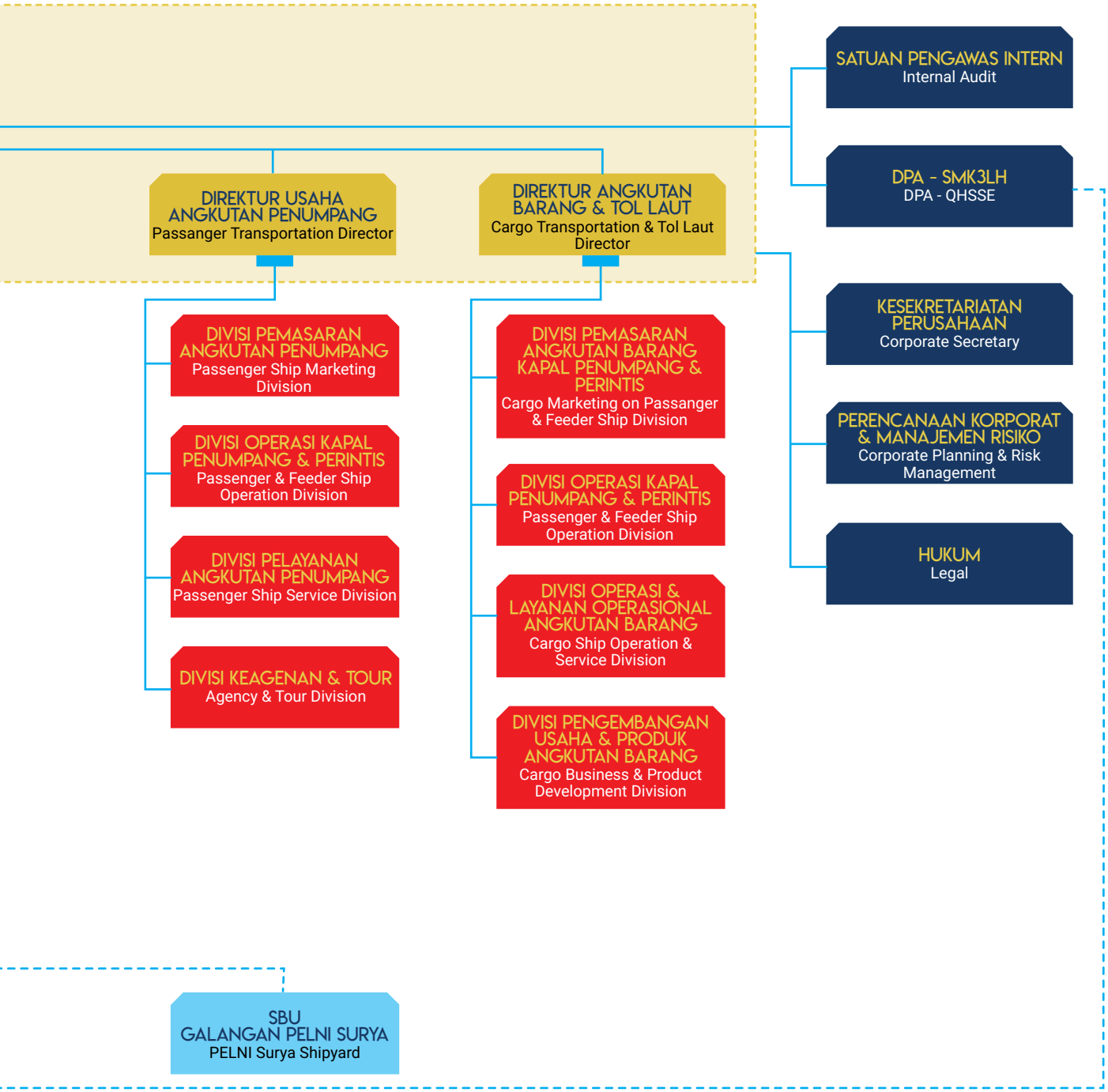
STRUKTUR ORGANISASI
Organization Structure

Struktur Organisasi disahkan dalam Surat Keputusan Direksi Nomor: 03.19/01/SK/HKO.01/2019 tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat PT Pelayaran Nasional Indonesia (Persero).

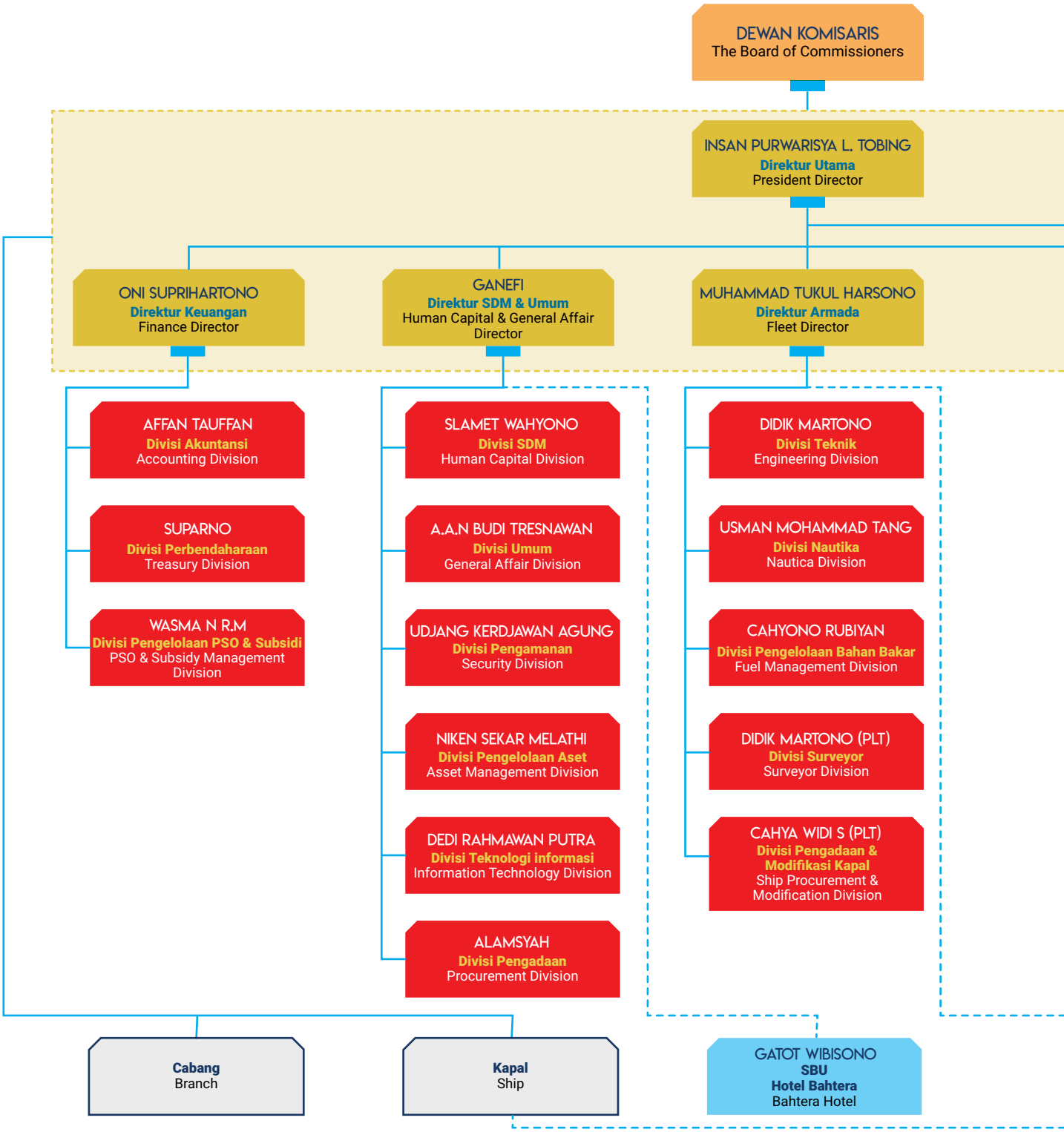


STRUKTUR ORGANISASI
Organization Structure

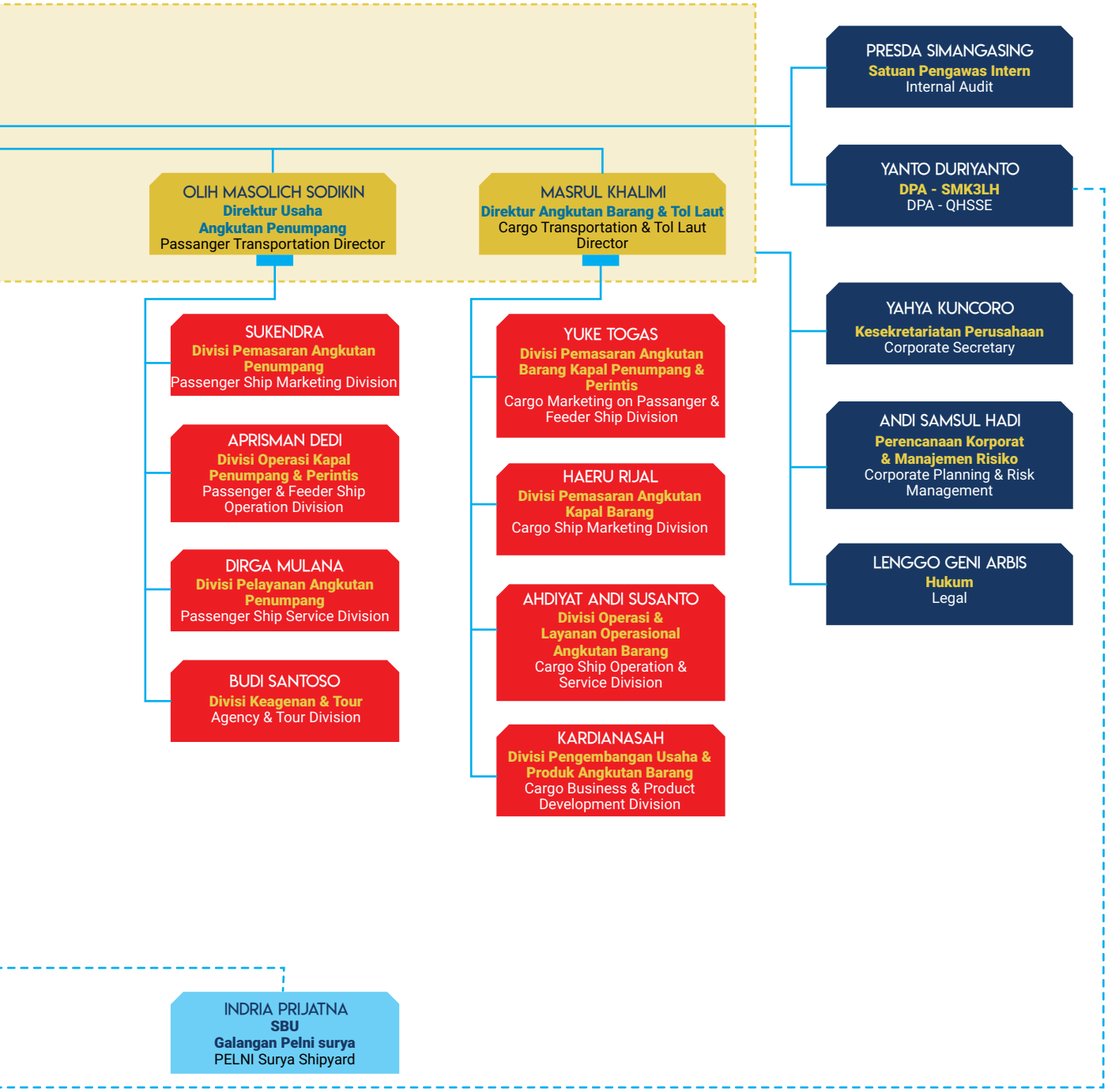
Organization structure is ratified under the Decree of Board of Directors Number: 03.19/01/SK/HKO.01/2019 regarding Organization Structure, Main Duty and Function of PT Pelayaran Nasional Indonesia (Persero).



STRUKTUR ORGANISASI
Organization Structure



STRUKTUR ORGANISASI
Organization Structure



SUMBER DAYA MANUSIA
Human Capital

KEBIJAKAN PENGELOLAAN SDM 2019 / HC MANAGEMENT POLICY IN 2019

SURVIVAL 2015
- Turn Around
- Retrenchment
- Main Business Focus
- Financial Restructuring
- **Organizational Restructuring**
- Asset Optimalization

CONSOLIDATION 2016-2017
- **Competency Assessment and Development**
- Customer Development
- **Corporate Culture Development**
- Production Facility Improvement
- Strategic Alliances

GROWTH 2018-2019
- Market Development
- New Business Development
- **Culture Strengthening**
- Production Facility Development
- Operational Excellence

Sumber : RJPP PT PELNI (Persero) tahun 2015 - 2019
Source : PT PELNI (Persero) long-term plan 2015 -2019

Sejalan dengan Rencana Jangka Panjang Perusahaan di tahun 2019, PT PELNI (Persero) melakukan Penyempurnaan pengelolaan perusahaan dengan melakukan pembaharuan dalam kebijakan dan sistem pengelolaan SDM guna menunjang Visi Misi Perusahaan. Di tahun 2019, PT PELNI (Persero) memulai untuk merumuskan beberapa aturan yang ditetapkan dalam kebijakan sebagai berikut :

1. SK Direksi nomor 03.19/01/SK/HKO.01/2019 tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat di PT PELNI (Persero);
2. SK Direksi nomor 01.02/01/SK/HKO.01/2019 tentang Struktur Organisasi & Tata Kerja Kantor Cabang PT PELNI (Persero);
3. SK Direksi nomor 05.23/05/SK/HKO.01/2019 tentang SOP Pengelolaan Pendidikan dan Pelatihan di PT PELNI (Persero);
4. SK Direksi nomor 08.12/02/SK/HKO.01/2019 tentang Formasi Unit Kerja dan Jabatan pada Lingkup Kantor Pusat PT PELNI (Persero);
5. SK Direksi nomor 08.29/02/SK/HKO.01/2019 tentang Penunjukan Pejabatan Pelaksanaan Harian (PLH) dan Pejabat Pelaksana Tugas (PLT) di PT PELNI (Persero);
6. SK Direksi nomor 08.23/03/SK/HKO.01/2019 tentang Pedoman Pakaian Dinas di Lingkungan PT PELNI (Persero);
7. SK Direksi nomor 12.27/02/SK/HKO.01/2019 tentang Penetapan daftar Proses Bisnis dan Pemetaan Tanggung Jawab (RASCI MATRIKS) di PT PELNI (Persero);

In line with the Company's Long-Term Plan in 2019, PT PELNI (Persero) made improvements to the management of the Company by updating HR management policies and systems to support Vision and Mission. In 2019, PT PELNI (Persero) began to formulate several rules set out in the following policies :

1. The Board of Directors' Decree number 03.19/01/SK/HKO.01/2019 concerning Organizational Structure, Main Duties and Functions of PT PELNI (Persero) Head Office;
2. The Board of Directors' Decree number 01.02/01/SK/HKO.01/2019 concerning Organizational Structure & Work Procedure of PT PELNI (Persero) Branch Offices;
3. The Board of Directors' Decree number 05.23/05/SK/HKO.01/2019 concerning SOP on Management of Education and Training in PT PELNI (Persero);
4. The Board of Directors' Decree number 08.12/02/SK/HKO.01/2019 concerning Work Unit and Position Formation in PT PELNI (Persero) Head Office;
5. The Board of Directors' Decree number 08.29/02/SK/HKO.01/2019 concerning Appointment of Daily Implementation Officials (PLH) and Acting Officers (PLT) in PT PELNI (Persero);
6. The Board of Directors' Decree number 08.23/03/SK/HKO.01/2019 concerning Guidelines for Office Apparel in the PT PELNI (Persero);
7. The Board of Directors' Decree number 12.27/02/SK/HKO.01/2019 concerning Determination of Business Processes and Responsibility Mapping (RASCI MATRIKS) in PT PELNI (Persero);

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Human Capital

8. SK Direksi nomor 10.28/01/SK/HKO.01/2019 tentang Perubahan atas SK Direksi nomor 12.16/01/SK/HKO.01/2017 tentang Penetapan Peraturan Dinas Awak Kapal PT PELNI (Persero);
9. SK Direksi nomor 10.22/01/SK/HKO.01/2019 tentang Pemagangan Darat dilingkungan PT PELNI (Persero);
10. SK Direksi nomor 11.18/01/SK/HKO.01/2019 tentang Penetapan Pengurus Badan Pembina Olah Raga Sosial & Seni Budaya (BAPORSOSBUD) PT PELNI (Persero).

PENGUATAN BUDAYA

Menindaklanjuti transformasi bisnis dan budaya PT PELNI (Persero) dengan dilakukannya pengenalan budaya *(Awareness)* kepada seluruh pegawai sepanjang tahun 2018 melalui Sosialisasi, Media Sosial, Video, Program *Morning Briefing* dan *Change Agent* serta *Change Leader.* Pada tahun 2019 dilakukan Penguatan Budaya Perusahaan dengan kegiatan sebagai berikut :

8. The Board of Directors' Decree number 10.28/01/SK/HKO.01/2019 concerning Amendment to number. 12.16/01/SK/HKO.01/2017 concerning Establishment of PT PELNI (Persero) Ship Crew Service Regulation;
9. The Board of Directors' Decree number 10.22/01/SK/HKO.01/2019 concerning Land Apprenticeship in PT PELNI (Persero);
10. 10.The Board of Directors' Decree number 11.18 / 01/SK/HKO.01/2019 concerning the Determination of the Board management of Social Sports & Cultural Arts (BAPORSOSBUD) of PT PELNI (Persero).

CULTURE STRENGTHENING

Following up on the business and culture transformation in PT PELNI (Persero), by introducing culture awareness to all employees during 2018 through Socialization, Social Media, Video, Morning Briefing Program and Change Agent as well as Change Leader. In 2019, Corporate Culture Strengthening will be applied by the following activities:

SUMBER DAYA MANUSIA
Human Capital

1. Program *Employee Gathering* Kantor Pusat:
   a. Direktorat Keuangan, tanggal 21 – 22 Juni 2019.
   b. Direktorat Armada, tanggal 28 – 29 Juni 2019.
   c. Direktorat Usaha Angkutan Penumpang, tanggal 12 – 13 Juli 2019.
   d. Direktorat Sumber Daya Manusia & Umum, tanggal 19 – 20 Juli 2019.
   e. Direktorat Utama, tanggal 26 – 27 Juli 2019.
   f. Direktorat Usaha Angkutan Barang & Tol Laut, tanggal 02 – 03 Agustus 2019.
2. Rakor Dit. UABTL, (28-30 Agustus 2019) Perwakilan Kantor Pusat, Kepala Cabang & *Sales Force*.
3. Rakor Dit. Armada, (19-21 September 2019) Perwakilan Kantor Pusat, Cabang dan Perwira Kapal.
4. Sosialisasi Budaya Kerja:
   a. Diklat Orientasi MT, D3, Sales, Pegawai Laut level Tamtama dan Pegawai Darat Rekrutmen bersama.
   b. FHCI Millenial BUMN.
5. Sosialisasi Admin Kapal oleh *Change Agent* ke Kapal (Kelud)
6. Implementasi Aplikasi SIPARSEL modul Kapal (Program *Change Management*):
   a. Pendampingan *Go Live* & Implementasi SIPARSEL di KM Kelud.
   b. Penunjukan Change Agent SIPARSEL.

1. Head Office Employee Gathering Program:
   a. Finance Directorate, 21-22 June 2019
   b. Fleet Directorate, 28-29 June 2019
   c. Passenger Transport Directorate, 12-13 July 2019
   d. Directorate of HC and General Affairs, 19-20 July 2019
   e. General Directorate, 26-27 July 2019
   f. Directorate of Freight and Tol Laut Transport, 2-3 August 2019
2. UABTL Directorate Coordinating Meeting, (28-30 August 2019) represented from Head Office, Head of branches & Sales Force.
3. Fleet Directorate Coordinating Meeting (19-21 September 2019) represented from Head Office, Branches and Ship Officer.
4. Work Culture Socialization:
   a. Orientation training of MT, D3, Sales, Offshore Private Officers and Joint Recruitment of Onshore employee.
   b. FHCI Millenial BUMN.
5. Ship manifest socialization to Ship (Kelud) by Change Agent.
6. Implementation of Ship Siparsel Module Application (Change Management Program):
   a. Go Live Assistant & Implementation of SIPARSEL on MV. Kelud.
   b. SIPARSEL Change Agent Appointment.

PROFIL SDM 2019

Per 31 Desember 2019, jumlah pegawai Perseroan adalah 5.654 orang dibandingkan 4.380 pegawai pada tahun 2018. Peningkatan jumlah pegawai tersebut disebabkan oleh rekrutmen yang dilakukan selama tahun 2018 dan 2019 dan penambahan armada perintis. Perseroan memberikan perlakuan dan kesempatan pengembangan karir yang setara kepada seluruh pegawai tanpa diskriminasi berdasarkan jenis kelamin, suku bangsa, agama, ras maupun hal lainnya yang bersifat diskriminasi.

Deskripsi profil SDM berdasarkan level jabatan, jenis kelamin, status kepegawaian, tingkat pendidikan dan usia pengembangan kompetensinya pada tahun 2019, sebagai berikut:

EMPLOYEE DEMOGRAPHIC 2019

By 31st December 2019, Total employee of the Company was 5.654 people compared to 4.380 people in 2018. This increase in total employees was due to the recruitment during 2018 and 2019 and Perintis fleet addition. The Company gives the equal opportunities and treatment for career path of all employees without discrimination based on gender, ethnic, religion, race and other discriminations.

Description of HR demographic based on position level, gender, employment status, education level and age of competency development in 2019, as follows:

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Human Capital

Komposisi Pegawai Berdasarkan Level Jabatan

Berdasarkan level organisasi, didominasi oleh pegawai jenjang bintara dan tamtama (setara staff/ pelaksana) sebesar 72%. Hal ini sejalan dengan model bisnis Perseroan yang lebih banyak menyerap tenaga kerja operasional di kapal.

Employee Composition based on Position Level

Based on organizational level, 72% was dominated by non-commissioned and enlisted employees (relevant staff / executives) level. This is in line with the Company's business model which absorbs more operational workforce on board.

No	Uraian Description	2019	2018	Komposisi Composition
Pegawai Darat | Ashore Employee				
A	2 - 4 (Upper Mgr.)	**59**	47	1,04%
	5 - 7 (Middle Mgr.)	**164**	161	2,90%
	8 - 9 (lower Mgr.)	**177**	193	3,13%
	10 - 13 (Staff & Officer)	**509**	394	9,00%
	14 - 16 (Adm. Officer)	**164**	196	2,90%
	Jumlah | Total	**1.073**	**997**	**18,98%**
Pegawai Laut | Offshore Employee				
B	3 - 9 (Perwira | Commissioned Officer)	**747**	728	13,21%
	10 - 12 (Bintara | Non-Commission Officer)	**414**	434	7,32%
	13 - 15 (Tamtama | Enlisted Officer)	**1.794**	1.672	31,73%
	Perintis	**1.155**	-	20,43%
	Jumlah | Total	**4.110**	**2.834**	**72,69%**
Pegawai Darat (Anak Perusahaan) | Ashore Employee (Subsidiary)				
B	2 - 4 (Upper Mgr.)	**16**	16	0,28%
	5 - 7 (Middle Mgr.)	**29**	28	0,51%
	8 - 9 (lower Mgr.)	**38**	50	0,67%
	10 - 13 (Staff & Officer)	**296**	336	5,24%
	14 - 16 (Adm. Officer)	**92**	112	1,63%
	Jumlah | Total	**471**	**542**	8,33%
Jumlah Keseluruhan | Total Number		**5654**	**4.379**	**100%**

Komposisi Pegawai Berdasarkan Jenis Kelamin

Komposisi pegawai berdasarkan jenis kelamin, 88% didominasi oleh laki-laki. Hal ini disebabkan banyaknya pekerjaan operasional yang lebih diminati dan sesuai untuk laki-laki, misalnya di cabang dan kapal, namun demikian Perseroan berkomitmen tetap memberlakukan kesetaraan gender dalam kesempatan berkarir di dalam Perseroan.

Employee Composition Based on Gender

Employee composition based on gender, 88% was dominated by men. This was due to be more desirable job operational and fitted with men such as in branches and ships. However, the Company is committed to applying gender equality in career opportunities within the Company.

Uraian Description	2019	2018	Komposisi Composition
Pria | Male	**4.992**	3.790	88,29%
Wanita | Female	**662**	589	11,71%
Jumlah | Total	**5.654**	**4.379**	**100%**

SUMBER DAYA MANUSIA
Human Capital

Komposisi Pegawai Berdasarkan Status Kepegawaian

Komposisi pegawai berdasarkan status pegawai, 61% didominasi oleh pegawai tetap yang biasa disebut pegawai organik. Adanya pegawai kontrak atau pegawai non-organik karena masih terdapat beberapa pekerjaan yang sifatnya perjanjian kerja waktu tertentu.

Employee Composition based on Employment Status

Employee composition based on employment status, 61% was dominated by permanent employees called organic employees. There were contract employees or non-organic employees due to several jobs with specific time work agreements.

Uraian Description	2019	2018	Komposisi Composition
Organik | Permanent	**3.462**	3.583	61,23%
Non Organik | Non-permanent	**2.192**	796	38,77%
Jumlah | Total	**5.654**	**4.379**	**100%**

Komposisi Pegawai Berdasarkan Tingkat Pendidikan

Berdasarkan jenjang pendidikan, 57 % didominasi oleh pegawai dengan tingkat pendidikan SMA. Hal ini sejalan dengan model bisnis Perseroan yang lebih banyak menyerap tenaga kerja di cabang dan operasional kapal. Namun demikian Perseroan tetap membekali pegawai dengan kompetensi-kompetensi yang dibutuhkan melalui pelatihan yang diberikan agar pegawai memiliki keahlian yang dibutuhkan dalam pekerjaan yang dilakukan.

Employee Composition Based On Educational Background

Based on educational background, 57% was dominated by employees with a high school background. This is in line with the Company's business model which absorbs more workers for branches and ship operations. However, the Company still provides the competencies programs for employees through training that gives expertise needed for the work operational.

Uraian Description	2019	2018	Komposisi Composition
Doktor | Doctor	**0**	0	0,00%
Pasca Sarjana | Master Degree	**53**	66	0,94%
Sarjana | Bachelor	**660**	616	11,67%
Diploma | Diploma	**463**	426	8,19%
≤ SLTA | Highschool	**3200**	2.672	56,50%
ANT I	**108**	61	1,91%
ANT II	**97**	55	1,72%
ANT III	**285**	109	5,04%
≤ ANT IV	**125**	32	2,21%
ATT I	**82**	57	1,45%
ATT II	**97**	37	1,72%
ATT III	**292**	162	5,16%
≤ ATT IV	**192**	86	3,40%
Jumlah | Total	**5.654**	**4.379**	**100%**

SUMBER DAYA MANUSIA
Human Capital

Komposisi Pegawai Berdasarkan Usia

Berdasarkan kelompok Usia, komposisi pegawai pada kelompok umur 40-49 tahun dan 50-55 tahun masing-masing adalah 31,52 % dan 26,72%. Komposisi secara umum pada tahun 2019 menunjukkan bahwa perseroan masih memiliki pegawai yang produktif untuk menjalankan bisnis ke depan. Di sisi lain perlu mempersiapkan regenerasi secara cepat untuk menggantikan pegawai yang berusia lebih dari 50 tahun.

Employee Composition Based on Age

Based on age of employee, 40-49 and 50-55 years old of employee were respectively 31.52% and 26.72%. The general composition in 2019 showed that the company still has productive employees to run the business for the years to come, and regeneration is needed to replace more than 50 years old of employees.

Uraian Description	2019	2018	Komposisi Composition
> 55	**178**	311	3,15%
50 - 55	**1.511**	1.501	26,72%
40 - 49	**1.782**	1.467	31,52%
31 - 39	**895**	618	15,83%
< 30	**1.288**	482	22,78%
Jumlah | Total	**5.654**	**4.379**	**100%**

PENGEMBANGAN KOMPETENSI SDM

Dalam rangka menjamin kelangsungan bisnis perusahaan yang berkesinambungan serta menghadapi era desruptif dengan persaingan bisnis yang semakin kompetitif, PT PELNI (Persero) senantiasa berupaya untuk terus meningkatkan semangat belajar pegawai untuk siap bertransformasi dengan meningkatkan kualitas pegawai sebagai aset utama perusahaan. Upaya tersebut diimplementasikan melalui program pelatihan dan transfer pengetahuan yang dilakukan secara berkala, dan dianggarkan untuk semua level pegawai, baik darat maupun laut sehingga setiap pegawai PT PELNI (Persero) akan mendapatkan pengetahuan dan keterampilan yang mumpuni.

Program pelatihan di Tahun 2019 terbagi menjadi beberapa jenis, diantaranya :

1. **Diklat Orientasi**
   Pelatihan Orientasi diselenggarakan bagi calon pegawai agar mengenali ruang lingkup perusahaan, fungsi dan tugas jabatannya di lingkungan perusahaan sehingga memiliki pengetahuan, pemahaman, serta sikap-sikap dasar untuk beradaptasi dengan budaya perusahaan dan siap bekerja guna mendukung perwujudan visi dan misi Perusahaan.

HR COMPETENCY DEVELOPMENT

To ensure the ongoing Company's business continuity and to face a disruptive era with increasingly competitive, PT PELNI (Persero) always strives to continuously improve employee morale to be ready to transform by improving the quality of employees as main assets. This effort is implemented by routine training programs and transferring of knowledge workshops, and is included on budget for all levels of employees, both onshore and offshore employees of PT PELNI (Persero) which will get qualified by knowledge and skills.

Training program in 2019 is divided into several types, including:

1. **Orientation education and training**
   Orientation training is given to prospective employees to recognize the scope, functions and duties in the Company so that they have knowledge, understanding, and attitudes foundation to adapt to corporate culture and ready to work to support the creation of the Company's vision and mission.

SUMBER DAYA MANUSIA
Human Capital

2. Diklat Teknis;

Pelatihan Teknis adalah pelatihan untuk jabatan-jabatan pelaksana dan staf pada fungsi-fungsi utama organisasi yang mendukung bisnis inti perusahaan, yang terdiri dari :

a. Pelatihan Tingkat Dasar
   - Pelatihan ini wajib diikuti oleh pegawai agar optimal dalam menjalankan fungsi dan tugas jabatan yang bersifat sederhana, teknis, dan berdasarkan *value chain* perusahaan.
   - Peserta pelatihan tingkat dasar adalah pegawai dengan kelas jabatan 15 dan 14.

b. Pelatihan Tingkat Mula
   - Pelatihan ini wajib diikuti oleh pegawai agar optimal dalam menjalankan fungsi dan tugas jabatan yang bersifat semi analisa, teknis, dan berdasarkan *value chain* perusahaan.
   - Peserta pelatihan tingkat mula adalah pegawai dengan kelas jabatan 13 dan 12.

c. Pelatihan Tingkat Lanjut
   - Pelatihan ini wajib diikuti oleh pegawai agar optimal dalam menjalankan fungsi dan tugas jabatan yang bersifat analisa, teknis, dan berdasarkan *value chain* perusahaan.
   - Peserta pelatihan tingkat lanjut adalah pegawai dengan kelas jabatan 11 dan 10.

3. Diklat Manajerial;

Pelatihan Manajerial diselenggarakan bagi pejabat struktural/fungsional dalam mengembangkan diri dan organisasi agar mampu melaksanakan fungsi dan tugas pokok dari jabatan-jabatan manajerial, yang terdiri dari :

a. Pelatihan Manajerial Tingkat Muda
   Pelatihan ini wajib diikuti oleh pegawai agar optimal dalam menjalankan fungsi dan tugas jabatan manajerial tingkat muda pada kelas jabatan 9 sampai 8.

b. Pelatihan Manajerial Tingkat Madya
   Pelatihan ini wajib diikuti oleh pegawai agar optimal dalam menjalankan fungsi dan tugas jabatan manajerial tingkat madya pada kelas jabatan 7 sampai 5.

2. Technical Education and Training

Technical Training is given to executive and staff positions in management functions of the organization that support the company's core business, consisted of:

a. Basic Level Training
   - This training must be attended by employees to be more optimal in carrying out the functions and duties of simple and technical job desk, and based on the Company's value chain.
   - Basic level training participants are employees with 15 and 14 position level.

b. Beginning Level Training
   - This training must be participated by employee to be more optimal in conducting the function and duties of semi-analysis, technical and based on Company's value chain.
   - Beginning level training is for 13 and 12 position level of employee.

c. Advance Level Training
   - This training must be attended by employees to be more optimal in conducting the function and duties in analysis, technical, and Company's value chain
   - Advance Level training is for 11 and 10 position levels.

3. Managerial Education and Training

Managerial training is for structural / functional officials to develop themselves and organizations in order to be able to carry out the main functions and tasks in managerial positions, which consists of:

a. Youth Managerial Training
   This basic managerial training must be attended by employees to be more optimal in conducting the function and duties in managerial positions of 9 until 8 position levels.

b. Intermediate Managerial Training
   This training must be attended by employees to be more optimal in conducting the function and duties in managerial positions of 7 until 5 position levels.

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c. Pelatihan Manajerial Tingkat Utama
Pelatihan ini wajib diikuti oleh pegawai agar optimal dalam menjalankan fungsi dan tugas jabatan manajerial tingkat utama pada kelas jabatan 4 sampai 1.

4. Pelatihan Pengayaan

Pelatihan pengayaan bertujuan untuk membekali para pegawai dengan pengetahuan, pemahaman, keterampilan dan sikap-sikap pegawai agar senantiasa dapat mengantisipasi dan menyesuaikan dengan perkembangan lingkungan bisnis serta kemajuan teknologi informasi yang menunjang keberhasilan pelaksanaan fungsi dan tugas pokok pada jabatan yang didudukinya.

Jenis pelatihan pengayaan dapat berupa lokakarya/ *workshop,* seminar, konferensi, simposium, penyuluhan/sosialiasi yang dikemas dalam bentuk *inhouse training* maupun *public training;*

5. Sertifikasi Profesi

Sertifikasi profesi adalah program pemenuhan sertifikat kompetensi pegawai berdasarkan peraturan perundang-undangan, peraturan pemerintah, atau ketentuan *International Maritime Organization* (IMO) yang berlaku dan bersifat *mandatory*.

Sertifikasi profesi terdiri dari 2 (dua) jenis yaitu :

a. Sertifikasi profesi pegawai darat;
Sertifikasi pegawai darat adalah pelatihan dengan suatu penetapan yang diberikan oleh organisasi profesional tertentu terhadap pegawai darat untuk menunjukkan bahwa pegawai tersebut mampu untuk melakukan suatu pekerjaan atau tugas spesifik.

b. Sertifikasi profesi pegawai laut.
Sertifikasi pegawai laut adalah pelatihan yang harus dilaksanakan oleh pegawai laut merujuk kepada ketentuan dari *Standards of Training, Certification and Watchkeeping* (STCW) sebagai prasyarat untuk dapat berlayar.

c. Advance Managerial Training
This training must be attended by employees to be more optimal in conducting the function and duties in top managerial positions of 4 until 1 levels.

4. Managerial Education and Training

Enrichment training aims to give knowledge, understanding, skills and behaviour to employees, so they can always anticipate and adapt to business development and information technology advances that support the success of main functions and duties in their current position.

Enrichment training is workshops, seminars, conferences, symposia, counseling / socialization which packaged in the form of in-house training and public training;

5. Professional Certification

Profession certification is employee competency certification program based on law - regulation, Government's regulation, or International Maritime Organization (IMO) regulation.

Professional Certification consists of 2 (two) types, namely:

a. Onshore employee certification
Onshore employee certification is training from a particular professional organization for onshore employees to show that the employee is capable of carrying out a specific job or duties.

b. Offshore employee certification
Offshore employee certification is a training participated by offshore employees referring to the provisions of the Standards of Training, Certification and Watchkeeping (STCW) as a requirement for sailing.

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6. Pelatihan Purnabakti

Pelatihan Purnabakti adalah pelatihan yang diselenggarakan guna membekali para pegawai yang hendak menjalani pensiun dengan pengetahuan, keterampilan, sikap mental spiritual serta kewirausahaan untuk menghadapi masa pensiun agar siap dan mampu mandiri serta tetap produktif pada saat menjalani masa pensiunnya.

6. Post-employee Training

Post-Employee Training is a training for employees who want to retire with knowledge, skills, mental and spiritual attitude and entrepreneurship to ready face retirement and be able to be independent and still productive on their retirement.

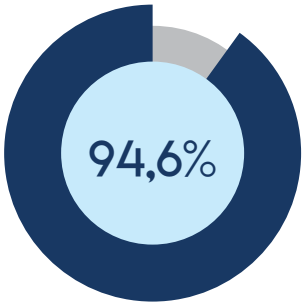
BIAYA PENGEMBANGAN KOMPETENSI PEGAWAI

Biaya yang dikeluarkan oleh perusahaan pada tahun 2019 untuk pelaksanaan kegiatan pengembangan kompetensi pegawai melalui pelatihan, pendidikan, seminar, *workshop,* sertifikasi dan beasiswa untuk pegawai laut dan darat adalah sebesar Rp22.966.763.763.

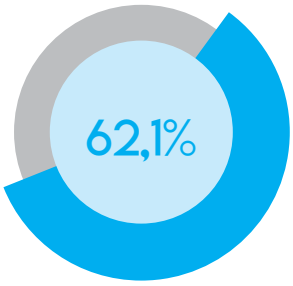
COST FOR EMPLOYEE COMPETENCY DEVELOPMENT

Costs spent by the company in 2019 for employee competency development through training, education, seminars, workshops, certifications and scholarships for offshore and onshore employees was Rp22.966.763.763.

REALISASI ANGGARAN PENGEMBANGAN SDM
Realization of the HR Development Budget



PENDIDIKAN DARAT
Ashore Training



PENDIDIKAN LAUT
Offshore Training

Anggaran Pendidikan Darat Ashore Training Budget	**Rp19.176.687.000,-**
Realisasi Pendidikan Darat Ashore Training Realization	**Rp18.138.606.993,-**
Anggaran Pendidikan Laut Offshore Training Budget	**Rp7.780.000.000,-**
Realisasi Pendidikan Laut Offshore Training Realization	**Rp4.828.156.770,-**

INDEKS KETERIKATAN PEGAWAI TAHUN 2019

Indeks keterikatan pegawai tahun 2019 berada di angka 3,99 yaitu dengan kategori hampir terikat atau *nearly engaged.* Namun berdasarkan hasil ini PT PELNI (Persero) terus berupaya untuk meningkatkan hal-hal yang menjadi perhatian sesuai dengan *Survey* Keterikatan Pegawai tersebut.

EMPLOYEE ENGAGEMENT INDEX IN 2019

Employee engagement index in 2019 was on 3.99, which is close bound or nearly engaged. By these results, PT PELNI (Persero) continues to improve matters of concern according to the Employee Engagement Survey.

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PROGRAM KERJA SDM TAHUN 2019 — **HC WORK PROGRAM 2019**

No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
1	Penyusunan Kamus Kompetensi *(soft* & teknis) Making of Competency Book (Soft & Technical)	1. Telah dilakukan penyusunan kamus kompetensi perilaku dan teknis (untuk Kantor Pusat) secara general. Has made Competency Book of conducts and technical in general (for Head office). 2. Untuk validasi dan *leveling* setiap jabatan akan dilakukan pada bulan pertama tahun 2020. Validating and leveling every position level will be made in first month of 2020.
2	*Assessment* kompetensi struktural Structural Competency Assesment	Telah dilakukan: have been done: 1. Asesmen 11 kompetensi untuk level Manager sebanyak 12 orang. Assessment of 11 Manager competencies for manager level as much as 12 people. 2. Asesmen 12 kompetensi sesuai standar kementerian BUMN sebanyak 25 orang. Assessment of 12 competencies by standard from Ministry of SOE as much as 25 people.
3	Pengukuran keterikatan pegawai sesuai dengan segmentasi dan kelompoknya (survei opini pegawai) Measurement of Employee Engagement according to Segmentation and Group (employee opinion surveys)	1. Survei opini pegawai telah dilaksanakan pada tahun 2018 dan akan secara reguler dilaksanakan 2 tahun sekali. Pelaksanaan selanjutnya akan dilaksanakan pada tahun 2020. An employee opinion survey was conducted in 2018 and will be conducted regularly every 2 years. The next survey will be carried out in 2020. 2. Indeks keterikatan pegawai tahun 2019 berada di angka 3,99 yaitu dengan kategori hampir terikat atau *nearly engaged*. Employee engagement index in 2019 was at 3.99 almost bound or nearly engaged category.
4	Rekrutmen Pegawai Darat: *New Entry, Experienced Hire* dan *Manage Service* Onshore Employee Recruitment: New entry, Experienced Hire and Manage Service	1. Rekrutmen pegawai *Professional Hire* sebanyak 4 untuk ditempatkan di Kantor Pusat. Recruited 4 Professional employees for Head Office placement. 2. Rekrutmen bersama FHCI BUMN pada bulan Juni s/d Agustus 2019 sebanyak 13 orang. Joint Recruitment of FHCI BUMN on June to August 2019 which was as much as 13 People.
5	Mutasi Pegawai Darat Onshore employee mutation	1. Secara berkala telah dilaksanakan untuk memenuhi formasi jabatan pada unit kerja. Periodically held to meet position on work unit. 2. Dengan jumlah total mutasi sebanyak 326 terdiri dari 113 rotasi dan 213 promosi. Total mutation was 326 consisting of 113 rotations and 213 promotions.
6	Rekrutmen Pegawai Laut: *New Entry, Experienced Hire* dan *Manage Service* Offshore Employee Recruitment: New entry, Experienced Hire and Manage Service	1. Rekrutmen Nakhoda dan KKM Perintis sesuai dengan Nota Dinas No. 04.16/09/ND-R/041/2019 Ijin Prinsip Rekrutmen Nakhoda dan KKM Kapal Perintis sejumlah 43 orang. Captain and Officers for Perintis Ship recruitment by Official Note No. 04.16/09/NDR/041/2019 Principle Permit for Captain and Officers of Perintis Ship recruitment totaling 43 people. 2. Rekrutmen perwira dan tamtama dengan jumlah perwira sebanyak 51 orang, tamtama sebanyak 190 orang dengan total sebanyak 241 orang. Commissioned and enlisted officers recruitment were 51 people commissioned officers and 190 people enlisted officers, totaling 241 people.
7	Mutasi Pegawai Laut Offshore employee mutation	Secara berkala telah dilaksanakan untuk memenuhi formasi jabatan pada kapal. Periodically held to meet position on Ships.
8	Pengorganikan Pegawai Laut Ikatan Dinas dan PKL Signing of commitment to work for the government after graduation for offshore employees	Pengorganikan Pegawai Laut belum terlaksana pada tahun 2019 dan akan dilaksanakan pada tahun 2020. Signing of commitment to work for the government after graduation for offshore employees have not been taken in 2019 and will be taken in 2020.
9	*Induction* Program (Orientasi Pegawai baru Laut dan darat) Introduction Program (Orientation program for Onshore and Offshore Employees	**Orientasi Pegawai Laut** Offshore Employee Orientation • Orientasi Calon Pegawai Laut Kontrak 2019, Auditorium 19-21 Agustus 2019; Contract offshore employee orientation 2019, Auditorium 19-21 August 2019; • Orientasi/ Familiarisasi Nakhoda dan KKM Kapal Perintis, Tgl. 7-9 Oktober di Kantor Pusat; Orientation/Familiarization for Perintis ship Captain and Crews, On October, 7-9 at the Head Office; • Orientasi/Familiarisasi ABK Nakhoda & KKM Kapal Perintis, Tgl. 26-27 November di Kantor Pusat; Orientation/Familiarization for Perintis ship Captain and Crews, On November 26-27 at the Head Office; • Orientasi/ Familiarisasi ABK Tamtama Kapal Perintis, Tgl. 27 November di Kantor Pusat. Orientation/Familiarization for Perintis Ship Enlisted Officers, on November 27 at Headquarters. **Orientasi Pegawai Darat** Onshore Employee Orientation • Program Orientasi D3, Sales & MT sebanyak 138 Calon Pegawai; D3, Sales & MT Orientation Program as much as 138 employees; • Diklat Orientasi Program Perekrutan Bersama FHCI BUMN Sebanyak 13 Calon Pegawai lulusan D3. 8 - 27 September 2019. Joint Recruitment of FHCI BUMN Orientation and Training program as many as 13 employees for D3 Education Level, 8-27 September 2019.

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No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
10	Pelatihan Pengembangan Perwira Kapal Commissioned Officers Development Program	Diklat Manajerial Perwira Kapal, Tgl. 19-22 November 2019. Commissioned Officers Managerial Training, on 19-22 November 2019.
11	Program Pengembangan Nakhoda (BUMN Talent) Captain Development Program (BUMN Talent)	*Business Leader Upskilling* Tahun 2019, Hotel Ibis Harmoni. Business Leader Upskilling 2019, at Ibis Hotel, Harmoni.
12	Program *Gathering* Pegawai Darat dan Laut (penguatan budaya kerja) Onshore and Offshore Employee Gathering Program (Strengthening Work Culture)	Telah dilaksanakan kegiatan penguatan budaya kerja perusahaan di Kantor Pusat: Has been held strengthening Company's work culture program at Head Office: 1. Dit. Keuangan, (21-22 Juni 2019) Finance Directorate (June 21-22, 2019) 2. Dit. Armada, (28-29 Juni 2019) Fleet Directorate (June 28-29, 2019) 3. Dit. UAP, (12-13 Juli 2019) UAP Directorate (July 12-13, 2019) 4. Dit. SDM & Umum, (19-20 Juli 2019) Directorate of HR and General Affairs (July 19-20, 2019) 5. Dit. Utama, (26-27 Juli 2019) General Directorate (July 26-27, 2019) 6. Dit. UABTL, (02-03 Agustus 2019) UABTL Directorate (August 02-03, 2019)
13	Sertifikasi Pegawai Darat dan Laut Onshore and Offshore Employee Certification	**Pegawai Laut** Offshore Employee • Sertifikasi AFF; AFF Certificate; • Sertifikasi ABLE DECK/ ENGINE; ABLE DECK/ ENGINE Certificate; • Sertifikasi SCRB; SCRB Certificate; • Sertifikasi Jaminan Mutu Keamanan; Security Quality Control Certification; • Sertifikasi Pengelasan/Shield Metal Arc Welding (SMAW) sebanyak 4 batch. Shield Metal Arc Welding (SMAW) totaling 4 Batch. **Pegawai Darat** Onshore Employee • Sertifikasi Internal Auditor ISPS - CODE; Internal Auditor ISPS - CODE Certificate; • Sertifikasi Operator *Forklift;* Forklift Operator Certificate; • Sertifikasi *lift & escalator* sertifikasi kemenaker; Lift and escalator certification from Ministry of Manpower; • Sertifikasi Ahli Pengadaan Barang/Jasa; Goods/Services Procurement Expert Certification; • Maritime Labour Convention (MLC - 2006); Maritime Labour Convention (MLC - 2006); • *Marine Surveyor;* Marine Surveyor; • Pelatihan Dasar-Dasar Audit; Audit Basic Training; • Pelatihan Komunikasi dan Psikologi Audit; Audit Communication and Psychology Training; • Ahli K3 Listrik; Electrical OHS Expert; • *Training & Certification* ISO 31000 Series 1: ERM Fundamentals; ISO 31000 series 1: ERM Fundamentals Training and Certification; • Pendidikan khusus profesi advokat (PKPA); Advocate Special Professional Education Program; • *Training* CSO *(Company Security Officer);* CSO Training; • Diklat Audit Intern Tingkat Dasar 1; Internal Audit Training and Education Level 1; • Sertifikasi *Supply Chain Manager;* Supply Chain Manager Certification; • Diklat Auditor SMK & LH; SMK & LH Auditor Training and Education; • Diklat NEBOSH; NEBOSH Training and Education; • Diklat Internal Auditor Tingkat Dasar II; Internal Auditor Training and Education Level II;

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No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
		• Brevet A&B terpadu; Integrated Brevet AB; • Diklat Sertifikasi Pengelolaan Tugas – Tugas Audit; Audit Management Certification; • Diklat dan sertifikasi ahli kepabeanan a/n Ade Candra Kustian; Custom Expert Training and Certification in the name of Ade Candra Kustian; • Sertifikasi ISO 31000 Series 2 : *Risk Assessment Techniques;* ISO 31000 Series 2: Risk Assessment Techniques Certification; • Diklat Audit Tingkat Lanjut. Advance Audit Training and Education.
14	*In House Training* (Pengayaan : Seminar dan *Workshop*) untuk pegawai laut dan darat In House Training (Enrichment: Seminar and Workshop) for Offshore and Onshore Employee	**Pegawai Laut** Offshore Employee • Program *in house training* motivasi (ESQ); In house training-Motivation (ESQ) program; • *In House Training Hospitality* dan F&B *(Food & Beverage Service – 5 batch;* In House Training Hospitality and F&B (Food and Beverage Services) - Batch 5; • *Training F&B Product* Pegawai Laut (ABK) KM Kelud tanggal 14-19 September 2019; F&B Products Training for MV. Kelud Crews on September 14-19, 2019; • EUT *(END USER TRAINING)* Aplikasi Siparsel Modul Oracle SCM Batch I & II; EUT (END USER TRAINING) of Siparel Application Module Oracle SCM Batch I & II; • *Refreshment Training* ISM-Code dan ISPS-Code – *14 batch;* ISM and ISPS Codes Refreshment Training - Batch 14; • *In House Training Marine Accident & Investigation – 2 batch;* In House Training Marine Accident & Investigation - Batch 2; • Sosialisasi dan Implementasi Program Aplikasi Admin Kapal – *5 batch;* Socialization and Implementation Program of Ship Manifest Application • Sosialisasi Polis Asuransi *Marine Hull and Machinery* dan *Training Safety Management/ Risk Management;* Marine Hull and Machinery Insurance Policy Socialization and Safety Management/Risk Management Training; • Program *Food Safety Training;* Food Safety Training Program; • Pelatihan Teknis Permesinan Kapal - Turbocharge. In house training - Motivation (ESQ). **Pegawai Darat** Onshore Employee • Pelatihan Teknis Aplikasi SPSE V.4.3; Technical SPSE V.4.3 Application Training; • *Workshop assessment GCG* PT PELNI (Persero) – *2 Batch;* GCG Assessment of PT PELNI (Persero) Workshop - Batch 2; • Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) – *11 Batch;* Document (E-office) application training - Batch 11; • Pelatihan penyusunan rencana jangka panjang perusahaan (RJPP); Company Long-Term Plans Preparation Training; • *Workshop Integrating Balanced Scorecard and Risk Management 2019;* Integrating Balance Scorecard and Risk Management Workshop 2019; • Sosisalisasi program sales tahun 2019; Sales Program Socialization 2019; • *Training* MC; MC Training; • Pelatihan kurikulum dan silabus BUMN University; Curriculum and syllabus of BUMN University Training; • Pelaksanaan *End User Training* (EUT) aplikasi siparsel; End User Training of siparsel application; • *In House Training Marine Accident And Investigation;* In house training - marine accident and investigation; • Seminar *Time management;* Time management Seminar; • Seminar Penyelesaian Masalah Komunikasi dengan HORENSO; Communication problem solving seminar cooperating with HORENSO; • *Training Effective Communication Skill – 2 batch;* Effective Communication Skill Training – batch 2; • Pelatihan Program *Workshop Collaboration For Growth In Vuca Era – 3 batch;* Workshop Collaboration For Growth In Vuca Era Program - Batch 3; • Diklat Cabang & *Manage Service* Pengelolaan Embarkasi dan Debarkasi Penumpang; Passenger Embarkation and Debarkation Management Training for Branches and Manage Service; • Pelatihan Teknis Permesinan Kapal - Turbocharge; Technical Ship engine - Turbocharge Training; • Sosialisasi Pedoman Pengadaan Barang & Jasa – *4 Batch.* Socialization of Goods and Services Procurement Guidelines - Batch 4;

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No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
15	*Public Training* (Pengayaan : Seminar Dan Workshop) untuk pegawai laut dan darat Public Training (Enrichment: Seminar and Workshop) for onshore and offshore employees	**Pegawai Laut** Offshore Employee • Diklat Pengelasan/Shield Metal Arc Welding (SMAW) – 4 Batch. Shield Metal Arc Welding (SMAW) education and training - Batch 4. **Pegawai Darat** Onshore Employee • *Training* Tanggap Darurat Kebakaran Kapal Di Laut; Fire Fighting Response On Board Training; • Program *Assessor Preparation Course* (APC) KPKU BUMN; Assessor Preparation Course of KPKU BUMN; • Lokakarya Kiat dan Strategi Penyusunan HPS, Pengadaan dan Penunjukan Langsung; Tips and Strategies for Preparation of Self-Estimated Pricing, Procurement and Direct Appointment Workshop; • Seminar Nasional Implementasi Peraturan Presiden Ri Nomor 54/2018 Tentang Strategi Nasional Pencegahan Tipikor Untuk Mencapai *Good Governance* 2019; Implementation of the President of Republic of Indonesia Regulation Number 54/2018 concerning National Strategy for the Prevention of Corruption to Achieve Good Governance 2019; • Pelatihan interpretasi KPKU BUMN Tahun 2019; Interpretation of KPKU BUMN Training 2019; • Pelatihan sistem manajemen terintegrasi (Strategi, kinerja, proses & resiko); Integrated management system training (Strategy, performance, process & risk); • Seminar *How to Create a Great Innovative Leader* 13 Maret 2019; How to create a Great Innovative Leader Seminar, on 13rd March 2019; • Seminar Nasional "Pencapaian Lingkungan Kerja Kondusif dan Produktif Melalui Pencapaian K3 Bersama BPJS; "Pencapaian Lingkungan Kerja Kondusif dan Produktif Melalui Pencapaian K3 Bersama BPJS" National Seminar; • Sosialisasi Aplikasi SIPTL Versi 2 dan Pengenalan Aplikasi SIKAD; SIPTL Version 2 Socialization and Introducing SIKAD Aplication; • Pelatihan *Business Process & Accountability Mapping Matrix*; Business Process & Accountability Mapping Matrix Training: • Pelatihan *Performance Management System;* Performance Management System Training; • Pelatihan *Job Description;* Job Description Training; • Pelatihan *Workload Analysis;* Workload Analysis Training; • Pelatihan *Reward Management;* Reward Management Training; • Pelatihan *Technical Competency;* Technical Competency Training; • Pelatihan *Behavioral Competency;* Behavioral CompetencyTraining; • Kongres & Musyawarah Nasional Forum Humas BUMN; National Congress & Deliberation Forum of Public Relations of SOE; • *Workshop Annual Report* Berbasis Kriteria ARA 2018; Annual Report - ARA 2018 Base Workshop; • Seminar Transformasi Manajemen; Management Transformation Seminar; • Forum Komunikasi Petugas Pelayanan Pimpinan Tahun 2019; Leadership Service Officers Communication Forum 2019; • *Workshop Content Every Think* PFN; Content Every Think PFN Workshop; • Pelatihan manajemen operator terminal dan Badan Usaha Pelabuhan (BUP) Terminal operator and Port Business Entity (BUP) management training; • *Workshop* Manajemen Dana Pensiun; Pension Fund Management Workshop; • *Training dan Workshop GCG Self Assessment:* Skoring Penilaian GCG dan Pendalaman Materi Indikator berdasarkan SK 16; GCG Self-Assessment Training and Workshop: Scoring of GCG Assessment and Deepening of Material Indicators based on Decree 16; • Webinar *Training Series L&D transformation* kunci sukses Implementasi *Corporate e-learning;* A Key To Success in Implementing Corporate e-learning Training Series L&D Transformation; • *Workshop for non HR* membangun kompetensi mengelola SDM dengan profesional, tepat dan efektif; Workshop for non HR "build competency in managing a professional, appropriate and effective HR"; • Pelatihan digital marketing strategi *for hospitality;* Digital Marketing Strategy for Hospitality Training;

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No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
		• Bimtek dan pelatihan pemadam kebakaran; Fire Fighting Drill Education and Training; • *Warehouse management;* Warehouse management • *Workshop* persaingan usaha dalam perspektif hukum dan tatacara penanganan perkara; Business competition in legal perspective and case handling procedures Workshop; • Pelatihan Sistem Manajemen Terintegrasi (Strategi, Kinerja, Proses, dan Risiko): Konsep, *Tools*, Implementasi; Integrated Management System Training (Strategy, Performance, Process and Risk): Concepts, Tools, Implementation; • Kursus Bahasa Inggris *Online* Tahun 2019 – *2 batch;* Online English Course 2019 - Batch 2; • Pelatihan Manajemen Perawatan Bangunan Gedung dan Fasilitas; Building and Facilities Maintenance Training; • *Workshop* optimalisasi aset BUMN dan anak perusahaan untuk peningkatan nilai perusahaan dan aspek yuridis; Optimizing the assets of SOE and subsidiaries to increase company value and juridical aspects Workshop; • *Strategic Discussion Forum and Sharing Best Practices "Sharing the future Role for Corporate Secretary Adapting In An Era Of Disruption* tanggal 26-27 September 2019; "Sharing the future Role for Corporate Secretary Adapting In An Era Of Disruption" Strategic Discussion Forum and Sharing Best Practices on September 26-27, 2019; • *Workshop* Hukum Korporasi di lingkungan BUMN; Legal Corporation within SOE workshop; • Manajemen umum dana pensiun; Pension Fund Management; • Seminar *Content Every Think* dengan Tema : *"How To Win Audience Trough Social Media Contents & Strategy";* Content EveryThink Seminar : "How To Win Audience Trough Social Media Contents & Strategy"; • Seminar *Content Every Think* dengan Tema : *"The Emerge of Youtube Universe";* Content EveryThink Seminar : "The Emerge of Youtube Universe"; • *Workshop* Nasional Dua Hari "Penerapan Ketentuan Peraturan Menteri Ketenagakerjaan RI No. 11 Tahun 2019; 2 Days National Workshop "Penerapan Ketentuan Peraturan Menteri Ketenagakerjaan RI No.11 Tahun 2019"; • *Workshop* Hubungan Industrial di BUMN dan anak Perusahaan dalam era industri 4.0; Industrial Relationship Across SOE and Subsidiaries in the era of Industry 4.0 Workshop; • Seminar Nasional dan *Focus Group Discussion* Perpajakan BUMN 2019; 2019 BUMN Taxation National Seminar and Focus Group Discussion; • Seminar nasional sehari " Optimalisasi pemberantasan & pencegahan tipikor & grafitasi sesuai PERPRES nomor 24 tahun 2018; "Optimizing eradication and prevention of corruption & gratification according to Presidential Regulation number 24 of 2018" One Day National Seminar; • Audit Forensik dasar; Basic forensic audit; • *Strategic Discussion Forum & sharing best practices " Digital Leadership Leading in fast changging digital age";* Strategic Discussion Forum & sharing best practices " Digital Leadership Leading in fast changging digital age" • *Workshop* "Brand Psitioning where are you now"; "Brand Psitioning where are you now" Workshop; • *Workshop* nasional tentang hukum ketenagakerjaan & hubungan Industrial; Workshop nasional tentang hukum ketenagakerjaan & hubungan Industrial • Pelatihan *Risk Assesment;* Risk Assesment Training; • *Workshop* 2 hari audit berbasis resiko & audit kinerja penjegahan tipikor dalam pengadaan barang & jasa pada korupsi BUMN,BLU/D Kementrian, Lembaga, SKPD tahun 2019. 2-day workshop risk-based audit & performance audit of Corruption Prevention in procurement of goods & services in BUMN, BLU/D Ministry, Institution, SKPD in 2019.

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No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
16	Diklat Penjenjangan Teknis Technical Grading Training	• Diklat Penjenjangan Teknis Tingkat Lanjut Angkatan IX, Tgl. 2-6 September 2019 di Hotel Bahtera; Advanced Level Technical Grading Training Batch IX, on 2-6 September 2019 at Bahtera Hotel; • Diklat Penjenjangan Teknis Tingkat Mula Angkatan VIII, Tgl. 14-18 Oktober 2019 di Hotel Ibis Harmoni; Middle Level Technical Grading Training Batch VIII, on 14-18 October 2019 at Ibis Hotel, Harmoni; • Diklat Penjenjangan Teknis Tingkat Dasar Angkatan VII, Tgl. 5-8 November 2019 Di Hotel Ibis Harmoni. Basic Level Technical Grading Training Batch VII, on 5-8 November 2019 At Ibis Hotel, Harmoni.
17	Diklat Penjenjangan Managerial Managerial Grading Training	• Diklat Penjenjangan Managerial Tingkat Madya Angkatan XI Tahun 2019 Tanggal 8-12 Juli 2019 Di Hotel Ibis Harmoni Jakarta; Middle Level Managerial Grading Training Batch XI, on July 8-12, 2019 at Ibis Hotel, Harmoni, Jakarta; • Diklat Penjenjangan Managerial Tingkat Muda Angkatan XI, Hotel Bahtera Cipayung 12-16 Agustus 2019. Basic Level Managerial Grading Training Batch XI, on 12-16 August 2019 at Bahtera Hotel, Cipayung.
18	Program Pengembangan Eksekutif (BUMN Talent) Executive Development Program (BUMN Talent)	*Business Leader Upskilling* Tahun 2019, Hotel Ibis Harmoni Tanggal 22-23 Juli 2019. Business Leader Upskilling 2019, on 22-23 July 2019 at Ibis Hotel, Harmoni.
19	Program Pengembangan *Internal Trainer* Internal Trainer Development Program	• *Microteaching internal trainer development program* pada tanggal 29 Agustus 2019 di kantor pusat PT PELNI (Persero); Microteaching internal trainer development program, on 29 August 2019 at Head Office of PT PELNI (Persero); • *In house training for trainer* pada tanggal 24-26 September 2019. In house training for trainer, on 24-26 September 2019.
20	Program Purnabakti (Pegawai Laut dan darat) Post Employee Program (Offshore and Onshore Employees)	**Pegawai Laut** Offshore Employee • Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 20-23 Agustus 2019 di Hotel Harris Bandung; "Success Retirement Program" (Post-Employee) Offshore Employees 2019 Training, on 20-23 August 2019 at Harris Hotel, Bandung; • Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 12-15 November 2019 di Bandung. "Success Retirement Program" (Post-Employee) Offshore Employees 2019 Training, on 12-15 November 2019 in Bandung. **Pegawai Darat** Onshore Employee • Pelatihan *"Success Retirement Program 2019"* (Pra purnabakti) Pegawai Darat pada tanggal 8-11 April 2019 di Hotel Harris Bandung; "Success Retirement Program" (Post-Employee) Onshore Employees 2019 Training, on 8-11 April 2019 at Harris Hotel, Bandung; • Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai darat 2019, pada tanggal 12-15 November 2019 di Bandung. "Success Retirement Program" (Post-Employee) Onshore Employees 2019 Training, on 12-15 November 2019 in Bandung.
21	Sosialisasi dan Internalisasi Budaya Perusahaan Socialization and Internalization of Corporate Culture	1. Lomba Pemilihan Putra Putri Duta PELNI 2019 (25 April 2019). "Putra Putri Duta PELNI 2019" Contest (25 April 2019). 2. Program Penguatan Budaya Kerja *(Employee Gathering)* di Kantor Pusat. Work Culture Strengthening Program (Employee Gathering) at Head office; 3. Rakor Dit.UABTL. UABTL Directorate Coordinating Meeting. 4. Sosialisasi Budaya Kerja di Diklat Orientasi dan FHCI BUMN. Work Culture Socialization in Orientation Training and FHCI BUMN. 5. Sosialisasi Admin Kapal oleh *Change Agent* ke Kapal (Kelud). Ship Manifest Socialization by Change Agent on Ship (MV. Kelud). 6. EUT Aplikasi SIPARSEL modul Kapal *(Program Change Management):* EUT of SIPARSEL Ship Module Application (Change Management Program): • Pendampingan Go Live & Implementasi SIPARSEL di KM Kelud; Go Live Assistance & SIPARSEL Implementation on MV. Kelud; • Penunjukan *Change Agent* SIPARSEL. Appointment of SIPARSEL Change Agent.

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No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
22	Kajian Pedoman PKP Individu Review of Individual PKP Guidelines	1. Pelaksanaan *Performance Management System* dilakukan pada tahun 2020 dalam hal *review* metode dan penyusunan KPI sampai dengan level Individu. Implementation of the Performance Management System carried out in 2020 by method review and preparation of KPI until the Individual level. 2. *Review* penyusunan *coaching* dan *mentoring* dalam penyusunan *Reward Management* dan *Review* penyusunan Insentif Kinerja. Reviewed coaching and mentoring in the preparation for Reward Management and Performance Incentives. 3. Sampai sistem penilaian kinerja yang disempurnakan selesai, maka sistem penilaian yang eksisting tetap berjalan. Waiting improved performance appraisal system is complete, then the existing appraisal system continues to run.
23	Survei Indeks Kesehatan Budaya Perusahaan Survey for Corporate Culture Soundness Index	1. Survei Indeks Kesehatan Budaya Perusahaan telah dilaksanakan pada tahun 2018 dan akan secara reguler dilaksanakan 2 tahun sekali. Pelaksanaan selanjutnya akan dilaksanakan pada tahun 2020. A survey for the Company's Cultural Health Index was conducted in 2018 and will be held regularly every 2 years. The next survey will be carried out in 2020. 2. Pada tahun 2018 dilakukan Indeks Kesehatan Budaya Perusahaan dan PT. PELNI (Persero) ada pada skor 16 yang menggambarkan bahwa PT. PELNI (Persero) ada pada Budaya Organisasi KURANG SEHAT memerlukan beberapa penyesuaian minor (dimana semakin kecil skala semakin sehat budaya organisasi) n 2018 the Company's Cultural Health Index and PT. PELNI (Persero) was at 16 score which is LESS HEALTH Organizational culture that requires some minor adjustments (where the smaller scale make the healthier organizational culture).
24	Pembuatan video *Safety Induction* Making of Video Safety Induction	1. Telah dilakukan proses pengadaan pembuatan video *safety induction.* The procurement of video safety induction has done. 2. Pelaksanaan pembuatan video *safety induction* sendiri akan dilaksanakan pada tahun 2020. The implementation of making video safety induction will be carried out in 2020.
25	Menyusun SOP Pengelolaan Pendidikan dan Pelatihan Prepared SOP for Education and Training management	SK 05.23/05/SK/HKO.01/2019 tentang SOP Pengelolaan Pendidikan dan Pelatihan. Decree 05.23/05/SK/HKO.01/2019 concerning SOP for Education and Training Management.
26	Menyusun SOP Pengelolaan dan Perencanaan SDM Prepared SOP for Internal Coaching and Mentoring Guidelines	SK Pola Pengembangan Karir Pegawai masih dilakukan revisi. Decree for Employee Career Path is under revision.
27	Menyusun SOP Pedoman Internal *Coaching* dan *Mentoring* Prepared SOP for Internal Coaching and Mentoring Guidelines	1. Penyusunan SOP Internal *Coaching* dan *Mentoring.* Prepared SOP for Internal Coaching and Monitoring. 2. *Benchmark* ke beberapa perusahaan yang telah menerapkan *coaching* dan *mentoring.* Benchmark to some companies which applied coaching and mentoring.
28	*Cleansing* Data Pegawai Cleansing Employee Data	1. Konten Aplikasi Personnel Administration dan kode Organisasi & Jabatan sesuai SO & Formasi baru 2019 telah disusun. Content of Personnel Administration Application and Organization & Position code according to SO & New Formation 2019 has been compiled. 2. Hal-hal yang telah selesai adalah, sbb : Things that have been completed, among others: • BRS Manajemen Organisasi & Jabatan; BRS Management of Organization & Position; • BRS Manajemen Rekrutmen Pegawai Darat & Laut; BRS Management of Onshore and Offshore Employee Recruitment; • BRS Manajemen Kontrak Pegawai Darat & Laut; BRS Management of Onshore and Offshore Employee Contract; • BRS Manajemen Mutasi Pegawai Darat & Laut. BRS Management of Onshore and Offshore Employee Mutation.
29	Implementasi aplikasi HCM Implementation of HCM application	
30	Implementasi E-Learning E-Learning implementation	1. Materi e-learning yang telah selesai disusun antara lain: Pengenalan *Product Knowledge* PT PELNI (Persero) dan *Service Excellent.* e-learning module has been prepared, among others; Introduction to Product Knowledge and Service Excellent of PT PELNI (Persero). 2. Selanjutnya akan dilaksanakan proses pembuatan materi *shipping practice.* Then will be taken making process of shipping practice module.

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No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
31	Restrukturisasi Organisasi dan *Strategic Workforce Planning* Organization Restructuring and Strategic Workforce Planning	Kajian penyempurnaan Struktur Organisasi telah selesai dilakukan dan masih akan disosialisasikan kepada Direktur Usaha Angkutan Penumpang dan Direktur Usaha Angkutan Barang dan Tol Laut. Improvement Review of the Organizational Structure has been completed and will still be socialized to the Director of Passenger Transport Business and the Director of Freight and Tol Laut Business.
32	Penyusunan Jobdesk sesuai *Accountability Mapping* Prepared Jobdesk according to Accountability Mapping	1. SK Direksi nomor 12.27/02/SK/HKO.01/2019 tentang Penetapan daftar Proses Bisnis dan Pemetaan Tanggung Jawab (RASCI MATRIKS) di PT PELNI (Persero). Decree of the Board of Directors number 12.27/02/SK/HKO.01/2019 concerning Determination of Business Processes and Responsibility Mapping (RASCI MATRIKS) of PT PELNI (Persero). 2. Untuk penyusunan *Job Description* akan diselesaikan di tahun 2020. And Job Description will be completed in 2020.
33	*Review* Skala Upah Salary Scheme Review	Struktur Upah telah diatur dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 tentang Pengupahan di lingkungan PT. PELNI (Persero) tanggal 31 Juli 2019 terdiri dari: Salary structure has been regulated in the Decree of the Board of Directors Number: 07.31/03/SK/HKO.01/2019 concerning Wages within PT. PELNI (Persero) dated July 31, 2019 consisted of: 1. Upah Pokok yaitu upah yang diterima oleh pegawai tetap setiap bulannya tidak dipengaruhi oleh kehadiran, namun dipegaruhi oleh golongan dan masa kerja. Basic Salary is received by permanent employees each month that are not affected by attendance, but by classes and years of service. 2. Tunjangan tetap yaitu tunjangan yang diberikan kepada pegawai tetap setiap bulan berdasarkan kelas jabatan dan tidak dipengaruhi oleh kehadiran maupun prestasi pegawai itu sendiri. Permanent benefits are given to permanent employees every month based on class position and are not influenced by the attendance or achievement of the employee itself. 3. Tunjangan Tidak Tetap yaitu tunjangan yang diberikan kepada pegawai tetap berupa insentif prestasi (IP) yang dipegaruhi oleh kehadiran dan berlaku bagi pegawai darat maupun pegawai laut berdasarkan kelas jabatan. Non-Permanent Benefits are given to permanent employees in the form of performance incentives (IP) that are affected by attendance and apply to both onshore and offshore employees based on class position.
34	Kegiatan Rapat Bipartit Bipartite Meeting	Kegiatan Rapat belum dilakukan pada tahun 2019 dikarenakan masih dilakukan verifikasi keanggotaan Serikat Pekerja oleh KEMENAKER. Meeting activities have not been conducted in 2019 due to the Trade Union membership still being verified by the Ministry of Manpower.
35	*Mapping* kompetensi berdasarkan hasil asesmen Competency Mapping Based on Assessment Results	1. Sudah dilakukan pemetaan hasil assesmen untuk dilakukan pengembangan kompetensi. Mapping of assessment results has been carried out to develop competencies. 2. Pelaksanaan penyusunan kompetensi perilaku dan kompetensi teknis juga sedang dilakukan pada akhir tahun 2019 Implementation of behavioral and technical competencies was also being carried out at the end of 2019.
36	*Training Needs Analysis* Training Needs Analysis	1. Sudah didapatkan standar dan Metode untuk penyusunan Training Need Analysis untuk setiap Direktorat Standards and methods have been obtained for the preparation of Training Need Analysis for each Directorate. 2. List kebutuhan pelatihan untuk tahun 2020 sudah selesai disusun. The list of training needs for 2020 has been compiled.
37	Penghargaan Masa Kerja Pegawai Employee Service Awards	1. Dasar Pelaksanaan Penghargaan Masa Kerja Pegawai adalah SK Direksi 04.22/01/SK/HKO.01/2019 Tentang Pemberian Penghargaan Masa Kerja 30 Tahun, 25 Tahun, 16 Tahun dan 08 Tahun. The Basis for the Implementation of Employee Service Awards is the Decree of Board of Directors 04.22/01/SK/HKO.01/2019 Regarding Service Awarding for 30 Years, 25 Years, 16 Years and 08 Years of work tenures. 2. Pada tahun 2019, PT PELNI (Persero) memberikan penghargaan dedikasi kerja 30 tahun, 25 tahun, 16 tahun dan 8 tahun kepada para pegawai di seluruh entitas kantor pusat, kantor cabang dan unit usaha Perseroan lainnya sesuai dengan SK No: 04.22/01/SK/HKO.01/2019 adalah berikut ini: In 2019, PELNI awarded 30 years, 25 years, 16 years and 8 years of dedication to employees in all entities in head office, branch offices and other business units of the Company in accordance with SK No: 04.22/01/SK/HKO.01/2019 with the following detail:

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No	Program Kerja Work Program	Keterangan Pelaksanaan Program Kerja Description of Work Program Implementation
		• 30 tahun - 131 orang; 30 years - 131 employees; • 25 tahun - 631 orang; 25 years - 631 employees; • 16 tahun - 38 orang; 16 years - 38 employees; • 08 tahun - 51 orang. 08 years - 51 employees. Total yang menerima penghargaan selama tahun 2019 sejumlah 851 orang. Total employees who received this award during 2019 was 851 employees.
38	Posko Lebaran, Natal & Tahun Baru Ied Mubarak, Christmas & New Year Posts	1. Posko Angkutan Lebaran 2019 (1440H) telah selesai dilaksanakan berdasarkan SK No. 05.21/01/SK/HKO.01/2019 Tentang Tim Posko Angkutan Lebaran 2019 (1440H) di PT PELNI (Persero). The Homecoming Transport Command Post 2019 (1440H) has been completed based on Decree No.05.21/01/SK/HKO.01/2019 relating the 2019 Homecoming Transport Command Post (1440H) at PT PELNI (Persero). 2. Sesuai SK Direksi No 11.19/02/SK/HKO.01/2019 tentang Tim Posko Angkutan Natal 2019 dan Tahun Baru 2020 di PT. Pelni (Persero) Posko Nataru Sampai saat ini masih dalam pelaksanaan, akan berakhir pada tanggal 09 Januari 2020. dengan jumlah peserta sebanyak 44 (empat puluh empat) pegawai dengan level jabatan Manager. In accordance with the Decree of the Board of Directors No. 11.19/02/SK/HKO.01/2019 concerning the 2019 Christmas Transport and New Year 2020 Post Teams at PT. Pelni (Persero), Nataru Post is now undergoing, will end on January 9, 2020. with the number of participants as many as 44 (forty four) employees in managerial level.
39	Pengadaan PDH Pegawai Employee Uniforms procurement	Tahun 2019 telah diadakannya pengadaan PDH untuk pegawai laut dan P2. In 2019, there was uniform procurement for offshore and P2 employees.
40	Pengadaan Pakaian Produk Pegawai Darat Uniform Product Procurement for Onshore Employees	1. Telah dilaksanakan perlombaan terkait desain baju produk. A product uniform design competition has been held. 2. Pengadaan akan dilaksanakan di tahun 2020. Procurement will be carried out in 2020.
41	Program Kesehatan Pensiunan Pegawai Organik mulai Tahun 2007 Retired Organic Employee Health Program started in 2007	Program Kesehatan Pensiunan Pegawai Organik masih dalam tahap pencarian provider yang sesuai dengan kemampuan perusahaan. Retired Organic Employee Health Program is still in the stage of finding providers according to the company's capabilities.
42	*Medical Check Up* pegawai laut Offshore Employee Medical Check-Up	1. *Medical Check Up* Pegawai Laut dilakukan di RS. Petamburan bagi Pegawai Laut yang berada di Jakarta. Medical Check Up for Offshore employee was conducted at the Petamburan Hospital in Jakarta. 2. Pegawai Laut yang berada di Cabang telah dilakukan di Cabang Ambon, Semarang dan Surabaya. And for offshore employee in the Branches have been carried out in Ambon, Semarang and Surabaya.
43	Obat - obatan dan Alat Kesehatan Kapal Medicines and Medical Devices on Board	Surat Instruksi Nomor: 12.02/01/INS/HKO.03/2019 tentang Standar Obat-Obatan & Alat Kesehatan Di Ruang Kesehatan Kapal. Letter of Instruction Number: 12.02/01/INS/HKO.03/2019 concerning Standards for Medicines & Medical Devices in Ship's Medical Room.
44	Program Beasiswa Scholarship Program	Hasil Seleksi Program Beasiswa S2 tahun 2019 telah di umumkan pada tanggal 7 Januari 2020 dengan jumlah peserta lolos 5 orang Pegawai. The results of the S2 Scholarship Selection Program in 2019 announced on January 7, 2020 with the number passing participants was 5 employees.
45	Program Magang Internship Program	1. Program Magang Bersertifikat telah dilaksanakan di mulai pada periode Agustus 2019 dan akan berakhir di bulan Februari 2020. The Certified Internship Program began in August 2019 and would ended in February 2020. 2. Diikuti oleh 9 orang mahasiswa dari 5 Universitas yaitu PNJ, STIE Indonesia, Universitas Pancasila, Uhamka dan Unika dengan penempatan kantor pusat PT PELNI (Persero) Followed by 9 students from 5 universities namely PNJ, STIE Indonesia, Pancasila University, Uhamka and Unika for the placement in PT PELNI (Persero) head office.

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REKRUTMEN SDM

Sebagai BUMN yang bergerak dalam sektor pelayaran, Perseroan memberikan kesempatan berkarir yang sama berdasarkan standar kompetensi dan kebutuhan unit kerja di Perseroan. Peluang berkarir di PT PELNI (Persero) memberlakukan asas kesetaraan tanpa adanya diskriminasi *gender,* agama, suku bangsa maupun hal lainnya.

Sistem rekrutmen ini dilakukan secara transparan dan terbuka, yang didasarkan pada perencanaan kebutuhan pegawai untuk mendukung pencapaian sasaran dan tujuan Perusahaan dalam jangka pendek maupun jangka panjang. Selama tahun 2019, Perseroan melaksanakan 3 (tiga) jenis program rekrutmen pegawai PT PELNI (Persero), antara lain:

a. **Rekrutmen Profesional Hire**
Rekrutmen pegawai *Professional Hire.* Jumlah pegawai yang diterima sebanyak 4 (empat) untuk ditempatkan di Kantor Pusat.

b. **Rekrutmen Bersama FHCI BUMN**
Pada tahun 2019 PT PELNI (Persero) ikut kedalam program rekrutmen bersama yang diadakan oleh Kementrian BUMN. Proses rekrutmen di PT PELNI (Persero) dimulai pada bulan Juni - Agustus 2019 untuk jalur D3. Jumlah pegawai yang diterima sebanyak 13 untuk penempatan wilayah Indonesia Timur, dengan rincian sebagai berikut:

HR RECRUITMENT

As Stated-owned Enterprise engaged in shipping sector, the Company gives equal career opportunities based on competency and standards of the Company. Career opportunities in PT PELNI (Persero) uphold the principle of fairness without any discrimination in gender, religion, ethnicity and other aspects.

This recruitment system will be done transparently based on manpower planning to support the Company's short and long-term targets. During 2019, the Company held 3 (three) employee recruitment programs, as follows:

a. **Professional Hire**
Total professional employees hired was 4 (four) to be placed in the Head Office.

b. **SOE FHCI Joint Recruitment**
In 2019, PT PELNI (Persero) participated in a joint recruitment program organized by the Ministry of SOEs. The recruitment process at PT PELNI (Persero) begins in June up to August 2019 for the D3 degree. Total employees accepted was 13 for placement in eastern of Indonesia, with the following details:

Pendidikan Education	Laki-laki Male	Perempuan Female	Jumlah Total
D3 Diploma 3	4	9	13

c. **Rekrutmen Pegawai Laut**
Perekrutan untuk pegawai laut dilakukan di tahun 2019, terutama untuk posisi Tamtama dan Bintara untuk mengisi kekosongan posisi yang ada di PT PELNI (Persero) berikut merupakan jumlah pegawai laut yang direkrut oleh PT PELNI (Persero).

c. **Offshore Employee Recruitment**
Recruitment for offshore employee held in 2019, for enlisted and non-commissioned officers to fill vacant positions at PT PELNI (Persero), here is total offshore employees recruited by PT PELNI (Persero).

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No	Posisi Awak Kapal Ship Crew Position	2019	Keterangan Description
Kapal Milik | Own Ship			
1	Perwira Commissioned Officer	51	-
	Tamtama Ship Enlisted	190	-
	Jumlah | Total	**241**	-
Kapal Perintis | Perintis Ship			
2	Nakhoda dan KKM Captain and Head of Engine Room	43	Rekrutmen dilakukan sesuai dengan Noda Dinas No. 04.16/09/ND-R/041/2019 Ijin Prinsip Rekrutmen Nakhoda dan KKM Kapal Perintis Recruitment is carried out in accordance with Stain No. 04.16/ 09/ND-R/042019 Permit Principle Recruitment of Captain and KKM Perintis Ship
	Tamtama Ship Enlisted	161	Rekrutmen dilakukan sesuai dengan Noda Dinas No. 09.06/22/ND-B/041/2019 2019 Ijin Prinsip Rekrutmen Tamtama Kapal Perintis dan Rede Transport Tahun 2019 Recruitment is carried out in accordance with Stain No. 09.06/22/ ND-B/041/2019 2019 Principle Permit for Recruitment of Enlisted for Perintis and Rede Ships Transport in 2019
	Jumlah | Total	**204**	-

d. Jumlah Anggaran untuk Proses Rekrutmen Pegawai Tahun 2019

Biaya yang dikeluarkan oleh perusahaan pada tahun 2019 untuk pelaksanaan kegiatan rekrutmen pegawai darat dan pegawai laut adalah sebagai berikut:

d. Total Cost for Employee Recruitment Process In 2019

Costs expended by the Company in 2019 for the recruitment process of onshore and offshore employees are as follows:

No	Keterangan Description	Anggaran 2019 2019 Budget	Realisasi 2019 2019 Realization
1	Rekrutmen Pegawai Darat Ashore Employee Recruitment	Rp900.000.000,-	Rp14.781.000,-
2	Rekrutmen Pegawai Laut Offshore Employee Recruitment	Rp150.000.000,-	Rp0,-
	Jumlah | Total	**Rp1.050.000.000,-**	**Rp,14.781.000,-**

JUMLAH PEGAWAI YANG MENDAPATKAN PELATIHAN

Sepanjang tahun 2019 PT PELNI (Persero) sudah mengirimkan sebanyak 3.945 orang melaksanakan pengembangan dan pelatihan guna memperkuat kompetensi inti pegawai. Pengembangan kompetensi yang dimaksud tersebut dapat berupa seminar, *workshop* dan sertifikasi serta pelatihan penjenjangan yang dilakukan oleh perusahaan.

TOTAL EMPLOYEES RECEIVING TRAINING

During 2019, PT PELNI (Persero) had sent 3,945 people to participate in development and training programs to strengthen their core competencies. These competency development programs can be in the form of seminars, workshops and certifications as well as grading training conducted by the company.

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- Program Orientasi
  Orientation Program
- Program Penjenjangan (Managerial/Teknis)
  Selection Program (Managerial/ Technical)
- Program Pengembangan Eksekutif (Kompetensi BUMN)
  Excecutive Development Program (SOE Competencies)
- Sertifikasi
  Certification
- *Public Training*
  Public Training
- *Inhouse Training*
  Inhouse Training
- Program Budaya Perusahaan
  Corporate Culture Program
- Program Pra Purnabakti
  Pre-retirement Program
- Beasiswa
  Scholarship
- Pengembangan Internal Trainer
  Intern Trainer Development

VP/Nahkoda/KKM/Kacab/Setara
VP/Captain/Head of Engine Room/
Head of Branch Office/ Equivalent
208
Peserta
Participants

Manager/Kaops/
Perwira/Setara
Manager/Head of Operational/
Commissioned Officer/Equivalent
583
Peserta
Participants

Spv/Setara
Supervisor/Equivalent
588
Peserta
Participants

Officer/Setara
Officer/Equivalent
1.690
Peserta
Participants

Staff/Setara
Staff/Equivalent
878
Peserta
Participants

	VP/Setara VP/Equivalent	Manager/ Setara Manager/ Equivalent	Spv/Setara Supervisor/ Equivalent	Staff Staff	Officer Officer	Jumlah Total
Jumlah Total	208	583	588	878	1.690	**3.947**
Darat Ashore	97	385	413	710	551	**2.128**
Laut Offshore	111	198	175	168	1.139	**1.791**

Adapun kegiatan program pelatihan yang telah dilakukan sepanjang tahun 2019 adalah sebagai berikut:

The training program activities that have been carried out throughout 2019 are as follows:

No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
A	**Pegawai Laut** | Offshore Employee		
A1	VP/Setara (KJ 2-4) Vice President/ Same level	Orientasi/ Familiarisasi Nakhoda dan KKM Kapal Perintis, Tgl. 7-9 Oktober di Kantor Pusat. Captain and Chief Engineer of Perintis Ship Orientation, on 7-9 October at Head Office.	21
		Orientasi/ Familiarisasi ABK Nakhoda & KKM Kapal Perintis, Tgl. 26-27 November di Kantor Pusat. Crews, Captain & Chief Engineer of Perintis Ship Orientation, on 26-27 November at Head Office.	21
		In House Training Marine Accident & Investigation Tgl 15 - 17 Juli 2019. In House Training Marine Accident & Investigation, on 15-17 July 2019.	18
		In House Training Marine Accident & Investigation pada tanggal 23-25 September 2019. In House Training Marine Accident & Investigation, on 23-25 September 2019.	9
		Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 20-23 Agustus 2019 di Hotel Harris Bandung. "Success Retirement Program" Training for (Pre-Retired) offshore employee 2019 on 20-23 August 2019 at Harris Hotel, Bandung.	8

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Pelatihan Teknis Permesinan Kapal - *Turbocharge* di Hotel Ibis Style 27-28 November 2019. Ship turbo charge machine engineer training on 27-28 November 2019 at Ibis Style Hotel.	4
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. Dorolonda pada tanggal 9 oktober 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Dorolonda on 9 October 2019.	3
		Business Leader Upskilling Tahun 2019, Hotel Ibis Harmoni Tanggal 22-23 Juli 2019. Business Leader Upskilling 2019, on 22-23 July 2019 at Ibis Harmoni Hotel .	3
		Refreshment Training ISM-Code dan ISPS-Code KM. Labobar Tgl. 17 Juli 2019. ISM-Code and ISPS Code Refreshment Training MV. Labobar on 17 July 2019.	2
		Program *in house training* motivasi (ESQ) pegawai laut KM. Siguntang pada tanggal 1 maret 2019. In house motivation training program (ESQ) for offshore employee of MV. Siguntang on March 1, 2019.	2
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. LAMBELU pada tanggal 07 OKTOBER 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Lambelu on 07 October 2019.	2
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. UMSINI pada tanggal 27 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Umsini on 27 November 2019.	2
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. GUNUNG DEMPO pada tanggal 17 Desember 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Gunung Dempo on 17 December 2019.	2
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. NGGAPULU pada tanggal 19 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Nggapulu on 19 November 2019.	2
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. CIREMAI pada tanggal 18 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Ciremai on 18 November 2019.	2
		EUT *(END USER TRAINING)* Aplikasi Siparsel Modul Oracle SCM Batch I & II, KM Kelud. EUT (END USER TRAINING) of Oracle SCM Module Siparsel Application Batch I & II, MV. Kelud.	2
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 2, tanggal 9-11 Oktober 2019 di Hotel Ibis Style Gajah Mada. Socialization and Implementation of Ship Manifest Application Program Batch 2, on 9-11 October 2019 at Ibis Style Gajah Mada Hotel.	1
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. BUKIT RAYA pada tanggal 22 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Bukit Raya on 22 November 2019.	1
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. JET LINER pada tanggal 29 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Jet Liner on 29 November 2019.	1
		Refresment Training ISM-Code dan ISPS-Code KM. Leuser Tgl. 19 Juni 2019. ISM - CODE & ISPS - CODE Refreshment Training MV. Leuser on 19 Juni 2019.	1
		Refresment Training ISM Code dan ISPS Code untuk pegawai laut (ABK) KM Sangiang tanggal 23 Juni 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Sangiang on 23 June 2019.	1
		In House Training Hospitality dan F&B Pegawai Laut (ABK) KM Binaiya tanggal 14-15 September 2019. In House Training and F&B for offshore employee (Crews) of MV. Binaiya on 14-14 September 2019.	1

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		In House Training Hospitality pegawai ABK KM. Umsini pada tanggal 20-21 Februari 2019. In House Training Hospitality for Crews of MV. Umsini on 20-21 February 2019.	1
		Refresment Training ISM-Code dan ISPS-Code KM. Caraka Jaya Niaga III-4 Tgl. 10 Juli 2019. ISM - CODE & ISPS - CODE Refreshment Training MV. Caraka Jaya Niaga III-IV on 10 July 2019.	1
A2	Manager/Setara (KJ 5-7) Manager/Same Level	Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 20-23 Agustus 2019 di Hotel Harris Bandung. "Success Retirement Program" Training for (Pre-Retired) offshore employee 2019 on 20-23 August 2019 at Harris Hotel, Bandung.	26
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 3, tanggal 16-18 Oktober 2019 di Hotel Ibis Harmoni Jakarta. Socialization and Implementation of Ship Manifest Application Program Batch 3, on 16-18 October 2019 at Ibis Harmoni Hotel, Jakarta.	13
		Pelatihan Teknis Permesinan Kapal - *Turbocharge* di Hotel Ibis Style 27-28 November 2019. Ship turbo charge machine engineer training on 27-28 November 2019 at Ibis Style Hotel.	10
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. Dorolonda pada tanggal 9 oktober 2019 ISM-CODE 7 & ISPS CODE Refreshment Training for offshore employee/crews of MV.Dorolonda on 9 October 2019.	10
		Refresment Training ISM-Code dan ISPS-Code KM. Labobar Tgl. 17 Juli 2019. ISM-CODE 7 & ISPS CODE Refreshment Training MV.Dorolonda on 17 July 2019.	10
		Program *in house training* motivasi (ESQ) pegawai laut KM. Siguntang pada tanggal 1 maret 2019. In house training motivation (ESQ) program for offshore employee of MV. Siguntang on March 1, 2019.	9
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. LAMBELU pada tanggal 07 OKTOBER 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Lambelu on 07 October 2019.	9
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. UMSINI pada tanggal 27 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Umsini on 27 November 2019.	9
		Diklat Manajerial Perwira Kapal, Tgl. 19-22 November 2019 di Hotel Ibis Harmoni Jakarta. Ship Officer Managerial Training and Education, on 19-22 November 2019 at Ibis Harmoni Hotel, Jakarta.	9
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. GUNUNG DEMPO pada tanggal 17 Desember 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Gunung Dempo on 17 December 2019.	8
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. NGGAPULU pada tanggal 19 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Nggapulu on 19 November 2019.	8
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. CIREMAI pada tanggal 18 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Ciremai on 18 November 2019.	7
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 2, tanggal 9-11 Oktober 2019 di Hotel Ibis Style Gajah Mada. Socialization and Implementation of Ship Manifest Application Program Batch 2, on 9-11 October 2019 at Ibis Style Hotel, Gajah Mada.	7
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. BUKIT RAYA pada tanggal 22 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Bukit Raya on 22 November 2019.	6

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. JET LINER pada tanggal 29 November 2019. ISM - CODE & ISPS - CODE Refreshment Training for offshore employee/crews of MV. Jet Liner on 29 November 2019.	6
		Refresment Training ISM-Code dan ISPS-Code KM. Leuser Tgl. 19 Juni 2019. ISM - CODE & ISPS - CODE Refreshment Training MV. Leuser on 19 Juni 2019.	6
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 5, tanggal 30 Okt - 1 Nov 2019 di Hotel Ibis Harmoni Jakarta. Socialization and Implementation of Ship Manifest Application Program Batch 5, on 30 Oct - 1 Nov 2019 at Ibis Harmoni Hotel, Jakarta.	6
		In House Training Marine Accident & Investigation Tgl 15 - 17 Juli 2019 In House Training Marine Accident & Investigation, on 15-17 July 2019.	5
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 4, tanggal 23-25 Oktober 2019 di Hotel Ibis Style Gajah Mada. Socialization and Implementation of Ship Manifest Application Program Batch 4, on 23-25 October 2019 at Ibis Style Hotel, Gajah Mada.	5
		Refresment Training ISM-Code dan ISPS-Code KM. Awu Tgl. 02 Juli 2019. ISM - CODE & ISPS - CODE Refreshment Training MV. Awu on 02 July 2019.	5
		Refresment Training ISM-Code dan ISPS-Code KM. Pangrango Tgl. 29 Juli 2019. ISM - CODE & ISPS - CODE Refreshment Training MV. Pangrango on 29 July 2019.	5
		In House Training Marine Accident & Investigation pada tanggal 23-25 September 2019. In House Training Marine Accident & Investigation on 23-25 September 2019.	4
		EUT *(END USER TRAINING)* Aplikasi Siparsel Modul Oracle SCM Batch I & II, KM Kelud. EUT (END USER TRAINING) of Oracle SCM Module Siparsel Application Batch I & II, MV. Kelud.	3
		Refresment Training ISM Code dan ISPS Code untuk pegawai laut (ABK) KM Sangiang tanggal 23 Juni 2019. ISM Code and ISPS Code Refreshment Training for offshore employee of MV Sangiang on 23 June 2019.	3
		In House Training Hospitality dan F&B Pegawai Laut (ABK) KM Binaiya tanggal 14-15 September 2019. In House Training Hospitality and F&B for offshore employee(Crews) of MV Binaiya on 14-15 September 2019.	2
		In House Training Hospitality pegawai ABK KM. Umsini pada tanggal 20-21 Februari 2019. In House Training Hospitality for Crews of MV. Umsini on 20-21 February 2019.	2
		Refresment Training ISM-Code dan ISPS-Code KM. Caraka Jaya Niaga III-4 Tgl. 10 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Caraka Jaya Niaga III-IV on 10 July 2019.	1
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 1, tanggal 27 September 2019 di KM. Kelud. Socialization and Implementation of Ship Manifest Application Program Batch 1, on 27 September 2019 at MV. Kelud.	1
		In House Training Hospitality dan *F&B Service* (Food and Beverage) pegawai / ABK, KM. Kelimutu pada tanggal 2-3 Februari 2019 di hotel Ibis semarang. In house training hospitality and F-B Service (Food and Baverage) for employee/crews of MV. Kelimutu on 2-3 February 2019 at Ibis Hotel, Semarang.	1
		Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 12-15 November 2019 di Bandung. "Success Retirement Program" Training for (Pre-Retired) offshore employee 2019 on 12-15 November 2019 in Bandung.	1
		Sertifikasi SCRB, BST, AFF Pegawai Laut/ABK di Pertamina SCRB, BST, AFF Certification for offshore employee/crews in Pertamina.	1

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
A3	SPV/Setara (KJ 8-9) Supervisor/ Same Level	Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 5, tanggal 30 Okt - 1 Nov 2019 di Hotel Ibis Harmoni Jakarta. Socialization and Implementation of Ship Manifest Application Program Batch 5, on 30 Oct - 1 Nov 2019 Ibis Hotel, Harmoni, Jakarta.	15
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 4, tanggal 23-25 Oktober 2019 di Hotel Ibis Style Gajah Mada. Socialization and Implementation of Ship Manifest Application Program Batch 4, on 23-25 October 2019 at Ibis Style, Gajah Mada.	12
		Program *in house training* motivasi (ESQ) pegawai laut KM. Siguntang pada tanggal 1 maret 2019. In house training motivation (ESQ) program for offshore employee of MV.Siguntang on March 1, 2019.	11
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 3, tanggal 16-18 Oktober 2019 di Hotel Ibis Harmoni Jakarta. Socialization and Implementation of Ship Manifest Application Program Batch 3, on 16 - 18 October 2019 at Ibis Hotel, Harmoni, Jakarta.	10
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. UMSINI pada tanggal 27 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees of MV. Umsini on 27 November 2019.	10
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 2, tanggal 9-11 Oktober 2019 di Hotel Ibis Style Gajah Mada. Socialization and Implementation of Ship Manifest Application Program Batch 2, on 9-11 October 2019 at Ibis style Hotel, Gajah Mada.	10
		Refresment Training ISM-Code dan ISPS-Code KM. Labobar Tgl. 17 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Labobar on 17 July 2019.	9
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. LAMBELU pada tanggal 07 OKTOBER 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Lambelu on 07 October 2019.	9
		Diklat Manajerial Perwira Kapal, Tgl. 19-22 November 2019 di Hotel Ibis Harmoni Jakarta. Ship Officer Managerial Training and Education, on 19-22 November 2019 at Ibis Hotel, Harmoni, Jakarta.	9
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. Dorolonda pada tanggal 9 oktober 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV Dorondola on 9 October 2019.	7
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. GUNUNG DEMPO pada tanggal 17 Desember 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Gunung Dempo on 17 December 2019.	7
		Refresment Training ISM-Code dan ISPS-Code KM. Leuser Tgl. 19 Juni 2019. ISM Code and ISPS Code Refreshment Training MV. Leuser on 19 June 2019.	7
		Refresment Training ISM-Code dan ISPS-Code KM. Awu Tgl. 02 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Awu on 02 July 2019.	6
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. NGGAPULU pada tanggal 19 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Nggapulu on 19 November 2019.	5
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. CIREMAI pada tanggal 18 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Ciremai on 18 November 2019.	5
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. BUKIT RAYA pada tanggal 22 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Bukit Raya on 22 November 2019.	5
		Pelatihan Teknis Permesinan Kapal - *Turbocharge* di Hotel Ibis Style 27-28 November 2019. Ship Turbo charge-Engine Technical Training on 27-28 November 2019 at Ibis Style Hotel.	4

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		EUT *(END USER TRAINING)* Aplikasi Siparsel Modul Oracle SCM Batch I & II, KM Kelud. EUT (END USER TRAINING) OF Oracle SCM Module Siparsel Application Batch I & II, MV.Kelud.	4
		Refresment Training ISM Code dan ISPS Code untuk pegawai laut (ABK) KM Sangiang tanggal 23 Juni 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Sangiang on 23 June 2019.	4
		Refresment Training ISM-Code dan ISPS-Code KM. Caraka Jaya Niaga III-4 Tgl. 10 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Caraka Jaya Niaga III-4 on 10 July 2019.	4
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 1, tanggal 27 September 2019 di KM. Kelud. Socialization and Implementation of Ship Manifest Application Program Batch 1, on 27 September 2019 on MV. Kelud.	4
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. JET LINER pada tanggal 29 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Jet Liner on 29 November 2019.	3
		Refresment Training ISM-Code dan ISPS-Code KM. Pangrango Tgl. 29 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Pangrango on 29 July 2019.	3
		In House Training Hospitality dan F&B Pegawai Laut (ABK) KM Binaiya tanggal 14-15 September 2019. In House Training Hospitality and F&B for offshore employee of MV. Binaiya on 14-15 September 2019.	3
		In House Training Hospitality pegawai ABK KM. Umsini pada tanggal 20-21 Februari 2019. In House Training Hospitality for crews of MV. Umsini on 20-21 February 2019.	3
		In House Training Marine Accident & Investigation Tgl 15 - 17 Juli 2019. In House Training Marine Accident & Investigation on 15 - 17 August 2019.	2
		Training F&B Product Pegawai Laut (ABK) KM Kelud tanggal 14-19 September 2019. F&B Product Training for offshore employee (Crews) of MV. Kelud on 14 - 19 September 2019.	1
		In House Training Hospitality dan *F&B* (*Food & Beverage Service* pegawai ABK KM. Nggapulu (30 peserta) pada tanggal 29-30 Juli 2019, pelayaran Makassar ke Jakarta. In House Training Hospitallity and F&B (Food & Beverage Service) for crews of MV. Ngapulu (30 participants) on 29-30 July 2019, sailing from Makasar to Jakarta.	1
		In House Training Hospitality dan *F&B* (*Food & Beverage Service* pegawai ABK KM. Bukit Siguntang (30 peserta) pada tanggal 27-28 Februari 2019. In House Training Hospitallity and F&B (Food & Beverage Service) for crews of MV. Bukit Siguntang (30 participants) on 27-28 February 2019.	1
		Sertifikasi Pengelasan/*Shield Metal Arc Welding* (SMAW) (ABK yang melaksanakan fungsi dan tugas pengelasan diatas kapal pada tanggal 7 Desember 2019 di Bogor. Shield Metal Arc Welding Certification (Crews who in charge of welding on board) on 7 December 2019 in Bogor.	1
A4	Staff/Setara (KJ 10-11) Staff/Same Level	Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 4, tanggal 23-25 Oktober 2019 di Hotel Ibis Style Gajah Mada. Socialization and Implementation of Ship Manifest Application Program Batch 4, on 23-25 October 2019 in Ibis Style Hotel, Gajah Mada.	23
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 2, tanggal 9-11 Oktober 2019 di Hotel Ibis Style Gajah Mada. Socialization and Implementation of Ship Manifest Application Program Batch 2, on 9-11 October 2019 in Ibis Style Hotel, Gajah Mada.	22
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 3, tanggal 16-18 Oktober 2019 di Hotel Ibis Harmoni Jakarta. Socialization and Implementation of Ship Manifest Application Program Batch 3, on 16-18 October 2019 at Ibis Hotel, Harmoni, Jakarta.	16
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 5, tanggal 30 Okt - 1 Nov 2019 di Hotel Ibis Harmoni Jakarta. Socialization and Implementation of Ship Manifest Application Program Batch 5, on 30 Oct - 1 Nov 2019 at Ibis Hotel, Harmoni, Jakarta.	14

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. NGGAPULU pada tanggal 19 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Nggapulu on 19 November 2019.	8
		Refresment Training ISM-Code dan ISPS-Code KM. Labobar Tgl. 17 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Labobar on 17 July 2019.	7
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. CIREMAI pada tanggal 18 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Ciremai on 18 November 2019.	6
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. GUNUNG DEMPO pada tanggal 17 Desember 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Gunung Dempo on 17 December 2019.	5
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. BUKIT RAYA pada tanggal 22 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Bukit Raya on 22 November 2019.	5
		Refresment Training ISM-Code dan ISPS-Code KM. Pangrango Tgl. 29 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Pangrango on 29 July 2019.	5
		Program *in house training* motivasi (ESQ) pegawai laut KM. Siguntang pada tanggal 1 maret 2019. In house training motivation program (ESQ) for offshore employee of MV. Siguntang on March 1, 2019.	4
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. UMSINI pada tanggal 27 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Umsini on 27 November 2019.	4
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. LAMBELU pada tanggal 07 OKTOBER 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Lambelu on 7 October 2019.	4
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. Dorolonda pada tanggal 9 oktober 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Dorolonda on 9 October 2019.	4
		Refresment Training ISM-Code dan ISPS-Code KM. Leuser Tgl. 19 Juni 2019. ISM Code and ISPS Code Refreshment Training MV. Leuser on 19 June 2019.	4
		Refresment Training ISM-Code dan ISPS-Code KM. Awu Tgl. 02 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Awu on 2 July 2019.	4
		Refresment Training ISM Code dan ISPS Code untuk pegawai laut (ABK) KM Sangiang tanggal 23 Juni 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Sangiang on 23 June 2019.	4
		Sosialisasi dan Implementasi Program Aplikasi Admin Kapal Batch 1, tanggal 27 September 2019 di KM. Kelud. Socialization and Implementation of Ship Manifest Application Program Batch 1, on 27 September 2019 on MV.Kelud.	4
		In House Training Hospitality dan F&B Pegawai Laut (ABK) KM Binaiya tanggal 14-15 September 2019. In House Training Hospitality and F&B for offshore employee (Crews) of MV. Binaiya on 14-15 September 2019.	4
		Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 12-15 November 2019 di Bandung. "Success Retirement Program" Training for (Pre-Retired) offshore employee 2019 on 12-15 November 2019 in Bandung.	4
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. JET LINER pada tanggal 29 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Jet Liner on 29 November 2019.	3

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		In House Training Hospitality pegawai ABK KM. Umsini pada tanggal 20-21 Februari 2019. In House Training Hospitality for crews of MV. Umsini on 20-21 February 2019.	3
		Diklat Manajerial Perwira Kapal, Tgl. 19-22 November 2019 di Hotel Ibis Harmoni Jakarta. Ship Officer Managerial Training and Education, on 19-22 November 2019 at Ibis Hotel, Harmoni, Jakarta.	2
		EUT *(END USER TRAINING)* Aplikasi Siparsel Modul Oracle SCM Batch I & II, KM Kelud. EUT (END USER TRAINING) OF Oracle SCM Module Siparsel Application Batch I & II, MV.Kelud.	2
		In House Training Hospitality dan *F&B* (*Food & Beverage Service* pegawai ABK KM. Nggapulu (30 peserta) pada tanggal 29-30 Juli 2019, pelayaran Makassar ke Jakarta. In House Training Hospitallity and F&B (Food & Beverage Service) for crews of MV. Ngapulu (30 participants) on 29-30 July 2019, sailing from Makasar to Jakarta.	2
		In House Training Hospitality dan *F&B* (*Food & Beverage)* pegawai / ABK, KM. Kelimutu pada tanggal 2-3 Februari 2019 di hotel Ibis semarang. In house training hospitality and F&B service (Food and Beverage) for offshore employee/crews of MV. Kelimutu on 2-3 February 2019 at Ibis Hotel, Semarang.	2
		Refresment Training ISM-Code dan ISPS-Code KM. Caraka Jaya Niaga III-4 Tgl. 10 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Caraka Jaya Niaga III-4 on 10 July 2019.	1
		Program *Food Safety Training* Batch 3, tanggal 15-17 Oktober 2019 di Hotel Bahtera Cipayung. Food Safety Training Program Batch 3, on 15-17 October 2019 at Bahtera Hotel, Cipayung.	1
A5	Officer/Setara (KJ 12-15) Officer/Same Level	Orientasi/Familiarisasi ABK Tamtama Kapal Perintis, Tgl. 27 November di Kantor Pusat. Private officer of Perintis ship orientation/Familiarity, on 27 November at Head Office.	161
		Refresment Training ISM-Code dan ISPS-Code KM. Labobar Tgl. 17 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Labobar on 17 July 2019.	95
		Orientasi Calon Pegawai Laut Kontrak 2019, Auditorium 19-21 Agustus 2019. Offshore contract employee candidates orientation 2019, on 19-21 August 2019 at Auditorium, Head Office.	93
		Program *in house training* motivasi (ESQ) pegawai laut KM. Siguntang pada tanggal 1 maret 2019. In house training motivation program (ESQ) for offshore employee of MV. Siguntang on 1st March 2019.	81
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. LAMBELU pada tanggal 07 OKTOBER 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Lambelu on 7 October 2019.	59
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. Dorolonda pada tanggal 9 oktober 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Dorolonda on 9 October 2019.	56
		Refresment Training ISM-Code dan ISPS-Code KM. Leuser Tgl. 19 Juni 2019. ISM Code and ISPS Code Refreshment Training MV. Leuser on 19 June 2019.	52
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. UMSINI pada tanggal 27 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Umsini on 27 November 2019.	48
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. NGGAPULU pada tanggal 19 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Nggapulu on 19 November 2019.	47
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. CIREMAI pada tanggal 18 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Ciremai on 18 November 2019.	43
		Refresment Training ISM-Code dan ISPS-Code KM. Awu Tgl. 02 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Awu on 2 July 2019.	39
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. BUKIT RAYA pada tanggal 22 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Bukit Raya on 22 November 2019.	33

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		In House Training Hospitality dan F&B (*Food & Beverage Service* pegawai ABK KM. Nggapulu (30 peserta) pada tanggal 29-30 Juli 2019, pelayaran Makassar ke Jakarta. In House Training Hospitallity and F&B (Food & Beverage Service) for crews of MV. Nggapulu (30 participants) on 29-30 July 2019, sailing from Makasar to Jakarta.	29
		Program *Food Safety Training* Batch 3, tanggal 15-17 Oktober 2019 di Hotel Bahtera Cipayung. Food Safety Training Program Batch 3, on 15-17 October at Bahtera Hotel, Cipayung.	29
		In House Training Hospitality dan F&B (*Food & Beverage Service* pegawai ABK KM. Bukit Siguntang (30 peserta) pada tanggal 27-28 Februari 2019. In House Training Hospitallity and F&B (Food & Beverage Service) for crews of MV. Bukit Siguntang (30 participants) on 27-28 February 2019.	27
		In House Training Hospitality dan F&B (*Food & Beverage Service)* pegawai / ABK, KM. Kelimutu pada tanggal 2-3 Februari 2019 di hotel Ibis semarang. In House Training Hospitallity and F&B (Food & Beverage Service) for crews of MV. Kelimutu on 2-3 February 2019 at Ibis Hotel, Semarang.	22
		Training F&B Product Pegawai Laut (ABK) KM Kelud tanggal 14-19 September 2019. F&B Product Training for offshore employee(Crews) of MV. Kelud on 14-19 September 2019.	20
		Refresment Training ISM Code dan ISPS Code untuk pegawai laut (ABK) KM Sangiang tanggal 23 Juni 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Sangiang on 23 June 2019.	19
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. GUNUNG DEMPO pada tanggal 17 Desember 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Gunung Dempo on 17 December 2019.	17
		Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 12-15 November 2019 di Bandung. "Success Retirement Program" Training for (Pre-Retired) offshore employee 2019 on 12-15 November 2019 in Bandung.	17
		In House Training Hospitality pegawai ABK KM. Umsini pada tanggal 20-21 Februari 2019. In House Training Hospitallity for crews of MV. Umsini on 20-21 February 2019.	17
		Refresment Training ISM-Code dan ISPS-Code KM. Pangrango Tgl. 29 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Pangrango on 29 July 2019.	16
		In House Training Hospitality dan F&B Pegawai Laut (ABK) KM Binaiya tanggal 14-15 September 2019. In house training Hospitality and F&B for offshore employee (Crews) of MV.Binaiya on 14-15 September 2019.	16
		Refresment Training ISM - CODE & ISPS - CODE untuk pegawai laut/ABK PT PELNI (Persero) KM. JET LINER pada tanggal 29 November 2019. ISM Code and ISPS Code Refreshment Training for offshore employees/crews of MV. Jet Liner on 29 November 2019.	15
		Sertifikasi Pengelasan/*Shield Metal Arc Welding* (SMAW) (ABK yang melaksanakan fungsi dan tugas pengelasan diatas kapal pada tanggal 12 Oktober 2019 di Bogor. Shield Metal Arc Welding Certification (Crews who in charge of welding on board) on 12 October 2019 in Bogor.	9
		Sertifikasi pengesahaan shield metal ARC welding Batch 2 (SMAW) Bogor, tanggal 26 Oktober 2019. Shield Metal Arc Welding Bach 2 in Bogor, on 26 October 2019.	9
		Sertifikasi Pengelasan/*Shield Metal Arc Welding* (SMAW) (ABK yang melaksanakan fungsi dan tugas pengelasan diatas kapal pada tanggal 29 November 2019 di Bogor. Shield Metal Arc Welding Certification (Crews who in charge of welding on board) on 29 November 2019 in Bogor.	9
		Sertifikasi AFF dan *Able Deck/Engine* Pegawai Laut (ABK). AFF and Able Deck/Engine Certifications for offshore employee (Crews).	7
		Sertifikasi Pengelasan/*Shield Metal Arc Welding* (SMAW) (ABK yang melaksanakan fungsi dan tugas pengelasan diatas kapal pada tanggal 7 Desember 2019 di Bogor. Shield Metal Arc Welding Certification (Crews who in charge of welding on board) on 7 December 2019 in Bogor.	7

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Refresment Training ISM-Code dan ISPS-Code KM. Caraka Jaya Niaga III-4 Tgl. 10 Juli 2019. ISM Code and ISPS Code Refreshment Training MV. Caraka Jaya Niaga III-4 on 10 July 2019.	6
		EUT *(END USER TRAINING)* Aplikasi Siparsel Modul Oracle SCM Batch I & II, KM Kelud. EUT (END USER TRAINING) of Oracle SCM Module Siparcel Application Batch I & II, MV. Kelud.	5
		Revalidasi Sertifikasi Pelaut *Able Engine* & AFF. Able Engine & AFF Sailor Refreshing Certification.	3
		Sertifikasi AFF pada tanggal 06 - 09 Mei & 13-16 Mei 2019 di STIP Jakarta. AFF Certification on 06-09 May & 13-16 May 2019 at STIP Jakarta.	2
		Sertifikasi pelaut (ABK) AFF. AFF Sailor (Crews) Certification.	2
B	**Pegawai Darat** | Ashore Employee		
B1	VP/Setara (KJ 2-4) Vice President/ Same Level	Pelatihan Program *Workshop Collaboration For Growth In Vuca Era* Batch II Pada tanggal 28 - 30 Oktober 2019 di Hotel Yellow Jakarta. Workshop Collaboration For Growth In Vuca Era Batch II Training Program on 28 - 30 October 2019 at Yellow Hotel, Jakarta.	8
		Program Penguatan Budaya Direktorat UAB Tgl 2-3 Agustus 2019 di Green Peak Cisarua. UAB Directorate Strengthening Work Culture Program on 2-3 August 2019 at Green Peak, Cisarua.	7
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) tahap I untuk VP dan manager Ruang rapat Lt.9 kantor pusat tanggal 20 februari 2019. Socialization of (E-Office) Document Application Batch I for VP and Manager on 20 February 2019 at Meeting Room, Floor 9, Head Office.	7
		Program Penguatan Budaya Kerja Direktorat Keuangan Tgl. 21-22 Juni 2019 di Green Peak Cisarua. Finance Directorate Strengthening Work Culture Program on 21-22 June 2019 at Green Peak, Cisarua.	5
		Business Leader Upskilling Tahun 2019, Hotel Ibis Harmoni Tanggal 22-23 Juli 2019. Business Leader Upskilling 2019 on 22-23 July 2019 at Ibis Hotel, Harmoni.	5
		Program Penguatan Budaya Kerja Direktorat SDM dan Umum Tgl. 19-20 Juli 2019 di Green Peak Cisarua. HR and General Affairs Directorate Strengthening Work Culture Program on 19-20 July 2019 at Green Peak, Cisarua.	4
		Program Penguatan Budaya Kerja Direktorat Utama Tgl. 26-27 Juli 2019 di Green Peak Cisarua. General Directorate Strengthening Work Culture Program on 26-27 July 2019 at Green Peak, Cisarua.	4
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat UAB UAP PT PELNI (Persero) pada tanggal 12 - 13 Maret 2019. Socialization of (E-Office) Document Application Batch I for Directorate of UAB UAP on 12-13 March 2019.	4
		In House Training Marine Accident and Investigation pada tanggal 23-25 september 2019. In House Training Marine Accident and Investigation on 23-25 September 2019.	4
		Pelatihan Program *Workshop Collaboration For Growth In Vuca Era* Batch I Pada tanggal 21-23 Oktober 2019 di Hotel Yellow Jakarta. Collaboration For Growth In Vuca Era Batch I Workshop Training Program on 21 - 23 October 2019 at Yellow Hotel, Jakarta.	3
		Program Penguatan Budaya Kerja Direktorat Armada Tgl. 28-29 Juni 2019 di Green Peak Cisarua. Fleet Directorate Strengthening Work Culture Program on 26-27 July 2019 at Green Peak, Cisarua.	3
		Program Penguatan Budaya Kerja Direktorat UAP Tgl. 12-13 Juli 2019 di Green Peak Cisarua. UAP Directorate Strengthening Work Culture Program on 26-27 July 2019 at Green Peak, Cisarua.	3
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat Armada Dan Keuangan tanggal 27 Juni 2019 di kantor pusat PT PELNI (Persero). Socialization of (E-Office) Document Application for Directorate of Fleet and Finance on 27 June 2019.	3
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sumatra & Tg. Priok, Tanggal 5 september 2019 di Kantor Pusat. Socialization of (E-Office) Document Application for Sumatra & Tg. Priok Areas on 5 September 2019 at Head Office.	3

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sulawesi di Hotel Novotel Makassar tanggal 19 September 2019. Socialization of (E-Office) Document Application for Sulawesi Areas on 19 September 2019 at Novotel Hotel, Makasar.	3
		Strategic Discussion Forum & sharing best practices " Digital Leadership Leading in fast changging digital age". Strategic Discussion Forum & sharing best practices " Digital Leadership Leading in fast changging digital age".	3
		Pelatihan Sosialisasi E-Office di area cabang Papua pada tanggal 17 Oktober 2019 di hotel Marina Membrano Sorong. Socialization of (E-Office) Document Application for Papua Areas on 17 October 2019 at Marina Membrano Hotel, Sorong.	2
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch III 26 November 2019. Socialization of Procurement Guidelines Batch III on 26 November 2019.	1
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Jawa Bali di aula Rapat Lt 2 Kantor Cabang Surabaya tanggal 12 September 2019. Socialization of (E-Office) Document Application for Jawa-Bali Areas on 12 September 2019 at Meeting room, 2nd floor, Surabaya Branch Office.	1
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Kalimantan di Hotel Bluesky, Balikpapan tanggal 26 September 2019. Socialization of (E-Office) Document Application for Borneo Branches on 26 September 2019 at Bluesky Hotel, Balikpapan.	1
		Pelatihan Sosialisasi E-Office di area cabang Maluku pada tanggal 04 Oktober 2019 di hotel Manise Ambon. Socialization of (E-Office) Document Application for Maluku Branches on 04 October 2019 at Manise Hotel, Ambon.	1
		Workshop assessment GCG PT. PELNI (Persero) Pada tanggal 05-07 desember 2018 di hotel Bahtera cipayung, Bogor. GCG assessment of PT PELNI (Persero) Workshop on 05-07 December 2018 at Bahtera Hotel, Cipayung, Bogor.	1
		Training Effective Communication Skill tanggal 15 Oktober 2019, untuk pegawai PT PELNI (Persero) Cabang Makasar di Swiss-Belhotel Pantai Losari Makassar. Effective Communication Skill Training For employee on Makasar Branch on 15 October 2019 at Swiss-Belhotel, Losari Beach, Makasar.	1
		Workshop Effective Communication Skill Cabang Surabaya dan SBU Galangan Surya di Hotel Mercure Grand Mirama, tanggal 21 November 2019. Effective Communication Skill Training For employee on Surabaya Branch and SBU Surabaya Dock on 21 November 2019 at Mercure Grand Mirama Hotel.	1
		Pelatihan *compensation and benefit* (remunerasi) pada tanggal 04 september 2019 di hotel ibis harmoni. Compensation and benefit (remuneration) Training on 04 September 2019 at Ibis Hotel, Harmoni.	1
		Pelatihan penyusunan rencana jangka panjang perusahaan (RJPP) tahun 2020-2024 pada tanggal 13-15 februari 2019 di Hotel Mega puncak, Bogor. Company's Long-Term Plan drafting for 2020-2024 training on 13-15 February 2019 at Mega Hotel, Puncak, Bogor.	1
		Pelatihan Teknis Permesinan Kapal - *Turbocharge* di Hotel Ibis Style 27-28 November 2019. Ship turbocharge engine technical training on 27-28 November 2019 at Ibis Style Hotel.	1
		Pelatihan *Maritime Labour Convention* (MLC - 2006). Maritime Labour Convention Training (MLC - 2006).	1
		Training CSO *(Company Security Officer).* CSO (Company Security Officer) Training .	1
		Pelatihan *Company security officer* (CSO). Company security officer (CSO) Training.	1
		Diklat Sertifikasi Dasar – Dasar Audit. Audit Basic Certification .	1

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Pelatihan manajemen operator terminal dan Badan Usaha Pelabuhan (BUP). Terminal operator and Port business (BUP) training.	1
		Workshop for non HR membangun kopetensi mengelola SDM dengan profesional, tepat dan efektif. Non HR building a professional, proper, and effective human resources competency workshop.	1
		Seminar nasional sehari " Optimalisasi pemberantasan & pencegahan tipikor & grafitasi sesuai PERPRES nomor 24 tahun 2018 "Optimalisasi pemberantasan & pencegahan tipikor & gratifikasi by PERPRES Number 24 of 2018" National One Day Seminar.	1
		Pelatihan *Risk Assesment* Risk Assesment Training	1
B2	Manager/Setara (KJ 5-7) Manager/Same Level	*Workshop* dengan tema *integrating balanced scorecard and risk management* 2019 pada tanggal 4-6 maret 2019. "Integrating Balanced Scorecard and Risk Management" Workshop on 4-6 March 2019.	26
		Business Leader Upskilling Tahun 2019, Hotel Ibis Harmoni Tanggal 22-23 Juli 2019. Business Leader Upskilling 2019 on 22-23 July 2019 at Ibis Hotel, Harmoni.	21
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) tahap I untuk VP dan manager Ruang rapat Lt.9 kantor pusat tanggal 20 februari 2019. Socialization of (E-Office) Document Application Batch I for VP and Manager on 20 February 2019 at Meeting room, 9th floor, Head Office.	20
		Program Penguatan Budaya Direktorat UAB Tgl 2-3 Agustus 2019 di Green Peak Cisarua. UAB Directorate Strengthening Work Culture Program on 2-3 August 2019 at Green Peak, Cisarua.	18
		Program Penguatan Budaya Kerja Direktorat UAP Tgl. 12-13 Juli 2019 di Green Peak Cisarua. UAP Directorate Strengthening Work Culture Program on 12-13 July 2019 at Green Peak, Cisarua.	18
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch I 19 November 2019. Socialization of Procurement Guidelines Batch I on 19 November 2019.	16
		Program Penguatan Budaya Kerja Direktorat Keuangan Tgl. 21-22 Juni 2019 di Green Peak Cisarua. Finance Directorate Strengthening Work Culture Program on 21-22 June 2019 at Green Peak, Cisarua.	14
		Pelatihan penyusunan rencana jangka panjang perusahaan (RJPP) tahun 2020-2024 pada tanggal 13-15 februari 2019 di Hotel Mega puncak, Bogor. Company's Long-Term Plan drafting for 2020-2024 training on 13-15 February 2019 at Mega Puncak Hotel, Bogor.	13
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch II 20 November 2019. Socialization of Procurement Guidelines Batch II on 20 November 2019.	12
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch IV 27 November 2019. Socialization of Procurement Guidelines Batch IV on 27 November 2019.	12
		Program Penguatan Budaya Kerja Direktorat Utama Tgl. 26-27 Juli 2019 di Green Peak Cisarua. General Directorate Strengthening Work Culture Program on 26-27 July 2019 at Green Peak, Cisarua.	11
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat UAB UAP PT PELNI (Persero) pada tanggal 12 - 13 Maret 2019. Socialization of (E-Office) Document Application for UAB UAP Directorate on 12-13 March 2019.	11
		Program Penguatan Budaya Kerja Direktorat Armada Tgl. 28-29 Juni 2019 di Green Peak Cisarua. Fleet Directorate Strengthening Work Culture Program on 28-29 June 2019 at Green Peak, Cisarua.	11
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat Armada Dan Keuangan tanggal 27 Juni 2019 di kantor pusat PT PELNI (Persero). Socialization of (E-Office) Document Application for Directorate of Fleet and Finance on 27 June 2019 at Head Office.	10
		Pelatihan Program *Workshop Collaboration For Growth In Vuca* Era Batch I Pada tanggal 21-23 Oktober 2019 di Hotel Yellow Jakarta. Collaboration For Growth In Vuca Era Batch I Workshop Training Program on 21 - 23 October 2019 at Yellow Hotel, Jakarta.	9

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch III 26 November 2019. Socialization of Procurement Guidelines Batch III on 26 November 2019.	9
		Pelatihan Program *Workshop Collaboration For Growth In Vuca Era* Batch II Pada tanggal 28 - 30 Oktober 2019 di Hotel Yellow Jakarta. Collaboration For Growth In Vuca Era Batch II Workshop Training Program on 28 - 30 October 2019 at Yellow Hotel, Jakarta.	8
		Pelatihan Sosialisasi E-Office di area cabang Nusa Tenggara pada tanggal 10 Oktober 2019 di hotel swiss Belin Kristal Kupang. Socialization of (E-Office) Document Application on Nusa Tenggara Branches on 10 October 2019 at Swiss-belin kristal Hotel, Kupang.	8
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sulawesi di Hotel Novotel Makassar tanggal 19 September 2019. Socialization of (E-Office) Document Application on Sulawesi Branches on 19 September 2019 at Novotel Hotel, Makasar.	7
		Pelatihan Sosialisasi E-Office di area cabang Papua pada tanggal 17 Oktober 2019 di hotel Marina Membrano Sorong. Socialization of (E-Office) Document Application on Papua Branches on 17 October 2019 at Marina Membrano Hotel, Sorong.	7
		Workshop Effective Communication Skill Cabang Surabaya dan SBU Galangan Surya di Hotel Mercure Grand Mirama, tanggal 21 November 2019. Effective Communication Skill Training on Surabaya Branch and SBU Surya Dock on 21 November 2019 at Mercure Grand Mirama Hotel.	7
		Diklat Penjenjangan Managerial Tingkat Madya Angkatan XI Tahun 2019 Tanggal 8-12 Juli 2019 Di Hotel Ibis Harmoni Jakarta. Middle Level Managerial Training force XI 2019 on 8-12 July 2019 at Ibis Hotel, Harmoni, Jakarta.	7
		Program Penguatan Budaya Kerja Direktorat SDM dan Umum Tgl. 19-20 Juli 2019 di Green Peak Cisarua. HR and General Affairs Directorate Strengthening Work Culture Program on 19-20 July 2019 at Green Peak, Cisarua.	6
		In House Training Marine Accident and Investigation pada tanggal 23-25 september 2019. In House Training Accident and Investigation on 23-25 September 2019.	6
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Jawa Bali di aula Rapat Lt 2 Kantor Cabang Surabaya tanggal 12 September 2019. Socialization of (E-Office) Document Application on Java-Bali Branches on 12 September 2019 at Meeting room, 2nd floor, Surabaya Branch Office.	6
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sumatra & Tg. Priok, Tanggal 5 september 2019 di Kantor Pusat. Socialization of (E-Office) Document Application on Sumatra & Tg. Priok Branches on 5 September 2019 at Head Office.	5
		Pelatihan Sosialisasi E-Office di area cabang Maluku pada tanggal 04 Oktober 2019 di hotel Manise Ambon. Socialization of (E-Office) Document Application on Maluku Branch on 4 October 2019 at Manise Hotel, Ambon .	5
		Diklat Cabang & *Manage Service* Pengelolaan Embarkasi dan Debarkasi Penumpang 9-11 Desember 2019. Passenger Embarkation and Debarkation Management on Branches and Manage Service education and training on 9-11 December 2019.	5
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Kalimantan di Hotel Bluesky, Balikpapan tanggal 26 September 2019. Socialization of (E-Office) Document Application on Sumatra & Tg. Priok Branches on 5 September 2019 at Head Office.	4
		Workshop assessment GCG PT PELNI (Persero) Pada tanggal 05-07 desember 2018 di hotel Bahtera cipayung, Bogor. GCG Assessment of PT PELNI (Persero) Workshop on 05-07 Decamber 2018 at Bahtera Hotel, Cipayung, Bogor.	4
		Training Effective Communication Skill tanggal 15 Oktober 2019, untuk pegawai PT. Pelni Cabang Makasar di Swiss-Belhotel Pantai Losari Makassar. Effective Communication Skill Training For employee on Makasar Branch on 15 October 2019 at Swiss-belhotel, Losari Beach, Makasar.	3

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Pelatihan Teknis Permesinan Kapal - *Turbocharge* di Hotel Ibis Style 27-28 November 2019. Ship turbocharge engine technical training on 27-28 November 2019 at Ibis Style Hotel.	3
		Sosialisasi Polis Asuransi *Marine Hull And Machinery* Dan *Training Safety Management/ Risk Management* Hotel Ibis Harmoni, Tanggal 31 Oktober S/D 01 November 2019. Socialization of Marine Hull And Machinery Insurance Policy And Safety Management / Risk Management Training at Hotel Ibis Harmoni, on 31 October until 01 November 2019.	3
		Strategic Discussion Forum & sharing best practices " Digital Leadership Leading in fast changging digital age". Strategic Discussion Forum & sharing best practices " Digital Leadership Leading in fast changging digital age".	2
		Pelatihan compensation and benefit (remunerasi) pada tanggal 04 september 2019 di hotel ibis harmoni. Compensation and benefit (remuneration) training on 04 September 2019 at Ibis Hotel, Harmoni.	2
		Pelatihan *Maritime Labour Convention* (MLC - 2006). Maritime Labour Convention Training (MLC - 2006).	2
		Pelatihan *Company security officer* (CSO). Company security officer (CSO) Training.	2
		Pelatihan Teknis Aplikasi SPSE V.4.3 Pada Tanggal 7-8 Januari 2019. SPSE V.4.3 Technical Application Training on 7-8 January 2019.	2
		Pelatihan *Marine Surveyor.* Marine Surveyor Training.	2
		Training Tanggap Darurat Kebakaran Kapal Di Laut. Fire Fighting on Board Safety Drill.	2
		Program *Assessor Preparation Course* (APC) KPKU BUMN KPKU of SOEs Assessor Preparation Course (APC) Program	2
		Seminar Nasional Implementasi Peraturan Presiden Ri Nomor 54/2018 Tentang Strategi Nasional Pencegahan Tipikor Untuk Mencapai *Good Governance* 2019. "Implementation of Presidential Regulation No. 54/2018 Regarding the National Strategy for the Prevention of Corruption to Achieve Good Governance 2019" National Seminar.	2
		Diklat Manajemen umum dana pensiun periode September 2019. General Management of Pension Funds for September 2019 education and training.	2
		Audit Forensik dasar pada tanggal 11 - 18 november 2019. Forensic Audit Basic on 11-18 November 2019.	2
		Training CSO *(Company Security Officer)* CSO (Company Security Officer) Training	1
		Pelatihan *Risk Assesment* Risk Assesment Training	1
		Seleksi Putra - Putri Duta PELNI tahun 2019 pada tanggal 12 - 25 April 2019. "Putra-Putri Duta PELNI 2019 Selection on 12-25 April 2019.	1
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) untuk Direktorat SDM dan Umum pada tanggal 18-19 Februari 2019 di ruang rapat lantai 9 Kantor Pusat. Socialization of (E-Office) Document Application for HR and General Affairs on 18-19 February 2019 at Meeting Room, 9th floor, Head Office.	1
		Pembibitan EUT Siparsel Modul Kapal, Ruang Auditorium 15 Agustus 2019. EUT of Ship Siparsel Module education on 15 August 2019, at Auditorium room, Head Office.	1
		Pembekalan EUT Siparsel Modul Kapal , 12-13 September 2019. EUT of Ship Siparsel Module education on 12-13 August 2019.	1
		Pelatihan *" Success Retirement Program 2019"* (Pra purnabakti) Pegawai Darat pada tanggal 8-11 April 2019 di Hotel Harris Bandung. "Success Retirement Program 2019" Training for (Pre-retired) onshore employee on 8-11 April 2019 at Harris Hotel, Bandung.	1
		Seleksi EUT Siparsel Modul Kapal, 19 Agustus 2019. EUT of Ship Siparsel Module Selection, 19 August 2019.	1

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Pelatihan Komunikasi dan Psikologi Audit. Audit Psychology and Communication Training.	1
		Sertifikasi *Supply Chain Manager.* Supply Chain Manager Certification.	1
		Diklat NEBOSH. NEBOSH education and training.	1
		Internal Auditor - ISPS Code Training Internal Auditor - ISPS Code Training	1
		Diklat Sertifikasi Pengelolaan Tugas – Tugas Audit. Audit Management education and training.	1
		Pembayaran Diklat Tahun 2018 : Pelatihan *Valuable Practice From Industry Leaders In Encoutering Thoughest Business Challenges.* Education and Training 2018 : Valuable Practice From Industry Leaders In Encoutering Thoughest Business Challenges Training.	1
		Pelatihan interpretasi KPKU BUMN Tahun 2019. KPKU Interpretation of SOEs 2019 Training.	1
		Pelatihan *Business Process & Accountability Mapping Matrix* Business Process & Accountability Mapping Matrix Training	1
		Kongres & Musyawarah Nasional Forum Humas BUMN. SOE Public Relation Forum Convention.	1
		Workshop Annual Report Berbasis Kriteria ARA 2018. Annual Report Based on 2018 ARA criteria Workshop.	1
		Seminar Transformasi Manajemen. Management Transformation Seminar.	1
		Workshop Manajemen Dana Pensiun. Pension Funds Management Workshop.	1
B3	SPV/Setara (KJ 8-9) Supervisor/ Same Level	Program Penguatan Budaya Kerja Direktorat UAP Tgl. 12-13 Juli 2019 di Green Peak Cisarua. UAP Directorate strengthening work culture program on 12-13 July 2019 at Green Peak, Cisarua.	25
		Diklat Penjenjangan Managerial Tingkat Madya Angkatan XI Tahun 2019 Tanggal 8-12 Juli 2019 Di Hotel Ibis Harmoni Jakarta. Middle Level Managerial Training force XI 2019 on 8-12 July 2019 at Ibis Hotel, Harmoni, Jakarta.	23
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch II 20 November 2019. Socialization of Procurement Guidelines Batch II on 20 November 2019.	21
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch III 26 November 2019. Socialization of Procurement Guidelines Batch III on 26 November 2019.	20
		Program Penguatan Budaya Direktorat UAB Tgl 2-3 Agustus 2019 di Green Peak Cisarua. UAB Directorate Strengthening Work Culture Program on 2-3 August 2019 at Green Peak, Cisarua.	18
		Sosialisasi Pedoman Pengadaan Barang dan Jasa Batch IV 27 November 2019. Socialization of Procurement Guidelines Batch IV on 27 November 2019.	18
		Program Penguatan Budaya Kerja Direktorat Keuangan Tgl. 21-22 Juni 2019 di Green Peak Cisarua. Finance Directorate Strengthening Work Culture Program on 21-22 June 2019 at Green Peak, Cisarua.	17
		Diklat Penjenjangan Managerial Tingkat Muda Angkatan XI, Hotel Bahtera Cipayung 12-16 Agustus 2019. Middle Level Managerial Training force XI 2019 on 8-12 July 2019 at Ibis Hotel, Harmoni, Jakarta.	17
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch I 19 November 2019. Socialization of Procurement Guidelines Batch I on 19 November 2019.	16
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) untuk Direktorat SDM dan Umum pada tanggal 18-19 Februari 2019 di ruang rapat lantai 9 Kantor Pusat. Socialization of (E-Office) Document Application for HR and General Affairs on 18-19 February 2019 at Meeting Room, 9th floor, Head Office.	16
		Program Penguatan Budaya Kerja Direktorat Utama Tgl. 26-27 Juli 2019 di Green Peak Cisarua. General Directorate Strengthening Work Culture Program on 26-27 June 2019 at Green Peak, Cisarua.	14

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Program Penguatan Budaya Kerja Direktorat Armada Tgl. 28-29 Juni 2019 di Green Peak Cisarua. Fleet Directorate Strengthening Work Culture Program on 28-29 June 2019 at Green Peak, Cisarua.	14
		Pelatihan Teknis Aplikasi SPSE V.4.3 Pada Tanggal 7-8 Januari 2019. SPSE V.4.3 Technical Application Training on 7-8 January 2019.	14
		Workshop Effective Communication Skill Cabang Surabaya dan SBU Galangan Surya di Hotel Mercure Grand Mirama, tanggal 21 November 2019. Effective Communication Skill Training For employee on Surabaya Branch and SBU Surya Dock on 21 November 2019 at Mercure Grand Mirama Hotel, Surabaya.	12
		Diklat Cabang & *Manage Service* Pengelolaan Embarkasi dan Debarkasi Penumpang 9-11 Desember 2019. Passenger Embarkation and Debarkation Management on Branches and Manage Service education and training on 9-11 December 2019.	12
		Pelatihan penyusunan rencana jangka panjang perusahaan (RJPP) tahun 2020-2024 pada tanggal 13-15 februari 2019 di Hotel Mega puncak, Bogor. Company's Long-Term Plan drafting for 2020-2024 training on 13-15 February 2019 at Mega Hotel, Puncak, Bogor.	11
		Workshop assessment GCG PT PELNI (Persero) Pada tanggal 05-07 desember 2018 di hotel Bahtera cipayung, Bogor. Assessment GCG of PT PELNI (Persero) Workshop on 5-7 December 2018 at Bahtera Hotel, Cipayung, Bogor.	11
		Pembibitan EUT Siparsel Modul Kapal, Ruang Auditorium 15 Agustus 2019. EUT of Ship Siparsel Module education, on 15 August 2019 at Auditorium Room.	9
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat Armada Dan Keuangan tanggal 27 Juni 2019 di kantor pusat PT PELNI (Persero). Socialization of (E-Office) Document Application for Directorate of fleet and finance on 27 June 2019 on Head Office of PT PELNI (Persero).	8
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Jawa Bali di aula Rapat Lt 2 Kantor Cabang Surabaya tanggal 12 September 2019. Socialization of (E-Office) Document Application for Java-Bali Branches on 12 September 2019 at Meeting Hall, 2nd floor, Surabaya Branch Office.	8
		Seleksi EUT Siparsel Modul Kapal, 19 Agustus 2019. EUT of Ship Siparsel Module, 19 August 2019.	8
		Sosialisasi Polis Asuransi *Marine Hull And Machinery* dan *Training Safety Management/ Risk Management* Hotel Ibis Harmoni, Tanggal 31 Oktober S/D 01 November 2019. Socialization of Marine Hull And Machinery Insurance Policy And Safety/Risk Management Training at Hotel Ibis, Harmoni, on 31 October until 01 November 2019.	6
		Pelatihan " *Success Retirement Program 2019*" (Pra purnabakti) Pegawai Darat pada tanggal 8-11 April 2019 di Hotel Harris Bandung. "Success Retirement Program 2019" Training for (Pre-retired) onshore employee on 8-11 April 2019 at Harris Hotel, Bandung.	6
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat UAB UAP PT PELNI pada tanggal 12 - 13 Maret 2019. Socialization of (E-Office) Document Application for UAB UAP Directorate on 12 - 13 March 2019.	5
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sulawesi di Hotel Novotel Makassar tanggal 19 September 2019. Socialization of (E-Office) Document Application on Sulawesi Branch Office on 19 September 2019 at Novotel Hotel, Makasar.	5
		Program Penguatan Budaya Kerja Direktorat SDM dan Umum Tgl. 19-20 Juli 2019 di Green Peak Cisarua. Directorate of HR and General Affairs Strengthening Work Culture Program on 19-20 July 2019 at Green Peak, Cisarua.	5
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Kalimantan di Hotel Bluesky, Balikpapan tanggal 26 September 2019. Socialization of (E-Office) Document Application on Borneo Branch Office on 26 September 2019 at Bluesky Hotel, Balikpapan.	5

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Pelatihan *compensation and benefit* (remunerasi) pada tanggal 04 september 2019 di hotel ibis harmoni. Compensation and benefit (remuneration) training on 04 September 2019 at Ibis Hotel, Harmoni.	5
		Workshop dengan tema *integrating balanced scorecard and risk management* 2019 pada tanggal 4-6 maret 2019. "Integrating Balanced Scorecard and Risk Management" Workshop on 4-6 March 2019.	4
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sumatra & Tg. Priok, Tanggal 5 september 2019 di Kantor Pusat. Socialization of (E-Office) Document Application for Sumatera & Tg.priok Branch Offices on 26 September 2019 on Head Office.	4
		Pelatihan Sosialisasi E-Office di area cabang Maluku pada tanggal 04 Oktober 2019 di hotel Manise Ambon. Socialization of (E-Office) Document Application for Maluku Branch Office on 4 October 2019 at Manise Hotel, Ambon.	4
		Training Effective Communication Skill tanggal 15 Oktober 2019, untuk pegawai PT PELNI (Persero) Cabang Makasar di Swiss-Belhotel Pantai Losari Makassar. Effective Communication Skill Training For employee on Makasar Branch on 15 October 2019 at Swiss-Belhotel, Losari Beach, Makasar.	4
		Pembekalan EUT Siparsel Modul Kapal , 12-13 September 2019. EUT of Ship Siparsel Module, on 12-13 September 2019.	3
		Pelatihan Sosialisasi E-Office di area cabang Nusa Tenggara pada tanggal 10 Oktober 2019 di hotel swiss Belin Kristal Kupang. Socialization of (E-Office) Document Application for Nusa Tenggara Branch Offices on 10 October 2019 at Swiss-bel Kristal Hotel, Kupang.	2
		Pelatihan Sosialisasi E-Office di area cabang Papua pada tanggal 17 Oktober 2019 di hotel Marina Membrano Sorong. Socialization of (E-Office) Document Application for Papua Branch Offices on 17 October 2019 at Marina Membrano Hotel, Sorong.	2
		Pelatihan *Company security officer* (CSO). Company security officer (CSO) Training.	2
		Pelatihan *Marine Surveyor.* Marine Surveyor Training.	2
		Program *Assessor Preparation Course* (APC) KPKU BUMN. KPKU of SOEs Assessor Preparation Course Program.	2
		Training MC pada tanggal 15 Maret 2019 di kantor pusat PT PELNI (Persero). MC Training on 15 March 2019 on Head Office of PT PELNI (Persero).	2
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) tahap I untuk VP dan manager Ruang rapat Lt.9 kantor pusat tanggal 20 februari 2019. Socialization of (E-Office) Document Application Batch I for VP and Manager on 20 February 2019, at Meeting Room, 9th floor, Head Office.	1
		Pelatihan Program *Workshop Collaboration For Growth In Vuca Era* Batch I Pada tanggal 21-23 Oktober 2019 di Hotel Yellow Jakarta. Collaboration For Growth In Vuca Era Batch I Training Program on 21-23 October 2019 at Yellow Hotel, Jakarta.	1
		In House Training Marine Accident and Investigation pada tanggal 23-25 september 2019. In House Training Accident and Investigation on 23 - 25 September 2019.	1
		Pelatihan Teknis Permesinan Kapal - *Turbocharge* di Hotel Ibis Style 27-28 November 2019. Ship turbocharge engine technical training on 27-28 November 2019 at Ibis Style Hotel.	1
		Seleksi Putra - Putri Duta PELNI tahun 2019 pada tanggal 12 - 25 April 2019 Putra-Putri Duta PELNI Selection 2019 on 12 - 25 April 2019	1
		Pembayaran Diklat Tahun 2018 : Pelatihan *Valuable Practice From Industry Leaders In Encoutering Thoughest Business Challenges.* Education and Training 2018 : Valuable Practice From Industry Leaders In Encoutering Thoughest Business Challenges Training.	1

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Kongres & Musyawarah Nasional Forum Humas BUMN. SOEs Public Relation National Forum Convention.	1
		Workshop Annual Report Berbasis Kriteria ARA 2018. Annual Report Based on 2018 ARA Criteria.	1
		Workshop Manajemen Dana Pensiun. Pension Funds Management Workshop.	1
		Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 12-15 November 2019 di Bandung. "Success Retirement Program 2019" Training for (Pre-retired) offshore employee on 12-15 November 2019 in Bandung.	1
		Diklat Ahli K3 Listrik. Electric Expert Engineer Training And Education.	1
		Diklat Audit Intern Tingkat Dasar 1. Internal Audit 1st Basic Training and Education.	1
		Sertifikasi ISO 31000 Series 2 : *Risk Assessment Techniques.* ISO 31000 Series 2 Certification : Risk Assessment Techniques.	1
		Pelatihan sistem manajemen terintegrasi (Strategi, kinerja, proses & resiko). Integrated Management System Training (Strategy, performance, Process & Risk).	1
		Pelatihan *Workload Analysis.* Workload Analysis Training.	1
		Pelatihan *Reward Management.* Reward Management Training.	1
		Pelatihan *Technical Competency.* Technical Competency Training.	1
		Workshop content every think PFN tanggal 12 Juli 2019. workshop content every think PFN on 12 July 2019.	1
		Pelatihan *Technical Competency.* Technical Competency Training.	1
		Warehouse management. Warehouse management.	1
		Kursus Bahasa Inggris Online Tahun 2019. Online English Course 2019.	1
		Pelatihan Manajemen Perawatan Bangunan Gedung dan Fasilitas. Management of Building Infrastructure and Facilities Maintenance Training.	1
		Workshop optimalisasi aset BUMN dan anak perusahaan untuk peningkatan nilai perusahaan dan aspek yuridis. Optimization of SOEs and Subsidiaries Assets for Valuing Corporate and Juridical Aspects.	1
		Strategic Discussion Forum and Sharing Best Practices "Sharing the future Role for Corporate Secretary Adapting In An Era Of Disruption. Strategic Discussion Forum and Sharing Best Practices "Sharing the future Role for Corporate Secretary Adapting In An Era Of Disruption.	1
B4	Staff/Setara (KJ 10-11) Staff/Same Level	Seminar Penyelesaian Masalah Komunikasi dengan HORENSO tanggal 7 November 2019 di Auditorium PT PELNI (Persero). Communication Problem Solution Seminar with HORENSO on November 7, 2019 at Auditorium of PT PELNI (Persero).	100
		Orientasi Pegawai Darat - Rekrutmen periode November 2018. Onshore employee recruitment orientation on November 2018.	90
		Program Penguatan Budaya Kerja Direktorat UAP Tgl. 12-13 Juli 2019 di Green Peak Cisarua. UAP Directorate Strengthening Work Culture Program on 12-13 July 2019 at Green Peak, Cisarua.	46
		Diklat Penjenjangan Teknis Tingkat Lanjut Angkatan IX, Tgl. 2-6 September 2019 Di Hotel Bahtera. Advance Level Technical Training force XI on 2-6 August 2019 at Bahtera Hotel.	35
		Program Penguatan Budaya Direktorat UAB Tgl 2-3 Agustus 2019 di Green Peak Cisarua. UAB Directorate Strengthening Work Culture Program on 2-3 August 2019 at Green Peak, Cisarua.	28

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Program Penguatan Budaya Kerja Direktorat Keuangan Tgl. 21-22 Juni 2019 di Green Peak Cisarua. Finance Directorate Strengthening Work Culture Program on 21-22 June 2019 at Green Peak, Cisarua.	27
		Program Penguatan Budaya Kerja Direktorat Armada Tgl. 28-29 Juni 2019 di Green Peak Cisarua. Fleet Directorate Strengthening Work Culture Program on 28-29 June 2019 at Green Peak, Cisarua.	25
		Pembibitan EUT Siparsel Modul Kapal, Ruang Auditorium 15 Agustus 2019. EUT of Ship Siparsel Module education on 15 August 2019 at Auditorium.	23
		Seleksi EUT Siparsel Modul Kapal, 19 Agustus 2019. EUT of Ship Siparsel Module selection, 19 August 2019.	20
		Program Penguatan Budaya Kerja Direktorat Utama Tgl. 26-27 Juli 2019 di Green Peak Cisarua. Main Directorate Strengthening Work Culture Program on 26-27 July 2019 at Green Peak, Cisarua.	18
		Pelatihan Program *Workshop Collaboration For Growth In Vuca Era* Batch I Pada tanggal 21-23 Oktober 2019 di Hotel Yellow Jakarta Collaboration For Growth In Vuca Era Batch I Training Program on 21-23 October 2019 at Yellow Hotel, Jakarta.	16
		Program Penguatan Budaya Kerja Direktorat SDM dan Umum Tgl. 19-20 Juli 2019 di Green Peak Cisarua. Directorate of HR and General Affairs Strengthening Work Culture Program on 19-20 July 2019 at Green Peak, Cisarua.	15
		Workshop Effective Communication Skill Cabang Surabaya dan SBU Galangan Surya di Hotel Mercure Grand Mirama, tanggal 21 November 2019. Effective Communication Skill Training For Surabaya Branch and SBU Surya Dock on 21 November 2019 at Mercure Grand Mirama Hotel.	14
		Pelatihan Program *Workshop Collaboration For Growth In Vuca Era* Batch II Pada tanggal 28 - 30 Oktober 2019 di Hotel Yellow Jakarta. Collaboration For Growth In Vuca Era Batch II Training Program on 28-30 October 2019 at Yellow Hotel, Jakarta.	14
		Diklat Penjenjangan Managerial Tingkat Muda Angkatan XI, Hotel Bahtera Cipayung 12-16 Agustus 2019 Youth Level Managerial Training and Education force XI on 12-16 August 2019 at Bahtera, Cipayung.	13
		Seleksi Putra - Putri Duta PELNI tahun 2019 pada tanggal 12 - 25 April 2019. Putra-Putri Duta Pelni 2019 selection on 12-25 April 2019.	13
		Pelatihan *compensation and benefit* (remunerasi) pada tanggal 04 september 2019 di hotel Ibis Harmoni. Compensation and benefit (remuneration) training on 04 September 2019 at Ibis Hotel, Harmoni.	12
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) untuk Direktorat SDM dan Umum pada tanggal 18-19 Februari 2019 di ruang rapat lantai 9 Kantor Pusat. Socialization of (E-Office) Document Application for Directorate of HR and General Affairs on 18-19 February 2019, at Meeting Room, 9th floor, Head Office.	11
		Pelatihan Sosialisasi E-Office di area cabang Papua pada tanggal 17 Oktober 2019 di hotel Marina Membrano Sorong. Socialization of (E-Office) Document Application for Papua Branch on 17 October 2019, at Marina Membrano Hotel, Sorong.	10
		Training MC pada tanggal 15 Maret 2019 di kantor pusat PT PELNI (Persero). MC Training on 15 March 2019 on Head Office of PT PELNI (Persero).	10
		Pembekalan EUT Siparsel Modul Kapal , 12-13 September 2019. EUT of Ship Siparsel Module education, 12-13 September 2019.	9
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat UAB UAP PT PELNI (Persero) pada tanggal 12 - 13 Maret 2019. Socialization of (E-Office) Document Application for UAB UAP Directorate on 12-13 March 2019.	8

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Training Effective Communication Skill tanggal 15 Oktober 2019, untuk pegawai PT. Pelni Cabang Makasar di Swiss-Belhotel Pantai Losari Makassar. Effective Communication Skill Training For employee of Makasar Branch on 15 October 2019 at Swiss-Belhotel, Losari Beach, Makasar.	8
		Pelatihan Teknis Aplikasi SPSE V.4.3 Pada Tanggal 7-8 Januari 2019. SPSE V.4.3 Technical Application Training on 7-8 January 2019.	7
		Workshop assessment GCG PT PELNI (Persero) Pada tanggal 05-07 desember 2018 di hotel Bahtera cipayung, Bogor. Assessment GCG of PT PELNI (Persero) Workshop on 5-7 December 2018 at Bahtera Hotel, Cipayung, Bogor.	7
		Workshop content every think PFN tanggal 12 Juli 2019. Workshop content every think PFN on 12 July 2019.	5
		Kursus Bahasa Inggris Online Tahun 2019. Online English Course 2019.	5
		Workshop " Brand Positioning where are you now". "Brand Positioning where are you now" workshop.	5
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat Armada Dan Keuangan tanggal 27 Juni 2019 di kantor pusat PT PELNI (Persero). Socialization of (E-Office) Document Application for Directorate of fleet and finance on 27 June 2019 at Head Office of PT PELNI (Persero).	4
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Jawa Bali di aula Rapat Lt 2 Kantor Cabang Surabaya tanggal 12 September 2019. Socialization of (E-Office) Document Application on Java-Bali Branch Offices on 12 September 2019 at Meeting hall, 2nd Floor, Surabaya Branch Office.	4
		Sosialisasi Polis Asuransi *Marine Hull And Machinery* Dan *Training Safety Management/ Risk Management* Hotel Ibis Harmoni, Tanggal 31 Oktober S/D 01 November 2019. Socialization of Marine Hull And Machinery Insurance Policy And Safety/Risk Management Training at Ibis Hotel, Harmoni, on 31 October until 01 November 2019.	4
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch I 19 November 2019. Socialization of Procurement Guidelines Batch I on 19 November 2019.	3
		Pelatihan penyusunan rencana jangka panjang perusahaan (RJPP) tahun 2020-2024 pada tanggal 13-15 februari 2019 di Hotel Mega puncak, Bogor. Company's Long-Term Plan drafting for 2020-2024 training on 13-15 February 2019 at Mega Hotel, Puncak, Bogor.	3
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sulawesi di Hotel Novotel Makassar tanggal 19 September 2019. Socialization of (E-Office) Document Application for Sulawesi Branch Office on 19 September 2019 at Novotel, Makasar.	3
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Kalimantan di Hotel Bluesky, Balikpapan tanggal 26 September 2019. Socialization of (E-Office) Document Application for Borneo Branch Office on 26 September 2019 at Bluesky Hotel, Balikpapan.	3
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sumatra & Tg. Priok, Tanggal 5 september 2019 di Kantor Pusat. Socialization of (E-Office) Document Application for Sumatera & Tg. Priok Branch Offices on 5 September 2019 on Head Office.	3
		Pelatihan *Marine Surveyor.* Marine Surveyor Training.	3
		Brevet A&B terpadu. Integrated A&B Brevet.	3
		Pelatihan Interpretasi KPKU Batch 4. KPKU Interpretation Batch 4 Training.	3

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch II 20 November 2019. Socialization of Procurement Guidelines Batch II on 20 November 2019.	2
		Diklat Cabang & *Manage Service* Pengelolaan Embarkasi dan Debarkasi Penumpang 9-11 Desember 2019. Passenger Embarkation and Debarkation Management on Branches and Manage Service education and training on 9-11 December 2019.	2
		Pelatihan Sosialisasi E-Office di area cabang Nusa Tenggara pada tanggal 10 Oktober 2019 di hotel swiss Belin Kristal Kupang. Socialization of (E-Office) Document Application for Sumatera & Tg. Priok Branch Offices on 10 October 2019 at Swiss-belin Kristal, Kupang.	2
		In House Training Marine Accident And Investigation pada tanggal 23-25 september 2019. In House Training Marine Accident and Investigation on 23-25 September 2019.	2
		Pelatihan Teknis Permesinan Kapal - *Turbocharge* di Hotel Ibis Style 27-28 November 2019. Ship turbocharge engine technical training on 27-28 November 2019 at Ibis Style Hotel.	2
		Pelatihan Internal Auditor ISPS - CODE. ISPS-CODE Internal Auditor Training.	2
		Pelatihan Sertifikasi Ahli Pengadaan Barang / Jasa Pemerintah. Procurement of Government expert Certification.	
		Webinar *Training Series* L&D transformation kunci sukses Implementasi *Corporate e-learning.* L&D transformation Series is the key to the successful implementation of Corporate e-learning online training.	2
		Workshop persaingan usaha dalam perspektif hukum dan tatacara penanganan perkara. Business Competition in Legal Perspective and Law cases handling procedures workshop.	2
		Permohonan Keikutsertaan Pelatihan Sistem Manajemen Terintegrasi (Strategi, Kinerja, Proses, dan Risiko): Konsep, *Tools*, Implementasi. Participation proposal in Integrated Management System Training (Strategy, Performance, Process and Risk): Concepts, Tools, Implementation.	2
		Workshop Hukum Korporasi di lingkungan BUMN. Corporate Legal within SOEs workshop.	2
		Seminar *Content Every Think* edisi HUT PFN ke -74 dengan Tema : *"How To Win Audience Trough Social Media Contents & Strategy"* Seminar Content EveryThink edisi HUT PFN ke -74 dengan Tema : "How To Win Audience Trough Social Media Contents & Strategy"	2
		Seminar *Content EveryThink* edisi HUT PFN ke -74 dengan Tema : *"The Emerge of Youtube Universe".* Content EveryThink Seminar on the 74th PFN Anniversary edition with the theme: "The Emerge of Youtube Universe".	2
		Workshop Hubungan Industrial di BUMN dan anak Perusahaan dalam era industri 4.0. SOEs and Subsidiaries Industrial Relations in industrial era 4.0.	2
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch IV 27 November 2019. Socialization of Procurement Guidelines Batch IV on 27 November 2019.	1
		Workshop dengan tema *integrating balanced scorecard and risk management* 2019 pada tanggal 4-6 maret 2019. "Integrating the balanced scorecard and risk management 2019" on 4-6 March 2019.	1
		Pelatihan Sosialisasi E-Office di area cabang Maluku pada tanggal 04 Oktober 2019 di hotel Manise Ambon. Socialization of (E-Office) Document Application for Maluku Branch on 4 October 2019 at Manise Hotel, Ambon.	1
		Pelatihan sistem manajemen terintegrasi (Strategi, kinerja, proses & resiko) Integrated Management System Training (Strategy, performance, Process & Risk).	1
		Pelatihan Manajemen Perawatan Bangunan Gedung dan Fasilitas. Management of Building Infrastructure and Facilities Maintenance Training .	1
		Training CSO (Company Security Officer). CSO (Company Security Officer) Training.	1

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Pelatihan *Risk Assesment.* Risk Management Training.	1
		Pelatihan sertifikasi *lift & escalator* sertifikasi kemenaker. Elevator and escalator Training certified by Ministry of Manpower.	1
		Training & Certification ISO 31000 Series 1: ERM Fundamentals. Training & Certification ISO 31000 Series 1: ERM Fundamentals.	1
		Sertifikasi Pengadaan Barang dan Jasa. Procurement Certification.	1
		Marine Surveyor. Marine Surveyor.	1
		Diklat Internal Auditor Tingkat Dasar II. Internal Auditor II Basic training and education.	1
		Diklat dan sertifikasi ahli kepabeanan. Custom expert training and certification.	1
		Diklat Audit Tingkat Lanjut. Advance Level Audit Training and Education.	1
		Seminar *How to Create a Great Innovative Leader* 13 Maret 2019. How to Create a Great Innovative Leader Seminar on March 13, 2019.	1
		Pelatihan *Performance Management System.* Performance Management System Training.	1
		Pelatihan *Job Description.* Job Description Training.	1
		Pelatihan *Behavioral Competency.* Behavioral Competency Training.	1
		Pelatihan *digital marketing strategy for hospitality.* Digital marketing strategy for hospitality Training.	1
		Bimtek dan pelatihan pemadam kebakaran. Fire Fighting Drill and Training.	1
		Workshop Nasional Dua Hari "Penerapan Ketentuan Peraturan Menteri Ketenagakerjaan RI No. 11 Tahun 2019. "Penerapan Ketentuan Peraturan Menteri Ketenagakerjaan RI No. 11 Tahun 2019" 2-days National workshop .	1
		Workshop nasional tentang hukum ketenagakerjaan & hubungan Industrial. Labor Regulation & Industrial relations National Workshop.	1
		Workshop 2 hari audit berbasis resiko & audit kinerja pencegahan tipikor dalam pengadaan barang & jasa pada korupsi BUMN,BLU/D Kementrian, Lembaga, SKPD tahun 2019. "Risk-based audit & performance audit for Corruption Prevention in procurement of goods & services in SOEs, BLU / D, Ministry, Institution, SKPD in 2019" 2-days workshop.	1
B5	Officer/Setara (KJ 12-15) Officer/Same Level	Seminar *Time management* pada tanggal 10 Oktober 2019 di Auditorium PT PELNI (Persero). Time management seminar on October 10, 2019 at Auditorium of PT PELNI (Persero).	87
		Program Penguatan Budaya Kerja Direktorat UAP Tgl. 12-13 Juli 2019 di Green Peak Cisarua. UAP Directorate Strengthening Work Culture Program on 12-13 July 2019 at Green Peak, Cisarua.	64
		Orientasi Pegawai Darat - Rekrutmen periode November 2018. Offshore employee recruitment for November 2018.	47
		Diklat Penjenjangan Teknis Tingkat Mula Angkatan VIII, Tgl. 14-18 Oktober 2019 Di Hotel Ibis Harmoni. First Level Technical Training force VIII on 14-18 October 2019 at Ibis Hotel, Harmoni.	35
		Diklat Penjenjangan Teknis Tingkat Dasar Angkatan VII, Tgl. 5-8 November 2019 Di Hotel Ibis Harmoni. Basic Level Technical Training force VII on 5-8 November 2019 at Ibis Hotel, Harmoni.	27

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Seminar Penyelesaian Masalah Komunikasi dengan HORENSO tanggal 7 November 2019 di Auditorium PT PELNI (Persero). Communication Problem Solution Seminar with HORENSO on 7 November 2019 at Auditorium of PT PELNI (Persero).	23
		Diklat Cabang & *Manage Service* Pengelolaan Embarkasi dan Debarkasi Penumpang 9-11 Desember 2019. Passenger Embarkation and Debarkation Management on Branches and Manage Service education and training on 9-11 December 2019.	23
		Pelatihan *" Success Retirement Program 2019"* (Pra purnabakti) Pegawai Darat pada tanggal 8-11 April 2019 di Hotel Harris Bandung. "Success Retirement Program 2019" Training for (Pre-retired) onshore employee on 8-11 April 2019 at Harris Hotel, Bandung.	23
		Workshop Effective Communication Skill Cabang Surabaya dan SBU Galangan Surya di Hotel Mercure Grand Mirama, tanggal 21 November 2019. Effective Communication Skill Training For Surabaya Branch and SBU Surya Dock on 21 November 2019 at Mercure Grand Mirama Hotel.	21
		Program Penguatan Budaya Kerja Direktorat Utama Tgl. 26-27 Juli 2019 di Green Peak Cisarua. General Directorate Strengthening Work Culture Program on 26-27 July 2019 at Green Peak, Cisarua.	17
		Program Penguatan Budaya Direktorat UAB Tgl 2-3 Agustus 2019 di Green Peak Cisarua. UAB Directorate Strengthening Work Culture Program on 2-3 August 2019 at Green Peak, Cisarua.	15
		Program Penguatan Budaya Kerja Direktorat Keuangan Tgl. 21-22 Juni 2019 di Green Peak Cisarua. Finance Directorate Strengthening Work Culture Program on 21-22 June 2019 at Green Peak, Cisarua.	14
		Program Perekrutan Bersama (PPB) FHCI BUMN 2019. Joint Recruitment of FHCI and SOEs 2019 Program.	13
		Program Penguatan Budaya Kerja Direktorat Armada Tgl. 28-29 Juni 2019 di Green Peak Cisarua. Fleet Directorate Strengthening Work Culture Program on 28-29 2019 at Green Peak, Cisarua.	12
		Pembibitan EUT Siparsel Modul Kapal, Ruang Auditorium 15 Agustus 2019. EUT of Ship Siparsel Module education, 15 August 2019 at Auditorium.	9
		Seleksi EUT Siparsel Modul Kapal, 19 Agustus 2019. EUT of Ship Siparsel Module education, 19 August 2019.	9
		Seleksi Putra - Putri Duta PELNI tahun 2019 pada tanggal 12 - 25 April 2019 Putra-Putri Duta PELNI 2019 Selection on 12-25 April 2019	9
		Training Effective Communication Skill tanggal 15 Oktober 2019, untuk pegawai PT PELNI (Persero) Cabang Makasar di Swiss-Belhotel Pantai Losari Makassar. Effective Communication Skill Training For employee on Makasar Branch on 15 October 2019 at Swiss-Belhotel, Losari Beach, Makassar.	9
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sulawesi di Hotel Novotel Makassar tanggal 19 September 2019. Socialization of (E-Office) Document Application for Sulawesi Branch Office on 19 September 2019 at Novotel Hotel, Makasar.	8
		Pelatihan Sosialisasi E-Office di area cabang Maluku pada tanggal 04 Oktober 2019 di hotel Manise Ambon. Socialization of (E-Office) Document Application for Maluku Branch on 4 October 2019 at Manise Hotel, Ambon.	8
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat Armada dan Keuangan tanggal 27 Juni 2019 di kantor pusat PT PELNI (Persero). Socialization of (E-Office) Document Application for Directorate of fleet and finance on 27 June 2019 on Head Office of PT PELNI (Persero).	7
		Pelatihan Sosialisasi E-Office di area cabang Nusa Tenggara pada tanggal 10 Oktober 2019 di hotel swiss Belin Kristal Kupang. Socialization of (E-Office) Document Application for Nusa Tenggara Branch on 10 October 2019 at Swiss-bellin Kristal Hotel, Kupang.	7

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Pelatihan *"Success Retirement Program"* (Pra Purnabakti) Pegawai Laut 2019, pada tanggal 12-15 November 2019 di Bandung. "Success Retirement Program 2019" Training for (Pre-retired) offshore employee on 12-15 November 2019 in Bandung.	7
		Pelatihan Sosialisasi E-Office di area cabang Papua pada tanggal 17 Oktober 2019 di hotel Marina Membrano Sorong. Socialization of (E-Office) Document Application for Papua Branch on 17 October 2019 at Marina Membrano Hotel, Sorong.	6
		Program Penguatan Budaya Kerja Direktorat SDM dan Umum Tgl. 19-20 Juli 2019 di Green Peak Cisarua. Directorate of HR and General Affairs Strengthening Work Culture Program on 19-20 July 2019 at Green Peak, Cisarua.	4
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Direktorat UAB UAP PT PELNI (Persero) pada tanggal 12 - 13 Maret 2019. Socialization of (E-Office) Document Application for UAB UAP Directorate on 12-13 March 2019.	4
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Jawa Bali di aula Rapat Lt 2 Kantor Cabang Surabaya tanggal 12 September 2019. Socialization of (E-Office) Document Application for Java-Bali Branch Offices on 12 September 2019 at Meeting Hall, 2nd floor, Surabaya Branch Office.	4
		Sosialisasi Polis Asuransi *Marine Hull And Machinery* Dan *Training Safety Management/ Risk Management* Hotel Ibis Harmoni, Tanggal 31 Oktober S/D 01 November 2019. Socialization of Marine Hull And Machinery Insurance Policy And Safety/Risk Management Training at Hotel Ibis, Harmoni, on 31 October until 01 November 2019.	4
		Pelatihan Teknis Aplikasi SPSE V.4.3 Pada Tanggal 7-8 Januari 2019. SPSE V.4.3 Application Technical Training On January 7-8, 2019.	3
		Workshop assessment GCG PT PELNI (Persero) Pada tanggal 05-07 desember 2018 di hotel Bahtera cipayung, Bogor. GCG assessment of PT PELNI (Persero) workshop On 05-07 December 2018 at Bahtera Hotel, Cipayung, Bogor.	3
		Sertifikasi Operator *Forklift.* Forklift Operator Certification.	3
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) untuk Direktorat SDM dan Umum pada tanggal 18-19 Februari 2019 di ruang rapat lantai 9 Kantor Pusat. Socialization of (E-Office) Document Application for Directorate of HR and General Affairs on 18-19 February 2019 at Meeting room, 9th floor, Head Office.	2
		Training MC pada tanggal 15 Maret 2019 di kantor pusat PT PELNI (Persero). MC Training on March 15, 2019 on Head Office of PT PELNI (Persero).	2
		Pembekalan EUT Siparsel Modul Kapal , 12-13 September 2019. EUT of Ship Siparsel Module Education, September 12-13, 2019.	2
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Sumatra & Tg. Priok, Tanggal 5 september 2019 di Kantor Pusat. Socialization of (E-Office) Document Application for Sumatera and Tg. Priok Branch Offices on 5 September 2019, on Head Office.	2
		Lokakarya Kiat dan Strategi Penyusunan HPS, Pengadaan dan Penunjukan Langsung pada BUMN. Tips and Strategies for Preparation of Pricing, Procurement and Direct Appointment to SOEs Workshop.	2
		Diklat Penjenjangan Managerial Tingkat Muda Angkatan XI, Hotel Bahtera Cipayung 12-16 Agustus 2019. Basic Level Managerial Training XI Force on 12-16 August 2019 at Bahtera Hotel, Cipayung.	1
		Pelatihan Sosialisasi Aplikasi Dokumen (E-Office) Kantor Cabang Area Kalimantan di Hotel Bluesky, Balikpapan tanggal 26 September 2019. Socialization of (E-Office) Document Application for Borneo Branch on 26 September 2019 at Bluesky Hotel, Balikpapan.	1
		Pelatihan *Marine Surveyor.* Marine Surveyor Training.	1

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No	Kelompok Jabatan Position Rank	Deskripsi Description	Peserta Participant
		Brevet A&B terpadu. Integrated Brevet A&B.	1
		Sosialisasi Pedoman Pengadaan Barang & Jasa Batch II 20 November 2019. Socialization of Procurement Guidelines Batch II on 20 November 2019.	1
		Seminar *Content Every Think* edisi HUT PFN ke -74 dengan Tema : "The Emerge of Youtube Universe". Content EveryThink Seminar on the 74th PFN Anniversary edition with the theme: "The Emerge of Youtube Universe".	1
		Workshop dengan tema *integrating balanced scorecard and risk management* 2019 pada tanggal 4-6 maret 2019. Integrated balanced scorecard and risk management 2019 Workshop on March 4-6, 2019.	1
		Pelatihan sertifikasi *lift & escalator* Kemnaker. Elevator and escalator certification from Ministry of Manpower.	1
		Pelatihan *digital marketing strategi for hospitality.* Digital marketing strategy for hospitality training.	1
		Pelatihan Dasar-Dasar Audit. Audit Basic Training.	1
		Pendidikan khusus profesi advokat (PKPA). special education advocate profession (PKPA).	1
		Diklat Auditor SMK & LH. SMK & LH Auditor Training.	1
		Training dan *Workshop* GCG *Self Assessment:* Skoring Penilaian GCG dan Pendalaman Materi Indikator berdasarkan SK 16. GCG Self Assessment Training and Workshop: Scoring GCG Assessment and Deepening of Material Indicators based on Decree 16.	1
		Seminar Nasional dan *Focus Group Discussion* Perpajakan BUMN 2019. National Seminar and Focus Group Discussion on SOEs Taxation 2019.	1

SISTEM *REWARDS AND PUNISHMENT* PT PELNI (PERSERO)

Sebagai bagian dari sistem manajemen SDM berbasis kinerja dan *Merit System* yang diterapkan oleh Perseroan, pengelolaan SDM juga dilengkapi oleh mekanisme *Reward and Punishment* di mana setiap pegawai yang berprestasi akan mendapatkan penghargaan sesuai dengan tingkat capaian dan, sebaliknya, bagi para pelaku pelanggaran yang terbukti dalam mekanisme yang sah, akan dijatuhkan hukuman.

Pada tahun 2019, PT PELNI (Persero) memberikan penghargaan dedikasi kerja 30 tahun, 25 tahun, 16 tahun dan 8 tahun kepada para pegawai di seluruh entitas kantor pusat, kantor cabang dan unit usaha Perseroan lainnya serta menjatuhkan 22 sanksi disiplin, dengan rincian sebagai berikut:

PT PELNI (PERSERO) REWARD AND PUNISHMENT SYSTEM

As part of performance-based HR management system and Merit System implemented in the Company, the HR management is also equipped with Reward and Punishment systems where every outstanding employees will receive reward based on their achievement, and also for committed violation will be punished under applicable regulation.

In 2019, PT PELNI (Persero) awarded the dedication program for 30, 25, 16 and 8 years of working tenure in head office, branches and other business units and administered 42 discipline sanctions with detailed explanation as follows:

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a. Pemberian Penghargaan

Sesuai dengan Perjanjian Kerja Bersama antara PT PELNI (Persero) dengan Serikat Pekerja PT PELNI (Persero) mengenai penghargaan yang diberikan kepada pegawai, maka jumlah pegawai yang menerima penghargaan sesuai dengan masa kerja dan tertuang dalam SK No: 04.22/01/SK/HKO.01/2019 adalah berikut ini:

a. Reward Giving

According to Joint Working Agreement between PT PELNI (Persero) and Labor Union related to Reward for employee, so that total employees who received reward aligned with their tenure and stipulated in Letter of Decree No: 04.22/01/SK/HKO.01/2019 are as follows:

No	Penghargaan Award	Pusat Head Office	Cabang Branch	ABK Crew	SBU SBU	Anak Perusahaan Subsidiary	Jumlah Total
1	30 Tahun | Years	11	12	93	-	15	**131**
2	25 Tahun | Years	36	75	486	3	31	**631**
3	16 Tahun | Years	5	4	13	-	16	**38**
4	08 Tahun | Years	-	-	51	-	-	**51**
	Jumlah | Total						**851**

b. Sanksi Disiplin Pegawai PT PELNI (Persero) 2019

Sesuai dengan Perjanjian Kerja Bersama antara PT PELNI (Persero) dengan Serikat Pekerja PT PELNI (Persero) tentang pemberian sanksi disiplin untuk pegawai yang melanggar peraturan yang telah ditetapkan oleh perusahaan. Berdasarkan peraturan tersebut, maka berikut ini merupakan jumlah pemberian hukuman disiplin yang diberikan pegawai PT PELNI (Persero):

b. Discipline Sanction for disobeyed employee of PT PELNI (Persero) in 2019

According to Joint Working Agreement between PT PELNI (Persero) and Labor Union regarding discipline sanction administration for employees who defied regulation that stipulated by the Company. Based on this provision, total discipline sanction for employees of PT PELNI (Persero) is as follows:

Penempatan Placement	Ringan Light	Sedang Medium		Berat Hard	
	Teguran Tertulis Writen Admonition	Peringatan Tertulis Writen Warning	Peringatan Keras Heavy Warning	Per. Keras Terakhir Last Heavy Warning	Skorsing Suspension
Laut | Offshore	-	-	13	-	1
Darat | Ashore	-	-	8	-	-

REMUNERASI DAN KESEJAHTERAAN SDM

Dalam rangka meningkatkan motivasi kinerja dan loyalitas pegawai terhadap Perusahaan serta meningkatkan kesejahteraan pegawai, Perseroan telah menetapkan aturan pemberian fasilitas dan tunjangan yang diterima oleh Pegawai berdasarkan level jabatan dan status kepegawaian. Pemberian fasilitas dan tunjangan tersebut telah disesuaikan dengan ketentuan dan peraturan perundang-undangan yang berlaku, termasuk batas Upah Minimum Provinsi (UMP) dan peraturan Kementrian Tenaga Kerja dan Transmigrasi terkait lainnya.

EMPLOYEE REMUNERATION AND WELFARE

To raise motivation and loyalty of the employee and to improve the employee's welfare, the Company has stipulated employee remuneration based on the results of performance assessment. The employee's remuneration package has also complied with relevant Laws and regulations, including Provincial Minimum Wage and Ministry of Manpower and Transmigration regulation.

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Komponen remunerasi yang diberikan kepada pegawai Perseroan, antara lain gaji pokok, insentif prestasi serta berbagai tunjangan dan fasilitas. Tunjangan dan Fasilitas yang dimaksud tersebut diantaranya adalah:

1. Struktur Upah telah diatur dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 tentang Pengupahan di lingkungan PT PELNI (Persero) tanggal 31 Juli 2019 terdiri dari:
   a. Upah Pokok yaitu upah yang diterima oleh pegawai tetap setiap bulannya tidak dipengaruhi oleh kehadiran, namun dipegaruhi oleh golongan dan masa kerja.
   b. Tunjangan tetap yaitu tunjangan yang diberikan kepada pegawai tetap setiap bulan berdasarkan kelas jabatan dan tidak dipengaruhi oleh kehadiran maupun prestasi pegawai itu sendiri.
   c. Tunjangan Tidak Tetap yaitu tunjangan yang diberikan kepada pegawai tetap berupa insentif prestasi (IP) yang dipegaruhi oleh kehadiran dan berlaku bagi pegawai darat maupun pegawai laut berdasarkan kelas jabatan.
   d. Tunjangan Khusus yaitu tunjangan yang diberikan kepada pegawai tetap yang memiliki jabatan tertentu:
      - Tunjangan Struktural dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 diberikan kepada pegawai tetap dengan jabatan Pimpinan Unit kerja di Kantor Pusat, Cabang dan SBU/ Pegawas pada Unit Kerja Kantor Pusat/ Manager pada Unit Kerja Kantor Pusat/ Kepala Bagian pada Cabang tipe A & B/ Kepala Urusan pada Cabang tipe C & D.
      - Tunjangan Fungsional dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 diberikan kepada Staf Utama Direksi/Staf Madya Direksi/ Pemeriksa Utama, *Surveyor* Utama.
      - Tunjangan Komando dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 diberikan kepada Nakhoda/ Kamar Mesin/Mualim I/Masinis I Senior.
      - Tunjangan Profesi dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 diberikan kepada Dokter Kapal yang bekerja di atas Kapal Milik yang dioperasikan oleh PT PELNI (Persero).

Remuneration component such as basic salary, performance incentives, allowances and other facilities given to the employees is as follows.

1. Wage Structure has been regulated in Letter of Directors' Decree Number: 07.31/03/SK/HKO.01/2019 concerning Wages of PT PELNI (Persero) dated July 31st, 2019 containing of:
   a. Basic Salary is received by permanent employees per month, which is not counted by attendance but influenced by the position and the length of service.
   b. Permanent allowance is given to permanent employees per month according to their class position and is not influenced by the attendance or achievement of the employee itself.
   c. Non-Permanent Allowance is provided to permanent employees in performance incentives (IP) according to their attendance and apply to both offshore and onshore employees by their class position.
   d. Specific allowance is provided to permanent employees who have certain positions:
      - Structural allowance in the Letter of Directors' Decree Number: 07.31/03/SK/HKO.01/2019 is given to permanent employees with the position of Head of work Units in the Head Office, Branch Offices and SBU / Supervisor in the Work Unit of the Head Office / Manager in the Work Units of the Head Office / Head of Branches for Type A & B / Head of Affairs in Branches for type C & D.
      - Structural allowance in the Letter of Directors' Decree Number: 07.31/03/SK/HKO.01/2019 is given to Main Staff of the Board of Directors/ Associate Staff of the Board of Directors / Main Investigator, Main Surveyor.
      - Command allowance in the Letter of Directors' Decree Number: 07.31/03/SK/HKO.01/2019 is given to Captain/Engineer/ Mualim I/Senior Engineer I.
      - Profession allowance in the Letter of Directors' Decree Number: 07.31/03/SK/HKO.01/2019 is given to Ship Doctors who work on Owned Vessels operated by PT PELNI (Persero).

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- Tunjangan Telekomunikasi dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 diberikan kepada Pimpinan Unit Kerja Kantor Pusat, Cabang, Kapal dan SBU/Pengawas pada Unit Kerja Kantor Pusat/ Kepala Kamar Mesin dan Mualim I/Manager Kantor Pusat/Manager atau Kepala Bagian SBU/Kepala Bagian di Cabang/Kepala Urusan di Cabang/ Asisten Manager atau Kepala Urusan di Cabang/ Asisten Manager atau Kepala Urusan di SBU.
- Tunjangan Perumahan dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 diberikan kepada Pimpinan Unit Kerja Kantor Pusat/Pengawas pada Unit Kerja Kantor Pusat/Manager Kantor Pusat.
- Tunjangan Premi tetap awak kapal dalam Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 diberikan kepada pegawai laut dengan dipengaruhi oleh Faktor Tipe Kapal, Jabatan, dan Penugasan berlayar dari perusahaan dengan perintah berdasarkan SK Direksi dan/ atau Mutasi dan/atau Dokumen Resmi Perusahaan lainnya seperti Mutasi Naik Tetap, Pengganti Cuti (PC), Pengganti Cuti Khusus ataupun Pengenalan.
- Insentif tim pendukung kinerja direksi berdasarkan Surat Keputusan Direksi No. 07.31/03/SK/HKO.01/2019 diberikan kepada pegawai tetap yang ditempatkan sebagai Personal Assisten Direksi dan Sekretaris Direksi.

2. Penetapan Remunerasi yang diberikan kepada Pegawai berdasarkan *gender*
   Pemberian tunjangan anak dan istri telah dirubah dan disesuaikan menjadi tunjangan tetap yang diberikan kepada seluruh Pegawai PT PELNI (Persero) tanpa berdasarkan *gender,* hal tersebut sesuai dengan Surat Keputusan Direksi Nomor: 06.09/01/SK/HKO.01/2017 tentang Pengupahan di lingkungan PT PELNI (Persero) dan diperbaharui di Surat Keputusan Direksi Nomor: 07.31/03/SK/HKO.01/2019 tentang Pengupahan di lingkungan PT PELNI (Persero) tanggal 31 Juli 2019.

- Telecomunication allowance in the Letter of Directors' Decree Number: 07.31/03/SK/HKO.01/2019 is given to Chairman at Head Office Work Unit, Branch, Ship and SBU/Supervisor at Head Office Work Unit/ Head of Machine Room and Mualim I/ Head Office Manager/Head of Section at SBU/Head of Section at Branch Office/ Head of Affairs at Branch Office/Assistant Manager or Head Affairs at the Branch office/Assistant Manager or Head of Affairs at SBU.
- Housing allowance in the Letter of Directors' Decree Number: 07.31/03/SK/HKO.01/2019 is given to Chairman at Head Office Work Unit/Supervisor at Head Office Work Unit/Head Office Manager.
- Insurance allowance in the Letter of Directors' Decree Number: 07.31/03/SK/HKO.01/2019 is given to Offshore Employee by being influenced by Ship Type, Position, and Sailing Assignments from the company by order based on the Directors' Decree and / or Mutations and / or other Company Official Documents such as Permanent Up, Mutation, Special Leave or Introduction .
- Directors' performance support team incentives based on the Letter of Directors' Decree No. 07.31/03/SK/HKO.01/2019 is given to permanent employees who are placed as Personal Assistant Directors and Secretary of the Directors.

2. Determination of Remuneration given to Employees based on gender
   The provision of child and wife benefits has been changed and adjusted to a permanent allowance given to all employees of PT PELNI (Persero) without being based on gender, this is in accordance with Directors' Decree Number: 06.09/01/SK/HKO.01/2017 concerning Wages in the environment PT PELNI (Persero) and updated in the Decree of the Board of Directors Number: 07.31/03/SK/HKO.01/2019 concerning Wages at PT PELNI (Persero) dated July 31, 2019.

TEKNOLOGI INFORMASI
Information Technology

PENDAHULUAN

Divisi Teknologi informasi adalah unit kerja pengelola teknologi informasi di PT PELNI (Persero) yang berada dibawah Direktur SDM & Umum. Berdasarkan No. 03.19/01/SK/HKO.01/2019, Divisi Teknologi Informasi mempunyai fungsi penyiapan rumusan kebijakan, pelaksanaan, penelaahan, pengendalian dan pelaporan pengelolaan kegiatan penyediaan, penyiapan dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi sesuai dengan ketentuan yang berlaku agar dapat dicapai kinerja kesiapan pakai *(serviceability performance)* dan kehandalan *(reliability performance)* fasilitas, peralatan serta perangkat teknologi informasi perusahaan yang optimal. Dalam menjalankan fungsinya, Divisi Teknologi Informasi memiliki tugas-tugas pokok sebagai berikut:

1. Menyiapkan rencana kerja (jangka panjang, menengah dan pendek) dan program kerja perusahaan yang berkaitan dengan pengelolaan kegiatan penyediaan, penyiapan pakai dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi;
2. Menyiapkan konsep peraturan kebijakan dan sistem prosedur dalam pengelolaan kegiatan penyediaan, penyiapan pakai dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi yang menjamin dapat dicapainya kinerja kesiapan pakai *(serviceability performance)* dan kehandalan *(reliability performance)* fasilitas, peralatan serta perangkat teknologi informasi perusahaan yang optimal;
3. Menyelenggarakan kegiatan penyediaan, perawatan, dan perbaikan untuk penyiapan pakai dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi perusahaan sesuai dengan ketentuan yang berlaku;
4. Memantau, mengkoordinir dan mengendalikan penyelenggaraan kegiatan penyediaan, penyiapan pakai dan kehandalan fasilitas, peralatan serta perangkat *(hardware & software)* teknologi informasi di Kantor Pusat, Kapal, Kantor Cabang, dan SBU;

INTRODUCTION

Information technology division is an information technology work unit of PT PELNI (Persero), which is under supervision of the Director of HR & General Affairs. Based on Decree No. 03.19/01/SK/HKO.01/2019, the Information technology division has functions to formulate policy, implement, review, control and report the management of procurement activities, readiness and reliability of information technology devices both software and hardware applicable with the relevant regulation in order to be achieved serviceability and reliability performances of optimal information technology facilities and devices of the Company. In performing its functions, Information technology division has the following main duties:

1. Preparing (long, medium and short terms) work plans and programs of the Company related to the management of providing and preparing the reliability of information technology facilities, equipment and devices.
2. Preparing regulatory and procedures to manage ready to use – reliability of facilities, equipment and devices both software and hardware which ensures serviceability and reliability performance of facilities, equipment and devices for optimal information technology of the Company.
3. Organizing the activities of providing, maintaining, and improving ready to use and reliability of information technology facilities, equipment and devices (hardware & software) in accordance with applicable regulations;
4. Monitoring, coordinating and controlling ready to use – and reliability of information technology facilities, equipment and devices both software and hardware in Head Office, Ships, Branch Offices and SBU;

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5. Melakukan pengelolaan dan mitigasi risiko dalam pelaksanaan kegiatan penyediaan, penyiapan pakai, dan kehandalan fasilitas, peralatan, serta perangkat *(hardware & software)* teknologi informasi;
6. Menyiapkan laporan berkala dan atau laporan khusus kegiatan penyediaan, penyiapan pakai, dan kehandalan fasilitas, peralatan, serta perangkat *(hardware & software)* teknologi informasi perusahaan sesuai dengan ketentuan yang berlaku.

PENCAPAIAN KINERJA 2019

Divisi Teknologi Informasi dalam menjalankan pekerjaannya di tahun 2019 didasarkan RKAP 2019 dan Kontrak Kerja Manajemen tahun 2019. Pada RKAP 2019, Divisi Teknologi Informasi menjalankan berbagai program kerja yang diamanatkan baik melalui Rencana Strategis Teknologi Informasi PT PELNI (Persero) periode 2017-2021 maupun permintaan-permintaan dari unit-unit kerja yang ada. Sedangkan pada kontrak kerja manajemen tahun 2019, Divisi Teknologi Informasi dituntut untuk memenuhi *key performance indicator* (KPI) yang tertera pada *score card.*

EVALUASI PENCAPAIAN RENCANA STRATEGIS 2019

Sesuai SK Direksi No.07.28/02/SK/HKO.01/2017 tentang Prosedur Tata Kelola dan Rencana Strategis Teknologi Informasi PT PELNI (Persero), PT PELNI (Persero) memiliki *roadmap* pengembangan Teknologi Informasi perusahaan periode 2017-2021. Divisi Teknologi Informasi sebagai unit kerja pengelola teknologi informasi, menjalankan inisiatif-inisiatif yang telah diamanatkan dalam *roadmap* rencana strategis tersebut. Tabel berikut ini pencapaian inisiatif-inisiatif tersebut:

5. Conducting risk management and mitigation for ready to use – and reliability of information technology facilities, equipment and devices both software and hardware.
6. Preparing periodic reports and / or special reports on ready to use – and the reliability of facilities, equipment and information technology both software and hardware in accordance with applicable regulations.

PERFORMANCE ACHIEVEMENT IN 2019

The Information Technology Division in carrying out its work in 2019 referred to the Company's work and budget plan and the Management Contract for fiscal 2019. The Information Technology Division carries out some essential duties or initiative programs mandated through PT PELNI (Persero) Information Technology Strategic Plan for 2017- 2021 and follows up inquiries from other work units. Despite, in the management contract in 2019, the Information Technology Division is required to fulfill the key performance indicator (KPI) printed on the scorecard.

STRATEGIC PLANNING EVALUATION 2019

Pursuant to Directors' Decree No. 07.28 / 02 / SK / HKO.01 / 2017 regarding the Procedures for Governance and Information Technology Strategic Plans of PT PELNI (Persero), PT PELNI (Persero) has a roadmap for the development of corporate Information Technology for the 2017-2021 period. The Information Technology Division, as a work unit for information technology management, carries out the initiatives mandated in the strategic plan roadmap. The following table achieves these initiatives:

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No	Inisiatif Initiative	Pencapaian (%) Achievement	Penjelasan Description
Inisiatif Kerja Kategori Aplikasi/Sistem Informasi | Application/Information System Category of Work Initiative			
1	Pengembangan aplikasi Oracle EBS SCM (SIPARSEL) Oracle EBS SCM (SIPARSEL) application development	**88%**	Tahapan Implementasi aplikasi Oracle EBS SCM akan dilanjutkan pada tahun 2020. The implementation stages of Oracle EBS SCM application will be continued in 2020.
2	Pengembangan aplikasi New BL New BL application development	**80%**	Secara pengembangan aplikasi New BL sudah selesai dilakukan di tahun 2019, pada tahun 2020 akan dilakukan integrasi dengan aplikasi *finance*, mitra, dan bank *(payment)* serta akan dilakukan implementasi secara bertahap. The development of the New BL application has been completed in 2019, in 2020 integration will be carried out with finance, partner and bank (payment) applications and will be implemented in stages.
3	Pengembangan aplikasi HRM HRM application development.	**25%**	Pada tahun 2019, sudah dilakukan pengembangan untuk modul : In 2019, the following modules has been developed are: 1. *Personal Administration;* Personal Administration; 2. *Organization Management;* Organization Management; 3. *Career Plan* (baru untuk mutasi). Career Plan (new for mutations). Pada tahun 2020, akan dilakukan pengembangan untuk modul *Performance Management System, Payroll,* dan *Career Plan.* In 2020, development will be made for the Performance Management System, Payroll and Career Plan modules.
4	Pengembangan Aplikasi *Document Management (e-filling)* Document Management (e-filling) application development	**100%**	Pada tahun 2019, Aplikasi ini diberi nama Pelni Doc dan fungsinya tidak hanya sebagai aplikasi penyimpanan dokumen namun juga sebagai aplikasi korespondensi perusahaan. Untuk pengembangan aplikasi ini sudah dilakukan implementasi di kantor pusat dan cabang. Untuk tahun 2020, akan dilakukan implementasi di kapal. In 2019, this application was named the Pelni Doc and its function is not only as a document storage application but also as a corporate correspondence application. Implementation of this application has been implemented at the head office and branches. For 2020, implementation will be carried out on the ship.
5	Pengembangan aplikasi Kapal Perintis Perintis Ship application development	**100%**	Tahun 2019, sudah dilakukan pengembangan modul penjualan tiket Kapal Perintis. Pada tahun 2020, akan dilakukan pengembangan untuk modul muatan Kapal Perintis. In 2019, the Perintis Ship ticket sales module has been developed. In 2020, development will be carried out for the Perintis Ship cargo module.
6	Pengembangan *Executive Dashboard Information System* Excecutive Dashboard Information System development	**100%**	Pekerjaan ini sudah direalisasikan dengan mengembangkan aplikasi secara *in-house.* This work has already been realized by developing in-house applications.
7	Pengembangan Aplikasi *voyage account* voyage account application development	**0%**	Pekerjaan ini belum terealisasi dikarenakan belum ada perencanaan yang komprehensif antara *user* dan Divisi TI. This work has not been realized because there is no comprehensive planning between the user and the IT Division.
8	Penyediaan Aplikasi Pelaporan PKBL Provision of Partnerships and community development program Reporting Application	**20%**	Pekerjaan ini dalam tahapan proses pengadaan, diharapkan pada awal tahun 2020 sudah mulai proses pengembangan. This work is in the stages of the procurement process, and is expected to begin in the early 2020 development process.

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No	Inisiatif Initiative	Pencapaian (%) Achievement	Penjelasan Description
9	Pengembangan Aplikasi ERP (Oracle EBS) Modul *Enterprise Asset Management* Development of ERP Application (Oracle EBS) Enterprise Asset Management Module	**80%**	Pada pengembangan aplikasi asset ini, PT PELNI (Persero) berinisiatif menggunakan pengembangan secara internal dengan menggunakan teknologi open source, diharapkan pada awal tahun 2020 bisa *Go Live*. In developing this asset application, PT PELNI (Persero) took the initiative to use development internally using open source technology, expected in the early 2020 to be able to Go Live.
10	Penyediaan aplikasi *Vessel Management* Provision of Vessel Management application	**10%**	Pekerjaan ini diberi nama aplikasi *Planned Maintenance System* (PMS). Pada tahun 2019, pekerjaan ini dalam tahapan perencanaan pembuatan ijin prinsip dan TOR, diharapkan tahun 2020 sudah mulai proses pengadaan dan pembangunan aplikasi. This work is called "the Planned Maintenance System (PMS)" application. In 2019, this work is in the planning stages of making principle licenses and TORs, and it is expected that by 2020 the process of procurement and application development will begin.
11	*Shut down*/terminasi aplikasi-aplikasi yang sudah tidak terpakai Shut down/terminating the applications that are not used	**30%**	Di tahun 2019, aplikasi yang sudah tidak terpakai yaitu Aplikasi GL, Tiketing dan MALIS, aplikasi yang sudah di-*shut down* yaitu Aplikasi MALIS. Namun untuk aplikasi ILMS masih digunakan, karena implementasi SIPARSEL belum di semua kapal dan PMS masih dalam tahap perencanaan. In 2019, applications that have not been used are GL, Ticketing and MALIS applications, applications that have been shut down are MALIS applications. However, the ILMS application is still used, because SIPARSEL implementation is not yet on all ships and PMS is still in the planning stage.
12	Penyesuaian Website PT PELNI (Persero) *(Re-design)* Re-design of PT PELNI (Persero) Website	**90%**	Di tahun 2019, pekerjaan ini sudah selesai dikerjakan. *Go live* direncanakan pada Januari 2020. In 2019, this work has been completed. Go live is planned for January 2020.
Inisiatif Kerja Kategori Jaringan/Infrastruktur Teknologi Informasi | Information Technology Network/Infrastructure Category of Work Initiative			
1	Pembangunan *Data Center* PELNI Development of PELNI Data Center	**100%**	Program kerja Inisiatif ini berubah dari "perbaikan ruang *server*" menjadi "pembangunan *data center*". Inisiatif ini dimulai pada bulan Oktober 2018 dan telah selesai pada Maret 2019. The initiative's work program has changed from "improving server space" to "building data centers". This initiative began in October 2018 and was completed in March 2019.
2	Implementasi DRC DRC Implementation	**20%**	Pekerjaan ini dalam tahapan proses pengadaan, diharapkan pada awal tahun 2020 sudah dilakukan pembangunan. This work is in the stages of the procurement process, and development is expected to be carried out in early 2020.
3	*Upgrade Access Switch* Access Switch Upgrade	**100%**	Inisiatif ini sudah dijalankan per Oktober 2019. This initiative has been implemented as of October 2019.
4	Membuat *Centralized Access point* Making of Centralized Access Point	**100%**	Inisiatif ini sudah dijalankan per Oktober 2019. This initiative has been implemented as of October 2019.
5	Peremajaan Perangkat Server dan Jaringan Server and Network Device Rejuvenation	**100%**	Pekerjaan ini sudah selesai dilakukan di 2019, di antaranya pengadaan *Server Storage* untuk meningkatkan kapasitas aplikasi *Email, Cloud* dan Pelni Doc. Selain itu, telah dilakukan pengadaan Peremajaan Infrastruktur Jaringan Kantor Pusat PT PELNI (Persero). This work has been completed in 2019, including procurement of Server Storage to increase the capacity of the Email, Cloud and Pelni Doc applications. In addition, the Head Office Network Infrastructure Rejuvenation procurement has been carried out PT PELNI (Persero).

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No	Inisiatif Initiative	Pencapaian (%) Achievement	Penjelasan Description
6	Pemasangan VSAT pada Kapal VSAT Installation on Vessels	**100%**	Pekerjaan ini sudah selesai dilakukan di tahun 2018. This work was completed in 2018.
7	Mempersiapkan DRP DRP Preparation	**0%**	Pekerjaan ini masih dalam tahap perencanaan. This work is still in the planning stage.
Inisiatif Kerja Kategori Tata Kelola Teknologi Informasi | Information Technology Governance Category of Work Initiative			
1	Menjalankan *training* peningkatan kompetensi personil Teknologi Informasi sesuai spesialisasi perannya. Adjusting Organizational Structure of Information Technology with its specialization	**0%**	Divisi Teknologi Informasi telah memberikan usulan pelatihan/ sertifikasi kepada Divisi SDM. The Information Technology Division has provided training / certification proposals to the HR Division.
2	Pematangan tata kelola tahap 2 mengadopsi *best practice* tata kelola untuk sebagian proses. 2nd Governance maturation – adopting the best practice of some governance process	**100%**	Beberapa proses *best practice* tata kelola telah dilakukan yaitu, manajemen risiko. Some processes of best practice governance have been carried out, namely, risk management.
3	Kajian *(Assessment)* Kematangan Tata Kelola TI Assessment of Information Technology Governance maturation.	**100%**	Inisiatif ini sudah dilaksanakan dengan hasil *maturity* sebesar 2,66. This initiative has been implemented with a maturity of 2.66.
4	Mendorong setiap area Teknologi Informasi melakukan riset terhadap tren teknologi dan *best practice* yang relevan. Boosting each Information Technology Division has to discover on Technology trend and relevant best practice.	**100%**	Pada tahun 2019, Divisi Teknologi Informasi telah melakukan riset pengembangan aplikasi Kapal Perintis Pelni Doc versi *mobile* berbasis tren teknologi saat ini dan aplikasi *Event Management* untuk undangan dan daftar hadir peserta. yaitu, aplikasi berbasis teknologi *mobile* dan *wireless* dan pemanfaatan media online dalam melakukan ujian tes masuk calon pegawai. In 2019, the Information Technology Division has conducted research on the development of the Pelni Doc Pioneer Pioneer Ship application with the latest-updated technology trends and Event Management applications for attendees and attendees. that is, applications based on mobile and wireless technology and online media optimization to entry test for prospective employees.
5	Melakukan *survey* kepuasan Teknologi Informasi tahunan Yearly Information Technology satisfaction survey	**100%**	Inisiatif ini bersifat rutin tahunan. Kuesioner telah dilaksanakan dengan hasil skor 3,7 (skala 1-5) untuk tahun 2019. This initiative is an annual routine. The questionnaire was carried out with a score of 3.7 (scale 1-5) for 2019.
6	Memberikan laporan periodik Teknologi Informasi ke manajemen Submitting Information Technology periodic report to management.	**100%**	Laporan perkembangan Teknologi Informasi secara bulanan dalam bentuk rapat koordinasi Direktorat SDM dan Umum. Laporan telah disampaikan kepada Dewan Komisaris dan Direksi. Report on weekly progress of information technology in the form of Directorate Human Resources and General affairs coordinating meetings. The report has been submitted to the Board of Commissioners and Directors.
7	Bersama dengan fungsi bisnis terkait, melanjutkan kerjasama sinergi. Along with relevant business function, continuing integrated cooperation.	**100%**	Inisiatif ini dilakukan beberapa sinergi bersama terkait dengan Teknologi Informasi, yaitu dengan Bank Mandiri (pembayaran melalui EDC), penyediaan Vending Machine bagi penumpang di area pelabuhan dengan PT PIDC, dan integrasi dengan PELINDO untuk data *boarding* penumpang. This initiative has been taken by synergizing cooperations related to Information Technology, which is Mandiri Bank (Payment via EDC), providing Vending Machine for passenger in port area with PT PIDC and integrated to PELINDO for passenger boarding data.

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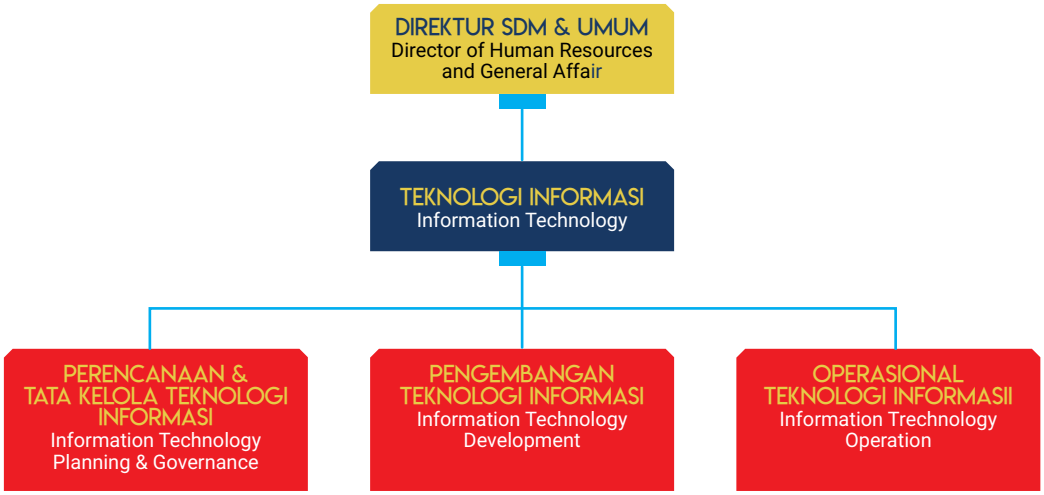
No	Inisiatif Initiative	Pencapaian (%) Achievement	Penjelasan Description
8	Penyusunan dan pemutakhiran arsitektur dan standar Teknologi Informasi. Preparing and updating the architecture and Information Technology standards.	**100%**	Beberapa standar Teknologi Informasi terbaru di PT PELNI (Persero) yaitu dalam dunia teknologi informasi, seperti versi terbaru *database* oracle 12c, integrasi mesin EDC dengan Aplikasi EBS Finance, penerapan *fiber optic* sebagai backbone jaringan kantor pusat, penerapan *web services* untuk integrasi dengan aplikasi eksternal, infrastruktur pada ruangan *data center* sudah sesuai dengan standar *data center,* dan penggunaan jaringan yang tersentralisasi menggunakan *Single Sign On.* Some of the latest-updated Information Technology standard well-known in the world of information technology into PT PELNI (Persero), such as the latest version of Oracle 12c database, integration of EDC machines with the EBS Finance application, installing of fiber optic as the backbone network in the Head Office, installing of web services to integrate with external applications, the Infrastructures of data center rooms have been aligned with data center standards, and the use of a centralized network using Single Sign On.

STRUKTUR ORGANISASI

Pada tahun 2019, tidak ada perubahan struktur organisasi di Divisi Teknologi InformasiI. Berikut ini gambaran struktur organisasi Divisi Teknologi Informasi sesuai SK Direksi per tanggal 19 Maret 2019:

ORGANIZATION STRUCTURE

In 2019, there were no changes in the organization structure of Information Technology Division. The following is the organization structure of information technology division based on Letter of Board of Directors' Decree per March 19, 2019:



JUMLAH SUMBER DAYA MANUSIA

Sampai dengan 31 Desember 2019, jumlah pegawai Divisi Teknologi Informasi sebanyak 34 orang, dengan 28 orang pegawai organik dan 6 orang pegawai non-organik/*manage service* (5 orang *Helpdesk* dan 1 orang *Janitor*). Berdasarkan SK Direksi No. 08.12/02/SK/HKO.01/2019 tentang Formasi Unit Kerja dan Jabatan pada Lingkup Kantor Pusat, ada 35 formasi yang ada di Divisi Teknologi Informasi PT PELNI (Persero), terdiri dari 29 formasi pegawai organik, dan 6 pegawai non

NUMBER OF HUMAN RESOURCES

Until 31st December 2019, total employees of the Information Technology Division were 34 people, with 28 organic employees and 6 non-organic/manage service employees (5 Helpdesk and 1 Janitor). Based on Directors Decree No. 08.12/02/SK/HKO.01/2019 concerning Work Unit and Position Formations in the Head Office Scope, there are 35 formations in the Information Technology Division of PT PELNI (Persero), consisting of 29 organic employee formations, and 6

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organik. Dengan semakin banyaknya program kerja dan inisiatif teknologi informasi, sumber daya manusia yang cukup semakin dibutuhkan. Oleh karena itu, pada tahun 2020, Divisi Teknologi Informasi akan mengajukan penambahan pegawai yang dengan kategori pegawai magang.

APLIKASI/SISTEM INFORMASI

Aplikasi-aplikasi dan sistem informasi yang ada di PT PELNI (Persero) dibangun berdasarkan kebutuhan dari setiap unit kerja/ fungsi bisnis yang ada di Perusahaan. Berdasarkan RKAP 2019 dan roadmap inisiatif aplikasi/ sistem informasi pada tahun 2019 yang tercantum dalam Rencana Strategis Teknologi Informasi 2017-2021, ada beberapa aplikasi yang telah berhasil diimplementasikan dan ada beberapa aplikasi yang sudah masuk tahapan pembangunan. Berikut pencapaian pengembangan aplikasi-aplikasi di PT PELNI (Persero).

Aplikasi PELNI *Ticketing System* (PTS)

Aplikasi PTS adalah bentuk kerja sama antara PT PELNI (Persero) dengan PT Peruri Digital Security (PDS) sesuai kontrak No. TH.3.2-01/SS/2015 tanggal 30 Januari 2015 yang di-addendum per tanggal 27 September 2016. Hingga tahun 2019, Perseroan telah berhasil mengimplementasikan beberapa modul utama yaitu modul *Reservation Online, Payment Processing & Settlement, Departure Control System*, Admin Kapal, dan *payment* melalui EDC *(electronic data capturing),* sedangkan untuk modul Manajemen Bagasi telah selesai dibangun. Tahapan implementasi menunggu kesiapan *user* terkait formulasi tarif.

Selain pencapaian terkait modul-modul pada aplikasi tersebut, berikut beberapa pencapaian lainnya terkait dengan aplikasi PTS pada tahun 2019:

1. Pencetakan tiket mandiri berupa mesin *Vending Machine* yang sudah dapat dilakukan di pelabuhan Tanjung Priok, Makassar, Belawan, Bitung, Surabaya, Ambon dan Semarang.

non-organic employees. With the increasing number of work programs and information technology initiatives, sufficient human resources are increasingly needed. Therefore, in 2020, the Information Technology Division will propose additional employees in the category of apprentices.

APPLICATION/INFORMATION SYSTEM

Applications and information systems of PT PELNI (Persero) are built to meet the needs of each work unit/business function in the Company. Based on the Company's budget plan 2019 and the application / information system initiative roadmap in 2019 listed in the Information Technology Strategic Plan for 2017-2021, there are several applications that have been successfully implemented and other applications have entered the development stages. The Following are achievements of developing applications/information systems in PT PELNI (Persero).

PELNI Ticketing System (PTS) Application

PTS application is cooperation between PT PELNI (Persero) and PT Peruri Digital Security (PDS) under contract No. TH.3.2-01 / SS / 2015 dated January 30, 2015 with an addendum per September 27, 2016. Until 2019, the Company has been successfully to implement several main modules, which are Online Reservation, Payment Processing & Settlement module, Departure Control System, Ship Manifest module. and payment by EDC (electronic data capturing), while Baggage Management module has been completed. The implementation stage requires readiness of the user on tariff formulation.

Despite the achievements of modules on those applications, the following some of other achievements related to PTS application in 2019:

1. Self-service printed ticketing through Vending Machine that has been available in Tanjung Priok, Makasar, Belawan, Bitung, Surabaya, Ambon and Semarang Ports.

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2. Pembayaran tiket melalui EDC *(electronic data capturing)* Bank Mandiri;
3. Sosialisasi dan implementasi modul Admin Kapal sudah dilakukan di 18 dari 26 kapal penumpang. Modul Admin Kapal ini berfungsi untuk mempermudah dan mempercepat pelaporan administrasi di atas kapal seperti laporan *manifest,* laporan tabel silang, laporan permakanan, dan sebagainya.

Aplikasi Oracle E-Business Suite

PT PELNI (Persero) telah mengimplementasikan sistem *enterprise resource planning* (ERP) yaitu dengan menggunakan *Oracle E-Business Suite* (EBS). Ada dua aplikasi yang digunakan yaitu *Financial* dan *Supply Chain Management* (SCM). Aplikasi Oracle EBS SCM diberikan nama Siparsel (Sistem Informasi Pengadaan & Rantai Pasok PELNI). Aplikasi Oracle EBS Financial memiliki 5 modul yaitu, *Account Payables, Account Receivables, Fixet Asset, Cash Management,* dan *General Ledger.* Aplikasi Oracle EBS SCM terdiri dari dua modul yaitu, *Purchasing* dan *Inventory.*

Kedua aplikasi tersebut telah telah terhubung dengan berbagai aplikasi-aplikasi atau sistem lainnya seperti aplikasi SDM *(payroll)*, aplikasi BL *(Bill of Lading),* aplikasi Pelni Ticketing System (PTS), aplikasi *Inventory* Kapal, sistem BRI dan Bank Mandiri. Selain itu, ada beberapa aplikasi yang akan dan sedang dibangun yang nantinya akan terhubung dengan dua aplikasi ERP tersebut yaitu, *E-Procurement*, *New Bill of Lading* (BL), aplikasi Keagenan, *Asset Management,* Manajemen Hotel, PELNI *Trading System*, sistem perbankan dan sistem *E-Payment* lainnya. Berikut ini adalah arsitektur aplikasi sistem ERP dengan aplikasi-aplikasi/sistem *legacy* lainnya.

2. Ticket payment via EDC (electronic data capturing) of Mandiri Bank;
3. Socialization and implementation of the Ship Admin module have been carried out in 18 of 26 passenger ships. The Ship Admin Module functions to simplify and speed up administrative reporting on board such as manifest reports, cross table reports, food reports, and so on.

Oracle E- Business Suite Application

PT PELNI (Persero) has implemented an enterprise resource planning (ERP) system by using the Oracle E-Business Suite (EBS). There are two applications used, namely Financial and Supply Chain Management (SCM). The Oracle EBS SCM application is given the name Siparsel (PELNI's Procurement & Supply Chain Information System). The Oracle EBS Financial application has 5 modules namely, Account Payables, Account Receivables, Asset Fixets, Cash Management, and General Ledger. The Oracle EBS SCM application consists of two modules namely, Purchasing and Inventory.

The two applications have been connected to various other applications or systems such as the HR application (payroll), the BL (Bill of Lading) application, the Pelni Ticketing System (PTS) application, the Ship Inventory application, the BRI system and Bank Mandiri. In addition, there are several applications that will be and are being built that will later be connected with the two ERP applications, namely, E-Procurement, New Bill of Lading (BL), Agency applications, Asset Management, Hotel Management, PELNI Trading System, banking system and other E-Payment systems. The following is the ERP system application architecture with other legacy applications / systems.

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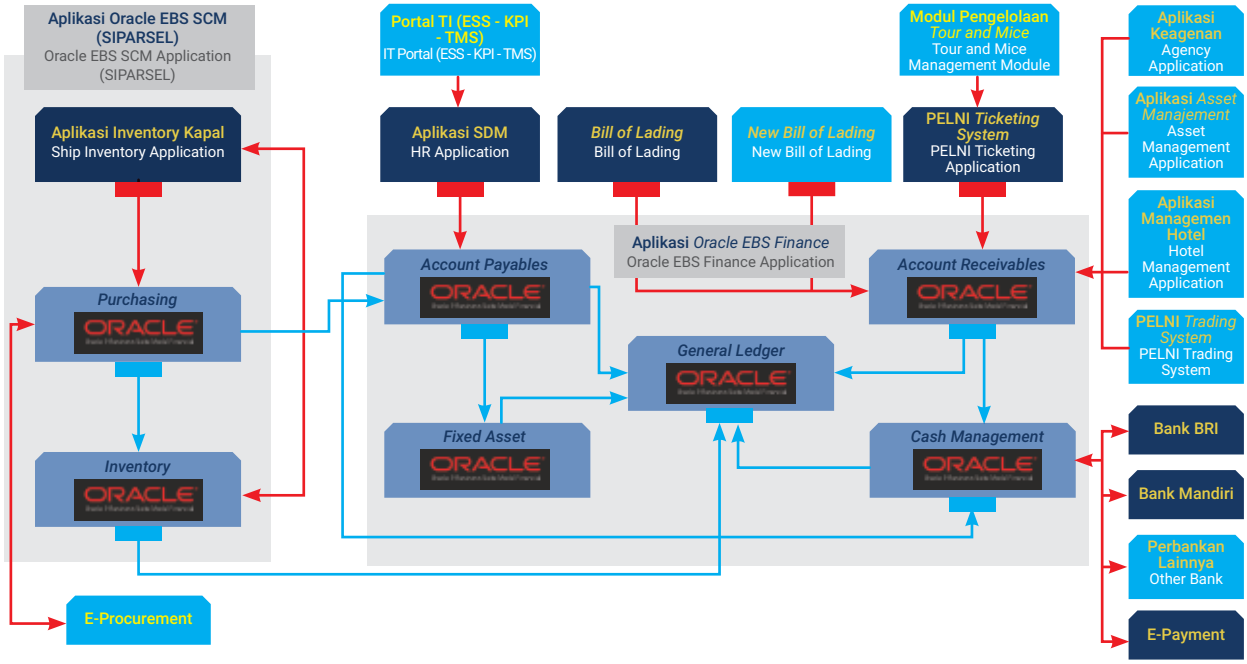

Aplikasi *Oracle EBS Financial* telah diimplementasikan di seluruh unit kerja baik di kantor pusat dan kantor cabang sejak April 2017. Sedangkan berdasarkan Surat Instruksi Direktur SDM & Umum nomor: 05.13/01/INS/HKO.03/2019 tentang Initial *Go-Live* Siparsel, aplikasi Siparsel mulai implementasi pada 10 Mei 2019 untuk seluruh unit kerja di kantor pusat (kecuali Divisi Pengelolaan BBM & Pelumas), 3 gudang darat (Tg. Priok, Surabaya, dan Makassar), dan 1 kapal yaitu, KM Kelud. Pada Desember 2019, Divisi Pengelolaan BBM & Pelumas telah memulai implementasi Siparsel, sehingga semua unit kerja di kantor pusat telah menggunakan aplikasi Siparsel.

Aplikasi Portal PELNI

Aplikasi Portal PELNI beralamat di https://portal.pelni.co.id telah diimplementasikan dan digunakan oleh para pegawai PT PELNI sejak tahun 2015. Aplikasi ini merupakan pintu masuk untuk mengakses semua aplikasi yang dikembangkan secara internal oleh Divisi Teknologi Informasi.

The Oracle EBS Financial application has been implemented in all work units both at the head office and branch offices since April 2017. While based on the Director of HR & General Instruction Letter number: 05.13/01/INS/HKO.03/2019 about Initial Go-Live Siparsel, application Siparsel began implementation on May 10, 2019 for all work units in the head office (except the Fuel & Lubricants Management Division), 3 land warehouses (Tg. Priok, Surabaya, and Makassar), and 1 ship, namely KM Kelud. In December 2019, the Fuel & Lubricants Management Division has begun the implementation of Siparsel, so that all work units at the head office have used the Siparsel application.

Portal PELNI Application

PELNI Portal application is at https: //portal.pelni.co.id that has been worked and used by employees of PT PELNI (Persero) since 2015. This application is an entrance to access all applications developed internally by the Information Technology Division.

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Aplikasi Portal PELNI dibangun berdasarkan kebutuhan pengguna/unit kerja. Adapun modul-modul aplikasi dari Aplikasi Portal PELNI adalah sebagai berikut:

PELNI Portal application is based on the needs of Users in work units. The application modules of PELNI Portal application are as follows:

No	Nama Modul Aplikasi Name of Application Modules	Fungsi Function	Keterangan Description	Pengguna User
1	*Human Resource Management* (HRM) Human Resource Management (HRM)	Manajemen sumber daya manusia (SDM) Human Resources Management.	Aplikasi ini sudah diimplementasikan sebagian untuk *approval* perbaruan data kepegawaian di ESS, namun masih dalam tahap pengembangan The application has been partially implemented for the approval of the personnel data update in ESS, but is still under development.	Divisi SDM HR Division
2	*Employee Self Services* (ESS) Employee Self Services (ESS)	Manajemen layanan mandiri untuk informasi & data kepegawaian. Self services management for information & employement data.	Aplikasi sudah secara luas digunakan oleh para pegawai. Application was already widely used by employees.	Divisi SDM dan seluruh pegawai PT PELNI (Persero) HR Division and whole employees of PT PELNI (Persero)
3	*Asset Management* Asset Management	Manajemen aset milik PT PELNI (Persero) termasuk pencatatan, penyewaan dan pelaporan. PT PELNI (Persero)'s Asset Management include recording, leasing and reporting.	Aplikasi sudah digunakan oleh Divisi Pengelolaan Aset. Application has been already used by the Asset Management Division.	Divisi Pengelolaan Aset Asset Management Division
4	*Trouble Ticketing System* Trouble Ticketing System	Manajemen penanganan insiden dan layanan teknologi informasi Management of incident handling and information technology services.	Aplikasi sudah digunakan oleh para pegawai *helpdesk* Teknologi Informasi PELNI. Application has been used by all helpdesk employees of PELNI's Information Technology.	Divisi Teknologi Informasi Information Technology Division
5	Aplikasi Kapal Perintis Perintis Ship Application	Manajemen pemasaran dan penjualan tiket kapal perintis. Marketing management and ticket sales of Perintis Ships.	Aplikasi ini sudah diimplementasikan di 40 kapal perintis (hingga akhir 2018) This application has been implemented in 40 perintis ships (until the end of 2018).	Divisi Pemasaran Angkutan Penumpang Kapal Penumpang & Perintis Passenger Transportation Marketing Division of Passenger & Perintis Ships
6	PELNI Doc PELNI Doc	Manajemen kearsipan dokumen dan *workflow* PT PELNI (Persero). Document archive management and workflow of PT PELNI (Persero).	Aplikasi ini sudah digunakan secara komprehensif di kantor pusat dan kantor cabang Untuk *user* Kapal juga telah menggunakan, namun belum komprehensif (karena belum disosialisasikan/dilatih). This application has been installed comprehensively in Head Office and Branches, and for ship users have been used, which is still incomprehensibly (because it has not been socialized / trained).	*Corporate Secretary,* Biro Hukum, dan Divisi SDM Corporate Secretary, Legal Bureau and HR Division
7	*Dashboard Management* Dashboard Management	*Dashboard* untuk manajemen terkait produksi dan penghasilan PT PELNI (Persero). Dashboard for management related to PT PELNI (Persero) production and revenues.	Aplikasi ini sudah digunakan, menampilkan data-data kebutuhan *user.* This application has been used, displaying the data needs of the user.	Divisi Nautika *(Operation Room),* Direksi, Divisi Teknologi Informasi, Divisi SDM Nautica Division (Operation Room), the Board of Directors, Information Technology Division, HR Division

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No	Nama Modul Aplikasi Name of Application Modules	Fungsi Function	Keterangan Description	Pengguna User
8	*Operation Monitoring* Operation Monitoring	Manajemen untuk *monitoring* operasional kapal-kapal PT PELNI (Persero) (terkait posisi, haluan, kecepatan, *noon position,* dan jumlah penumpang naik-turun). Management for operational monitoring of PT PELNI (Persero) ships (related to position, bow, speed, noon positon, and and the number of passengers heaving)	Aplikasi ini sudah digunakan oleh *Operation Room* sejak tahun 2015 This application has been used by Operation Room since 2015.	Divisi Nautika *(Operation Room)* Nautica Division (Operation Room)
9	Wiki PELNI (*e-Learning* PELNI) Wiki PELNI (e-Learning PELNI)	Manajemen pengetahuan yang terkait dengan PT PELNI (Persero). Knowledge management related to PT PELNI (Persero).	Aplikasi ini diperuntukkan bagi Divisi SDM untuk memfasilitasi pembelajaran dan kuesioner. This application is intended for the HR Division to facilitate learning and questionnaires.	Divisi SDM, Divisi Teknologi Informasi HR Division, Technology Information Division
10	*Project Management* Project Management	Pengelolaan dan pengawasan terhadap proyek-proyek yang ada di PT PELNI (Persero). Management and supervision of the projects in PT PELNI (Persero).	Aplikasi ini merupakan permintaan dari Komisaris dan Direksi untuk mengawasi kinerja proyek-proyek yang ada di PT PELNI (Persero). This application is a request from the Board of Commissioners and the Board of Directors for supervising the performance of projects in PT PELNI (Persero).	*Corporate Secretary, Corporate Planning & Risk Management,* Direksi Corporate Secretary, Corporate Planning & Risk Management, the Board of Directors
11	*Logistic Management* Logistic Management	Pengelolaan proses pengadaan, mulai dari pembuatan paket pengadaan hingga dokumen hasil negosiasi/klarifikasi. Procurement management processes, from procurement packages to negotiated/clari cation documents.	Aplikasi ini merupakan permintaan dari Direktur Keuangan dan Divisi Pengadaan untuk mempermudah pengelolaan pengadaan, namun aplikasi ini sudah tidak digunakan karena digantikan oleh Aplikasi Siparsel. This application is a request from the Director of Finance and the Procurement Division to facilitate the management of procurement, but this application has not been used because it was replaced by the Siparsel Application.	Divisi Pengadaan Procurement Division
12	*Master Data* Master Data	Manajemen data master terkait dengan aplikasi-aplikasi di dalam Portal. Management and master associated with the applications within the Portal.	Aplikasi ini telah digunakan untuk mendukung pengelolaan data-data. This application has been used to support data management	Divisi Teknologi Informasi Information Technology Division
13	*Agency Management* Agency Management	Pengelolaan transaksi keagenan kapal-kapal eksternal. Agency transactions management of external ship.	Aplikasi ini sedang dalam tahap pengembangan. Target implementasi pada tahun 2020. This application is under development. The implementation target is in 2020.	Divisi Keagaenan & Tur Agency & Tur Division
14	CMS *Mobile* Reservasi CMS Mobile Reservation	Pengelolaan konten untuk aplikasi *mobile* reservasi tiket kapal penumpang. Content management for passenger ship mobile reservation application.	Aplikasi ini telah digunakan mulai tahun 2018. This application has been used in 2018.	Divisi Pemasaran Kapal Penumpang, Divisi Keagenan & Tour Passenger Ship Marketing Division, Agency & Tur Division

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Aplikasi PELNI DOC

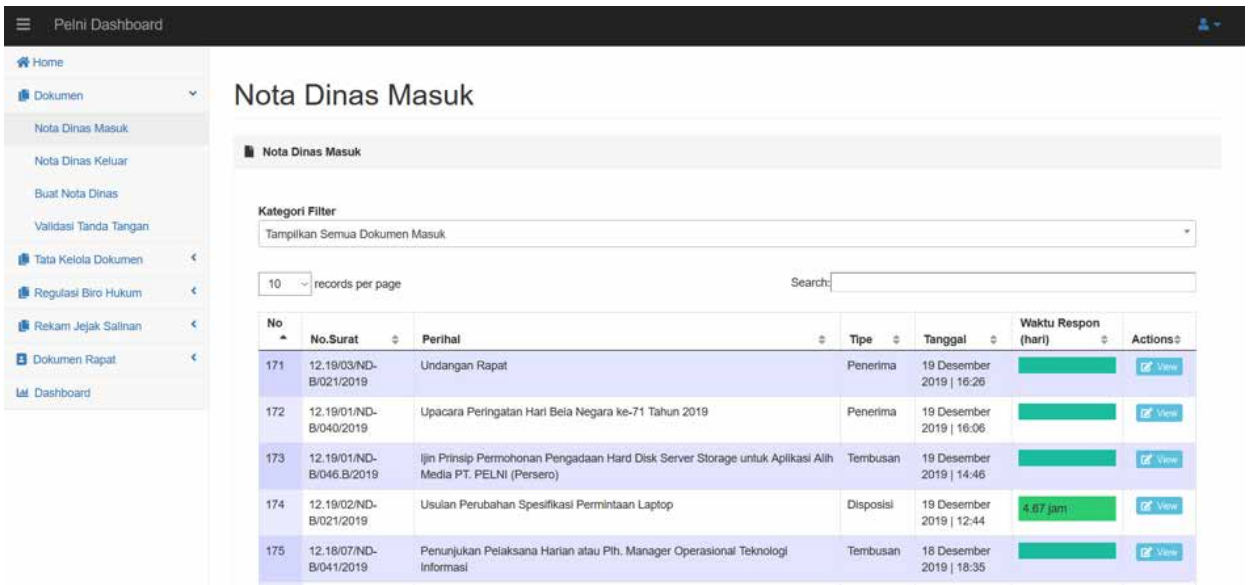
Aplikasi PELNI DOC merupakan salah satu terobosan pemanfaatan teknologi informasi di PT PELNI (Persero) untuk pengelolaan korespondensi dan *workflow* kedinasan. Aplikasi PELNI DOC mengubah nota kedinasan perusahaan yang sebelumnya menggunakan kertas menjadi berbasis elektronik. Aplikasi PELNI DOC mulai diimplementasikan pada tanggal 19 Februari 2019 berdasarkan Surat Edaran Direktur SDM & Umum No.02.19/01/SE/HKO.03/2019 tentang Implementasi *Go Live* Aplikasi Dokumen Manajemen Tahap 1.

Pada implementasinya, aplikasi ini diberikan nama PELNI DOC berdasarkan sayembara yang diikuti oleh para pegawai internal pada Maret-April 2019. Pada Desember 2019, Aplikasi PELNI DOC bisa diakses melalui *smartphone* dengan mengunduh aplikasi PELNI One. Aplikasi PELNI One sendiri adalah aplikasi *mobile* yang dibangun oleh internal Divisi Teknologi Informasi yang diperuntukkan bagi para pegawai PT PELNI (Persero) untuk melihat profil pegawai lain, mengelola korespondensi (PELNI DOC), melihat kehadiran sendiri, slip gaji, dan validasi nota dinas elektronik (untuk mengecek keabsahan). Ke depan aplikasi PELNI One akan ditambahkan fitur E-SPJ. Fitur E-SPJ ini berfungsi untuk mengelola surat perintah perjalanan dinas. Berikut ini beberapa tampilan aplikasi PELNI DOC (versi web) dan aplikasi Pelni One *(mobile)*.

PELNI DOC Application

The PELNI DOC application is a breakthrough in the use of information technology at PT PELNI (Persero) for managing correspondence and official workflows. The PELNI DOC application changes the official memorandum of the company that previously used paper to be electronic based. The DOC PELNI application began to be implemented on February 19, 2019 based on the Circular of the Director of HR & General No.02.19/01/SE/HKO.03/2019 concerning Implementation of the Go Live Application for Management Document Phase 1.

In its implementation, the application is given the name PELNI DOC based on the contest which is participated by internal employees in March-April 2019. In December 2019, the PELNI DOC application can be accessed via a smartphone by downloading the PELNI One application. The PELNI One application itself is a mobile application built by internal Information Technology Division that is intended for PT PELNI (Persero) employees to view profiles of other employees, manage correspondence (PELNI DOC), see their own attendance, salary slips, and validation of electronic service notes (to check validity). In the future PELNI One application will be added by the E-SPJ feature. This E-SPJ feature functions to manage official travel orders. The following are some views of the PELNI DOC application (web version) and the Pelni One application (mobile).



Tampilan Nota Dinas Aplikasi Pelni Doc (Web)
Form of the Pelni Doc Application Agency Memorandum (Web)

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Nota Dinas

Detail Nota Dinas

Nomor Nota Dinas	03.19/02/ND-B/093/2020
Klasifikasi Nota Dinas	BIASA
Penandatangan Nota Dinas	YAHYA KUNCORO, ST. MM.Tr. - Kepala Kesekretariatan Perusahaan
Penerima Nota Dinas	1. Seluruh Pegawai Kantor Pusat
Tembusan Nota Dinas	
Perihal Nota Dinas	Pembuatan Notulen Rapat Via Pelni Doc
Lampiran	-
Tanggal Nota Dinas	19 Maret 2020
Status Nota Dinas	Workflow
	Dengan hormat, Menindak lanjuti Instruksi Direktur Utama pada Nota Dinas nomor 03.15/02/ND-B/090/2020 Perihal Instruksi Pencegahan Penyebaran Virus COVID-19, maka kami sampaikan beberapa hal sebagai berikut : 1. Sesuai dengan Instruksi Direktur Utama untuk melaksanakan Work From Home (WFH) bagi seluruh karyawan Kantor Pusat PT PELNI (Persero), maka untuk kelancaran pekerjaan kegiatan rapat diganti dengan media *Video Conference*; 2. Untuk itu untuk kelancaran administrasi notulen rapat hasil rapat Video Conference, maka untuk kesbalasan hasil notulen rapat mohon untuk menggunakan

Tampilan Detail Nota Dinas pada Aplikasi Pelni Doc (Web)
Detail Look Form of the Pelni Doc Application Agency Memorandum (Web)

Tampilan Aplikasi Pelni One
Pelni One Application Look Display

Aplikasi Tiketing Kapal Perintis

Aplikasi Tiketing Kapal Perintis merupakan inisiatif dari Divisi Teknologi Informasi untuk mendukung proses bisnis pemasaran dan penjualan serta operasional kapal-kapal perintis yang dioperasikan oleh PT PELNI (Persero). Aplikasi ini dibangun secara internal oleh

Perintis Ship Ticketing Application

Perintis Ship Ticketing Application is an initiative from the Information Technology Division to support marketing and sales processes and operations of Perintis ships operated by PT PELNI (Persero). This application was built internally by the Information Technology Division

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Divisi Teknologi Informasi mulai akhir tahun 2016 dan mulai diimplementasikan pada triwulan kedua tahun 2017. Aplikasi telah mendapatkan sertifikat Hak Kekayaan Intelektual Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia Nomor EC00201855327 pada tanggal 22 November 2018. Ada tiga modul yang menjadi bagian dari modul ini. Tabel berikut ini menjelaskan modul-modul yang ada di aplikasi *Ticketing* Kapal Perintis:

at the end of 2016 and began to be online in the second quarter of 2017. this application has received a certificate of intellectual property right of the Ministry of Law and Human Rights Republic Of Indonesia Number EC00201855327 on November 22, 2018. There are three modules as part of this module. The following table describes the modules of Perintis Ship application:

No	Modul Aplikasi Module Application	Keterangan Description	Pengguna User
1	Modul Administrasi Pusat Central Administration Module	Modul aplikasi ini berada di dalam aplikasi Portal PELNI yang berfungsi untuk mengelola master data seperti, kapal, pelabuhan, rute, jadwal/ emplooi, dan tarif. This application module is inside the PELNI Portal application that serves for managing data master such as ship, port, route, schedule/emplooi, and tariff.	Kantor Pusat: Head Office • Divisi Pemasaran Angkutan Penumpang Kapal Penumpang & Perintis. Passenger Transportation Marketing Division of Passenger & Perintis Ships. • Divisi Operasi Kapal Penumpang & Perintis Passenger & Perintis Ship Operations Division.
2	Modul Administrasi Kapal Ships Administration Module	Modul aplikasi ini di-*install* di *server* kapal yang berfungsi untuk mengelola *upload* data penghasilan/penumpang, *download* data master, dan pelaporan daftar penumpang serta penghasilan kapal. This application module is installed on the ship server that serves for managing the upload data of revenues / passenger, download master data, and reporting passenger list and ship income.	Kapal Ship
3	Modul *Mobile* Mobile Module	Modul aplikasi ini bersifat *mobile* dan di-*install* di *smartphone* android. Modul ini berfungsi untuk melakukan penjualan dan *check-in*/ pemeriksaan tiket penumpang. This application module is mobile and installed on android smartphone. This module serves for conducingt sales and check-in / checking passenger tickets.	Kapal Ship

Implementasi Aplikasi Tiketing Kapal Perintis

Aplikasi Tiketing Kapal Perintis telah berhasil diimplementasikan di 46 kapal dan 39 cabang/sub cabang/*terminal point*. Saat ini, aplikasi Tiketing Kapal Perintis belum terintegrasi dengan aplikasi *Oracle EBS Finance* sehingga data penghasilan penjualan dari tiket via aplikasi Kapal Perintis masih dimasukkan secara manual ke aplikasi *Oracle EBS Financial*.

Implementation of Perintis Ship Ticketing Application

The Pioneer Vessel Ticketing Application has been successfully implemented in 46 vessels and 39 branches/ sub branches/terminal points. At present, the Pioneering Vessel Ticketing application is not yet integrated with the Oracle EBS Finance application so that sales revenue data from tickets via the Vessel Vessels application are still entered manually into the Oracle EBS Financial application.

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Selain pemanfaatan teknologi informasi untuk penjualan tiket kapal perintis, *user* (Direktorat Usaha Angkutan Barang & Tol Laut) juga telah melakukan permintaan untuk membangun aplikasi khusus untuk mengelola operasional dan penjualan angkutan muatan/barang di kapal perintis. Aplikasi ini dinamakan PECASY *(Perintis Cargo System)*. Pada tahun 2020, PECASY direncanakan dibangun dan mulai diimplementasikan di beberapa kapal perintis.

In addition to utilizing information technology for ticket sales for pioneer ships, users (Directorate of Sea Freight & Toll Road Transportation Business) have also made requests to build special applications to manage the operations and sales of cargo / goods transport on pioneer vessels. This application is called PECASY (Perintis Cargo System). In 2020, PECASY is planned to be built and implemented on a number of pioneer ships.

Aplikasi *New Bill of Lading* (New BL)

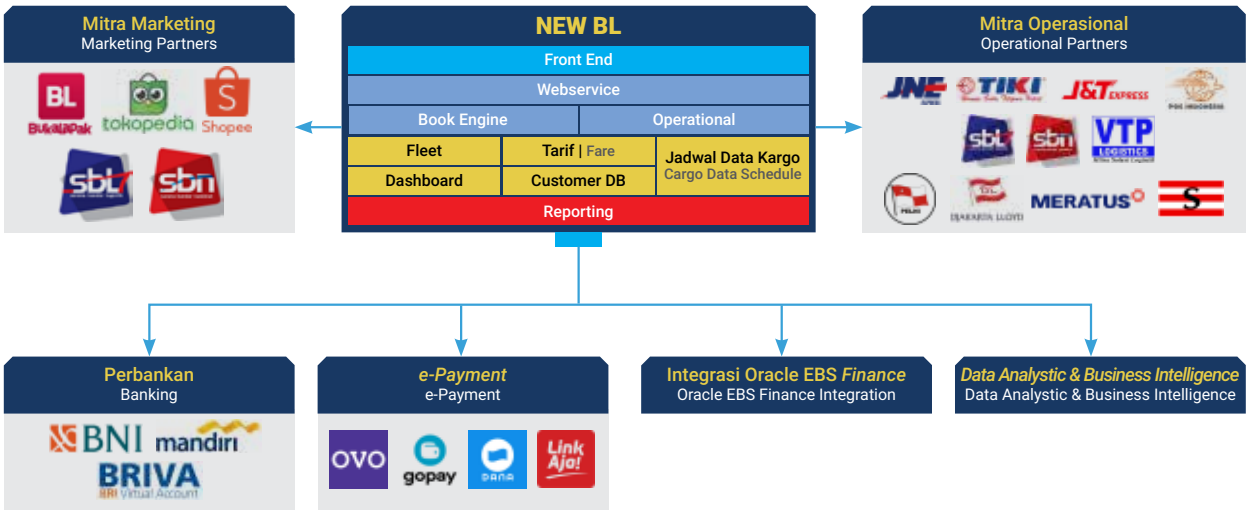
Berdasarkan *roadmap* perusahaan yaitu, perubahan fokus bisnis dari angkutan penumpang ke angkutan muatan *(total logistics)* dan menanggapi kemajuan teknologi informasi akhir-akhir ini, manajemen berinisiatif untuk membangun aplikasi *New BL* yang dimaksudkan untuk mengganti aplikasi BL (lama) baik dari sisi teknologi maupun proses bisnis. Aplikasi *New BL* akan menggunakan teknologi *open source* dan berfungsi sebagai platform terbuka untuk semua perusahaan bisnis yang bergerak dibidang logistik.

Berikut ini gambaran arsitektur bisnis pada aplikasi *New BL*:

New Bill of Lading Application (New BL)

According to the Company's roadmap, which is changing business focus from passenger transport into cargo transport (total logistic) and responding to now rapid development of information technology, management took an initiative to build a New BL application that was intended to replace BL (old) application for both technology and business processes. The New BL application will use open source technology and has function as an available platform for all of logistic business companies.

The following is business architecture in New BL Application:



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Pada gambar berikut, logo-logo perusahaan mitra (*marketing,* operasional, perbankan, dan *e-payment*) hanya sebagai ilustrasi contoh mitra yang akan bekerja sama dengan PT PELNI (Persero). Sesuai dengan arahan manajemen, aplikasi *New BL* ini diharapkan dapat mulai diimplementasikan secara komprehensif pada awal tahun 2020. Berikut ini progress pengembangan aplikasi *New BL* pada tahun 2019 :

In the following picture, the logos of partner companies (marketing, operational, banking, and e-payment) are only illustrative examples of partners who will work with PT PELNI (Persero). In accordance with management's directives, the New BL application is expected to begin comprehensively implemented in early 2020. The following is development progress of New BL Application in 2019:

No	Aktivitas Activity	Progres Progress	Keterangan Description
1	Pembuatan BRS *(Business Requirement Specification)* The Making of BRS (Business Requirement Spesi cation).	**100%**	Pengumpulan dan analisis proses-proses bisnis New BL. Collecting and analyzing the processes of New BL Business.
2	Pengembangan Aplikasi: Ships Administration Module		Pengembangan aplikasi terkait integrasi sudah dilakukan dan akan dilanjutkan di tahun 2020 Integrasi EBS Finance sudah dieskalasikan ke pihak terkait. Application development related to integration has been carried out and will be continued in 2020 The integration of EBS Finance has been escalated to related parties.
	• Modul Master, *Core Engine, Front End Marketing,* Operasional, *Dashboard Report,* dan *Web Service* Module Master, Core Engine, Front End Marketing, Operational, Dashboard Report, and Web Service.	**100%**	
	• Integrasi Emplooi PTS Emplooi PTS Integration.	**80%**	
	• Integrasi EBS Finance, Mitra B2B, dan *Payment Point* akan diimplementasikan di tahun 2020. EBS Finance Integration, B2B Partnership, and Payment Point will be perform in 2020.	**25%**	
3	Sistem Integrasi *Testing* Integration Testing System	**100%**	Dimulai pada Desember 2018 sampai Oktober 2019 Starting in December 2018 until October 2019
4	*User Acceptance Testing :* Modul Master, *Core Engine, Front End Marketing,* Operasional, *Dashboard Report,* dan *Web Service* User Acceptance Testing: Module Master, Core Engine, Front End Marketing, Operational, Dashboard Report, and Web Service.	**100%**	Dimulai pada Desember 2018 hingga Desember 2019 Starting in December 2018 until December 2019
5	*Setup* Setup	**70%**	*Setup* pada *server* pengembangan. Setup on the development server.
6	Pelaporan Reporting	**70%**	• Dokumen UAT. UAT Document. • Dokumen SIT. SIT Document.

INFRASTRUKTUR *DATA CENTER & WORKSTATION*

Pada tahun 2019, PT PELNI (Persero) memiliki beberapa lokasi penempatan perangkat keras *server* yaitu, *data center* utama yang bertempat di Kantor Pusat dan *co-location* di *data center* Telkom Sentul. *Server-server* yang ada di kedua lokasi tersebut dikelola dan merupakan tanggung jawab langsung Divisi Teknologi Informasi. Selain kedua lokasi tersebut, berdasarkan kerja sama dengan PT Peruri Digital Security, PT PELNI (Persero) juga memiliki *server-server* pendukung aplikasi PELNI

DATA CENTER & WORKSTATION INFRASTRUCTURE

In 2019, PT PELNI (Persero) has several Server Base (data center) locations, which is Server Room in Head office and Telkom Sentul Co-Location Data Center. These servers in those locations are managed and charged directly to the Information Technology Division. Despite these two Server Base locations, as the results of cooperating with PT Peruri Digital Security PDS, PT PELNI (Persero) also has supporting servers for PELNI Ticketing system (PTS) application located in Cyber 2, Kuningan Building and

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Ticketing System (PTS) yang berlokasi di Gedung Cyber 2 Kuningan dan di Biznet Technovillage Cimanggis, yang dialokasikan untuk *server-server mirroring* aplikasi PTS. Namun, *server-server* aplikasi PTS tersebut sepenuhnya dikelola dan merupakan tanggung jawab PT PDS dengan tingkat ketersediaannya diatur dalam SLA.

Biznet Technovillage on Cimanggis, which is allocated to mirroring servers of PTS application. However, those PTS application servers are fully managed and charged to PT PDS with the level of availability regulated in SLA.

Data center utama yang berlokasi di kantor pusat PT PELNI (Persero) tersebut merupakan fasilitas baru yang dibangun pada akhir tahun 2018 hingga akhir Februari 2019. *Data center* PT PELNI (Persero) ini dibangun melalui kerja sama dengan PT Mitra Sistematika Global sesuai kontrak no. TH.10.04-01/SS/2018. Beberapa fasilitas dan perangkat-perangkat yang ada di *data center* baru PT PELNI (Persero) sudah memenuhi syarat-syarat standar sebagai *data center* yang mumpuni seperti, *Precision Air Conditioner* (PAC), *Fire Suppression System* (FSS) berbasis gas, *Environent Monitoring System* (EMS), *Uninterrupted Power Supply* (UPS) yang berkapasitas besar, dan generator daya listrik khusus yang terpisah dari gedung. Berikut ini beberapa foto-foto fasilitas *data center* PT PELNI (Persero) yang baru.

The main data center located at the headquarters of PT PELNI (Persero) is a new facility that was built at the end of 2018 until the end of February 2019. The data center of PT PELNI (Persero) was built in cooperation with PT Mitra Sistematika Global according to contract no. TH.10.0401 /SS/2018. Some existing facilities and devices in the new data center of PT PELNI (Persero) have fulfilled the standard requirements as a qualified data center such as, Precision Air Conditioner (PAC), gas-based Fire Suppression System (FSS), Environment Monitoring System (EMS), large capacity Un-interrupted Power Supply (UPS), and a special electric power generator separate from the building. Here are some photos of PT PELNI (Persero) 's new data center facilities.

Infrastruktur Jaringan

Infrastruktur jaringan PT PELNI (Persero) terdiri dari beberapa jenis konektivitas yang menghubungkan kantor pusat, kantor cabang/pelabuhan, dan beberapa kapal penumpang.

Berikut ini topologi secara umum infrastruktur jaringan PT PELNI (Persero):

Network Infrastructure

PT PELNI (Persero)'s network infrastructures consist of several types of connectivity that connect headquarters, branches / ports, and some passenger vessels.

The following is the general topology of PT PELNI (Persero)'s network infrastructure:

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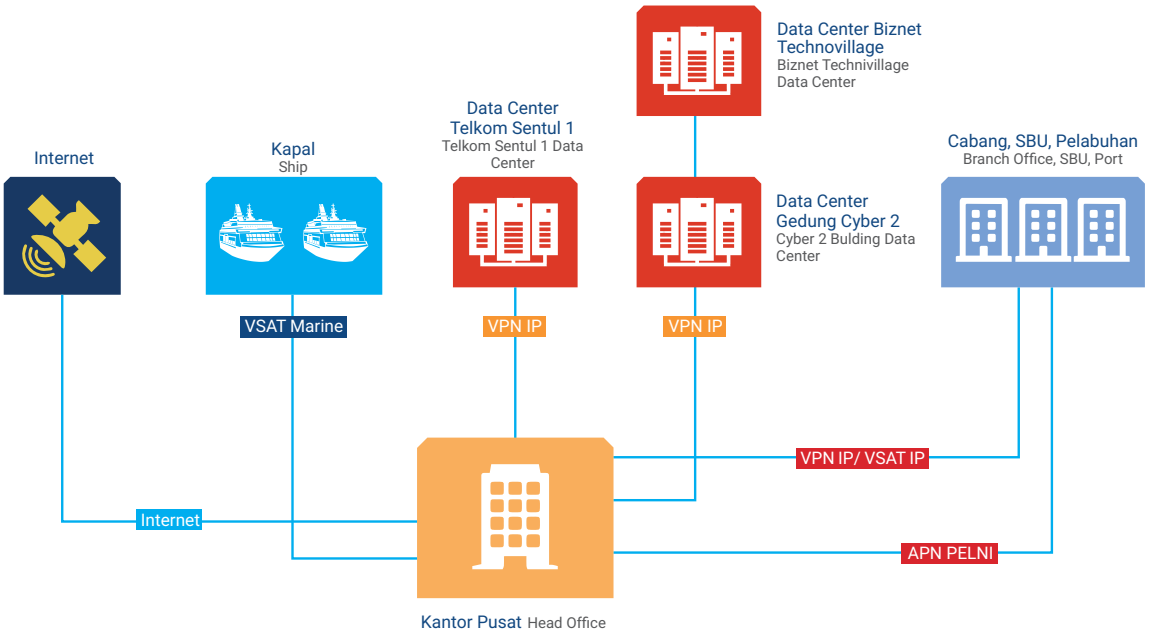

Pada tahun 2019 Divisi Teknologi Informasi melakukan peremajaan perangkat-perangkat jaringan di kantor pusat dengan metode sewa milik *(seat management)* selama 3 (tiga) tahun. Pekerjaan ini meliputi pembuatan *centralized access point, WLAN controller,* perangkat *access point,* dan *software* pendukungnya. Pekerjaan tersebut diharapkan dapat meningkatkan kualitas jaringan dan kemudahan manajemen infrastruktur jaringan di kantor pusat. Salah satu kontrol manajemen jaringan ini adalah para pegawai gedung kantor pusat dapat dengan mudah terhubung dengan jaringan internal PT PELNI (Persero) yang diberi nama pelni.net dengan menggunakan akun email masing-masing.

In 2019, the Information Technology Division have conducted rejuvenation of network devices in the Head Office using seat management method for 3 (three) years. This network includes creating a centralized access point, WLAN controller, access point devices, and supporting software. By doing so, it is expected to improve the network's quality and have ease network infrastructure management in the Head Office. One of the network management controls is that employees in Head Office can easily connect to the internal network of PT PELNI (Persero), which is pelni.net by using their own email accounts to log in.

Perangkat *Workstation*

Sejak tahun 2015, untuk penyediaan perangkat *workstation* (perangkat kerja) bagi para pegawai PT PELNI (Persero) dilakukan dengan metode sewa milik *(seat management)*. Perangkat-perangkat yang dimaksud berupa *personal computer* (PC), *laptop, scanner, printer,* dan proyektor bagi Kantor Pusat, Kantor Cabang, Terminal Pelabuhan, Kapal Penumpang, Kapal Barang/ Tol Laut, dan Kapal Perintis. Layanan tersebut diukur dan dijamin dalam bentuk *Service Level Agreement* (SLA) yang disepakati baik PT PELNI (Persero) maupun *vendor* dalam suatu kontrak.

Workstation Devices

Since 2015, supplying workstation devices for employees of PT PELNI (Persero) has been using the seat management (rental) method. Those devices are Personal Computer (PC), Laptop, Scanner, Printer, and projector for Head office, Branches, Port Terminal, Passenger Ship, as well as Freight/Tol Laut and Perintis Ship. Those services have been measured and guaranteed by Service Level Agreement (SLA) agreed in a contract between PT PELNI (Persero) and Vendor.

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TATA KELOLA TEKNOLOGI INFORMASI & MANAJEMEN RISIKO

Tata kelola Teknologi Informasi dan manajemen risiko Teknologi Informasi merupakan bagian penting dalam pengelolaan teknologi informasi di semua perusahaan. Tingkat kematangan tata kelola Teknologi Informasi yang tinggi akan mempengaruhi kinerja dan kualitas dari layanan Teknologi Informasi yang dihasilkan, sedangkan manajemen risiko yang baik akan melindungi pengelolaan layanan Teknologi Informasi perusahan.

Sesuai SK Direksi No.07.28/02/SK/HKO.01/2017 dan Peraturan Menteri BUMN No.Per-02/MBU/2013 dan perubahannya No.PER-03/MBU/02/2018, Tata Kelola Teknologi Informasi PT PELNI (Persero) mengadopsi proses-proses yang ada pada *framework* (kerangka kerja) COBIT 5.

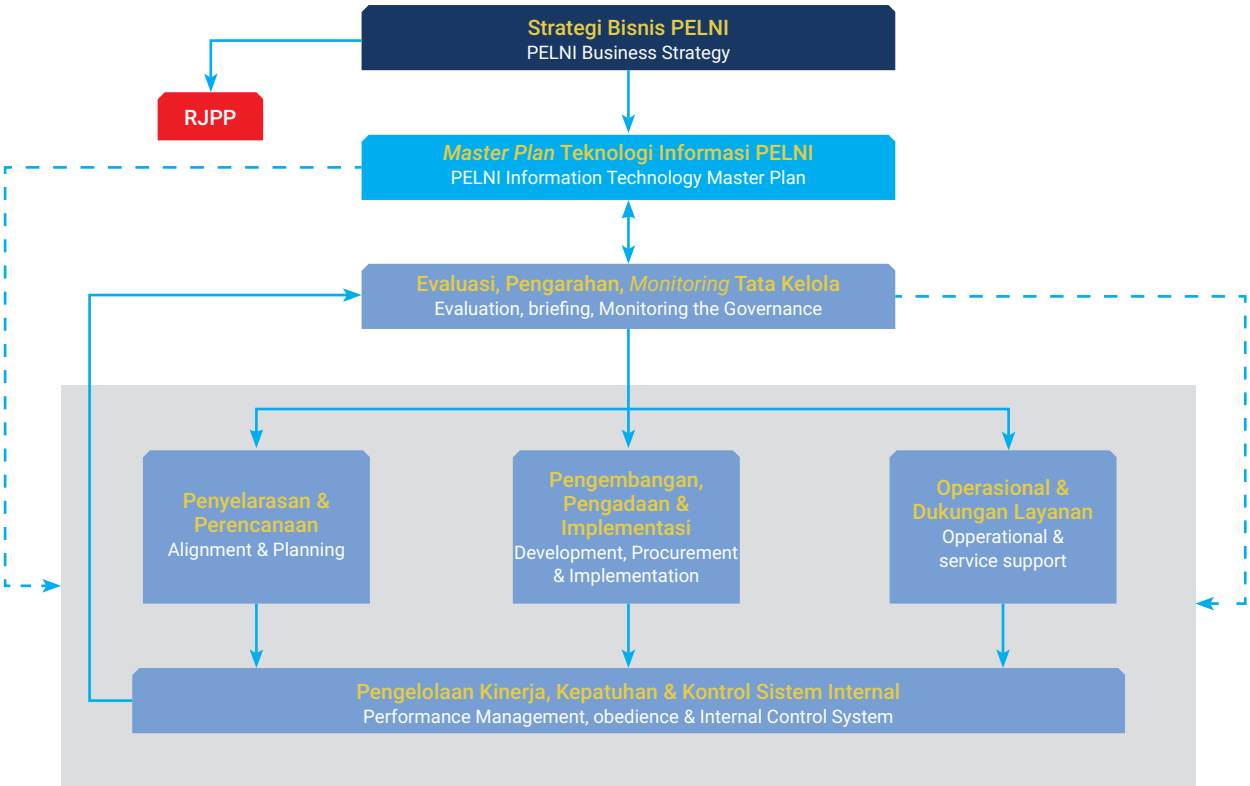
Gambar berikut ini merupakan kerangka kerja tata kelola Teknologi Informasi di PT PELNI (Persero):

GOVERNANCE AND RISK MANAGEMENT OF INFORMATION TECHNOLOGY

Governance and risk management of Information Technology are an important part of managing information technology in all companies. The high level maturity of Information Technology governance will affect the performance and quality of the Information Technology services, meanwhile good risk management will protect the management of the Company's Information Technology services.

In accordance with the Decree of Board of Director No.07.28/02/SK/HKO.01/2017 and the Ministry of State-owned Enterprises regulation No.Per-02/MBU/2013 and its amendment No.PER-03/MBU/02/2018, regarding Information Technology Governance of PT PELNI (Persero) adopts the best practice of COBIT 5 (Central Objective for Information and Related Technology) framework.

The following picture is Governance Framework of Information Technology in PT PELNI (Persero):



TEKNOLOGI INFORMASI
Information Technology

No	Nama Proses Name of Process	Perangkat Penerapan Devices Installation
1	Pengelolaan perubahan. Management of changes.	Pengisian *Form Information Technology Change Request* (ITCR) dan persetujuan perubahan/ modifikasi pada aplikasi, *server,* maupun perangkat kerja Fill out the Information Technology Change Request (ITCR) form and approval for changes / modi cations to applications, servers, and work devices.
2	Pengelolaan *Master Plan* Teknologi Informasi. Information Technolgy Masterplan management.	Sebagai acuan pengembangan layanan Teknologi Informasi sesuai kebutuhan bisnis dan agar peningkatan layanan Teknologi Informasi selalu mempertimbangkan kebutuhan bisnis. As a reference for the development of Information Technology services according to business needs and for the improvement of Information Technology services always consider business needs.
3	Pengelolaan insiden & permintaan layanan Teknologi Informasi. Information Technology incidents & service requests management.	Aplikasi *Trouble Ticketing System* untuk pencatatan tiket dan pelaporan insiden dan layanan Teknologi Information. Trouble Ticketing System application for ticket recording and Information Technology Incidents & service requests.
4	Pengelolaan Infrastruktur Teknologi Informasi. Information Technology Infrastructure Management.	Pemetaan jaringan yang di kantor pusat, cabang, dan kapal serta peremajaan perangkat secara berkala. Pembangunan *data center* sebagai langkah memastikan keberlangsungan layanan Teknologi Informasi yang lebih baik lagi. Mapping the network at the head office, branches, and ships as well as device rejuvenation periodically. Data center development as a step to ensure the sustainability of Information Technology services even better.
5	Pengelolaan program dan proyek Teknologi Informasi. Information Technology programs and projects management.	Setiap Proyek yang akan diimplementasikan oleh Divisi Teknologi Informasi harus seusai dengan alur proses yang terdapat pada SOP Pengelolaan Proyek Teknologi Informasi. Every project that will be implemented by the Information Technology Division must be in accordance with the process flow contained in the Information Technology Project Management SOP.
6	Pengelolaan kebutuhan layanan Teknologi Informasi. Information Technology service needs management.	Laporan serta SLA layanan *vendor* untuk semua aplikasi yang ditangani oleh pihak ketiga dan analisis dampak dari tiap aplikasi yang akan berjalan maupun yang sedang berjalan di PT PELNI (Persero) untuk mengetahui kapasitas pada server serta *stoarage.* Reports and SLA vendor services for all applications handled by third parties and impact analysis of each application running and currently running at PT PELNI (Persero) to determine the capacity of the server and stoarage.
7	Desain dan pengembangan layanan Teknologi Informasi. Design of Information Technology Design and service development.	Berita acara rilis dan *deployment* yang ditandatangani oleh divisi Teknologi Informasi dan pemilik proses bisnis *(user).* Minutes of release and deployment are signed by the Information Technology division and business process owners (users).
8	Pengelolaan operasional, dukungan layanan dan aset Teknologi Informasi. Information technology operational, service support and asset management.	Pemeliharaan berkala Aplikasi serta Infrastruktur Teknologi Informasi dan aset Teknologi Informasi baik di pusat, cabang, dan kapal. Penyusunan laporan *risk register* dan *response plan* Divisi Teknologi Informasi setiap triwulan, serta melakukan penyusunan DRP *(disaster recovery plan)* untuk pemulihan rencana layanan Teknologi Informasi. Periodic maintenance of Applications and Information Technology Infrastructure and Information Technology assets both at the center, branches and ships. Preparation of risk register reports and response plans for the Information Technology Division every quarter, as well as preparing DRP (disaster recovery plan) for the recovery of Information Technology service plans.
9	Pengelolaan data. data management.	Pengisian *Form Information Technology Change Request* (ITCR) dan persetujuan perubahan/ modifikasi data pada aplikasi. Fill out the Information Technology Change Request (ITCR) Form and approve changes / modifications to the data in the application.

Divisi Teknologi Informasi mengadakan kegiatan pengisian Kuesioner Kepuasan Layanan Teknologi Informasi dengan jangka waktu pengisian tanggal 1-31 Desember 2019. Pengisian kuesioner ini bertujuan untuk mengetahui tingkat kepuasan *user* pada layanan aplikasi, jaringan, maupun infratruktur yang disajikan oleh Divisi Teknologi Informasi. Hasil kuesioner untuk tahun 2019 ini adalah sebesar 3,7 dari skala 1-5. Dari hasil tersebut bisa dilihat terdapat peningkatan dari tahun 2018 yaitu 0,1 dan diharapkan untuk tahun 2020 kepuasan *user* terhadap layanan aplikasi, jaringan maupun infrastruktur semakin meningkat.

Information Technology Division shared the Information Technology Service Satisfaction Questionnaire during 1-31 December 2019 to fill out. This questionnaire aims to know the user satisfaction level for the applications, network, and infrastructure managed by the Information Technology Division. The results of this questionnaire for 2019 were on 3.7 from a scale of 1-5, which is an increase from 2018 of 0.1 and this is expected that user satisfaction on applications, network, and infrastructure services will increase by 2020.

TEKNOLOGI INFORMASI
Information Technology

Pada tahun 2019, Divisi Teknologi Informasi telah melakukan penyusunan dan penyempurnaan dokumen kebijakan dan *standard operational procedures* (SOP) *data center* PT PELNI (Persero). SOP tersebut terdiri 1 dokumen kebijakan dan 26 SOP mengenai *operational* dan *maintenance data center* PT PELNI (Persero).

In 2019, the Information Technology Division prepared and updated the document policy and standard operational procedures (SOP) for the data center of PT PELNI (Persero). These SOP contain 1 policy document and 26 SOP regulating the operation and maintenance of PT PELNI (Persero) data center.

No	Dokumen SOP SOP Document	No	Dokumen SOP SOP Document
1	Pemeriksaan peralatan pendeteksi temperatur ruangan. Inspection of room temperature detection equipment .	14	Pencatatan *stand meter* PLN. PLN stand meter recording.
2	Pemeriksaan kondisi alat pendingin ruangan *server.* Inspection of server room refrigeration condition.	15	Pendampingan *vendor.* Vendor assistance.
3	Pemeriksaan peralatan *humidity* ruangan *server.* Inspection of server room humidity equipment.	16	Pengecekan APAR. APAR Checking.
4	Pemeriksaan kondisi ruangan *server.* Inspection of server room condition.	17	Pengecekan suhu *battery* UPS. UPS battery temperature checking.
5	Permohonan hak akses fisik. Application for physical access rights.	18	Pengecekan harian PDU. PDU daily checking.
6	Pemberian hak akses fisik. Granting for physical access rights.	19	Pengecekan inventaris *data center.* Data center inventory checking.
7	Penggunaan awal hak akses. Initial use of access rights.	20	Pengecekan label rak *server.* server rack label checking.
8	Penarikan dan pemberhentian hak akses fisik. Withdrawal and termination of physical access rights.	21	Pengecekan fisik *raised floor.* Physical checking of raised floor.
9	Koneksi jaringan pihak ketiga. Third party network connection.	22	Pengecekan visual & kebersihan *panel* msb. Visual & cleanliness of the msb panel checking.
10	Pemeriksaan barang masuk gedung. Examination of goods entering the building.	23	*Monitoring* operasional *genset* Operational genset monitoring.
11	Peminjaman kunci rak *server-panel.* Server-Panel Key Rack Borrowing.	24	Pengecekan suhu rak *server.* Server rack temperature checking.
12	Penarikan kabel data. Data cable withdrawal.	25	Pembersihan area koridor *data center.* Cleaning the data center corridor area.
13	Penarikan Kabel Power. Power cable withdrawl.	26	Pembersihan area dalam *data center.* Cleaning the inside of data center area.

Dokumen kebijakan dan SOP operational dan *maintenance data center* PT PELNI (Persero) tersebut diharapkan mendapatkan pengesahan dalam bentuk SK direksi pada awal tahun 2020. Selain, dokumen kebijakan dan SOP *operational* dan *maintenance data center* PELNI, PT PELNI (Persero) juga menyusun SOP pengamanan *data center.* SOP tersebut merupakan tanggung jawab Divisi Pengamanan PT PELNI (Persero). Penyusunan SOP tersebut juga diharapkan selesai dan mulai diimplementasikan pada awal tahun 2020.

PT PELNI (Persero)'s data center operational and maintenance policy and SOP documents are expected to be approved in the form of a decree of the board of directors in early 2020. In addition to the PELNI data and operational SOP policy and operational documents and maintenance, PT PELNI (Persero) also prepares a data center SOP. The SOP is the responsibility of PT PELNI (Persero) Security Division. The preparation of the SOP is also expected to be completed and begin to be implemented in early 2020.

Penghargaan TOP DIGITAL Awards 2019

Pada tanggal 27 November 2019, PT PELNI (Persero) mendapatkan sejumlah penghargaan TOP DIGITAL Awards 2019, untuk kategori :

TOP DIGITAL Awards 2019

On 27th November 2019, PT PELNI (Persero) received some of TOP DIGITAL Awards 2019 for the categories:

TEKNOLOGI INFORMASI
Information Technology

Kategori Penghargaan Awards Category	Pemenang Penghargaan Awards Winner
TOP *Leader on Digital Implementation* 2019. TOP Leader on Digital Implementation 2019.	**Insan Purwarisya L Tobing** Direktur Utama PT PELNI (Persero) President Director of PT PELNI (Persero)
TOP DIGITAL *Implementation* 2019 *on Logistic & Transportation Sector # Level Star 4.* TOP DIGITAL Implementation 2019 on Logistic & Transportation Sector # Level Star 4.	**PT PELNI (Persero)**

Kegiatan TOP DIGITAL Awards 2019 ini diselenggarakan oleh majalah It Works yang bekerja sama dan didukung oleh beberapa Asosiasi dan Perusahaan Konsultan TI TELCO.

This TOP DIGITAL Awards 2019 event was held by It Works magazine cooperated and supported by some associations and TI TELCO consultant company

MANAJEMEN RISIKO TEKNOLOGI INFORMASI

Manajemen Risiko Teknologi Informasi dilakukan mengikuti implementasi Perusahaan berdasarkan SK Direksi No.10.06/2/SK/HKO.01/2016 tentang Penetapan Pedoman Manajemen Risiko Berbasis ISO 31000 di PT PELNI (Persero). Setiap unit kerja/cabang/SBU diminta menyampaikan laporan *risk register* dan *response plan* per triwulan kepada Biro Perencanaan Korporat & Manajemen Risiko untuk dilaporkan kepada manajemen (Direksi dan Komisaris). Sesuai laporan *risk register* TW IV pada tahun 2019, ada 2 risiko yang ada di Divisi Teknologi Informasi yaitu *Interrupted ICT Services* dengan konsekuensi terganggunya operasional dan *ICT Security Incident* dengan konsekuensi *data loss, disclose,* dan *manipulation.* Untuk pengendalian risiko yang dilakukan oleh Divisi Teknologi Informasi diantaranya:

1. Membangun aplikasi yang handal di sisi keamanan data;
2. Pembuatan DRP dan pembangunan DRC;
3. Menjalankan SOP Pengelolaan Konfigurasi, Pengembangan Layanan Teknologi Informasi, dan *Release and Deployment* secara konsisten;
4. Melakukan *training* untuk peningkatan kompetensi pegawai Teknologi Informasi.

RISK MANAGEMENT OF INFORMATION TECHNOLOGY

Risk Management of Information Technology is following the implementation of the Company based on the Decree of Board of Directors No.10.06/2 /SK/HKO.01/2016 concerning Determination of ISO 31000-Base for Risk Management Guidelines at PT PELNI (Persero). Each work unit/branch/SBU is asked to submit a quarter risk register report and response plan to the Corporate Planning & Risk Management Bureau to report to management (Directors and Commissioners). According to TW IV risk register report in 2019, there were 2 risks in Information Technology, which is Interrupted ICT Services with the disrupted operational consequence and ICT Security Incident with data loss, disclosure and manipulation consequences. the controlling risks actions taken by Information Technology Division are as follows:

1. Developing reliable data security for the applications;
2. Making DRP and Structuring DRC;
3. Applying SOP for management of configuration, Information Technology Service development, as well as consistent Release and Deployment;
4. Arranging competency development training for Information Technology employees.

TATA KELOLA PENGADAAN BARANG DAN JASA
Goods and Services Procurement Governance

Transformasi bisnis proses dan operasional yang dilaksanakan oleh PT PELNI (Persero) selama tahun 2019 juga didukung oleh penguatan dan perbaikan prosedur pengadaan barang dan jasa. Hal ini bertujuan untuk memastikan proses pengadaan barang dan jasa yang sesuai dengan kaidah Tata Kelola Perusahaan yang Baik dan peraturan perundang-undangan yang berlaku. Dalam setiap tahap proses pengadaan barang dan jasa, PT PELNI (Persero) menerapkan etika dan prinsip-prinsip pengadaan (efisien, efektif, transparan, terbuka, bersaing, adil dan akuntabel) yang telah terkandung dalam kebijakan pengadaan Barang dan Jasa Perseroan.

Pelaksanaan proses pengadaan barang dan jasa merujuk pada Pedoman Pengadaan Barang dan Jasa yang berlaku di PT PELNI (Persero) yang ditetapkan sesuai Surat Keputusan Direksi Nomor 10.23/01/SK/HKO.01/2019 dan SK kewenangan Direksi dalam proses pengadaan barang dan jasa atau penggunaan anggaran sesuai dengan Surat Keputusan Direksi Nomor 01.17/3/SK/HKO.01/2017 telah memiliki jiwa yang sama dengan Peraturan Menteri BUMN terkait Pengadaan Barang dan Jasa dengan Nomor PER-08/MBU/12/2019.

STRUKTUR ORGANISASI DIVISI PENGADAAN

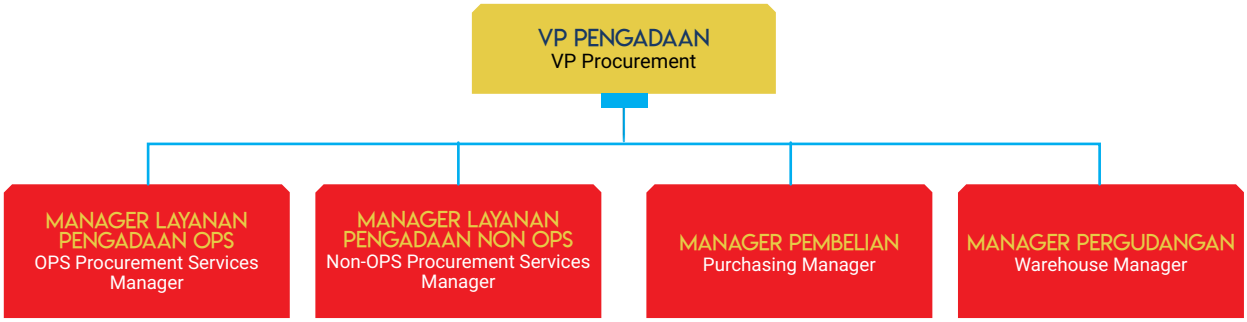
Struktur Organisasi divisi Pengadaan PT PELNI (Persero) digambarkan sebagai berikut:

Business process and operational transformation conducted by PT PELNI (Persero) during 2019 has been supported by maximizing and strengthening the procedures of goods and services procurement, which aims to ensure the process of goods and services procurement fitted with the principles of Good Corporate Governance and relevant laws and regulations. In each process of procurement, PT PELNI (Persero) upholds the ethic and principles of procurement (efficient, effective, transparent, opened, competitive, fair and accountable), contained in Goods and Services Procurement policy of the Company.

The process of goods and services procurement use the provision of procurement guidelines in PT PELNI (Persero) determined by The Decision Letter of Directors Number 10.23/01/SK/HKO.01/2019 and The authority letter of Directors for goods and services procurement or the use of budget based on the decision letter of Directors Number 01.17/3/SK/HKO.01/2017 that has the strength as same as the Ministry of State-owned Enterprises Regulation Number PER-08/MBU/12/2019 concerning Goods and Services Procurement.

ORGANIZATION STRUCTURE OF PROCUREMENT DIVISION

Organization structure of procurement division of PT PELNI (Persero) is as follows:



Dalam pelaksanaan pengadaan barang dan jasa, Perseroan berusaha mengoptimalkan sinergi BUMN sebagai upaya untuk pemberdayaan BUMN dengan prinsip saling menguntungkan. Pemilihan Penyedia telah

In Implementation of goods and services procurement, the Company strives to optimize the synergy of SOEs to provide the mutual benefit across State-owned Enterprises. The tendering of suppliers has been open

TATA KELOLA PENGADAAN BARANG DAN JASA
Goods and Services Procurement Governance

dilakukan secara terbuka bagi pihak yang memenuhi persyaratan dan dilakukan melalui persaingan yang sehat. Seluruh proses pengadaan dilakukan berdasarkan ketentuan dan prosedur yang jelas dan transparan, Perseroan juga telah memiliki Harga Perkiraan Sendiri (HPS) yang dikalkulasikan secara keahlian dan berdasarkan data yang dapat dipertanggungjawabkan.

for any parties who qualified under sound-competition. Entire processes of procurement based on regulations and procedures which is accountable and transparent, the Company also has owned the estimated prices, calculated by expertise and responsible data.

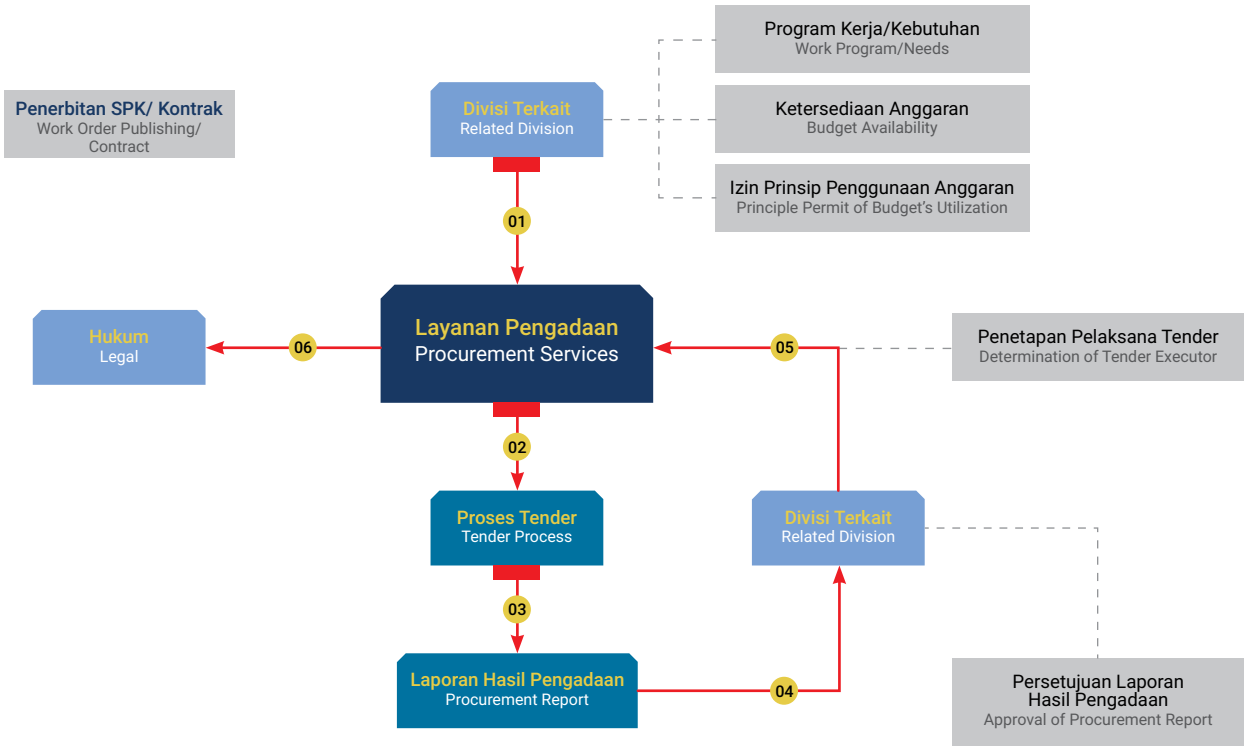
DIAGRAM ALUR PENGADAAN BARANG DAN PT PELNI (PERSERO)

Bila merujuk pada Pedoman Pengadaan Barang dan Jasa yang berlaku di PT PELNI (Persero) sesuai Surat Keputusan Direksi Nomor10.23/01/SK/HKO.01/2019, berikut adalah diagram alur pengadaan barang dan jasa Perseroan:

GOODS AND SERVICES PROCUREMENT DIAGRAM OF PT PELNI (PERSERO)

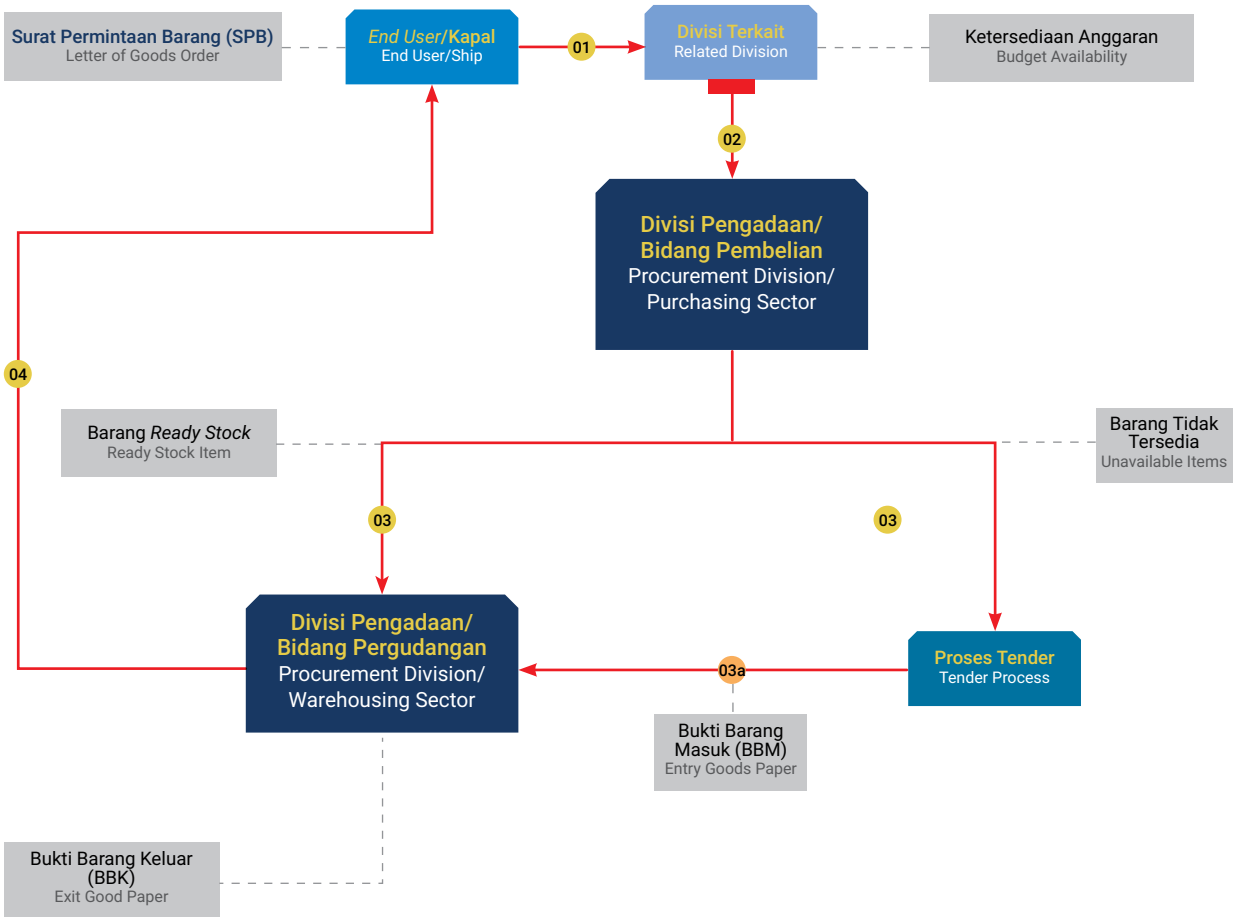
Reffering to Goods and Services Procurement Guidelines applicable in PT PELNI (Persero) which is the Decision Letter of Directors Number 10.23/01/SK/HKO.01/2019, the following is a flowchart of the Company's procurement of goods and services:

DIVISI PENGADAAN
Procurement Division



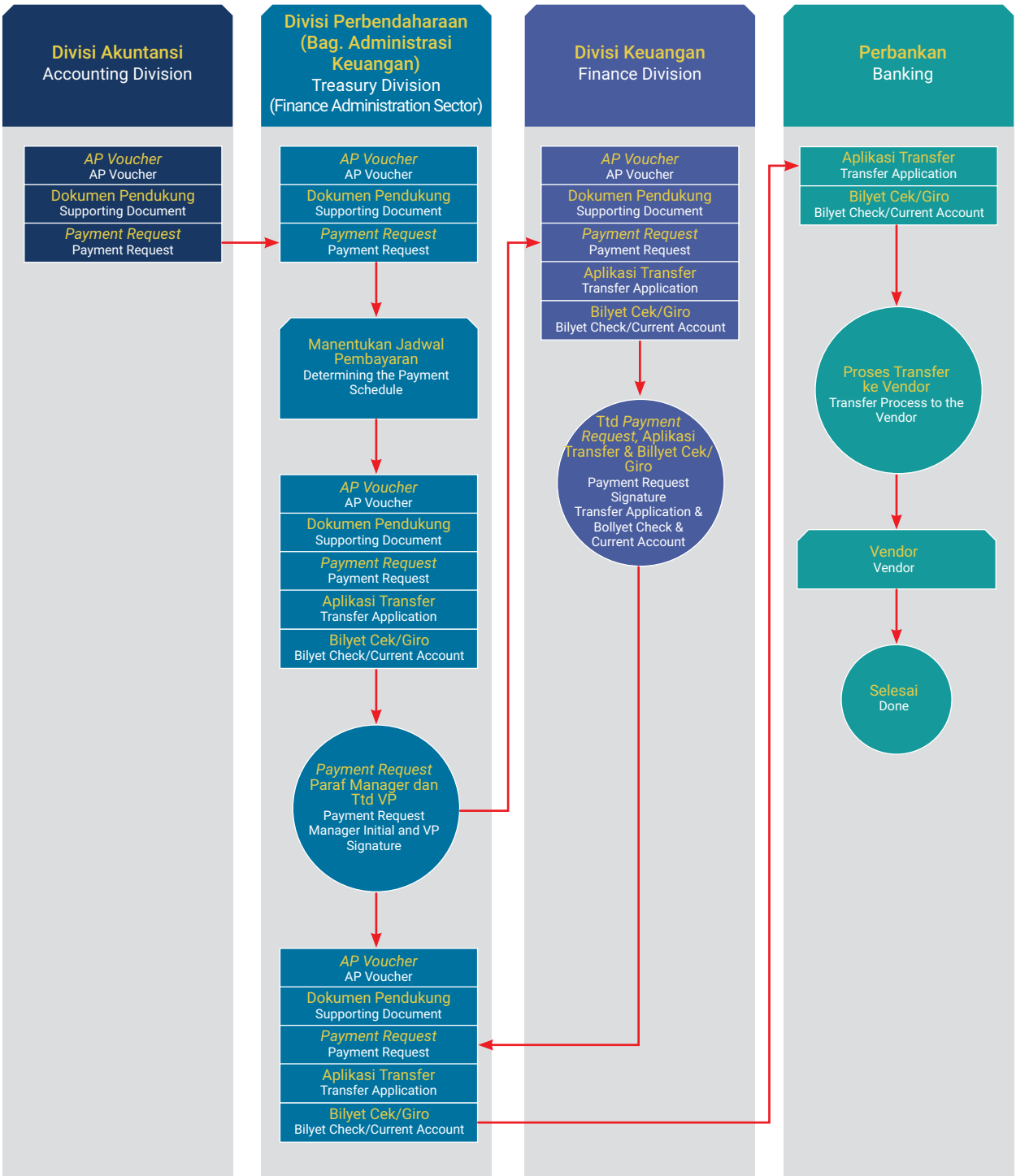
TATA KELOLA PENGADAAN BARANG DAN JASA
Goods and Services Procurement Governance

PERMINTAAN BARANG/*SPAREPART*
Goods/Sparepart Request



TATA KELOLA PENGADAAN BARANG DAN JASA
Goods and Services Procurement Governance

SISTEM PEMBAYARAN PENGADAAN BARANG DAN JASA PT PELNI (PERSERO)
Payment Systems of Goods and Services Procurement of PT PELNI (Persero)



PEJABAT EKSEKUTIF PER 31 DESEMBER 2019

Executives Officer as of December 31, 2019

PRESDA SIMANGASING
Kepala SPI
Head of Internal Audit

YANTO DURIYANTO
Kepala DPA - Sistem Mutu, Keselamatan & Kesehatan Kerja (SMK3) dan Lingkungan Hidup
Head of DPA - Quality, Health, Safety, Security & Environment (SMK3)

YAHYA KUNCORO
Kepala Kesekretariatan Perusahaan
Head of Corporate Secretary

ANDI SAMSUL HADI
VP Perencanaan Korporat & Manajemen Risiko
VP of Corporate Planning & Risk Management

LENGGO GENI ARBI S.
VP Hukum
VP of Legal

SUKENDRA
VP Pemasaran Angkutan Penumpang
Vp of Passenger Ship Marketing

APRISMAN DEDI
VP Operasi Kapal Penumpang & Perintis
VP of Passenger & Feeder Ship Operation

DIRGA MULANA
VP Pelayanan Angkutan Penumpang
VP of Passenger Ship Service

BUDI SANTOSO
VP Keagenan & Tour
VP of Agency & Tour

YUKE TOGAS
VP Pemasaran Angkutan Barang Kapal Penumpang & Perintis
VP of Cargo Marketing on Passanger & Feeder Ship

PEJABAT EKSEKUTIF PER 31 DESEMBER 2019
Executives Officer as of December 31, 2019

HAERU RIJAL
VP Pemasaran Angkutan Kapal Barang
VP of Cargo Ship Marketing

AHDIYAT ANDI SUSANTO
VP Operasi & Layanan Operasional Angkutan Barang
VP of Cargo Ship Operation & Service

KARDIANASAH
VP Pengembangan Usaha & Produk Angkutan Barang
VP of Cargo Business & Product Development

DIDIK MARTONO
VP Teknik & Plt VP Surveyor
VP of Engineering & Acting Vp of Surveyor

USMAN MOHAMMAD TANG
VP Nautika
VP Nautical

CAHYONO RUBIYAN
VP Pengelolaan Bahan Bakar
VP of Fuel Management

CAHYA WIDI S
VP Pengadaan & Modifikasi Kapal
VP of Ship Procurement & Modification

SLAMET WAHYONO
VP SDM
VP of Human Capital

A.A.N BUDI TRESNAWAN
VP Umum
VP of General Affair

UDJANG KERDJAWAN AGUNG
VP Pengamanan
VP of Security

PEJABAT EKSEKUTIF PER 31 DESEMBER 2019
Executives Officer as of December 31, 2019

NIKEN SEKAR MELATHI
VP Pengelolaan Aset
VP of Asset Management

DEDI RAHMAWAN PUTRA
VP Teknologi Informasi
VP of Information Technology

ALAMSYAH
VP Pengadaan
VP of Procurement

AFFAN TAUFFAN
VP Akuntansi
VP of Accounting

SUPARNO
VP Perbendaharaan
VP of Treasury

WASMA N R.M
VP Pengelolaan PSO & Subsidi
VP of PSO & Subsidy Management

KOMPOSISI PEMEGANG SAHAM
Shareholders Composition

PT PELNI (Persero) merupakan Badan Usaha Milik Negara (BUMN) yang kepemilikannya 100% dimiliki oleh Pemerintah Republik Indonesia.

Per 31 Desember 2019, tidak ada Direktur dan Komisaris yang memiliki saham PT PELNI (Persero).

PT PELNI (Persero) is a State-Owned Enterprise (SOE) whose shares are 100% owned by The Republic of Indonesia Government.

As of December 31, 2019, neither Board of Directors and Board of Commissioners did not have shares of PT PELNI (Persero).

KRONOLOGI PENCATATAN SAHAM
Shares Listing Chronology

Per 31 Desember 2019, Perseroan belum melakukan melakukan penawaran saham kepada publik dan kepemilikan saham 100% dimiliki oleh Pemerintah Republik Indonesia. Dengan demikian informasi mengenai tahun penerbitan saham, jumlah saham, nilai nominal saham, harga penawaran saham dan tindakan korporasi serta nama bursa di mana saham dicatatkan tidak relevan untuk disajikan di dalam Laporan Tahunan ini.

As of December 31, 2019, the Company had not executed shares offering to public and the shares are 100% owned by The Republic of Indonesia Government. Therefore, information about shares listing year, total shares outstanding, shares par value, shares public offering and corporate action as well as name of stock exchange where the shares are listed are irrelevant to be presented in this Annual Report.

KRONOLOGI PENCATATAN EFEK LAINNYA
Other Securities Listing Chronology

Per 31 Desember 2019, Perseroan tidak melakukan pencatatan efek lainnya sehingga informasi mengenai nama efek, nilai penawaran, nama bursa tempat efek dicatatkan dan peringkat efek tidak relevan untuk disajikan di dalam Laporan Tahunan ini.

As of December 31, 2018, the Company had not listed other securities, therefore, information about name of securities, offering price, name of stock exchange where the securities are listed and securities rating are irrelevant to be presented in this Annual Report.

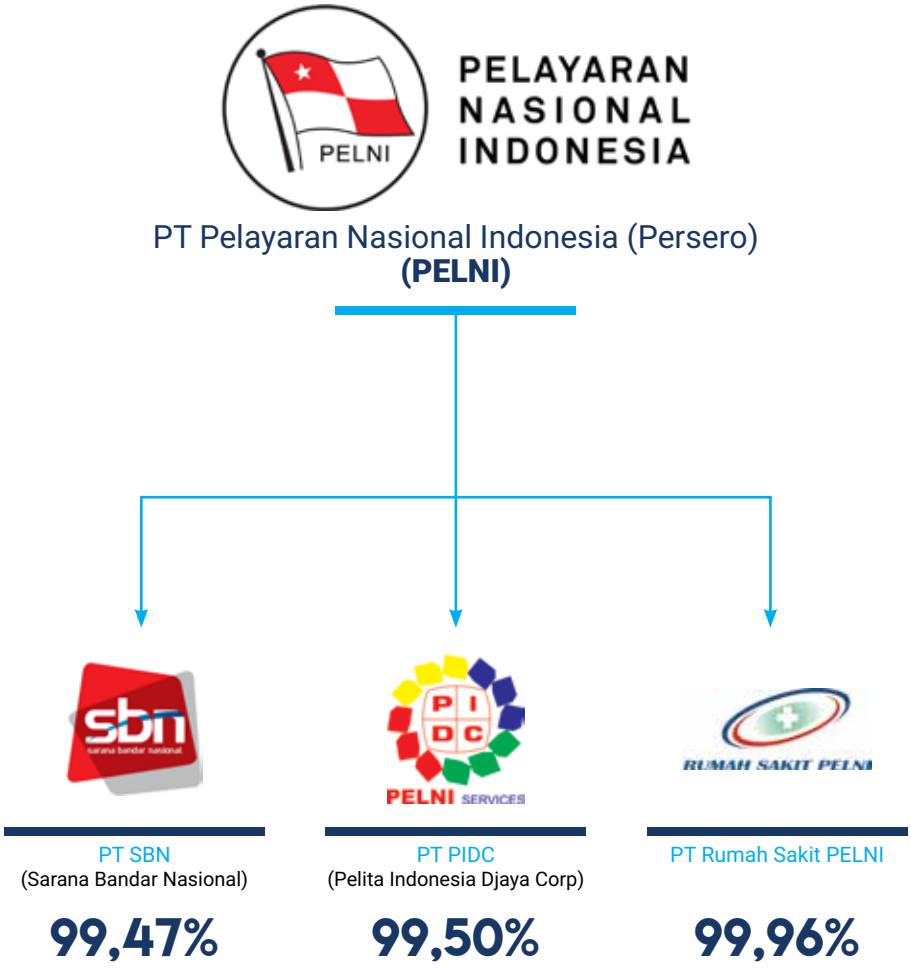
STRUKTUR GRUP PERUSAHAAN
Corporate Group Structure

PT PELNI (Persero) memliki 3 (tiga) anak perusahaan yaitu PT Sarana Bandar Nasional (PT SBN) dengan kepemilikan saham 99,47%, PT Pelita Indonesia Djaya Grup (PIDC) dengan kepemilikan saham 99,50% dan PT Rumah Sakit PELNI dengan kepemilikan saham 99,96%.

Sampai dengan tanggal 31 Desember 2019, Struktur Grup PT PELNI (Persero) sebagai berikut:

PT PELNI (Persero) has 3 (three) subsidiaries which are PT Sarana Bandar Nasional (PT SBN) with 99.47% shares ownership, PT Pelita Indonesia Djaya Grup (PIDC) with 99.50% shares ownership and PT Rumah Sakit PELNI with 99.96% shares ownership.

As of December 31, 2019, Structure Group of PT PELNI (Persero) is as follows:



ENTITAS ANAK & ASOSIASI
Subsidiary & Association

Sampai dengan tanggal 31 Desember 2019, Anak Perusahaan PT PELNI (Persero) adalah sebagai berikut:

As of December 31, 2019, the Subsidiaries of PT PELNI (Persero) are as follows:

No	Nama Perusahaan Name of the Company	Persentase Kepemilikan Persentage of Ownership	Bidang Usaha Line of Business	Status Operasi Operating Status
1	PT Sarana Bandar Nasional (SBN)	99,47%	Angkutan transportasi, bongkar muat, pengiriman barang, pergudangan, operator terminal laut, truk, *custom clearance*, pedalaman depo. Transportation, loading, logistic, warehouse, marine terminal operator, truck, custom clearance, inland depo.	Beroperasi Operating
2	PT Pelita Indonesia Djaya Corp (PIDC)	99,50%	Jasa perdagangan umum, jasa kepelabuhan, perusahaan pengutusan kepabeanan, jasa kebersihan, jasa pengamanan, jasa pengelolaan kasur, jasa penyediaan air minum dalam kemasan, jasa pengelolaan hotel, jasa penyediaan hiburan atas kapal. General trading services, port services, customs delivery companies, cleaning services, security services, mattress management services, bottled water supply services, hotel management services, entertainment services on board.	Beroperasi Operating
3	PT Rumah Sakit PELNI	99,98%	Rumah Sakit Hospital	Beroperasi Operating

INFORMASI MENGENAI ANAK PERUSAHAAN

Berikut adalah informasi mengenai anak perusahaan PT PELNI (Persero):

PT Sarana Bandar Nasional (SBN)

PT Sarana Bandar Nasional (SBN) merupakan anak perusahaan Perseroan yang bergerak di bidang :

1. Jasa bongkar muat barang dari dan ke kapal milik induk perusahaan maupun kapal-kapal lainnya yang meliputi kegiatan *stevedoring, cardogoring, receiving delivery.* Wilayah usaha PT SBN meliputi seluruh wilayah Indonesia dengan didukung oleh 56 kantor cabang dan sub-cabang yang beroperasi di pelabuhan besar dan kecil yang tersebar dari Sabang sampai Merauke dengan kantor pusat di Jakarta.
2. *Freight Forwarding.*
3. Pergudangan *(warehousing).*
4. Transportasi untuk mendukung muatan kapal PT PELNI (Persero)
5. *Trading* dan *Retail*

Pada tahun 2019, PT SBN membukukan laba sebesar Rp60,52 miliar atau meningkat sebesar 20,63% dibandingkan tahun sebelumnya yang sebesar Rp50,17 mliar.

INFORMATION ABOUT SUBSIDIARY

Information about PT PELNI (Persero) subsidiaries is described below:

PT Sarana Bandar Nasional (SBN)

PT Sarana Bandar Nasional (SBN) is a subsidiary of the Company engaged in:

1. Loading and unloading services from and to ship owned by the Parent Company and other ships, which includes; stevedoring, cardogoring, receiving delivery. The scope of work of PT SBN covers the entire sea territory of Indonesia, supported by 56 branch offces and sub-branches operating in large and small ports from Sabang to Merauke with Headquarter in Jakarta.
2. Freight Forwarding.
3. Warehousing.
4. Transportation to support the cargo of PT PELNI (Persero) ship.
5. Trading and Retail.

In 2019, PT SBN booked the profit of Rp60,52 billion or increased by 20,63% compared to the previous year which amounted to Rp50,17 billion.

ENTITAS ANAK & ASOSIASI
Subsidiary & Assocoation

Susunan Manajemen SBN per 31 Desember 2019, sebagai berikut:

As of December 31, 2019, composition of SBN Management is as follows:

Dewan Komisaris | Board of Commissioners	
Komisaris Utama | President Commissioner	Harry Boediarto Soewarto
Komisaris | Commissioner	Tri Andayani
Direksi | Board of Directors	
Direktur Utama | President Director	Suharyanto
Direktur Operasional | Operation Director	Murdiyoto
Direktur Keuangan | Finance Director	Nofiyetti Edizar
Informasi Perusahaan| Company Information	
Alamat | Adress	Jl. Cempaka Putih Tengah II B.13-144, Cempaka Putih, Jakarta – 10510
Informasi Kontak | Contact Information	T : 021- 4287 9000 | F : 021-4287 8389
Email | Email	info@pelnilogistics.co.id
Situs Web |Website	www.pelnilogistics.co.id

PT Pelita Indonesia Djaya Corp (PIDC)

PT Pelita Indonesia Djaya (PIDC) merupakan anak Perusahaan Perseroan yang bergerak di bidang Jasa Kepengurusan Transportasi (JPT), Pengusaha Pengurusan Jasa Kepabeanan (PPJK), *cleaning service, bunkering* BBM, Jasa Pengawasan dan Pengamanan, Sewa Pergudangan, Sewa *Forklift,* Multimoda Transportasi, Hotel dan Restoran.

PT Pelita Indonesia Djaya Corp (PIDC)

PT Pelita Indonesia Djaya (PIDC) is subsidiary of Company that is operated in Transprotation Management Service (JPT), Custom Service Management (PPJK), cleaning sevice, Oil Fuel bunkering, Security Services, Warehouse Service, Forklift Service, Multi-modal Transportation, Hotel and Restaurant.

Pada tahun 2019, PT PIDC membukukan laba sebesar Rp59,12 miliar atau meningkat sebesar 46,59% dibandingkan tahun sebelumnya yang sebesar Rp40,33 mliar.

In 2019, PT PIDC booked the profit of Rp59,12 billion or increased by 46,59% compared to the previous year which amounted to Rp40,33 billion.

Susunan Manajemen PIDC per 31 Desember 2019, sebagai berikut:

As of December 31, 2019, composition of PIDC Management is as follows:

Dewan Komisaris | Board of Commissioners	
Komisaris Utama | President Commissioner	Olih Masolich Sodikin
Komisaris | Commissioner	Muhammad Tukul Harsono
Direksi | Board of Directors	
Direktur Utama | President Director	Effendi
Plt Direktur Operasional | Plt Operation Director	Effendi
Informasi Perusahaan| Company Information	
Alamat | Adress	Ruko Cempaka Mas Blok Q No.5 Jl. Letjend Suprapto, Sumur Batu, Kemayoran, Jakarta Pusat
Informasi Kontak | Contact Information	T : 021- 42883740
Email | Email	corporate@pidc.co.id
Situs Web |Website	www.pidc.co.id

ENTITAS ANAK & ASOSIASI
Subsidiary & Assocoation

PT Rumah Sakit PELNI

PT Rumah Sakit PELNI (RS PELNI) merupakan anak usaha Perseroan yang bergerak di bidang pelayanan dan pendidikan kesehatan, dengan bidang usaha secara khusus meliputi:

1. Pelayanan dan penyelenggaraan kesehatan.
2. Pelayanan Kegiatan Penunjang Kesehatan Lainnya.
3. Pelayanan ASKES/BPJS dan konsultan.
4. Pendidikan dan Pelatihan Kesehatan.
5. Pelayanan Jasa Konsultan Manajemen
6. Kesehatan.
7. Perdagangan Farmasi dan Peralatan Kesehatan.
8. Pelayanan Gizi Masyarakat dan konsultasi.
9. Pelayanan Kebugaran Kesehatan Masyarakat.

Pada tahun 2019, PT RS PELNI membukukan laba sebesar Rp10,14 miliar atau turun sebesar 72,89% dibandingkan tahun sebelumnya yang sebesar Rp37,41 mliar.

Susunan Manajemen RS PELNI per 31 Desember 2019, sebagai berikut:

PT Rumah Sakit PELNI

PT Rumah Sakit PELNI (RS PELNI) is subsidiary that operated in health services and education with particular business lines are including:

1. Health services and administration.
2. Other Health Support Activities Services.
3. ASKES / BPJS services and consultants.
4. Health Education and Training.
5. Management Consultant Services
6. Health.
7. Trade in Pharmacy and Health Equipment.
8. Community Nutrition Services and consultation.
9. Public Fitness Services.

In 2019, PT RS PELNI booked the profit of Rp10,14 billion or decreased by 72,89% compared to the previous year which amounted to Rp37.41billion.

As of December 31, 2019, Management composition of RS PELNI is as follows:

Dewan Komisaris | Board of Commissioners	
Komisaris Utama | President Commissioner	Ganefi
Komisaris | Commissioner	Syahril Japarin
Direksi | Board of Directors	
Direktur Utama | President Director	Muhamad Kartobi
Plt Direktur Operasional | Plt Operation Director	Rooshardianty S
Informasi Perusahaan| Company Information	
Alamat | Adress	Jl. Aipda KS Tubun No. 92-94 Jakarta Pusat – DKI Jakarta 11410
Informasi Kontak | Contact Information	T : 021-5306901
Email | Email	pemasaran.rspelni@gmail.com
Situs Web |Website	www.rspelni.co.id

LEMBAGA DAN PROFESI PENUNJANG PASAR MODAL

Stock Market Supporting Institution and Professions

KANTOR AKUNTAN PUBLIK
Hadori Sugiarto Adi & Rekan
Alamat
Jl. Casablanca Kav.18 Jakarta 12870
T. 62 21 831 7046
F. 62 21 831 7050
E. hlbjakarta@hadori.co.id

NIUKAP
KEP-116/KM.1/2009

Biaya
Rp527.750.000

Jasa yang Diberikan
Jasa audit laporan keuangan yaitu jasa audit kepatuhan dan laporan kinerja Perseroan.

NOTARIS
Ida Adiningsih, S.H
Jl Kembang Raya No 15 A,
Kwitang, Senen,
Jakarta Pusat

Hasbullah Abdul Rasyid, S.H
Alamat: Gedung The "H" Tower Lt. 20 Suite A.
Jl. H.R. Rasuna Said Kav. C 20-2
Kuningan Jakarta Selatan

KUASA HUKUM
LQQ media Law Office
Gedung Citylofts Unit 10.12
Jl KH Mas Mansyur No.121
Jakarta Pusat

Kantor Advokat Deni Simorangkir SH MH
Jl. Tebet Timur Dalam V K Nomor 3
Jakarta Selatan

PUBLIC ACCOUNTANT FIRM
Hadori Sugiarto Adi & Rekan
Adress
Jl. Casablanca Kav.18 Jakarta 12870
T. 62 21 831 7046
F. 62 21 831 7050
E. hlbjakarta@hadori.co.id

NIUKAP
KEP-116/KM.1/2009

Fee
Rp527,750,000

Provided Service
Financial audit report services are compliance audit services and the company's performance reports.

NOTARY
Ida Adiningsih, S.H
Jl Kembang Raya No 15 A,
Kwitang, Senen,
Jakarta Pusat

Hasbullah Abdul Rasyid, S.H
Address: Gedung The "H" Tower Lt. 20 Suite A.
Jl. H.R. Rasuna Said Kav. C 20-2
Kuningan Jakarta Selatan

Legal Attorney
LQQ media Law Office
Gedung Citylofts Unit 10.12
Jl KH Mas Mansyur No. 121
Jakarta Pusat

Deni Simorangkir SH MH Advocate Office
Jl. Tebet Timur Dalam V K Nomor 3 J
akarta Selatan

LEMBAGA DAN PROFESI PENUNJANG PASAR MODAL
Stock Market Supporting Institution and Professions

Dedy Kurniadi & CO
Wisma Tugu Raden Saleh, 5th floor
Jl. Raden Saleh Raya No 44
Jakarta Pusat

Anggraeni & Partner
Jl. Wolter Mongonsidi No 122-124
Kebayoran Baru
Jakarta Selatan

M & G Associates
Senayan Trade Center Lt 5 No 17-22
Jl Asia Afrika Gelora Senayan
Jakarta Pusat

Effendy & Remy Attorney & Counselor at Law
Alamat: Gedung Lina 2nd Floor Suite 205
Jl. HR Rasuna Said Kav B-7 Kuningan
Jakarta Selatan

Tekky Toreh & Partner
Jl Pulomas Barat XI No. 22
Jakarta Timur

BIRO ADMINISTRASI EFEK
Per 31 Desember 2019, Perseroan belum mencatatkan saham dan efek-efek sehingga belum menggunakan jasa Biro Administrasi Efek.

PERUSAHAAN PEMERINGKAT EFEK
Per 31 Desember 2019, Perseroan belum mencatatkan saham dan efek-efek sehingga belum menggunakan jasa Perusahaan Pemeringkat Efek.

Dedy Kurniadi & CO
Wisma Tugu Raden Saleh, 5th floor
Jl. Raden Saleh Raya No 44
Jakarta Pusat

Anggraeni & Partner
Jl. Wolter Mongonsidi No 122-124
Kebayoran Baru
Jakarta Selatan

M & G Associates
Senayan Trade Center Lt 5 No 17-22
Jl Asia Afrika Gelora Senayan
Jakarta Pusat

Effendy & Remy Attorney & Counselor at Law
Address: Gedung Lina 2nd Floor Suite 205
Jl. HR Rasuna Said Kav B-7 Kuningan
Jakarta Selatan

Tekky Toreh & Partner
Jl Pulomas Barat XI No. 22
Jakarta Timur

SECURITIES REGISTRAR
As of December 31, 2017, the Company had neither listed shares nor securities, therefore, the Company did not hire any Securities Registrar.

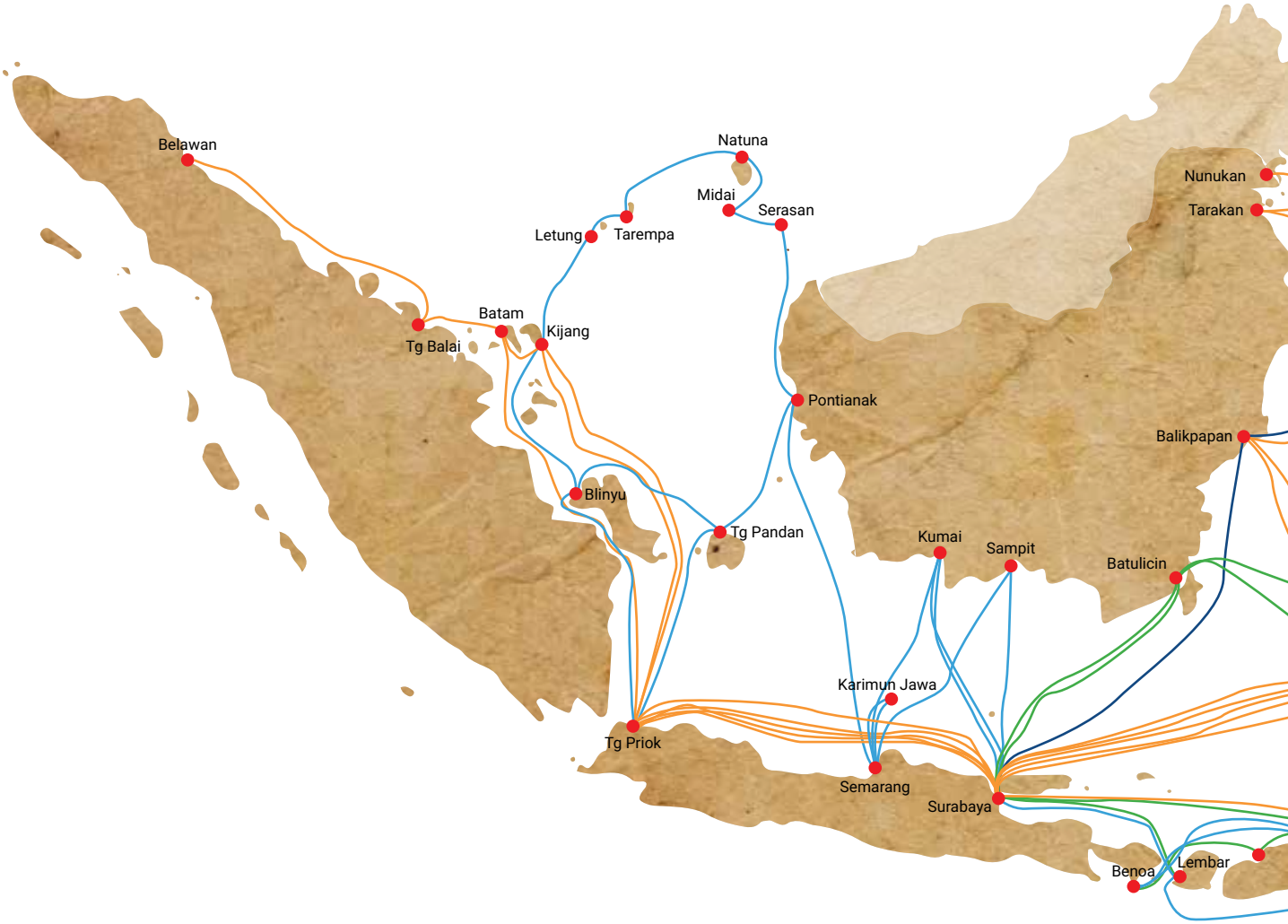
RATING AGENCY
As of December 31, 2017, the Company had not listed hadneither listed shares nor securities, therefore, the Company did not hire any Rating Agency.

PETA WILAYAH OPERASI JARINGAN TRAYEK KAPAL PENUMPANG

Passenger Ship Route Network Operational Area

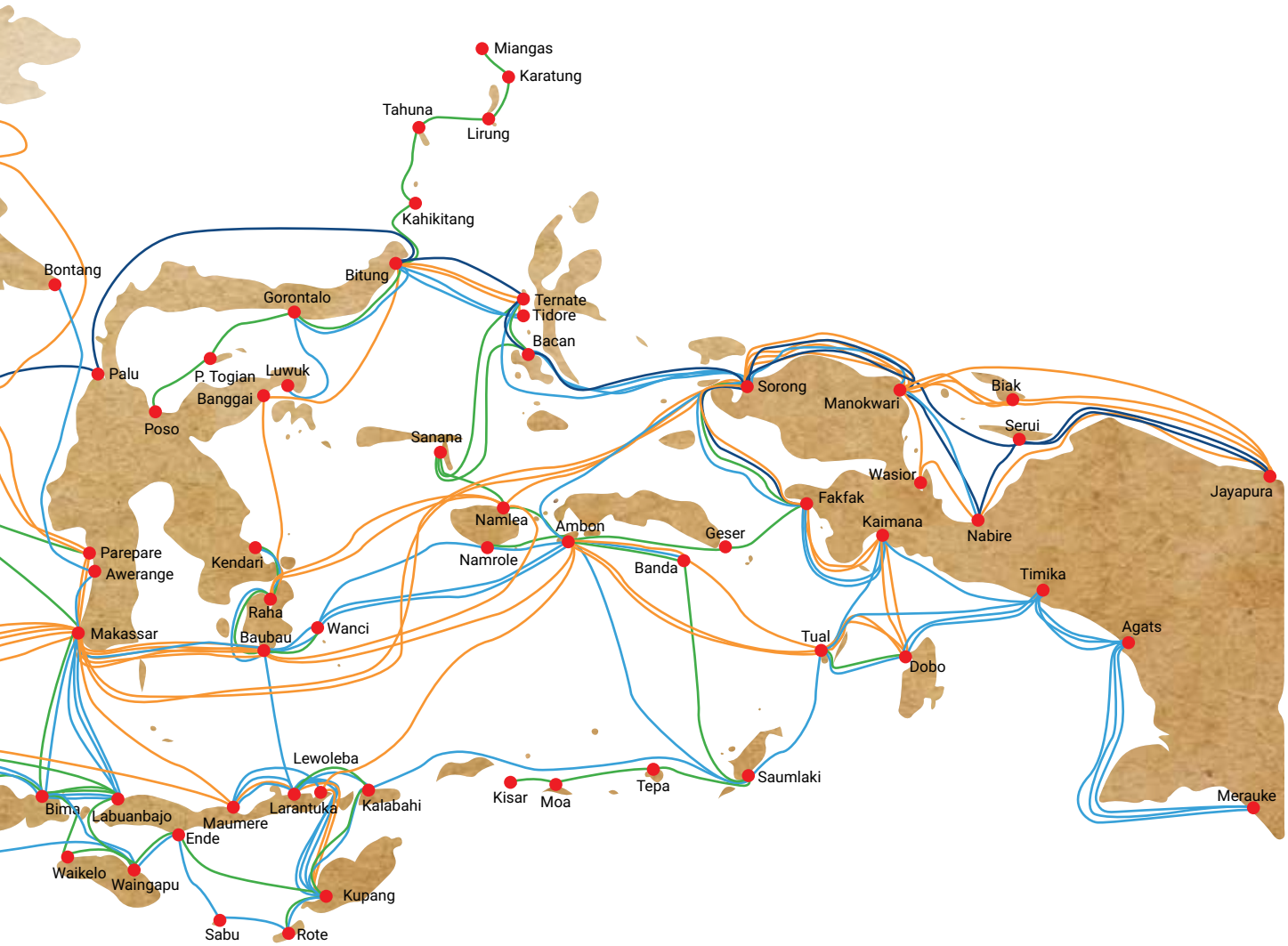
- Jumlah Pelabuhan Singgah Tahun 2019 adalah 83 Pelabuhan
- Jumlah Kapal PSO tahun 2019 adalah 26 Kapal
- Jumlah Ruas Tahun 2019 adalah 1.100 ruas
- Total Mil tahun 2019 adalah 95.604 Mil Laut

- Total transit ports in 2019 were 83 ports
- Total PSO Ship in 2019 were 26 Ships
- Total Lines in 2019 were 1,100 lines
- Total Mile in 2019 were 95,604 Sea Miles



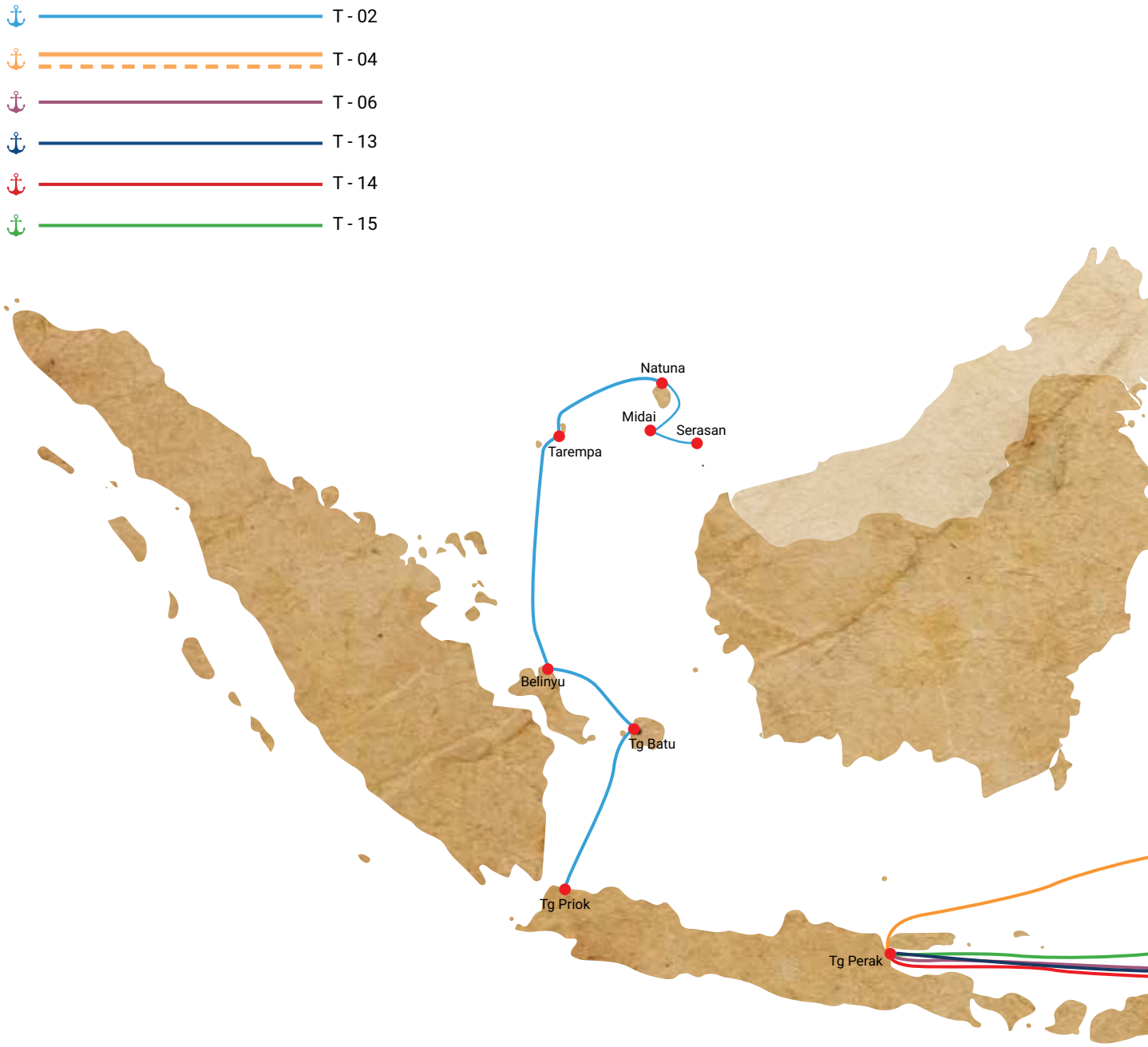
PETA WILAYAH OPERASI JARINGAN TRAYEK KAPAL PENUMPANG
Passenger Ship Route Network Operational Area

Type 3000
Type 2000
Type 1000
Type 500

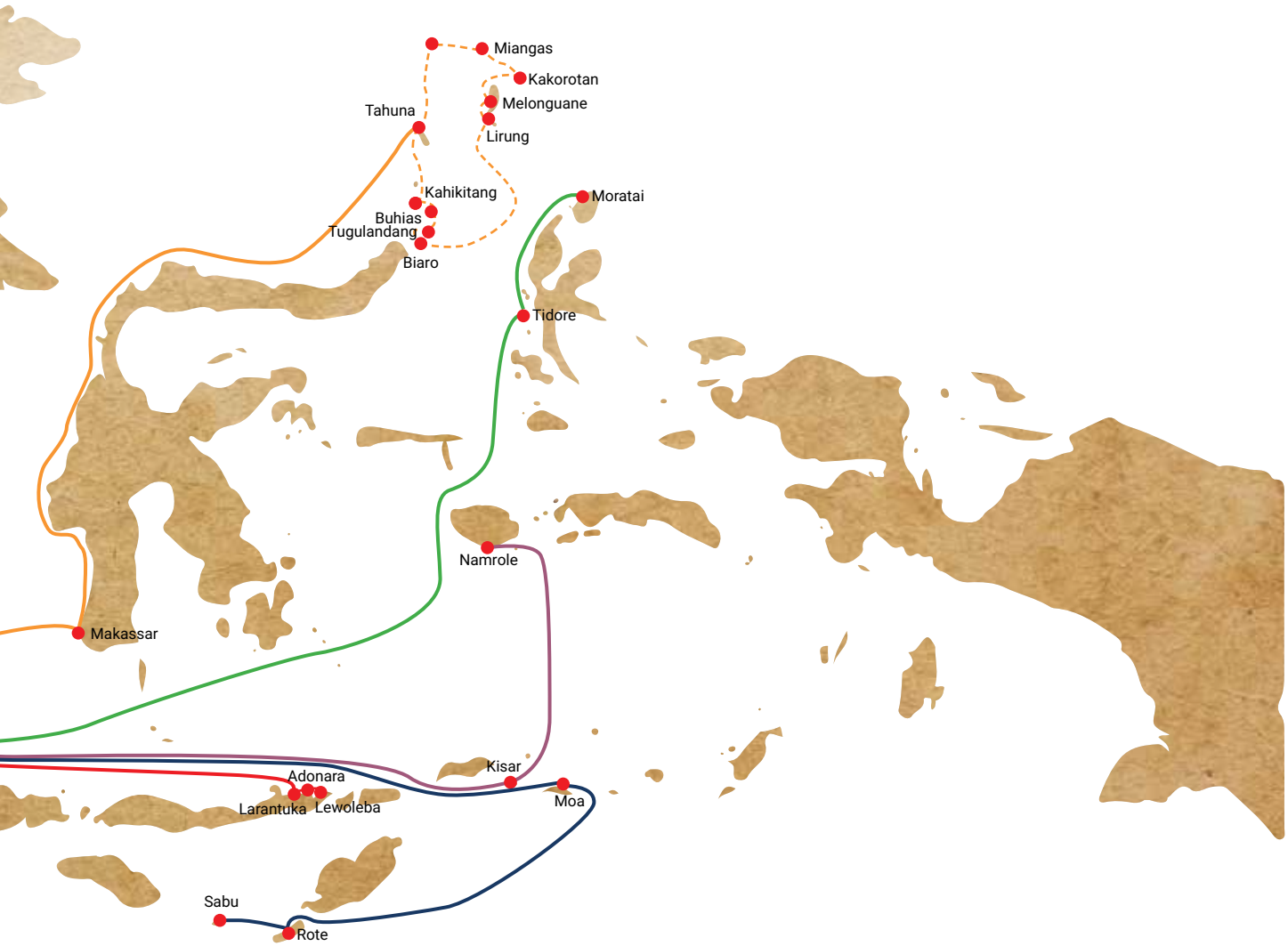


JARINGAN TRAYEK TOL LAUT TAHUN 2019

The Tol Laut Route 2019

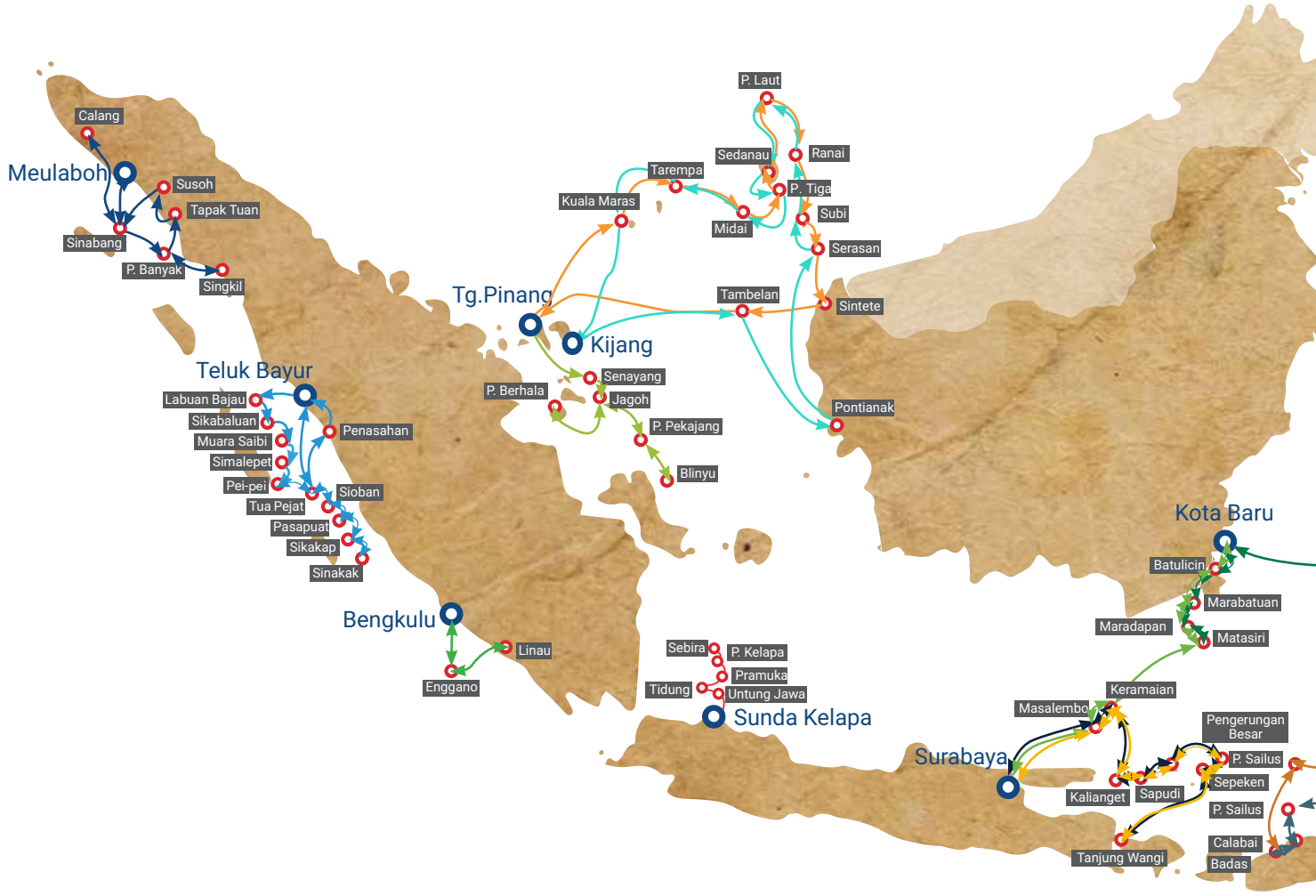


JARINGAN TRAYEK TOL LAUT TAHUN 2019
The Tol Laut Route 2019

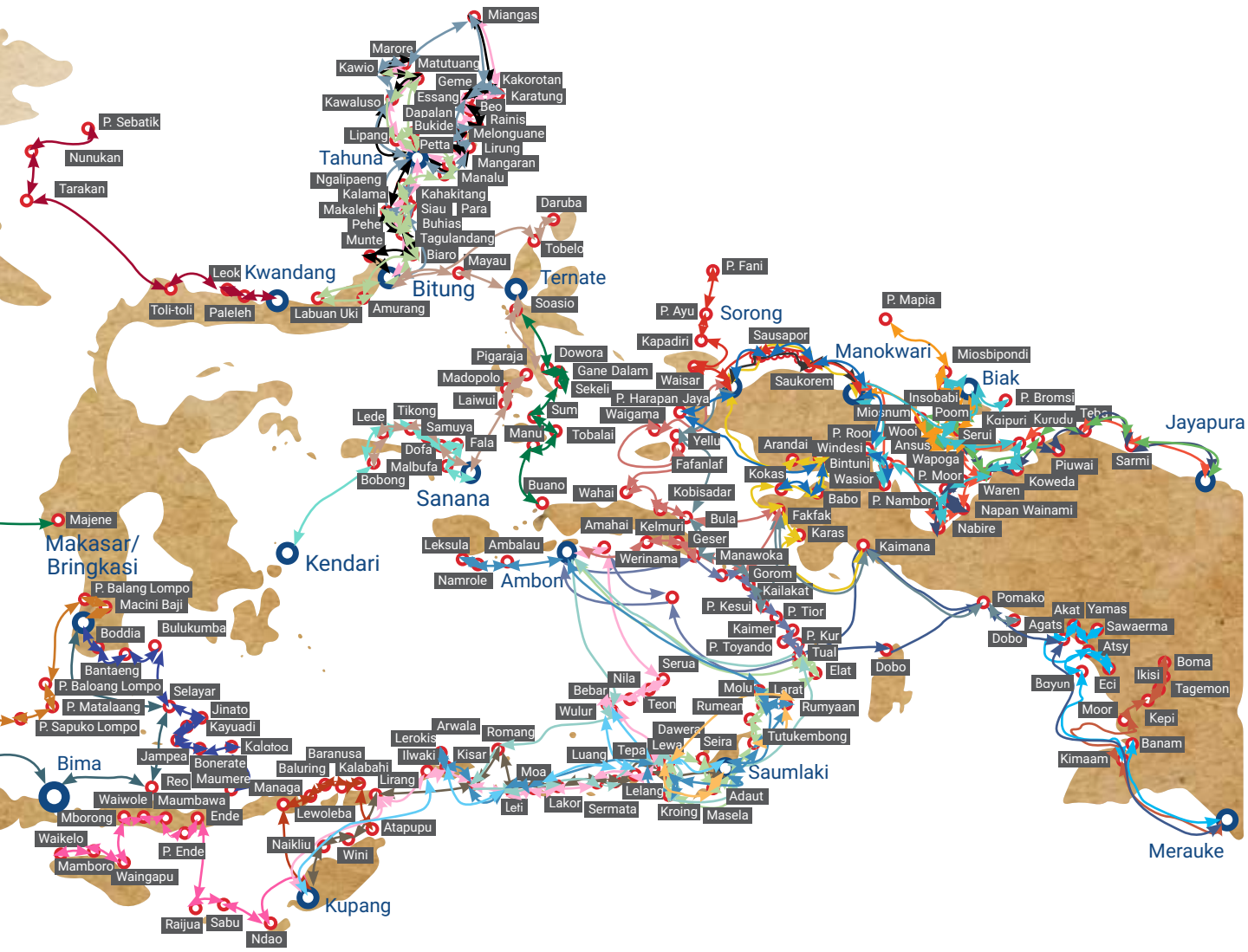


JARINGAN TRAYEK NASIONAL KAPAL PERINTIS TAHUN 2019

Domestic Perintis Ship Route 2019



JARINGAN TRAYEK NASIONAL KAPAL PERINTIS TAHUN 2019
Domestic Perintis Ship Route 2019



RUTE KAPAL TERNAK 2019

Cattle Ship Route 2019

No.	Provinsi/ Pangkalan Province/Base	Kode Trayek Route Code	Jaringan Trayek dan Jarak Mil Routes and Distance Miles	Jumlah Jarak Total Distances
1	Kupang, NTT	RT-1	Kupang - 201 - Waingapu - 867 - Tg. Priok - 150 - Cirebon - 1.063 - Kupang	2.256
2	Kupang, NTT	RT-3	Kupang - 201 - Waingapu - 867 - Tg. Priok - 150 - Cirebon - 1.063 - Kupang	2.256

RUTE KAPAL TERNAK 2019
Cattle Ship Route 2019

RI - 1 — KM. Camara Nusantara 1

RI - 3 — KM. Camara Nusantara 3

NAMA DAN ALAMAT ANAK PERUSAHAAN, KANTOR CABANG DAN KANTOR PERWAKILAN

Name and Address of Subsidiary, Branch Office and Representative Office

PT PELNI (PERSERO)

Kantor Pusat | Head Office
Jl. Gajah Mada No. 14,
DKI Jakarta 10130
T. +6221 6334 342
F. +6221 6385 4130
E. humas@pelni.co.id
W. www.pelni.co.id

Pemasaran | Marketing
Jl. Gajah Mada No. 14,
DKI Jakarta 10130
T. +6221 6385 50962
E. divisi.pemasaran@pelni.co.id

ANAK PERUSAHAAN | Subsidiary

PT Sarana Bandar Nasional (SBN)
Jl. Cempaka Putih Tengah
II B.13-144, Cempaka Putih,
DKI Jakarta -10510
T. +6221 4287 9000
F. +6221 4287 8389
E. info@ptsbn.co.id
W. www.ptsbn.co.id

Rumah Sakit PELNI Petamburan
Jl. Aipda Ks Tubun
No. 92-94, Jakarta Pusat
DKI Jakarta 11410
T. +6221 5306 901
F. +6221 5483 145
E. pemasaran@rspelni.net
W. www.rspelni.co.id

Pelita Djaya Indonesia Corporation (PIDC)
Ruko Cempaka Mas
Jl. Suprapto Blok Q No. 5
Jakarta Pusat
T. +6221 4393 3184
F. +6221 4393 1623
E. pt.pidc@gmail.com

***STRATEGIC BUSINESS UNIT* (SBU)**

Galangan Surya Surabaya
Jl. Nilam Barat No. 39
Surabaya 60165
T. +6231 3291 909
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F. +6231 3291 909
E. galangan@pelni.co.id

Hotel Bahtera Cipayung
Jl. Raya Puncak Cipayung
No. 256, Bogor
T. +6251 8254 251
+6251 8257 451
F. +6251 8256 663
E. hotelbahtera@hotelbahtera-pelni.co.id

CABANG A | Branch A

Tg Priok
Jl. Palmas No. 2, Tanjung
Priok, Jakarta Utara
T. +6221 4393 3184
F. +6221 4393 1623
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Makassar
Jl. Sawerigading No. 14,
Makassar
T. +62411 3614 861
F. +62411 3631 395
+62411 3614 788
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Surabaya
Jl. Pahlawan No.112-114,
Surabaya
T. +6231 3293 197
F. +6231 3538 958
+6231 3293 195
E. surabaya@pelni.co.id

CABANG B | Branch B

Jayapura
Jl. Argapura No. 15,
Jayapura Selatan, Papua
T. +62967 5332 70
+62967 5330 70
+62967 5314 12
F. +62967 5319 21
+62967 5333 70
E. jayapura@pelni.co.id

Sorong
Jl. Jend. A. Yani, Kompleks
Pelabuhan, Sorong
T. +62951 3218 60
F. +62951 323873
E. sorong@pelni.co.id

Ambon
Jl. D.I. Panjaitan No. 19,
Ambon
T. +62911 3482 19
+62911 3531 61
+62911 3423 28
F. +62911 3520 49
E. ambon@pelni.co.id

Semarang
Jl. Mpu Tantular 25-27,
Semarang
T. +6224 3540 238
+6224 3546 722
F. +6224 3555 156
E. semarang@pelni.co.id

Bau-bau
Jl. Pahlawan No.1, Bau-bau
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T. +62402 2821 258
+62402 2821 905
+62402 2822 705
F. +62402 2821 188
E. bau-bau@pelni.co.id

NAMA DAN ALAMAT ANAK PERUSAHAAN, KANTOR CABANG DAN KANTOR PERWAKILAN
Name and Address of Subsidiary, Branch Office and Representative Office

Balikpapan
Jl. Yos Sudarso No. 1
Balikpapan
T. +62542 4241 71
+62542 4224 10
F. +62542 7350 09
E. balikpapan@pelni.co.id

Kupang
Jl. Pahlawan No.7 Kel.
Fatufeto - Kec. Alak
Kupang, NTT
T. +62380 8219 44
+62380 8238 98
F. +62380 8336 46
E. kupang@pelni.co.id

Bitung
Jl. Sam Ratulangi No. 7
Bitung, Bitung Kota -
Sulawesi Utara
T. +62438 3635 2
+62438 3581 8
F. +62438 3358 8
E. bitung@pelni.co.id

Manokwari
Jl. Siliwangi No. 24
Manokwari, Papua Barat
T. +62986 2151 66
+62986 2151 67
+62986 2151 65
F. +62986 2151 68
E. manokwari@pelni.co.id

Tg. Pinang
Jl. Jend. A. Yani No. 06
Tg. Pinang Kepulauan Riau
T. +62771 2151 3
+62771 2193 3
F. +62771 2342 7
E. tg-pinang@pelni.co.id

CABANG C | Branch C

Batam
Jl. DR Cipto Mangunkusumo
No. 4, Tanjuung Pinggir,
Sekupang, Pulau Batam
T. +62778 3221 81
+62778 3210 70
F. +62778 3210 85
+62778 3255 86
E. batam@pelni.co.id

Pare-pare
Jl. Lasiming No. 44
Pare-pare, Sulawesi Selatan
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+62421 2470 9
F. +62421 2307 9
E. pare-pare@pelni.co.id

Nabire
Jl. Frans Kaisepo No. 14,
Nabire, Papua
T. +62984 2285 0
+62984 2318 1
+62984 2507 2
F. +62984 2135 0
E. nabire@pelni.co.id

Ternate
Jl. Jend.A.Yani,
Kompleks Pelabuhan, Ternate,
Maluku Utara
T. +62921 3121 434
+62921 4124 434
+62921 3125 474
F. +62921 3121 276
E. ternate@pelni.co.id

Medan/Belawan
Jl. Gunung Krakatau
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F. +6261 4206 5267
E. belawan@pelni.co.id

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Jl. St. Abdurahman No.12
Pontianak, Kalimantan Barat
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+62561 7481 29
F. +62561 7481 31
E. pontianak@pelni.co.id

Kumai
Jl. Sudirman, SH No. 16
Pangkalan Bun/Kumai,
Kalimantan Tengah
T. +62532 2442 0
F. +62532 2407 3
E. kumai@pelni.co.id

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Jl. Kusuma Bangsa
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Tarakan Kota
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+62551 2544 0
F. +62551 21529
E. tarakan@pelni.co.id

Nunukan
Jl. A. Yani No. 11, Nunukan,
Kalimantan Tenggara
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+62556 2298 4
F. +62556 2102 9
E. nunukan@pelni.co.id

NAMA DAN ALAMAT ANAK PERUSAHAAN, KANTOR CABANG DAN KANTOR PERWAKILAN
Name and Address of Subsidiary, Branch Office and Representative Office

Fak-fak
Jl. D.I. Panjaitan, Fak-fak
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T. +62956 2323 0
+62956 2255 6
F. +62956 2255 6
E. fak-fak@pelni.co.id

Maumere
Jl. Don Juan No. 6 kota
Uneng, Kab. Sikka, Flores NTT
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E. maumere@pelni.co.id

Serui
Jl. Dr. Wahidin Sudiro
Husodo, Serui Yapen Papua
T. +62983 3230 9
+62983 3234 7
F. +62983 3155 2
E. serui@pelni.co.id

Biak
Jl. Jendral Sudirman No. 37, Biak
T. +62981 2325 5
+62981 2325 6
F. +62981 2222 5
E. biak@pelni.co.id

Sampit
Jl. Jendral A. Yani No. 70
Sampit, Kalimantan Tengah
T. +62531 2200 6
+62531 2399 4
F. +62531 2450 2
E. sampit@pelni.co.id

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+62361 7639 64
F. +62361 7639 64
E. denpasar@pelni.co.id

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Jl. Basuki Rahmat No 60,
Flores Timor
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Name and Address of Subsidiary, Branch Office and Representative Office

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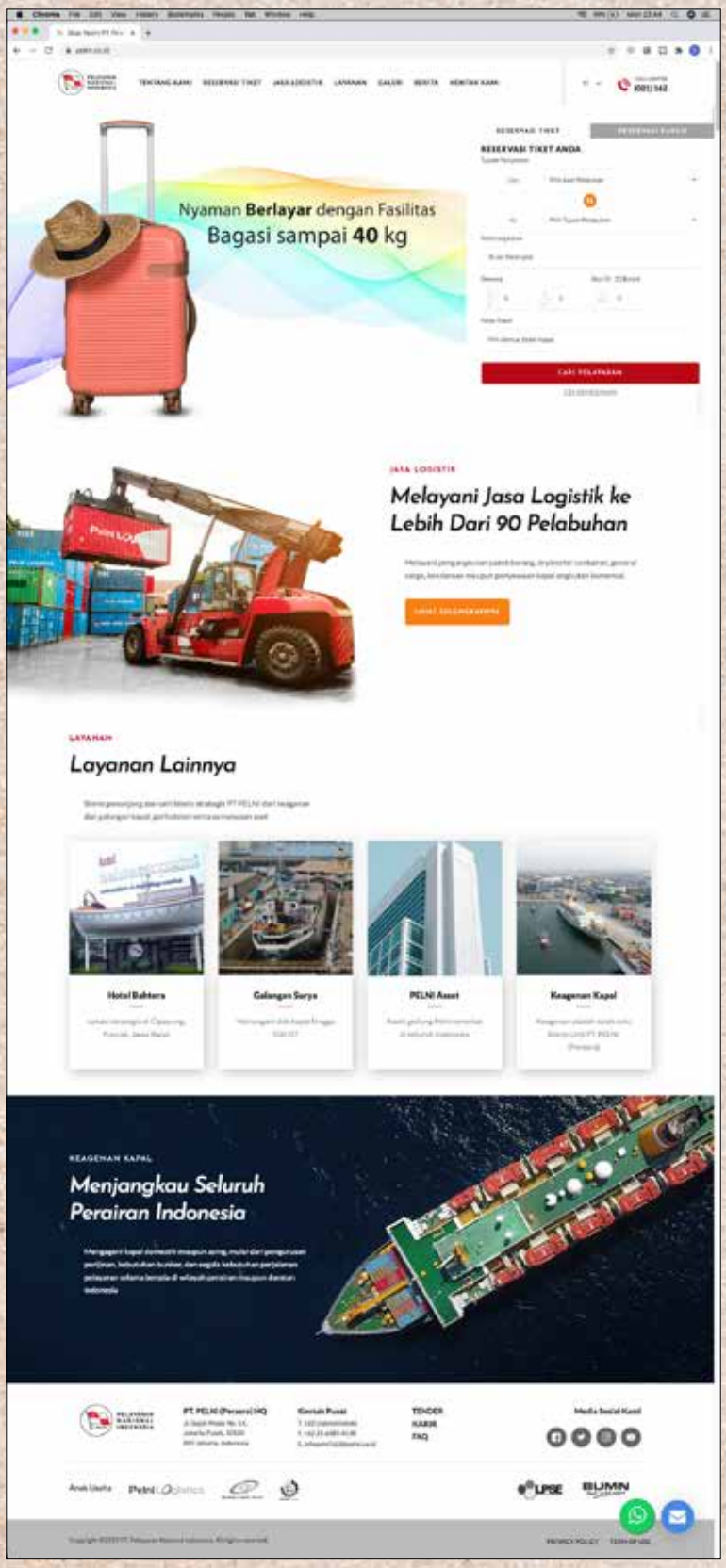
INFORMASI PADA WEBSITE PERUSAHAAN

Information on Company's Website



PT PELNI (Persero) memberikan kemudahan akses informasi secara transparan dan akurat kepada seluruh pemegang saham dan pemangku kepentingan melalui Website Perusahaan.

PT PELNI (Persero) provides easy access to information transparently and accurately for all Shareholders and Stakeholders on the Company's Website.

INFORMASI PADA WEBSITE PERUSAHAAN
Information on Company's Website

Situs web resmi Perusahaan www.pelni.co.id, telah memenuhi informasi yang meliputi:

1. Informasi Pemegang Saham;
2. Isi Kode Etik (Etika Bisnis);
3. Informasi Rapat Umum Pemegang Saham (RUPS);
4. Laporan Keuangan Tahunan terpisah (5 tahun terakhir);
5. Profil Dewan Komisaris dan Direksi;
6. Piagam/*Charter* Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan dan Audit Internal.

Selain informasi yang disebutkan di atas, Website PT PELNI (Persero) juga membuat informasi yang lebih spesifik, yaitu:

The Company's official website, www.pelni.co.id has fulfilled the following information:

1. Shareholders informations;
2. Code of Ethic (Business Ethic);
3. Information of General Meeting of Shareholders;
4. Annual Financial Report (AGMS);
5. Profile of Board of Commissioners and Board of Directors
6. Board Charter of Board of Commissioners, Board of Directors, Corporate Secretary and Internal Audit.

Other than the above information, Website of PT PELNI (Persero) also provides more specific information, such as:

TENTANG KAMI About us	Sejarah | History
	Visi & Misi | Vision & Mission
	Penghargaan | Awards
	Keterbukaan Informasi | Keterbukaan Informasi
	Tata Kelola Perusahaan | Corporate Governance
	Laporan Tahunan | Annual Report
	Relasi *Stakeholder* | Stakeholders Relation
	Pemegang Saham | Shareholders
	BOD / BOC | BOD / BOC
	RUPS ID | GMS ID
	Komite Audit | Audit Committee
	Komite Risiko | Risk Committee
	Struktur Organisasi | Organization Structure
	CSR/PKBL | CSR/PKBL
	Nilai Perusahaan | Corporate Value
RESERVASI TIKET Ticket Reservation	Reservasi Tiket PT PELNI (Persero) | PT PELNI (Persero) Ticket Reservation
JASA LOGISTIK Logistic Services	Angkutan Barang Komersial | Commercial Cargo Transportation
	Sewa Kapal Barang Komersial | Commercial Cargo Ship Rentals
LAYANAN Services	Gaya Hidup | Lifestyle
	Wisata Bahari | Marine tourism
	MICE | MICE
	Layanan Lainnya | Other Services
	Hotel Bahtera | Bahtera Hotel
	Galangan Kapal | Shipyard
	Keagenan Kapal | Ship Agency
	PELNI Aset | PELNI Assets
GALERI Gallery	Reguler | Regular
	Perintis | Perintis
	Tol Laut (Kargo) | Tol Laut (Cargo)
BERITA News	Berita | News
	Press Release | Press Release
	Event | Events
KONTAK KAMI Contact Us	Kantor Pusat | Head Office
	Jakarta | Jakarta
	Kantor Cabang | Branch Office

LOGISTIK NUSANTARA 2

BAB 04

ANALISA & DISKUSI MANAJEMEN

Management Discussion & Analysis

TINJAUAN MAKRO EKONOMI

Macro Economic Overview

Kondisi perekonomian global selama tahun 2019 masih mengalami tekanan dan *International Monetary Fund* (IMF) juga menyebutkan ketegangan dagang antara dua negara raksasa China dan Amerika Serikat (AS) dinilai masih penuh ketidakpastian.

IMF memangkas proyeksi pertumbuhan ekonomi dunia di 2019, menjadi 2,9% dari sebelumnya 3%. Tak hanya untuk ekonomi global, IMF juga memproyeksi turun pertumbuhan ekonomi negara maju menjadi 1,7% pada 2019. Sementara itu untuk negara berkembang IMF memproyeksi pertumbuhan ekonomi di kisaran 5,6% pada 2019, lebih rendah 0,8% dari tahun sebelumnya yang sebesar 6,4%.

Tidak kondusifnya kondisi ekonomi global sepanjang tahun 2019, sedikit banyak juga berpengaruh pada perekonomian Indonesia. Berdasarkan data Badan Pusat Statistik (BPS), perekonomian Indonesia tahun 2019 mampu tumbuh sebesar 5,02%, menunjukkan adanya perlambatan dibandingkan dengan tahun 2018 yakni sebesar 5,17% dan tahun 2017 sebesar 5,07%. Ditengah tantangan ekonomi global, pertumbuhan ekonomi Indonesia tahun 2019 ini merupakan pencapaian yang cukup baik. Kinerja ini didominasi oleh konsumsi rumah tangga.

Sementara itu, berdasarkan data Bank Indonesia laju inflasi sepanjang tahun 2019 adalah sebesar 3,03% secara tahunan, lebih rendah dibandingkan prediksi Bank Indonesia sebelumnya yang sebesar 3,2%.

Bank Indonesia (BI) juga mencatat nilai tukar Rupiah sejak awal tahun sampai dengan kuartal ke III tercatat telah menguat mencapai sebesar 2,50% (ytd). Ke depan, Bank Indonesia memandang nilai tukar Rupiah akan tetap stabil sesuai dengan fundamentalnya dan mekanisme pasar yang terjaga. Prakiraan ini ditopang oleh prospek aliran masuk modal asing ke Indonesia yang tetap terjaga seiring dengan prospek ekonomi domestik yang baik dan imbal hasil yang menarik serta dampak positif kebijakan moneter longgar di negara maju.

Secara umum, perkembangan ekonomi makro domestik dapat dikatakan cukup positif karena adanya program percepatan pembangunan infrastruktur yang membawa dampak pertumbuhan sektor konstruksi yang hingga saat ini masih menjadi fokus utama pemerintah.

The situation of global economy in 2019 remained suppressed supported by International Monetary Fund (IMF) mentioning that the trading tension between two big countries China and United States stroke the instability.

IMF cut the world's economic growth projection in 2019 to 2.9% from 3%. Not only for global economy, IMF projected that the economic condition of developed countries plummeted to 1.7% in 2019. Meanwhile for developing countries IMF projected the economic growth increased around 5.6% in 2019, 0.8% lower than previous projection 6.4%.

Unconducive global economic growth throughout 2019, also affected on Indonesia's economy. According to Central Bureau of Statistics (BPS), Indonesia's economic status in third quarter in 2019 potentially grew to 5.02% (yoy) showing deceleration from 2018 5.17% and 2017 5.07%. Amidst global economic challenges, Indonesia's economic growth in 2019 was considerably a good reach. The growth was dominated by domestic consumption.

Meanwhile, Bank of Indonesia estimated the inflation rate during 2019 was 3.03% annually. This projection was lower from the previous prediction of central bank reaching 3.2%.

Bank of Indonesia has also noted the exchange rate of Rupiah since the beginning of the year until the third quarter. It strengthened up to 2.50% (ytd). In the future, Bank of Indonesia considers the exchange rate of Rupiah will be stable referring to the fundamentals and stable market mechanism. This prediction is supported by the prospect of foreign capital flows to Indonesia that shows stability hand in hand with the good prospect of domestic economy and interesting yields as well as the positive impact of monetary policy concenssion in developed countries.

Generally, domestic macroeconomic growth is considerably toward positive direction because of infrastructure development programs that bring growth impact in construction sector. Until today this is still the main priority for the government.

TINJAUAN INDUSTRI PELAYARAN

Shipping Industry Overview

Tingkat pertumbuhan yang merata dan stabil antar wilayah adalah salah satu indikator yang menjadi tolak ukur pertumbuhan perekonomian sebuah negara. Ketersediaan jasa transportasi di seluruh wilayah merupakan hal yang mutlak diperlukan karena fungsi strategis transportasi ikut menciptakan stabilitas dan kelangsungan kegiatan masyarakat serta roda pemerintahan. Indonesia sebagai negara maritim memiliki potensi industri maritim yang besar jika dilihat dari luas laut Indonesia yakni 5,8 juta km2 dengan jumlah pulau sebesar 17.508 pulau. Dengan potensi yang dimiliki, Indonesia harus didukung dengan sistem transportasi yang handal seperti pengadaan transportasi laut, pembangunan dan pemeliharaan kapal pelabuhan barang, serta pembangunan tol laut guna penyerataan harga komoditas.

The level of equitable and stable growth between each region is one of indicator that becomes a benchmark for the country's economic growth. Transpotation availability for all regions is an essential needs because the strategic function of transportation contributes to create stability and continuity of community and government activities. As a maritime country, Indonesia has a large maritime industry potential if viewed from the lenght of Indonesian sea teritory, which is 5.8 million km2 with 17,508 islands. By its potential, Indonesia must be supported with a reliable transportation system such as sea transportation procurement, the construction and maintenance of cargo ship and port, and the construction of Tol Laut to equalize the commodity prices.

Dalam rangka mendorong pertumbuhan ekonomi tahun 2019, Pemerintah melalui Ditjen Perhubungan Laut Kementrian Perhubungan terus berupaya meningkakan pelayanan untuk distribusi barang dan mobilitas manusia serta menunjang dan mengembangkan tol laut dengan target pembangunan pelabuhan laut dan pembangunan kapal perintis. Untuk mendukung penyelenggaraan program tol laut tahun 2018, Direktorat Jenderal Perhubungan Laut Kementerian Perhubungan menyiapkan 58 (lima puluh delapan) pelabuhan singgah dan 3 (tiga) pelabuhan pangkal/ muat.

In order to encourage the economic growth in 2019, the Government through the General Directorate of sea transportation of the Ministry of Transportation continues to improve the services for goods distribution and human mobility to support and develop Tol Laut with the target construction of ports and perintis ship. To support the implementation of Tol Laut program in 2018, the General Directorate of Sea Transportation of the Ministry of Transportation has prepared 58 transit ports and 3 loading ports.

PT PELNI (Persero) sebagai salah satu pemain besar dalam industri pelayaran di Indonesia dan memiliki memiliki fungsi strategis dalam transportasi laut melihat bahwa industri ini memiliki potensi untuk bertumbuh besar seiring dengan meningkatnya daya saing industri nasional. Perkuatan sektor logistik dengan layanan berbasis digital menjadi kunci utama dalam memenangkan persaingan dalam industri ini dan Perseroan telah mengembangkan layanan berbasis digital serta terus melakukan penyempurnaan.

PT PELNI (Persero) as one of the big players in the shipping industry in Indonesia and has a strategic function in sea transportation observed that this industry has potential to grow bigger along with the increase of national industries competitiveness. Strengthening the logistics sector with digital-based services is the main key in winning competition in this industry and the Company has developed digital-based service with keep making improvements.

TINJUAUAN OPERASI PER SEGMEN USAHA

Operation Overview Per Business Segment

Segmen operasi adalah suatu komponen dari entitas yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban yang hasil operasinya dikaji ulang secara regular oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya.

An operating segment is a component of an entity engaged in business activities of which it may earn revenues and incur expenses that operating results are regularly reviewed by the entity's operating decision-maker to take the decisions about resources allocated to the segment and value of its performance.

Untuk tujuan manajemen, Grup terbagi menjadi beberapa segmen operasi berdasarkan produk dan jasa yang dikelola secara independen oleh masing-masing pengelola segmen yang bertanggung jawab atas kinerja dari masing-masing segmen. Para pengelola segmen melaporkan secara langsung kepada manajemen yang secara teratur mengkaji hasil operasi sebagai dasar untuk mengalokasikan sumber daya ke masing-masing segmen dan untuk menilai kinerja segmen.

For management purposes, these Groups are divided into several operating segments based on its products and services which independently managed by its responsible segment managers for the performance of each segment. These segment managers report directly to the management that regularly reviews the operating results as a basis for allocating resources to each of the segments and to assess segment performance.

Pelni membagi segmen usaha menjadi 5 (lima) segmen, yakni :

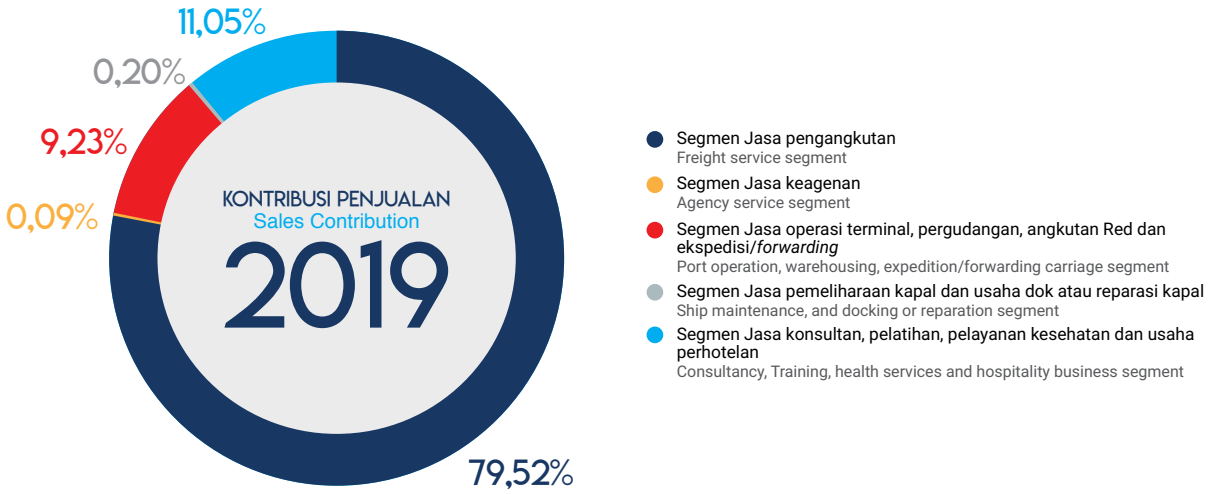
1. Segmen Jasa pengangkutan;
2. Segmen Jasa keagenan;
3. Segmen Jasa operasi terminal, pergudangan, angkutan Red dan ekspedisi/*forwarding;*
4. Segmen Jasa pemeliharaan kapal dan usaha dok atau reparasi kapal;
5. Segmen Jasa konsultan, pelatihan, pelayanan kesehatan dan usaha perhotelan.

These business segments divided 5 (five), among others:

1. Freight service segment;
2. Agency service segment;
3. Port operation, warehousing, expedition/forwarding carriage segment;
4. Ship maintenance, and docking or reparation segment;
5. Consultancy, Training, health services and hospitality business segment.

KONTRIBUSI PENJUALAN PER SEGMEN USAHA PT PELNI (PERSERO) TAHUN 2019

Sales Contribution per Business Segment of PT PELNI (Persero) in 2019



TINJUAUAN OPERASI PER SEGMEN USAHA
Operation Overview Per Business Segment

Uraian Description	2019	2018	Pertumbuhan Growth	%	Kontribusi Contribution
Segmen Jasa Pengangkutan | Freight Service Segment					
Penugasan Pemerintah Government Assignments	**2.677.764**	2.403.998	273.766	11,39%	48,16%
Tambang Pasasi Ticketing	**1.336.980**	950.638	386.342	40,64%	24,05%
Tambang Muatan Cargo	**347.533**	330.609	16.924	5,12%	6,25%
Usaha Perkapalan Lainnya Other Shipping Business	**59.113**	48.402	10.711	22,13%	1,06%
Jumlah Total	**4.421.390**	**3.733.647**	**687.743**	**18,42%**	**79,52%**
Segmen Jasa Keagenan | Agency Service Segment					
Usaha Keagenan Agency Business	**3.536**	3.661	(125)	(3,41%)	0,06%
Usaha Wisata Bahari Marine Tourism Business	**1.392**	1.277	115	9,01%	0,03%
Jumlah Total	**4.928**	**4.938**	**(10)**	**(0,20%)**	0,09%
Segmen Jasa Operasi Terminal, Pergudangan, Angkutan Red dan Ekspedisi/*Forwarding* Port operation, warehousing, expedition/forwarding carriage segment					
Usaha Penunjang Lainnya Other Supporting Enterprises	**512.981**	407.889	105.092	25,76%	**9,23%**
Jumlah Total	**512.981**	**407.889**	**105.092**	**25,76%**	**9,23%**
Segmen Jasa pemeliharaan kapal dan usaha dok atau reparasi kapal Ship maintenance, and docking or reparation segment					
Usaha Perbengkelan Workshop Business	**11.310**	18.099	(6.789)	(37,51%)	0,20%
Jumlah Total	**11.310**	**18.099**	**(6.789)**	**(37,51%)**	**0,20%**
Segmen Jasa konsultan, pelatihan, pelayanan kesehatan dan usaha perhotelan Consultancy, Training, health services and hospitality business segment					
Usaha Perhotelan Hospitality Business	**6.738**	5.573	1.165	20,90%	0,12%
Usaha Pelayanan Kesehatan Health Services Business	**607.850**	439.089	168.761	38,43%	10,93%
Jumlah Total	**614.588**	**444.662**	**169.926**	**38,21%**	11,05%
Jumlah Pendapatan Total Revenue	**5.560.269**	**4.604.297**	**955.972**	**20,76%**	**100,00%**

dalam jutaan Rupiah
in million Rupiah

TINJUAUAN OPERASI PER SEGMEN USAHA
Operation Overview Per Business Segment

SEGMEN USAHA JASA PENGANGKUTAN

Segmen jasa pengangkutan terdiri dari beberapa kegiatan yang melaksanakan kegiatan berupa penyedia pelayanan jasa angkutan baik berupa jasa angkut penumpang maupun muatan barang tertentu. Pendapatan segmen usaha jasa pengangkutan berasal dari pendapatan yang berasal dari kegiatan dibawah ini:

Penugasan Pemerintah

Segmen usaha penugasan pemerintah merupakan aktivitas usaha PT PELNI (Persero) dalam penyelenggaraan penugasan Kewajiban Pelayanan Publik (*Public Service Obligation* - PSO) yang diberikan oleh Pemerintah Republik indonesia melalui Kementerian Perhubungan – Direktorat Jenderal Perhubungan Laut yang meliputi:

1. Angkutan laut untuk penumpang kelas ekonomi;
2. Kegiatan pengoperasian kapal ternak;
3. Angkutan barang di laut (Tol laut);
4. Kapal perintis milik negara; dan
5. Kapal rede.

Tambang Pasasi

Segmen usaha Tambang Pasasi melaksanakan kegiatan angkutan berupa muatan barang tertentu sesuai spesifikasi yang ditentukan, yang dikelola oleh PT PELNI (Persero) Pusat dimana Pendapatan tambang pasasi sesuai tingkat penyelesaian jasa atas dasar daftar uang tambang pasasi (B60A). Tambang Pasasi terdiri dari Tambang pasasi Kelas I, Kelas II, Kelas III, Kelas IV, dan Pasasi Kelas Wisata dan Tambang Pasasi Kelas Ekonomi.

Tambang Muatan

Segmen usaha Tambang Muatan melaksanakan kegiatan angkutan berupa muatan barang tertentu sesuai spesifikasi yang ditentukan, yang dikelola oleh PT PELNI (Persero) Pusat dimana Pendapatan tambang muatan diakui sesuai tingkat penyelesaian jasa atas dasar daftar uang tambang daftar tambang muatan (B60). Tambang muatan terdiri dari Tambang Muatan Palka, Muatan *Dry Container* dan Muatan *Reefer Container.*

Usaha Perkapalan Lainnya

Segmen usaha perkapalan lainnya mencakup usaha pelayanan jasa yang diberikan perseroan dengan beberapa jenis kapal seperti Kapal Perintis yang menyediakan pelayanan transportasi ke bagian-bagian

TRANSPORTATION BUSINESS SEGMENT

Transportation business segment comprises some activities that operate as a transport service provider for passengers and certain cargo of goods transports. Revenues of transportation business segment obtained from the following activities:

Government Assignment

The government assignment business segment is a line of business activities of PT PELNI (Persero) for the implementation of Public Service Obligations (PSO) given by the Government of the Republic of Indonesia through the Ministry of Transportation - the Directorate General of Sea Transportation which includes:

1. Passengers Sea transportation for economy class;
2. Livestock vessel operations;
3. Cargo on sea (Tol Laut);
4. State-owned Perintis ships; and
5. Rede ships.

Ticketing

Ticketing business segment provides certain types of cargo transport according to the specifications set and managed by PT PELNI (Persero) Head office, where the Pasasi Mining revenues is aligned to the level of service completion on the basis of ticketing revenues' list (B60A). Ticketing consists of Class I, Class II, Class III, Class IV, Tourism and Economy Class.

Cargo

Cargo business segment provides certain types of cargo transport according to the specifications set and managed by PT PELNI (Persero) Head office where cargo mining revenues is recognized by the level of service completion on the basis of cargo revenues' list (B60). Cargo mining divided into Payload Cargo, Dry Container Cargo and Reefer Container cargo.

Other Shipping Business

Other shipping business segment include business services provided by the Company with several types of ships such as Perintis ship that provides transport services for the eastern of Republic of Indonesia. Cattle

TINJUAUAN OPERASI PER SEGMEN USAHA
Operation Overview Per Business Segment

wilayah Republik Indonesia bagian timur. Kapal Ternak bertujuan untuk membantu Pemerintah menekan harga daging dan mensejahterakan para peternak di sentra peternakan sapi dalam negeri.

ships aim to help the government suppress the meat's prices and to improve the welfare of domestic cattle farming.

Kapasitas Produksi Segmen Usaha Jasa Pengangkutan

Production Capacity of Transport Business Segment

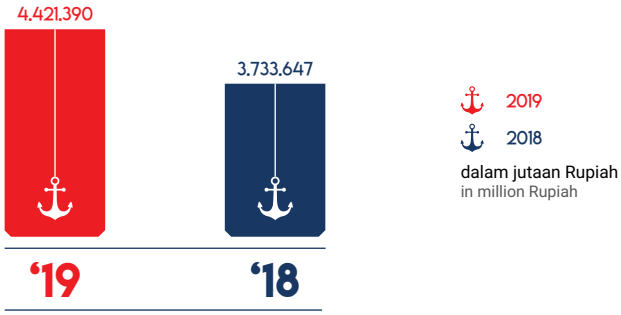
Jenis Kapal Type of Ship	Unit Unit	Frekuensi Frequency	Jumlah Muatan Total Load				
			Penumpang Passenger (orang | person)	Barang Cargo (Ton M3)	Kontainer Container (Teus)	Kendaraan Vehicles (Unit)	Ternak Cattle (ekor | tail)
Segmen Jasa Pengangkutan | Transport Business Segment							
Kapal Penumpang Passenger Ship	26	632	4.818.383	52.396	11.356	9.667	-
Kapal Perintis Perintis Ship	53	783	517.281	34.325	-	-	-
Kapal Barang Cargo Ship	16	89	-	110.671	3.587	-	-
Kapal Ternak Cattle Ship	1	17	-	-	-	-	7.899
Kapal Rede Rede Ship	20	182	19.207	-	-	-	-

Pendapatan Segmen Usaha Jasa Pengangkutan

Jumlah pendapatan segmen usaha jasa pengangkutan di tahun 2019 adalah sebesar Rp4,42 triliun meningkat sebesar 18,42% dari pendapatan yang dihasilkan dari tahun 2018 yang sebesar Rp3,73 triliun. Nilai pendapatan segmen usaha jasa pengangkutan terdiri dari Rp2,68 triliun dari penugasan pemerintah, Rp1,34 triliun dari tambang pasasi, Rp347,53 miliar dari tambang muatan dan sisanya sebesar Rp59,11 miliar dari usaha perkapalan lainnya. Segmen Jasa pengangkutan ini berkontribusi sangat besar terhadap total pendapatan PT PELNI (Persero) yakni sebesar 79,52% selama tahun 2019.

Revenues of Transport Business Segment

Total revenues of the transport business segment in 2019 was Rp4.42 trillion, an increase of 18.42% from 2018 of Rp3.73 trillion. The revenues value of the transport business segment consisted of Rp2.68 trillion from government assignment, Rp 1.34 trillion from the pasasi mine, Rp 347.53 billion from the cargo mine and Rp59.11 billion from other shipping businesses. This transport business segment contributed greatly to total revenue of PT PELNI (Persero) amounted to 79.52% during 2019.



Profitabilitas Segmen Usaha Jasa pengangkutan

Tingkat profitabilitas tidak dapat disajikan per-segmen usaha dikarenakan beban usaha dicatat secara konsolidasi.

Profitability of Transport Business Segment

Profitability level cannot be presented per-business segment due to the business expenses recorded in consolidated.

TINJUAUAN OPERASI PER SEGMEN USAHA
Operation Overview Per Business Segment

SEGMEN USAHA JASA KEAGENAN

Pendapatan segmen usaha jasa keagenan meliputi 2 (dua) kegiatan yakni:

Usaha Keagenan

Segmen Usaha keagenan dan angkutan bandar merupakan salah satu usaha andalan PT PELNI (Persero) yang dimulai sejak tahun 1960 yang meliputi jasa keagenan kapal-kapal baik domestik maupun luar negeri. Jenis kapal yang dioperasikan untuk mendukung segmen usaha ini meliputi:

1. *Clearance in 7 out;*
2. *Bunker, Fresh Water, Provision Supply;*
3. *Crew Attendance;*
4. *Protecting Agent;*
5. *Custom Clearance;*
6. Layanan *Sea Pollution; dan*
7. Layanan *Garbage Removal.*

Usaha Wisata Bahari

Salah satu jenis layanan yang disediakan oleh perusahaan pada segmen jasa keagenan adalah Usaha Wisata Bahari yang menyediakan paket-paket wisata bahari ke berbagai destinasi di tanah air.

AGENCY BUSINESS SEGMENTS

The revenues from the agency business segments includes 2 (two) activities, namely:

Agency Business

Agency and port carrier business segments are one of core business of PT PELNI (Persero) that has been begun since 1960 covering domestic or overseas ship agencies. The types of ship operated to support these business segments which include:

1. Clearance in 7 out;
2. Bunker, Fresh Water, Provision Supply;
3. Crew Attendance;
4. Protecting Agent;
5. Custom Clearance;
6. Sea Pollution Service; and
7. Garbage Removal Service.

Marine Tourism Business

One of services provided by the Company in the agency services segment is marine tourism business that provides marine tourism packages voyaging to various destinations in the Nations.

Kapasitas Produksi Segmen Usaha Jasa Keagenan

Production Capacity of Agency Business Segment

Jenis Kapal Type of Ship	Unit Unit	Frekuensi Frequency	Penumpang Passenger	Destinasi Destination
Segmen Jasa Pengangkutan | Freight Service Segment				
Kapal Wisata Tourism Ship	1	2	62	Kepulauan Raja Ampat, Wakatobi, Banda Neira, Pulau Komodo, Takabonerate, Karimun Jawa, Bunaken, Anambas, Derawan dan Tomini. Raja Ampat Islands, Wakatobi, Banda Neira, Pulau Komodo, Takabonerate, Karimun Jawa, Bunaken, Anambas, Derawan and Tomini.

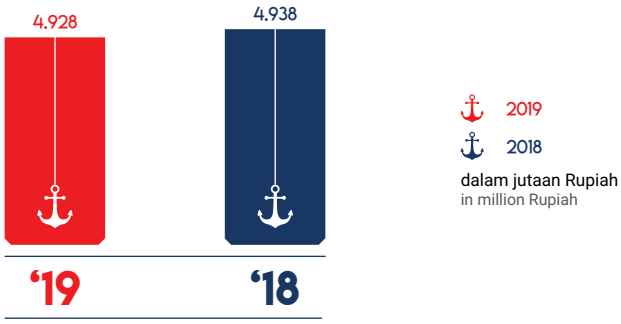
Pendapatan Segmen Usaha Jasa Keagenan

Jasa keagenan sepanjang tahun 2019 berhasil mencatatkan pendapatan sebesar Rp4,93 miliar, sedikit menurun 0,20% dari penjualan yang dihasilkan dari tahun 2018 yang sebesar Rp4,94 miliar. Nilai penjualan segmen usaha jasa keagenan terdiri dari Rp3,54 miliar yang berasal dari usaha jasa keagenan dan Rp1,39 miliar yang berasal dari usaha wisata bahari. Segmen jasa keagenan berkontribusi sebesar 0,09% dari total pendapatan usaha perusahaan sepanjang tahun 2019.

Revenues of Agency Business Segment

Agency services during 2019 successfully recorded revenues of Rp4.93 billion, a slight decrease of 0.20% from 2018 of Rp4.94 billion. The sales value of the agency business segment consisted of Rp3.54 billion from agency services and Rp1.39 billion from marine tourism business. The agency business segment contributed 0.09% of the company's total operating revenues in 2019.

TINJUAUAN OPERASI PER SEGMEN USAHA
Operation Overview Per Business Segment



Profitabilitas Segmen Usaha Jasa keagenan
Tingkat profitabilitas tidak dapat disajikan per-segmen usaha dikarenakan beban usaha dicatat secara konsolidasi.

Profitability of Agency Business Segment
Profitability level cannot be presented per-business segment due to the business expenses recorded in consolidated.

SEGMEN USAHA JASA OPERASI TERMINAL, PERGUDANGAN, ANGKUTAN RED DAN EKSPEDISI/ *FORWARDING*
Segmen usaha ini memperoleh pendapatan dengan menyediakan jasa penunjang lainnya seperti operasi terminal, pergudangan dan ekspedisi muatan kapal laut. Kegiatan usaha yang juga tercakup di dalam segmen usaha ini adalah penyediaan alternatif terkait Jasa Pengiriman Barang murah ke seluruh kota-kota di Indonesia yang berbentuk Kepulauan. Dengan menggunakan Armada Pelayaran Kapal Laut, setiap pengirim diuntungkan karena dapat melakukan pengiriman barang dalam jumlah tonase dan volume yang besar serta dapat melakukan pengiriman barang yang dilarang melalui jalur *cargo* udara.

TERMINAL OPERATIONS, WAREHOUSING, RED TRANSPORT AND EXPEDITION/FORWARDING BUSINESS SEGMENTS
These business segments earned income by providing other supporting services such as terminal operations, warehousing and cargo ship expeditions. Other business activities that are also included in these business segments are alternative providers related to cheap cargo delivery services to all cities across Indonesia. By using our fleet, each shipper will receive some benefits for being able to send their goods in a large tonnage and volume and being able to deliver prohibited cargo via air cargo liners.

Kapasitas produksi Segmen Usaha Jasa Operasi Terminal, Pergudangan, Angkutan Red dan Ekspedisi/ *Forwarding*
Secara total, produksi dari segmen usaha jasa operasi terminal, pergudangan, dan ekspedisi/*forwarding* sepanjang tahun 2019 adalah senilai Rp512,98 miliar.

Production Capacities of Terminal Operation, Warehousing, Red Transport and Expedition/Forwarding Business Segments
In total, Production of terminal operation, warehousing, and expedition/forwarding during 2019 was Rp512.98 billion.

Pendapatan Segmen Usaha Jasa Operasi Terminal, Pergudangan, Angkutan Red dan Ekspedisi/*Forwarding*

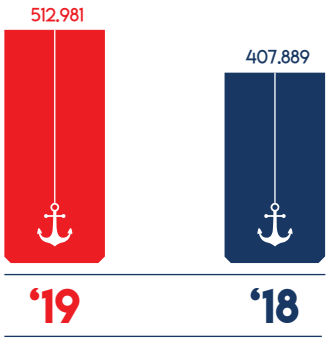
Sepanjang tahun 2019 segmen usaha ini berhasil mencatatkan pendapatan sebesar Rp512,98 miliar meningkat sebesar 25,76% atau senilai dengan

Revenues of Terminal Operation, Warehousing, Red Transport and Expedition/Forwarding Business Segments
During 2019, these business segments have been successful to book the revenues of Rp512.98 billion, an increase of 25.76% or Rp105.09 billion from the sales

TINJUAUAN OPERASI PER SEGMEN USAHA
Operation Overview Per Business Segment

Rp105,09 miliar dari penjualan yang dihasilkan dari tahun 2018 yang sebesar Rp407,89 miliar. Dari total pendapatan perusahaan Segmen Jasa operasi terminal, pergudangan, angkutan Red dan ekspedisi/*forwarding* berkontribusi sebesar 9,23%.

in 2018 was Rp407.89 billion. From the Company's revenues, terminal operation, warehousing, red transport and expedition/forwarding contributed by 9.23%



2019
2018
dalam jutaan Rupiah
in million Rupiah

Profitabilitas Segmen Usaha Jasa Operasi Terminal, Pergudangan, Angkutan Red dan Ekspedisi/*Forwarding*

Tingkat profitabilitas tidak dapat disajikan per-segmen usaha dikarenakan beban usaha dicatat secara konsolidasi.

SEGMEN USAHA JASA PEMELIHARAAN KAPAL

Segmen usaha jasa pemeliharaan kapal dan usaha dok atau reparasi kapal bergerak dalam usaha perbengkelan yang dilakukan oleh anak perusahaan PT PELNI (Persero) yakni Galangan "Pelni Surya" yang Berdiri sejak 20 Mei 1996 dan mengerjakan kapal PELNI tipe 500, yaitu KM Sangiang, KM Pangrango, KM Wilis. PELNI *Maintenance Facilities* (PMF), proyeksi strategis yang dapat menjamin *space* dok dan perbaikan bagi seluruh kapal (termasuk kapal besar) yang dioperasikan oleh PT PELNI (Persero).

Kapasitas produksi Segmen Usaha Jasa Pemeliharaan Kapal

Secara total, produksi dari segmen usaha jasa pemeliharaan kapal dan usaha dok atau reparasi kapal sepanjang tahun 2019 adalah senilai Rp11,31 miliar.

Profitability of Terminal Operation, Warehousing, Red Transport and Expedition/Forwarding Business Segments

Profitability level cannot be presented per-business segment due to the business expenses recorded in consolidated.

SHIP MAINTENANCE BUSINESS SEGMENT

Ship maintenance and shipyard or Ship reparation business segment engaged in shipyard engineering conducted by a subsidiary of PT PELNI (Persero) namely "Pelni Surya" that has been established since 20 May 1996 and works for PELNI's Vessels of 500 GT type, namely MV. Sangiang, MV. Pangrango, MV. Wilis. This PELNI Maintenance Facilities (PMF) is a strategic projection that can guarantee the dock space and reparation for all ships (including large vessels) operated by PT PELNI (Persero).

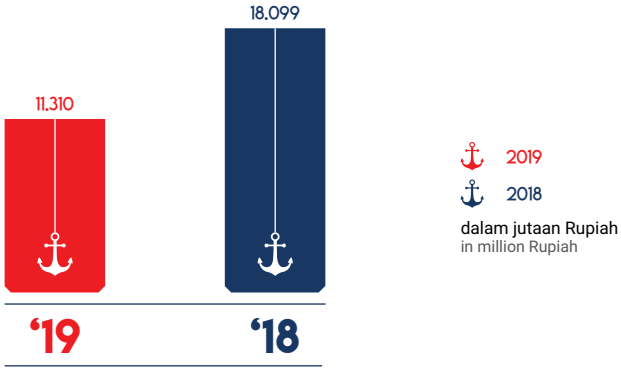
Production Capacity of Ship Maintenance Business Segment

In total, production of ship maintenance business segment and shipyard business or ship reparation during 2019 was Rp11.31 billion.

TINJUAUAN OPERASI PER SEGMEN USAHA
Operation Overview Per Business Segment

Pendapatan Segmen Usaha Jasa Pemeliharaan Kapal
Segmen usaha jasa pemeliharaan kapal dan usaha dok atau reparasi kapal berhasil memperoleh pendapatan usaha sebesar Rp11,31 miliar selama tahun 2019, nilai ini mengalami penurunan sebesar 37,51% dari tahun 2018 yang sebesar Rp18,10 miliar. Segmen usaha jasa pemeliharaan kapal dan usaha dok atau reparasi kapal berkontribusi sebesar 0,20% dari total pendapatan usaha perusahaan.

Revenues of Ship Maintenance Business Segment
Ship maintenance and shipyard business or ship reparation managed to record the revenues of Rp11.31 billion during 2019, this figure has decreased by 37.51% from 2018 of Rp18.10 billion. Ship maintenance and shipyard business or ship reparation contributed by 0.20% of total revenues of the Company.



Profitabilitas Segmen Usaha Jasa Pemeliharaan Kapal
Tingkat profitabilitas tidak dapat disajikan per-segmen usaha dikarenakan beban usaha dicatat secara konsolidasi.

Profitability of Ship Maintenance Business Segment
Profitability level cannot be presented per-business segment due to the business expenses recorded in consolidated.

SEGMEN USAHA JASA KONSULTAN, PELATIHAN, PELAYANAN KESEHATAN DAN USAHA PERHOTELAN
Segmen usaha jasa konsultan, pelatihan, pelayanan kesehatan dan usaha perhotelan bergerak dalam kegiatan usaha yang meliputi:

CONSULTING, TRAINING, HEALTH SERVICE AND HOTEL BUSINESS SEGMENTS
Consulting, training, health service and hotel business segments engaged in some business activities, including:

Layanan Kesehatan
Segmen usaha Layanan kesehatan melaksanakan kegiatan berupa pelayanan jasa kesehatan yang dilaksanakan oleh perusahaan anak PT PELNI (Persero) yakni PT RS PELNI yang berlokasi di Jakarta Barat. Layanan kesehatan yang diberikan oleh RS PELNI diantaranya adalah Konsultasi Dokter, Rawat Jalan serta Rawat inap.

Health Service
Health service business segment carries out activities related to health care services conducted by a subsidiary of PT PELNI (Persero), namely PT RS PELNI located in West Jakarta. Health service provided by PELNI Hospital covering Consultation with the Doctors, Outpatient and Inpatient.

TINJUAUAN OPERASI PER SEGMEN USAHA
Operation Overview Per Business Segment

Perhotelan
Segmen sewa ruangan wisma dilakukan oleh anak perusahaan PT PELNI (Persero) yakni Hotel Bahtera Hotel dengan fasilitas untuk acara rapat dan pusat pelatihan dilengkapi dengan fasilitas ruang rapat berkapasitas lebih dari 200 orang dan fasilitas penunjang lainnya.

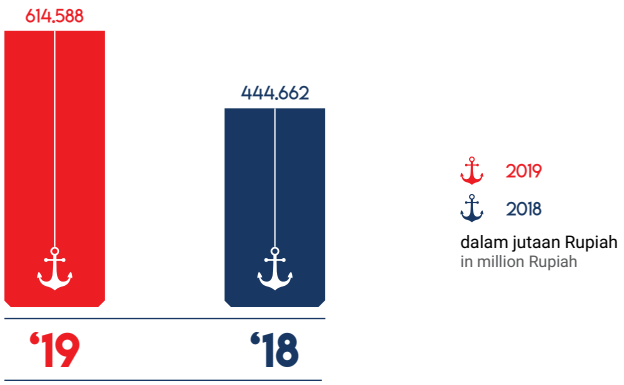
Hospitality
Rent the guest house rooms segment is taken by a subsidiary of PT PELNI (Persero) namely Bahtera Hotel which is equipped with other supporting hospitality facilities and meeting rooms for a meeting or training center events that can accommodate more than 200 people

Kapasitas produksi Segmen Usaha Jasa Konsultan, Pelatihan, Pelayanan Kesehatan dan Usaha Perhotelan
Secara total, produksi segmen usaha konsultan, pelatihan, pelayanan dan usaha perhotelan sepanjang tahun 2019 adalah senilai Rp614,59 miliar.

Production Capacities of Consulting, Training, Health Service and Hotel Business Segments
In total, production of consulting, training, health service and hotel business segments during 2019 was Rp614.59 billion.

Pendapatan Segmen Usaha Jasa Konsultan, Pelatihan, Pelayanan Kesehatan dan Usaha Perhotelan
Segmen jasa konsultan, pelatihan, pelayanan kesehatan dan usaha perhotelan berhasil mencatatkan pendapatan usaha sebesar Rp614,59 miliar, jumlah ini mengalami peningkatan sebesar 38,21% dari tahun 2018 yang sebesar Rp444,66 miliar. Segmen ini berkontribusi sebesar 11,05% dari total pendapatan usaha Perusahaan.

Revenues of consulting, training, health service and hotel business segments
consulting, training, health service and hotel business segments managed to make the revenues of Rp614.59 billion, and increase of 38.21% from 2018 was Rp444.66 billion. These segments contributed by 11.05% of total revenues of the Company.



Profitabilitas Segmen Usaha Jasa Konsultan, Pelatihan, Pelayanan Kesehatan dan Usaha Perhotelan
Tingkat profitabilitas tidak dapat disajikan per-segmen usaha dikarenakan beban usaha dicatat secara konsolidasi.

Profitability of Consulting, Training, Health Service and Hotel Business Segments
Profitability level cannot be presented per-business segment due to the business expenses recorded in consolidated.

TINJAUAN KINERJA KEUANGAN PERUSAHAAN

Company's Financial Performance Overview

Analisis dan Pembahasan Manajemen ini dibuat berdasarkan informasi yang diperoleh dari Laporan Keuangan Konsolidasian PT PELNI (Persero) dan Entitas Anaknya untuk tahun yang berakhir pada 31 Desember 2019 dan tahun yang berakhir pada 31 Desember 2018 yang telah diaudit oleh Kantor Akuntan Publik (KAP) Hadori, Sugiarto, Adi & Rekan. Laporan tersebut telah memperoleh opini "Wajar" dalam semua hal yang material, posisi keuangan konsolidasian Pelayaran Nasional Indonesia (Persero) dan Entitas Anaknya tanggal 31 Desember 2019, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Bahasan kinerja keuangan PT PELNI (Persero) dan Entitas Anaknya disampaikan dengan memperhatikan penjelasan pada catatan atas Laporan Keuangan Konsolidasian merupakan bagian yang tidak terpisahkan dari Laporan Tahunan ini. Bahasan serta analisis tentang kondisi keuangan ini disajikan dalam empat bagian sebagai berikut:

- Kinerja Posisi Keuangan Konsolidasian;
- Kinerja Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian;
- Kinerja Arus Kas Konsolidasian; dan
- Kinerja Rasio Keuangan.

This Management's Discussion and Analysis is based on information from the Consolidated Financial Statements of PT PELNI (Persero) and its Subsidiaries for the year ended on 31st December 2019 and 31st December 2018 which was audited by Hadori, Sugiarto, Adi & Partners Public Accounting Firm. The report has obtained unqualified opinion in all material aspects, the consolidated financial position of PT Pelayaran Nasional Indonesia (Persero) and its Subsidiaries by 31st December 2019, and the consolidated financial and cash flows performances for the year ended on that date have meet the Financial Accounting Standards applicable in Indonesia.

Discussion on this financial performance of PT PELNI (Persero) and its Subsidiaries was taking the explanation in the notes of the Consolidated Financial Statements into consideration which are an inseparable part of this Annual Report. The discussion and analysis of this financial condition is presented in four sections as follows:

- Performance of Consolidated Financial Position;
- Performance of Consolidated Profit and Loss and Comprehensive Income;
- Performance of Consolidated Cash Flow; and
- Performance of Financial Ratios

LAPORAN POSISI KEUANGAN KONSOLIDASIAN

Report of Consolidated Financial Position

Posisi keuangan secara konsolidasian per 31 Desember 2019 menunjukkan bahwa total aset dan total ekuitas Perusahaan mengalami peningkatan masing-masing tumbuh sebesar 7,25% dan 4,05% dan total liabilitas mengalami peningkatan sebesar 34,61%.

The consolidated financial position by 31st December 2019 showed that total assets and total equity of the Company have increased 7.25% and 4.05% respectively and total liabilities has increased by 34.61%.

Uraian Description	2019	2018	Pertumbuhan Growth	
			Nominal Nominal	%
Aset Lancar Current Assets	3.263.929	2.886.301	377.628	13,08%
Aset Tidak Lancar Non-current Asset	3.797.353	3.697.356	99.997	2,70%
Jumlah Aset Total Asset	**7.061.282**	**6.583.657**	**477.625**	**7,25%**
Liabilitas Jangka Pendek Short-Term Liabilities	668.931	466.425	202.506	43,42%
Liabilitas Jangka Panjang Short-Term Liabilities	260.467	223.998	36.469	16,28%
Jumlah Liabilitas Total Liabilities	**929.398**	**690.424**	**238.974**	**34,61%**
Jumlah Ekuitas Total Equity	**6.131.883**	**5.893.232**	**238.651**	**4,05%**
Jumlah Liabilitas & Ekuitas Total Liabilities & Equity	**7.061.282**	**6.583.657**	**477.625**	**7,25%**

dalam jutaan Rupiah
in million Rupiah

ASET

Nilai aset PT PELNI (Persero) mengalami kenaikan baik pada aset lancar sebesar 4,37% dan aset tidak lancar tumbuh sebesar 0,24%. Nilai aset lancar tahun 2018 adalah sebesar Rp2,89 triliun dan nilai aset tidak lancar adalah sebesar Rp2,68 triliun. Komposisi Aset Perusahaan di 2018 terdiri dari 43,99% aset lancar dan 56,01% aset tidak lancar.

ASSETS

Asset values of PT PELNI (Persero) have increased both in current assets of 4.37% and non-current assets of 0.24%. Current asset values in 2018 was Rp2.89 trillion and Non-current assets was Rp2.68 trillion. The composition of the Company's assets in 2018 consisted of 43.99% of current assets and 56.01% of non-current assets.

Uraian Description	2019	Komposisi Composition	2018	Komposisi Composition	Pertumbuhan Growth	
					Nominal Nominal	%
Aset Lancar Current Asset	3.263.929	46,22%	2.886.301	43,84%	377.628	13,08%
Aset Tidak Lancar Non Current Asset	3.797.353	53,78%	3.697.356	56,16%	99.997	2,70%
Jumlah Aset Total Asset	**7.061.282**	**100%**	**6.583.657**	**100%**	**477.625**	**7,25%**

dalam jutaan Rupiah
in million Rupiah

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Report of Consolidated Financial Position

Aset Lancar

Aset lancar Perseroan per 31 Desember 2019 adalah sebesar Rp3,26 triliun, nilai ini meningkat sebesar 13,08% atau senilai dengan Rp377,63 miliar jika dibandingkan dengan nilai aset lancar pada periode yang sama tahun 2018 yang sebesar Rp2,89 miliar. Peningkatan ini terutama disebabkan oleh:

- Kenaikan kas dan setara kas pada tahun 2019 berkontribusi dalam naiknya nilai aset lancar pada tahun 2019, dimana jumlah kas dan setara kas pada 31 Desember 2019 adalah sebesar Rp1,67 triliun, kenaikan ini terutama disebabkan oleh naiknya jumlah deposito milik Perseroan dan entitas anak.
- Kenaikan aset keuangan lancar lainnya juga mempengaruhi naiknya total aset Perseroan pada tahun 2019, nilai aset keuangan lancar lainnya pada tahun 2019 adalah sebesar Rp761,81 miliar, naik 54,96% atau senilai Rp270,20 miliar dibandingkan dengan tahun sebelumnya.
- Kenaikan uang muka yang mengalami peningkatan 16,60% atau senilai Rp10,95 miliar sehingga uang muka pada tahun 2019 tercatat sebesar Rp76,92 miliar.

Current Assets

Current assets of the Company by 31st December 2019 was Rp3.26 trillion, an increase of 13.08% or Rp377.63 billion compared to current assets in the same period of 2018 amounted to Rp2.89 billion. This increase was mainly due to:

- An increase in cash and cash equivalent in 2019 which was contributing to the increase in current assets in 2019, where total cash and cash equivalent as of 31st December 2019 was Rp1.67 trillion, this was mainly due to the increase in total deposits of the Company and its subsidiaries.
- An increase in other current financial assets was also affecting the increase in total assets of the Company in 2019, other current financial assets value in 2019 was Rp761.81 billion, an increase of 54.96% or Rp270.20 billion compared to the previous year.
- An increase in advances payments which has increased by 16.60% or Rp 10.95 billion so that the advances payments in 2019 recorded Rp76.92 billion.

Uraian Description	2019	Komposisi Composition	2018	Komposisi Composition	Pertumbuhan Growth	
					Nominal Nominal	%
Kas dan setara kas Cash and cash equivalent	**1.666.914**	**23,61%**	1.521.887	23,12%	145.027	9,53%
Piutang Usaha Account Receivables	**232.488**	**3,29%**	253.601	3,85%	(21.113)	(8,33%)
Aset Keuangan Lancar Lainnya Other Current Financial Assets	**761.807**	**10,79%**	491.607	7,47%	270.200	54,96%
Persediaan Inventories	**445.747**	**6,31%**	474.550	7,21%	(28.803)	(6,07%)
Pajak dibayar dimuka Prepaid Taxes	**43.761**	**0,62%**	49.309	0,75%	(5.548)	(11,25%)
Uang Muka Advances Payments	**76.919**	**1,09%**	65.968	1,00%	10.951	16,60%
Biaya Dibayar Dimuka Prepaid Expenses	**36.291**	**0,51%**	29.379	0,45%	6.912	23,53%
Jumlah Aset Lancar Total Current Asset	**3.263.929**	**46,22%**	**2.886.301**	**43,84%**	**377.628**	**13,08%**

dalam jutaan Rupiah
in million Rupiah

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Report of Consolidated Financial Position

Aset Tidak Lancar

Perseroan membukukan jumlah aset tidak lancar per 31 Desember 2019 adalah sebesar Rp3,80 triliun, sedikit meningkat dari tahun 2018 yang sebesar Rp3,70 triliun kenaikan yang terjadi hanya sebesar 2,70% atau sebesar Rp99,99 miliar. Perubahan nilai aset tidak lancar dipengaruhi oleh hal-hal sebagai berikut:

- Naiknya nilai properti investasi yang signifikan dari Rp131,88 miliar pada tahun 2018 menjadi Rp262,31 miliar di tahun 2019 ini, disebabkan karena Perseroan melakukan pencatatan atas properti investasi sesuai dengan kebijakan akuntansi properti investasi bahwa pada tanggal 31 Desember 2018 dan seterusnya Perseroan memilih menggunakan model nilai wajar yang berlaku prospektif atas nilai properti investasi tanah dan bangunan dengan pertimbangan sedang dilakukan upaya untuk optimalisasi aset tersebut, dimana pada akhir tahun sebelumnya masih disajikan sebesar nilai buku karena menggunakan model biaya perolehan.
- Kenaikan aset tetap pada tahun 2019 sebesar Rp36,97 miliar atau naik 8,46% menjadi sebesar Rp473,97 miliar dibandingkan dengan periode yang sama pada tahun sebelumnya yang sebesar Rp437,00 miliar.

Non-Current Assets

The Company booked total non-current assets by 31st December 2019 which was Rp3.80 trillion, a slight increase from 2018 was Rp 3.70 trillion. This increase was only 2.70% or Rp99.99 billion. The changes in non-current assets value was due to:

- Significant increase in the value of investment property from Rp131.68 billion in 2018 to Rp262.31 billion in 2019 was due to recording of investment property by the Company in accordance with the investment property accounting policy that on 31st December 2018 onwards, the Company chose to use the fair value model applied to the value of investment property in land and buildings prospectively by the consideration of being made the efforts to optimize the assets, which at the end of the previous year was still presented at book value due to using the acquisition cost model.
- An increase in fixed assets in 2019 was Rp36.97 billion or an increase of 8.46% to be Rp473.97 billion compared to the same period of the previous year which was Rp437.00 billion.

Uraian Description	2019	Komposisi Composition	2018	Komposisi Composition	Pertumbuhan Growth	
					Nominal Nominal	%
Properti Investasi Investment Properties	262.311	3,71%	131.882	2,00%	130.429	98,90%
Alat Produksi Production Equipment	3.004.630	42,55%	3.048.366	46,30%	(43.736)	(1,43%)
Aset Tetap Fixed Assets	473.971	6,71%	437.004	6,64%	36.967	8,46%
Aset Tak Berwujud Intangible Assets	20.951	0,30%	28.435	0,43%	(7.484)	(26,32%)
Aset Tidak Lancar Lainnya Other Non-current Assets	232	0,00%	306	0,00%	(74)	(24,18%)
Aset Pajak Tangguhan Deferred Tax Assets	35.258	0,50%	51.363	0,78%	(16.105)	(31,36%)
Jumlah Aset Tidak Lancar Total Non-current Asset	**3.797.353**	**53,78%**	**3.697.356**	**56,16%**	**99.997**	**2,70%**

dalam jutaan Rupiah
in million Rupiah

LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Report of Consolidated Financial Position

LIABILITAS

Total Liabilitas Perseroan mengalami peningkatan sebesar 34,61% dari Rp690,42 miliar per tanggal 31 Desember 2018 menjadi Rp929,40 miliar per tanggal 31 Desember 2019. Peningkatan ini terutama disebabkan oleh meningkatnya liabilitas jangka pendek dan liabilitas jangka panjang, masing-masing meningkat 43,42% dan 16,28%. Secara komposisi liabilitas terdiri dari 71,97% liabilitas jangka pendek dan 28,03% liabilitas jangka panjang untuk tahun 2019.

LIABILITIES

Total Liabilities of the Company increased by 34.61% from Rp690.42 billion by 31st December 2018 to be Rp929.40 billion by 31st December 2019. This increase was mainly due to the increase in current liabilities and non-current liabilities, respectively increasing by 43.42% and 16.28%. In liabilities composition consisted of 71.97% of current liabilities and 28.03% of non-current liabilities for the year of 2019.

Uraian Description	2019	Komposisi Composition	2018	Komposisi Composition	Pertumbuhan Growth	
					Nominal Nominal	%
Liabilitas Jangka Pendek Current Liabilities	**668.931**	**71,97%**	466.426	67,56%	202.505	43,42%
Liabilitas Jangka Panjang Non Current Liabilities	**260.468**	**28,03%**	223.999	32,44%	36.469	16,28%
Jumlah Liabilitas Total Liabilities	**929.399**	**100%**	**690.425**	**100%**	**238.974**	**34,61%**

Liabilitas Jangka Pendek

Nilai liabilitas jangka pendek Perseroan di tahun 2019 adalah sebesar Rp668,93 miliar naik sebesar 43,42% dari Rp466,43 miliar per tanggal 31 Desember 2018. Peningkatan pada liabilitas jangka pendek dirinci lebih lanjut sebagai berikut:

- Meningkatnya beban akrual yang sangat signifikan menjadi salah satu penyebab meningkatnya nilai liabilitas jangka pendek, dimana beban akrual meningkat 100,74% atau sebesar Rp85,29 miliar menjadi Rp169,96 miliar pada tahun 2019 dari Rp84,67 miliar di tahun 2018.
- Meningkatnya bagian lancar atas liabilitas jangka panjang sebesar 118,03% atau senilai Rp64,18 miliar menjadi sebesar Rp118,56 miliar di tahun 2019 dari Rp54,38 miliar di tahun 2018.

Current Liabilities

Current liabilities value of the Company in 2019 was Rp668.93 billion, an increase of 43.42% from Rp466.43 billion by 31st December 2018. This increase in Current Liabilities can be further detailed as follows:

- Very significant increase in accrued expenses was to be one of the increasing causes of current liabilities, where accrued expenses increased by 100.74% or amounting to Rp85.29 billion to be Rp169.96 billion in 2019 from Rp84.67 billion in 2018.
- An increase in current portion of long-term liabilities was 118.03% or namely Rp64.18 billion to be Rp118.56 billion in 2019 from Rp54.38 billion in 2018.

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Uraian Description	2019	Komposisi Composition	2018	Komposisi Composition	Pertumbuhan Growth	
					Nominal Nominal	%
Utang Usaha Account Payable	190.083	20,45%	164.446	23,82%	25.637	15,59%
Beban Akrual Accrued Expenses	169.960	18,29%	84.668	12,26%	85.292	100,74%
Utang Pajak Tax Payable	49.127	5,29%	62.971	9,12%	(13.844)	(21,98%)
Bagian Lancar atas Liabilitas Jangka Panjang Current Portion of Long Term Liabilities	118.558	12,76%	54.377	7,88%	64.181	118,03%
Pendapatan Diterima Dimuka/ Deposit/Uang Jaminan Prepaid Revenue/ Deposit/ Deposite Guarantee	67.997	7,32%	51.383	7,44%	16.614	32,33%
Liabilitas Keuangan Jangka Pendek Lainnya Other Short Term Financial Assets	73.207	7,88%	48.580	7,04%	24.627	50,69%
Jumlah Liabilitas Jangka Pendek Total Current Liabilities	668.931	71,97%	466.426	67,56%	202.505	43,42%

dalam jutaan Rupiah
in million Rupiah

Liabilitas Jangka Panjang

Liabilitas jangka panjang naik sebesar 16,28% menjadi Rp260,47 miliar per tanggal 31 Desember 2019 dari Rp223,99 miliar pada periode yang sama di tahun sebelumnya. Peningkatan pada liabilitas jangka panjang dirinci lebih lanjut sebagai berikut:

- Peningkatan liabilitas imbalan paska kerja jangka panjang sebesar 40,00% atau senilai 50,30 miliar memberikan kontribusi yang cukup signifikan terhadap kenaikan liabilitas jangka panjang Perseroan pada tahun 2019. Sehingga nilai liabilitas imbalan paska kerja jangka panjang pada tahun 2019 menjadi Rp176,05 miliar dari Rp125,75 miliar pada tahun sebelumnya.

Non-Current Liabilities

Non-current liabilities increased by 16.28% to be Rp260.47 billion as of 31st December 2019 from Rp223.99 billion in the same period of the previous year. This increase in non-current liabilities can be further detailed as follows:

- An increase in tax payable was 40.00% or namely 50.30 billion which significantly contributed to non-current liabilities of the Company in 2019. So that tax payable value in 2019 was to be Rp176.05 billion from Rp125.75 billion in the previous year.

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Uraian Description	2019	Komposisi Composition	2018	Komposisi Composition	Pertumbuhan Growth	
					Nominal Nominal	%
Utang Non Usaha Jangka Panjang Long Term Non Operating Payables	**25.055**	**2,70%**	31.114	4,51%	(6.059)	(19,47%)
Utang Bank dan Lembaga Keuangan Jangka Panjang Long Term Financial Institution and Bank Loan	**59.358**	**6,39%**	67.131	9,72%	(7.773)	(11,58%)
Liabilitas imbalan Paska Kerja Jangka Panjang Tax Payable	**176.055**	**18,94%**	125.754	18,21%	50.301	40,00%
Jumlah Liabilitas Jangka Panjang Total Non-current Liabilities	**260.468**	**28,03%**	**223.999**	**32,44%**	**36.469**	**16,28%**

dalam jutaan Rupiah
in million Rupiah

EKUITAS

Total ekuitas Perseroan naik sebesar 4,05% dari Rp5,89 triliun per tanggal 31 Desember 2018 menjadi Rp6,13 triliun per tanggal 31 Desember 2019. Kenaikan ini disebabkan oleh meningkatnya dana cadangan sebesar Rp203,63 miliar atau naik 29,55% yang menjadi Rp892,64 miliar pada tahun 2019. Dana cadangan merupakan cadangan yang dibentuk berdasarkan Rapat Umum Pemegang Saham dari laba setelah pajak yang belum ditentukan peruntukannya.

EQUITY

Total equity of the Company increased by 4.05% from Rp5.89 trillion as of 31st December 2018 to be Rp6.13 trillion as of 31st December 2019. This increase was due to the increase in reserve fund of 29.55% or an increase of 29.55% to Rp892.64 billion in 2019. Reserve fund is a reserve made by the General Meeting of Shareholders from undetermined profit after tax.

Uraian Description	2019	Komposisi Composition	2018	Komposisi Composition	Pertumbuhan Growth	
					Nominal Nominal	%
Modal saham Share capital	**7.065.092**	**115,22%**	7.065.092	119,88%	-	-
Penyertaan Modal Pemerintah Government Equity	**564.951**	**9,21%**	564.951	9,59%	-	-
Cadangan Reserves	**892.643**	**14,56%**	689.012	11,69%	203.631	29,55%
Saldo Rugi (Defisit) Retained Earnings (Defisits)	**(2.321.974)**	**(37,87%)**	(2.323.452)	(39,43%)	1.478	(0,06%)
Komponen Ekuitas Lainnya Other Component Equity	**(71.872)**	**(1,17%)**	(104.756)	(1,78%)	32.884	(31,39%)
Jumlah ekuitas yang dapat diatribusikan kepada: Total equity attibutable to:						
Pemilik Entitas Induk Owners of the Parent Entity	**6.128.840**	**99,95%**	5.890.847	99,96%	237.993	4,04%
Kepemilikan Non Pengendali Non-controlling Interest	**3.043**	**0,05%**	2.385	0,04%	658	27,59%
Jumlah Ekuitas Total Equity	**6.131.883**	**100%**	**5.893.233**	**100%**	**238.650**	**4,05%**

dalam jutaan Rupiah
in million Rupiah

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN

Report of Consolidated Profit and Loss and Comprehensive Income

Uraian Description	2019	2018	Pertumbuhan Growth	
			Nominal Nominal	%
Pendapatan Usaha Operating Revenue	**5.565.197**	4.609.235	955.962	20,74%
Reduksi Pendapatan Usaha Reduction in Operating Revenues	**(3.521)**	(15.922)	12.401	(77,89%)
Pendapatan Usaha Bersih Net Operating Revenue	**5.561.676**	**4.593.313**	**968.363**	**21,08%**
Beban Pokok Usaha Operating Expense	**4.776.617**	4.030.998	745.619	18,50%
Laba Kotor Gross Profit	**785.059**	**562.315**	**222.744**	**39,61%**
Beban Pemasaran dan Distribusi Distribution and Marketing Expenses	**28.189**	35.518	(7.329)	(20,63%)
Beban Umum dan Administrasi General and Administrative Expenses	**553.566**	472.454	81.112	17,17%
Laba Usaha Operating Profit	**203.303**	**54.342**	**148.961**	**274,12%**
Pendapatan Non Usaha Bersih Non Operating Income, Net	**114.313**	236.545	(122.232)	(51,67%)
Laba Sebelum Pajak Profit Before Tax	**317.617**	**290.887**	**26.730**	**9,19%**
Manfaat (Beban) Pajak Tax Benefits (Expenses)	**(111.850)**	(86.533)	(25.317)	29,26%
Jumlah Beban Pajak Total Tax Expenses	**(111.850)**	**(86.533)**	**(25.317)**	**29,26%**
Laba Tahun Berjalan Profit for the Current Year	**205.767**	**204.354**	**1.413**	**0,69%**
Penghasilan Komprehensif Lain Other Comprehensive Income				
Keuntungan (Kerugian) Periode Berjalan Profit (Loss) Current Period	**32.883**	(14.757)	47.640	(322,83%)
Jumlah Laba Komprehensif Tahun Berjalan Total Comprehensive Income of The Year	**238.650**	**189.597**	**49.053**	**25,87%**
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada: Profit for The Year Attributable to:				
Pemilik Entitas Induk Owner of the Company	**205.109**	203.812	1.297	0,64%
Kepemilikan Non Pengendali Non Controlling Interest	**658**	542	116	21,40%
Laba Tahun Berjalan Profit for Current Year	**205.767**	204.354	1.413	0,69%
Jumlah Laba Komprehensif yang Dapat Diatribusikan Kepada: Total Comprehensive Income Attributable to:				
Pemilik Entitas Induk Owner of the Company	**237.992**	189.055	48.937	25,89%
Kepemilikan Non Pengendali Non Controlling Interest	**658**	542	116	21,40%
Jumlah Laba Komprehensif Total Comprehensive Income	**238.650**	189.597	49.053	25,87%
Laba Bersih Per Saham Dasar (Rupiah Penuh) Basic Earnings Per Share	**29.031,32**	28.847,73	184	0,64%

dalam jutaan Rupiah
in million Rupiah

LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
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PENDAPATAN USAHA

Pendapatan usaha tahun 2019 tercatat sebesar Rp5,56 triliun mengalami kenaikan 20,74% jika dibandingkan dengan pendapatan di 2018 yaitu sebesar Rp4,61 triliun. Kenaikan pendapatan usaha pada tahun 2019 terutama disebabkan oleh meningkatnya pendapatan dari segmen jasa pengangkutan yang mencatatkan total peningkatan 18,42% atau senilai Rp687,74 miliar, dengan total kontribusi sebesar 79,52% dari total pendapatan usaha Perseroan tahun 2019. Segmen jasa pengangkutan ini terdiri dari Penugasan Pemerintah, Tambang Pasasi, Tambang Muatan dan Usaha Perkapalan lainya yang mencatatkan peningkatan masing-masing adalah 11,39%, 40,64%, 5,12% dan 22,13%.

OPERATING REVENUES

Operating revenues in 2019 recorded Rp5.56 trillion, an increase of 20.74% compared to the revenue in 2018 amounting to Rp4.61 trillion. This increase in operating income in 2019 was mainly due to an increase in revenue of the transportation segment which was recording a total increase of 18.42% or Rp687.74 billion, with total contribution was 79.52% from total operating revenue of the Company in 2019. This transportation segment consisted of Government Assignment, Ticketing, Cargo Mining, and other Shipping businesses that have increased respectively 11.39%, 40.64%, 5.12% and 22.13%.

REDUKSI PENDAPATAN USAHA

Reduksi pendapatan usaha adalah diskon atau potongan tarif penumpang atau muatan. Reduksi pendapatan usaha Perusahaan pada tahun 2019 adalah sebesar Rp3,52 miliar atau menurun 77,89% dibandingkan dengan tahun sebelumnya yang sebesar Rp15,92 miliar.

REDUCTION IN OPERATING REVENUE

Reduction in Operating Revenues is a discount or tariff discount for passengers or cargo. Operating revenue reduction of the Company in 2019 was Rp3.52 billion or a decrease of 77.89% compared to the previous year of Rp15.92 billion.

PENDAPATAN USAHA BERSIH

Pendapatan usaha bersih merupakan peroleh pendapatan usaha setelah dikurangi reduksi pendapatan usaha. Pada tahun 2019, Perseroan membukukan pendapatan bersih sebesar Rp5,56 triliun atau mencatat pertumbuhan sebesar Rp968,36 miliar atau 21,08% dibandingkan tahun 2018 yang sebesar Rp4,59 triliun. Pertumbuhan tersebut disebabkan oleh meningkatnya pendapatan usaha dan menurunnya reduksi pendapatan atas tiket penumpang sepanjang 2019.

REDUCTION IN NET OPERATING REVENUES

Net Operating revenues is an income from operations after deducting with the Reduction in Operating Revenues. In 2019, the Company recorded net revenues of Rp5.56 trillion or a growth of Rp968.36 billion or 21.08% compared to 2018 of Rp4.59 trillion. This growth was due to increasing in business revenues and reduction in passenger tickets revenues in 2019.

BEBAN POKOK USAHA

Secara keseluruhan beban pokok usaha Perseroan tahun 2019 mengalami peningkatan sebesar 18,50%. Beban usaha meningkat sebesar Rp745,62 miliar menjadi Rp4,78 triliun dari Rp4,03 triliun.

NET OPERATING REVENUES

In total, Net Operating Revenues of the Company in 2019 increased 18.50%. Net Operating Revenues increased Rp745.62 billion to be Rp4.78 trillion from Rp4.03 trillion.

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Uraian Description	2019	2018	Pertumbuhan Growth	
			Nominal Nominal	%
Perkapalan Shipping	**1.537.170**	1.548.961	(11.791)	(0,76%)
Pegawai Employee	**940.676**	1.029.694	(89.018)	(8,65%)
Pemeliharaan dan Perbaikan Maintenance and Repair	**698.318**	418.657	279.661	66,80%
Penyusutan dan Amortisasi Depreciation and Amortization	**375.945**	342.930	33.015	9,63%
Penumpang Passenger	**388.547**	321.866	66.681	20,72%
Pelayanan Kesehatan Health Service	**396.070**	267.086	128.984	48,29%
Asuransi Insurance	**52.002**	56.230	(4.228)	(7,52%)
Muatan Ternak Livestock Cargo	**23.374**	20.372	3.002	14,74%
Perbengkelan Workshop	**7.279**	11.872	(4.593)	(38,69%)
Kendali Mutu Pelayanan Quality Service Control	**10.624**	8.503	2.121	24,94%
Perhotelan Hospitality	**3.087**	2.876	211	7,34%
Sewa Rent	**1.199**	969	230	23,74%
Pajak dan Retribusi Taxes and Levies	**86**	216	(130)	(60,19%)
Beban Pokok Lainnya Other Cost of Revenues	**342.240**	766	341.474	44578,85%
Jumlah Total	**4.776.617**	**4.030.998**	**745.619**	**18,50%**

dalam jutaan Rupiah
in million Rupiah

Kenaikan ini Beban pokok usaha Perseroan pada tahun 2019 terutama disebabkan hal, diantaranya:

- Komponen beban pokok usaha yang mengalami kenaikan terbesar adalah beban pemeliharaan dan perbaikan, yakni naik 66,80% atau senilai Rp279,66 miliar menjadi sebesar Rp698,32 miliar pada tahun 2019 dibandingkan dengan tahun sebelumnya yang sebesar Rp418,66 miliar.

The increase in Operating Revenues of the Company in 2019 was mainly due to:

- The Highest increasing component of Operating Revenues was maintenance and repairing expenses, which was an increase of 66.80% or namely Rp279.66 billion to be Rp698.32 billion in 2019 compared to the previous year of Rp418.66 billion.

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- Beban pelayanan kesehatan juga mengalami peningkatan sebesar Rp128,98 miliar atau naik 48,29% menjadi sebesar Rp396,07 miliar pada tahun 2019 dari Rp267,09 miliar pada tahun sebelumnya.
- Beban penumpang juga memberikan kontribusi atas kenaikan Beban pokok usaha pada tahun 2019, dimana beban penumpang mencatatkan peningkatan sebesar Rp66,68 miliar atau naik 20,72% menjadi sebesar Rp388,55 miliar dari Rp321,87 miliar pada tahun sebelumnya.

- Health service expenses also increased by Rp128.98 billion or an increase of 48.29% to be Rp396.07 billion in 2019 from Rp267.09 billion in the previous year.
- Passenger expenses also contributed to the increase in operating revenues in 2019, where passenger expenses recorded an increase of Rp66.68 billion or an increase 20.72% to be Rp388.55 billion from Rp321.87 billion in the previous year.

LABA KOTOR
Jumlah laba kotor per 31 Desember 2019 mengalami peningkatan sebesar Rp222,74 miliar atau naik 39,61% menjadi sebesar Rp785,06 miliar dibandingkan dengan tahun sebelumnya yang sebesar Rp562,31 miliar. Hal ini disebabkan karena peningkatan beban pokok lebih rendah dari peningkatan pendapatan usaha bersih.

GROSS PROFIT
Total gross profit by 31st December 2019 increased by Rp222.74 billion or an increase of 39.61% to be Rp785.06 billion compared to the previous year of Rp562.31 billion. This was mainly due to the increase of operating revenues lower than the increase of net operating revenues.

LABA USAHA
Laba usaha di tahun 2018 tercatat mengalami peningkatan dari tahun sebelumnya, dimana laba usaha di tahun 2018 adalah sebesar Rp54,34 miliar dan laba usaha tahun 2019 adalah sebesar Rp203,30 miliar, meningkat 274,12% atau senilai Rp148,96 miliar. Hal ini disebabkan karena nilai peningkatan beban pemasaran dan distribusi serta beban umum dan administrasi tidak terlalu signifikan.

OPERATING PROFIT
Operating profit in 2018 recorded a decrease from the previous year, which operating profit was Rp54.34 billion in 2018 and Rp203.30 billion in 2019, an increase of 274.12% or Rp148.96 billion. This was mainly due to insignificance of marketing and distribution expenses as well as general and administrative expenses.

PENDAPATAN NON USAHA – BERSIH
Perseroan mencatat pendapatan non usaha bersih sebesar Rp114,31 miliar, jumlah ini mengalami penurunan sebesar Rp122,23 miliar atau turun 51,67% jika dibandingkan dengan jumlah pendapatan non usaha bersih yang diperoleh tahun sebelumnya yang sebesar Rp236,54 miliar. Pendapatan non usaha – bersih adalah keuntungan nilai wajar aset non keuangan yang merupakan kenaikan perubahan nilai wajar

NON OPERATING INCOME - NET
The Company recorded non operating income - net of Rp114.31 billion, a decrease of Rp122.23 billion or down 51.67% compared to non operating income - net of the previous year amounted to Rp236.54 billion. Non operating Income - Net is the fair value gained from non-financial assets which is a changes increasing in the fair value of property investment in land and buildings, and pension fund recovery contribution is the excess

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properti investasi tanah dan gedung, serta Pemulihan iuran program dana pensiun merupakan kelebihan iuran program manfaat pasti dana pensiun yang telah dibayarkan oleh perusahaan jika dibandingkan dengan kewajiban yang seharusnya berdasarkan perhitungan aktuaria.

contribution from the defined benefit of pension plan paid by the Company compared to the the obligation based on actuarial calculations.

LABA SEBELUM PAJAK
Pada tahun 2018, Perseroan membukukan laba sebelum pajak sebesar Rp317,62 miliar, jumlah ini mengalami peningkatan 9,19% atau senilai Rp26,73 miliar jika dibandingkan dengan jumlah laba sebelum pajak tahun 2018 yang sebesar Rp290,89 miliar.

PROFIT BEFORE TAX
In 2018, the Company recorded Profit Before Tax of Rp317.62 billion, an increase of 9.19% or Rp26.73 billion compared to Profit Before Tax in 2018 of Rp290.89 billion.

JUMLAH BEBAN PAJAK
Beban pajak yang yang dicatat Perseroan sepanjang tahun 2019 adalah sebesar Rp111,85 miliar meningkat 29,26% dibandingkan dengan tahun sebelumnya yang sebesar Rp86,53 miliar. Kenaikan ini terutama disebabkan oleh naiknya beban pajak final pada entitas induk serta naiknya beban pajak kini pada entitas anak.

TOTAL TAX EXPENSES
Total tax expenses of the Company during was Rp111.85 billion, an increase of 29.26% compared to Rp86.53 billion in the previous year. This increase was mainly due to the increase in final tax expenses of parent company and tax expenses of subsidiaries.

LABA TAHUN BERJALAN
Per 31 Desember 2019, Perseroan membukukan laba tahun berjalan sebesar Rp205,77 miliar, meningkat sebesar Rp1,41 miliar atau naik 0,69% dibandingkan dengan tahun sebelumnya yang sebesar Rp204,35 miliar.

PROFIT FOR THE CURRENT YEAR
By 31st December 2019, the Company booked Profit for the Current Year of Rp205.77 billion, an increase of Rp1.41 billion or rose 0.69% compared to Rp204.35 billion in the previous year.

LABA KOMPREHENSIF
Laba komprehensif yang berhasil diperoleh Perusahaan adalah sebesar Rp238,65 miliar, jumlah ini mengalami peningkatan 25,87% atau senilai Rp49,05 miliar dari tahun 2018 yang sebesar Rp189,60 miliar.

COMPREHENSIVE INCOME
Comprehensive income made by the Company was Rp238.65 billion, an increase of 25.87% or Rp49.05 billion from 2018 which was Rp189.60 billion.

LABA BERSIH PER SAHAM
Perseroan berhasil mencatatkan laba bersih per saham pada tahun 2019 sebesar Rp29.031,32, nilai ini meningkat 0,64% dibandingkan dengan tahun sebelumnya yang sebesar Rp28.847,73.

EARNINGS PER SHARE
The Company has been successful to make earnings per share of Rp29.031.32 in 2019, an increase of 0.64% compared to Rp28.847.73 in the previous year.

LAPORAN ARUS KAS KONSOLIDASIAN

Report of Consolidated Cash Flows

Per 31 Desember 2019 Perseroan mencatat penurunan bersih kas dan setara kas sebesar Rp45,26 miliar, menurun 124,41% dibandingkan kenaikan bersih kas dan setara kas tahun 2018, yang tercatat sebesar Rp185,44 miliar. Penurunan tersebut disebabkan oleh turunnya Arus kas dari aktivitas operasi 9,07%, turunnya arus kas bersih dari aktivitas investasi 46,60% dan turunnya arus kas bersih dari aktivitas pendanaan 47,77%.

As of 31st December 2019, the Company recorded a net - decrease in cash and cash equivalent of Rp45.26 billion, a decrease of 124.41% compared to net increase in cash and cash equivalent of Rp185.44 billion in 2018. This decrease was due to a decrease in cash flows from operating activities of 9.07% and a decrease in net cash flows from investment activities of 46.60% and a decrease in net cash flows from financing activities of 47.77%.

Uraian Description	2019	2018	Pertumbuhan Growth	
			Nominal Nominal	%
Arus Kas Bersih dari Aktivitas Operasi Net Cash Flows from Operating Activities	**394.778**	434.153	(39.375)	(9,07%)
Arus Kas Bersih dari Aktivitas Investasi Net Cash Flows from Investment Activities	**(481.774)**	(328.621)	(153.153)	46,60%
Arus Kas Bersih dari Aktivitas Pendanaan Net Cash Flows from Financing Activities	**41.735**	79.904	(38.169)	(47,77%)
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net Increase (Decrease in Cash and Cash Equivalent	**(45.261)**	185.436	(230.697)	(124,41%)
Kas dan Setara Kas Awal Tahun Beginning Balance Cash and Cash Equivalent	**1.884.782**	1.704.346	180.436	10,59%
Kas dan Setara Kas Akhir Tahun Ending Balance Cash and Cash Equivalent	**1.839.521**	1.889.782	-50.261	-2,66%

dalam jutaan Rupiah
in million Rupiah

ARUS KAS DARI AKTIVITAS OPERASI

Arus kas bersih Perseroan yang diperoleh dari aktivitas operasi mengalami penurunan pada tahun 2019 menjadi sebesar Rp394,78 miliar dibandingkan dengan tahun sebelumnya yang sebesar Rp434,15 miliar. Penurunan Arus kas bersih dari aktivitas operasi ini terutama disebabkan penurunan penerimaan kas dan peningkatan pembayaran dari beberapa aktivitas operasi Perseroan, yaitu:

- Penerimaan Kas dari pelanggan mengalami penurunan sebesar Rp111,36 miliar atau turun 4,36% menjadi sebesar Rp2,44 triliun dibandingkan dengan tahun 2018 yang sebesar Rp2,55 Triliun.

CASH FLOWS FROM OPERATING ACTIVITIES

Net - Cash Flows from Operating Activities in 2019 decreased by Rp394.78 billion compared to Rp434.15 billion in the previous year. This decrease in cash flows from operating activities was mainly due to the increase in payments for some operating activities of the Company, namely:

- Receipt from the Customers decreased by Rp111.36 billion or down 4.36% to be Rp2.44 trillion compared to 2018 of Rp2.55 trillion.

LAPORAN ARUS KAS KONSOLIDASIAN
Report of Consolidated Cash Flows

- Peningkatan pembayaran kepada pemasok sebesar Rp717,39 miliar atau naik 19,77% menjadi sebesar Rp4,35 triliun dibandingkan dengan tahun sebelumnya yang sebesar Rp3,63 triliun.

- An increase in payments to suppliers was Rp717.39 billion or rose 19.77% to be Rp4.35 trillion compared to Rp3.63 trillion in the previous year.

Uraian Description	2019	2018	Pertumbuhan Growth	
			Nominal Nominal	%
Arus Kas Bersih dari Aktivitas Operasi Cash Flow from Operating Activities				
Penerimaan Kas dari Pelanggan Receipt from Customer	**2.442.995**	2.554.352	(111.357)	(4,36%)
Penerimaan *Public Service Obligation* & Subsidi Receipt form Public Service Obligation	**2.677.764**	2.403.998	273.766	11,39%
Pembayaran Kepada Pemasok Payment to Suppliers	**(4.345.963)**	(3.628.565)	(717.398)	19,77%
Penerimaan dari Aktivitas Operasi Lainnya Receipt of Other Operating Activities	**110.375**	90.134	20.241	22,46%
Pembayaran Biaya Operasional Payment of Operating Expenses	**(321.357)**	(782.390)	461.033	(58,93%)
Pembayaran Biaya *Overhead* Payment of Overhead Expenses	**(31.312)**	(76.777)	45.465	(59,22%)
Pengeluaran dari Aktivitas Operasi Lainnya Payment of Other Operating Expenses	**(33.908)**	(16.043)	(17.865)	111,36%
Penerimaan Uang Jaminan Dari Pelangan Receipt of Cash Collateral from Customer	**16.614**	3.824	12.790	334,47%
Pembayaran Pajak Tax Payment	**(120.429)**	(114.381)	(6.048)	5,29%
Arus Kas Bersih dari Aktivitas Operasi Next Cash Flows from Operating Activities	**394.778**	**434.153**	**(39.375)**	**(9,07%)**

dalam jutaan Rupiah
in million Rupiah

ARUS KAS DARI AKTIVITAS INVESTASI

Arus kas bersih Perseroan yang digunakan dalam aktivitas investasi meningkat di tahun 2019, dimana arus kas bersih yang digunakan untuk investasi adalah sebesar Rp481,77 miliar, meningkat 46,61% atau senilai Rp153,15 miliar dibandingkan dengan tahun 2018 yang sebesar Rp328,62 miliar. Hal ini disebabkan oleh adanya Perolehan properti investasi sebesar Rp153,94 miliar dan Perolehan alat produksi dan aset tetap sebesar Rp324,34 miliar.

CASH FLOWS FROM INVESTMENT ACTIVITIES

Cash Flows of the Company for Investing Activities increased in 2019, which Cash Flows from Investment Activities was Rp481.77 billion, an increase of 46.61% or Rp153.15 billion compared to 2018 of Rp328.62 billion. This was due to the property investment gain amounting to Rp153.94 billion and production tools and fixed assets gain amounting to Rp324.34 billion.

LAPORAN ARUS KAS KONSOLIDASIAN
Report of Consolidated Cash Flows

Uraian Description	2019	2018	Pertumbuhan Growth	
			Nominal Nominal	%
Arus Kas dari Aktivitas Investasi Cash Flows from Investment Activities				
Penerimaan Bunga Deposito dan Jasa Giro Interest Deposit and Demand Deposit Receipt	**39.313**	27.171	12.142	44,69%
Perolehan Alat Produksi dan Aset Tetap Acquisition Production Equipment and Fixed Assets	**(324.337)**	(279.199)	(45.138)	16,17%
Perolehan Properti Investasi Acquisition of Investment Property	**(153.945)**	-	(153.945)	100,00%
Perolehan Aset Dalam Penyelesaian Acquisition Construction in Progress	**(36.425)**	(57.681)	21.256	(36,85%)
Perolehan Aset Tak Berwujud Acquisition Intangible Assets	**(739)**	(14.589)	13.850	(94,93%)
Perolehan Aset Sewa Guna Usaha Purchase of Lease for Assets	**(5.641)**	(4.081)	(1.560)	38,23%
Pembeliaan Aset Lain-Lain Purchase of Other Assets	**-**	(241)	241	(100,00%)
Arus Kas Bersih dari Aktivitas Operasi Next Cash Flows from Operating Activities	**(481.774)**	**(328.619)**	**(153.155)**	**46,61%**

dalam jutaan Rupiah
in million Rupiah

ARUS KAS DARI AKTIVITAS PENDANAAN

Arus kas bersih Perseroan yang digunakan dalam aktivitas pendanaan pada akhir tahun 2019 adalah sebesar Rp41,73 miliar, menurun 47,77% atau senilai Rp38,17 miliar. Penurunan ini disebabkan terdapat penurunan Penerimaan pinjaman bank/pihak ketiga sebesar 38,17% atau senilai Rp37,05 miliar menjadi sebesar Rp60,00 miliar.

CASH FLOWS FROM FINANCING ACTIVITIES

Cash Flows of the Company for Financing Activities in 2019 was Rp41.73 billion, a decrease of 47.77% or Rp38.17 billion. This decrease was due to the decrease in Receipt from Bank Loans/Third Parties amounted to 38.17% or Rp37.05 billion to be Rp60.00 billion.

Uraian Description	2019	2018	Pertumbuhan Growth	
			Nominal Nominal	%
Arus Kas dari Aktivitas Pendanaan Cash Flows from Financing Activities				
Penerimaan Pinjaman Bank/ Pihak Ketiga Receipt from Bank Loan/ Third Parties	**60.000**	97.048	(37.048)	(38,17%)
Penerimaan (Pengeluaran) Deviden Receipt (Payment) Deviden	**(202)**	(1.435)	1.233	(85,92%)
Pembayaran Bunga Pinjaman Interest Receipt	**-**	(4.636)	4.636	(100,00%)
Pembayaran Utang Bank Payment of Bank Loan	**(18.064)**	(11.074)	(6.990)	63,12%
Arus Kas Bersih dari Aktivities Pendanaan Net Cash Flows from Financing Activities	**41.735**	**79.904**	**(38.169)**	**(47,77%)**

dalam jutaan Rupiah
in million Rupiah

RASIO KEUANGAN
Financial Ratio

Uraian Description	Satuan Unit	2019	2018
Rasio Likuiditas | Liquidity Ratio			
Rasio Lancar Current Ratio	%	**487,93**	648,92
Rasio Kas Cash Ratio	%	**249,19**	342,16
Rasio Cepat Quick Ratio	%	**421,30**	342,16
Rasio Leverage | Leverage Ratio			
Rasio Liabilitas atas Aset Debt to Asset Ratio	%	**13,16**	10,19
Rasio Liabilitas atas Ekuitas Debt to Equity Ratio	%	**15,16**	11,35
Rasio Liabilitas Jangka Panjang atas Ekuitas Long Term Debt to Equity	%	**4,25**	3,80
Rasio Aktivitas | Activity Ratio			
Rasio Perputaran Persediaan Inventory Turnover Ratio	kali times	**29,25**	37,71
Rasio Perputaran Aset Asset Turnover Ratio	%	**81,64**	73,89
Rasio Penagihan Rata-rata Average Collection Ratio	hari days	**15**	20
Rasio Profitabilitas | Profitability Ratio			
Imbalan terhadap Ekuitas Return on Equity	%	**3,50**	3,61
Imbalan terhadap Investasi Return on Investment	%	**9,55**	10,37
Margin Laba Kotor terhadap Penjualan Gross Profit on Sales	%	**14,12**	12,24
Marjin Laba Bersih terhadap Penjualan Net Profit on Sales	%	**3,69**	4,44
Rasio EBITDA terhadap Aset EBITDA to Asset ratio	%	**12,01**	13,61

RASIO LIKUIDITAS

Rasio likuiditas adalah ukuran yang dipergunakan untuk menghitung tingkat kemampuan perusahaan dalam memenuhi kewajiban jangka pendeknya. Hal ini tercermin dari tingkat rasio lancar 487,93%, rasio kas 249,19% dan rasio cepat 421,30%.

LIQUIDITY RATIO

Liquidity ratio is a measurement to calculate the Company's ability level to meet the short-term obligation. This can be seen from Current Ratio level of 487.93%, Cash Ratio of 249.19% and Quick Ratio of 421.30%.

RASIO *LEVERAGE*

Rasio *leverage* adalah ukuran yang dipergunakan untuk menghitung tingkat kemampuan perusahaan dalam memenuhi segala kewajibannya apabila saat ini perusahaan dilikuidasi. Hal ini tercermin dari rasio total liabilitas terhadap total aset 13,16%; rasio liabilitas atas ekuitas 15,16% dan rasio liabilitas jangka panjang atas ekuitas 4,25%.

LEVERAGE RATIO

Leverage ratio is a measurement to calculate the Company's ability in paying all the liabilities which leads to the acquisition of the Company. This can be seen from total liabilities ratio to total assets of 13.16%; Liabilities to Equity of 15.16% and Long-Term Debt to Equity of 4.25%.

RASIO KEUANGAN
Financial Ratio

RASIO AKTIVITAS

Rasio aktivitas adalah ukuran yang dipergunakan untuk menghitung tingkat efektivitas perusahaan dalam memanfaatkan semua sumber daya yang ada pada pengendaliannya. Hal ini tercermin dari rasio perputaran persediaan 791 kali, rasio perputaran aset 78,76% dan rasio penagihan rata-rata 15 hari.

ACTIVITY RATIO

Activity ratio is a measurement to calculate the effectiveness level of the Company in utilizing all the resources in control. This can be seen from the inventory turnover ratio of 791 times, asset turnover ratio of 78.76% and an average collection ratio of 15 days.

RASIO PROFITABILITAS

Rasio profitabilitas atau rasio kemampulabaan perusahaan adalah ukuran yang dipergunakan untuk menghitung hasil akhir bersih dari berbagai kebijakan dan keputusan manajemen yang akan memberikan jawaban akhir tentang efektivitas manajemen dalam mengelola perusahaan. Hal ini tercermin dari imbalan terhadap ekuitas 3,36%; imbalan terhadap investasi 6,30%; margin laba kotor terhadap penjualan 14,12%; margin laba bersih terhadap penjualan 3,70% dan rasio EBITDA terhadap aset 9,73%.

PROFITABILITY RATIO

Profitability ratio or the Company's Profitability ratio is a measurement to calculate net results from some policies and management's decision that will give the final answer for the effectiveness level of the management in managing the Company. This can be seen from the return on equity of 3.36%; return on investment of 6.30%; gross profit on sales of 14.12%; net-profit on sales of 3.70% and EBITDA to assets ratio of 9.73%.

KEMAMPUAN MEMBAYAR HUTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG PERUSAHAAN

Company's Ability to Pay Debt and Collectibility Rate on Receivable

KEMAMPUAN MEMBAYAR HUTANG

Rasio kemampuan membayar pinjaman terefleksikan dalam rasio lancar dan rasio kas. Di akhir tahun 2019, Perusahaan dalam posisi likuiditas yang sangat baik walaupun mengalami sedikit penurunan jika dibandingkan tahun 2018. Rasio lancar dan rasio kas pada tahun 2019 adalah 487,93% dan 421,30%.

PT PELNI (Persero) melakukan pengelolaan risiko likuiditas dengan memonitor profil jatuh tempo pinjaman dan sumber pendanaan, menjaga saldo kecukupan kas dan surat berharga dan kesiapan untuk menjaga posisi pasar. PT PELNI (Persero) juga mempertahankan kemampuannya untuk melakukan pembiayaan atas pinjaman yang dimiliki dengan cara mencari berbagai sumber fasilitas pembiayaan yang mengikat dari pemberi pinjaman yang andal. Tanggal jatuh tempo kontraktual dari liabilitas keuangan seperti utang usaha, biaya masih harus dibayar, utang lain-lain dan pinjaman bank jangka pendek adalah kurang dari satu tahun, kecuali untuk liabilitas keuangan seperti utang obligasi dan pinjaman investasi.

ABILITY TO PAY DEBT

Ability to pay debt is reflected in current and cash ratios. In the end of 2019, the Company was in a very good liquidity position whilst was slightly decreasing from 2018. Current and Cash ratios in 2019 were 487.93% and 421.30%.

PT PELNI (Persero) manages liquidity risk by monitoring the loan maturity profile and funding sources, maintaining sufficient cash and securities balances and readiness to maintain market position. PT PELNI (Persero) also maintains its ability to finance loans owned by finding various sources of binding financing facilities from reliable lenders. The contractual maturity dates of financial liabilities such as trade payables, accrued expenses, other payables and short-term bank loans are less than one year, except for financial liabilities such as bonds payable and investment loans.

Uraian Description	Satuan Unit	2019	2018
Rasio Lancar Current Ratio	%	**487,93**	648,92
Rasio Kas Cash Ratio	%	**249,19**	399,34
Rasio Cepat Quick Ratio	%	**421,30**	342,16

TINGKAT KOLETKTIBILITAS PIUTANG

Tingkat kolektibilitas piutang Perseroan tahun 2019 tercatat 15 hari, mengalami kenaikan dari tahun 2018 yakni 20 hari. Terhadap piutang usaha yang berasal dari pihak-pihak berelasi, Perseroan tidak membentuk cadangan provisi atas penurunan nilai, karena manajemen berkeyakinan jumlah piutang tersebut dapat tertagih.

COLLECTIBILITY RATE ON RECEIVABLE

Collectability rate on receivables of the Company in 2019 was 15 days, an increase from 2018 which was 20 days. On trade receivables from related parties, the Company did not specify any reserves for impairment, because the management believed that these total receivables can be collected.

KEMAMPUAN MEMBAYAR HUTANG DAN TINGKAT KOLEKTIBILITAS PIUTANG PERUSAHAAN
Company's Ability to Pay Debt and Collectibility Rate on Receivable

Kolektibilitas piutang usaha dan piutang lain-lain ditinjau secara berkala. Piutang yang diketahui tidak tertagih, dihapuskan dengan secara langsung dengan mengurangi nilai tercatatnya. Akun penyisihan digunakan ketika terdapat bukti yang objektif bahwa PT PELNI (Persero) tidak dapat menagih seluruh nilai terutang sesuai dengan persyaratan awal piutang. Kesulitan keuangan signifikan yang dialami debitur, kemungkinan debitur dinyatakan pailit atau melakukan reorganisasi keuangan dan gagal bayar atau menunggak pembayaran merupakan indikator yang dianggap dapat menunjukan adanya penurunan nilai piutang.

The collateral rate of receivables and other receivables are reviewed regularly. Receivables are well-known to be uncollectible written off directly by reducing their carrying value. An allowance account is used when there is objective evidence that PT PELNI (Persero) cannot collect all outstanding values in accordance with the initial requirements of the accounts. Significant financial difficulties experienced by the debtor, the likelihood of debtors being declared bankrupt or financial reorganization and defaults or delinquent payments are indicators that are deemed to indicate a decline in the value of receivables.

STRUKTUR MODAL DAN KEBIJAKAN STRUKTUR MODAL

Capital Structure and Capital Structure Policy

STRUKTUR MODAL

Selama tahun 2019, rincian struktur modal yang dimiliki oleh Perusahaan adalah 13,2% berasal dari utang dan 86,84% berasal dari ekuitas. Struktur modal ini mengalami sedikit perubahan jika dibandingkan dengan tahun 2018 yaitu 10,49% berasal dari utang dan 89,51% berasal dari ekuitas.

CAPITAL STRUCTURE

During 2019, the detailed capital structure owned by the Company has been 13.2% from debt and 86.94% from equity. This capital structure underwent slight changes compared to 2018 which was 10.49% from debt and 89.51% from equity.

Uraian Description	2019	Komposisi Composition	2018	Komposisi Composition	Pertumbuhan Growth	
					Nominal Nominal	%
Liabilitas Jangka Pendek Current Liabilities	668.931	9,47%	466.426	7,08%	202.505	43,42%
Liabilitas Jangka Panjang Non-current Liabilities	260.468	3,69%	223.999	3,40%	36.469	16,28%
Jumlah Liabilitas Current Liabilities	929.399	13,16%	690.425	10,49%	238.974	34,61%
Ekuitas Equity	6.131.883	86,84%	5.893.232	89,51%	238.651	4,05%
Jumlah Total	7.061.282	100,00%	6.583.657	100,00%	477.625	7,25%

dalam jutaan Rupiah
in million Rupiah

KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

PT PELNI (Persero) menetapkan kebijakan struktur permodalan yang optimal agar dapat memaksimalkan nilai Perseroan. Kebijakan manajemen atas struktur modal didasarkan untuk melindungi kemampuan Perseroan dalam mempertahankan kelangsungan usaha sehingga dapat tetap memberikan imbal hasil bagi pemegang saham dan manfaat bagi pemangku kepentingan lainnya dan mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal.

MANAGEMENT POLICY ON CAPITAL STRUCTURE

PT PELNI (Persero) established an optimal capital structure policy in order to maximize the value of the Company. Management policy on capital structure is based on protecting the Company's ability to maintain business continuity so that it can continue to provide returns to shareholders and benefits to other stakeholders and maintain an optimal capital structure to reduce capital costs.

DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

PT PELNI (Persero) menetapkan kebijakan struktur permodalan yang optimal agar dapat memaksimalkan nilai Perseroan. Berikut dasar pemilihan kebijakan manajemen atas struktur modal:

- Senantiasa berupaya menetapkan target struktur modal yang optimal.
- Penggunaan proporsi utang yang lebih besar (dari ekuitas) dapat dilakukan bila risiko usaha lebih kecil
- Struktur modal senantiasa ditinjau dengan mempertimbangkan keseimbangan antara risiko keuangan dan tingkat pengembalian dalam upaya meningkatkan nilai perusahaan.
- Struktur modal diusahakan memberi kontribusi optimal dengan mengatur kombinasi hutang dan modal sendiri (ekuitas) yang dapat memaksimalkan nilai Perseroan.

BASIS OF MANAGEMENT POLICY SELECTION ON CAPITAL STRUCTURE

PT PELNI (Persero) established an optimal capital structure policy in order to maximize the Company's value. The following is the basis for selecting management policies on capital structure:

- Always strive to set an optimal capital structure target.
- The use of a larger proportion of debt (from equity) can be done if the business risk is smaller.
- Capital structure is always reviewed by considering the balance between financial risk and the rate of return in an effort to increase the value of the company.
- Capital structure is sought to make optimal contributions by regulating the combination of debt and equity (equity) that can maximize the value of the Company.

INVESTASI BARANG MODAL
The Capital Invesment

Sepanjang tahun 2019 Perseroan telah mengalokasikan dana untuk penambahan aset berupa properti tanah dan gedung serta alat produksi, hal ini dilakukan guna menunjang operasional Perseroan.

Dalam RKAP 2019 Perusahaan menganggarkan dana investasi sebesar Ro1,09 trilun dan sampai dengan akhir 2019 berhasil merealisasikan investasi sebesar Rp380,17 miliar.

During 2019, the Company has allocated the budget for additional assets in land and building properties and production tools in order to support the Company's operations.

In RKAP for 2019, the Company allocated the budget for investment which was Rp1.09 trillion and until the end of 2019 had realized its invesment amounted to Rp380.17 billion.

JENIS INVESTASI BARANG MODAL
investasi Barang Modal yang dilakukan pada tahun 2019:

TYPES OF INVESTMENT IN CAPITAL GOODS
This capital investment was taken in 2019 for:

Investasi Barang Modal Capital Investment	2019	2018
Alat Produksi | Production Tools		
Kapal Barang Cargo Ship	**97.997**	143.606
Pengadaan/Modifikasi Kapal Procurement/Ship Modification	**134.306**	88.173
Kapal Wisata/Phinisi Tourism Ship/Phinisi	**7.298**	-
Alat Kesehatan Medical Kit	**11.537**	6.810
Bangunan Rumah Sakit Hospital Building	**715**	5.120
Kontainer Container	**66.202**	6.545
Alat Bongkar Muat Loading Equipment	**11.843**	9.129
Alat Perhotelan Hospitality Tools	**52**	-
Alat Perbengkelan Mechanical Equipment	**27**	-
Jumlah Alat Produksi Total Production Tools	**329.977**	**259.383**
Sarana Penunjang | Supporting facilities		
Bangunan Kantor Office Building	**21.680**	28.753
Tanah Land	**6.218**	31.668
Sertifikat Tanah Land Certificate	**294**	31
Kendaraan Bermotor Vehicles	**15.730**	5.510
Mesin Kantor Office Tools	**8**	3.724
Komputerisasi Computerization	**639**	2.050
Inventaris Kantor Office Inventory	**5.622**	6.007
Jumlah Sarana Penunjang Total Supporting Facilities	**50.191**	**77.743**
Jumlah Total	**380.168**	**337.126**

dalam jutaan Rupiah
in million Rupiah

INVESTASI BARANG MODAL
The Capital Invesment

TUJUAN INVESTASI BARANG MODAL

Investasi barang modal bertujuan untuk pengembangan dan optimalisasi produksi perusahaan.

NILAI INVESTASI BARANG MODAL YANG DIKELUARKAN PADA TAHUN 2019

Total investasi barang modal yang di tahun 2019 adalah sebesar Rp380,17 miliar, investasi barang modal dikelompokkan menjadi 2 jenis investasi yakni investasi alat produksi sebesar Rp329,98 miliar dan investasi sarana penunjang sebesar Rp50,20 miliar.

PURPOSES OF THE CAPITAL INVESTMENT

The capital investment is to improve and optimize the Company's production.

THE CAPITAL INVESTMENT VALUES ISSUED IN 2019

Total capital investment in 2019 was Rp380.17 billion, the capital investment was for 2 types of investments, namely production tools investments amounted to Rp329.98 billion and supporting facilities amounted to Rp50.20 billion.

IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL
The Material Commitments for Capital Investment

Perseroan tidak memiliki ikatan material terkait investasi barang modal. Investasi barang modal dilakukan secara langsung dengan menganggarkan sejumlah dana yang berasal dari kas internal.

The Company has no material commitments related to Capital Investment, which made directly with the amount of funds from internal cash.

PERBANDINGAN ANTARA TARGET DAN REALISASI TAHUN 2019 SERTA PROYEKSI UNTUK TAHUN MENDATANG

Comparison Between Target, Realization In 2019 and Projection for the Next Year

PERBANDINGAN ANTARA TARGET DAN REALISASI TAHUN 2019

Setiap periode operasional, Perseroan melakukan evaluasi terhadap hasil-hasil operasional yang dicapai pada tahun buku. Ukuran kinerja berdasarkan Target atau Rencana Kerja dan Anggaran Perusahaan (RKAP) yang ditetapkan di awal tahun anggaran dibandingkan dengan Realisasi pada akhir tahun anggaran.

COMPARISON BETWEEN TARGET AND REALIZATION IN 2019

In operational period, the Company evaluates the operational results achieved in the financial year. The performance measure is based on the Target or Corporate Work and Budget Plan that set at the beginning of the fiscal year compared to Realization at the end of fiscal year.

Uraian Description	RKAP 2019 Target 2019	Realisasi 2019 Realization 2019	%
Operasional | Operation			
Kapal Milik Owned Ship			
Kapal Penumpang Passenger Ship	26	26	100,00%
Kapal Perintis Perintis Ship	52	53	101,92%
Kapal Ternak Cattle Ship	2	1	50,00%
Kapal Barang/Komersial Cargo/Commercial Ship	14	16	114,29%
Kapal Rede Rede Ship	20	20	100,00%
Jumlah Kapal Beroperasi Total of Ships Operated	**114**	**116**	**101,75%**
Produksi | Production			
Angkutan Penumpang (orang) Passenger Transportation (person)	3.848.152	5.354.871	139,15%
Angkutan Barang (Ton/ M3) Goods Transportation (Ton/M3)	1.726.621	197.392	11,43%
Container (Teus) Container (Teus)	18.646	14.943	80,14%
Kendaraan (unit) Vehicles (unit)	5.059	9.667	191,09%
Ternak (ekor) Animal (tail)	19.200	7.899	41,14%
Keuangan | Finance			
Laba Konsolidasi (Rp juta) Consolidated Profit (Rp million)	437.850	205.767	46,99%
Kondisi Kesehatan Health Condition	Sehat AA Health AA	Sehat AA Health AA	100,00%
*Commission Day** (hari) Commission Day (days)	19.299	25.647	132,90%
Gross Profit Gross Profit	19,58%	14,12%	72,09%
Net Profit Net Profit	7,54%	3,70%	49,07%

* Commission Day: Jumlah hari layar
Commission Day: Total sailing day

TARGET TAHUN 2020

Penyusunan Rencana Kerja dan Anggaran Perusahaan RKAP 2020 disusun sebagai pedoman kerja dan alat pengendalian serta untuk memenuhi ketentuan pasal 21 Anggaran Dasar Perusahaan. Materi dan sistematika Penyusunan Rencana Kerja dan Anggaran Perusahaan Tahun 2020 mengacu pada Keputusan Menteri Badan Usaha Milik Negara (BUMN) Nomor: KEP-101/MBU/2002 tanggal 4 Juni 2002 Tentang Penyusunan Rencana Kerja

TARGET IN 2020

The preparation of the 2020 Company Work and Budget plan is structured as work guidelines and control tools and to fulfill the provisions of Article 21 of the Company's Articles of Association. The material and systematic preparation of the Company's Work and Budget plan in 2020 refers to the Decree of the Minister of State-Owned Enterprises (BUMN) Number: KEP-101/MBU/2002 dated June 4, 2002 concerning the Preparation of State-

PERBANDINGAN ANTARA TARGET DAN REALISASI TAHUN 2019 SERTA PROYEKSI UNTUK TAHUN MENDATANG

Comparison Between Target, Realization in 2019 and Projection for the Next Year

dan Anggaran Perusahaan Badan Usaha Milik Negara dan Surat Menteri BUMN tanggal 31 Agustus 2018 Nomor S-564/MBU/2018 perihal Aspirasi Pemegang Saham/ Pemilik Modal tahun 2020 untuk Penyusunan Rencana Kerja dan Anggaran Perusahaan.

Penyusunan Rencana Kerja dan Anggaran Perusahaan ini dilakukan dengan mempertimbangkan kondisi eksternal dan internal yang sangat mempengaruhi perkembangan bisnis Perseroan di tahun 2020. RKAP Tahun 2020 dapat dilihat pada tabel berikut:

Owned Enterprises' Corporate Work and Budget plan and Minister of State-owned Enterprises Letters dated on August 31, 2018 Number: S-564/MBU/2018 concerning Aspirations of Shareholders/ Owners of Capital in 2020 for Preparation of Company Work and Budget plan.

The preparation of the Company's Work and Budget plan is carried out by considering external and internal climate that greatly affect the Company's business development in 2020. Target 2020 can be seen on this following table:

Uraian Description	RKAP 2020 Target 2020
Operasional | Operation	
Kapal Milik Owned Ship	
Kapal Penumpang Passenger Ship	26
Kapal Perintis Perintis Ship	52
Kapal Ternak Cattle Ship	2
Kapal Tol Laut Tol Laut Ship	6
Kapal Barang/Komersial Cargo/Commercial Ship	17
Kapal Wisata Cruise ship	8
Kapal Tanker Tanker Ship	2
Jumlah Kapal Beroperasi Total of Ships Operated	**113**
Produksi | Production	
Angkutan Penumpang (orang) Passenger Transportation (person)	3.927.174
Angkutan Barang (Ton/ M3) Goods Transportation (Ton/M3)	1.726.621
Container (Teus) Container (Teus)	30.133
Kendaraan (unit) Vehicles (unit)	5.059
Ternak (ekor) Animal (tail)	19.200
Keuangan | Finance	
Laba Konsolidasi (Rp juta) Consolidated Profit (Rp million)	473.615
Kondisi Kesehatan Health Condition	Sehat AA Health AA
*Commission Day** (hari) Commission Day (days)	19.299
Gross Profit Gross Profit	19,46%
Net Profit Net Profit	7,51%

Dengan melihat perkembangan situasi pandemi Covid-19, PT PELNI (Persero) masih melakukan pengkajian untuk melakukan revisi Rencana Kerja dan Anggaran Perusahaan 2020.

Considering the development of Covid-19 pandemic situation, PT PELNI (Persero) is still assessing to make a revision on Company Budget and Work Plan for 2020.

INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Information and Facts Material Happened after the Date of Accountant Report

KEBIJAKAN KEUANGAN NEGARA DAN STABILITAS SISTEM KEUANGAN DALAM PENANGANAN PANDEMI COVID-19

Pada tanggal 31 Maret 2020, Presiden Republik Indonesia menerbitkan Peraturan Pemerintah Pengganti Undang- Undang Republik Indonesia mengenai Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan dalam Penanganan Pandemi Covid-19 dan/atau dalam Menghadapi Ancaman yang Membahayakan Stabilitas Sistem Perekonomian dan/atau Stabilitas Sistem Keuangan Nasional ("PERPPU No. 1/2020") yang berlaku efektif pada tanggal 31 Maret 2020.

NATIONAL FINANCIAL POLICY AND FINANCIAL SYSTEM STABILITY IN THE HANDLING OF PANDEMIC COVID-19

On March 31, 2020, the President of the Republic of Indonesia issued a government regulation in lieu of the Republic of Indonesia Law on national finance policy and financial system stability in the handling of pandemic Covid-19 and/or in the face of threats that harm the stability of the economic system and/or national financial system stability ("PERPPU No. 1/2020") which is effective March 31, 2020.

PENJUALAN DAN PENERBITAN SAHAM BERSYARAT DI PT RUMAH SAKIT PELNI

Berdasarkan Berita Acara Pemenuhan Kondisi Prasyarat Perjanjian Penjualan dan Penerbitan Saham Bersyarat di PT Rumah Sakit PELNI yang dibuat dan ditandatangani pada tanggal 31 Maret 2020 oleh PT Pertamina Bina Medika IHC, PT Pelayaran Nasional Indonesia (Persero) dan PT Rumah Sakit PELNI.

SALE AND ISSUANCE OF CONDITIONAL SHARES IN PT RUMAH SAKIT PELNI

Based on the Minutes of Fulfilling Conditions of Prerequisites for the Agreement on the Sale and Issuance of Conditional Shares in PT Rumah Sakit PELNI which was made and signed on March 31, 2020 by PT Pertamina Bina Medika IHC, PT Pelayaran Nasional Indonesia (Persero) and PT Rumah Sakit PELNI.

PENGEMBALIAN DANA SUBSIDI (SUBSIDI KAPAL PERINTIS) KE KEMENHUB ATAS KEGIATAN TAHUN 2018

Berdasarkan Surat Direktur Jendral Perhubungan Laut Nomor: KU.102//I/8/DJPL/2020 tanggal 28 Januari 2020 perihal pembuatan komitmen kapal perintis agar memerintahkan PT PELNI (Persero) menyetor kelebihan pembayaran.

REFUND OF PSO (PIONEER SHIP SUBSIDY) FUNDS TO THE MINISTRY OF TRANSPORTATION FOR 2018 ACTIVITIES

Based on letter of director General of Sea Transportation number: KU. 102//I/8/DJPL/2020 dated January 28, 2020 concerning the making of the pilot vessel commitment to order PT PELNI (Persero) to deposit excess payment.

KEBIJAKAN DEVIDEN
Dividend Policy

Untuk Periode tahun buku 2019, Manajemen menetapkan Kebijakan Dividen yaitu 100% dividen dialokasikan sebagai cadangan modal.

For the fiscal year of 2019, Management determined a Dividend Policy, namely 100% dividends allocated as capital reserves.

PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN/ MANAJEMEN (ESOP/ MSOP)
Employee/ Management Stock Ownership Program (ESOP/ MSOP)

Pada tahun 2019 PT PELNI (Persero) tidak memiliki program Kepemilikan Saham oleh Karyawan dan/ atau manajemen (ESOP/MSOP) yang dilaksanakan Perusahaan.

In 2019, PT PELNI (Persero) did not have Employee Stock Ownership Program/Management Stock Ownership Program (ESOP/MSOP).

INFORMASI TRANSAKSI YANG MENGANDUNG BENTURAN KEPENTINGAN DAN TRANSAKSI DENGAN PIHAK AFILIASI
Transaction Information Containing Conflict of Interest and Transactions with Affiliation Parties

Perseroan melakukan transaksi dengan pihak-pihak berelasi yang dilakukan dengan kebijakan dan syarat yang telah disepakati bersama, sehingga Perseroan melakukan transaksi secara wajar tanpa adanya benturan kepentingan.

The Company engaged in transactions with related parties that conducted under mutually agreed terms and conditions, so that the Company transacts fairly without any conflict of interest.

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN DAN DAMPAKNYA TERHADAP PERUSAHAAN
Amendment of Regulatory Regulations and Its Impact on Company

Sepanjang 2019, tidak terhadap perubahan peraturan dan perundang-undangan yang memberikan pengaruh secara signifikan terhadap kinerja Perseroan. Oleh karena itu, informasi mengenai hal tersebut tidak dapat ditampilkan dalam laporan tahunan ini.

In 2019 there is no change of laws and regulations significantly affecting the company's performance. Therefore, the related information does not appear in this annual report.

REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM
Realization on Public Offering Funds that Has Been Used

Perseroan belum menawarkan sahamnya kepada publik melalui Penawaran Umum Perdana (IPO) dan masih merupakan perusahaan tertutup sehingga Perseroan tdak memiliki informasi tentang realisasi penggunaan dana hasil penawaran umum.

The Company has not offered its share to public through Initial Public Offering (IPO) and being a not listed company so that the Company did not have any information about realization on the funds used from public offering.

PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP LAPORAN KEUANGAN PERUSAHAAN

Amendment of Accounting Policies and Its Impact on Company Financial Statements

PERUBAHAN KEBIJAKAN AKUNTANSI

Penerapan Standar Akuntansi Keuangan (PSAK) Baru Dan Revisi dan Interpretasi Standar Akuntansi Keuangan (ISAK).

a. Standar dan Amandemen Standar yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan dari Ikatan Akuntan Indonesia yang berlaku efektif pada tahun buku 2019:
   - PSAK 22 (penyesuaian), Kombinasi Bisnis;
   - PSAK 24 (amendemen), Imbalan Kerja tentang amendemen, kurtailmen, atau penyelesaian program;
   - PSAK 26 (penyesuaian), Biaya Pinjaman;
   - PSAK 46 (penyesuaian), Pajak Penghasilan;
   - PSAK 66 (penyesuaian), Pengaturan Bersama;
   - ISAK 33, Transaksi Valuta Asing dan Imbalan di Muka;
   - ISAK 34, Ketidakpastian dalam Perlakuan Pajak Penghasilan.

b. Standar dan Amandemen Standar yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan dari Ikatan Akuntan Indonesia, relevan namun baru berlaku efektif untuk tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2020, dengan penerapan dini diperkenankan, yaitu:
   - PSAK 15 (Amandemen), "Investasi pada Entitas Asosiasi dan Ventura Bersama tentang Kepentingan Jangka Panjang pada Entitas Asosiasi dan Ventura Bersama"
   - PSAK 62 (Amandemen), "Kontrak Asuransi: Menerapkan PSAK 71: Instrumen Keuangan dengan PSAK 62: Kontrak Asuransi"
   - PSAK 71 (Amandemen 2017), "Instrumen Keuangan"
   - PSAK 72 (Amandemen 2017), "Pendapatan dari Kontrak dengan Pelanggan"
   - PSAK 73, "Sewa"

CHANGES IN ACCOUNTING POLICIES

Adoption of New and Revised Statements of Financial Accounting Standards ("PSAK") and Interpretations of Financial Accounting Standards ("ISAK").

a. Standards and Amendments Standards that issued by Financial Accounting Standards of Board of Indonesian Institute of Accountants which became effective on the year of 2019:
   - PSAK 22 (improvement), Business Combination;
   - PSAK 24 (amendment), Plan Amendment, Curtailment or Settlement;
   - PSAK 26 (improvement), Borrowing Cost;
   - PSAK 46 (improvement), Income Tax;
   - PSAK 66 (improvement), Joint Arrangement;
   - ISAK 33, Foreign Currency Transactions and Advance Consideration;
   - ISAK 34, Uncertainty Over Income Tax Treatments

b. Standard and Amendment Standards that hase been issued by the Financial Accounting Standards Board of Indonesian Institute of Accountants, are relevant but it's effectively for financial book year in beginning on or after January 1, 2020, with early application permitted as follows:
   - PSAK 15 (Amendment), "Investments in Associates and Joint Ventures: Long Term Interest in Associate and Joint Ventures"
   - PSAK 62 (Amendment), "Insurance Contract: Applying PSAK 71: Financial Instruments with PSAK 62: Insurance Contracts"
   - PSAK 71 (Amendment 2017), "Financial Instruments"
   - PSAK 72 (Amendment 2017), "Revenue from Contract with Customers"
   - PSAK 73, "Leases"

PERUBAHAN KEBIJAKAN AKUNTANSI DAN DAMPAKNYA TERHADAP LAPORAN KEUANGAN PERUSAHAAN

Amendment of Accounting Policies and Its Impact on Company Financial Statements

ALASAN PERUBAHAN KEBIJAKAN AKUNTANSI

Pernyataan Standar Akuntansi Keuangan yang dikeluarkan oleh Ikatan Akuntan Indonesia mengatur perlakuan akuntansi secara menyeluruh untuk berbagai aktivitas bisnis perusahaan di Indonesia. Standar-standar tersebut selain ditujukan untuk mengatur perlakuan akuntansi dari awal sampai ke tujuan akhirnya yaitu untuk pelaporan terhadap pengguna, standar-standar tersebut juga meliputi pedoman perlakuan akuntansi mulai dari perolehan, penggunaan, sampai dengan saat penghapusan untuk setiap elemen-elemen akuntansi. Standar-standar tersebut juga mengatur tentang pengakuan, pengukuran, penyajian dan pelaporan atas keuangan perusahaan. Dan alasan terjadinya perubahan pada Kebijakan Akuntansi yang berlaku adalah untuk dapat mengakomodir perubahan-perubahan yang berimplikasi pada dunia akuntansi.

REASONS FOR CHANGES IN ACCOUNTING POLICIES

The Financial Accounting Standards Statement issued by the Indonesian Institute of Accountants regulates overall accounting treatment for various business activities of companies in Indonesia. These standards are not only intended to regulate accounting treatment from the beginning to the end of a year, namely for reporting to users, these standards also include guidelines for accounting treatment starting from the acquisition, the use, and the time of deletion for each of accounting elements. The standards also regulate the recognition, measurement, presentation and reporting of company finances. And the reason for the changes in the applicable Accounting Policy is to be able to accommodate changes that have implications for the accounting patterns.

DAMPAK SECARA KUANTITATIF TERHADAP LAPORAN KEUANGAN

Saat penyajian Laporan Keuangan Konsolidasian ini, manajemen belum menentukan dampak restrospektif, jika ada dari adopsi dimasa yang akan datang dari standar terkait, pada posisi keuangan. Perseroan sedang mengevaluasi dan belum menentukan dampak SAK baru tersebut terhadap laporan keuangan konsolidsian grup.

QUANTITATIVE IMPACT ON FINANCIAL STATEMENTS

When presenting these Consolidated Financial Statements, management has not determined the retrospective impact, if there is any future adoption of the related standard, in the financial position. The Company is evaluating and has not yet determined the impact of the new SAK on the consolidated financial statements.

INFORMASI KELANGSUNGAN USAHA
Business Continuity Information

HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA PERUSAHAAN TAHUN 2019

Dalam menjalankan bisnisnya, Perseroan tentu menghadapi beberapa tantangan dan dari semua tantangan tersebut terdapat beberapa hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku 2019 diantaranya adalah:

1. Risiko keselamatan kapal dan penumpang (Armatek, Operasi, *Designed Person Ashore*).
2. Risiko *public service obligation*;
3. Risiko *pax factor* kapal penumpang;
4. Risiko subsidi kapal barang tol laut; dan
5. Risiko kenaikan BBM.

ASESMEN MANAJEMEN ATAS HAL-HAL YANG BERPOTENSI BERPENGARUH SIGNIFIKAN TERHADAP KELANGSUNGAN USAHA PERUSAHAAN TAHUN 2019

Asesmen manajemen atas hal-hal yang berpengaruh signifikan terhadap kelangsungan usaha perusahaan, PT PELNI (Persero) mengimplementasikan Sistem Manajemen Risiko sesuai dengan *framework* ISO 31000 yang menghasilkan praktik manajemen risiko dengan perspektif lebih luas, mudah dipahami, terukur serta mendukung koordinasi dan integrasi antar unit kerja di Perseroan.

Dalam menyikapi perubahan konteks eksternal secara berkala atau periode triwulanan dilakukan pembahasan risiko-risiko yang ada terhadap pengelolaan Perusahaan antara unit manajemen risiko, Dewan Komisaris dan Direksi.

ASUMSI YANG DIGUNAKAN MANAJEMEN DALAM MELAKUKAN ASESMEN

Dalam penyusunan RKAP 2019 PT PELNI (Persero) salah satu acuannya berdasarkan *Risk Based Budgeting,* dalam hal ini penyusunan anggaran berdasarkan risiko-risiko yang telah terpetakan.

Adapun beberapa asumsi yang digunakan Perseroan berkaitan dengan kelangsungan usaha PT PELNI (Persero) di masa yang akan datang diantaranya adalah kondisi makro ekonomi, kondisi industri pelayaran nasional serta kebijakan Pemerintah. Adapun data asumsi tersebut sebagai berikut:

- Pertumbuhan ekonomi adalah sebesar 5,30%.
- Tingkat inflasi adalah sebesar 3,50%.
- Tingkat suku bunga adalah sebesar 5,30%.
- Kurs 1USD = Rp14.400.

THINGS THAT HAVE POTENTIAL TO SIGNIFICANTLY AFFECT THE COMPANY'S BUSINESS CONTINUITY IN 2019

In conducting its business, the Company certainly faces several challenges, from all these challenges there are some potentially influential things significant to the company's business continuity in the fiscal year 2019 as follows:

1. Ship and passenger safety risks (Armatek, Operation, Designed Person Ashore);
2. Public service obligation risk;
3. Passenger ship pax factor risk;
4. Subsidizing Tol Laut carriages risk; and
5. Rising fuel prices risk.

MANAGEMENT ASSESSMENT ON THINGS THAT HAVE POTENTIAL TO SIGNIFICANTLY AFFECT THE COMPANY'S CONTINUITY BUSINESS IN 2019

Management assessment on the matters affect the business continuity of the Company significantly, PT PELNI (Persero) implements risk management system based on ISO 31000 framework resulting the widely perspectives, easy to understand and measurable of risk management practices to support each unit coordination and integration in the Company.

In responding the external changing context periodically and quarterly has been discussed the existing risks on the Company management between risk management unit, the Board of Commissioners and Directors

ASSUMPTIONS USED BY MANAGEMENT IN CONDUCTING ASSESSMENT

In preparing PT PELNI (Persero) 2019 work and budget plan, one of the asumption based on Risk Based Budgeting, in this form of budgeting based on risks mapped.

The assumptions used by the Company relating to the business continuity of PT PELNI (Persero) in the future include macroeconomic climate, the conditionsof national shipping industry and Government policies. The assumptions are as follows:

- Economic growth is 5.30%.
- The inflation rate is 3.50%.
- The interest rate is 5.30%.
- 1USD currency = Rp14,400.

INFORMASI KELANGSUNGAN USAHA
Business Continuity Information

- Harga BBM adalah sebesar Rp5.360/liter.
- Harga minyak pelumas Rp36.500/liter.
- Jaringan (Pola) Trayek 23 *voyage*.

Asumsi tersebut juga didukung oleh peran PT PELNI (Persero) dalam beberapa aspek, antara lain:

- **Infrastruktur Negara**
  PT PELNI (Persero) menyediakan akses transportasi publik antar pulau (daerah yang sudah dan sedang berkembang) termasuk angkutan transmigrasi dan TKI (Tenaga Kerja Indonesia).
- **Agen Pembangunan**
  PT PELNI (Persero) menyediakan akses transportasi publik ke wilayah pulau terpencil dan terluar guna mempercepat pembangunan dan membuka isolasi geografis, seperti: Miangas, Letung, Tarempa, Natuna, Midai, Serasan, Nunukan.
- **Sistem Logistik**
  PT PELNI (Persero) mengangkut kebutuhan pokok dan kebutuhan lainnya bagi masyarakat seluruh Indonesia termasuk di pulau-pulau terpencil dan terluar guna stabilisasi harga antara daerah dan pusat.
- **Kedaulatan NKRI**
  PT PELNI (Persero) menyediakan akses untuk keperluan sosial politik Negara dan pertahanan nasional melalui kunjungan regular antar pulau.
- **Tanggap Darurat**
  PT PELNI (Persero) menyediakan angkutan dengan kapasitas besar, cepat dan handal ke seluruh pelosok Nusantara untuk kondisi darurat nasional.

KAJIAN ATAS KELANGSUNGAN USAHA

Perusahaan juga melakukan penghitungan kelangsungan usaha dengan menggunakan metode Z-score model yakni model yang dikembangkan dari kombinasi beberapa formula analisis rasio keuangan untuk perusahaan yang belum *go-public* oleh Edwards Altman dengan formula sebagai berikut:

- The fuel price is Rp5,360/litre
- Price of lubricant oil is Rp36,500/litre
- Route Network (Pattern). 23 voyage.

The assumptions are also supported by role of PT PELNI (Persero) in several aspects, as follows:

- **State Infrastructure**
  PT PELNI (Persero) provides inter islands public transportation access (developed and developing regions) including transmigration and TKI (Indonesian Workers).
- **Agent of Development**
  PT PELNI (Persero) provides public transportation access to remote and border islands to accelerate development and eliminate geographical isolation, such as: Miangas, Letung, Tarempa, Natuna, Midai, Serasan, Nunukan.
- **Logistic System**
  PT PELNI (Persero) carries groceries and other essentials for society across Indonesian territory including in remote and border islands to stabilzie price between rural and urban (central) area.
- **NKRI Sovereignit**
  PT PELNI (Persero) provides access for national social and political needs as well as national security through inter-island regular visit.
- **Emergency Response**
  PT PELNI (Persero) provides large-capacity, fast and reliable fleets nationwide for national emergency condition.

REVIEW OF THE BUSINESS CONTINUITY

The company also calculates business continuity using Z-score model, a model developed by a combination of several financial ratio analysis formula for companies that have not been publicly listed by Altman Edwards with the following formula:

$$\text{Z-Score} = \frac{6{,}56 \times \text{Laba sebelum bunga dan pajak (Earning before Tax and Interest)}}{\text{Jumlah Aset (Total Asset)}} + \frac{3{,}26 \times \text{Laba sebelum bunga dan pajak (Earning before Tax and Interest)}}{\text{Jumlah Aset (Total Asset)}} \quad \frac{1{,}05 \times \text{Laba sebelum bunga dan pajak (Earning before Tax and Interest)}}{\text{Jumlah Kewajiban (Total Liabilities)}} + \frac{6{,}72 \times \text{Laba sebelum bunga dan pajak (Earning before Tax and Interest)}}{\text{Jumlah Kewajiban (Total Liabilities)}}$$

Berdasarkan hasil perhitungan Z-score model tahun 2019 diperoleh *score* 51,58 sedangkan *score* tahun 2018 sebesar 59,08 sehingga mengindikasikan sangat jauh diatas batas 'tidak pailit' atau diartikan bahwa dalam menjalankan aktivitasnya, perusahaan dan entitas anaknya sangat mampu menjaga kelangsungan usahanya.

Based on the results of the 2019 Z-score calculation, obtained a score of 51.58 while the 2019 score was 59.08 so it indicated that it was lenghtly above the 'not bankrupt' limit or interpreted tha the Company and its subsidiary entities were essentially able to maintain the continuity of its business.

ASPEK PEMASARAN
Marketing Aspect

STRATEGI PEMASARAN

Pada tahun 2019, Perseroan merealisasikan sasaran strategis di bidang pemasaran, sebagai berikut:

1. Meningkatkan penjualan angkutan penumpang di kapal penumpang dan kapal perintis;
2. Meningkatkan penjualan angkutan barang di kapal tol laut, kapal penumpang dan perintis;
3. Meningkatkan kepuasan pelanggan; dan
4. Mengembangkan program dan kegiatan *lifestyle bussiness*, yakni :
   A. *MICE ON BOARD*
      » *Meeting on board*
      » *Study on board*
      » *Tour on board*
      » *Venue on board*
      » *Weekend diving course*
   B. WISATA BAHARI
      » Karimun jawa
      » Banda Naera
      » Pulau Seribu

PT PELNI (Persero) menyediakan wisata bahari ini melalui 3 cara yakni :

1. Sesuai trayek
2. Kapal *stay*
3. *Charter*

Langkah strategis atau rencana kerja yang akan dilakukan sejalan dengan sasaran strategis di bidang pemasaran, diantaranya adalah:

1. Meningkatkan penjualan angkutan penumpang di kapal penumpang dan kapal perintis
   a. Pengembangan *New PELNI Ticketing System*
   b. Optimasi produktivitas melalui penjualan kegiatan
   c. Penerbitan emplooi 3 bulan ke depan
2. Meningkatkan penjualan angkutan barang di kapal tol laut, kapal penumpang dan perintis
   a. Kerjasama muatan dengan PT Pos Indonesia dan Bank Indonesia
   b. Pengembangan aplikasi transaksi dan pelaporan angkutan barang

MARKETING STRATEGY

In 2019, the Company had implemented strategic objectives of marketing sector, as follows:

1. Increasing the sales of passenger transport on passenger ships and perintis ships;
2. Increasing the sales of goods transport on Tol Laut, passenger and perintis ships;
3. Improving the customer satisfaction; and
4. Developing the program and lifestyle business activities, among others:
   A. MICE ON BOARD
      » Meeting on board
      » Study on board
      » Tour on board
      » Venue on board
      » Weekend diving course
   B. MARINE TOURISM
      » Karimun jawa
      » Banda Naera
      » Pulau Seribu

PT PELNI (Persero) provides marine tourism through 3 ways, which are:

1. Based on route.
2. Stay ship.
3. Charter.

The strategic steps or work plans that will be carried out alligned with the strategic objectives in the marketing, which includes:

1. Increase the passenger transport slaes on passenger ships and perintis ships
   a. New PELNI Ticketing System development
   b. Productivity optimization through on-board sales activities.
   c. Emplooi publishing for the next 3 months.
2. Increase the freight transport sales on Tol Laut, passenger and perintis ships
   a. Collaboration with PT Pos Indonesia and Bank Indonesia
   b. Development of transaction applications and freight transportation reporting

ASPEK PEMASARAN
Marketing Aspect

3. Meningkatkan kepuasan pelanggan
   a. Implementasi SOP Makan berdasarkan ISO 22000
   b. Implementasi sistem pengendalian katering berbasis IT
   c. Pengembangan sarana *contact center*
   d. Standarisasi sarana toilet siap pakai
4. Mengembangkan bisnis keagenan dan wisata
   a. Pembelian/modifikasi kapal wisata
   b. Otomatisasi sistem *online booking*
   c. Otomatisasi sistem pelayanan wisata
   d. Mengembangkan aplikasi keagenan
   e. Pengembangan paket wisata bahari

PANGSA PASAR

Pangsa pasar PT PELNI (Persero) didominasi oleh karakter penumpang menengah ke bawah dengan barang bawaan (kargo) yang signifikan serta penumpang yang tinggal atau menuju daerah tanpa adanya layanan transprotasi udara. Pangsa pasar Perseroan lainnya adalah *shipper* yang membutuhkan alat angkut terjadwal.

3. Increase customer satisfaction
   a. Implementation of Eating SOPs based on ISO 22000
   b. Implementation of IT-base catering control system
   c. Contact center facilities development
   d. Standardization of toilet facilities ready to use
4. Develop agency and tourism business
   a. Purchase/modification of tour boats
   b. Online booking systems automation
   c. Tourism service systems automation
   d. Agency applications development
   e. Marine tourism packages development

MARKET SHARE

Market share of PT PELNI (Persero) is dominated by characteristic of middle-low passenger with signficant cargo as well as passengers who stays or departs to several areas without aircraft transportation service. Another market share of the Company is the shipper with regular transportation needs.

PROSPEK USAHA DAN STRATEGI PERUSAHAAN

Business Prospect and Strategies of the Company

PROSPEK USAHA

Asian Development Bank (ADB) memperkirakan perekonomian Indonesia tumbuh 2,5% pada tahun 2020 lantaran mewabahnya virus Corona alias Covid-19. Meskipun Indonesia memiliki landasan makro ekonomi yang kuat, wabah Covid-19 yang tengah berlangsung ditambah dengan penurunan harga komoditas dan gejolak pasar keuangan akan berimplikasi negatip bagi perekonomian dunia dan Indonesia tahun ini. Sementara versi Pemerintah, pertumbuhan ekonomi tahun 2020 dalam skenario berat hanya tumbuh 2,35% sedangkan skenario sangat berat bisa -0,4%.

Semua prediksi dan perhitungan di atas sangat tergantung pada perkembangan situasi Covid-19 yang sampai saat ini sulit diprediksikan oleh siapapun mengenai berakhirnya Covid-19 tersebut tetapi sebagian besar memprediksikan bahwa pada kuartal III 2020 dan berikutnya pertumbuhan ekonomi sudah lebih membaik dibanding kuartal II 2020.

Industri pelayaran di Indonesia juga terdampak cukup besar akibat Covid-19 ini, diantaranya adalah kapal tidak dapat mengangkut penumpang, larangan mudik bareng dan adanya penutupan pelabuhan. Adapun beberapa peraturan yang dikeluarkan selama masa pandemi ini, meliputi:

- Undang Undang Republik Indonesia Nomor 6 Tentang Kekarantinaan Kesehatan
- Peraturan Pemerintah Republik Indonesia Nomor 21 Tahun 2020 tentang Pembatasan Sosial Berskala Besar Dalam Rangka Percepatan Penanganan *Corova Virus Disease* 2019 (Covid-19);
- Peraturan Menteri Kesehatan Republik Indonesia Nomor 9 Tahun 2020 tentang Pedoman Pembatasan Sosial Berskala Besar Dalam Rangka Percepatan Penanganan *Corova Virus Disease* 2019 (Covid-19);
- Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 18 Tahun 2020 Tentang Pengendalian Transportasi Dalam Rangka Pencegahan Penyebaran *Corova Virus Disease* 2019 (Covid-19);
- Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 25 Tahun 2020 Tentang Pengendalian Transportasi Selama Masa Mudik Idul Fitri Tahun 1441 Hijriah Dalam Rangka Pencegahan Penyebaran *Corova Virus Disease* 2019 (Covid-19);

BUSINESS PROSPECT

Asian Development Bank (ADB) predicted that Indonesia economy will grow 2.5% by 2020 due to the Corona or Covid-19 Virus outbreaks. Despite of Indonesia's solid macroeconomic foundation, the ongoing Covid-19 outbreaks coupled with downtrend commodity prices and financial market turmoil will have negative implication for the World and Indonesia economy in this year. Thus, the Government's point of view to economic growth in 2020 through the bad scenario only grows 2.35% and the worst scenario could be at -0.4%.

All prediction and calculation above depend on the Covid-19 outbreaks situation which has been difficult to predict by anyone when this Covid-19 outbreaks end, most of prediction still refer that in the third quarter of 2020 and the economic growth will be better than the second quarter of 2020.

The spread of Covid-19 also impacted on Shipping industry in Indonesia, including as unable to transport the passengers, Homecoming prohibition and ports temporarily close. The following is some regulations issued during this pandemic situation, including:

- Republic of Indonesia Law Number 6 regarding Health Quarantine
- Government of Republic of Indonesia Regulation Number 21 of 2020 concerning Large-Scale Social Restrictions Guidelines to Accelerate in Handling of Coronavirus Disease 2019 (Covid-19)
- The Ministry of Health of Republic of Indonesia Regulation Number 9 of 2020 on Large-Scale Social Restrictions Guidelines to Accelerate in Handling of Coronavirus Disease 2019 (Covid-19)
- The Ministry of Transportation of Republic of Indonesia Regulation Number PM 18 of 2020 regarding Transportation Control to Prevent the Spread of Coronavirus Diseases 2019 (Covid-19)
- The Ministry of Transportation of Republic of Indonesia Regulation Number PM 25 of 2020 concerning Transportation Control during Homecoming Season of Eid Al-Fitr 1441 Hijri to Prevent the Spread of Coronavirus Disease 2019 (Covid-19)

PROSPEK USAHA DAN STRATEGI PERUSAHAAN
Business Prospect and Strategies of the Company

STRATEGI PERUSAHAAN TAHUN 2020

Sesuai dengan RJPP Transformasi PT PELNI (Persero), Perseroan memiliki Visi dan Misi tahun 2020 – 2024, yaitu:

Visi 2020 - 2024

Menjadi Perusahaan Pelayaran dan Logistik Maritim Terkemuka di Asia Tenggara

Adapun makna dari "Terkemuka" adalah:

a. Memiliki jaringan trayek yang optimal
b. Memiliki pertumbuhan kinerja perusahaan yang optimal
c. Memiliki *operation & service excellence*
d. *Center of excellence* usaha pelayaran nasional, yang meliputi sumber daya manusia, produksi, distribusi, pelayanan dan keselamatan dan kesehatan lingkungan.

Misi 2020 - 2024

1. Menjamin aksesibilitas masyarakat dengan mengelola angkutan laut untuk menunjang terwujudnya Wawasan Nusantara
2. Mengelola dan mengembangkan usaha logistik maritim di Indonesia dan Asia Tenggara
3. Meningkatkan nilai perusahaan melalui kreativitas, inovasi, digitalisasi proses bisnis dan pengembangan sumber daya manusia untuk mencapai pertumbuhan yang berkesinambungan.
4. Menjalankan usaha secara adil dengan memperhatikan asas manfaat bagi semua pemangku kepentingan dengan menerapkan prinsip *good corporate governance.*
5. Berkontribusi positif terhadap negara dan karyawan, serta berperan aktif dalam pembangunan lingkungan dan pelayanan kepada masyarakat.

COMPANY'S STRATEGIES IN 2020

Based on RJPP transformation of PT PELNI (Persero), the Company has vision and mission for 2020-2024, which are:

Vision for 2020-2024

Becoming the Leading Shipping and Maritime Logistics Company in South-East Asia.

The meaning of "Leading" is:

a. Have the optimal routes.
b. Have the optimal performance of the Company.
c. Maintain operation and service excellence.
d. Center of Excellence for National shipping provider, covering human resources, production, distribution, service, safety and environmental health.

Mission for 2020-2024

1. Ensure the accessibility for the community by managing sea transport to boost the creation of "Wawasan Nusantara"
2. Manage and develop maritime logistic business in Indonesia and South-East Asia
3. Increase the Company's Value by creativity, innovation, digitising the business process and human resources development toward sustainable growth.
4. Maintain fair business operations by taking the benefits for all Stakeholders into consideration through applying the principles of good corporate governance.
5. Positive contribution to the Nation and our employees, as well as actively caring for the environment and providing the services for the community.

PROSPEK USAHA DAN STRATEGI PERUSAHAAN
Business Prospect and Strategies of the Company

ROADMAP PELNI 2020-2024
PELNI Roadmap 2020-2024

SUSTAINABLE PROFITABLE GROWTH

2020 -2021

- Market Development
- Product Development
- Operational Excellence : Process Automation
- Corporate Culture Strengthening
- Digitalization - Design & Building

BUSINESS EXPANSION

2022 -2024

- Business Development
- Market Penetration Strategy
- Corporate Culture Strengthening & Sustainability
- Digitalization - Design & Building

Dari *Roadmap* PELNI 2020 – 2024, Perseroan akan berada pada fase *Sustainable Profitable Growth* pada tahun 2020, dengan menjalankan strategi sebagai berikut:

1. *Market Development*
2. *Product Development*
3. *Operational Excellence: Process Automation*
4. *Corporate Culture Strengthening*
5. *Digitalization – Design & Building*

Framework pada setiap bisnis inti disusun untuk menentukan inisiatif strategis, yaitu:

1. Usaha Angkutan Penumpang *(Operational Efficiency, Service Excellence, Business Enhancement)*
    - Pengembangan sistem pengelolaan bahan bakar, material dan *sparepart* seluruh kapal berbasis teknologi informasi
    - Peningkatan efektivitas operasional kapal untuk menciptakan *on-time performance* untuk konsisten melalui evaluasi jadwal *dock, closing date* dan *closing time* secara berkala
    - *Full electronic ticketing system* untuk kapal penumpang dan perintis

Based on PELNI Roadmap 2020-2024, the Company will be entry to Sustainable Profitable Growth in 2020, by conducting some strategies as follows:

1. Market Development
2. Product Development
3. Operational Excellence: Process Automation
4. Corporate Culture Strengthening
5. Digitalization – Design & Building

Frameworks for core business to determine the strategic initiatives, which are as follows:

1. Passenger Transport Business (Operational Efficiency, Service Excellence, Business Enhancement)
    - Developing management systems of fuel, material and spare parts for all Ships - information technology base.
    - increasing the effectiveness of ship operations to create consistent on-time performance by periodic evaluation of dock schedules, closing date and closing time.
    - Full electronic ticketing system for passenger and perintis ships.

PROSPEK USAHA DAN STRATEGI PERUSAHAAN
Business Prospect and Strategies of the Company

- Peningkatan standar pelayanan di atas kapal penumpang dan perintis
- Peningkatan layanan *post-board* melalui integrasi moda transportasi
- Peningkatan pendapatan melalui optimalisasi rute komersil dan penugasan
- Peningkatan pendapatan melalui pengoperasian kapal wisata (pinisi)

2. Usaha Angkutan Barang *(Market Expansion, Operational Excellence, Business Portfolio)*
   - Peningkatan *load factor* melalui analisa *market data* berbasis teknologi informasi
   - Penambahan kapasitas *reefer container* untuk kapal barang eksisting
   - *Write-off* 3 kapal KM Caraka Jaya Niaga
   - Pengembangan angkutan barang multipurpose (curah dan atau kontainer)
   - Peningkatan skala bisnis angkutan barang melalui sinergi BUMN (logistik)
   - Pengembangan rute internasional untuk kapal barang
3. Usaha Logistik *(Market Expansion, Operational Excellence, Business Portfolio)*
   - Peningkatan layanan *cargo handling* dan *cargodooring* di seluruh cabang
   - Peningkatan layanan *cargo reservation online*
   - Optimalisasi layanan melalui digitalisasi proses bisnis angkutan barang
   - Sinergi BUMN dan anak/cucu Perusahaan terkait jasa pengiriman barang di atas 30 kg
   - Kerjasama dengan perusahaan swasta terkait jasa pengiriman barang di atas 30 kg
   - Kerjasama operasi/usaha depo kontainer di Jakarta, Surabaya, Kuala Tanjung, Makassar, Bitung dan Sorong
   - Kerjasama operasi/usaha sub-depo kontainer di Batam, Pontianak, Balikpapan, Kendari, Kupang, Morotai, Saumlaki, Manokwari dan Timika

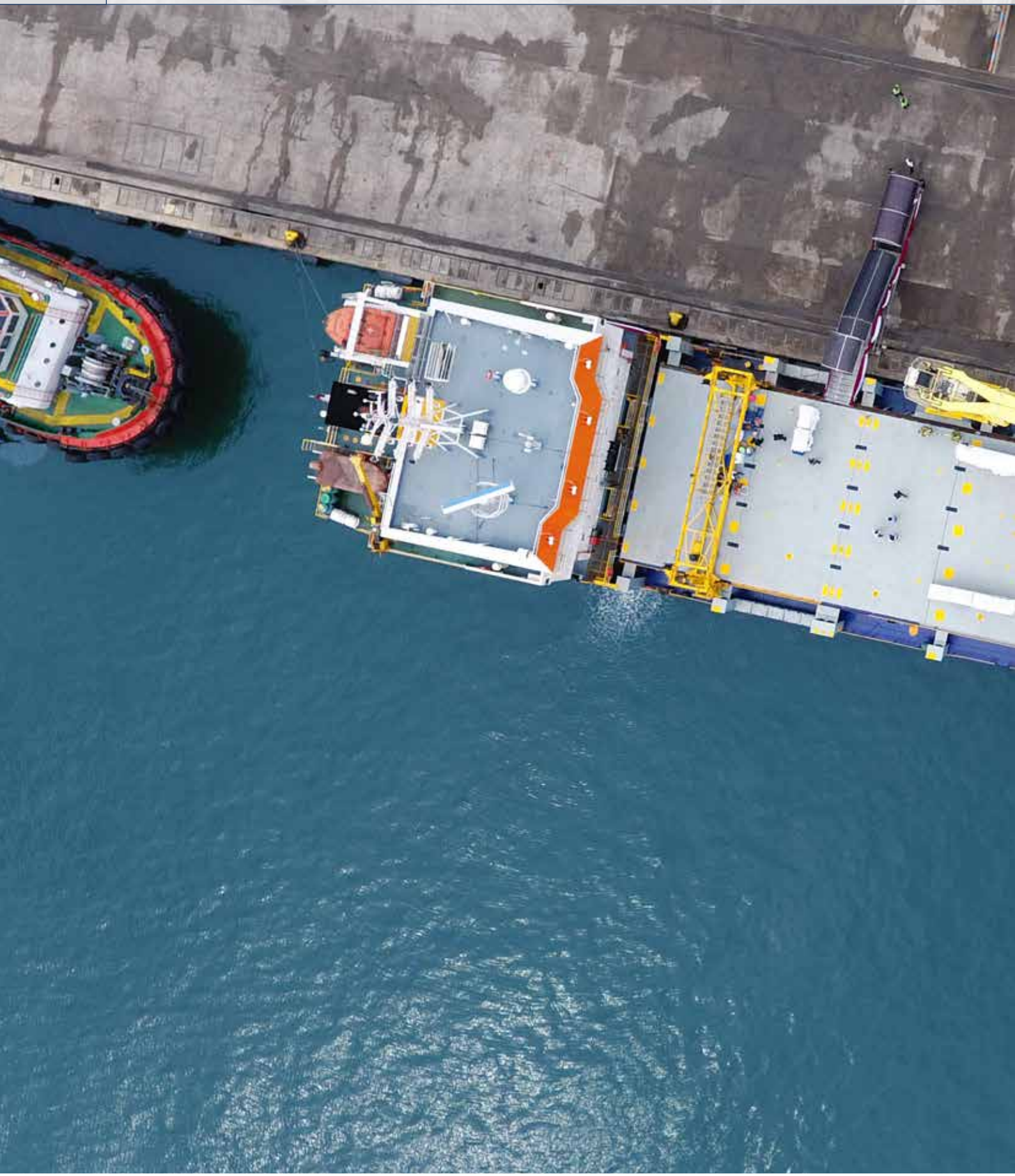
- Improving Service Standard for passenger and perintis ships.
- Upgrading post-board service by integrating transportation.
- Increasing the income by optimizing commercial and assignment routes.
- ncreasing the income by operating marine tourism ships (pinisi).

2. Cargo Carrier Business (Market Expansion, Operational Excellence, Business Portfolio)
   - Increasing load factor by market data analyzing - information technology base.
   - Upgrading the reefer container capacity for existing cargo ships.
   - Write-off of 3 MV. Caraka Jaya Niaga.
   - Developing Multipurpose cargo transport (bulk and/or container).
   - Increasing cargo transport business scale through “sinergi BUMN” (logistic).
   - New entry to International Routes for cargo ships.
3. Logistic Business (Market Expansion, Operational Excellence, Business Portfolio)
   - Improving cargo handling and cargodoring services for all branches
   - Upgrading online cargo reservation services
   - Services optimization by digitising the process of forwarding transport business
   - SOE Synergy and subsidiaries/entity of the Company related to above 30kg weight of freight forwarding services
   - Cooperating with private company related to above 30kg weight of freight forwarding services
   - Operating/Container Depot cooperation in Jakarta, Surabaya, Kuala Tanjung, Makassar, Bitung dan Sorong
   - Operating/Container Sub-Depot Cooperation in Batam, Pontianak, Balikpapan, Kendari, Kupang, Morotai, Saumlaki, Manokwari and Timika

PROSPEK USAHA DAN STRATEGI PERUSAHAAN
Business Prospect and Strategies of the Company

4. Usaha *Trading (Market Expansion, Operational Excellence, Business Portfolio)*
   - Sinergi BUMN dengan skema *distributor ship* produk BUMN dan perusahaan swasta
   - Sinergi BUMN sebagai pemasok BUMN, PELNI Group, Instansi Pemerintah dan perusahaan swasta
   - Optimalisasi kegiatan trading jenis muatan *dry* dan *reefer container*
   - Pengembangan platform untuk *trading online (e-commerce)*
   - Kerjasama operasi/usaha *distribution center* di Jakarta, Surabaya, Kuala Tanjung, Makassar, Bitung, Sorong melalui sinergi dengan BUMN/ PELNI Group/ Instansi Pemerintah
   - Kerjasama operasi/ usaha *sub-distribution center* di Batam, Pontianak, Balikpapan, Kendari, Kupang, Morotai, Saumlaki, Manokwari dan Timika
5. Teknologi Informasi sebagai *enabler function (Human Capital, Organization Capital)*
   - *Integrated talent database* (PELNI Group)
   - *Talent acquisition & development*
   - *Performance Management & Reward System*
   - Pengembangan *Knowledge Management System*
   - *Integrasi Knowledge Management System of* PELNI Group
   - *Development organization capabilities*
   - *Organization strengthening*
   - *Culture strengthening*
   - *Culture Sustainability*
   - *Assessment Center*
   - *Crew Manning*
   - Hotel Bahtera

4. Trading Business (Market Expansion, Operational Excellence, Business Portfolio)
   - SOE Synergy with the scheme of ship product distributor for SOEs and private company
   - SOE Synergy as a supplier for other SOEs, PELNI Group, Government Institution and private company
   - Trading optimization for dry cargo and reefer container
   - Upgrading the platform for online trading (e-commerce)
   - Operating/Distribution Center Business cooperation in Jakarta, Kuala, Makassar, Bitung, Sorong toward the synergy with SOE/ PELNI group/Government Institution
   - Operating/sub-distribution center business cooperation in Batam, Pontianak, Balikpapan, Kendari, Kupang, Morotai, Saumlaki, Manokwari and Timika.
5. Information Technology as enabler function (Human Capital, Organization Capital)
   - Integrated talent database (PELNI Group)
   - Talent acquisition & development
   - Performance Management & Reward System
   - Developing Knowledge Management System
   - Integrated Knowledge Management System of PELNI Group
   - Development organization capabilities
   - Organization strengthening
   - Culture strengthening
   - Culture Sustainability
   - Assessment Center
   - Crew Manning
   - Bahtera Hotel



BAB 05

TATA KELOLA PERUSAHAAN YANG BAIK

Good Corporate Governance

PENDAHULUAN
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TATA KELOLA PERUSAHAAN

Perseroan menerapkan struktur dan mekanisme GCG dengan tujuan untuk menjalankan suatu proses dan struktur untuk mencapai target kinerja serta mewujudkan akuntabilitas Perseroan guna menghasilkan nilai tambah bagi pemegang saham dan pemangku kepentingan dengan tetap memperhatikan kepentingan stakeholders lainnya.

Penerapan Praktik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance* atau GCG) di PT PELNI (Persero) merujuk pada sejumlah peraturan perundang-undangan yang berlaku di Indonesia, antara lain Undang-Undang No. 40 tahun 2007 mengenai Perseroan Terbatas dan Keputusan Menteri Negara Badan Usaha Milik Negara Nomor: Kep 117/M-MBU/2002 tanggal 31 Juli 2002 tentang Penerapan Praktek *Good Corporate Governance* pada Badan Usaha Milik Negara (BUMN).

TUJUAN PENERAPAN TATA KELOLA PERUSAHAAN

Adapun tujuan penerapan GCG menurut Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik *(Good Corporate Governance)* pada BUMN. adalah:

CORPORATE GOVERNANCE

The Company implements the structure and mechanism of GCG that aims to operate process and structure to achieve performance target and accountability of the Company to generate added-value for the Shareholders and Stakeholders by still maintaining the interests of other Stakeholders.

Implementation of Good Corporate Governance (GCG) practice at PT PELNI (Persero) refers to several prevailing Laws in Indonesia, among others, Law Number 40 of 2007 on Limited Liability Company and Ministry of State-Owned Enterprises' Decree Number Kep-117/M-MBU/2002 dated July 31, 2002 regarding Implementation of Good Corporate Governance in State-Owned Enterprises (SOE).

AIMS OF CORPORATE GOVERNANCE IMPLEMENTATION

Adapun tujuan penerapan GCG menurut Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/2012 tanggal 6 Juli 2012 tentang Perubahan Atas Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (Good Corporate Governance) pada BUMN. adalah:

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1. Mengoptimalkan nilai-nilai Perseroan agar senantiasa mampu mempertahankan posisinya di pasar serta dapat mencatat pertumbuhan yang berkelanjutan demi merealisasikan visi, misi, dan tujuan Perseroan.
2. Mampu mewujudkan pengelolaan perusahaan yang profesional, efektif dan efisien, serta dapat memberdayakan fungsi dan meningkatkan kemandirian masing-masing organ Perseroan.
3. Mendorong setiap organ Perseroan untuk selalu menjunjung tinggi etika bisnis dan nilai-nilai moral saat membuat sebuah keputusan, serta senantiasa melandaskan tindakannya pada perundang-undangan yang berlaku dan kesadaran akan adanya tanggung jawab sosial Perusahaan terhadap pemangku kepentingan maupun kelestarian lingkungan di sekitar Perusahaan.
4. Meningkatkan kontribusi Perseroan di dalam perekonomian nasional.
5. Mendukung pemerintah untuk menciptakan iklim bisnis yang kondusif terhadap perkembangan investasi nasional.

1. Optimizing corporate values in order to maintain its position in the market and gain a sustainable growth in order to realize its vision, mission, and goals.
2. Encouraging professional, effective, and efficient management of the company as well as empowering function and increasing independence of the Company's organs.
3. Encouraging the Company's organs in upholding business ethics and moral values in every decision made, also complying every action with prevailing regulations and considering corporat social responsibility toward stakeholders and environmental preservation around the Company.
4. Improving the Company's contribution for the national economy.
5. Creating business climate for the development of national investment.

IMPLEMENTASI PRINSIP GCG PT PELNI (PERSERO)

IMPLEMENTATION OF PT PELNI (PERSEO) GCG PRINCIPLE

Prinsip Principle	**Penjelasan** Description	**Implementasi** Implementation
Transparency Transparansi	Prinsip transparansi yaitu keterbukaan dalam melaksanakan proses pengambilan keputusan dan keterbukaan dalam mengemukakan informasi material dan relevan mengenai Perusahaan. Perusahaan akan mematuhi peraturan perundang-undangan yang mengatur masalah keterbukaan informasi yang berlaku bagi Perusahaan. Transparansi juga mencakup hal-hal yang relevan dengan informasi yang dibutuhkan oleh publik berkaitan dengan produk dan aktivitas operasional Perusahaan yang secara potensial dapat mempengaruhi perilaku pemangku kepentingan. The principle of transparency is openness in implementing the decision-making process and openness in disclosing material and relevant information about the Company. The Company shall comply with laws and regulations governing information disclosure issues applicable to the Company. Transparency also includes matters relevant to the information required by the public in relation to the Company's products and operational activities that potentially influence stakeholder behavior.	Melaksanakan aktivitas keterbukaan informasi melalui pemenuhan kewajiban pelaporan kepada Pemegang Saham, dan melalui pelaporan keuangan dan melalui media komunikasi resmi. Perform information disclosure activity by fulfilling reporting obligation to the Shareholders as well as financial reporting and through official communication media.

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Prinsip Principle	Penjelasan Description	Implementasi Implementation
Accountability Akuntabilitas	Prinsip akuntabilitas yaitu kejelasan fungsi, pelaksanaan dan pertanggungjawaban Organ Perusahaan sehingga pengelolaan Perusahaan terlaksana secara efektif. The principle of accountability is the clarity of functions, implementation and accountability of the Company's Organs which enable the Company's management effectively implemented. Akuntabilitas berkaitan dengan pelaksanaan tugas dan wewenang yang dimiliki seseorang atau satuan kerja dalam melaksanakan tanggung jawab yang dibebankan Perusahaan. Akuntabilitas ini meliputi penjelasan atas pelaksanaan tugas dan wewenang, pelaporan atas pelaksanaan tugas dan wewenang, serta pertanggungjawaban atas aktivitas dalam melaksanakan tugas dan wewenang tersebut. Accountability relates to the execution of duties and authorities owned by a person or work unit in carrying out the responsibilities imposed by the Company. This accountability includes explanations of the performance of duties and authorities, reporting on the execution of duties and authorities, and accountability for activities in performing these duties and authorities.	Memiliki struktur tata kelola perusahaan yakni organ utama yang saling menunjang terciptanya pelaksanaan tugas yang transparan dan independen. Perseroan juga telah melengkapi pedoman-pedoman yang berfungsi untuk menjadi panduan penerapan tata kelola perusahaan. Having corporate governance structure including main structures that are supports implementation of transparent and independent duty. The Company also has equipped manuals that are functioned as corporate governance implementation guideline.
Responsibility Pertanggungjawaban	Prinsip pertanggungjawaban yaitu kesesuaian di dalam pengelolaan Perusahaan terhadap peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. The principle of accountability is the suitability in the management of the Company with the prevailing laws and regulations and the principles of sound corporations.	Menerapkan mekanisme tata kelola perusahaan yang bersifat cross check untuk memastikan responsibilitas dari masing-masing fungsi struktur tata kelola perusahaan melaksanakan tugas dan tanggung jawabnya sebaik-baiknya tanpa benturan kepentingan dan intervensi. Implementation of cross-check corporate governance mechanism to ensure responsibility of each function of the corporate governance structure to exercise their duty and responsibility properly without conflict of interest and intervention.
Independency Kemandirian	Prinsip kemandirian yaitu keadaan di mana Perusahaan dikelola secara profesional tanpa benturan kepentingan dan pengaruh/tekanan dari pihak manapun yang tidak sesuai dengan peraturan perundang-undangan yang berlaku dan prinsip-prinsip korporasi yang sehat. The principle of independence is the state in which the Company is professionally managed without conflict of interest and influence / pressure from any party that is inconsistent with the prevailing laws and regulations and sound corporate principles.	Perseroan dikelola secara profesional tanpa adanya benturan kepentingan ataupun intervensi dan dominasi dari pihak manapun. The Company is managed professionally without conflict of interest and intervention from any party.
Fairness Kewajaran	Prinsip kewajaran yaitu keadilan dan kesetaraan di dalam memenuhi hak-hak pemangku kepentingan yang timbul berdasarkan perjanjian dan peraturan perundang-undangan yang berlaku. The principle of fairness is justice and equality in fulfilling the rights of stakeholders arising under the applicable laws and regulations.	Perseroan menerapkan kesetaraan kepada segenap pemangku kepentingan sesuai dengan peraturan dan perundang-undangan yang berlaku. The Company implements fairness principle to all stakeholders in accordance with prevailing law and regulation.

ROADMAP GCG

Salah satu misi dari pelaksanaan prinsip-prinsip *good corporate governance* adalah menciptakan warga perusahaan yang berintegritas dan berdedikasi buat kekuatan bisnis perusahaan. Perusahaan yang sehat dan kuat akan terwujud saat para warganya bekerja berdasarkan nilai-nilai moral dan etika bisnis yang berintegritas tinggi. Untuk itu Perseroan perlu memiliki rencana yang jelas dan terukur untuk dapat mengimplementasikan nilai-nilai etika bisnis yang kuat kepada setiap insan Perseroan.

GCG ROADMAP

One of the mission of implementing good corporate governance principles is to create corporate citizens with integrity and dedicated to the cornerstones of the company's business. A sound and reliable company can be achieved when its citizens work based on high-integrity moral and business ethics values. For this reason, the Company concerns to have a clear and measurable plan to be able to implement strong business ethical values for each of the Company's people.

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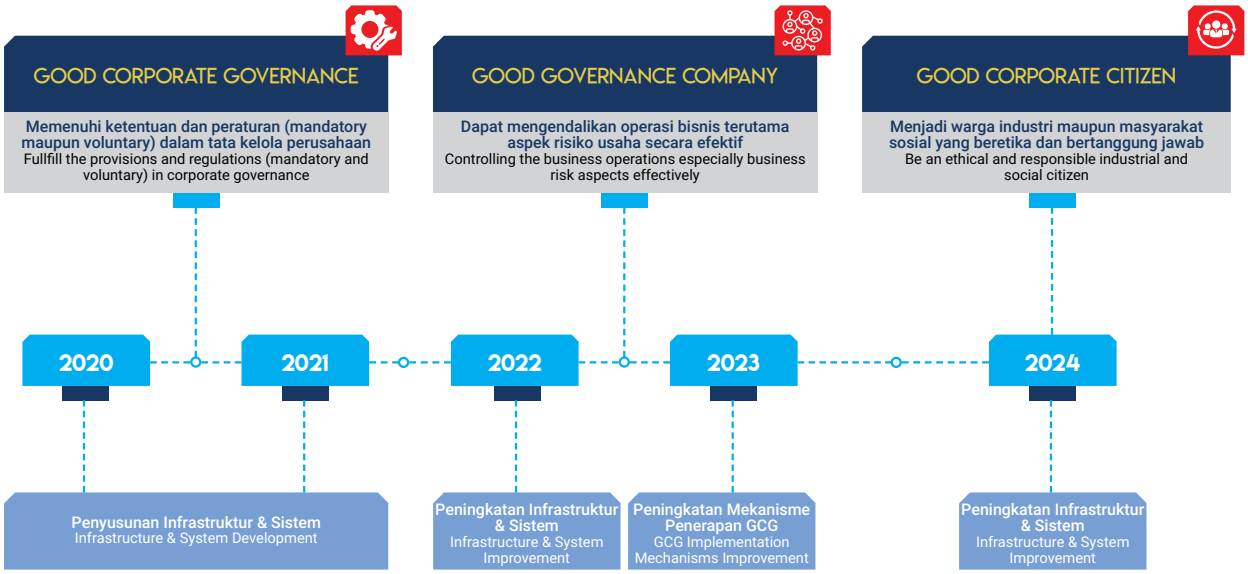
Melalaui *Roadmap* GCG PT Pelayaran Nasional Indonesia (Persero), berusaha untuk memberikan gambaran akan langkah-langkah kongkrit bagi setiap bagian Perusahaan. Harapannya penerapan GCG di dalam perusahaan akan meningkat secara menyeluruh dan konsisten sehingga di masa yang akan datang dapat tercapainya level *Good Corporate Citizen,* dimana GCG sudah menjadi budaya internal perusahaan.

Through the GCG Roadmap of PT Pelayaran Nasional Indonesia (Persero), is to provide an overview of concrete steps for each function of the Company. We hope that the implementation of GCG in the company will overall and consistently increase so that the level of Good Corporate Citizens can be achieved for the years to come, and the GCG will become an internal culture of the company.



STRUKTUR ORGAN GCG PERUSAHAAN

Dalam Undang-Undang Republik Indonesia No. 40 tahun 2007 tentang Perseroan Terbatas, Perseroan telah memiliki struktur *Governance* yang terdiri dari Organ Utama dan Organ Pendukung Perusahaan. Organ Utama PT PELNI (Persero) terdiri dari Rapat Umum Pemegang Saham, Direksi dan Dewan Komisaris. Adapun Organ Pendukung PT PELNI (Persero) diantaranya Komite Audit, Komite Kebijakan Risiko, Sekretaris Perusahaan, Unit Audit Internal dan Manajemen Risiko. Berikut adalah Struktur GCG PT PELNI (Persero):

COMPANY'S GCG ORGAN STRUCTURE

In compliance of Republic of Indonesia Law number. 40 of 2007 regarding Limited Liability Company, the Company has had Governance Structure consisting of main and supporting organ of the Company. Main organ of this structure is General Meeting of Shareholders, the Board of Commissioners and Directors. And the supporting organ consists of Audit Committee, Risk Policy committee, Corporate Secretary, Internal Audit Unit, and Risk Management. Here is GCG Structure of PT PELNI (Persero) explained below:

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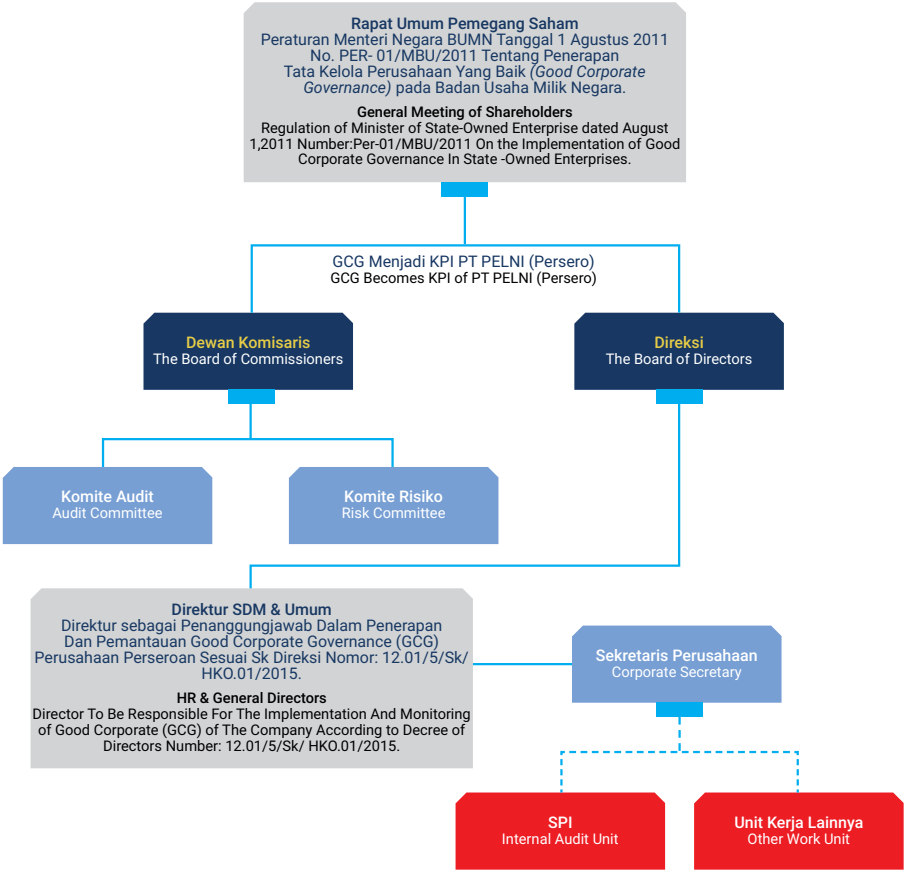

SOFT STRUCTURE GCG

Perseroan menempatkan GCG sebagai landasan penting untuk menciptakan pertumbuhan secara berkelanjutan dengan penguatan struktur dan mekanisme pengelolaan secara internal yang didukung oleh kepatuhan eksternal terhadap seluruh perangkat peraturan perundang-undangan. Komitmen pelaksanaan GCG di Perseroan diwujudkan dalam rangkaian pedoman terkait pelaksanaan GCG dan penandatanganan Pakta Integritas GCG oleh Dewan Komisaris dan Direksi, sebagai berikut:

1. Pedoman GCG PT PELNI (Persero).
2. Pedoman *Code of Conduct* PT PELNI (Persero).
3. Tata Laksana Kerja *(Board Manual)* Direksi & Dewan Komisaris PT PELNI (Persero).
4. Pedoman Benturan Kepentingan *(Conflict of Interest)* PT PELNI (Persero).
5. Pakta Integritas PT PELNI (Persero).
6. Pedoman Penanganan Gratifikasi PT PELNI (Persero).

GCG SOFT STRUCTURE

The Company took place GCG as a fundamental aspect to create sustainable growth through strengthening internal management structure and mechanism that is also supported with external compliance with all law and regulation frameworks. GCG implementation commitment of the Company is manifested in several manual books related with GCG implementation and GCG integrity pact signed by the Board of Commissioners and Board of Directors, as follows:

1. PT PELNI (Persero) Code of GCG.
2. PT PELNI (Persero) Code of Conducts.
3. PT PELNI (Persero) Board Manual for Board of Directors and Board of Commissioners.
4. PT PELNI (Persero) Conflict of Interest.
5. PT PELNI (Persero) Integrity Pact.
6. PT PELNI (Persero) Anti-Gratification Manual.

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7. Pedoman dan Sistem Manajemen Risiko PT PELNI (Persero).
8. Tata Kelola Teknologi Informasi PT PELNI (Persero).
9. Pedoman *Whistleblowing System* PT PELNI (Persero)
10. Laporan Tahunan *(Annual Report)* PT PELNI (Persero).

7. PT PELNI (Persero) Risk Management Guideline and System.
8. PT PELNI (Persero) Information Technology governance.
9. PT PELNI (Persero) Whistleblowing System Manual.
10. PT PELNI (Persero) Annual Report.

PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN

Perseroan secara berkala melakukan penilaian implementasi GCG sebagai wujud mekanisme *check & balances* untuk menilai sudah sejauh mana efektivitas pelaksanaan prinsip-prinsip GCG di lingkungan Perseroan dan entitas anak. Dengan diterapkannya penilaian ini, Perseroan mendapatkan gambaran yang lebih komprehensif mengenai area atau fokus pengembangan aspek GCG yang perlu diperhatikan setiap tahunnya. Sampai saat ini metode penilaian GCG di Perseroan dilakukan secara mandiri oleh internal Perseroan *(self-assessment)* dan pihak independen (*Assesment* eksternal). Berkaitan dengan hal tersebut, Perseroan senantiasa bersikap terbuka terhadap setiap masukan yang dinilai dapat mendorong kualitas implementasi GCG ke depannya. Selain itu, Perseroan juga selalu bersikap transparan untuk memberikan informasi serta penjelasan atas hal apapun yang relevan dengan Perseroan apabila sewaktu-waktu ditanyakan oleh *stakeholders* atau regulator.

ASSESMENT OF GCG IMPLEMENTATION

The Company organizes regular evaluation on GCG implementation, manifesting as check & balance mechanism to monitor the implementation effectiveness of GCG principles within the Company's environment and its subsidiaries. By this evaluation, the Company has more comprehensive outcomes description to the development area or focus on GCG aspects which must be considered about in each year. Currently, this Company's evaluation method of GCG is being conducted independently by Internal of the Company (self-assessment) and assisted by an Independent Party (External Evaluation). This agenda made the Company that has always being open for every incoming advice, which could boost up the implementation quality of GCG in future ahead. Furthermore, the Company can provide relevant information and clarification transparently to our Stakeholders and Regulators at any times.

Kriteria dan Indikator Penilaian yang Digunakan

Pengukuran penilaian GCG Perseroan mengacu pada Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor: SK- 16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik *(Good Corporate Governance)* pada BUMN. Indikator yang digunakan dalam penilaian GCG tersebut meliputi:

1. Komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan;
2. Pemegang Saham dan RUPS/Pemilik Modal;
3. Dewan Komisaris/Dewan Pengawas;
4. Direksi;
5. Pengungkapan informasi dan transparansi; serta
6. Aspek lainnya.

Assessment Criteria and Indicator Used

The measurement of GCG evaluation referred to Ministry of SOE's Regulation No. SK-16/S.MBU/2012 dated 6 June 2012 regarding Indicator/Evaluation Parameter and Evaluation of GCG Implementation in SOE. The indicators are:

1. Commitment to sustainable GCG;
2. Shareholders and GMS/Investors;
3. Board of Commissioners/Supervisory Board;
4. The Board of Directors;
5. Information Disclosure and Transparency;
6. Other Aspects;

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SKOR PENILAIAN GCG TAHUN 2019

Pada tahun 2019, pelaksanaan *assessment* GCG Perseroan menunjukkan hasil dengan predikat "BAIK", mencakup 6 (enam) aspek yang diukur yaitu Komitmen Terhadap Penerapan Tata kelola Secara Berkelanjutan, Pemegang Saham dan RUPS/Pemilik Modal, Dewan Komisaris/Dewan Pengawas, Direksi, Pengungkapan Informasi dan Transparansi dan aspek lainnya, dengan capaian skor sebesar 83,169. Berikut adalah rincian dari hasil penilaian GCG tahun 2019:

Penilai : BPKP
Periode Penerapan : 1 Januari – 31 Desember 2019
Tahun Ukur : 2019
Tempat : Kantor Pusat PT PELNI (Persero)
Waktu Pengukuran : Januari – Maret 2020

Ringkasan Hasil Penilaian GCG PT PELNI (Persero) Tahun 2019:

2019 GCG ASSESSMENT SCORE

In 2019, the Company's assessment on GCG application shows an "excellent" result for 6 (six) aspects assessed i.e., Commitment to Sustainable Application of GCG, Shareholders and GMS/Investors, the Board of Commissioners/Steering Committee, the Board of Directors, Disclosure of Information and Transparency and other aspects, with score of 83.169. Here is the detail of assessment result of GCG in 2019:

Assesor : BPKP
Implementation Period : January 1 – December 31, 2019
Year of Measure : 2019
Place : PT PELNI (Persero) Head Office
Measurement Period : January - March 2020

Assessment Result Resume on GCG of PT PELNI (Persero) 2019:

No	Aspek/Indikator/Parameter Pengujian Aspect/Indicator/ Testing Parameters	Bobot Weight	Capaian Tahun 2019 2019 Achievement		Penjelasan Explanation
			Skor Score	%	
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan. Commitment on Sustainable Corporate Governance.	7,000	6,214	88,77	Sangat Baik Very Good
2	Pemegang Saham dan RUPS/Pemilik Modal. Shareholders and GMS/Capital Owner.	9,000	8,205	91,16	Sangat Baik Very Good
3	Dewan Komisaris /Dewan Pengawas. Board of Commissioners/Supervisory Board.	35,000	30,357	86,73	Sangat Baik Very Good
4	Direksi. Board of Directors.	35,000	30,376	86,79	Sangat Baik Very Good
5	Pengungkapan Informasi dan Transparansi. Information Disclosure and Transparency.	9,000	8,017	89,08	Baik Good
6	Aspek Lainnya. Other Aspects.	5,000	0,000	0,00	-
	Skor Keseluruhan Total Score	**100,000**	**83,169**	**83,17**	**Baik** Good

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Rekomendasi Assessment GCG 2019 | **2019 GCG Assessment Recommendation**

No	Rekomendasi Recomendation
ASPEK I | Aspect I	
1	Keputusan RUPS/ Pemilik Modal dalam hal pemberhentian anggota Direksi, memberikan/ memuat alasan pemberhentiannya. Decision of GMS/Capital Owner in terminating the member of the Directors, granting/giving the reason for the termination.
2	Pemegang Saham melakukan upaya-upaya menindaklanjuti/ *monitoring area of improvement* (AOI) yang dihasilkan dari *assessment* atas pelaksanaan Tata Kelola Perusahaan yang Baik pada perusahaan. Shareholders shall make efforts to follow up/monitor the area of improvement (AOI) referring to the assessment of the implementation of Good Corporate Governance in the Company.
ASPEK II | Aspect II	
1	Dewan Komisaris memberikan tanggapan tertulis atas rancangan RJPP 2020- 2025 yang disampaikan kepada Pemegang Saham. The Board of Commissioners shall give a written response on the long-term plan of the Company for 2020 - 2025 presented by the Shareholders.
2	Membuat kesimpulan bahwa rancangan RKAP selaras dan/atau tidak selaras dengan RJPP. Made the conclusion that RKAP was suited and/or not suited with the long-term plan of the Company.
3	Membuat Surat Ketidakhadiran oleh Anggota Dewan Komisaris/ Dewan Pengawas yang berhalangan hadir di dalam rapat Komisaris/Pengawas serta penjelasan ketidakhadiran. Shall make a letter of absence by members of the Board of Commissioners/Supervisory Board who are unable to attend in the meeting of the Board of Commissioner/Supervisor and mention the reason for the absence.
ASPEK III | Aspect III	
1	Menginstruksikan kepada pejabat perusahaan yang wajib menyampaikan LHKPN untuk mematuhi kewajibannya, menginstruksikan kepada petugas pengelola LHKPN untuk meningkatkan pelaporan secara berkala kepada KPK entang perkembangan pemenuhan kewajiban menyampaikan LHKPN dan memberikan teguran/ sanksi bagi Penyelenggara Negara yang belum/tidak menyampaikan LHKPN sesuai peraturan perundang-undangan. Instructed the Company's officials who are required to report on assets of state officials to meet their obligations, instructed the management officers of LHKPN to increase the intention of periodic reporting to the Corruption Eradication Commission on progress in fulfilling the obligation to report on assets of state officials and granted the reprimands/sanctions for State Administrator who have not/ did not report on assets of state officials in accordance with the relevant regulations.
2	Perlu dilakukan penanganan tindak lanjut, pelaporan dan evaluasi atas pengaduan yang diterima perusahaan. Shall have handling, reporting and evaluating on the complaints received by the Company.
3	Membuat hasil laporan pelatihan dalam hal anggota Direksi melaksanakan program pelatihan dalam rangka meningkatkan kompetensi. Shall make a training report results in the event that members of the Board of Directors participated in training programs to improve their competencies.
4	Membuat pencapaian tingkat Direksi individu berdasarkan tingkat pencapaian target kinerja. Shall make individual performance of the Board of Directors by the achievement level of performance targets.

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SKOR PENILAIAN GCG TAHUN 2018

Penilai : BPKP
Periode Penerapan : 1 Januari – 31 Desember 2018
Tahun Ukur : 2018
Tempat : Kantor Pusat PT PELNI (Persero)
Waktu Pengukuran : Januari – Maret 2019

2018 GCG ASESSMENT SCORE

Assesor : BPKP
Implementation Period : January 1 – December 31, 2018
Year of Measure : 2018
Place : PT PELNI (Persero) Head Office
Measurement Period : January - March 2019

Ringkasan Hasil Penilaian GCG PT PELNI (Persero) Tahun 2018:

Assessment Result Resume on GCG of PT PELNI (Persero) 2018:

No	Aspek/Indikator/Parameter Pengujian Aspect/Indicator/ Testing Parameters	Bobot Weight	Capaian Tahun 2019 2019 Achievement		Penjelasan Explanation
			Skor Score	%	
1	Komitmen Terhadap Penerapan Tata Kelola Perusahaan yang Baik Secara Berkelanjutan. Commitment on Sustainable Corporate Governance.	7,000	5,986	85,51	Sangat Baik Very Good
2	Pemegang Saham dan RUPS/Pemilik Modal. Shareholders and GMS/Capital Owner.	9,000	8,260	91,78	Sangat Baik Very Good
3	Dewan Komisaris /Dewan Pengawas. Board of Commissioners/Supervisory Board.	35,000	30,288	86,54	Sangat Baik Very Good
4	Direksi. Board of Directors.	35,000	30,131	86,09	Sangat Baik Very Good
5	Pengungkapan Informasi dan Transparansi. Information Disclosure and Transparency.	9,000	6,890	76,56	Baik Good
6	Aspek Lainnya. Other Aspects.	5,000	0,000	0,000	-
	Skor Keseluruhan Total Score	**100,000**	**100,000**	**81,555**	**Baik** Good

REKOMENDASI DAN TINDAK LANJUT ASESMEN GCG 2018

RECOMENDATION AND FOLLOW UP OF GCG ASSESMENT 2018

No	Rekomendasi Recomendation	Tindak Lanjut Follow-up
ASPEK I | Aspect I		
1	Menyusun dan menetapkan pedoman penilaian Direksi secara individu. Compiled and established the guidelines for appraising individual Directors.	-
2	Menyusun dan menetapkan pedoman penyusunan laporan tugas pengawasan Dewan Komisaris. Prepared and set the guidelines for the Board of Commissioners' supervisory report.	-
3	Mengisi kembali posisi Dewan Komisaris yang kosong tidak melebihi 30 hari. Filled the vacant position of the Board of Commissioners for not more than 30 days.	-
4	Menyebutkan jumlah besarnya honorarium/ imbal jasa dalam penetapan KAP yang akan melakukan audit Laporan Tahunan dan Laporan Keuangan Konsolidasian Perseroan. Mentioned the amount of honorarium/fee in appointing the Public Accounting Firm that will audit the Company's Annual Report and Consolidated Financial Statements.	Jumlah besaran honorarium KAP telah tercantum dalam Laporan Tahunan Perusahaan Tahun Buku 2018 halaman 311. The amount of the KAP honorarium has been stated in the Company's Annual Report 2018, page 311.

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No	Rekomendasi Recomendation	Tindak Lanjut Follow-up
5	Membuat rencana tindak atas *areas of improvement* yang dihasilkan dari *assessment* GCG PT PELNI (Persero) dan meningkatkan pelaksanaan tindak lanjutnya. Made the action plan for areas of improvement resulting from GCG assessment of PT PELNI (Persero) and improved the implementation of the follow up.	Dewan Komisaris telah berupaya untuk menindaklanjuti *area of improvement* dengan meningkatkan kinerja dari komite untuk membahas kebijakan dan/atau strategi perusahaan. The Board of Commissioners has made efforts to follow up on areas of improvement by increasing the performance of the committee to discuss company policies and/or strategies.
ASPEK II | Aspect II		
1	Melakukan pemantauan tindak lanjut hasil *assessment* GCG yang dilakukan Perusahaan. Monitored the follow up of GCG assessment results conducted by the Company.	Surat Dekom kepada Dirut nomor: 92/DK/IX-2019 tgl 27 sept 2019 perihal Rekomendasi Dewan Komisaris Atas Progress Tindak Lanjut Rekomendasi BPK Tahun 2017 s.d. 2018 dan Tindak Lanjut Rekomendasi GCG Tahun 2018 dengan mempertimbangkan evaluasi Komite Audit (melalui Surat Komite Audit Nomor: 51/K.Audit/IX/2019 tgl 4 sept 2019) atas pemeriksaan auditor eksternal dan penerapan *Good Corporate Governance* (GCG). The Board of Commissioners letter to the President Director number: 92/DK/IX-2019 dated 27 September 2019 regarding the Board of Commissioners' Recommendations for the Follow-Up Progress of BPK Recommendations for 2017 to 2018 and the follow-up to the 2018 GCG recommendations by considering the evaluation of the Audit Committee (through the Audit Committee Letter Number: 51/K.Audit/IX/2019 dated 4 September 2019) on the examination of external auditors and the implementation of Good Corporate Governance (GCG).
2	Membuat rencana tindak, melaksanakan dan memantau tindak lanjut *areas of improvement* hasil *assessment* GCG yang menjadi kewenangan Dewan Komisaris. Made the action plans, conducted and monitored the follow up on areas of improvement from GCG assessment results which becomes tha authority of the Board of Commissioners.	Dekom telah berupaya untuk menindaklanjuti *areas of improvement* dengan meningkatkan kinerja dari komite untuk membahas kebijakan dan/atau strategi perusahaan. The Board of Commissioners has attempted to follow up on areas of improvement by increasing the performance of the committee to discuss company policies and/or strategies.
3	Menginstruksikan Sekretaris Dewan Komisaris untuk mendokumentasikan risalah rapat Dewan Komisaris dengan tertib. Instructed the Secretary of the Board of Commissioners to document the minutes of the Board of Commissioners meeting in precise.	Sekretariat Dekom telah menyusun dan mendokumentasikan setiap risalah internal dan gabungan. The Board of Commissioners Secretariat has compiled and documented each internal and joint minutes.
4	Mendokumentasikan proses pembahasan evaluasi terhadap pelaksanaan keputusan hasil rapat sebelumnya dalam risalah rapat dan membuat progress tindak lanjut yang dilaksanakan. Documented all the processes of evaluating the decisions on the results of previous meetings into the minutes of the meeting and made the progress on the follow-up that was carried out.	Sejak bulan Oktober 2019, Dekom telah mendokumentasikan hasil keputusan rapat internal Dekom untuk disampaikan kepada Direksi dalam rapat gabungan. Since October 2019, the Board of Commissioners has documented the results of the decisions of the internal Board of Commissioners meetings to be submitted to the Board of Directors in a joint meeting.

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No	Rekomendasi Recomendation	Tindak Lanjut Follow-up
ASPEK III | Aspect III		
1	Menginstruksikan kepada pejabat wajib lapor LHKPN untuk menyampaikan LHKPN secara tepat waktu. Instructed the state officials who are required to report on the assets of state officials in time.	Instruksi penyampaian LHKPN dilakukan melalui instruksi nomor 12.22/01/INS/HKO.01/2017 terkait LHKPN. Instructions for submitting LHKPN are carried out through instruction number 12.22/01/INS/HKO.01 / 2017 regarding LHKPN.
2	Memberlakukan penerapan penegakan aturan sanksi bagi pejabat wajib lapor LHKPN tapi tidak menyampaikan kewajibannya. Applied the enforcement of sanctions to who neglectfully meet their obligations in reporting on assets of state officials	-
3	Menambahkan muatan kebijakan/ mekanisme tentang pengendalian gratifikasi dalam majalah internal Perusahaan (Majalah Camar) dan Laporan Tahunan/ *Annual Report*. Added the policy for the content/mechanism concerning gratification control into the Company's internal magazine (Camar Magazine) and Annual Report.	Pengendalian gratifikasi sudah dimasukkan ke dalam Laporan Tahunan atau Annual Report tahun 2018 di halaman 363. Gratification control has been included in the Annual Report 2018 on page 363.
4	Melakukan peninjauan dan penyempurnaan SOP secara berkala sesuai pedoman yang ditetapkan. Conducted periodic review and refinement of SOP in accordance with the established guidelines.	SOP tahun 2019 yang sudah direview kembali antara lain: The 2019 SOP that have been reviewed include: 1. SOP kajian bisnis untuk progresnya sudah 90%; SOP for business studies for progress is 90%; 2. Pedoman RJPP yang di-*review* secara berkala setiap 5 tahun; RJPP Guidelines which are reviewed periodically every 5 years; 3. SOP tindak lanjut dari unit SPI. SOP follow-up from the SPI unit.
5	Menetapkan standar waktu tingkat kesegeraan pengambilan keputusan Direksi. Set a time level standard for immediate decision-making of the Directors.	Standar kesegeraan pengambilan keputusan sudah dimasukkan ke dalam *draft* pedoman GCG hasil *review* yang terbaru, saat ini dalam proses pembuatan SK untuk dilampirkan didalam pedomannya. The urgency standard for decision making has been included in the latest review draft GCG guidelines, currently in the process of making a decree to be attached to the guideline.
6	Menetapkan ketentuan kesegeraan untuk mengkomunikasikan keputusan Direksi kepada tingkat organisasi di bawah Direksi, maksimal 7 hari sejak keputusan disahkan. Stipulated the urgency provisions to communicate the decisions of the Directors to the organizational level below the Directors, at maximum of 7 days after the decision was ratified.	-

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No	Rekomendasi Recomendation	Tindak Lanjut Follow-up
7	Menetapkan kontrak kinerja untuk setiap jabatan dalam struktur organisasi serta memonitor capaiannya. Established the work contracts for each position in the organizational structure and monitored their achievements.	Sedang disusun oleh Tim internal SDM metode dan parameter pengukuran kinerja individu yang baru, saat ini sedang dalam tahapan penyusunan bank KPI. Being drafted by the internal HC team, a new individual performance measurement method and parameter, is currently in the stage of preparing the KPI bank.
8	Menyusun kebijakan untuk anak Perusahaan yang mengatur pola hubungan antara induk Perusahaan, PT PELNI (Persero) dengan anak Perusahaan. Made policies for subsidiaries that regulate the pattern of relationship among the parent company, PT PELNI (Persero) and its subsidiaries.	*Draft* terkait pengaturan hubungan induk dan anak perusahaan sudah dibuat namun belum diproses untuk pengesahannya. The draft related to the parent and subsidiary relationship arrangements has been made but has not yet been processed for approval.
9	Meningkatkan penyelesaian pelaksanaan tindak lanjut dari rekomendasi auditor internal dan auditor eksternal. Increased the completion of follow up on recommendations from internal and external auditors.	-
10	Menginstruksikan sekretaris Perusahaan untuk membuat risalah rapat sesuai dengan *best practice,* diantaranya dengan mencantumkan pendapat yang berbeda/ *dissenting comments* dengan apa yang diputuskan dalam rapat Direksi (bila ada), dinamika rapat, hasil evaluasi atas pelaksanaan keputusan rapat sebelumnya, dan keputusan rapat sebelumnya. Instructed the Corporate Secretary to record the minutes of meetings in accordance with best practice, including different opinions/ dissenting comments from what was decided in the Board of Directors meetings (if any), meeting circumstances, evaluation results of taking previous meetings' decision.	-

RAPAT UMUM PEMEGANG SAHAM (RUPS)
General Meeting of Shareholders (GMS)

Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi dalam struktur Perseroan yang berperan sebagai wadah bagi pemegang saham untuk mengambil keputusan penting yang berkaitan dengan modal yang ditanam dalam perusahaan. Meski demikian, RUPS tidak dapat mengintervensi tugas, fungsi, dan wewenang Dewan Komisaris serta Direksi dalam menjalankan kegiatan pengelolaan atau kepengurusan Perseroan dengan tidak mengurangi kewenangan RUPS sesuai dengan ketentuan Anggaran Dasar Perseroan dan peraturan perundang-undangan yang berlaku. Pengambilan keputusan di dalam RUPS senantiasa dilakukan secara wajar dan transparan, serta didasarkan pada kepentingan usaha Perseroan dalam jangka panjang.

General Meeting of Shareholders (GMS) is the highest organ within the company that serves as a room of decision making for all shareholders regarding their investment capital in the company. Nevertheless, GMS cannot intervene the tasks, functions and authorities of Board of Commissioners and Board of Directors when managing the company. However, they still look up on the authority of GMS in accordance to Articles of Associations and regulations. Decision making at GMS is executed in fair and transparent manner, and based on the long terms' interest of the company.

Berdasarkan ketentuan Anggaran Dasar Perusahaan terdapat 2 (dua) jenis RUPS, yaitu:

1. RUPS Tahunan, yang diselenggarakan setiap tahun, selambatnya 6 (enam) bulan setelah tahun buku berakhir.
2. RUPS Luar Biasa, yang dapat diadakan setiap kali apabila dianggap perlu oleh Direksi atas permintaan tertulis dari Dewan Komisaris atau dari Pemegang Saham.

Based on the provisions of the Articles of Association there are 2 (two) types of GMS, namely:

1. Annual General Meetings of Shareholders, which is held annualy at least 6 (six) months after the financial year ended.
2. Extraordinary General Meetings of Shareholders could be held once a year if it is considered necessary by the Directors on a written request from the Board of Commissioners or from the Shareholders.

Pada tahun 2019, PT PELNI (Persero) menyelenggarakan 2 (dua) kali RUPS yaitu RUPS RKAP tahun buku 2019 pada tanggal 4 Januari 2019 dan RUPS Laporan Manajemen Tahun Buku 2018 pada 27 Mei 2019.

PT PELNI (Persero) held 2 (two) Annual General Meeting of Shareholders (RUPS) in 2019 namely the AGMS of the Company's work and budget plan for fiscal year 2019 dated on January 4, 2019 and the AGMS of Management statement for fiscal year 2018 dated on May 27 2019.

RAPAT UMUM PEMEGANG SAHAM (RUPS)
General Meeting of Shareholders (GMS)

RUPS RKAP
Kehadiran Dewan Komisaris Dan Direksi

Pelaksanaan RUPS RKAP tahun buku 2019 dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi yang menjabat sampai pada saat Rapat tersebut diselanggarakan sebagaimana tercantum dalam tabel berikut :

GMS OF THE COMPANY'S WORK AND BUDGET PLAN
Attendance Of The Board Of Commissioners And The Board Of Directors

The Annual GMS for Financial Year 2019 was attended by all members of the Board of Commissioners and Directors who served until the meeting was underway as described in the following table :

KEHADIRAN DEWAN KOMISARIS DAN DIREKSI
Attendance of the Board of Commissioners and the Board of Directors

Nama Name	Jabatan Position
Dewan Komisaris | The Board of Commissioners	
Bambang Prihartono	Komisaris Utama President Commissioner
Johanes Widodo Hario Mumpuni	Komisaris Independen Independent Commissioner
Danang Parikesit	Komisaris Independen Independent Commissioner
Sudarto	Komisaris Commissioner
Raldi Hendro Koestoer	Komisaris Commissioner
Direksi | The Board of Directors	
Insan Purwarisya L Tobing	Direktur Utama President Director
Harry Boediarto Soewarto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo and Tol Laut Transport Business
Muhamad Tukul Harsono	Direktur Armada Fleet Director
Olih Masolich Sodikin	Direktur Usaha Angkutan Penumpang Director of Passenger Transport Business
Ganefi	Direktur SDM dan Umum Director of Human Resource and General Affair
Tri Andayani	Direktur Keuangan Director of Finance

RAPAT UMUM PEMEGANG SAHAM (RUPS)
General Meeting of Shareholders (GMS)

Agenda dan Keputusan RUPS RKAP

Pada RUPS RKAP Tahun Buku 2019 yang diselenggarakan pada tanggal 4 Januari 2019 telah diagendakan dengan keputusan sebagai berikut:

GMS RKAP Agenda and Resolution

On the AGMS of The Company Work and Budget Plan for fiscal Year 2019 held on January 4, 2019 that has been scheduled with the following decisions:

No	Agenda RUPS RKAP CBP GMS Agenda	Keputusan Decision
1	Persetujuan/ Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Kerja dan Anggaran Perusahaan Program Kemitraan dan Bina Lingkungan (PKBL) Tahun 2019. Approval/Ratification of the Company's Budget Plan (RKAP) and the Corporate Work Plan and Budget for the Partnership and Community Development Program (PKBL) 2019.	Menyetujui mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta Rencana Kerja dan Anggaran Perusahaan Program Kemitraan dan Bina Lingkungan (PKBL) Tahun 2019 PT Pelayaran Nasional Indonesia (Persero). Approved to ratify the Company's Budget Plan (RKAP) as well as the Corporate Work Plan and Budget for the Partnership and Community Development Program (PKBL) 2019 for PT Pelayaran Nasional Indonesia (Persero).
2	Penetapan *Key Performance Indicator* (KPI) Direksi dan Dewan Komisaris Tahun 2019. Determination of Key Performance Indicators (KPI) for the Board of Directors and Board of Commissioners in 2019.	Menetapkan *Key Performance Indicator* (KPI) Direksi dan Dewan Komisaris Tahun 2019 yang tertuang dalam kontrak Manajemen yang ditandatangani oleh Pemegang Saham, Direksi dan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero). Establish Key Performance Indicators (KPI) for the Board of Directors and Board of Commissioners for 2019 as stated in the Management contract signed by the Shareholders, Board of Directors and Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero).
3	Penetapan Indikator Aspek Operasional untuk perhitungan tingkat kesehatan perusahaan tahun 2019, meliputi *Passanger Factor, Number of Port, Commission Days, One Time Performance* dan Efisiensi pemakaian BBM. Determination of Operational Aspect Indicators for calculating the company's health level in 2019, including Passanger Factor, Number of Port, Commission Days, One Time Performance and Efficiency of fuel use.	Menetapkan Aspek Indikator Aspek Operasional PT Pelayaran Nasional Indonesia (Persero) untuk perhitungan tingkat kesehatan Perusahaan tahun 2019. Determine the Operational Aspect Indicator Aspect of PT Pelayaran Nasional Indonesia (Persero) for the calculation of the Company's health level in 2019.

Arahan RUPS RKAP

Pada RUPS RKAP tersebut telah menghasilkan arahan RUPS dengan status tindak lanjut sebagai berikut:

Direction of GMS RKAP

At the AGMS of The Company's Work and Budget Plan has been generated The direction of GMS with follow-up status as follows:

No	Arahan RUPS RKAP Direction of GMS RKAP	Status Tindak Lanjut Status and Follow up
1	RKAP Tahun 2019 (dua ribu Sembilan belas) yang telah disahkan agar dirinci menjadi target perbulan dan *cascading* ke seluruh jajaran perusahaan. Dewan Komisaris agar melaporkan hasil rincian dan cascading dimaksud kepada Pemegang Saham sampai dengan Tahun 2019 (dua ribu Sembilan belas). The RKAP of 2019 (two thousand and nineteen) which have been ratified to be detailed as monthly targets and cascading to all levels of the Company. The Board of Commissioners must report the results of the detail and cascading referred to the Shareholders until 2019 (two thousand and nineteen).	RKAP yang telah disahkan dalam RUPS telah di-*breakdown* per bulan, per Divisi, per Cabang dan per Kapal yang kemudian diupload dalam sistem Oracle EBS dan menjadi dasar acuan pencapaian target maupun realisasi pembiayaan kegiatan. Breakdown per bulan menjadi pembanding dan dilaporkan pelaksanaannya perbulan dalam Laporan Manajemen. The RKAP of 2019 (two thousand and nineteen) which have been ratified to be detailed as monthly targets and cascading to all levels of the Company. The Board of Commissioners must report the results of the detail and cascading referred to the Shareholders until 2019 (two thousand and nineteen).

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2	Mengupayakan peningkatan pendapatan dan pengendalian biaya *(cost reduction program)* di semua lini usaha guna mewujudkan pengelolaan perusahaan yang semakin efektif dan efisien dan laba bersih merupakan target minimal yang harus dicapai oleh segenap jajaran manajemen perusahaan. Striving to increase revenue and tackle costs (cost reduction programs) in all lines of business in order to realize more effective and efficient corporate management and net profit is the minimum target that must be achieved by all levels of Company's management.	**Direktorat Keuangan** | Finance Directorate Pengendalian biaya dilakukan dengan memperhatikan ketersediaan Anggaran dan menjadi pertimbangan dalam pelaksanaan kegiatan (realisasi). Cost control is carried out by paying attention to the availability of the Budget and taking into consideration in the implementation of activities (realization). **Direktorat SDM & Umum** | Human Capital & General Affair Directorate 1. Divisi Teknologi Informasi bersama para unit kerja terkait berusaha mengimplementasikan aplikasi Siparsel yang berfungsi untuk mengelola proses purchasing dan inventory baik di darat maupun di kapal sehingga manajemen dapat memantau pembelian, penggunaan, dan persediaan. Aplikasi Siparsel saat ini telah dilaksanakan di kantor pusat, 3 gudang cabang, dan 1 kapal (KM Kelud). Pada tahun 2020, aplikasi Siparsel diharapkan dapat diimplementasikan di seluruh kapal penumpang milik PT PELNI (Persero) (26 kapal). The Information Technology Division together with the related work units seek to implement the Siparsel application which has function to manage the purchasing and inventory processes both on land and on the ship so that the management can monitor all the processes of purchases, uses and inventories. This Siparsel application has now been installed in the head office, 3 warehouses, and 1 ship (MV. Kelud). In 2020, this Siparsel application is expected to be implemented in all passenger vessels owned by PT PELNI (Persero) (26 vessels). 2. Divisi Aset setiap tahun target capaian untuk pemberdayaan aset selalu bertambah secara signifikan. Optimasi pendapatan selain untuk properti darat juga space di atas kapal. Annual performance target of the Assets Division is responsible for developing the assets which always increase significantly. Despite land property, Income optimization can taken for the room space on board. 3. Divisi Umum proses bisnis digital seperti Pelni Doc dan ESPJ dapat mengendalikan biaya. Pelni Doc diharapkan dapat mengurangi biaya ATK. Direktorat UAP Rerouting dan Rescheduling kapal untuk mengakomodasi lonjakan angkutan penumpang peak season lebaran, natal dan tahun baru sekaligus upaya peningkatan penghasilan. The digital business processes from General Division such as Pelni Doc and ESPJ hopefully can control costs. Pelni Doc is expected to reduce the office stationery cost. Ship rerouting and rescheduling by UAP Directorate is to accommodate surge in passenger transport as the peak season, Christmas and New Year Holidays as well as efforts to increase income. **Direktorat UABTL** | UABTL Directorate 1. Tindak lanjut upaya peningkatan pendapatan dan pengendalian biaya dari Divisi PABKPP: Follow up on increasing the income and tackling the cost by PABKPP Division: a. Pengembangan aplikasi New BL; New BL Application development; b. Mengadakan pameran untuk menjangkau *new customer*; Holding an exhibition to reach new customers: c. Kontrak *space* muatan *container* di kapal penumpang; Container load space contract on a passenger ship; d. Kerjasama dengan pihak ketiga dalam memenuhi kebutuhan *refeer container* di Pulau Bacan. Cooperating with related parties in fulfilling the needs of reefer containers in Bacan Island. 2. Tindak lanjut upaya peningkatan pendapatan dan pengendalian biaya dari Divisi PAKB: Follow up on increasing income and cost control by PAKB Division: a. Mengoperasikan KM. Logistik Nusantara 2 & 5 diluar trayek penugasan *(Time Charter)*; Operating MV. Logistik Nusantara 2 & 5 in outside of the proper routes (Time Charter); b. Kerjasama angkutan batubara dengan PT PLN; Cooperating with PT PLN for coal transport; c. Efisiensi penggunaan biaya pemasaran. Efficient use of marketing cost

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No	Arahan RUPS RKAP Direction of GMS RKAP	Status Tindak Lanjut Status and Follow up
		Direktorat Armada | Fleet Directorate Pengendalian biaya *(cost reduction program)* dari segi Armada atau biaya perkapalan antara lain sebagai berikut: Cost control (cost reduction program) for fleet or ships' costs are as follows: 1. Biaya Pemeliharaan Kapal Dalam mengupayakan pengendalian biaya pemeliharaan kapal mengingat usia kapal yang sudah tua, maka pengendalian biaya pemeliharaan kapal dilakukan berdasarkan skala prioritas sehingga pemeliharaan dapat berjalan efektif. Ship maintenance costs in striving to control ship maintenance cost considering the vessels' life, controlling the ship maintenance costs is based on the priority scale so that the maintenance can run effectively. 2. Biaya Bahan Bakar Upaya pengendalian biaya bahan bakar dilakukan dengan pemasangan *Vessel Web Analysis* (VWA) / *Fuel Monitoring System* (FMS) di kapal-kapal Penumpang. Adapun kenaikan realisasi biaya bahan bakar terjadi dikarenakan adanya kenaikan jumlah frekuensi / *voyage* layar kapal. Selain itu, upaya pengendalian bahan bakar dilakukan dengan mengoptimalkan pengawasan saat *bunker* kapal oleh *surveyor* independen. Effort to control fuel costs was by installing a Vessel Web Analysis (VWA)/Fuel Monitoring System (FMS) for Passenger ships. As for the increase in fuel costs was due to the increase in number of frequency/ voyage screen sail. In addition, effort to control fuel costs was carried out by optimizing the current supervision on ship bunkers by an Independent Surveyors.
3	Direksi agar mengupayakan yang terbaik *(best effort)* dalam mencapai target-target RKAP dengan mengacu pada prinsip-prinsip GCG dan profesionalisme serta sesuai dengan ketentuan peraturan perundangundangan. Terkait hal tersebut, Direksi diminta memiliki rencana serta langkah antisipasi *(Contingency Plan)* sehingga apabila terjadi perubahan asumsi serta kondisi bisnis dan lingkungan, target RKAP tetap tercapai. The Board of Directors should strive for the best (Best Effort) in achieving the targets of the RKAP based on the principles of GCG and professionalism as well as the relevant regulations. By doing so, the Board of Directors required to have the plans and anticipation plan (Contingency Plan) which leads to the change in assumptions, Business and environmental conditions, the RKAP target must be achieved.	**Direktorat SDM & Umum** | Human Capital & General Affair Directorate Telah dilaksanakan *contingency plan* pada tahun 2019, program kerja tetap dapat terlaksana meskipun anggaran mengalami penyesuaian (berkurang) dengan menggunakan sumber daya internal. Direktorat UAP Telah dilaksanakan *contingency plan* pada tahun 2019, program kerja tetap dapat terlaksana meskipun anggaran mengalami penyesuaian (berkurang) dengan menggunakan sistem transfer budget dari program kerja yang tidak mampu menyerap anggaran. The Board of Directors should strive for the best (Best Effort) in achieving the targets of the RKAP based on the principles of GCG and professionalism as well as the relevant regulations. By doing so, the Board of Directors required to have the plans and anticipation plan (Contingency Plan) which leads to the change in assumptions, Business and environmental conditions, the RKAP target must be achieved. **Direktorat UABTL** | UABTL Directorate 1. Tindak Lanjut upaya strategi agar target RKAP Divisi PABKPP tercapai: Follow up on strategies in order to the RKAP target of PABKPP Division is achieved: a. Penawaran *discount Return Cargo;* Return Cargo Discount offering b. Penjualan pada aplikasi dengan memprioritaskan ruas terjauh; Sales via applications by prioritizing the farthest area; c. *Costumer engagement;* Costumer engagement; d. Membangun bisnis baru *cold storage* di Cabang Dobo. Building a new cold storage business in the Dobo branch. 2. Tindak Lanjut upaya strategi agar target RKAP Divisi PAKB tercapai: Follow up on strategies in order to the RKAP target of PAKB Division is achieved: a. Mengoperasikan kapal barang secara komersial ketika tidak digunakan untuk program tol laut; Operating cargo ships commercially when not in use for Tol Laut programs b. Mengikuti lelang pengoperasian kapal ternak pada saat diberikan penugasan 1 trayek; Following the tendering of cattle ship operation when given only 1 route assignment; c. Menunjuk anak perusahaan untuk melaksanakan kegiatan angkutan batubara ketika pengadaan kapal curah tidak terealisasi. Appointing the subsidiaries to take over the coal transport activities when bulk ship procurement is unrealized.

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4	Pengeluaran investasi agar dilaksanakan skala prioritas, sesuai prosedur operasi, transparan serta dapat dipertanggungjawabkan kewajaran harganya. Investment expenditure should be undertaken by a priority scale, according to operating procedures, transparent as well as can be accounted for on the fairness of the price.	**Direktorat Keuangan** | Finance Directorate Pengeluaran Investasi telah dilaksanakan sesuai arahan RUPS. Investment expenditure was conducted referred to the direction of AGMS. **Direktorat SDM & Umum** | Human Capital & General Affair Directorate Divisi Aset pengeluaran saat ini terbesar dilakukan untuk penyelesaian aset bermasalah yang dikuasai oleh pihak ketiga dan belum bersertifikat. The biggest expenses are now in Assets Division to the completion of the dispute assets controlled by third parties and not legalized yet. **Direktorat Armada** | Fleet Directorate Dalam pembelian kapal barang tidak baru jenis kontainer, Tim Pengadaan Armada Kapal bekerja sama dengan PT Biro Klasifikasi Indonesia (Persero) yang ditunjuk sebagai *independent surveyor* untuk menilai kondisi kapal, dan Kantor Jasa Penilai Publik yang ditunjuk sebagai penilai *(appraisal)* harga kapal. Kedua instansi tersebut merupakan lembaga yang bekerja independen dengan kemampuan, keahlian dan pengalaman mereka di bidangnya masing-masing. Hasil dari kedua lembaga independen tersebut menjadi salah satu faktor untuk memutuskan kapal yang akan dibeli, kapal dengan kondisi baik dan kewajaran harga yang dapat dipertanggungjawabkan. In purchasing of second container vessels, the Fleet Procurement Team works closely with PT Biro Klasifikasi Indonesia (Persero) appointed as an independent surveyor to assess the condition of the ship, and the Public Appraisal Service Office as an appraisal of the price of the ship. The two agencies are institutions that work independently with their abilities, expertise and experience in their respective fields. The results from these two independent institutions become one of the factors to decide which vessels to buy, in good condition and with reasonable prices that can be accounted for.
5	Agar meningkatkan pembinaan dan pengawasan terhadap kinerja anak perusahaan maupun perusahaan patungan, terutama yang memberikan kontribusi signifikan terhadap kinerja perusahaan secara konsolidasi. In order to improve the coaching and supervision of the performances of subsidiaries and joint ventures, especially those that make a significant contribution to the Company's performance in a consolidated basis.	**Direktorat SDM & Umum** | Human Capital & General Affair Directorate Pengawasan dan pembinaan kinerja anak perusahaan dikelola oleh Divisi Perencanaan Korporat & Manajemen Risiko. Supervision and guidance on the performance of subsidiaries shall be managed by the Corporate Planning & Risk Management Division.
6	Agar memastikan program pengelolaan dan pengembangan SDM dilakukan secara komprehensif. Implementasi kebijakan pengembangan SDM, jenjang karir dan *talent management* untuk mendukung pencapaian target-target perusahaan baik dalam jangka pendek atau jangka panjang agar ditingkatkan, serta dilakukan evaluasi atas kebijakan-kebijakan SDM agar senantiasa sesuai dengan *best practice*. In order to ensure a comprehensive HR management and development programs. Implementation of HR development's policies, career paths and talent management to support the achievement of the Company's targets for both the short and long term to be improved, as well as an evaluation of HR policies to always be in accordance with best practice.	**Direktorat SDM & Umum** | Human Capital & General Affair Directorate 1. Telah melaksanakan rekrutmen pegawai baru dalam rangka meregenerasi pegawai dan organisasi. Has conducted the new employees recruitment to regenerate the employees and organizations. 2. Telah melaksanakan pendidikan & pelatihan yang berjenjang sesuai dengan jabatan masing-masing pegawai maupun pelatihan pengayaan lainnya untuk meningkatkan kompetensi perilaku dan teknis pegawai. Has organized leveling education & training programs according to each employee's position and other enrichment training to improve employees' behavioral and technical competencies. 3. Telah melakukan rotasi & promosi guna memberikan penyegaran dalam organisasi dan menumbuhkan usulan inovasi dari pegawai. Has taken the rotation & promotion to provide refreshment in the organisations and encouraged innovation proposals from the employees.
7	Agar melakukan pemisahan laporan keuangan Antara kegiatan komersial dengan kegiatan PSO sesuai ketentuan yang berlaku. In order to separate the financial statements between commercial activities and PSO activities based on applicable regulations.	**Direktorat Keuangan** | Finance Directorate Telah dilaksanakan sesuai dengan arahan RUPS dalam bentuk laporan laba rugi. Has been carried out based on the direction of the GMS in the form of the profit and loss statement.

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8	Sehubungan dengan hampir terserap sepenuhnya dana PMN, agar mempersiapkan pertanggungjawabkan pelaksanaan PMN sesuai dengan peraturan perundangan yang berlaku. Aligned with PMN funds which was being fully absorbed, in order to prepare the accountability of PMN implementation based on applicable laws and regulations.	**Direktorat Keuangan dan Direktorat Armada** | Finance and Fleet Directorate Progress pemanfaatan dana PMN TA 2015, senantiasa dilaporkan kepada Kementerian BUMN dan Kementerian Keuangan per triwulan dan semester. Hal ini sesuai dengan Peraturan Menteri BUMN RI no. PER- 11/MBU/09/2015 tentang Perubahan Peraturan Menteri BUMN no. PER- 08/MBU/06/2015 tentang Pedoman Pelaporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara kepada BUMN dan Perseroan Terbatas. The progress of the PMN funds utilization of 2015, was always reported to the Ministry of SOE and the Ministry of Finance per quarter and semester. This is in accordance with Minister of SOE of Republic of Indonesia Regulation no. PER-11 / MBU / 09/2015 concerning Amendment to SOE Ministerial Regulation No. PER-08 / MBU / 06/2015 concerning Guidelines for Reporting the Use of Additional State Equity Funds to SOE and Limited Liability Companies.
9	Dalam rangka pengelolaan fungsi-fungsi *talent management* dengan sistematika yang lebih baik, serta memastikan yang lebih baik, serta memastikan ketersediaan dan kesiapan talent untuk *sustainable growth* dari BUMN, diminta kepada Direksi untuk : In order to well-manage systematic talent management functions, as well as to ensure better performance, availability and readiness of talent for sustainable growth of SOE, the Directors are asked to: a. Menyelenggarakan *talent management system* sekaligus menyiapkan *talent* perusahaan menjadi *talent pool* di Kemterian BUMN. Organizing a talent management system as well as preparing company talents to become a talent pool at the Ministry of SOE. b. Menyediakan *talent pool* di setiap perusahaan minimal sebanyak 20% (dua puluh persen). Provided talent pool for each company at minimum of 20% (twenty percent) c. Menyiapkan kandidat calon Direksi dari BOD-1 sejumlah 3 suksesor per posisi BOD. Prepared the candidates for the Directors from BOD-1 as much as 3 successors per BOD position.	**Direktorat SDM** | HC Directorate 1. Divisi SDM sesuai dengan RKAP Tahun 2020 maka kami merencanakan sebagai berikut: HC Division was aligned to the 2020 RKAP, we have plan as follows: a. Menyelenggarakan program pengembangan kompetensi terhadap *talent* yang nilai kompetensinya kurang sesuai dengan hasil rekomendasi asesmen kompetensi. Organized the competency development programs for talents who have competency scores less than the competency assessment recommendations. b. Menyelenggarakan asesmen kompetensi terhadap pejabat pada level VP setara sebanyak 20 orang dan level manager setara sebanyak 40 orang. Organized competency assessment of officials at VP level of 20 persons and Manager level of 40 persons. c. Mengusulkan untuk Direksi Anak Perusahaan berasal dari internal perusahaan dengan mempertimbangkan hasil *fit & proper test* dan asesmen kompetensi Proposed the officials from inside of the Company to be the Directors of subsidiaries by looking into the results of fit & proper test and competency assessment.

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10	Terkait PKBL diminta untuk: PKBL was required to: a. Merealisasikan penyaluran Program Kemitraan dan Bina Lingkungan sebesar dana tersedia. Managed the distribution of the Partnership and Community Development Program in the amount of available funds. b. Mengupayakan pengembalian piutang mitra binaan secara optimal dengan melibatkan pihak-pihak terkait (baik internal maupun eksternal). Strived to pay receivables of fortered partners optimally by involving the parties concerned (both internal and external). c. Dengan terbitnya Peraturan Menteri BUMN Nomor : PER- 02/MBU/07/2017 tentang perubahan kedua atas Peraturan Menteri BUMN Nomor : PER- 09/MBU/07/2015 tentang PKBL BUMN, maka Direksi diminta untuk menetapkan SOP pelaksanaan PKBL yang telah disesuaikan dengan peraturan Menteri BUMN dimaksud. With the issuance of Ministry of SOE Regulation Number: PER-02/MBU/07/2017 concerning the second amendment to SOE Ministerial Regulation Number: PER-09/MBU/07/2015 concerning PKBL of SOE, the Directors are required to establish SOP for implementing PKBL that have been adjusted to Ministry of SOE regulations. d. Menyampaikan laporan berkala secara tepat waktu secara elektronik sesuai yang diatur dalam Peraturan Pemerintah RI Nomor : 45 Tahun 2005 (dua ribu lima) tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran BUMN, Peraturan Menteri BUMN Nomor : PER- 09/MBU/07/2015 jo PER- 03/MBU/12/2016 jo PER- 02/MBU/07/2018, Tanggal 5 (lima) Juli 2018 (dua ribu delapan belas) tentang PKBL BUMN, dan PER- 18/MBU/2014 tanggal 16 (enam belas) Oktober 2014 (dua ribu empat belas) tentang Penyampaian Data, Laporan dan Dokumen BUMN secara Elektronik melalui Portal BUMN. Submitted periodic reports in time electronically as stipulated in Government of Republic of Indonesia Regulation Number: 45 of 2005 (two thousand and five) concerning the Establishment, Management, Supervision and written off of SOE, Ministry of SOE Regulation Number: PER-09/MBU/07/2015 jo PER-03/MBU/12/2016 jo PER-02/MBU/07/2018, 5th (five) July 2018 (two thousand eighteen) concerning PKBL of SOE, and PER-18/MBU/2014 dated 16 (sixteen) October 2014 (two thousand and fourteen) concerning Submission of SOE Data, Reports and Electronic Documents through the BUMN Portal.	**Direktorat Keuangan** | Finance Directorate Realisasi Unit PKBL telah dilaksanakan sesuai arahan RUPS: Realization of PKBL unit has been conducted in accordance with GMS: 1. Efektivitas penyaluran sebesar 98.59% dan kolektibilitas pinjaman sebesar 78.44%. The distribution effectiveness was 98.59% and loan collectability was 78.44%. 2. Progres penagihan melalui kunjungan langsung ke mitra binaan ataupun via telepon maupun whatsapp. Billing progress by direct visit to fostered partners and via telephone or whatsapp. 3. PKBL PT PELNI (Persero) bekerjasama dengan penyuluh dari Dinas Kementerian Kelautan dan Perikanan sebagai koordinator untuk membantu kegiatan penagihan dan *monitoring*. PKBL of PT PELNI (Persero) has cooperated with an instructor from the Ministry of Maritime Affairs and Fisheries as coordinator to help billing and monitoring processes. 4. Telah diterbitkan SOP PKBL PT PELNI (Persero) pada tanggal 25 Oktober 2017 yang sudah sesuai dengan peraturan Menteri BUMN yang dimaksud. Has been issued SOP for PKBL of PT PELNI (Persero) on 25the October 2017 aligned with relevant Ministry of SOE regulation. 5. PKBL PT PELNI (Persero) selalu menyampaikan laporan berkala tepat waktu dan dientry dalam aplikasi portal PKBL BUMN. Direktorat SDM Divisi Teknologi Informasi menunjuk poin d, Divisi Teknologi Informasi mendukung bagian PKBL untuk melakukan pengembangan aplikasi PKBL online. Aplikasi ini diharapkan dapat membantu pengelolaan dan percepatan pelaporan implementasi PKBL di PT PELNI (Persero). Aplikasi ini sedang dalam tahap proses pengadaan, diharapkan pada triwulan 1 tahun 2020, dapat mulai beroperasi PKBL of PT PELNI (Persero) always submit the periodic report in time and is included in PKBL BUMN portal application. The Human Resources Directorate for Information Technology Division pointed to point d, which is to support PKBL division to develop online PKBL application. This application is expected to help manage and accelerate the reporting of PKBL implementation in PT PELNI (Persero). This application is currently available in the procurement process, hopefully that in the first quarter of 2020 can start operating.

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11	Direksi agar memperhatikan temuan dan rekomendasi BPK, auditor independen dan Satuan Pengawas Intern perusahaan yang belum dapat terselesaikan hingga tahun 2018 (dua ribu delapan belas) dan menjadikan hal tersebut sebagai target untuk dilakukan penyelesaian pada tahun 2019 (dua ribu sembilan belas) The Board of Directors required to heed the findings and recommendation from BPK, Independent Auditor and Internal Control System of the Company that has not been realized until 2018 (two thousand and eighteen) and become those matters as the completion targets for 2019 (two thousand and nineteen).	**Direktorat SDM & Umum** | Human Capital & General Affair Directorate Divisi Teknologi Informasi Salah satu dukungan Divisi Teknologi Informasi dalam temuan dan rekomendasi audit BPK pada tahun 2018 yang menjadi target penyelesaian pada tahun 2019 adalah implementasi admin kapal di seluruh kapal PT PELNI (Persero). Aplikasi admin kapal digunakan untuk administrasi pelaporan dan transaksi *ticketing* di atas kapal, yang semula semua proses administrasi dijalankan secara manual didigitalisasi menjadi sebuah sistem yang *real time*. Hingga tahun 2019 aplikasi admin kapal sudah diimplementasi di 18 kapal penumpang milik PT PELNI (Persero). Untuk tahun 2020, aplikasi ini diharapkan sudah diimplementasikan di seluruh kapal penumpang PT PELNI (Persero) (26 kapal) sebelum *peak season* lebaran. Information Technology Division is one of the supports for the findings and recommendation from the audit of BPK in 2018, which for the completion target in 2019 was the implementation of ship administrator on all of PT PELNI (Persero) Vessels. The ship manifest application is used to administer reporting and ticketing transactions on Board, previously all the administrative processes were input manually into a digital real time system. Until 2019, this ship admin application has been applied to 18 passenger ships owned by PT PELNI (Persero). By 2020, this application is expected to be applied into all passenger ships of PT PELNI (Persero) (in total 26 ships) before Eid Mubarak peak seasons. **Direktorat UABTL** | UABTL Directorate Untuk mempercepat penyelesaian Temuan dan Rekomendasi BPK-RI maka hal yang akan dilakukan yaitu: Telah dibuatkan surat instruksi tentang Laporan Rekonsiliasi Penghasilan Muatan Kapal Penumpang dan Kapal Perintis untuk Tindak lanjut BPK mengenai selisih antara laporan tabel silang dengan aplikasi New BL *(bill of lading)*. To speed up the findings and recommendations from BPK-Ri, things that will be done: A letter of instruction has been made for the Income Reconciliation of passenger vessel and perintis ships to follow up on BPK findings regarding the difference between cross-table report and New BL (Bill of Lading) application.
12	Direksi agar memperhatikan dan menindaklanjuti saran dan rekomendasi Dewan Komisaris dalam pelaksanaan RKAP Tahun 2019 (dua ribu sembilan belas) sebagaimana disampaikan dalam suratnya Nomor: 75/DK/XI-2018 Tanggal 28 (dua puluh delapan) November 2018 (dua ribu delapan belas) serta arahan RUPS yang merupakan bagian tidak terpisahkan dari keputusan ini. The Board of Directors needed to pay attention and follow up on the advice and recommendations from the Board of Commissioners for the implementation of 2019 (two thousand and nineteen) RKAP as stated in the Letter Number: 75/DK/XI-2018 on 28th (twenty eight) November 2018 (two thousand and eighteen) and direction from the GMS, which is an integral part of this decision.	**Direktorat Keuangan** | Finance Directorate Telah dilaksanakan sesuai dengan arahan RUPS. Has been conducted based on the Resolution of GMS. **Direktorat Armada** | Fleet Directorate Tindak lanjut rekomendasi Dewan Komisaris sebagaimana disampaikan dalam surat Nomor: 75/DK/XI-2018 Tanggal 28 November 2018 pada bagian C. Kesimpulan dan Saran nomor 2.d adalah sebagai berikut: Follow-up on recommendations from the Board of Commissioners as stated in the Letter Number: 75/Dk/XI-2018 on 28th November 2018 section C. Conclusions and suggestions Number 2.d are as follows: 1. Pengendalian biaya pemeliharaan kapal saat *dock/floating repair docking*. Pengendalian biaya pada saat *docking* dilaksanakan dengan cara: Controlling ships maintenance cost during dock/floating repair docking. Cost control when docking is tackled by: a. Kerjasama sinergi dengan galangan BUMN berdasarkan *homebase* kapal. Hal ini guna meminimalisir biaya mobilisasi kapal dari *homebase* menuju galangan dan sebaliknya. Synergy cooperation with SOE shipyards based on the ship's homebase. This is to minimize the cost of mobilizing ships from the homebase to the shipyard and vice versa. b. Jika tidak tersedia *space* di galangan BUMN sekitar *homebase* kapal, maka dilakukan lelang guna mendapatkan harga yang kompetitif. Which leads to no available space in the SOE's shipyards around the ship's homebase, thus will get an action to receive a competitive price. 2. Pengendalian biaya pemeliharaan kapal saat kapal beroperasi / *running repair*. Sesuai arahan Dewan Komisaris, penyediaan kegiatan pemeliharaan kapal saat kapal beroperasi / *running repair* melibatkan peran serta SBU Galangan Surya. Controlling ship maintenance costs when the ship is operating/ running repair. In accordance with the direction of the Board of Commissioners, providing ship maintenance activities when ship is operating/ running repair involves the SBU Surya Shipyard.

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		3. Pengendalian dan pengawasan konsumsi BBM. Upaya pengendalian biaya bahan bakar dilakukan dengan pemasangan *Vessel Web Analysis* (VWA) / *Fuel Monitoring System* (FMS) di kapal-kapal Penumpang. Adapun kenaikan realisasi biaya bahan bakar terjadi dikarenakan adanya kenaikan jumlah frekuensi / voyage layar kapal. Selain itu, upaya pengendalian bahan bakar dilakukan dengan mengoptimalkan pengawasan saat bunker kapal oleh *surveyor* independen. Control and supervision of fuel consumption. The efforts to control fuel costs are taken by installing Vessel Web Analysis (VWA) / Fuel Monitoring System (FMS) to passenger ships. The increase in fuel costs was due to an increase in the number of sailing frequencies / voyages. In addition, the efforts to control fuel is by doing optimization on the current supervision of the ships' bunker by an independent surveyor.
13	Buku RKAP, RKAPBL, RKA Dewan Komisaris dan KPI (Key Performance Indicator) Direksi dan Dewan Komisaris Tahun 2019 (dua ribu sembilan belas) yang telah disetujui dan disahkan Rapat Umum Pemegang Saham (RUPS), merupakan bagian yang tidak terpisahkan dari Risalah Keputusan RUPS ini dan menjadi pedoman bagi Direksi dalam melaksanakan program kerja dan target kinerja pada tahun 2019 (dua ribu sembilan belas) serta sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. The books of RKAP, RKA of the Board of Commissioners and KPI (Key Performance Indicator) of the Board of Commissioners and Directors for 2019 (two thousand and nineteen) approved and ratified by the General Meeting of Shareholders (GMS) were an inseparable part of the minutes of the GMS' decision and were as the guidelines for the Board of Commissioners and Directors in implementing their work programs and performance targets for 2019 as well as the monitoring and supervising tools for the Board of Commissioners.	**Direktorat Keuangan** | Finance Directorate Telah dilaksanakan sesuai dengan arahan RUPS dan dilaporkan secara periodik. Has been conducted and reported periodically according to the directions of the GMS. **Direktorat SDM** | Human Capital Directorate Divisi Teknologi Informasi secara reguler memberikan data RKAP dan KPI ke Corporate Planning dan Departemen Anggaran The Information Technology Division provides RKAP and KPI data to Corporate Planning and Finance Directorate regularly.

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RUPS LAPORAN TAHUNAN 2018
Kehadiran Dewan Komisaris Dan Direksi

Pelaksanaan RUPS Laporan Tahunan tahun buku 2018 dihadiri oleh seluruh anggota Dewan Komisaris dan Direksi yang menjabat sampai pada saat Rapat tersebut diselanggarakan sebagaimana tercantum dalam tabel di bawah ini:

GMS ANNUAL REPORT 2018
Attendance Of The Board Of Commissioners And The Board Of Directors

The Annual GMS for Financial Year 2018 was attended by all of the members of the Board of Commissioners and the Board of Directors who had served the Company until the meeting was held as written in the table below:

KEHADIRAN DEWAN KOMISARIS DAN DIREKSI
Attendance of the Board of Commissioners and the Board of Directors

Nama Name	Jabatan Position
Dewan Komisaris | The Board of Commissioners	
Bambang Prihartono	Komisaris Utama President Commissioner
Johanes Widodo Hario Mumpuni	Komisaris Independen Independent Commissioner
Danang Parikesit	Komisaris Independen Independent Commissioner
Sudarto	Komisaris Commissioner
Ali Masykur Musa	Komisaris Commissioner
Direksi | The Board of Directors	
Insan Purwarisya L Tobing	Direktur Utama President Director
Harry Boediarto Soewarto	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo and Tol Laut Transport Business
Muhamad Tukul Harsono	Direktur Armada Fleet Director
Olih Masolich Sodikin	Direktur Usaha Angkutan Penumpang Director of Passenger Transport Business
Ganefi	Direktur SDM dan Umum Director of Human Resource and General Affair
Tri Andayani	Direktur Keuangan Director of Finance

Agenda dan Keputusan

Pada RUPS Laporan Manajemen Tahun Buku 2018 yang diselenggarakan pada tanggal 27 Mei 2019 telah diagendakan dengan keputusan sebagai berikut:

Agenda and Resolution of AGMS

At the AGMS of Management Report for fiscal year 2018 that held on May 27, 2019 was scheduled with the following resolution:

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No	Agenda RUPS GMS Agenda	Keputusan Decision
1	Persetujuan Laporan Tahunan Tahun Buku 2018 (dua ribu delapan belas) termasuk Laporan Pelaksanaan Tugas Pengawasan Dewan Komisaris dan Pengesahan Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2018 (dua ribu delapan belas). Approval of the 2018 Annual Report (two thousand and eighteen) including the Report on the Implementation of Supervisory Duties of the Board of Commissioners and Ratification of the Company's Consolidated Financial Statements for 2018 (two thousand and eighteen).	Menyetujui Laporan Tahunan Tahun Buku 2018 (dua ribu delapan belas) termasuk Laporan Tugas Pengawasan Dewan Komisaris serta mengesahkan¬Laporan Keuangan Perseroan untuk Tahun Buku 2018 (dua ribu delapan belas) yang telah diaudit oleh Kantor Akuntan Publik (KAP) Djoko, Sidik & Indra sebagaimana dimuat dalam laporannya Nomor 00040/2.0821/AU.1/05/0112-1/1/1V/2019 tanggal 22-04-2019 (dua puluh dua April dua ribu sembilan belas), dengan pendapat "wajar dalam semua hal yang material" posisi keuangan konsolidaslan PT Pelayaran Nasional Indonesia (Persero) dan entitas anaknya tanggal 31-12-2018 (tiga puluh satu Desember dua ribu delapan belas), serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan "Standar Akuntansi Keuangan di Indonesla", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya *(volledig acquit de charge)* kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam Tahun Buku yang berakhir pada tanggal 31-12-2018 (tiga puluh satu Desember dua ribu delapan belas) seanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan Perseroan. Approved the 2018 Financial Year (two thousand and eighteen) Annual Report including the Board of Commissioners' Supervisory Report and ratified the Company's Financial Report for the 2018 Financial Year (two thousand and eighteen) which had been audited by Djoko, Sidik & Indra Public Accounting Office as published in report Number 00040/2.0821/AU.1/05/0112-1/1/1V/2019 dated 22-04-2019 (twenty-second of April two thousand and nineteen), with an "Unqualified" opinion on the consolidated financial position of PT Pelayaran Nasional Indonesia (Persero) and its subsidiaries dated 31-12-2018 (thirty-first December two thousand and eighteen), as well as the consolidated financial performance and cash flows for the year ended on that date, in accordance with" Financial Accounting Standards in Indonesia ", as well as providing full acquittal and release of responsibility (volledig acquit de charge) to the Board of Directors and Board of Commissioners of the Company for their management and supervisory actions that have been performed in the Financial Year ended on 31-12-2018 (thirty-first December two thousand and eighteen) as long as the said action is not a criminal act and is reflected in the books of the Company's reports.
2	Persetujuan dan Pengesahan Laporan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku 2018 (dua ribu delapan belas). Approval and Ratification of Partnership and Community Development Program Report for the 2018 Financial Year (two thousand and eighteen).	Menyetujui dan mengesahkan Laporan Tahunan PKBL Tahun Buku 2018 (dua ribu delapan belas) termasuk Laporan Keuangan Program Kemitraan dan Bina Lingkungan yang telah diaudit oleh Kantor Akuntan Publik (KAP) Djoko, Sidik & Indra sesuai dengan Laporan Auditor Independen Nomor 00024/2.0821/NASS-AUP.PKBL/05/0112-1/1/II/2019 tanggal 28-02-2019 (dua puluh delapan Februari dua ribu sembilan belas) dengan pendapat "wajar dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab *(volledig acquit et de charge)* kepada Direksi dan Dewan Komisaris Perseroan atas tindakan pengurusan dan pengawasan PKBL Tahun Buku 2018 (dua ribu delapan belas), sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin dalam laporan tersebut. Approved and ratified the 2018 PKBL Annual Report (two thousand and eighteen) including the Partnership and Community Development Program Financial Report audited by Djoko, Sidik & Indra Public Accounting Office in accordance with the Independent Auditor's Report Number 00024 / 2.0821 / NASS- AUP.PKBL / 05 / 0112-1 / 1 / II / 2019 dated 28-02-2019 (twenty-eight February two thousand and nineteen) with an "Unqualified" opinion, as well as providing a settlement and discharge of responsibility (volledig acquit et de charge) to the Board of Directors and the Board of Commissioners of the Company for the management and supervision of PKBL for the 2018 Financial Year (two thousand and eighteen), as long as their action is not a criminal act and is reflected in the report.
3	Penetapan Penggunaan Laba Bersih Perseroan Tahun Buku 2018 (dua ribu delapan belas). Determination of the Use of the Company's Net Profits for the 2018 Financial Year (two thousand and eighteen).	Menetapkan penggunaan laba bersih konsolidasi Tahun Buku 2018 (dua ribu delapan belas) sebesar Rp203.631.186.048,00 (dua ratus tiga miliar enam ratus tiga puluh satu juta seratus delapan puluh enam ribu empat puluh delapan Rupiah) seluruhnya sebagai cadangan. Determined the use of the consolidated net profit for the 2018 Financial Year (two thousand and eighteen) amounting to Rp203.631.186.048.00 (two hundred and three billion six hundred thirty-one million and one hundred eighty six thousand and forty eight Rupiah) as a total reserve.

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No	Agenda RUPS GMS Agenda	Keputusan Decision
4	Penetapan Kantor Akuntan Publik untuk Mengaudit Laporan Keuangan Konsolidasian Perseroan untuk Tahun Buku 2019 (dua ribu sembilan belas) dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan Tahun Buku 2019 (dua ribu sembilan belas). Appointment of a Public Accountant Firm to Audit the Company's Consolidated Financial Statements for the 2019 Financial Year (two thousand and nineteen) and the Financial Statements for the Partnership and Community Development Program for the 2019 Financial Year (two thousand and nineteen).	Penetapan Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Perseroan dan Laporan Keuangan Program Kemitraan dan Bina Lingkungan untuk tahun buku 2019 (dua ribu sembilan belas), dilakukan secara tersendiri oeh Menteri Badan Usaha Milik Negara (BUMN) selaku Rapat Umum Pemegang Saham (RUPS) berdasarkan usulan Dewan Komisaris. Appointed the Public Accounting Firm that will audit the Company's Financial Statements and for the Partnership and Community Development Program for the 2019 financial Statements (two thousand and nineteen), which was carried out separately by the Minister of State-Owned Enterprises (BUMN) as the General Meeting of Shareholders (GMS) based on proposal from the Board of Commissioners.
5	Penetapan Tantiem Tahun Buku 2018 (dua ribu delapan belas), Gaji, Honorarium, dan Tunjangan serta Fasilitas Lainnya bagi Anggota Direksi dan Dewan Komisaris untuk Tahun 2019 (dua ribu sembilan belas). Determination of the tantiem for the 2018 financial year (two thousand and eighteen), salary, honorarium and allowances and other facilities for members of the Board of Directors and the Board of Commissioners for 2019 (two thousand and nineteen).	Tantiem Tahun Buku 2018 (dua ribu delapan belas), Gaji, Honorarium, dan Tunjangan serta Fasilitas Lainnya bagi Anggota Direksi dan Dewan Komisaris untuk Tahun 2019 (dua ribu sembilan belas) ditetapkan dalam keputusan tersendiri. Tantiem for the 2018 Financial Year (two thousand and eighteen), Salary, Honorarium and Allowances and Other Facilities for Members of the Board of Directors and Board of Commissioners for 2019 (two thousand and nineteen) were stipulated in a separate decision.
6	Pengesahan Laporan Pertanggungjawaban Realisasi Penggunaan Dana Tambahan Penyertaan Modal Negara (PMN) Tahun 2015 (dua ribu lima belas) untuk Tahun Buku 2018 (dua ribu delapan belas). Ratification of the 2015 (two thousand and fifteen) State Capital Additional Funds (PMN) Accountability Report for the 2018 Financial Year (two thousand and eighteen).	Mengesahkan Laporan Realisasi Penggunaan Tambahan Dana Penyertaan Modal Negara yang berasal dari APBN Tahun Anggaran 2015 (dua ribu lima belas), untuk periode Tahun Buku 2018 (dua ribu delapan belas). Ratification of the 2015 (two thousand and fifteen) State Capital Additional Funds (PMN) Accountability Report for the 2018 Financial Year (two thousand and eighteen).

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Arahan RUPST 2018

Pada RUPST 2018 tersebut telah menghasilkan arahan RUPS dengan status tindak lanjut sebagai berikut:

Direction of AGMS 2018

At the AGMS 2018 has been generated The direction of GMS with follow-up status as follows:

No	Arahan RUPS Direction of GMS	Status Tindak Lanjut Status and Follow up
1	Direksi diminta untuk menindaklanjuti temuan-temuan, saran-saran auditor eksternal yakni BPK RI dan/atau KAP maupun auditor Intemal (SPI) tahun 2018 (dua ribu delapan belas) dan tahun-tahun sebelumnya, serta menyelesaikannya secara tuntas sehingga di masa mendatang temuan auditor atas masalah yang sama tidak terjadi lagi dan dibahas secara komprehensif dengan Dewan Komisaris. Tindak lanjut penyelesaian temuan/saran auditor eksternal agar dilaporkan secara tertulls kepada Pemegang Saham. The Board of Directors needs to follow up on findings, suggestions from external auditors, namely BPK RI and/or Public Accounting Firm as well as Internal auditors (SPI) in 2018 (two thousand and eighteen) and previous years, and resolves them thoroughly so that the auditor's findings on the same problem does not occur again in the future and is discussed comprehensively with the Board of Commissioners. Follow-up to resolve findings/ suggestions from external auditors to be reportedly written to Shareholders.	1. Atas temuan dan rekomendasi pemeriksaan BPK-RI yang tertuang dalam Laporan Hasil Pemeriksaan, selanjutnya segera dilakukan tindak lanjut dalam jangka waktu maksimal 60 hari setelah Laporan Hasil Pemeriksaan diterima. Monitoring Tindak Lanjut dikirimkan kepada BPK-RI dan ditembuskan kepada Inspektorat Kementerian BUMN. The findings and recommendations from BPK-RI as stated in the audited report result, will be further followed up at maximum 60 days after the audited report received. Follow up monitoring will be then sent to BPK-RI and attached to the Inspectorate of the Ministry of SOE. 2. Atas temuan dan rekomendasi pemeriksaan KAP Tahun 2018 dan sebelumnya, telah ditindaklanjuti dan di-*review* oleh KAP Hadori, Sugiarto, Adi & Rekan yang merupakan KAP PT PELNI (Persero) untuk Tahun Buku 2019 yang pemeriksaannya dilaksanakan pada Tahun 2020. The findings and recommendations from KAP audit in 2018 and the previous year have been followed up and reviewed by Hadori, Sugiarto, Adi & Partner Public Accounting Firm who is the KAP to audit the 2019 Financial Year of PT PELNI (persero) that will be conducted in 2020. Saat ini SPI tengah mengembangkan sistem aplikasi pemantauan tindak lanjut, yang digunakan untuk memantau tindak lanjut temuan dan rekomendasi baik internal (SPI) maupun eksternal (BPK dan KAP). Selanjutnya pemantauan tindak lanjut dapat dilaksanakan secara optimal dan presisi. Currently SPI is developing a follow-up monitoring application system, which is used to monitor the follow-up on findings and recommendations from internal (SPI) and external (BPK and KAP). Furthermore, follow-up monitoring can be more optimal and precise.
2	Direksi harus terus berupaya melakukan cost effectiveness serta mengoptimalkan kinerja manajemen korporasi guna mewujudkan pengelolaan perusahaan yang semakin efektif dan efisien sesuai dengan prinsip-prinsip *Good Corporate Governance* (GCG). The Board of Directors must continue to tackle cost effectiveness and optimize the performance of corporate management in order to create a more effective and efficient corporate management in accordance with the principles of Good Corporate Governance (GCG).	Upaya *cost efficiency* yang telah dilakukan adalah: Cost efficiency efforts that has been conducted as follows: 1. Pengendalian biaya dilakukan dengan memperhatikan ketersediaan Anggaran dan menjadi pertimbangan dalam pelaksanaan kegiatan (realisasi). Cost control has been carried out by taking the availability of the Budget into a consideration in implementing activities (realization). 2. Mengimplementasikan aplikasi Siparsel yang berfungsi untuk mengelola proses *purchasing* dan *inventory* baik di darat maupun di kapal sehingga manajemen dapat memantau pembelian, penggunaan, dan persediaan. Implemented the Siparsel application which functions to manage purchasing and inventory processes both on land and on ships so that management can monitor purchases, usage, and inventory. 3. Proses bisnis digital seperti Pelni Doc dan ESPJ dapat mengendalikan biaya. Pelni Doc diharapkan dapat mengurangi biaya ATK. Digitised business processes such as Pelni Doc and ESPJ can tackle the cost. Pelni Doc is expected to be able to reduce the stationery's costs. 4. Biaya Pemeliharaan Kapal Dalam mengupayakan pengendalian biaya pemeliharaan kapal mengingat usia kapal yang sudah tua, maka pengendalian biaya pemeliharaan kapal dilakukan berdasarkan skala prioritas sehingga pemeliharaan dapat berjalan efektif. Ship Maintenance Costs In trying to control ship maintenance costs considering the ship's life is getting old, the ship maintenance cost control is carried out based on a scale priority so that maintenance can run effectively. 5. Upaya pengendalian biaya bahan bakar dilakukan dengan pemasangan *Vessel Web Analysis* (VWA)/*Fuel Monitoring System* (FMS) di kapal-kapal Penumpang. Adapun kenaikan realisasi biaya bahan bakar terjadi dikarenakan adanya kenaikan jumlah frekuensi/*voyage* layar kapal. Selain itu, upaya pengendalian bahan bakar dilakukan dengan mengoptimalkan pengawasan saat bunker kapal oleh *surveyor* independen. Efforts to control fuel costs are by installing Vessel Web Analysis (VWA)/Fuel Monitoring System (FMS) into passenger ships. The causes of an increase in fuel costs is due to an increase in number of ships sailing frequencies/voyaging. In addition, efforts to control fuel are the optimization of the supervision on ships when bunkering conducted by an Independent surveyors.

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		Upaya Optimalisasi kinerja manajemen yang telah dilakukan dengan beberapa hal sbb: Efforts to optimize management's performance that have been carried out as follows: 1. *Rerouting* dan *Rescheduling* kapal untuk mengakomodasi lonjakan angkutan penumpang *peak season* lebaran, natal dan tahun baru sekaligus upaya peningkatan penghasilan. Ships rerouting and rescheduling to accommodate the passengers' spike during the Eid al-fitr, Christmas and New Year peak seasons as well as the efforts to increase more income. 2. Pengembangan aplikasi New BL. New BL application development. 3. Mengadakan pameran untuk menjangkau *new customer.* Held exhibition to reach new customers. 4. Kontrak *space* muatan *container* di kapal penumpang. Container space contract for passenger ships. 5. Kerjasama dengan pihak ketiga dalam memenuhi kebutuhan refeer container di Pulau Bacan. Cooperated with Third Parties in fulfilling refeer container needs in Bacan Island. 6. Mengoperasikan KM. Logistik Nusantara 2 & 5 diluar trayek penugasan *(Time Charter).* Operated MV. Logistic Nusantara 2 & 5 outside the assignment route (Time Charter). 7. Kerjasama angkutan batubara dengan PT PLN. Coal transport cooperation with PT PLN.
3	Direksi diminta untuk meningkatkan monitoring, pembinaan, dan evaluasi terhadap kinerja kantor cabang dan anak perusahaan sehingga dapat meningkatkan kontribusi pendapatan kepada induk perusahaan dan tidak¬ada lagi cabang/ anak perusahaan yang merugl, serta menjamin keselarasan strategi induk dan anak perusahaan. The Board of Directors is asked to improve monitoring, guidance, and evaluation of the performance of branch offices and subsidiaries so that they can increase revenue contributions to the parent company and there are no more loss-making in branches / subsidiaries, and ensure the alignment of the parent and subsidiary's strategies.	*Monitoring,* pembinaan, dan evaluasi terhadap kinerja kantor cabang dan anak perusahaan telah dilakukan secara rutin dengan hal yang dilakukan sebagai berikut: Monitoring, coaching, and evaluation of the branch offices and subsidiaries performances have been conducted regularly with the following actions: 1. *Monitoring* kinerja anak usaha dan cabang secara berkala disetiap bulannya. Regular Monitoring of Subsidiaries and Branches monthly performances. 2. Konsinyering dengan anak perusahaan beserta seluruh cabang disetiap tahunnya guna terwujudnya keselarasan strategi. Annual coordinating meeting with the Subsidiaries and all Branches for the creation of aligned strategies. 3. *Private coaching* untuk kendala yang dihadapi oleh anak perusahaan dan cabang. Private coaching for the obstacles faced by the Subsidiaries and Branches. 4. Sosialisasi pembaruan juklak/aturan pencatatan keuangan secara berkala. Periodic socialization of operational guidelines/financial recording regulations.
4	Mengingat realisasi penyerapan investasi relatif rendah, Direksi dengan pengawasan Dewan Komisaris diminta untuk melakukan perencanaan investasi yang lebih realistis untuk mendukung peningkatan produktivitas¬ dan pengembangan usaha. Considering the relatively low investment absorption, the Board of Directors under supervision of the Board of Commissioners, is asked to carry out more realistic investment planning to support increased productivity and business development.	Perencanaan investasi disesuaikan dengan kemampuan likuiditas perusahaan dan mengutamakan yang sifatnya berhubungan dengan peningkatan penghasilan dan pengembangan usaha. Investment planning must be adjusted to the capability of Company's liquidity and must prioritize the matters related to increasing income and business development.

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General Meeting of Shareholders (GMS)

No	Arahan RUPS Direction of GMS	Status Tindak Lanjut Status and Follow up
5	Direksi agar mengoptimalkan pendayagunaan aset bangunan yang berlokasi di cabang-cabang untuk memperoleh manfaat ekonomis, sehingga dapat meningkatkan pendapatan. The Board of Directors should optimize the utilization of building assets located in the branches to obtain more economic benefits, thereby increasing revenue.	Komersialisasi atau pemberdayaan aset kepada pihak eksternal telah dilakukan untuk mencapai pendapatan optimal bagi perusahaan. Dalam tahun-tahun ini dan sebelumnya, Kami telah membuka peluang bisnis bagi para pihak untuk bermitra dengan mempermudah syarat sewa hingga lebih dapat diterima oleh pihak pasar bisnis properti di Indonesia. Tingkat produksi kontrak setiap tahun bertambah dengan bertambahnya Mitra baru dan area baru untuk dikomersialkan, yang sebelumnya digunakan bagi kepentingan dinas Perusahaan. Dalam melakukan komersialisasi tersebut terdapat 2 (dua) hal yang menjadi parameter utama terkait pencapaian penghasilan yakni: Assets commercialization or development by external parties has been realized to gain more optimal income for the Company. In this year and the previous year, we have given the business opportunities for other parties who want to be a partner by simplifying the rental terms which are more acceptable in the property business in Indonesia. The level of contract production increased each year accompanied with the addition of new partners and areas commercialization, which were previously used for the Company's business interests only. In carrying out this commercialization, there are 2(two) things that become the main parameter of income achievements, namely: 1. Kondisi aset yang memenuhi minat para penyewa, aset harus dalam kondisi baik terawat (terpenuhi standar fisik bangunan) dan bersifat kekinian; dan Asset condition that meets the interests of the tenants, the asset must be in good condition (the building's physical standards provision) and up-to-date; and 2. Nilai komersial aset tersebut sesuai dengan kondisi pasar dan letak aset yang sesuai dengan tinjauan lokasi atau data *survey* para calon mitra. The commercial value of the assets is in accordance with market conditions and the assets location based on site reviews or survey data of potential partners. Kedua hal ini menjadi penting karena menjadi awal minat untuk bekerjasama dengan PT PELNI (Persero). Beberapa langkah yang dilakukan untuk optimalisasi aset untuk menarik minat bisnis eksternal di aset PT PELNI (Persero) dan mengejar momentum bisnis aset yang telah dilakukan antara lain: These two things to be important because those two things become the initial interest in collaborating with PT PELNI (Persero). Some of the steps taken to optimize assets to attract external business interest in PT PELNI (Persero) 's assets and to pursue asset business momentum that have been taken, including: 1. Pemasaran melalui media cetak dan digital; Marketing using printed and digital media; 2. Penggunaan *website* dan aplikasi untuk kemudahan akses informasi dan transaksi mitra; The use of Website and Application to have easy information access and track the partner's transaction. 3. Penawaran kerjasama dengan sistem bagi hasil untuk mengurangi beban sewa dan menangkap geliat terbesar dari UMKM *property;* Cooperation offering with sharing profit mechanism to reduce rent expenses and capture the biggest stretches of Small and Medium Property Enterprises. 4. Menggandeng pengusaha lokal yg lebih memahami peta pasar; Cooperate with local entrepreneurs who know better the market; 5. Kerjasama dengan anak usaha dengan membuka gerai toko kapal dan di aset cabang. Cooperate with Subsidiaries by opening the Shops onboards and at Branch's Assets.

RAPAT UMUM PEMEGANG SAHAM (RUPS)
General Meeting of Shareholders (GMS)

No	Arahan RUPS Direction of GMS	Status Tindak Lanjut Status and Follow up
6	Terkait dengan keputusan RUPS Agenda IV, Dewan Komisaris agar melakukan seleksi Kantor Akuntan Publik (KAP) yang akan mengaudit Laporan Keuangan Perseroan serta Pelaksanaan Program Kemitraan dan Bina Lingkungan untuk Tahun Buku yang berakhir pada 31-12-2019 (tiga puluh satu Desember dua ribu sembilan belas) dengan berpedoman pada¬ ketentuan yang berlaku. Hasil seleksi Dewan Komisaris agar disampaikan kepada Rapat Umum Pemegang Saham untuk mendapatkan keputusan. Related to the Resolution of GMS Agenda IV, the Board of Commissioners should choose the Public Accounting Firm to audit the Company's Financial Statements and the implementation of Partnership and Community Development Programs for the Financial Year ended on 31-12-2019 (thirty one December two thousand and nine twelve) based on the applicable provisions. The results of the selection of the Board of Commissioners must be submitted to the General Meeting of Shareholders for obtaining a decision.	Seleksi Kantor Akuntan Publik (KAP) yang akan melakukan audit Laporan Keuangan dan PKBL 2019 telah dilakukan dengan menggunakan metode tender terbatas sesuai dengan ketentuan yang berlaku di perusahaan. Penetapan KAP tersebut juga telah ditetapkan oleh Kementerian BUMN selaku pemegang saham sesuai dengan surat Menteri BUMN nomor. S-857/MBU/11/2019 perihal "Penetapan Kantor Akuntan Publik (KAP) untuk Melakukan Audit atas Laporan Keuangan PT Pelayaran Nasional Indonesia (Persero) Tahun Buku 2019" yang menetapkan KAP Hadori Sugiarto Adi & Rekan sebagai pelaksana audit laporan keuangan dan PKBL tahun 2019. The selection of a Public Accounting Firm (KAP) to audit the Financial and 2019 PKBL Reports has been conducted using a close tender method based on the applicable regulation in the Company. And the appointment of the Public Accounting Firm has been determined by the Ministry of SOE as a Shareholders referred to the Decree of Ministry of SOE Number: S-857/MBU/11/2019 regarding "Determination of the Public Accounting Firm (KAP) to Audit the Financial Statements of PT Pelayaran Nasional Indonesia (Persero) for the 2019 Fiscal Year" which appointed Hadori Sugiarto Adi & Partners Public Accounting Firm as auditors of the 2019 Financial and PKBL Reports.
7	Direksi harus meningkatkan kualitas Sumber Daya Manusia dalam bidang Perpajakan, sehingga tidak terjadi lagi keterlambatan pembayaran dan penghapusan pajak yang berpotensi menambah beban bagi perusahaan. The Board of Directors must improve the quality of Human Resources in the field of taxation, so that there will be no more late payments and tax write-off that have the potential to increase the burden on the Company.	Hal-hal yang telah dilakukan manajemen untuk meningkatkan kemampuan dan pengetahuan perpajakan, antara lain : The matters that have been done by the Management to improve tax skills and knowledge, among others: 1. Sosialisasi berkala tentang perpajakan kepada SDM Keuangan Cabang; Periodic socialization of taxation to Branch Finance HR; 2. Penyusunan buku pedoman perpajakan untuk mempermudah pemahaman perpajakan secara teori dan teknis; Tax manual preparation to make taxation understanding easier both theoretically and technically. 3. *Private Coaching* per Cabang terkait kendala perpajakan yang dihadapi. Per Branche office private coaching has been constrained the taxation.
8	Terkait kegiatan PKBL, Direksi diminta untuk menindaklanjuti arahan sebagaimana Risalah Rapat Pembahasan Laporan Tahunan PKBL Tahun 2018 (dua ribu delapan belas) Nomor RIS-32/ D7.MBU.3/4/2019 tanggal 22-04-2019 (dua puluh dua April dua ribu sembilan belas). Related to PKBL activities, the Board of Directors is asked to follow up on the directions as stated in the Minutes of the 2018 PKBL Annual Report Discussion Meeting (two thousand and eighteen) Number RIS-32 / D7.MBU.3 / 4/2019 dated 22-04-2019 (twenty-two April two thousand and nineteen).	Saat ini PKBL PT PELNI (Persero) telah bekerjasama dengan BRI terkait penggunaan BRIVA (BRI *Virtual Account*) untuk mengatasi permasalahan angsuran tidak teridentifikasi. Pelaksanaan monitoring mitra binaan secara berkala telah dilaksanakan. Publikasi mengenai pelaksanaan PKBL kepada masyarkat telah disampaikan melalui media elektronik milik perusahaan sesuai dengan arahan dari Kementerian BUMN. Currently PKBL of PT PELNI (Persero) has cooperated with BRI for the use of BRIVA (BRI Virtual Account) to solve unidentified installment problems. Monitoring of the Fostered Partners has been taken in periodically. Publications regarding the implementation of PKBL Program to the public have been posted on the Company's electronic media according to the directions from the Ministry of SOE.

RAPAT UMUM PEMEGANG SAHAM (RUPS)
General Meeting of Shareholders (GMS)

No	Arahan RUPS Direction of GMS	Status Tindak Lanjut Status and Follow up
9	Direksi dengan Pengawasan Dewan Komisaris diminta terus meningkatkan compliance/ pemenuhan pengisian dan pemutakhiran data pada portal aset, portal Sistem Laporan Berkala (Silaba), portal SDM, portal PKBL, dan portal Publik. Sehubungan dengan peningkatan kualitas pengawasan dan pembinaan Perseroan kami minta agar pemutakhiran data, ketepatan dan kelengkapan pengisian portal tersebut menjadi perhatian utama Dewan Komisaris, Direksi, dan Manajemen. The Board of Directors under Supervision of the Board of Commissioners is asked to continue improving compliance / fulfillment of filling and updating data on the assets portal, Periodic Report System (Silaba) portal, HR portal, PKBL portal, and Public portal. In connection with the improvement of the quality of supervision and guidance of the Company, we ask that updating of data, accuracy and completeness of filling out the portal are the main concerns of the Board of Commissioners, Directors and Management.	Pengisian Sistem Laporan Berkala (Silaba) telah dilakukan secara tepat waktu sesuai ketentuan yang diminta oleh pemegang saham disetiap triwulan, semesteran, dan tahunan dengan selalu meningkatkan pemuktahiran data keuangan Filling out the Periodic Report System (Silaba) has been in time based on the required provision from the Shareholders per quarter, semester and annual by improving the latest-updated financial data.
10	Direksi agar melakukan sinergi *e-ticketing online* melalui integrasi dengan LinkAja. The Board of Directors should synergize online e-ticketing by integration with LinkAja.	Saat ini progress pengembangan aplikasi *Ticketing* dengan LinkAja yaitu : Current Ticketing application under developing progress with LinkAja is: 1. Proses pembayaran melalui LinkAja melalui website Pelni sudah terintegrasi pada server test (PT PELNI (Persero) memberikan kode pembayaran kepada LinkAja untuk dapat dilakukan pembayaran, setelah dilakukan pembayaran melalui LinkAja PT PELNI (Persero) akan mendapatkan *ref_number* dari LinkAja); Payment process via LinkAja on Pelni's Website has been integrated to server test, PT PELNI (Pesero) will give the payment code to LinkAja for the payment transaction, after the payment via LinkAja has done, PT PELNI (Persero) will receive ref_number from LinkAja); 2. Untuk kebutuhan integrasi data, PT PELNI (Persero) memerlukan informasi berupa *ref_number*, kode_bayar, no hp dari aplikasi LinkAja; dan For data integration needs, PT PELNI (Persero) requires ref_number, receipt_code, phone number information from LinkAja App; and 3. PT PELNI (Persero) membutuhkan integrasi secara *Host to Host* melalui FTP atau *webdav* (saat ini untuk mengambil data transaksi harus melakukan *download* melalui *dashboard merchant* LinkAja). PT PELNI (Persero) needs Host-to-Host integration via FTP or webdav (Currently to gather the transaction data must be downloading from LinkAja merchant dashboard).
11	Dalam rangka meningkatkan layanan akses terintegrasi menuju dan dari terminal penumpang yang dilayani PT PELNI (Persero), Direksi agar menjajaki untuk bersinergi dengan BUMN dalam penyediaan transportasi darat. In order to improve integrated access services to and from the passenger terminal served by PT PELNI (Persero), the Board of Directors should explore synergies with other SOE in providing land transportation.	Pelayanan sinergi transportasi dengan menggunakan shuttle bus untuk meningkatkan layanan akses dari dan ke terminal penumpang sudah berjalan di Tg. Priok dan Batam. Synergized transportation services using shuttle bus to improve easy access to and from the passenger terminal have been running at Priok and Batam Ports.

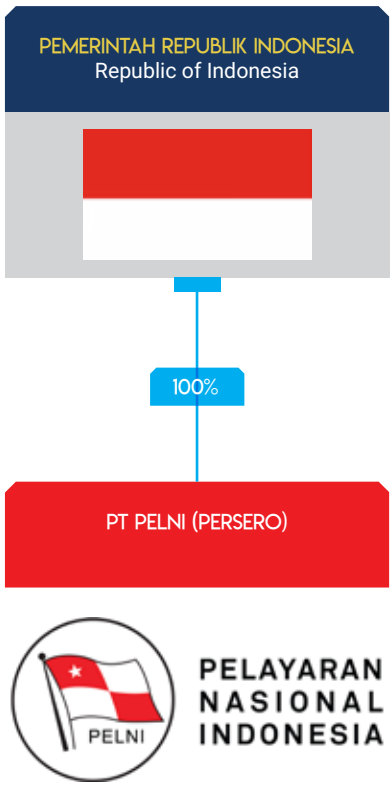
RAPAT UMUM PEMEGANG SAHAM (RUPS)
General Meeting of Shareholders (GMS)

No	Arahan RUPS Direction of GMS	Status Tindak Lanjut Status and Follow up
12	Dalam rangka mengoptimalkan utilisasi bisnis logistik PT PELNI (Persero), Direksi agar melakukan sinergi dengan BUMN lain yang mempunyai bisnis logistik melalui pemanfaatan single platform sistem logistik BUMN. In order to optimize the utilization of the logistics business of PT PELNI (Persero), the Board of Directors should synergize with other SOEs that have logistics businesses by the use of a single platform BUMN logistics system.	xxx xxx
13	Pemanfaatan dana tambahan Penyertaan Modal Negara tahun 2015 (dua ribu lima belas) agar dapat dilaksanakan paling lambat Oktober 2019 (dua ribu sembilan belas). Utilization of additional Government Capital 2015 (two thousand and fifteen) so that it can be implemented no later than October 2019 (two thousand and nineteen).	1. Telah dibuat kajian optimalisasi pemanfaatan sisa dana PMN Th 2015 yang telah disetujui oleh BOD. Has been made a review on the 2015 Government Capital remaining optimization funds approved by BOD. 2. Telah diajukan ijin prinsip kepada BOC terkait pemanfaatan sisa dana PMN Th 2015. Akan dilakukan pembahasan dengan Pemegang Saham (KemenBUMN) untuk persetujuan atas pemanfaatan sisa dana PMN th 2015 tersebut pada tahun 2020. Has proposed the principles permission to the BOC regarding the 2015 Government Capital remaining utilization funds. There will be further discussions with the Shareholders (Ministry of SOE) for approval of the 2015 Government Capital remaining funds that will be realized in 2020.
14	Direksi agar memperhatikan dan menindaklanjuti saran dan rekomendasi Dewan Komisaris yang disampaikan dalam RUPS ini. The Board of Directors should pay attention and follow up on the suggestions and recommendations from the Board of Commissioners conveyed in this GMS.	xxx xxx
15	Laporan Keuangan, Laporan Pelaksanaan PKBL, Laporan Evaluasi Kinerja, Laporan Kepatuhan Terhadap Perundang-undangan dan Pengendalian Internal, Laporan Penilaian *Key Performance Indicators* (KPI) yang telah diaudit oleh Kantor Akuntan Publik (KAP) dan tanggapan Dewan Komisaris adalah bagian yang tidak terpisahkan dari risalah rapat ini. Financial Reports, PKBL Implementation Reports, Performance Evaluation Reports, Compliance Reports on Legislation and Internal Control, Key Performance Indicators (KPI) Assessment Reports that have been audited by the Public Accounting Firm and Board of Commissioners' responses are an integral part of minutes of this meeting.	Telah dilaksanakan sesuai dengan arahan RUPS dan dilaporkan secara periodik. Has implemented according to the Direction of GMS and reported periodically.

INFORMASI PEMEGANG SAHAM
Shareholders Information

Sampai dengan saat ini, pemegang saham utama dan pengendali dari PT PELNI (Persero) adalah Pemerintah Indonesia melalui Kementerian BUMN dengan jumlah kepemilikan saham 100% atau kepemilikan penuh.

Currently, the main and holding shareholders of PT PELNI (Persero) is Indonesian Government through the Ministry of State-owned Enterprises with amounted to 100% shares or full ownership.



DEWAN KOMISARIS
The Board of Commissioners

Sesuai dengan fungsi dan kewenangan yang tertuang dalam anggaran Dasar Perseroan, Dewan Komisaris bertanggung jawab atas fungsi pengawasan atas pelaksanaan strategi dan pengelolaan Perseroan oleh Direksi serta pemberian rekomendasi pada Direksi guna memastikan kesinambungan aktivitas bisnis. Selain itu, Dewan Komisaris juga diharapkan mampu melakukan pemantauan atas pelaksanaan dan efektivitas penerapan GCG termasuk di dalamnya memberikan saran konstruktif untuk penyempurnaan implementasi GCG oleh Perseroan.

In line with the functions and authorities set out in the Company's Articles of Association, the Board of Commissioners is responsible for the oversight function of the strategy and management of the Company apllied by the Directors as well as provides recommendations to the Directors to ensure the sustainable business operations. In addition, the Board of Commissioners is expected to be able to monitor the implementation and effectiveness of GCG, including providing constructive suggestions for improving the implementation of GCG within the Company.

PENGANGKATAN DAN PEMBERHENTIAN DEWAN KOMISARIS

Pengangkatan dan Pemberhentian Dewan Komisaris ditentukan dalam Rapat Umum Pemegang Saham (RUPS). Keputusan pengangkatan dan pemberhentian Dewan Komisaris berpedoman pada Anggaran Dasar PT PELNI (Persero), Undang-undang Nomor 40 tahun 2007 tentang Perseroran Terbatas, Undang-Undang No. 19 tahun 2003 tentang BUMN, Peraturan Menteri BUMN Nomor: PER-04/MBU/2009 tentang Pedoman Pengangkatan dan Pemberhentian Direksi dan Dewan Komisaris BUMN serta *Board Manual* Dewan Komisaris PT PELNI (Persero).

THE BOARD OF COMMISSIONERS APPOINTMENT AND DISCHARGE

The Board of Commissioners appointment and Dismissal are determined in the General Meeting of Shareholders (GMS). The decision of appointment and dismissal of the Board of Commissioners is guided by the Articles of Association of PT PELNI (Persero), Law Number 40 of 2007 on Limited Liability Company, Law Number 19 of 2003 concerning SOE, Ministry of SOEs' Regulation No. PER-04/MBU/2009 on Appointment and Discharge of Board of Commissioners and Directors in SOE as well as the Board of Commissioners' Board Manual in PT PELNI (Persero).

KOMPOSISI DEWAN KOMISARIS

Selama tahun 2019, komposisi Dewan Komisaris PT PELNI (Persero) mengalami beberapa perubahan. Maka Per 31 Desember 2019 susunan komposisi Dewan Komisaris PT PELNI (Pesero) dapat dilihat pada tabel di bawah ini :

THE BOARD OF COMMISSIONERS COMPOSITION

During 2019, the Board of Commissioners composition of PT PELNI (Persero) has changed. As of 31 December 2019, the Board of Commissioners composition of PT PELNI (Pesero) can be seen in the table below:

No	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
1	Ali Masykur Musa	Komisaris Utama President Commissioner	SK-234/MBU/10/2019 tanggal 17 Oktober 2019 dengan masa jabatan meneruskan jabatan Komisaris yang diangkat berdasarkan SK - 98/MBU/05/2019 tanggal 24 Mei 2019 SK-234/MBU/10/2019 dated Ocotober 17 2019 with a term of serving continuing the position of Commissioner who was appointed based on SK - 98 / MBU / 05/2019 dated May 24, 2019.
2	Johanes Widodo Hario Mumpuni	Komisaris Independen Independent Commissioner	SK-264/MBU/12/2017 tanggal 8 Desember 2017 SK-264/MBU/12/2017 dated December 8, 2017
3	Danang Parikesit	Komisaris Independen Independent Commissioner	SK-206/MBU/07/2018 tanggal 12 Juli 2018 SK-206/MBU/07/2018 dated July 12, 2018
4	Wahju Adji Herpriarsono	Komisaris Commissioner	SK-234/MBU/10/2019 tanggal 17 oktober 2019 SK-234/MBU/10/2019 dated October 17, 2019
5	Loto Srinaita Ginting	Komisaris Commissioner	SK-234/MBU/10/2019 tanggal 17 oktober 2019 SK-234/MBU/10/2019 dated October 17, 2019
6	Haryo Indratno	Komisaris Commissioner	SK-234/MBU/10/2019 tanggal 17 oktober 2019 SK-234/MBU/10/2019 dated October 17, 2019

DEWAN KOMISARIS
The Board of Commissioners

TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Berikut adalah tugas dan tanggung jawab Dewan Komisaris menurut pedoman kerja Dewan Komisaris PT PELNI (Persero) :

1. Tugas Pengawasan.
2. Tugas dalam Rapat Umum Pemegang Saham.
3. Tugas dalam Manajemen Risiko.
4. Tugas dalam Sistem Pengendalian Internal.
5. Tugas dalam Keterbukaan dan Kerahasiaan Informasi.
6. Tugas dalam Sistem Teknologi Informasi.
7. Tugas dalam Pengelolaan Sumber Daya Manusia.
8. Tugas dalam Pengadaan Barang dan Jasa.
9. Tugas dalam Sistem Pengelolaan dan Tindak Lanjut Pelaporan Pelanggaran *(Whistle Blowing)*.
10. Tugas dalam pengelolaan Anak Perusahaan/ Perusahaan Patungan.
11. Tugas dalam Pemilihan calon anggota Direksi dan Dewan Komsiaris Anak Perusahaan/Perusahaan Patungan.
12. Tugas menilai kinerja Direksi.
13. Tugas dalam Remunerasi Dewan Komisaris dan Direksi.
14. Tugas dalam Nominasi dan Seleksi Calon Direksi.

Dalam melaksanakan tugasnya, masing-masing Dewan Komisaris memiliki tugas dan tanggung jawab sesuai dengan bidang dan keahliannya. Berikut adalah tugas dan tanggung jawab Dewan Komisaris dalam melaksanakan tugasnya:

THE BOARD OF COMMISSIONERS' DUTIES AND RESPONSIBILITIES

Duties and responsibilities of the Board of Commissioners according to the Board of Commissioners' Board Manual in PT PELNI (Persero) are as follows:

1. Supervision.
2. Duties in the General Meeting of Shareholders.
3. Risk Management.
4. Within the Internal Control System.
5. Transparency and Confidentiality of Information.
6. Information Technology Systems.
7. The Management of Human Resources.
8. Procurement of Goods and Services.
9. The Management and Follow-up of Whistleblowing Reporting System.
10. The management of a Subsidiary/Joint Venture.
11. The election of candidates for members of the Board of Directors and Board of Commissioners of Subsidiaries / Joint Ventures.
12. Assessing the performance of the Board of Directors.
13. The Remuneration for the Board of Commissioners and the Board of Directors.
14. Nomination and Selection of Prospective the Board of Directors.

In performing their duties, each member of Board of Commissioner has duties and responsibilities in accordance with their position and expertise. The following are their duties and responsibilities

No	Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duty and Responsibility
1	Ali Masykur Musa	Komisaris Utama President Commissioner	Mengkoordinir pelaksanaan tugas dan kegiatan pengawasan Dewan Komisaris serta memberikan arahan kepada Direksi terhadap hal-hal strategis dan *Good Corporate Governance*. To coordinate Board of Commissioners duty and activity implementation as well as recommendation to the Board of Directors regarding strategic issues and Good Corporate Governance.
2	Johanes Widodo Hario Mumpuni	Komisaris Independen Independent Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi mengenai pengurusan usaha Perusahaan bidang akuntansi, keuangan dan anggaran serta pengawasan internal. Merangkap sebagai Ketua Komite Audit. Carry out supervisory duties and provide directives to the Directors regarding the management of the Company's business in accounting, finance and budget as well as internal supervision. Concurrently as Chair of the Audit Committee.

DEWAN KOMISARIS
The Board of Commissioners

No	Nama Name	Jabatan Position	Tugas dan Tanggung Jawab Duty and Responsibility
3	Danang Parikesit	Komisaris Independen Independent Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi mengenai pengurusan usaha dalam bidang transformasi perusahaan, pengelolaan anak perusahaan dan *non-core business.* Carry out supervisory duties and provide directives to the Directors regarding business management in the areas of corporate transformation, management of subsidiaries and non-core business.
4	Wahju Adji Herpriarsono	Komisaris Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi mengenai pengurusan usaha Perusahaan dalam bidang *core business* dan komersial serta pengelolaan teknologi informasi. Carry out supervisory duties and provide direction to the Directors regarding the management of the Company's business in the field of core business and commercial management and information technology.
5	Loto Srinaita Ginting	Komisaris Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi mengenai pengurusan usaha Perusahaan bidang sumber daya manusia, hukum, dan organisasi serta sebagai Ketua Komite Kebijakan Risiko. Supervisory and advisory duties to the Board of Directors on human resources, legal and organization felds as well as Chairman of Risk Policy Committee.
6	Haryo Indratno	Komisaris Commissioner	Melaksanakan tugas pengawasan dan pemberian arahan kepada Direksi terhadap pengurusan usaha Perusahaan bidang investasi, perkapalan, armada dan teknik. Conduct supervisory and advisory duties to the Board of Directors related the Company management in Investment, Shipping, Fleet and Engineering

PROGRAM PENGENALAN DEWAN KOMISARIS

Perseroan menyelenggarakan program pengenalan Dewan Komisaris agar Dewan Komisaris yang berasal dari berbagai latar belakang dan pengalaman dapat mengenal dan memahami kegiatan dan kondisi Perusahaan. Program pengenalan Dewan Komisaris diadakan ketika ada pengangkatan anggota Dewan Komisaris baru. Tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Sekretaris Perusahaan.

Materi program pengenalan setidaknya memuat:
1. Prinsip-prinsip GCG.
2. Gambaran umum perusahaan.
3. Kewenangan yang didelegasikan.
4. Tugas dan tanggung jawab Direksi dan Komisaris.

Pada tahun 2019, program orientasi Dewan Komisaris diberikan kepada Anggota Dewan Komisaris baru yaitu Ali Masykur Musa pada tanggal 4 Juli 2019 dan Wahju Adji Herpriarsono, Loto Srinaita Ginting, serta Haryo Indratno pada tanggal 29 Oktober 2019.

THE BOARD OF COMMISSIONERS ORIENTATION PROGRAM

The Company conducts an orientation program for the Board of Commissioners to enable the Board of Commissioners who has various backgrounds and experiences to be well know and understand the Company's activities and conditions. This Board of Commissioners orientation program is held if there is a new appointment of the Board of Commissioners. This orientation program is charged to the Corporate Secretary.

Orientation program material at least includes:
1. GCG Principles.
2. Company overview.
3. Delegated authority.
4. Duties and responsibilities of the Board of Directors and Commissioners.

In 2019, the Board of Commissioners' orientation program was given to new Members of the Board of Commissioners, Ali Masykur Musa on July 4, 2019 and Wahju Adji Herpriarsono, Loto Srinaita Ginting, and Haryo Indratno on October 29, 2019.

DEWAN KOMISARIS
The Board of Commissioners

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI DEWAN KOMISARIS

Pada tahun 2019, program pelatihan dan pengembangan kompetensi yang diikuti oleh Dewan Komisaris Perseroan adalah sebagai berikut:

THE BOARD OF COMMISSIONERS TRAINING AND COMPETENCY DEVELOPMENT PROGRAM

The following is training and development programs participated by the Board of Commissioners in 2019:

Nama Direksi Name of Director	Jabatan Position	Program Peingkatan Kapasitas Capability Building Program		
		Tanggal Date	Subyek Subject	Tempat Venue
Ali Masykur Musa	Komisaris Utama President Commissioner	28-29 November 2019 November 28-29, 2019	Konferensi Nasional Profesional Manajemen Risiko VII Growth, Sustainability, and Risk Issues in Global Competition)	Semarang

PELAKSANAAN KEGIATAN DEWAN KOMISARIS 2019

Berdasarkan pada tugas, wewenang dan kewajiban sebagaimana diatur dalam pasal 15 Anggaran Dasar Perseroan, kegiatan yang dilakukan Dewan Komisaris pada tahun 2019, meliputi hal-hal sebagai berikut:

1. Tanggapan Dewan Komisaris atas Penunjukan Sementara Direksi PT RS PELNI dan PT PBM SBN (Persero) melalui surat Nomor: 03/DK/I-2019 tanggal 14 Januari 2019;
2. Tindak Lanjut Penanganan Risiko TW-IV/2018 melalui surat Nomor: 10/DK/I-2019 tanggal 28 Januari 2019;
3. Tindak Lanjut Penanganan Risiko TW-IV/2018 melalui surat Nomor: 25A/DK/III-2019 tanggal 26 Maret 2019;
4. Laporan Tugas Pengawasan Dewan Komisaris PT PELNI (Persero) Tahun 2018 melalui surat Nomor: 37/DK/V-2019 tanggal 09 Mei 2019;
5. Tanggapan Dewan Komisaris atas Laporan Keuangan PT PELNI (Persero) Tahun 2018 *Audited* melalui surat Nomor: 38/DK/V-2019 tanggal 09 Mei 2019;
6. Tanggapan Atas Usulan Keputusan RUPS Laporan Tahunan Tahun Buku 2018 melalui surat Nomor: 41/ DK/V-2019 tanggal 09 Mei 2019;
7. Tanggapan Dewan Komisaris atas Laporan Realisasi Anggaran Triwulan I Tahun 2019 PT PELNI (Persero) melalui surat Nomor: 42/DK/V-2019 tanggal 10 Mei 2019;

THE BOARD OF COMMISSIONERS' DUTIES IMPLEMENTATION IN 2019

Based on duties, authorities and obligations as regulated in Article 15 in the Articles of Associations of the Company, the activities conducted by the Board of Commissioners in 2019, including:

1. The Board of Commissioners' responses on temporary appointment of the Directors of PT RS PELNI and PT PBM SBN (Persero) referring to the Letter Number: 03/DK/I-2019 on 14th January 2019.
2. Followed up on Risk Management TW-IV/2018 based on the Letter Number: 10/DK/I-2019 on 28th January 2019;
3. Followed up on Risk Management TW-IV/2018 based on the Letter Number: 25A/DK/III-2019 on 26th March 2019;
4. Supervisory Report of the Board of Commissioners of PT PELNI (Persero) 2018 through the Letter Number: 37/DK/V-2019 on 9th May 2019;
5. The Board of Commissioners' response on 2018 Audited Financial Report of PT PELNI (Persero) based on the Letter Number: 38/DK/V-2019 on 9th May 2019;
6. Response on Recommendation from the resolution of GMS for the 2018 fiscal year based on the Letter Number: 41/ DK/V-2019 on 9th May 2019;
7. The Board of Commissioners' response on 1st Quarter of 2019 Budget Realization Report of PT PELNI (Persero) through the Letter Number: 42/ DK/V-2019 on 10th May 2019;

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8. Persetujuan *Cash Loan* (Kredit Modal Kerja) *Non Cash Loan* dan *Treasury Line* melalui surat Nomor: 43/DK/V-2019 tanggal 21 Mei 2019;
9. Tindaklanjut Penanganan Risiko Triwulan I Tahun 2019 melalui surat Nomor: 44/DK/V-2019 tanggal 21 Mei 2019;
10. Penegakan disiplin dan kepatuhan terhadap ketentuan Peraturan/SOP Perusahaan melalui surat Nomor: 51.1/DK/VI-2019 tanggal 28 Juni 2019;
11. Rekomendasi Dewan Komisaris Atas Kinerja Perusahaan s.d bulan Mei tahun 2019 melalui surat Nomor: 56/DK/VII-2019 tanggal 4 Juli 2019;
12. Revisi dan Penerbitan SK bersama *Board Manual* & Pedoman GCG PT PELNI (Persero) melalui surat Nomor: 60/DK/VII-2019 tanggal 4 Juli 2019;
13. Persetujuan *Cash Loan* (Kredit Modal Kerja), *Non Cash loan* dan *Treasury Line* melalui surat Nomor: 63/DK/VII-2019 tanggal 23 Juli 2019;
14. Penunjukan Kantor Akuntan Publik Pelaksana Audit Laporan Keuangan Konsolidasian dan PKBL tahun 2019 melalui surat Nomor: 64/DK/VII-2019 tanggal 23 Juli 2019;
15. Realisasi Penggunaan Tambahan Dana PMN Triwulan II Tahun 2019 melalui surat Nomor: 65/DK/VII-2019 tanggal 26 Juli 2019;
16. Tanggapan Dewan Komisaris atas Laporan Manajemen Semester I Tahun 2019 PT PELNI (Persero) melalui surat Nomor: 74/DK/VIII-2019 tanggal 15 Agustus 2019;
17. Rekomendasi Dewan Komisaris Atas Program Pengawasan SPI melalui surat Nomor: 77/DK/VIII-2019 tanggal 19 Agustus 2019;
18. Rekomendasi Dewan Komisaris Atas Kinerja Perusahaan sampai dengan Semester I Tahun 2019 melalui surat Nomor: 78/DK/VIII-2019 tanggal 19 Agustus 2019;
19. Rekomendasi Dewan Komisaris Atas Kinerja Perusahaan sampai dengan Juli Tahun 2019 dan Pengelolaan Risiko Perusahaan melalui surat Nomor: 86/DK/IX-2019 tanggal 9 September 2019;
20. Rekomendasi Dewan Komisaris atas Progres Tindak Lanjut Rekomendasi BPK Tahun 2007 sampai dengan2018 dan Tindak Lanjut Rekomendasi GCG Tahun 2018 melalui surat Nomor: 92/DK/IX-2019 tanggal 27 September 2019;

8. Approval for Cash Loan (working capital credit), Non Cash Loan and Treasury Line referring to the Letter Number: 43/DK/V-2019 on 21st May 2019.
9. Followed up on Risk Management 1st Quarter of 2019 based on the Letter Number: 44/DK/V-2019 on 21st May 2019;
10. Enforcement of disciplines and compliance with the regulations/ SOP of the Company by the Letter Number: 51.1/DK/VI-2019 on 28th June 2019;
11. Recommendations from the Board of Commissioners on the Company's performances until May 2019 by the Letter Number: 56/DK/VII-2019 on 4th July 2019;
12. Revision and issuance of the Decree, Board Manual & Guidelines of GCG of PT PELNI (Persero) through the Letter Number: 60/DK/VII-2019 on 4th July 2019;
13. Approval for Cash Loan (working capital credit), Non Cash Loan and Treasury Line based on the Letter Number: 63/DK/VII-2019 on 23rd July 2019;
14. Appointed the Public Accounting Firm to audit PKBL and Consolidated Financial Statements for fiscal year 2019 based on the Letter Number: 64/DK/VII-2019 on 23rd July 2019;
15. The use of additional Government Capital in II Quarter of 2019 based on the Letter Number: 65/DK/VII-2019 on 26th July 2019;
16. The Board of Commissioners' response on I Semester of 2019 Management Report of PT PELNI (Persero) by the Letter Number: 74/DK/VIII-2019 on August 15, 2019;
17. Recommendations from the Board of Commissioners on supervisory programs of the Internal Control Unit based on the Letter Number: 77/DK/VIII-2019 on 19th August 2019;
18. Recommendations from the Board of Commissioners on the Company's performances until 1st Semester of 2019 based on the Letter Number: 78/DK/VIII-2019 on 19th August 2019;
19. Recommendations from the Board of Commissioners on the Company's performances until June 2019 and Risk Management based on the Letter Number: 86/DK/IX- 2019 on 9th September 2019;
20. Recommendations from the Board of Commissioners on Follow up progress of recommendations from BPK for 2007 up to 2018 and follow up on recommendations for GCG in 2018 based on the Letter Number: 92/DK/IX-2019 on September, 27 2019;

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21. Perpanjangan Persetujuan Penghapusbukuan Barang Bekas di Gudang Persmat Tg. Priok melalui surat Nomor: 93/DK/IX-2019 tanggal 27 September 2019;
22. Persetujuan Penghapusbukuan dan pemindahtanganan Aktiva Tetap Kendaraan PT PELNI (Persero) Kantor Pusat melalui surat Nomor: 93.1/DK/IX-2019 tanggal 27 September 2019;
23. Tanggapan Atas Hasil Proses *Tender* Jasa Audit Atas Laporan Keuangan Konsolidasian dan PKBL Tahun 2019 melalui surat Nomor: 103/DK/X-2019 tanggal 17 Oktober 2019;
24. Laporan Realisasi Penggunaan Dana Penyertaan Modal Negara (PMN) TW-III tahun 2019 PT PELNI (Persero) melalui surat Nomor: 104/DK/X-2019 tanggal 18 Oktober 2019;
25. Penyampaian Rencana Kerja Anggaran Dewan Komisaris Tahun 2020 dan *Key Performance Indicator* melalui surat Nomor: 107.1/DK/X-2019 tanggal 22 Oktober 2019;
26. Pengusulan KAP Pelaksana Audit Laporan Keuangan Konsolidasian dan PKBL Tahun 2019 PT PELNI (Persero) melalui surat Nomor: 111/DK/X-2019 tanggal 30 Oktober 2019;
27. Penetapan Kantor Akuntan Publik (KAP) Pelaksana Audit Laporan Keuangan Tahun Buku 2019 melalui surat Nomor: 117.1/DK/XI-2019 tanggal 25 November 2019;
28. Tanggapan Dewan Komisaris terkait persetujuan ijin prinsip penggunaan sisa dana PMN Tahun 2015 melalui surat Nomor: 119/DK/XI-2019 tanggal 27 November 2019;
29. Persetujuan Penunjukan Sementara Direksi PT PIDC melalui surat Nomor: 120/DK/XI-2019 tanggal 27 November 2019;
30. Tanggapan Dewan Komisaris atas Rencana Kerja dan Anggaran Perusahaan (RKAP) serta rencana Kerja dan Anggaran PKBL (RKA-PKBL) PT PELNI (Persero) Tahun 2020 melalui surat Nomor: 131/DK/XII-2019 tanggal 16 Desember 2019;
31. Tanggapan Dewan Komisaris atas Calon Komisaris PT RS PELNI melalui surat Nomor: 132.1/DK/XII-2019 tanggal 19 Desember 2019;
32. Rencana Penggunaan Sisa Dana PMN Tahun 2015 melalui surat Nomor: 133/DK/XII-2019 tanggal 19 Desember 2019.

21. Approval Extension for Writing-off of Used Goods at Persmart, Tg. Priok by the Letter Number: 93/DK/IX-2019 on 27th September 2019
22. 22. Approval for writing-off and transferring of fixed assets of PT PELNI (Persero) Head Office's Vehicles based on the Letter Number: 93.1/DK/IX-2019 on 27th September 2019;
23. Response on the result of the Audit tendering processes for 2019 PKBL & Consolidated Financial Statements by the Letter Number: 103/DK/X-2019 on 17th October 2019;
24. Report on the use of Q3 of 2019 Government Capital of PT PELNI (Persero) through the Letter Number: 104/DK/X-2019 on 18 October 2019;
25. Submission of the Board of Commissioners' Work Plans and Key Performance Indicator for 2020 based on the Letter Number: 107.1/DK/X-2019 on 22 October 2019;
26. Proposed the Public Accounting Firm to audit PKBL and Consolidated Financial Statements of PT PELNI (Persero) for the 2019 fiscal year by the Letter Number: 111/DK/X- 2019 on 30th October 2019;
27. Appointed the Public Accounting Firm to Audit Financial Report for fiscal year 2019 based on the Letter Number: 117.1/DK/XI-2019 on 25th November 2019;
28. The Board of Commissioners' response on Approval for the use of remaining 2015 Government Capital based on the Letter Number: 119/DK/XI-2019 on 27th November 2019;
29. Approval for Temporarily Appointment of the Directors of PT PIDC based on the Letter Number: 120/DK/XI-2019 on 27th November 2019;
30. The Board of Commissioners' response on Work Plan and Articles of Associations (RKAP) as well as work plan and PKBL Budget (RKA-PKBL) of PT PELNI (Persero) for 2020 based on the Letter Number: 131/DK/XII-2019 on 16th December 2019;
31. The Board of Commissioners' response on the Candidates for the Board of Commissioners of PT RS PELNI based on the Letter Number: 132.1/DK/XII-2019 on 19 December 2019;
32. Plan for the use of the remaining 2015 Government Capital based on the Letter Number: 133/DK/XII-2019 on 19 December 2019.

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REKOMENDASI DAN KEPUTUSAN DEWAN KOMISARIS TAHUN 2019

Sesuai dengan Laporan Tugas Pengawasan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) selama Tahun Buku 2019 yang disampaikan melalui surat Nomor: 46/DK/VI/2020, Dewan Komisaris telah memberikan Saran dan Rekomendasi atas Pencapaian Kinerja Tahun 2019 adalah sebagai berikut:

1. Direksi agar menyusun *roadmap* dan *action plan* mengenai Manajemen Pengelolaan PSO dan Angkutan Barang.
2. Direksi perlu mendorong peningkatan laba konsolidasi melalui pemanfaatan *idle asset*, efisiensi biaya, penyempurnaan serta pemanfaatan teknologi informasi dan sistem aplikasi secara optimal, pengawasan yang ketat terhadap calon penumpang tanpa tiket serta pengendalian penumpang di atas kapal.
3. Direksi perlu mengoptimalkan pemanfaatan kas perusahaan dengan lebih baik dengan mempertimbangkan instrumen keuangan yang aman dan dapat dimanfaatkan oleh perusahaan.
4. Direksi agar meningkatkan pendapatan usaha perkapalan yang merupakan bisnis utama induk Perusahaan.
5. Direksi agar selalu berupaya menangani kendala-kendala operasional kapal yang menyebabkan keterlambatan perjalanan kapal sebagai pengendalian mutu layanan angkutan kapal.
6. Direksi agar sigap melengkapi dokumen administrasi pencairan dana PSO/Subsidi pada kesempatan pertama untuk memperlancar proses pencairannya.
7. Direksi perlu menjalin sinergi dan koordinasi yang lebih intens dengan pemerintah, khususnya kepada Menteri Perhubungan c.q. Ditjen Hubla, agar memperoleh kepastian kontrak penugasan kapal Tol Laut setiap tahunnya.
8. Direksi perlu meningkatkan kinerja serta sinergi dan koordinasi dengan pihak-pihak terkait dengan aktif menjemput bola di masing-masing cabang.
9. Direksi perlu mempertimbangkan transformasi proses bisnis yang memungkinkan cabang untuk menyusun konsep pengembangan bisnis untuk mengembangkan pasar angkutan kapal, dengan

RECOMMENDATION AND DECISION OF THE BOARD OF COMMISSIONERS IN 2019

In accordance with the Supervisory Report of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) during the Fiscal Year 2019 which was submitted by letter Number: 46 / DK / VI / 2020, the Board of Commissioners has provided Suggestions and Recommendations for the Achievement of 2019 Performance, as follows:

1. The Board of Directors shall compose the roadmap and action plan related to the management of PSO and Cargo Transports.
2. The Board of Directors needed to increase consolidated income by idle assets utilization, cost efficiency, upgrading and utilizing of the information technology and application systems optimally, strict-supervision on passengers without holding tickets and passenger control on board.
3. The Board of Directors needed to optimize better use of Company's cash by considering the financial instruments which are safe and can be utilized by the Company.
4. The Board of Directors shall increase shipping business income which is the core business of the Parent Company.
5. The Board of Directors shall always strive facing the challenges in operating the ships that cause schedule delays as quality control of ships transportation services.
6. The Board of Directors should complete the disbursement administration document of PSO/ Subsidise Funds at the first time to smoothen the disbursement process.
7. The Board of Directors needed to have more intense synergy and coordination relationship with the Government, particularly the Ministry of Transportation c.q General Directorate of Sea Transportation, in order to obtain the contract certainty of Tol Laut ships' assignment each year.
8. The Board of Directors shall improve the performance, synergy and coordination with the related parties by actively picking up the projects for each branch.
9. The Board of Directors shall apply business process transformation into all branches to make business development concepts and develop shipping transport market, as well as aligned

DEWAN KOMISARIS
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menyelaraskan remunerasi/*reward-consequences* dalam rangka peningkatan kinerja dan produktivitas perusahaan.

10. Direksi agar selalu melakukan akselerasi maupun penyesuaian rencana aksi perusahaan dan inovasi-inovasi untuk memenuhi tantangan/*challenge* dari *stakeholder* terkait.
11. Direksi agar dapat meningkatkan kinerja usaha non perkapalan, salah satunya dengan membuka peluang kerja sama dengan pihak ketiga yang relevan untuk meningkatkan okupansi.
12. Direksi agar segera merealisasikan penggunaan Teknologi Informasi dalam hal reservasi, *ticketing,* pembayaran dan konsolidasi pelaporan keuangan, mulai dari cabang sampai ke Pusat, beserta mekanisme pengendalian pelaporan keuangan di perusahaan induk sebagai akselerasi proses bisnis Perusahaan.
13. Direksi agar tetap memperhatikan pelayanan yang baik, keselamatan, keamanan dan kenyamanan penumpang, khususnya dalam masa-masa *peak season*.
14. Direksi agar mengkaji efektivitas rute kapal yang dilayani dan menyusun rencana *rerouting* sejalan dengan perkembangan yang ada.
15. Direksi agar terus meningkatkan *Good Corporate Governance* (GCG) Perusahaan dan melaporkan implementasinya secara berkala kepada Dewan Komisaris.
16. Direksi agar mempercepat penyelesaian Temuan dan Rekomendasi BPK RI, KAP dan SPI yang belum diselesaikan dalam rangka perbaikan dan kemajuan perusahaan.
17. Direksi agar menyusun *Key Performance Indicator* (KPI) untuk mengukur efektivitas pelaksanaan Nota Kesepahaman/MoU beserta realisasi capaiannya.
18. Direksi agar meningkatkan fungsi Humas dalam melakukan sosialisasi kepada pengguna dalam rangka peningkatan kinerja kapal Tol Laut.
19. Direksi agar mengkaji kembali potensi bisnis dan kebutuhan kapal PT PELNI (Persero) di masa mendatang dengan menggunakan jasa lembaga independen.
20. Direksi agar mengawal pengembangan kebijakan bisnis anak Perusahaan.

with remuneration/reward-consequences for the performance and productivity of the Company.

10. The Board of Directors shall accelerate or adjust the Corporate Action plan and innovations to face the challenges from the Stakeholders concerned.
11. The Board of Directors shall increase the performance of non-shipping business, which one of the businesses is to welcome the cooperation opportunities from the relevant third parties to increase occupancies.
12. The Board of Directors should immediately instal the Information Technology into reservation, ticketing, payment and consolidated financial report, from the branches to the Head Office, as well as controlling mechanisms for financial report in the Holding Company as a business acceleration process of the Company.
13. The Board of Directors needs to maintain the best services, safety, security and comfort for the passengers, especially for peak seasons.
14. The Board of Directors should review the effectiveness of ships' routes served and should prepare a rerouting plan aligned with the existing developments.
15. The Board of Directors shall keep improving on the application of Good Corporate Governance and shall report the implementation to the Board of Commissioners.
16. The Board of Directors shall speed up the completion of the uncompleted findings and recommendations from BPK RI, Public Accounting Firm and Internal Control Unit for the improvement and progress of the Company.
17. The Board of Directors shall prepare Key Performance Indicator (KPI) to measure the effectiveness of memorandum of understanding/MoU including the achievements.
18. The Board of Directors shall enhance the Public Relations' functions in socializing the performance of Tol Laut to the customers.
19. The Board of Directors shall re-review the potential business and needs of PT PELNI (Persero) Ships for the years to come by cooperating with an Independent Institution.
20. The Board of Directors shall oversee the business development policies of the Subsidiaries

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PEDOMAN KERJA DEWAN KOMISARIS

Dalam menjalin hubungan yang baik dengan organ perusahaan lainnya terkait pelaksanaan tugas dan tanggung jawabnya, Dewan Komisaris telah memiliki Tata Laksana Kerja *(Board Manual)* bagi Dewan Komisaris, sebagai pedoman kerja Dewan Komisaris yang disahkan melalui Surat Keputusan Bersama antara Direksi & Dewan Komisaris PT PELNI (Persero) Nomor: 06.21/04/SK/HKO.01/2019 tentang tentang Tata Laksana Kerja (Board Manual) Direksi dan Dewan Komisaris PT PELNI (Persero). Tata laksana kerja tersebut berisi panduan bagi Dewan Komisaris yang berisikan, antara lain:

1. Persyaratan dan Komposisi Dewan Komisaris;
2. Tanggung Jawab Dewan Komisaris;
3. Tugas dan Tanggung Jawab Dewan Komisaris;
4. Tugas dan Kewajiban Dewan Komisaris;
5. Wewenang Dewan Komisaris;
6. Hak Dewan Komisaris;
7. Etika Jabatan;
8. Rapat Dewan Komsiaris;
9. Komite-Komite Dewan Komisaris;
10. Sekretaris Dewan Komisaris;

BOARD MANUAL OF THE BOARD OF COMMISSIONERS

In orchestrating relationship with other Company's Organs regarding implementation of the duties and responsibilities, the Board of Commissioners has Board Manual as working guideline for the Board of Commissioners that is validated under PT PELNI (Persero) Joint Decree of Board of Directors and Board of Commissioners No. 06.21/04/SK/HKO.01/2019 regarding PT PELNI (Persero) Working Manual (Board Manual) for Board of Directors and Board of Commissioners. The Board Manual contains the guidelines for the Board of Commissioners, among others:

1. Board of Commissioners requirement and composition;
2. Board of Commissioners' Responsibility;
3. Board of Commissioners' Duties and Obligation;
4. Board of Commissioners' Duties and Charges;
5. Board of Commissioners' Authority;
6. Board of Commissioners' Rights;
7. Position Ethics
8. Board of Commissioners Meeting;
9. Committees Under the Board of Commissioners;
10. Board of Commissioners' Secretary;

SEKRETARIS DEWAN KOMISARIS

Demi terciptanya fungsi dan efektivitas kerja, Dewan Komisaris dibantu oleh seorang Sekretaris. Sekretaris Dewan Komisaris Tahun 2019 dijabat oleh Erwin Fajrin.

Fungsi dan tugas Sekretaris Dewan Komisaris antara lain:

1. Menyiapkan bahan rapat dan menyusun risalah rapat Dewan Komisaris.
2. Melakukan tugas kesekretariatan lainnya.
3. Memberikan bantuan ringkasan laporan manajemen.
4. Mengumpulkan bahan dan informasi yang relevan dengan pelaksanaan tugas Dewan Komisaris.
5. Melakukan koordinasi dengan Sekretaris Perusahaan tentang hal-hal yang berkaitan dengan Dewan Komisaris dan Direksi.
6. Mengadministrasikan undangan rapat Dewan Komisaris.
7. Sebagai penghubung Dewan Komisaris dan Direksi.
8. Urusan surat menyurat.

SECRETARY OF BOARD OF COMMISSIONERS

For the sake of function and effectiveness of work, the Board of Commissioners is assisted with a Secretary. A secretary of the Board of Commissioners in 2019 was Erwin Fajrin.

The functions and duties of the Board of Commissioners' Secretary include:

1. Preparing Board of Commissioners meeting agenda and recording the minutes of meeting.
2. Performing other secretariat duties.
3. Giving assistance to management report summary.
4. Collecting relevant material and information related with Board of Commissioners' duties implementation.
5. Coordinating with Corporate Secretary regarding any issues related with the Board of Commissioners and Directors.
6. Administering the meetings invitation for the Board of Commissioners.
7. As a liaison officer between Board of Commissioners and Board of Directors.
8. Managing the Letters of the Board of Commissioners.

DEWAN KOMISARIS
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PROFIL SEKRETARIS DEWAN KOMISARIS
Secretary of The Board of Commissoners' Profile

Erwin Fajrin
Sekertaris Dewan Komisaris
The Board of Commissioners' Secretary

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
32 tahun per 31 Desember 2019
53 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Jakarta, 23 Mei 1987
Jakarta May 23, 1987

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Sekretaris Dewan Komisaris sejak 1 November 2019 berdasarkan Surat Keputusan Dewan Komisarks PT PELNI (Persero) Nomor: KEP-09/DK/X-2019
Appointed as Secretary of the Board of Commissioner since November 1, 2019 based on Decision Letter The Board of Commissioners PT PELNI (Persero) No: KEP-09/DK/X-2019

Masa Jabatan | Term of Serving

1 November 2019 – 31 Oktober 2022
November 1, 2019 - October 31, 2022

Latar Belakang Pendidikan | Educational Background

2009	Sarjana Ilmu Sosial dan Politik Universitas Indonesia Bachelor of Social and Political Sciences, University of Indonesia		

Pengalaman Kerja | Work Experiences

2019 - Sekarang (Present)	Sekertaris Dewan Komisaris PT PELNI (Persero) Secretary of The Board of Commissioners PT PELNI (Persero)	2016 – 2017	Sekertaris Dewan Komisaris Perum Perumnas Secretary of the Board of Commissioners of Perum Perumnas
2017 – 2019	Staf Dewan Komisaris PT Bank Rakyat Indonesia (Persero) Tbk Staff of the Board of Commissioners of PT Bank Rakyat Indonesia (Persero) Tbk	2016 – 2017	Sekertaris Dewan Komisaris PT Perikanan Nusantara (Persero) Secretary of The Board of Commissioners PT Perikanan Nusantara (Persero)

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

DEWAN KOMISARIS
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KOMISARIS INDEPENDEN

Komisaris Independen adalah anggota Dewan Komisaris yang tidak terafiliasi oleh Direksi, anggota Dewan Komisaris lainnya dan pemegang saham pengendali, serta bebas dari hubungan bisnis atau hubungan lainnya yang dapat mempengaruhi kemampuannya untuk bertindak independen atau bertindak semata-mata demi kepentingan Perseroan serta dapat bertindak secara objektif dengan berpedoman pada prinsip-prinsip GCG.

Perseroan memiliki 2 anggota Dewan Komisaris yang menjadi Komisaris Independen yaitu Bpk. Johannes Widodo Hario Mumpuni dan Bpk. Danang Parikesit.

Kriteria Komisaris Independen

Mengacu pada Surat Keputusan Meteri Badan Usaha Milik Negara No. SK-83/MBU/06/2015 tentang pemberhentian dan pengangkatan Anggota – Anggota Dewan Komisaris, maka kriteria Komisaris Independen yaitu sebagai berikut:

- Bukan merupakan orang yang berkerja atau mempunyai tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 bulan terakhir.
- Tidak mempunyai saham bik langsung maupun tidak langsung pada Perseroan.
- Tidak mepunyai hubungan Afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi atau Pemegang Saham Utama.
- Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

Pernyataan Independensi Komisaris Independen

Pemenuhan Kriteria Komisaris Independen telah sesuai dengan pernyataan diatas dengan lampiran pada tabel dibawah ini.

INDEPENDENT COMMISSIONER

Independent Commissioner is a member of the Board of Commissioners who is not affiliated with the Board of Directors, other members of the Board of Commissioners and the controlling shareholder, and is self-determined from any business relationships or other relationships which may affect his ability to act independently or personally for the interest of the company and can act objectively as guided by GCG principles.

The Company has 2 (two) members of the Board of Commissioners that become Independent Commissioner, which is Mr. Johannes Widodo Hario Mumpuni and Mr. Danang Parikesit.

Independent Commissioner Criteria

Referring to the Decree of the Minister of State-Owned Enterprises No. SK-83/MBU/06/2015 on Dismissal and Appointment of Members of the Board of Commissioners, then the Criteria for Independent Commissioner is as follows:

- Not working or having responsibility to plan, manage, control or supervise the Company's activities within the last 6 (six) months.
- Not having any shares either directly or non-directly in the Company.
- Not having any affiliation with the Company, other remembers of Board of Commissioners, Board of Directors or Majority Shareholders.
- Not having any business relations either directly or non-directly related with the Company's business activity.

Independence Statements Of Independent Commissioner

The Criteria Fulfillment of Independent Commissioners has been in accordance with the above statement with the attachment in the table below.

DEWAN KOMISARIS
The Board of Commissioners

Aspek Independensi Independency Aspect	**Johannes Widodo Hario Mumpuni**	**Danang Parikesit**
Tidak memiliki hubungan afiliasi dengan direktur dan/atau anggota Dewan Komisaris lain. Has no affiliation with other directors and / or members of the Board of Commissioners.	√	√
Tidak menjabat sebagai Direksi di Perusahaan terafiliasi dengan Perseroan. Not serving as a Director in a Company affiliated with the Company.	√	√
Tidak bekerja pada Lembaga Pemerintahan dalam kurun waktu tiga tahun terakhir. Has not worked for a Government Institution in the past three years.	√	√
Tidak bekerja di Perseroan atau afiliasinya dalam kurun waktu tiga tahun terakhir. Not worked for the Company or its affiliates in the last three years.	√	√
Tidak mempunyai keterkaitan financial baik langsung maupun tidak langsung dengan Perseroan atau Perusahaan lain yang menyediakan jasa dan produk kepada Perseroan dan afiliasinya. Has no direct or indirect financial links with the Company or other companies that provide services and products to the Company and its affiliates.	√	√
Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Dewan Komisaris untuk bertindak atau berpikir secara bebas di lingkup Perseroan Free from business interests and activities or other relationships that can hinder or interfere with the Board of Commissioners' ability to act or think freely within the scope of the Company	√	√

PENILAIAN ATAS KINERJA KOMITE PENUNJANG DEWAN KOMISARIS

Dewan Komisaris melakukan penilaian kinerja komite di bawah Dewan Komisaris secara kolektif maupun secara individu dengan menggunakan metode evaluasi yang ditetapkan dalam keputusan Dewan Komisaris. Selanjutnya, hasil evaluasi kinerja anggota Komite tersebut digunakan sebagai bahan pertimbangan atas perpanjangan masa kerja anggota Komite Dewan Komisaris.

Setiap Komite penunjang Dewan Komisaris memiliki KPI tersendiri sesuai dengan tugas, tanggung jawab dan target pencapaiannya masing-masing. Pada tahun 2019, telah dilakukan penilaian kinerja atas Komite penunjang Dewan Komisaris dengan capaian kerja Komite Audit dan Komite Kebijakan Risiko sebesar 86,73%

ASSESSMENT ON THE PERFORMANCE OF THE BOARD OF COMMISSIONERS' SUPPORTING COMMITTEE

The Board of Commissioners has made an assessment on the performance of the Committee under the Board of Commissioners collectively and individually, using evaluation methods that is determined in the Board of Commissioners' decision. Moreover, the performance evaluation results of the committee members will be used as consideration for the tenure extension of the members of the Board of Commissioners.

Each of the Board of Commissioners' Supporting Committees has its own KPI which alligned to their fields of dutie, responsibilities and performance targets. In 2019, we assessed the performance of the Board of Commissioners' Supporting Committees, resulting the performance achievement of audit committee and Risk Policy Committee was 86,73%.

DIREKSI
The Board of Directors

Direksi adalah organ Perseroan yang menjalankan tindakan pengurusan untuk mencapai visi dan misi Perseroan demi kepentingan terbaik Perseroan. Direksi juga bertanggung jawab mewakili Perseroan baik di dalam dan di luar pengadilan sesuai dengan ketentuan Anggaran Dasar Perseroan yang berlaku. Tiap-tiap anggota Direksi dapat melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan wewenangnya.

PERSYARATAN, KOMPOSISI, PENGANGKATAN DAN PEMBERHENTIAN DIREKSI

Mengenai Persyaratan, Komposisi, Pengangkatan dan Pemberhentian Direksi mengacu pada Peraturan Menteri BUMN Nomor PER-03/MBU/02/2015 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara, yaitu persyaratan yang harus dipenuhi oleh seorang calon Anggota Direksi meliputi persyaratan formal dan persyaratan material.

Selain persyaratan formal dan material, calon anggota Direksi juga harus memenuhi persyaratan kemampuan dan kepatutan *(fit & proper test)*. Anggota Direksi wajib memiliki pengetahuan yang memadai dan relevan dengan jabatannya serta pengalaman di bidang usaha perusahaan dan/atau bidang lainnya yang relevan dengan jabatannya.

KOMPOSISI DIREKSI

Menurut Keputusan Menteri Negara Badan Usaha Milik Negara Nomor: SK/-125/MBU/2013, SK-148/MBU/08/2015, SK-99/MBU/06/2015 dan Nomor: SK-263/MBU/2016, susunan Direksi Perseroan per 31 Desember 2019, adalah sebagai berikut:

The Board of Directors is an organ of the Company that carries out the overall management to achieve the Company's vision and mission for the best interests of the Company. The Board of Directors is also responsible to represent the Company both inside and outside the court in accordance with the applicable Articles of Association of the Company. Each member of the Board of Directors can perform the duties and make decisions according to the distribution of their duties and authority.

REQUIREMENT, COMPOSITION, APPOINTMENT AND DISCHARGE OF THE BOARD OF DIRECTORS

The Requirement, Composition, Appointment and Dismissal of the Board of Directors refer to Articles of Association and Ministry of SOEs Regulation No. Per-03/MBU/02/2015 regarding Requirements, Appointment and Discharge procedures of Board of the Directors of State-Owned Enterprises. The mandatory requirements for Board of Directors candidate are formal and material requirements.

Other than formal and material requirements, the Board of Directors candidate shall also meet fit and proper test requirement. The Board of Directors member shall have sufficient and relevant knowledge with the position and have such experiences in the Company's business sector and/or other sectors that are preferably with the positions.

THE COMPOSITION OF BOARD OF DIRECTORS

Pursuant to the Decree of Ministry of State-Owned Enterprises No. SK/-125/MBU/2013, SK-148/MBU/08/2015, SK-99/MBU/06/2015 and SK-263/MBU/2016, the Board of Directors composition as of December 31, 2019 is as follows:

DIREKSI
The Board of Directors

No	Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
1	Insan Purwarisya L. Tobing	Direktur Utama President Director	SK-210/MBU/09/2017 tanggal 26 September 2017 SK-210/MBU/09/2017 dated September 26, 2017
2	Olih Masolich Sodikin	Direktur Usaha Angkutan Penumpang Director of Passenger Transport Business	SK-62/MBU/04/2017 tanggal 3 April 2017 SK-62/MBU/04/2017 dated April 3, 2017
3	Muhamad Tukul Harsono	Direktur Armada Director of Fleet	SK-263/MBU/12-2016 tanggal 01 Desember 2016 SK-206/MBU/07/2018 dated December 01, 2016
4	Ony Suprihartono	Direktur Keuangan Director of Finance	SK- 339/MBU/12/2019 tanggal 27 Desember 2019 SK-234/MBU/10/2019 dated December 27, 2019
5	Ganefi	Direktur SDM & Umum Director of HC & General Affairs	SK-210/MBU/09/2017 tanggal 26 September 2017 SK-210/MBU/09/2017 dated September 26 2017
6	Masrul Khalimi	Direktur Usaha Angkutan Barang & Tol Laut Director of Ocean Freight and Toll Laut	SK- 339/MBU/12/2019 tanggal 27 Desember 2019 SK-234/MBU/10/2019 dated December 27, 2019

TUGAS DAN TANGGUNG JAWAB DIREKSI

Dalam menjalankan tugas dan wewenang pengelolaan Perusahaan, Direksi Perusahaan berpedoman pada Piagam Direksi *(BOD Charter)* yang disusun dengan memperhatikan ketentuan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perusahaan dan peraturan di bidang pasar modal. Piagam ini dimaksudkan menjadi pedoman bagi Direksi dalam menjalankan peran dan tanggung jawab serta kewenangannya secara objektif dan efektif guna merealisasikan visi dan misi Perusahaan.

Pembagian tugas Masing-masing Fungsi Direksi adalah sebagai berikut:

Direktur Utama

1. Menjalankan pengurusan perusahaan sesuai dengan peraturan yang berlaku bagi perusahaan dan melakukan tugas lain sesuai dengan yang ditetapkan oleh Pemegang Salam;
2. Mengendalikan pelaksanaan kebijakan Direksi yang diselenggarakan oleh para Direktur;
3. Mengendalikan pelaksanaan tugas Internal Audit, DPA-QHSSE, *Corporate Secretary, Corporate Planning & Risk Management, Legal,* bersama dengan para Direktur dalam kedudukan nya selaku Direksi perusahaan mengendalikan pelaksanaan fungsi staf Kantor Pusat;

DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

In executing the Company's management duties and authority, the Company's Board of Directors is guided by BOD Charter composed with due regard to Limited Liability Company Law, Company's Articles of Association, and Capital Market regulations. This Charter is to be a guideline for the Board of Directors to carry out their roles and responsibilities and authorities in objectively and effectively in order to realize the Company's vision and mission.

The Distribution of each function of the Board of Directors is as follows:

President Director

1. Conducting the Company's management in accordance with the prevailing regulations for the company and performing other duties as specified by Shareholders;
2. Controlling the Directors' policies implementation which is conducted by the Board of Directors
3. Controlling the duties implementation of Internal Audit, DPA-QHSSE, Corporate Secretary, Corporate Planning & Risk Management, Legal, along with other Directors in its position as the Company's Board of Directors which are in charge of Staff implementation in Head Office;

DIREKSI
The Board of Directors

4. Mengendalikan pelaksanaan kebijakan Direksi yang diselenggarakan oleh unit kerja Kapal dan Kantor Cabang/ *Terminal Point* serta Unit Bisnis Strategis/ *Strategic Business Unit* (SBU) perusahaan secara menyeluruh.

Direktur Usaha Angkutan Penumpang
Membina pengelolaan pemasaran, operasi dan pelayanan kapal penumpang dan perintis serta ke agenan & tour agar dicapai kinerja citra produk jasa *(brand image),* pangsa pasar *(market share)*, volume penjualan jasa, pertumbuhan pelanggan jasa perusahaan, pendapatan usaha jasa angkutan penumpang perusahaan yang optimal serta mengutamakan kinerja keselamatan pelayaran, kualitas layanan jasa dan kepuasan pengguna jasa yang optimal;

Direktur Usaha Angkutan Barang &Tol Laut
Membina pengelolaan kegiatan pemasaran angkutan barang kapal penumpang & perintis, pemasaran kapal tol laut dan ternak, operasi dan pelayanan kapal tol laut & ternak serta pengembangan usaha angkutan barang & tol laut sesuai dengan ketentuan yang berlaku agar dapat dicapai kinerja citra produk jasa *(brand image),* pangsa pasar *(market share),* volume penjualan jasa, pertumbuhan pelanggan jasa perusahaan, pendapatan usaha jasa angkutan barang perusahaan yang optimal serta mengutamakan kinerja keselamatan pelayaran, kualitas layanan jasa dan kepuasan pengguna jasa yang optimal;

Direktur Armada
Membina pengelolaan kegiatan penyediaan dan penyiapan pakai sertifikat, fasilitas serta peralatan nautika, teknika, penyediaan dan modifikasi kapal, bahan bakar kapal dan surveyor serta parenting SBU Galangan PELNI Surya Surabaya agar dicapai kinerja kelaikan laut *(sea worthiness),* kesiapan pakai *(semi capability performance),* kehandalan *(reliability performance),* efektivitas dan efisiensi penyediaan serta penyiapan pakai alat produksi jasa angkutan laut perusahaan yang optimal;

4. Controlling the Board of Directors' policies implementation which is organized by the Ship and Branch / Terminal Point work units as well as the overall Business Strategic Unit (SBU) of the Company.

Direktur Usaha Angkutan Penumpang
Fostering the management of marketing, operation and service of passenger, perintis ships and the agent & tour that is to maintain the performance of brand image, market share, sales volume of services, customer service growth, optimal revenue of passenger transportation business, as well as to prioritize safety performance of shipping, service quality and optimal customers satisfaction;

Director of Tol Laut & Freight Transportation
Building the marketing management of passenger & perintis ships, Tol Laut and Cattle ships marketing, operation and service of Tol Laut & Cattle ships and also the development of Tol Laut & freight shipping transport business in accordance with the prevailing provisions that is to achieve the performance of the service products image (brand image) , market share, sales volume of services, The Company's customers growth, optimal revenues of freight transport and to proritize shipping safety performance, service quality and optimal customers satisfaction;

Fleet Director
Fostering the management of supply and preparatory activities using certificates, facilities and nautical equipment, technics, provision and modification of ships, ship fuel and surveyors and parenting SBU PELNI Surya Surabaya shipyard to achieve the performance of sea worthiness, semi capability performance, , reliability (reliability performance), effectiveness and efficiency of the provision and preparation of the optimal production equipment of the company's sea transportation services;

DIREKSI
The Board of Directors

Direktur Sumber Daya Manusia dan Umum

Membina kegiatan pengelolaan sumber daya manusia dan organisasi, administrasi dan pelayanan umum kerumah tanggaan kantor, pengamanan di wilayah kerja perusahaan serta pengelolaan asset dan sebagai parenting untuk SBU Hotel Bahtera sesuai dengan ketentuan yang berlaku agar dicapai kinerja produktivitas sumber daya manusia dan organisasi, peningkatan kualitas sumber daya manusia, ketertiban dan kelancaran penyelenggaraan administrasi serta layanan umum kerumah tanggaan kantor, pengamanan dan ketertiban umum serta pemanfaatan asset pada wilayah kerja perusahaan yang optimal, mengendalikan pelaksanaan tugas *Information Technology* serta pengadaan barang dan jasa.

Director of Human Capital & General Affair

Fostering the management of human resource and organization, administration and public service of office household, the Company's work area security and asset management and as parenting for SBU Hotel Bahtera in accordance with applicable provisions that is to achieve the productivity performance of human resources and organizational, quality improvement of human resources, order and smoothness of administration implementation and public service of office household, security and general order as well as optimal assets utilization in Company's work area, controlling the Information Technology implementation and goods and services procurement.

Direktur Keuangan

Membina pengelolaan keuangan perusahaan yang meliputi pengelolaan kegiatan akuntansi, perbendaharaan, serta kewajiban layanan publik (*Public Service Obligation*/PSO) dan subsidi sesuai dengan ketentuan yang berlaku agar dicapai kinerja pengelolaan keuangan, serta PSO dan subsidi yang optimal;

Director of Finance

Fostering the Company's financial management that includes the management of accounting activities, treasury, public service obligations (PSO) and subsidies along with the prevailing provisions in order to achieve financial management performance, as well as the optimal PSO and subsidies;

PROGRAM PELATIHAN DAN PENGEMBANGAN KOMPETENSI DIREKSI

Peningkatan kapabilitas dinilai penting agar Direksi dapat selalu memperbaharui informasi tentang perkembangan terkini dari bisnis Perseroan dan peraturan perundang-undangan yang berlaku dan sebagai bentuk antisipasi atas masalah yang timbul di kemudian hari bagi keberlangsungan dan kemajuan Perseroan.

TRAINING AND COMPETENCY DEVELOPMENT PROGRAM FOR THE BOARD OF DIRECTOR

Capability enhancement is deemed for the Board of Directors to keep updating information on the latest developments of the Company's business and the prevailing laws and regulations and to anticipate the future problems for the sustainability and progress of the Company.

Nama Direksi Name of Director	Jabatan Position	Program Peingkatan Kapasitas Capability Building Program		
		Tanggal Date	Subyek Subject	Tempat Venue
Ganefi	Direktur SDM dan Umum Director of HC and General Affair	26-27 Maret 2019 March 26-27, 2019	*Great Leader Camp* Great Leader Camp	Bogor
		27-30 November 2019 November 27-30, 2019	Pemantapan Pembinaan Ideologi Pancasila dengan BUMN Strengthening Pancasila Ideology Development with BUMN	Jakarta

DIREKSI
The Board of Directors

PROGRAM PENGENALAN DAN ORIENTASI DIREKSI

Untuk kelancaran pelaksanaan tugas, wajib diberikan program pengenalan dan pendalaman pengetahuan bagi Anggota Direksi Perusahaan. Program Pengenalan sangat penting untuk dilaksanakan, karena Anggota Direksi dapat berasal dari berbagai latar belakang sehingga untuk dapat membentuk suatu tim kerja yang solid, Program Orientasi tersebut wajib untuk dijalankan.

Program Pengenalan yang diberikan kepada Anggota Direksi antara lain meliputi hal-hal sebagai berikut:

1. Keterangan mengenai tugas dan tanggung jawab Dewan Komisaris dan Direksi berdasarkan hukum.
2. Pelaksanaan prinsip-prinsip *good corporate governance* oleh Perusahaan.
3. Gambaran mengenai Perusahaan berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan masalah-masalah strategis lainnya.
4. Keterangan berkaitan dengan kewenangan yang didelegasikan, audit internal dan eksternal, sistem dan kebijakan pengendalian internal serta Komite Audit.

Pada tahun 2019, telah dilakukan program orientasi Direksi kepada Ony Suprihantoro dan Masrul Khalimi sebagai Direktur Keuangan dan Direktur Usaha Angkutan Barang & Tol Laut.

THE BOARD OF DIRECTORS ORIENTATION AND INTRODUCTION PROGRAM

For subtle implementation of the Duties, the Board of Directors shall be provided with orientation and knowledge development programs. The orientation program is essential to be conducted due to the Board of Directors members may be appointed from various backgrounds. Therefore, this Orientation Program becomes mandatory to make a solid teamwork.

The orientation program provided to the Board of Directors' members contains several aspects as follows:

1. Explanation about duty and responsibility of the Board of Commissioners and the Directors based on the legal standpoints.
2. Implementation of Good Corporate Governance principles by the Company.
3. Explanation about the Company relating to the purpose, nature, scope of activity, financial and operational performance, strategy, short-term and long-term business plan, competitive position, risk and other strategic issues.
4. Explanation about the delegated authority, Internal and External Audit, System and Policy of Internal Control and Audit Committee

In 2019, this Directors orientation program has been given to Ony Suprihantoro and Masrul Khalimi as Director of Finance and Director of Tol Laut and Freight Transport

PEDOMAN KERJA DIREKSI

Dalam menjalin hubungan yang baik dengan organ perusahaan lainnya terkait pelaksanaan tugas dan tanggungjawabnya, Dewan Komisaris dan Direksi telah memiliki Tata Laksana Kerja *(Board Manual)* bagi Dewan Komisaris dan Direksi, sebagai pedoman kerja Dewan Komisaris dan Direksi yang disahkan melalui Surat Keputusan Bersama antara Dewan Komisaris & Direksi PT PELNI (Persero) Nomor: 06.21/04/SK/HKO.01/2019 tentang Tata LaksanaKerja *(Board Manual)* Direksi dan Dewan Komisaris PT PELNI (Persero). Tata laksana kerja tersebut berisi panduan bagi Dewan Komisaris yang berisikan, antara lain:

BOARD MANUAL OF THE BOARD OF DIRECTORS

In relation with other corporate structures related with duty and responsibility implementation, the Board of Commissioners has Working Guideline (Board Manual) for the Board of Commissioners as working guideline for the Board of Commissioners that is ratified under PT PELNI (Persero) Board of Commissioners and Directors' Joint Decree No. 06.21/04/SK/HKO.01/2019 regarding PT PELNI (Persero) Board Manual for Board of Commissioners and Board of Directors that has substances as follows:

DIREKSI
The Board of Directors

1. Kriteria Anggota Direksi dan Masa Jabatan Direksi;
2. Tanggung Jawab Direksi;
3. Tugas dan Kewajiban Direksi;
4. Wewenang Direksi;
5. Hak-Hak Direksi;
6. Program Pengenalan dan Peningkatan Kapabilitas;
7. Etika Jabatan;
8. Penetapan Kebijakan Pengurusan;
9. Komposisi dan Pembidangan Tugas;
10. Rapat Direksi;
11. Organ Pendukung Direksi.

1. Criteria and tenure for the Board of Directors;
2. Board of Directors' Responsibility;
3. Board of Directors' Duty and Obligation;
4. Board of Directors' Authority;
5. Board of Directors' Rights;
6. Orientation Program and Capacity Building;
7. Position Ethics;
8. Stipulation of Company's Management Policy;
9. Composition and Distribution of Duties;
10. Board of Directors Meeting;
11. Board of Directors' Supporting Organs.

PENILAIAN ATAS KINERJA KOMITE-KOMITE DI BAWAH DIREKSI

Hingga 31 Desember 2019, Direksi Perseroan belum membentuk komite-komite di bawah Direksi. Pelaksanaan tugas Direksi dibantu oleh Sekretaris Perusahaan dan Satuan Pengawas Intern (SPI) sebagai Organ Pendukung Direksi.

PERFORMANCE ASSESSMENT OF THE COMMITTEE UNDER THE BOARD OF DIRECTORS

As of December 31, 2019, the Board of Directors had not established Committee under the Board of Directors yet. Implementation of the Board of Directors' duties is assisted with a Corporate Secretary and Internal Audit Unit as Board of Directors' Supporting Structure.

HUBUNGAN AFILIASI ANTARA DIREKSI, DEWAN KOMISARIS DAN PEMEGANG SAHAM

Affiliation between The Board of Commissioners, Directors and Shareholders

Antara anggota Dewan Komisaris dengan anggota Direksi serta Pemegang Saham Utama dan/atau pengendali tidak ada memiliki hubungan keluarga sedarah sampai dengan derajat ketiga, baik menurut garis lurus maupun garis kesamping atau hubungan semenda.

Hubungan keluarga dan keuangan antara Anggota Dewan Komisaris dengan sesama Anggota Direksi dan/atau Anggota Dewan Komisaris serta Pemegang Saham Perusahaan periode tahun 2019 digambarkan dalam tabel berikut:

Between members of the Board of Commissioners and the Directors and the Majority Shareholders and/or controlling Shareholder do not have any blood relation up to the third degree, either on a straight or a lateral line or in law relationship.

Family and financial relation between the Board of Commissioners with Board of Directors and/or Board of Commissioners and Shareholders in 2019 are explained in the table below:

Nama Name	Hubungan Keluarga dengan Family Affiliation With						Hubungan Keuangan dengan Financial Affiliation with					
	Dewan Komisaris The Board of Commissioners		Direksi The Board of Directors		Pemegang Saham Shareholders		Dewan Komisaris The Board of Commissioners		Direksi The Board of Directors		Pemegang Saham Shareholders	
	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
Dewan Komisaris | The Board of Commissioners												
Ali Masykur Musa		√		√		√		√		√		√
Johanes Widodo Hario Mumpuni		√		√		√		√		√		√
Danang Parikesit		√		√		√		√		√		√
Wahju Adji Herpriarsono		√		√		√		√		√		√
Loto Srinaita Ginting		√		√		√		√		√		√
Haryo Indratno		√		√		√		√		√		√
Direksi | The Board of Directors												
Insan Purwarisya L. Tobing		√		√		√		√		√		√
Olih Masolich Sodikin		√		√		√		√		√		√
Muhamad Tukul Harsono		√		√		√		√		√		√
Ony Suprihartono		√		√		√		√		√		√
Ganefi		√		√		√		√		√		√
Masrul Khalimi		√		√		√		√		√		√

KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI
Board of Commissioners and Board of Directors Shares Ownership

Diantara anggota Dewan Komisaris maupun anggota Direksi, masing-masing tidak memiliki saham Perusahaan, dengan rincian sebagai berikut:

The Board of Commissioners and Board of Directors do not have any shares ownership with detail as follows:

Nama Name	**Kepemilikan Saham di** Shares Ownership at		
	Perseroan The Company	**Anak Perusahaan** Subsidiaries	**Perusahaan Lain** Other Companies
Dewan Komisaris | The Board of Commissioners			
Ali Masykur Musa	Tidak Ada None	Tidak Ada None	Tidak Ada None
Johanes Widodo Hario Mumpuni	Tidak Ada None	Tidak Ada None	Tidak Ada None
Danang Parikesit	Tidak Ada None	Tidak Ada None	Tidak Ada None
Wahju Adji Herpriarsono	Tidak Ada None	Tidak Ada None	Tidak Ada None
Loto Srinaita Ginting	Tidak Ada None	Tidak Ada None	Tidak Ada None
Haryo Indratno	Tidak Ada None	Tidak Ada None	Tidak Ada None
Direksi | The Board of Directors			
Insan Purwarisya L. Tobing	Tidak Ada None	Tidak Ada None	Tidak Ada None
Olih Masolich Sodikin	Tidak Ada None	Tidak Ada None	Tidak Ada None
Muhamad Tukul Harsono	Tidak Ada None	Tidak Ada None	Tidak Ada None
Ony Suprihartono	Tidak Ada None	Tidak Ada None	Tidak Ada None
Ganefi	Tidak Ada None	Tidak Ada None	Tidak Ada None
Masrul Khalimi	Tidak Ada None	Tidak Ada None	Tidak Ada None

RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Dual Position of The Board of Commissioners and the Board of Directors

Penjelasan rangkap jabatan di perusahaan atau instansi lain dijabarkan dalam table berikut:

Dual positions explanation in other companies or agencies is described in the following table:

Nama Name	Rangkap Jabatan Dual Position	
	Anak Perusahaan Dual Position	Perusahaan/ Instansi Lain Other Companies/ Institutions
Dewan Komisaris | The Board of Commissioners		
Ali Masykur Musa	-	-
Johanes Widodo Hario Mumpuni	-	-
Danang Parikesit	-	-
Wahju Adji Herpriarsono	-	-
Loto Srinaita Ginting	-	-
Haryo Indratno	-	Pelayanan Navigasi Penerbangan Indonesia, Kepala Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Ib Indonesian Aviation Navigation Services, Head of Energy, Logistics, Regional and Tourism Business Ib
Direksi | The Board of Directors		
Insan Purwarisya L. Tobing	-	-
Olih Masolich Sodikin	Komisaris Utama PT PIDC President Commissioner of PT PIDC	-
Muhamad Tukul Harsono	Komisaris PT PIDC Commissioner of PT PIDC	-
Ony Suprihartono	-	-
Ganefi	Komisaris Utama RS PELNI President Commissioner RS PELNI	-
Masrul Khalimi	-	-

KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Composition Diversity of the Board Of Commissioners and the Board of Directors

PELNI meyakini bahwa keragaman keahlian, pengalaman, dan latar belakang pendidikan sangat diperlukan untuk efektivitas pelayanan tugas pengawasan Dewan Komisaris dan pengurusan Perusahaan oleh Direksi dengan tidak mengenal perbedaan *gender*. Dewan Komisaris dan Direksi PT PELNI (Persero) yang ditunjuk berdasarkan Keputusan Rapat Umum Pemegang Saham berdasarkan usulan Pemegang Saham memiliki komposisi yang cukup beragam, baik berdasarkan usia, latar belakang pendidikan, keahlian serta pengalaman yang dibutuhkan dalam pelaksanaan tugas dan tanggung jawabnya. Berikut keberagaman komposisi yang dimiliki oleh masing-masing anggota dewan komisaris dan direksi perseroan untuk Periode 2019:

PT PELNI (Persero) believes that the diversity of expertise, experiences, and educational background are indispensable for the supervisory effectiveness of the Board of Commissioners and management of the Company by the Board of Directors without gender contention. The Board of Commissioners and Directors of PT PELNI (Persero) are appointed by the resolution of General Meeting of Shareholders through the proposal from the Shareholders that has a fairly diverse composition, based on their age, educational background, expertise and experience requirements for the performance of their duties and responsibilities. The following is composition diversity of the Boards of Commissioners and Directors of the Company for the period of 2019:

Nama Name	**Jabatan** Position	**Kualifikasi Akademik dan Keahlian** Academic Qualification and Experience	**Usia** Age	**Jenis Kelamin** Gender
Dewan Komisaris | The Board of Commissioners				
Ali Masykur Musa	Komisaris Utama President Commissioner	Hukum Law	57	Pria Male
Johanes Widodo Hario Mumpuni	Komisaris Independen Independent Commissioner	Ekonomi dan Akuntansi Economic and Accounting	62	Pria Male
Danang Parikesit	Komisaris Independen Independent Commissioner	Doktor Teknik Doctor of Engineering	54	Pria Male
Wahju Adji Herpriarsono	Komisaris Commissioner	Ekonomi dan Manajemen Bisnis Economics and Business Management	54	Pria Male
Loto Srinaita Ginting	Komisaris Commissioner	Manajemen Management	52	Wanita Female
Haryo Indratno	Komisaris Commissioner	Ekonomi Manajemen Management Economics	50	Pria Male
Direksi | The Board of Directors				
Insan Purwarisya L. Tobing	Direktur Utama President Director	Hubungan Internasional International Relations	52	Pria Male
Olih Masolich Sodikin	Direktur Usaha Angkutan Penumpang Director of Passenger Transport Business	Ilmu Pelayaran Shipping Science	60	Pria Male
Muhamad Tukul Harsono	Direktur Armada Director of Fleet	Nautika dan Master Marinir Nautical and Master of Mariner	52	Pria Male
Ony Suprihartono	Direktur Keuangan Director of Finance	Akuntansi dan Manajemen Accounting and Management	50	
Ganefi	Direktur SDM dan Umum Director of HC and General Affair	Perbankan dan Keuangan Banking and Finance	56	Wanita Female
Masrul Khalimi	Direktur Usaha Angkutan Barang & Tol Laut Director of Ocean Freight and Toll Laut	Teknik Mesin Engineering	49	Pria Male

Hingga akhir tahun 2019, Perseroan belum memiliki kebijakan spesifik yang mengatur mengenai keberagaman dalam komposisi Dewan Komisaris dan Direksi. Akan tetapi, kebijakan *Board Manual* di PT PELNI (Persero) telah mengatur kriteria bagi anggota Dewan Komisaris dan Direksi, dan secara umum kebijakan tersebut mendorong terpilihnya orang-orang dari latar belakang yang beragam untuk kandidat anggota Dewan Komisaris dan Direksi.

By the end of 2019, the Company has not formulated specific policy regulating the composition diversity in the Board of Commissioners and Directors. However, Board Manual Policy of PT PELNI (Persero) stipulated criteria for every member of Board of Commissioners and Board of Directors, and generally this policy encouraged the selection of candidates as the Board of Commissioners and Board of Directors members from various background.

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI

Meeting Frequency and Attendance of The Board of Commissioners and Directors

RAPAT DEWAN KOMISARIS

Demi terciptanya efektifitas dan efisiensi pengelolaan perusahaan, maka selama 2019 Dewan Komisaris telah menyelenggarakan 14 kali Rapat Dewan Komisaris. Adapun tingkat kehadiran rapat Dewan Komisaris adalah sebagai berikut:

THE BOARD OF COMMISSIONERS MEETINGS

For the effective and efficient management of the Company, the Board of Commissioners held 14 times of the Board of Commissioners Meeting during 2019. Thus, the attendance levels of the Board of Commissioners are as follows:

Frekuensi Kehadiran Rapat Dewan Komisaris Tahun 2019

Attendance and Frequency of the Board of Commissioners Meetings in 2019

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	Persentase Persentase
Ali Masykur Musa	Komisaris Utama President Commissioner	4	4	100%
Johanes Widodo Hario Mumpuni	Komisaris Independen Independent Commissioner	14	12	85,71%
Danang Parikesit	Komisaris Independen Independent Commissioner	14	5	35,71%
Wahju Adji Herpriarsono	Komisaris Commissioner	4	3	75%
Loto Srinaita Ginting	Komisaris Commissioner	4	4	100%
Haryo Indratno	Komisaris Commissioner	4	2	50%
Bambang Prihartono	Komisaris Utama President Commissioner	10	9	90%
Sudarto	Komisaris Commissioner	3	2	66,67%
Ali Masykur Musa	Komisaris Commissioner	7	5	71,43%

Agenda Rapat Dewan Komisaris 2019

The Board of Commissioners Meeting Agenda in 2019

No	Tanggal Rapat Date of Meeting	Agenda Rapat MeetingAgenda
1	30 Januari 2019 January 30, 2019	1. Pembahasan *Risk Register* Integrasi Ortical Risk Pada TW-IV / 2018 dengan Komite Kebijakan Risiko. Discussion on Integrating Risk Register in Ortical Risk in 4th Quarter/2018 with Risk Policy Committee. 2. Pembahasan Progres atas Pelaksanaan Audit KAP Djoko, Sidik, dan Indra dengan Komite Audit. Discussion on Auditing Progress from the Public Accounting Firm Djoko, Sidik and Indra with Audit Committee. 3. Laporan hasil kunjungan Komite Audit dan Komite Kebijakan Risiko Ke Kantor Cabang Kupang, Bitung, dan Ternate. Site visit results report by Audit and Risk Policy Committee to Kupang, Bitung and Ternate branches.
2	18 Februari 2019 February 18, 2019	Rahasia Confidential
3	08 April 2019 April 08, 2019	1. Pembahasan Laporan Keuangan PT PELNI (Persero) bulan Januari dan Februari 2019. Discussion on January and February 2019 Financial Report of PT PELNI (Persero). 2. Persiapan Angkutan Lebaran Tahun 2019 M / 1440 H. Preparation for Homecoming Transportation in 2019 M/ 1440 H. 3. Rangkuman LHP Kinerja Pelayanan Angkutan Barang, pada Kapal Perintis dan Kapal Tol Laut periode 2017 - Semester I/2018 Summary of LHP Performance of Cargo Transport Services, on Perintis and Tol Laut Ships for the period of 2017 - Semester I/2018.

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

No	Tanggal Rapat Date of Meeting	Agenda Rapat MeetingAgenda
4	04 Juli 2019 July 04, 2019	1. Evaluasi Laporan Manajemen Realisasi Anggaran bulan April s.d Mei tahun 2019 PT PELNI (Pesero). Evaluation on Management Report of the Budget Realization from April to May 2019 of PT PELNI (Persero). 2. *Monitoring* Tindaklanjut Hasil pembahasan Laporan Manajemen Risiko Triwulan I/2019. Follow up Monitoring on discussion results of the Risk Management Report for 1st Quarter / 2019. 3. Pembagian Tugas Dewan Komisaris. Distribution of the Board of Commissioners' Duties. 4. Penunjukan Ketua Komite Kebijakan Risiko. Appointment of Head of Risk Policy Committee. 5. Revisi *Manual Board* dan Pedoman GCG. Revision of Board Manual and GCG Guidelines.
5	26 Juli 2019 July 26, 2019	-
6	15 Agustus 2019 August 15, 2019	1. Evaluasi Manajemen Semester I Tahun 2019 (PIC Komite Audit). Evaluation on 1st Semester of 2019 Management (PIC: Audit Committee). 2. Evaluasi Manajemen Risiko Triwulan II /2019 (PIC Komite Risiko). Evaluation on 2nd Quarter/2019 Risk Management (PIC: Risk Committee). 3. Konsep laporan tanggapan Dewan Komisaris kepada Menteri BUMN atas LM Semester I tahun 2019. Report Concept of the Board of Commissioners' Response to the Ministry of SOE for 1st Semester of 2019 Management Report. 4. Evaluasi LHA SPI Triwulan II Tahun 2019 (PIC Komite Audit). Evaluation on 2nd Quarter of 2019 LHA Internal Control Unit (PIC: Audit Committee)
7	04 September 2019 September 04, 2019	1. Laporan Manajemen Bulan Juli 2019. Management Report for July 2019. 2. PSO. PSO.
8	04 September 2019 September 04, 2019	PSO dan subsidi PT PELNI (Persero). PSO and PT PELNI (Persero) subsidies.
9	09 September 2019 September 09, 2019	1. Evaluasi Laporan Keuangan PT PELNI (Persero) Bulan Juli tanun 2019. Evaluation on July 2019 Financial Report of PT PELNI (Persero). 2. Monitoring Tindaklanjut hasil, Pembahasan laporan Manajemen Risiko Triwulan II /2019. Follow up Monitoring on the discussion results of 2nd Quarter/2019 Management Report. 3. Rencana Jangka Panjang Perusahaan (RJPP) PT PELNI (Persero). Long -Term Plans of PT PELNI (Persero). 4. Penghapusbukuan Kendaraan Dinas, Kantor Pusat PT PELNI (Persero). Written-off of PT PELNI (Persero) official vehicles.
10	10 Oktober 2019 October 10, 2019	1. Penyusunan RKA Komite Audit dan Komite Kebijakan Risiko. Work and Budget Plan Preparation of Audit and Risk Policy Committees. 2. Dewan Komisaris Tahun 2020. The Board of Commissioners in 2020. 3. Lain-lain. Others.
11	22 Oktober 2019 October 22, 2019	1. Perkenalan Anggota Dewan Komisaris Baru. Introduction of New Members of the Board of Commissioners. 2. Pembahasan Pembagian Tugas Dewan Komisaris. Discussion on the Distribution of the Board of Commissioners' Duties.
12	30 Oktober 2019 October 30, 2019	1. Laporan Keuangan Bulan September dan s.d Triwulan III Tahun 2019. September until 3rd Quarter of 2019 Financial Report. 2. RKAP PT PELNI (Persero) tahun 2020. the work and budget plan of PT PELNI (Persero) for 2020 fiscal year.
13	27 November 2019 November 27, 2019	1. Pembahasan Laporan Keuangan PT PELNI (Persero) sampai dengan bulan Oktober tahun 2019. Discussion on Financial Report until October 2019 of PT PELNI (Persero). 2. Pembahasan Laporan Komite Pemantau Risiko. Discussion on Report from the Risk Management Committee. 3. Pembahasan persiapan Natal 2019 dan Tahun Baru 2020. Discussion on preparation for Christmas 2019 and New Year 2020 Peak Seasons. 4. Lain-lain. Others.
14	19 Desember 2019 December 19, 2019	1. Pembahasan Laporan Keuangan PT PELNI(Persero) sampai dengan bulan November tahun 2019. Discussion on Financial Report until November 2019 of PT PELNI (Persero). 2. Pembahasan Laporan Komite Pemantau Risiko. Discussion on report from Risk Management Committee. 3. Pembahasan usulan calon Komisaris PT RS PELNI. Discussion on the proposed candidates for Commissioner of PT RS PELNI.

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

RAPAT DIREKSI

Direksi dapat menyelenggarakan rapat untuk mengambil keputusan penting terkait kegiatan operasional dan bisnis Perseroan. Keputusan Direksi harus diambil secara musyawarah untuk mufakat. Apabila hal ini tidak tercapai, maka keputusan harus diambil berdasarkan suara terbanyak dan apabila suara setuju dan tidak setuju berimbang maka keputusan rapat akan diputuskan oleh Direktur Utama.

Selama tahun 2019, Rapat Direksi secara internal maupun gabungan bersama Dewan Komisaris telah terselengara sebanyak 54 kali.

Berikut adalah frekuensi kehadiran rapat Direksi yang terselengara selama tahun 2019, antara lain :

THE BOARD OF DIRECTORS MEETING

The Board of Directors may organize meeting to make essential decisions related the Company's operational and business activities. The Board of Directors' decisions shall be taken based on collective consensus. If the consensus is not achieved, the decision will be taken through a voting mechanism and if agree and disagree votes are still equal, than will be decided by President Director.

Throughout 2019, the Board of Directors Internal Meetings or Joint Meetings with the Board of Commissioners were held 54 meetings.

The following is a List of attendance and frequency of the Board of Directors meetings in 2019 as follows:

Frekuensi Kehadiran Rapat Direksi Tahun 2019

Attendance Frequency of the Board of Directors Meetings in 2019

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	Persentase Persentase
Insan Purwarisya L. Tobing	Direktur Utama President Director	54	49	90,74%
Olih Masolich Sodikin	Direktur Usaha Angkutan Penumpang Director of Passenger Transport Business	54	49	90,74%
Muhamad Tukul Harsono	Direktur Armada Director of Fleet	54	48	88,89%
Ony Suprihartono	Direktur Keuangan Director of Finance	-	-	-
Ganefi	Direktur SDM dan Umum Director of HC and General Affair	54	48	88,89%
Masrul Khalimi	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo and Tol Laut Transport Business	-	-	-
Harry Boediarto Soewarto*	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo and Tol Laut Transport Business	54	52	96,30%
Tri Andayani**	Direktur Keuangan Director of Finance	54	44	81,48%

Agenda Rapat Direksi 2019

Dalam pelaksanaannya, rapat Direksi memiliki agenda untuk mengatur topik bahasan rapat yang akan di diskusikan.

The Board of Directors Meetings Agenda 2019

In its implementation, the Board of Directors meeting has some agenda of the material topics that will be discussed.

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

Berikut ini adalah rapat Direksi tahun 2019:

The following is the Board of Directors Meeting 2019:

No	Tanggal Rapat Date of Meeting	Agenda Agenda	Realisasi Realization
1	10 Januari 2019 January 10, 2019	1. *Follow Up* Arahan Direktur Jenderal Kementerian Perhubungan RI Follow Up on the direction from Directorate General of Transportation of Republic Of Indonesia. 2. Budaya Perusahaan Corporate Culture	1. Follow Up Arahan Direktur Jenderal Kementerian Perhubungan RI Follow Up on the direction from Directorate General of Transportation of Republic Of Indonesia. 2. Budaya Perusahaan Corporate Culture 3. Pembahasan Permakanan ACS ACS Food Discussion
2	30 Januari 2019 January 30, 2019	1. Hasil Temuan Audit DPA Findings from DPA audit 2. Presentasi Keterikatan Pegawai oleh PPM Employee Engagement Presentation by PPM 3. RKAP *Challenge* & Persiapan RUPS Anak Usaha RKAP Challenge & Subsidiaries' GMS Preparation 4. Paparan Pedoman Manajemen Proses Bisnis Management Guidelines Presentation of Business Process.	1. Hasil Temuan Audit DPA Findings from DPA audit 2. Presentasi Keterikatan Pegawai oleh PPM Employee Engagement Presentation by PPM 3. RKAP *Challenge* & Persiapan RUPS Anak Usaha RKAP Challenge & Subsidiaries' GMS Preparation 4. Paparan Pedoman Manajemen Proses Bisnis Management Guidelines Presentation of Business Process.
3	06 Februari 2019 February 06, 2019	1. Persiapan FGD Kementerian BUMN Preparation for FGD of Ministry of SOE 2. Persiapan Rapat Pimpinan PT PELNI (Persero) Preparation for Executive Meeting of PT PELNI (Persero)	1. Persiapan FGD Kementerian BUMN Preparation for FGD of Ministry of SOE 2. Persiapan Rapat Pimpinan PT PELNI (Persero) Preparation for Executive Meeting of PT PELNI (Persero)
4	13 Februari 2019 February 13, 2019	1. Permasalahan Operasional Penugasan Assignment Operational Problems 2. FGD CEO BUMN di KM Kelud CEO FGD of Ministry of SOE on MV. Kelud	1. Permasalahan Operasional Penugasan Assignment Operational Problems 2. FGD CEO BUMN di KM Kelud CEO FGD of Ministry of SOE on MV. Kelud
5	20 Februari 2019 February 20, 2019	1. Permasalahan Operasional Penugasan Assignment Operational Problems 2. Pengadaan Kontainer *Dry* dan *Reefer* Dry and Reefer Container Procurements 3. Modifikasi KM Kelimutu menjadi kapal wisata MV. Kelimitu Modification into Tourism Ship 4. Pengadaan *sparepart* kapal Ships' Spare Parts Procurement 5. Persiapan *Peak Season* Angkutan Lebaran 2019 Preparation for Ied Mubarak Peak Season Transport 2019 6. Permakanan Penumpang Passenger Food	1. Permasalahan Operasional Penugasan Assignment Operational Problems 2. Pengadaan Kontainer *Dry* dan *Reefer* Dry and Reefer Container Procurements 3. Modifikasi KM Kelimutu menjadi kapal wisata MV. Kelimitu Modification into Tourism Ship 4. Pengadaan *sparepart* kapal Ships' Spare Parts Procurement 5. Persiapan *Peak Season* Angkutan Lebaran 2019 Preparation for Ied Mubarak Peak Season Transport 2019 6. Permakanan Penumpang Passenger Food
6	05 Maret 2019 March 05, 2019	1. Presentasi Konsultan Direktur Keuangan terkait Temuan BPK Finance Director's Consultant Presentation regarding the Findings from BPK 2. HUT BUMN & PT PELNI (Persero) Anniversary of SOE & PT PELNI (Persero)	1. Presentasi Konsultan Direktur Keuangan terkait Temuan BPK Finance Director's Consultant Presentation regarding the Findings from BPK 2. HUT BUMN & PT PELNI (Persero) Anniversary of SOE & PT PELNI (Persero)
7	07 Maret 2019 March 07, 2019	1. Pembahasan Laporan Manajemen tahun 2018 *Audited* Discussion on Audited Management Report for fiscal year 2018 2. Pembahasan Laporan Keuangan triwulan I tahun 2019 Discussion on Ist Quarter of 2019 Financial Report 3. Penyelesaian Kontrak Penugasan Completion of Assignment Contract	1. Pembahasan Laporan Manajemen tahun 2018 *Audited* Discussion on Audited Management Report for fiscal year 2018 2. Pembahasan Laporan Keuangan triwulan I tahun 2019 Discussion on Ist Quarter of 2019 Financial Report 3. Penyelesaian Kontrak Penugasan Completion of Assignment Contract

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

No	Tanggal Rapat Date of Meeting	Agenda Agenda	Realisasi Realization
8	12 Maret 2019 March 12, 2019	1. Logo HUT PT PELNI (Persero) Ke-67 67th Anniversary Logo of PT PELNI (Persero) 2. Pembahasan pengimplementasian & penyelesaian Aplikasi TI (SIPARSEL, New BL Admin Kapal) Discussion on Implementation & Completion of IT Applications (SIPARSEL, Ships' Manifests New BL)	1. Logo HUT PT PELNI (Persero) Ke-67 67th Anniversary Logo of PT PELNI (Persero) 2. Pembahasan pengimplementasian & penyelesaian Aplikasi TI (SIPARSEL, New BL Admin Kapal) Discussion on Implementation & Completion of IT Applications (SIPARSEL, Ships' Manifests New BL) 3. Lain-lain, yaitu : *Dock* di DKB, Kandaga, Kapal Perintis, PMN Others, were: Dock in DKB, Kandaga, Perintis Ship, Government Capital.
9	19 Maret 2019 March 19, 2019	1. Persiapan Raker BUMN RI Preparation for Coordinating Meeting of SOEs of Republic of Indonesia 2. Progress Angkutan Batubara, Semen dan Bulo Coal, Cement and Bulo Transports Progress 3. Perencanaan Perbaikan Kapal Ships repair plan	1. Persiapan Raker BUMN RI Preparation for Coordinating Meeting of SOEs of Republic of Indonesia 2. Progress Angkutan Batubara, Semen dan Bulo Coal, Cement and Bulo Transports Progress 3. Perencanaan Perbaikan Kapal Ships repair plan
10	02 April 2019 April 02, 2019	1. Hasil Audit BPK dan Lapkeu *Audited* 2018 Results of BPK Audit and Audited Financial Statements 2018 2. Tindak Lanjut Arahan BOC Follow up on the Direction from BOC 3. SK *Redpack* Decree of Redpack 4. Pengadaan Kapal PMN PMN Ships Procurement 5. Progress IT IT Progress	1. Hasil Audit BPK dan Lapkeu *Audited* 2018 Results of BPK Audit and Audited Financial Statements 2018 2. Tindak Lanjut Arahan BOC Follow up on the Direction from BOC 3. SK *Redpack* Decree of Redpack 4. Pengadaan Kapal PMN PMN Ships Procurement 5. Progress IT IT Progress
11	29 April 2019 April 29, 2019	1. Pemaparan Data PSO PSO Data Presentation 2. Kesiapan Angkutan Lebaran Tahun 2019 Readiness for Ied Mubarak Transport 2019	1. Pemaparan Data PSO PSO Data Presentation 2. Kesiapan Angkutan Lebaran Tahun 2019 Readiness for Ied Mubarak Transport 2019
12	30 April 2019 April 30, 2019	Harmonisasi Data PSO dan Angkutan Lebaran Tahun 2019 Harmonizing between PSO Data and Ied Mubarak Transport 2019	Harmonisasi Data PSO dan Angkutan Lebaran Tahun 2019 Harmonizing between PSO Data and Ied Mubarak Transport 2019
13	08 Mei 2019 May 08, 2019	1. Laporan Manajemen Triwulan I 2019 1st Quarter of 2019 Management Report 2. Usulan hal-hal yang perlu keputusan RUPS Laporan Tahunan Tahun Buku 2018 The Important things proposal for the resolution of the 2018 Annual General Meeting of Shareholders 3. Asuransi Insurance 4. Kredit Modal Kerja Working Capital Credit	1. Laporan Manajemen Triwulan I 2019 1st Quarter of 2019 Management Report 2. Usulan hal-hal yang perlu keputusan RUPS Laporan Tahunan Tahun Buku 2018 The Important things proposal for the resolution of the 2018 Annual General Meeting of Shareholders 3. Asuransi Insurance 4. Kredit Modal Kerja Working Capital Credit
14	14 Mei 2019 May 14, 2019	Pembahasan Program Kemitraan PELNI-Support UMKM Discussion on Partnership Program of PELNI-Support for Micro small and medium enterprises	Pembahasan Program Kemitraan PELNI-Support UMKM Discussion on Partnership Program of PELNI-Support for Micro small and medium enterprises
15	22 Mei 2019 May 22, 2019	1. Pelaksanaan Program Tol Laut Tol Laut Program Implementation 2. Progress Penyelesaian Kapal-Kapal *Docking* Completion Progress of Docking Ships 3. Presentasi proposal Pembentukan Lembaga Pendidikan dan Pelatihan Hotel Bahtera Proposal Presentation for Establishment of Education and Training Institution of Bahtera Hotel 4. Antisipasi Lonjakan Penumpang Passengers Spike Anticipation	1. Pelaksanaan Program Tol Laut Tol Laut Program Implementation 2. Progress Penyelesaian Kapal-Kapal *Docking* Completion Progress of Docking Ships 3. Presentasi proposal Pembentukan Lembaga Pendidikan dan Pelatihan Hotel Bahtera Proposal Presentation for Establishment of Education and Training Institution of Bahtera Hotel 4. Antisipasi Lonjakan Penumpang Passengers Spike Anticipation

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

No	Tanggal Rapat Date of Meeting	Agenda Agenda	Realisasi Realization
16	28 Mei 2019 May 28, 2019	1. Pembahasan Angkutan Lebaran 2019 Ied Mubarak Transport 2019 Discussion 2. Progress Kontrak Penugasan Kapal Perintis Contract Progress of Perintis Ship Assignment	1. Pembahasan Angkutan Lebaran 2019 Ied Mubarak Transport 2019 Discussion 2. Progress Kontrak Penugasan Kapal Perintis Contract Progress of Perintis Ship Assignment 3. Progress Implementasi EDC EDC Implementation Progress
17	13 Juni 2019 June 13, 2019	Evaluasi Angkutan Lebaran 2019 Eid Mubarak Transports 2019 Evaluation	1. Evaluasi Angkutan Lebaran 2019 Eid Mubarak Transports 2019 Evaluation 2. Progress IMRK IMRK Progress
18	18 Juni 2019 June 18, 2019	1. Progress PMN PMN Progress 2. Proses pengadaan di Galangan Surya Procurement Process of Surya Dock 3. Progress IT IT Progress 4. Pelayanan Penumpang Passenger Services 5. Penyesuaian Gaji Salary Adjustment	1. Progress PMN PMN Progress 2. Proses pengadaan di Galangan Surya Procurement Process of Surya Dock 3. Progress IT IT Progress 4. Pelayanan Penumpang Passenger Services 5. Penyesuaian Gaji Salary Adjustment
19	25 Juni 2019 June 25, 2019	1. Report hasil pertemuan dengan KBUMN terkait PMN dan PSO Meeting With Ministry of SOE Results Report on Government Capital and PSO 2. Pembuatan laporan penggunaan dana sisa PMN Report Preparation for the use of the remaining Government Capital 3. Progress Implementasi EDC EDC Implementation Progress 4. Program Pelaksanaan Tahun Layanan Year of Service Implementation Program	1. Report hasil pertemuan dengan KBUMN terkait PMN dan PSO Meeting With Ministry of SOE Results Report on Government Capital and PSO 2. Pembuatan laporan penggunaan dana sisa PMN Report Preparation for the use of the remaining Government Capital 3. Progress Implementasi EDC EDC Implementation Progress 4. Program Pelaksanaan Tahun Layanan Year of Service Implementation Program 5. Pengoperasian Kapal Perintis Perintis Ship Operation
20	26 Juni 2019 June 26, 2019	1. Evaluasi Angkutan Lebaran PT PELNI (Persero) Tahun 2019 Evaluation of PT PELNI (Persero) Homecoming Transportation 2019 2. Pembahasan Hasil *Assessment* KPKU PT PELNI (Persero) Tahun 2018 Discussion on KPKU of PT PELNI (Persero) assessment results 2018	1. Evaluasi Angkutan Lebaran PT PELNI (Persero) Tahun 2019 Evaluation of PT PELNI (Persero) Homecoming Transportation 2019 2. Pembahasan Hasil Assessment KPKU PT PELNI (Persero) Tahun 2018 Discussion on KPKU of PT PELNI (Persero) assessment results 2018
21	02 Juli 2019 July 02, 2019	1. Pemaparan PSAK 13 PSAK 13 Presentation 2. Pembahasan materi Rapat Gabungan BOD-BOC April-Mei 2019 Material Discussion for Joint Meeting of BOD-BOC in April-May 2019 3. *Feasibility* Kapal Barang sisa dana PMN Feasibility of Cargo Ships from the remaining Government Capital	1. Pemaparan PSAK 13 PSAK 13 Presentation 2. Pembahasan materi Rapat Gabungan BOD-BOC April-Mei 2019 Material Discussion for Joint Meeting of BOD-BOC in April-May 2019 3. *Feasibility* Kapal Barang sisa dana PMN Feasibility of Cargo Ships from the remaining Government Capital
22	03 Juli 2019 July 03, 2019	1. Kapal Barang PT PELNI (Persero) yang diperoleh dari Dana PMN Cargo Ships of PT PELNI (Persero) from Government Capital 2. Optimalisasi Sisa Dana PMN Remaining Government Capital optimization	1. Kapal Barang PT PELNI (Persero) yang diperoleh dari Dana PMN Cargo Ships of PT PELNI (Persero) from Government Capital 2. Optimalisasi Sisa Dana PMN Remaining Government Capital optimization 3. Penggunaan Kapal Perintis sebagai Barang Milik Negara Use of Perintis Ships as State's Property
23	09 Juli 2019 July 09, 2019	Pembahasan Tindak Lanjut Temuan SPI Discussion on the Follow-up to the Findings from Internal Control Unit	Pembahasan Tindak Lanjut Temuan SPI Discussion on the Follow-up to the Findings from Internal Control Unit

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

No	Tanggal Rapat Date of Meeting	Agenda Agenda	Realisasi Realization
24	10 Juli 2019 July 10, 2019	1. Evaluasi Digitalisasi Aplikasi Evaluation of Digitising Application 2. Persiapan Rapat Pimpinan PT PELNI (Persero) Preparation for Executive Meeting of PT PELNI (Persero) 3. Pembahasan FS Kapal Barang dana sisa PMN Discussion on FS of Cargo Ships from the remaining Government Capital 4. Progress program IMRK IMRK Program Progress 5. Tarif Kendaraan KFC. Jet Liner Vehicles' Tariff for KFC. Jetliner 6. Pembahasan Tata Kelola penggunaan BBM HSD/ MFO dan minyak pelumas di kapal Discussion on Governance for the use of HSD / MFO Fuels and lubricating oil on board 7. Pembahasan Formulasi tarif container barang dan kendaraan Kapal PT PELNI (Persero) Discussion on Tariff Formulation for container cargo and vehicles of PT PELNI (Persero) Ships	1. Evaluasi Digitalisasi Aplikasi Evaluation of Digitising Application 2. Persiapan Rapat Pimpinan PT PELNI (Persero) Preparation for Executive Meeting of PT PELNI (Persero) 3. Pembahasan FS Kapal Barang dana sisa PMN Discussion on FS of Cargo Ships from the remaining Government Capital 4. Progress program IMRK IMRK Program Progress 5. Tarif Kendaraan KFC. Jet Liner Vehicles' Tariff for KFC. Jetliner 6. Pembahasan Tata Kelola penggunaan BBM HSD/ MFO dan minyak pelumas di kapal Discussion on Governance for the use of HSD / MFO Fuels and lubricating oil on board 7. Pembahasan Formulasi tarif container barang dan kendaraan Kapal PT PELNI (Persero) Discussion on Tariff Formulation for container cargo and vehicles of PT PELNI (Persero) Ships
25	12 Juli 2019 July 12, 2019	Monitoring Tahun Layanan PT PELNI (Persero) 2019 Monitoring Year of Services of PT PELNI (Persero) 2019	Monitoring Tahun Layanan PT PELNI (Persero) 2019 Monitoring Year of Services of PT PELNI (Persero) 2019
26	15 Juli 2019 July 15, 2019	Monitoring Tahun Layanan PT PELNI (Persero) 2019 Monitoring Year of Services of PT PELNI (Persero) 2019	Monitoring Tahun Layanan PT PELNI (Persero) 2019 Monitoring Year of Services of PT PELNI (Persero) 2019
27	16 Juli 2019 July 16, 2019	1. Kontrak Subsidi Tol Laut Subsidy Contract of Tol Laut 2. Kajian FS atas Sisa Dana PMN Review on FS of the remaining Government Capital	1. Kontrak Subsidi Tol Laut Subsidy Contract of Tol Laut 2. Kajian FS atas Sisa Dana PMN Review on FS of the remaining Government Capital
28	30 Juli 2019 July 30, 2019	1. Paparan FED *Insight* terkait Kajian Struktur Organisasi PT PELNI (Persero) FED Insight Presentation related to the Organizational Structure Study of PT PELNI (Persero) 2. Persiapan Rapim Semester 1 tahun 2019 Preparation for 1st Semester of 2019 Executive Meeting	1. Paparan FED *Insight* terkait Kajian Struktur Organisasi PT PELNI (Persero) FED Insight Presentation related to the Organizational Structure Study of PT PELNI (Persero) 2. Persiapan Rapim Semester 1 tahun 2019 Preparation for 1st Semester of 2019 Executive Meeting
29	12 Agustus 2019 August 12, 2019	1. Laporan terkait kedatangan KM. Lognus 6 Report regarding the arrival of MV. Lognus 6 2. Realisasi Kinerja Semester 1 tahun 2019 Realization of 1st Semester of 2019 Performance 3. Progress mesin EDC & Link Aja Link Aja & EDC machine Progress 4. Progress Admin Kapal Ship Administration Progress	1. Laporan terkait kedatangan KM. Lognus 6 Report regarding the arrival of MV. Lognus 6 2. Realisasi Kinerja Semester 1 tahun 2019 Realization of 1st Semester of 2019 Performance 3. Progress mesin EDC & Link Aja Link Aja & EDC machine Progress 4. Progress Admin Kapal Ship Administration Progress
30	19 Agustus 2019 August 19, 2019	Pembahasan RJPP 2020-2024 Discussion on the Company's Long Term Plan for 2020-2024	Pembahasan RJPP 2020-2024 Discussion on the Company's Long Term Plan for 2020-2024
31	27 Agustus 2019 August 27, 2019	1. *Ship visit* KM Siguntang MV. Siguntang Visit 2. Pemaparan Anak Perusahaan Wisata PIDC Presentation from PIDC Tourism Subsidiary	1. *Ship visit* KM Siguntang MV. Siguntang Visit 2. Pemaparan Anak Perusahaan Wisata PIDC Presentation from PIDC Tourism Subsidiary
32	10 September 2019 September 10, 2019	1. Beberapa temuan saat pertemuan dengan SPI Some findings in meetings with Internal Control Unit 2. Laporan sd Juli 2019 (Detil Item Biaya Non PSO) Report until July 2019 (Non-PSO Cost Item Detail) 3. Pembahasan RJPP 2020-2025 Discussion on the Company's Long Term Plan for 2020-2025 4. Pembahasan Beasiswa Pendidikan Strata-2 Discussion on Strata-2 Scholarship Program	1. Beberapa temuan saat pertemuan dengan SPI Some findings in meetings with Internal Control Unit 2. Laporan sd Juli 2019 (Detil Item Biaya Non PSO) Report until July 2019 (Non-PSO Cost Item Detail) 3. Pembahasan RJPP 2020-2025 Discussion on the Company's Long Term Plan for 2020-2025 4. Pembahasan Beasiswa Pendidikan Strata-2 Discussion on Strata-2 Scholarship Program 5. *Holding* Rumah Sakit Hospital Holding

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

No	Tanggal Rapat Date of Meeting	Agenda Agenda	Realisasi Realization
33	12 September 2019 September 12, 2019	Rapat Mengenai Pemaksimalan Pendapatan Muatan Baik di Kapal Penumpang, Perintis maupun Kapal Barang Meeting Concerning Maximizing Cargo Revenue of Passenger, Perintis and Cargo Ships	Rapat Mengenai Pemaksimalan Pendapatan Muatan Baik di Kapal Penumpang, Perintis maupun Kapal Barang Meeting Concerning Maximizing Cargo Revenue of Passenger, Perintis and Cargo Ships
34	16 September 2019 September 16, 2019	Pemaparan Draft Final RJPP Bisnis Perusahaan PT PELNI (Persero) Tahun 2020-2024 Presentation of PT PELNI (Persero) Long-Term Business Plan for 2020-2024 Final Draft	Pemaparan Draft Final RJPP Bisnis Perusahaan PT PELNI (Persero) Tahun 2020-2024 Presentation of PT PELNI (Persero) Long-Term Business Plan for 2020-2024 Final Draft
35	17 September 2019 September 17, 2019	1. Status pegawai *cleaning service*, pegawai toko dan pegawai penugasan PT PELNI (Persero) diatas kapal Cleaning Service, Store Keeper, Assignment of PT PELNI (Persero) Employees Status on Board 2. Pengelolaan SDM HR Management 3. Hal-hal Lain (Kalender 2020) Others (2020 Calendar)	1. Status pegawai *cleaning service*, pegawai toko dan pegawai penugasan PT PELNI (Persero) diatas kapal Cleaning Service, Store Keeper, Assignment of PT PELNI (Persero) Employees Status on Board 2. Pengelolaan SDM HR Management 3. Hal-hal Lain (Kalender 2020) Others (2020 Calendar)
36	24 September 2019 September 24, 2019	1. Hal-hal yang menjadi perhatian Matters of concern 2. Pembahasan status pekerja yang bekerja di atas kapal Discussion on Offshore Employees Status 3. Penyertaan PT SBN ke PT SBL PT SBN Proceeds to PT SBL	1. Hal-hal yang menjadi perhatian Matters of concern 2. Pembahasan status pekerja yang bekerja di atas kapal Discussion on Offshore Employees Status 3. Penyertaan PT SBN ke PT SBL PT SBN Proceeds to PT SBL
37	26 September 2019 September 26, 2019	Sosialisasi Usulan Revisi SOP Pengadaan Barang dan Jasa Tahun 2019 Socialization of Proposed Revision of SOP for Goods and Services Procurements in 2019	Sosialisasi Usulan Revisi SOP Pengadaan Barang dan Jasa Tahun 2019 Socialization of Proposed Revision of SOP for Goods and Services Procurements in 2019
38	02 Oktober 2019 October 02, 2019	1. Progres *Holding* Rumah Sakit PELNI PELNI Hospital Holding Progress 2. Progres Beasiswa S-2 S-2 Scholarship Progress	1. Progres *Holding* Rumah Sakit PELNI PELNI Hospital Holding Progress 2. Progres Beasiswa S-2 S-2 Scholarship Progress
39	09 Oktober 2019 October 09, 2019	Progres Potensi Angkutan Barang Indonesia ke Brunei Potential Indonesia Cargo Carrier to Brunei Progress	Progres Potensi Angkutan Barang Indonesia ke Brunei Potential Indonesia Cargo Carrier to Brunei Progress
40	16 Oktober 2019 October 16, 2019	1. Laporan FS Sisa Dana PMN FS Report of the remaining Government Capital 2. Pengadaan Kontainer untuk kapal PMN tol laut Container Procurement for PMN Tol Laut Ships 3. Komisaris Anak Usaha PELNI Board of Commissioners of PELNI Subsidiaries 4. Laporan Perkembangan Kasus Hukum PT PELNI (Persero) Report on Law cases status faced By PT PELNI (Persero)	1. Laporan FS Sisa Dana PMN FS Report of the remaining Government Capital 2. Pengadaan Kontainer untuk kapal PMN tol laut Container Procurement for PMN Tol Laut Ships 3. Komisaris Anak Usaha PELNI Board of Commissioners of PELNI Subsidiaries 4. Laporan Perkembangan Kasus Hukum PT PELNI (Persero) Report on Law cases status faced By PT PELNI (Persero) 5. Strategi dua bulan Angkutan Barang Two months strategy for Cargo transport 6. Strategi dua bulan Angkutan Barang Two months strategy for Cargo transport
41	17 Oktober 2019 October 17, 2019	Pembahasan PLENO RKAP 2020 Discussion on the 2020 RKAP Plenary	Pembahasan PLENO RKAP 2020 Discussion on the 2020 RKAP Plenary
42	18 Oktober 2019 October 18, 2019	Lanjutan Pembahasan PLENO RKAP 2020 Continuous Discussion of the 2020 RKAP Plenary	Lanjutan Pembahasan PLENO RKAP 2020 Continuous Discussion of the 2020 RKAP Plenary

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

No	Tanggal Rapat Date of Meeting	Agenda Agenda	Realisasi Realization
43	21 Oktober 2019 October 21, 2019	Lanjutan Pembahasan PLENO RKAP 2020 Continuous Discussion of the 2020 RKAP Plenary	Lanjutan Pembahasan PLENO RKAP 2020 Continuous Discussion of the 2020 RKAP Plenary
44	22 Oktober 2019 October 22, 2019	Lanjutan Pembahasan PLENO RKAP 2020 Continuous Discussion of the 2020 RKAP Plenary	Lanjutan Pembahasan PLENO RKAP 2020 Continuous Discussion of the 2020 RKAP Plenary
45	31 Oktober 2019 October 31, 2019	Pembahasan New BL New BL application	Pembahasan New BL New BL application
46	05 November 2019 November 05, 2019	1. Pogres Holding Rumah Sakit PELNI PELNI Hospital Holding Progress 2. Progres Tol Laut 2020 2020 Tol Laut Progress 3. Lain lain (PMS, PSO, Dock, Perjanjian layanan kesehatan dengan RS PELNI) Others (PMS, PSO, Dock, Health Care Agreement with PELNI Hospital)	1. Pogres Holding Rumah Sakit PELNI PELNI Hospital Holding Progress 2. Progres Tol Laut 2020 2020 Tol Laut Progress 3. Lain lain (PMS, PSO, Dock, Perjanjian layanan kesehatan dengan RS PELNI) Others (PMS, PSO, Dock, Health Care Agreement with PELNI Hospital)
47	12 November 2019 November 12, 2019	1. Pendahuluan/Catatan Introduction/Notes 2. Persiapan Natal 2019 dan Tahun Baru 2020 Preparation for Christmas 2019 and New Year 2020 3. Progres *Holding* Rumah Sakit Hospital Holding Progress 4. Hasil Rakor KSPP di Cirebon Results from KSPP Coordinating Meeting in Cirebon	1. Pendahuluan/Catatan Introduction/Notes 2. Persiapan Natal 2019 dan Tahun Baru 2020 Preparation for Christmas 2019 and New Year 2020 3. Progres *Holding* Rumah Sakit Hospital Holding Progress 4. Hasil Rakor KSPP di Cirebon Results from KSPP Coordinating Meeting in Cirebon 5. *Report* Kehandalan *Engine* kapal dan Rencana Program *Maintenance* Ships' Engine Reliability Report and Maintenance Program Plan
48	12 November 2019 November 12, 2019	Pembahasan Calon Dewan Komisaris PT RS PELNI Discussion on the Candidates for the Board of Commissioners of PT RS PELNI	Pembahasan Calon Dewan Komisaris PT RS PELNI Discussion on the Candidates for the Board of Commissioners of PT RS PELNI
49	18 November 2019 November 18, 2019	Pembahasan Calon Komisaris Utama PT PIDC Discussion on Candidates for President Commissioner of PT PIDC	Pembahasan Calon Komisaris Utama PT PIDC Discussion on Candidates for President Commissioner of PT PIDC
50	19 November 2019 November 19, 2019	1. Hal hal yang Dicapai s/d September 2019 The Achievements until September 2019 2. Laporan Kinerja Manajemen PT PELNI (Persero) sampai dengan Oktober 2019 Management's Performance until October 2019 Report of PT PELNI (Persero)	1. Hal hal yang Dicapai s/d September 2019 The Achievements until September 2019 2. Laporan Kinerja Manajemen PT PELNI (Persero) sampai dengan Oktober 2019 Management's Performance until October 2019 Report of PT PELNI (Persero) 3. Ijin anak usaha wisata PIDC PIDC tourism subsidiary's license 4. Pengelolaan bahan baku makan Food Material Management

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

No	Tanggal Rapat Date of Meeting	Agenda Agenda	Realisasi Realization
51	05 Desember 2019 December 05, 2019	Rapat Mengenai RKAP Tahun 2020 PT PELNI (Persero) Meeting related to the 2020 RKAP of PT PELNI (Persero)	Rapat Mengenai RKAP Tahun 2020 PT PELNI (Persero) Meeting related to the 2020 RKAP of PT PELNI (Persero)
52	09 Desember 2019 December 09, 2019	Perubahan pada target-target Keuangan RKAP sesuai arahan pada Rapat tanggal 5 Desember di Kemayoran Changes in Financial Targets of the RKAP based on the meeting's direction on 5th December on Kemayoran	Perubahan pada target-target Keuangan RKAP sesuai arahan pada Rapat tanggal 5 Desember di Kemayoran Changes in Financial Targets of the RKAP based on the meeting's direction on 5th December on Kemayoran
53	10 Desember 2019 December 10, 2019	1. Perubahan RKAP 2020, KPI 2020, RJPP 2020 sd 2024 Changes in the 2020 RKAP, 2020 KPI, the Company's Long Term plan for 2020 - 2024 2. Pelaksanaan Nataru Nataru Implementation 3. Kewenangan penggantian Direksi dan Komisaris Anak Usaha Authority to replace the Directors and Commissioners of the Subsidiaries 4. Pengadaan dana sisa dana PMN Procurements of the remaining Government Capital 5. Pengadaan kontainer Container Procurement 6. Proses kajian RS PELNI Review Process of PELNI Hospital 7. Progress audit BPK BPK Audit Progress	1. Perubahan RKAP 2020, KPI 2020, RJPP 2020 sd 2024 Changes in the 2020 RKAP, 2020 KPI, the Company's Long Term plan for 2020 - 2024 2. Pelaksanaan Nataru Nataru Implementation 3. Kewenangan penggantian Direksi dan Komisaris Anak Usaha Authority to replace the Directors and Commissioners of the Subsidiaries 4. Pengadaan dana sisa dana PMN Procurements of the remaining Government Capital 5. Pengadaan kontainer Container Procurement 6. Proses kajian RS PELNI Review Process of PELNI Hospital 7. Progress audit BPK BPK Audit Progress
54	17 Desember 2019 December 17, 2019	1. Laporan Manajemen s/d November 2019 Management Report until November 2019 2. Pembuatan bahan Kunker Spesifik Komisi VI di Bali dan Makassar Making of Material for VI Commission Specific Site Visit to Bali and Makassar	1. Laporan Manajemen s/d November 2019 Management Report until November 2019 2. Pembuatan bahan Kunker Spesifik Komisi VI di Bali dan Makassar Making of Material for VI Commission Specific Site Visit to Bali and Makassar 3. Progres Digitalisasi IT IT Digitalization Progress

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

RAPAT GABUNGAN DEWAN KOMISARIS DENGAN DIREKSI

Sebagai Realisasi dari hubungan kerja antara Dewan Komisaris dan Direksi. Selama tahun 2019. Dewan Komisaris dan Direksi menyelenggarakan 19 Rapat Gabungan. Adapun agenda dan tingkat kehadiran anggota Dewan Komisaris dan Direksi dalam Rapat Gabungan selama tahun 2019 adalah sebagai berikut:

JOINT MEETING OF THE BOARD OF COMMISSIONERS AND DIRECTORS

To orchestrate a work relationship realization between the Board of Commissioners and Directors. Throughout 2019, the Board of Commissioners and Directors held 19 Joint meetings. The agenda and attendance level of the Board of Commissioners and Directors in Joint meeting described in the following table below:

Frekuensi Kehadiran Rapat Gabungan Dewan Komisari dan Direksi 2019

Attendance and Frequency of Board of Commissioners and Directors Joint Meeting 2019

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	Persentase Persentase
Dewan Komisaris | The Board of Commissioners				
Ali Masykur Musa	Komisaris Utama President Commissioner	5	5	100%
Johanes Widodo Hario Mumpuni	Komisaris Independen Independent Commissioner	19	16	84,21%
Danang Parikesit	Komisaris Independen Independent Commissioner	19	13	68,42%
Wahju Adji Herpriarsono	Komisaris Commissioner	5	3	60%
Loto Srinaita Ginting	Komisaris Commissioner	5	4	80%
Haryo Indratno	Komisaris Commissioner	5	3	60%
Bambang Prihartono	Komisaris Utama President Commissioner	14	13	91,67%
Sudarto	Komisaris Commissioner	7	2	28,57%
Ali Masykur Musa	Komisaris Commissioner	7	5	71,43%
Direksi | The Board of Directors				
Insan Purwarisya L. Tobing	Direktur Utama President Director	19	12	63,16%
Olih Masolich Sodikin	Direktur Usaha Angkutan Penumpang Director of Passenger Transport Business	19	12	63,16%
Muhamad Tukul Harsono	Direktur Armada Director of Fleet	19	12	63,16%
Ony Suprihartono	Direktur Keuangan Director of Finance	-	-	-
Ganefi	Direktur SDM dan Umum Director of HC and General Affair	19	14	73,68%
Masrul Khalimi	Direktur Usaha Angkutan Barang & Tol Laut Director of Ocean Freight and Toll Laut	-	-	-
Harry Boediarto Soewarto	Direktur Usaha Angkutan Barang & Tol Laut Director of Ocean Freight and Toll Laut	19	15	78,95%
Tri Andayani	Direktur Keuangan Director of Finance	19	14	73,68%

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

Agenda Rapat Gabungan Dewan Komisaris dan Direksi 2019

Dalam pelaksanaannya, Rapat Gabungan Dewan Komisaris dan Direksi memiliki agenda untuk mengatur topik bahasan rapat yang akan didiskusikan. Berikut adalah agenda Rapat Gabungan yang dilaksanakan pada 2019:

The Board Commissioners and Directors Joint Meeting Agenda 2019

In its implementation, Joint Meeting of the Board of Commissioners and Directors has some agenda to organize the discussion topics. There are the joint meeting agenda year 2018 as follows:

No	Tanggal Rapat Date of Meeting	Agenda Rapat MeetingAgenda
1	16 Januari 2019 January 16, 2019	1. Pembahasan usulan penunjukkan sementara Direksi PT RS PELNI dan PT Sarana Bandar Nasional. Discussion on temporary appointment of the active Directors of PT RS PELNI and PT Sarana Bandar Nasional. 2. Pembahasan usulan perubahan Anggaran Dasar PT PELNI (Persero). Discussion on changing in the Article of Associations of PT PELNI (Persero).
2	01 Maret 2019 March 1, 2019	1. Tindaklanjut arahan Dewan Komisaris selama tahun 2018. Follow up on the Direction from the Board of Commissioners during 2018. 2. Laporan Keuangan Tahun Buku Tahun 2018 *Unaudited.* Unaudited Financial Report for Fiscal Year 2018 3. Konsep Rencana Jangka Panjang Perusahaan (RJPP) PT PELNI (Persero). Long-Term Plans Concept of PT PELNI (Persero)
3	05 Maret 2019 March 05, 2019	Pembahasan Progres Implementasi Informasi Teknologi. Discussion on the implementation progress of Information Technology
4	05 Maret 2019 March 05, 2019	Pembahasan Progres Angkutan Barang Komersial. Discussion on the Commercial Cargo Transport Progress.
5	08 April 2019 April 08, 2019	1. Pembahasan Laporan Keuangan PT PELNI (Persero) bulan Januari dan Februari 2019 Discussion on January and February 2019 Financial Reports of PT PELNI (Persero) 2. Persiapan Angkutan Lebaran Tahun 2019 M / 1440 H. Preparation for Ied Mubarak transports 2019 M/ 1440 H
6	24 April 2019 April 24, 2019	1. Kebijakan Pengelolaan dan Program Kerja PT RS PELNI tahun 2019. Management Policy and Work Programs of PT RS PELNI for 2019 2. Pengembangan Usaha PT RS PELNI tahun 2019. Business Development of PT RS PELNI for 2019
7	10 Mei 2019 May 10, 2019	1. Pembahasan Laporan Keuangan PT PELNI (Persero) Triwulan I/2019 Discussion on 1st Quarter/2019 Financial Report of PT PELNI (Persero) 2. Pembahasan Laporan Keuangan PT PELNI (Persero) Tahun 2018 *(Audited).* Discussion on Financial Report of PT PELNI (Persero) 2018 (Audited). 3. Evaluasi efektivitas pelaksanaan Audit Eksternal atas Laporan Keuangan 2018. Effectiveness Evaluation of External Audit Implementation of the 2018 Financial Statements. 4. Persiapan RUPS Tahunan PT PELNI Tahun Buku 2018. Preparation for Annual GMS of PT PELNI (Persero) for fiscal year 2018.
8	29 Mei 2019 May 29, 2019	Pembahasan Tol Laut PT PELNI (Persero). Discussion on Tol Laut of PT PELNI (Persero).
9	26 Juni 2019 June 26, 2019	Pembahasan Revaluasi Aset PT PELNI (Persero) Discussion on PT PELNI (Persero) Assets Revaluation
10	04 Juli 2019 July 04, 2019	1. Tindaklanjut hasil rapat yang lalu. Follow up on the results of previous meeting 2. Laporan Manajemen Realiasasi Anggaran bulan April s.d Mei Tahun 2019 PT PELNI (Persero). Management Report of Budget Realization of PT PELNI (Persero) in April to May 2019 3. Manajemen aset perusahaan dan kebijakan akuntansi yang mendasari. Company's assets management and underlying accounting policies. 4. Evaluasi layanan PT PELNI (Persero) untuk arus mudik dan arus balik Lebaran. Evaluation of PT PELNI (Persero) 's services for homecoming and returning flows of Ied Mubarak Transports
11	19 Agustus 2019 August 19, 2019	1. Laporan manajemen Semester I Tahun 2019. 1st Semester of 2019 Management Report 2. Pembahasan final Rencana Jangka Panjang Perusahaan (RJPP) PT PELNI (Persero. Discussion on Final Long-Term Plans of PT PELNI (Persero)

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT DEWAN KOMISARIS & DIREKSI
Meeting Frequency and Attendance of The Board of Commissioners and Directors

No	Tanggal Rapat Date of Meeting	Agenda Rapat MeetingAgenda
12	04 September 2019 September 4, 2019	Pembahasan final Rencana Jangka Panjang Perusahaan (RJPP) PT PELNI (Persero). Discussion on Final Long-Term Plans of PT PELNI (Persero)
13	01 Oktober 2019 October 01, 2019	Pembahasan *Holding* Rumah Sakit BUMN Discussion on SOEs' Hospital Holding
14	14 Oktober 2019 October 14, 2019	1. Laporan manajemen Semester I Tahun 2019. 1st Semester of 2019 Management Report 2. Pembahasan final Rencana Jangka Panjang Perusahaan (RJPP) PT PELNI (Persero. Discussion on Final Long-Term Plans of PT PELNI (Persero)
15	30 Oktober 2019 October 30, 2019	1. Laporan Keuangan Bulan September dan s.d Triwulan III Tahun 2019. September until 3rd Quarter of 2019 Financial Report 2. RKAP PT PELNI (Persero) tahun 2020. The 2020 RKAP of PT PELNI (Persero)
16	27 November 2019 November 27, 2019	1. Pembahasan Laporan Keuangan PT PELNI (Persero) sampai dengan bulan Oktober tahun 2019. Discussion on Financial Report of PT PELNI (Persero) until October 2019 2. Pembahasan persiapan Natal2019 dan Tahun Baru 2020 Discussion on Preparation for Christmas 2019 and New Year 2020
17	02 Desember 2019 December 02, 2019	Pendalaman RKAP PT PELNI(Persero) tahun 2020 dan RJPP Tahun 2024 Deepening of the 2020 RKAP and 2024 Long-Term Plans of PT PELNI (Persero)
18	16 Desember 2019 December 16, 2019	1. Persiapan RUPS RKAP tahun 2020 PT PELNI (Persero). Preparation for the 2020 Annual General Meeting of Shareholders of PT PELNI (Persero). 2. Progres *Holding* Rumah Sakit BUMN. Preparation for the 2020 Annual General Meeting of Shareholders of PT PELNI (Persero).
19	19 Desember 2019 December 19, 2019	1. Laporan Keuangan PT PELNI(Persero) s.d bulan November tahun 2019. Financial Report of PT PELNI (Persero) until November 2019 2. Perkembangan persiapan Natal dan Tahun Baru 2020. Preparation Development for Christmas and New Year 2020 Peak Season

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI

Performance Assessment of the Board of Commissioners and the Board of Directors

Mekanisme penilaian kinerja Dewan Komisaris dan Direksi di Perseroan mengacu pada surat Kementerian BUMN Nomor SK S-676/ BUMN/ MBU/2004 tanggal 24 Desember 2004 tentang Kontrak Manajemen. Berdasarkan ketentuan tersebut, landasan penilaian kinerja Anggota Dewan Komisaris dan Direksi dijabarkan dalam *Key Performance Indicators* (KPI) Manajemen dan menjadi suatu Kontrak Manajemen antara Pemegang saham dengan Direksi Perseroan. Target-target yang telah disepakati bersama tertuang dalam Kontrak Manajemen berdasarkan *Key Performance Indicators* (KPI) mencakup aspek finansial, operasional termasuk pelanggan dan aspek dinamis. Penilaian kinerja Dewan Komisaris dan Direksi dilaksanakan dalam Rapat Umum Pemegang Saham (RUPS).

PENILAIAN KINERJA DEWAN KOMISARIS

Penilaian kinerja Dewan Komisaris dilaksanakan dengan mekanisme sebagai berikut:

1. Penerapan *Key Performance Indicators* (KPI) dalam Rapat Umum Pemegang Saham pada saat melakukan pengesahan Rencana Kerja Anggaran Perusahaan (RKAP) untuk Badan Usaha Milik Negara.
2. Kuasa Pemegang Saham bersama Direksi dan Komisaris/Dewan Pengawas masing-masing Badan Usaha Milik Negara (BUMN) mempersiapkan *Key Performance Indicators* (KPI) yang akan dituangkan dalam Kontrak Manajemen antara pihak Pemegang Saham/Pemilik Modal dengan Pihak Direksi dan Komisaris/Dewan Pengawas PT PELNI (Persero).
3. *Key Performance Indicators* (KPI) yang dipilih haruslah disesuaikan dengan karakteristik masing-masing Badan Usaha Milik Negara (BUMN) dan mencerminkan kegiatan yang dominan pada perusahaan yang sekurang-kurangnya mencakup Aspek Operasional/Teknis dan Aspek Finansial.
4. Kontrak Manajemen dimaksud merupakan bagian yang tidak terpisahkan dari Risalah Rapat Umum Pemegang Saham (RUPS) pada saat Pengesahan Rencana Kerja Anggaran Perusahaan (RKAP).

The assessment mechanism for Board of Commissioners and the Directors performances refers to Ministry of SOEs' Letter No. SK S-676/BUMN/MBU/2004 dated December 24, 2004 on Management Contract. According to this regulation, the basis for the performance assessment of the Board of Commissioners and Directors is explained in the Key Performance Indicators (KPI) of management and formulated into Management Contract between Shareholders and Directors. The agreed targets are disclosed in the Management Contract and based on the Key Performance Indicators (KPI), including financial, operational, customer and dynamic aspects. This performance assessment of the Board of Commissioners and Directors is undertaken in General Meeting of Shareholders (GMS).

PERFORMANCE ASSESMENT OF THE BOARD OF COMMISSIONERS

The performance appraisal of the Board of Commissioners is carried through the following mechanism:

1. Implementation of Key Performance Indicators (KPI) in the General Meetings of Shareholders to approve the Company's Budget Plan (RKAP) of the State-Owned Enterprise.
2. Altogether with the Board of Directors and Board of Commissioners/Supervisory Board, and the Shareholders Attorney prepare Key Performance Indicators (KPI) that will be disclosed into Management Contract between the Shareholders/ Capital Owner with the Board of Diretors and Board of Commissioners/ Supervisory Board of PT PELNI (Persero).
3. The selected Key performance Indicators (KPI) shall be adjusted with characteristic of each State-Owned Enterprise (SOE) and reflected dominant activity in the Company at least covering operational/technical aspect and financial aspect.
4. The concerned Management Contract is an integrated part of General Meetings of Shareholders (GMS)' Minutes of Meeting on Budget Plan (RKAP) ratification.

PENILAIAN KINERJA DEWAN KOMISARIS DAN DIREKSI
Performance Assessment of the Board of Commissioners and the Board of Directors

Hasil Penilaian Kinerja Dewan Komisaris Tahun 2019

Pada tahun 2019, diperoleh hasil penilaian Dewan Komisaris Perseroan berdasarkan KPI sebagai berikut:

Assessment Results of The Board of Commissioners Performance in 2019

In 2019, has obtained the Assessment Result of the Board of Commissioners performance based on KPI as follows:

No	Aspek dan Parameter Aspect and Parameter	Periode Periode	Satuan Output Output Unit	Bobot Quality	Output Output Rencana Plan	Realisasi Realization	%
I. Aspek Perencanaan | Planning Aspect							
1	Menyusun Rencana Kerja dan Anggaran serta KPI Dewan Komisaris 2018. Preparing Work and Budget Plans and the KPI of the Board of Commissioners for 2019.	Tahunan Annually	Dokumen Document	10	1	1	100,00%
	Sub Total | Sub Total			**10**			**10**
II. Aspek Pengawasan dan Nasehat | Supervisory and Advisory Aspect							
1	Memberikan tanggapan/ rekomendasi kepada Pemegang Saham terhadap: Giving advice to the Board of Commissioners aligned with the duties of the Board of Commissioners						
	a. Rencana Kerja dan Anggaran Perusahaan. Company Work and Budget Plan.	Tahunan Annually	Surat Letter	5	1	1	100,00%
	b. Laporan Tahunan. Annual Report.	Tahunan Annually	Surat Letter	5	1	1	100,00%
	c. Analisis Kinerja Triwulan. Quarterly Analysis Performance.	Triwulan Quarterly	Surat Letter	5	3	2	66,67%
2	Memberi nasehat kepada Direksi sesuai bidang tugas Dewan Komisaris. Providing advice to the Board of Directors in accordance with the duties of the Board of Commissioners.	Setahun In a year	Surat/Risalah Letter/Minutes	10	12	30	100,00%
3	Rapat Dewan Komisaris. The Board of Commissioners Meetings.						
	a. Jumlah Rapat. Number of Meetings	Bulanan Monthly	Kali Frequency	10	12	10	83,33%
	b. Kehadiran Rapat Attendence of Meeting	Bulanan Monthly	%	5	100	83	83,00%
	c. Penyelesaian Risalah Rapat Completion of Minutes of Meeting	Bulanan Monthly	Risalah Minutes	5	12	12	100,00%
4	Rapat Komite Dewan Komisaris dengan unit terkait. Commissioners' Committee Meetings with related Unit.	Setahun In a year	Risalah Minutes	5	24	36	100,00%
5	Kunjungan Kerja Dewan Komisaris. The Board of Commissioners' Site Visit	Setahun In a year	Kunjungan Visit	5	5	14	100,00%
6	Realisasi rencana kerja Dewan Komisaris. Realization of the Board of Commissioners' Work Plan	Setahun In a year	%	5	100	88	88,00%
	Sub Total | Sub Total			**60**			**55**

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No	Aspek dan Parameter Aspect and Parameter	Periode Periode	Satuan Output Output Unit	Bobot Quality	Output Output		%
					Rencana Plan	Realisasi Realization	
III. Aspek Pelaporan | Reporting Aspect							
1	Laporan realisasi pelaksanaan KPI Dewan Komisaris. KPI realization report of the Board of Commissioners.	Triwulan Quarterly	Laporan Report	5	3	2	66,67%
2	Laporan tugas pengawasan Dewan Komisaris. Supervisory duties report of the Board of Commissioners.	Tahunan Annually	Laporan Report	10	1	1	100,00%
	Sub Total | Sub Total			**15**			**13**
IV. Aspek Dinamis | Dynamic Aspect							
1	Pengusulan eksternal auditor kepada Pemegang Saham. Proposing External Auditor to the Shareholders	Tahunan Annually	Surat Letter	4	1	1	100,00%
2	Peningkatan kompetensi melalui seminar, workshop, dll. Competency Development through Seminar, Workshop, Etc.	Setahun In a year	Kali Frequency	4	2	1	50,00%
3	Hasil Asesmen GCG Dewan Komisaris (*self assesment*/BPK). GCG Assessment Result of the Board of Commissioners (Self Assessment/ BPK)	Tahunan Annually	Skor Score	4	80	86,73	100,00%
4	Tanggapan terhadap tindak lanjut temuan Auditor/ SPI. Response to Internal Control Unit/ Auditor's Findings Follow up	Setahun In a year	Surat Letter	3	1	1	100,00%
	Sub Total | Sub Total			**15**			**13**
	TOTAL | TOTAL			**100**			**92**

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PENILAIAN KINERJA DIREKSI

Kinerja Direksi Perseroan akan dievaluasi oleh Dewan Komisaris secara kolektif. Hasil penilaian kinerja Direksi oleh Dewan Komisaris akan disampaikan dalam RUPS. Adapun penilaian Direksi diukur berdasarkan kriteria umum, yang meliputi: Komposisi, Kriteria, Perencanan Strategis, Peran dan Tugas Tanggung Jawab, Program Pelatihan, Rapat Direksi, Efektivitas organ penunjang, Hubungan komunikasi, Pertanggungjawaban serta Komitmen Standar Etika.

Kriteria Penilaian Kinerja Direksi

Indikator kinerja atau yang disebut sebagai *Key Performance Indicators* (KPI) yang digunakan untuk mengukur kinerja Direksi Perseroan, terdiri dari 5 (lima) perspektif berikut:

1. **Perspektif Keuangan dan Pasar**
   Perspektif ini memfokuskan hasil-hasil finansial pasar utama dari perusahaan, yang bertujuan menunjukkan kesinambungan finansial dan pencapaian pasar.

2. **Perspektif Fokus Pelanggan**
   Perspektif ini memfokuskan pada hasil-hasil kinerja fokus pada pelanggan dari perusahaan, yang bertujuan menunjukkan sebaik apa perusahan telah memuaskan pelanggan dan keterkaitannya dalam hubungan jangka panjang.

3. **Perspektif Efektivitas Produk dan Proses**
   Perspektif ini memfokuskan pada hasil-hasil kinerja produk dan operasional utama dari perusahaan, yang bertujuan memeragakan mutu dan nilai produk dan jasa yang menimbulkan kepuasan dan keterikan pelanggan. Selain itu, perspektif ini juga memfokuskan pada hasil-hasil proses utama lainnya dari perusahaan yang tidak dilaporkan dalam perspektif lainnya yang bertujuan memeragakan efektivitas dan efisiensi sistem kerja dan proses kerja.

PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The Board of Commissioners will evaluate the Board of Directors performance collectively. The evaluation results of the Board of Directors' performance will be submitted to GMS. The Board of Directors assessment is measured based on general criteria, which includes: Composition, Criteria, Strategic Planning, Roles and Duties of Responsibility, Training Programs, Directors Meetings, Effectiveness of supporting organs, Communication, Accountability and Ethical Standards Commitments.

Assessment Criteria of The Board of Directors' Performance

The performance indicator or Key Performance Indicators (KPI) used to measure the performance of the Company's Directors, consisting of 5 (Five) perspectives:

1. **Financial and Market Perspectives**
   These perspectives focus on financial results of the Company's main market, which aims to show financial sustainability and market achievement.

2. **Customers Focus Perspective**
   This perspective focuses on the performance results focusing on the customers of the company, which aims to show how the company satisfied the customer and its relevance in long-term relationships.

3. **Product and Process Effectiveness Perspectives**
   This perspective focuses on the results of the main product and operational performance of the company, which aims to demonstrate the quality and value of products and services that lead to customer satisfaction and interest. In addition, this perspective also focuses on the results of other main processes from Company that are not reported in other perspectives aimed to demonstrate the effectiveness and efficiency of work systems and processes.

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4. **Perspektif Fokus Tenaga Kerja**
   Perspektif ini memfokuskan pada hasil-hasil kinerja perusahaan dalam aspek fokus pada tenaga kerja, yang tujuannya adalah mengetahui seberapa baik perusahaan dalam menciptakan dan memelihara lingkungan kerja yang produktif, peduli, dan membangun keterikatan dan lingkungan pembelajaran untuk semua tenaga kerja

5. **Perspektif Kepemimpinan, Tata Kelola, dan Tanggung Jawab Kemasyarakatan**
   Perspektif ini memfokuskan pada hasil-hasil utama perusahaan di bidang kepemimpinan senior dan tata kelola yang bertujuan untuk menunjukkan perusahaan yang mapan secara keuangan dan beretika yang memenuhi tanggung jawab sosialnya dan mendukung komunitas utamanya

Hasil Penilaian Kinerja Direksi Tahun 2019

Berdasarkan surat Kementerian BUMN No. SK S-676/BUMN/MBU/2004 tanggal 24 Desember 2004 tentang Kontrak Manajemen, maka setiap perusahaan BUMN diwajibkan membuat *Key Performance Indicators* (KPI) Manajemen dan menjadi suatu Kontrak Manajemen antara Pemegang saham dengan Direksi BUMN.

Kontrak manajemen merupakan kesanggupan manajemen untuk mencapai target-target yang telah disepakati oleh kedua belah pihak yaitu Pemegang Saham dengan Direksi dan Dewan Komisaris. Target-target yang telah disepakati bersama tertuang dalam Kontrak Manajemen berdasarkan *Key Performance Indicators* (KPI) mencakup aspek finansial, operasional termasuk pelanggan dan aspek dinamis.

Pada tahun 2019 telah diperoleh hasil penilaian skor KPI sebagai berikut:

4. **Manpower Focus Perspective**
   This perspective focuses on the results of Company's Performance in manpower, which aim is to find out how well the company creates and maintains a productive, caring and constructive work environment and learning environment for all workers.

5. **Leadership, Governance and Social Responsibility Perspective**
   This perspective focuses on the main Company's result in the area of senior leadership and governance that aim to show financially and ethically established companies that fulfill their social responsibilities and support their main communities.

Assessment Result of The Board of Directors' Performance in 2019

Based on the letter of the Ministry of SOEs No. SK S-676/BUMN/MBU/2004 dated December 24, 2004 concerning the Management Contracts, each of State-owned Enterprises requires to make Key Performance Indicators (KPI) of Management and It becomes the Management Contract between the Shareholders and the Directors of State-owned Enterprises.

Management contract refers to the ability of management to achieve the agreed targets from both parties, which is Shareholders, Directors and Board of Commissioners. The mutually agreed target were contained upon the Management Contract based on Key Performance Indicators (KPI), including financial, operational, customers and dynamic aspects.

In 2019 had the assessment results of KPI Score as follows:

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No	Uraian Description	Satuan Unit	Bobot Quality	Target 2019 2019 Target	Realisasi 2019 2019 Realization	Nilai Capaian 2019 2019 Achievment Score	Nilai Skor KPI 2019 2019 KPI's Score
I. Keuangan & Pasar | Financial & Market							
1	EBITDA Margin EBITDA Margin	%	10,00	14,33	12,01	83,83	8,38
2	Jumlah Penghasilan Perkapalan Total Shipping Revenue	Rp juta Rp million	10,00	4.301.508	4.417.869	102,71	10,27
3	Pembayaran Utang SLA (Bunga+Denda) SLA Debt Payment (Interest + Penalty)	Bulan Month	8,00	Mei, Juni, November, & Desember May, June, November & December	Mei, Juni, November, & Desember May, June, November & December	100,00	8,00
	Sub Total | Sub Total		**28,00**				**26,65**
II. Perspektif Fokus Pelanggan | Customer Focus Perspective							
1	Indeks Kepuasan Pelanggan Customer Satisfaction Index	Skor Score	9,00	4,20	4,12	98,10	14,33
2	Indeks Kepuasan *Shipper* Shipper Satisfaction Index	Skor Score	9,00	4,00	4,14	103,50	9,32
	Sub Total | Sub Total		**18,00**				**18,14**
III. Perspektif Efekti tas Produk dan Proses | Product and Process Effectiveness Perspective							
1	*Pax Factor* Kapal Penumpang Fax Factor of Passenger Ship	%	5,00	75,00	77,00	102,67	5,13
2	*Load Factor* Muatan Kapal Penumpang Load Factor of Passenger Ship Cargo	%	5,00	60,00	77,00	128,33	5,25
3	*On Time Performance* Kapal Ship On Time Performance	%	5,00	96,00	90,22	93,98	4,70
4	Implementasi *ERP Supply Chain Management* ERP Supply Chain Management Implementation	%	5,00	0,00	14,00	0,12	0,60
5	Jumlah Paket Wisata yang Dilaksanakan Total Tour Package Implemented	Paket Package	4,00	17.500	3.058	17,47	0,70
	Sub Total | Sub Total		**24,00**				**16,38**
IV. Fokus Tenaga Kerja | Manpower Focus							
1	Indeks Keterikatan Pegawai Employee Engagement Index	Skor Score	7,00	4,20	3,99	95,00	6,65
2	Pegawai PELNI yang Memenuhi Standar Kompetensi Employee Competency Standard Ful Ilment	%	8,00	75,00	97,05	129,40	8,40
	Sub Total | Sub Total		**15,00**				**15,05**
V. Kepemimpinan, Tata Kelola & Tanggung Jawab Kemasyarakatan | Leadership, Governance & Social Responsibility							
1	Skor GCG GCG Score	Skor Score	7,00	85,00	81,55	95,94	6,72
2	Ketepatan Penyampaiaan Laporan Berkala BUMN On time SOE Regular Report Submission	%	6,00	100,00	100,00	100,00	6,00
3	Kinerja PKBL PKBL Performance	%	2,00	100,00	99,53	99,53	1,99
	Sub Total | Sub Total		**15,00**				**14,71**
VI. Agen Pembangunan | Development Agent							
1	Unsur Penugasan Pemerintah Government Assignment Elements						
	• Realisasi *Voyage* Seluruh Kapal Realization of Whole Ship Voyage	%	4,00	1362,00	1558,00	114,39	4,20
2	Unsur Pembangunan Daerah Ekonomi Terpadu The Integrated Economic Development Area Elements						
	• Muatan Kontainer Kapal Tol Laut Tol Laut Ship Container Cargo	Teus	3,00	5.540,00	3.285,00	59,30	1,78
	• Realisasi *Call* Kapal Penugasan Realization of Ship Assignment Call	Call	3,00	100,00	197,95	197,95	3,15
	Sub Total | Sub Total		10,00				**9,13**
	TOTAL | TOTAL		**100,00**				**90,97**

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PIHAK YANG MELAKUKAN ASSESSMENT

Sesuai dengan surat Kementerian BUMN No. SK S-676/BUMN/MBU/2004 tanggal 24 Desember 2004 tentang Kontrak Manajemen, maka setiap BUMN diwajibkan membuat *Key Performance Indicator* (KPI) Manajemen yang dijadikan Kontrak Manajemen antara Pemegang Saham dengan Direksi BUMN tersebut.

Pihak yang melakukan *assessment* terhadap Perusahaan adalah Akuntan Publik, dalam hal ini dilakukan melalui audit *Key Performance Indicator* (KPI). Pada tahun 2019 di lakukan oleh KAP Hadori, Sugiarto Adi & Rekan.

PARTY WHO CONDUCT THE ASSESSMENT

According to Minister of SOE Letter No. SK S-6767/BUMN/MBU/2004 dated December 24, 2004 on Management Contract that each of SOEs requires to formulate Key Performance Indicators (KPI) of Management, becoming Management Contract between the Shareholders with the Board of Directors of SOEs.

The Party who conduct assessment is Public Accountant, which was through Key Performance Indicators (KPI) audit. In 2019, the assessor was KAP Hadori, Sugiarto Adi & Rekan.

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remuneration Policy of the Board of Commissioners and the Board of Directors

Dewan Komisaris membentuk Komite Nominasi dan Remunerasi untuk mendukung pengawasan atas pengembangan dan pelaksanaan kebijakan dalam hal nominasi dan remunerasi Direksi dan Dewan Komisaris. Nominasi dan Remunerasi dari Dewan Komisaris sendiri, serta kriteria dan aturan pengangkatan anggota Komite Nominasi dan Remunerasi, dibahas dan diputuskan dalam Rapat Dewan Komisaris.

Remunerasi Dewan Komisaris dan Direksi diberikan sesuai dengan Risalah RUPS PT PELNI (Persero) tentang Persetujuan Laporan Tahunan Pengesahan Laporan Keuangan dan mengacu kepada peraturan Menteri Negara BUMN RI No: PER: 04/MBU/2014 tanggal 10 Maret 2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara sebagaimana telah beberapa kali diubah, terakhir dengan Peraturan Menteri BUMN Nomor:PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Perubahan Keempat atas Peraturan Menteri BUMN Nomor: PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN; dan surat keputusan Menteri BUMN Nomor: SK-128/MBU/05/2019 tanggal 31 Mei 2019 tentang Penetapan Penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN Tahun 2019; dan memperhatikan surat Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Nomor: 38/DKN-2019 tanggal 9 Mei 2019 serta menindaklanjuti Keputusan RUPS Tahunan Tahun Buku 2018 tanggal 27 Mei 2019.

PROSEDUR PENGUSULAN DAN PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Besaran Remunerasi Dewan Komisaris dan Direksi ditetapkan melalui RUPS. Besaran Remunerasi Dewan Komisaris dan Direksi didasarkan atas capaian kinerja Dewan Komisaris dan Direksi, sesuai hasil analisis dan rekomendasi Komite Nominasi dan Remunerasi. Komite Nominasi dan Remunerasi mengusulkan hal tersebut kepada Dewan Komisaris, untuk kemudian hasilnya diteruskan kepada RUPS. Pada tahun 2019, Prosedur Pengusulan dan Penetapan Gaji/Honorarium, Tunjangan

The Board of Commissioners forms a Nomination and Remuneration Committee to support supervising the development and implementation of policies in nominations and remuneration of the Board of Commissioners and Directors. The nomination and remuneration of the Board of Commissioners, criteria and rules for appointing the members of the Nomination and Remuneration Committee, which are discussed and decided at the Board of Commissioners' Meeting.

Remuneration for the Board of Commissioners and Directors is given in accordance with the Minutes of the GMS of PT PELNI (Persero) regarding the Approval for the Ratification of Financial Statements in Annual Report and refers to the regulation of the Ministry of State Owned Enterprises of the Republic of Indonesia No: PER: 04/MBU/ 014 dated 10 March 2014 concerning Guidelines for Determining the Income of Directors, Board of Commissioners or the Supervisory Board of State Owned Enterprises as amended several times, most recently by the Ministry of SOE Regulation Number: PER-01/MBU/05/2019 dated May 31, 2019 concerning the Fourth Amendment to the the Ministry of SOE Regulation Number: PER-04/MBU/2014 concerning Guidelines for Determining the Remuneration of the Directors, Board of Commissioners or Supervisory Board of SOE; and Decree of the Ministry of SOE Number: SK-128/MBU/05/2019 dated May 31, 2019 concerning Determining the Income of the Board of Directors, Board of Commissioners or Supervisory Board of SOE in 2019; and paying attention to the Decree of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No: 38/DKN-2019 dated May 9, 2019 and following up on the Resolution of the Annual GMS for the 2018 Fiscal Year dated May 27, 2019.

DETERMINATION PROCEDURES OF REMUNERATION FOR BOARD OF COMMISSIONERS AND DIRECTORS

The amount of Remuneration for the BOC and BOD is determined through an AGMS. The amount of Remuneration for the BOC and BOD is based on the performance achievements of the BOC and BOD, according to the results of the analysis and recommendations of the Nomination and Remuneration Committee. The Nomination and Remuneration Committee proposes this to BOC. Then, the results are forwarded to the AGMS. In 2019, the Procedure for Proposing and Determining

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI
Remuneration Policy of the Board of Commissioners and the Board of Directors

dan fasilitas untuk tahun 2020 serta tantiem atas Kinerja Tahun Buku 2019 untuk Dewan Komisaris dan Direksi adalah sebagai berikut:

1. Gaji/Honorarium, Tunjangan dan Fasilitas
   a. Gaji Direktur Utama ditetapkan sebesar Rp170.000.000,- (Seratus Tujuh Puluh Juta Rupiah) per bulan. Gaji Wakil Direktur Utama sebesar 95% dari gaji Direktur Utama, Gaji Direktur yang membidangi Sumber Daya Manusia sebesar 90% dari gaji Direktur Utama, dan Anggota Direksi lainnya sebesar 85% dari gaji Direktur Utama.

   b. Honorarium Komisaris Utama ditetapkan sebesar 45% dari Gaji Direktur Utama, honorarium Wakil Komisaris Utama ditetapkan sebesar 42,5% dari Gaji Direktur Utama, dan honorarium anggota Dewan Komisaris ditetapkan sebesar 90% dari Honorarium Komisaris Utama.
   c. Tunjangan dan/atau fasilitas bagi Direksi dan Dewan Komisaris diberikan sebagaimana tabel terlampir.
   d. Gaji/honorarium serta tunjangan dan fasilitas bagi Direksi dan Dewan Komisaris untuk tahun 2018 berlaku efektif sejak tanggal 01 Januari 2019.
2. Bagi anggota Direksi yang sudah ada *(exsisting)* dalam hal berdasarkan komposisi factor jabatan sebagaimana dimaksud pada huruf 1.a mengakibatkan gaji yang diterima menjadi lebih kecil dari gaji pada tahun buku sebelumnya maka gaji anggota Direksi yang sudah ada *(exsisting)* tersebut menggunakan gaji yang diterima pada tahun buku sebelumnya.
3. Total tantiem/insentif kerja (IK) untuk Direksi dan Dewan Komisaris tahun buku 2018 ditetapkan sebesar Rp7.978.000.000,- (Tujuh Miliar SembilanRatus Tujuh Puluh Delapan Juta Rupiah), dengan ketentuan:
   a. Tantiem/IK Direktur Utama, anggota Direksi lainnya, dan Komisaris Utama masing-masing sebesar 100%, 85%, dan 45% dari tantiem/IK Direktur Utama, sedangkan tantiem/IK anggota Dewan Komisaris sebesar 90% dari tantiem/IK

Salary/Honorarium, Allowances and facilities for the fiscal year of 2020 and bonuses for the Fiscal Year Performance of 2019 for the BOC and BOD were as follows:

1. Salary / Honorarium, Benefits and Facilities
   a. The President Director's salary is set at Rp170.000.000 (one hundred and seventy million rupiah) per month. The Vice President Director' salary is 95% of the President Director's salary, the Director's salary in charge of Human Resources is 90% of the President Director's salary, and the other members of the Board of Directors are 85% of the President Director's salary.
   b. The President Commissioner's honorarium was set at 45% of the President Director's salary, while the honorarium of the Board of Commissioner members is set at 90% from the President Commissioner's honorarium.

   c. Benefits and/or facilities for the Board of Directors and Board of Commissioners are given as the attached table.
   d. The salary/honorarium, allowances and facilities for the Board of Directors and the Board of Commissioners for 2018 has been effective from January 1, 2019.
2. For existing members in terms of the position factor of composition as referred in letter 1.a, the salary is received becoming smaller than the salary in the previous financial year, the salary of the existing members of the Board of Directors uses the salary received in the previous financial year.

3. Total bonuses / work incentives (IK) for the Board of Commissioners and Directors for the financial year of 2017 was set at Rp7.978.000.000, - (Seven billion nine hundred seventy-eight million rupiahs), under the condition:
   a. The President Director's bonuses/work incentives, other members of the Board of Directors, and the President Commissioner are 100%,85%, and 45% respectively from the President Director's bonuses/work incentives, while the

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI
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Komisaris Utama. Besaran tantiem/IK dihitung proporsional sesuai dengan masa jabatan masing-masing Direksi dan Dewan Komisaris dalam Tahun Buku 2018.

b. Pajak penghasilan (Pph) atas tantiem/IK menjadi beban penerima dan tidak diperkenankan untuk dibebankan sebagai Biaya Perusahaan.

4. BUMN wajib memberlakukan pedoman penetapan penghasilan yang diatur dalam Peraturan Menteri BUMN Nomor: PER-04/MBU/2014 sebagaimana telah diubah terakhir dengan Peraturan Menteri BUMN Nomor: PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang perubahan keempat atas peraturan Menteri BUMN Nomor: PER-04/MBU/2014 tentang pedoman penetapan penghasilan Direksi, Dewan Komisaris, dan Dewan Pengawas BUMN, dalam menetapkan penghasilan Direksi dan Dewan Komisaris pada Anak Perusahaan BUMN yang bersangkutan.

5. Hal-hal yang diatur dalam surat ini apabila dikemudian hari terdapat kekeliruan di dalamnya akan dilakukan pembetulan sebagaimana mestinya.

Board of Commissioner members bonuses/work Incentives is about 90% from President Commissioner's bonuses/work incentives. The amount of bonuses/work incentives was proportionally calculated according to the tenure of each Board of Directors and Board of Commissioners in the Financial Year of 2018.

b. Income tax (Pph) for bonuses/work incentives is borne by the recipient and not to be charged as a Company Fee.

4. State-owned Enterprises has applied the stipulation of income guideline which is stipulated in the Minister of State-owned Enterprise Regulation Number: PER-04/MBU/2014 as lastly amended by The Minister of State-owned Enterprises Regulation Number: PER-01/MBU/05/2019 concerning the third amendment on The Minister of State-owned Enterprises regulation Number: PER-04/MBU/2014 dated March 10, 2014 concerning guidelines for determining the income of the Board of Commissioners and Directors, and Supervisory Board of State-owned Enterprises, in determining the income of the Board of Commissioners and Directors in the relevant of State-owned Enterprises subsidiaries.

5. These Matters are stipulated in this letter if there are errors in the future will be corrected accordingly.

STRUKTUR DAN JUMLAH REMUNERASI DEWAN KOMISARIS

Remunerasi Dewan Komisaris terdiri dari Gaji/Honorarium, tunjangan yang terdiri dari tunjangan hari raya keagamaan, transportasi, dan santunan purna jabatan. Fasilitas yang diberikan adalah fasilitas kesehatan dan bantuan hukum. Struktur Remunerasi Dewan Komisaris Perseroan merujuk kepada Surat Kementerian BUMN sebagai Pemegang Saham Nomor: S- 514/MBU/D2/05/2019 tanggal 31 Mei 2019.

STRUCTURE AND THE AMOUNT OF REMUNERATION FOR THE BOARD OF COMMISSIONERS

The remuneration of the Board of Commissioners consists of Salary / Honorarium, benefits consisting of religious holiday, transportation, and post-service benefits. The facilities provided are health facilities and legal assistance. The Board of Commissioners Remuneration Structure refers to the Ministry of State-owned Enterprises Letter as Shareholder Number: S-514/MBU/D2/05/2019 dated May 31, 2019.

Uraian Penghasilan Remuneration Type	Keterangan Description
Honorarium Honorarium	• Komisaris Utama = 45% dari gaji Direktur Utama. President Commissioner = 45% of President Director Salary.
	• Komisaris = 90% dari honorarium Komisaris Utama. Commissioner = 90% of President Commissioner honorarium

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI
Remuneration Policy of the Board of Commissioners and the Board of Directors

Tunjangan/Fasilitas Aspect and Parameter	Komisaris Utama President Commissioner	Komisaris Commissioner
Pendapatan bulanan | Monthly Salary		
Honorarium Honorarium	Rp76.500.000	Rp68.850.000
Tunjangan Transportasi Transportation Allowance	20% dari honorarium perbulan 20% of monthly honorarium	20% dari honorarium perbulan 20% of monthly honorarium
Pendapatan Tahunan | Annual Salary		
Tunjangan Hari Raya Religious Day Allowance	Dibayarkan 1 kali Honorarium Paid equal with 1 month honorarium	Dibayarkan 1 kali Honorarium Paid equal with 1 month honorarium
Asuransi Purna Jabatan Post-Employment Benefit	Premi yang ditanggung oleh perusahaan sebesar 25% dari Honorarium dalam 1 tahun Premium Paid by the Company is 25% of 1 year honorarium	Premi yang ditanggung oleh perusahaan sebesar 25% dari Honorarium dalam 1 tahun Premium Paid by the Company is 25% of 1 year honorarium
Tantiem Tantiem	Dibayarkan sebesar 45% dari Tantiem Direktur Utama Paid 45% of President Director's Incentives	Dibayarkan sebesar 90% dari Tantiem Komisaris Utama Paid 90% of President Commissioner's Incentives
Fasilitas | Facilities		
Kesehatan Health	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan *(at cost)* In the form of health insurance or reimbursement of medical expenses (at cost)	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan *(at cost)* In the form of health insurance or reimbursement of medical expenses (at cost)
Bantuan Hukum Legal Assistance	Dibayarkan sesuai pengeluaran Paid at cost	Dibayarkan sesuai pengeluaran Paid at cost

REMUNERASI DEWAN KOMISARIS UNTUK TAHUN 2019
The Board of Commissioners' Remuneration 2019

Nama Name	Jabatan Position	Honor per Bulan (Rp) Monthly Salary (Rp)	Keterangan Description
Ali Masykur Musa	Komisaris Utama President Commissioner	Rp76.500.000	45% dari Tantiem Direktur Utama 45% of President Director's Incentives
Johanes Widodo Hario Mumpuni	Komisaris Independen Independent Commissioner	Rp68.850.000	90% dari Tantiem Komisaris Utama 90% of President Commissioner's Incentives
Danang Parikesit	Komisaris Independen Independent Commissioner	Rp68.850.000	90% dari Tantiem Komisaris Utama 90% of President Commissioner's Incentives
Wahju Adji Herpriarsono	Komisaris Commissioner	Rp68.850.000	90% dari Tantiem Komisaris Utama 90% of President Commissioner's Incentives
Loto Srinaita Ginting	Komisaris Commissioner	Rp68.850.000	90% dari Tantiem Komisaris Utama 90% of President Commissioner's Incentives
Haryo Indratno	Komisaris Commissioner	Rp68.850.000	90% dari Tantiem Komisaris Utama 90% of President Commissioner's Incentives

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI
Remuneration Policy of the Board of Commissioners and the Board of Directors

STRUKTUR DAN JUMLAH REMUNERASI DIREKSI

Remunerasi Direksi didasarkan kepada Surat Kementerian BUMN sebagai Pemegang Saham Nomor: S- 514/MBU/D2/05/2019 tanggal 31 Mei 2019 tentang Penyampaian Penetapan Penghasilan Direksi dan Dewan Komisaris PT Pelayaran Nasional Indonesia tahun 2019.

Tantiem untuk Direksi dan Dewan Komisaris tahun Buku 2019 ditetapkan sebagai berikut:

STRUCTURE AND THE AMOUNT OF REMUNERATION FOR THE BOARD OF DIRECTORS

The remuneration of the Board of Directors is based on the Letter of the Minister of State-owned Enterprises as Shareholder Number: : S- 514/MBU/D2/05/2019 dated May 31 2019 concerning Submission of Determination Income of the Board of Commissioners and Directors of PT Pelayaran Nasional Indonesia in 2019.

Bonuses for the Board of Commissioners and Directors for fiscal year of 2018 were set as follows:

Uraian Penghasilan Remuneration Type	Keterangan Description
Gaji Salary	• Direktur Utama = Rp150.000.000 President Director = Rp150.000.000
	• Direksi = 85% dari Direktur Utama Board of Directors = 85% of President Director
	• Direktur SDM = 90% dari Direktur Utama HC Director = 90% of President Director

Tunjangan/Fasilitas Aspect and Parameter	Direktur Utama President Director	Direktur Director
Pendapatan bulanan | Monthly Salary		
Gaji Pokok Basic Salary	Rp170.000.000	Rp144.500.000
Tunjangan Perumahan Housing Allowance	Rp27.500.000	Rp27.500.000
Pendapatan Tahunan | Annual Salary		
Tunjangan Hari Raya Religious Day Allowance	Dibayarkan 1 kali Gaji Paid 1 time salary	Dibayarkan 1 kali Gaji Paid 1 time salary
Asuransi Purna Jabatan Post-Employment Benefit	Premi yang ditanggung oleh perusahaan sebesar 25% dari Honorarium dalam 1 tahun Premium Paid by the Company is 25% of 1 year honorarium	Premi yang ditanggung oleh perusahaan sebesar 25% dari Honorarium dalam 1 tahun Premium Paid by the Company is 25% of 1 year honorarium
Fasilitas | Facilities		
Kendaraan Vehicle	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan kondisi keuangan perusahaan 1 (one) unit with maintenance and operational cost by considering the Company's financial condition	1 (satu) unit beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan kondisi keuangan perusahaan 1 (one) unit with maintenance and operational cost by considering the Company's financial condition
Kesehatan Health	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan *(at cost)* In the form of health insurance or reimbursement of medical expenses (at cost)	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan *(at cost)* In the form of health insurance or reimbursement of medical expenses (at cost)
Bantuan Hukum Legal Assistance	Dibayarkan sesuai pengeluaran Paid at cost	Dibayarkan sesuai pengeluaran Paid at cost

KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI
Remuneration Policy of the Board of Commissioners and the Board of Directors

REMUNERASI DIREKSI UNTUK TAHUN 2019
The Board of Directors' Remuneration 2019

Nama Name	Jabatan Position	Honor per Bulan (Rp) Monthly Salary (Rp)	Keterangan Description
Insan Purwarisya L. Tobing	Direktur Utama President Director	Rp170.000.000	100%
Olih Masolich Sodikin	Direktur Usaha Angkutan Penumpang Director of Passenger Transport Business	Rp144.500.000	85% dari Tantiem Direktur Utama 85% of President Director's Incentives
Muhamad Tukul Harsono	Direktur Armada Director of Fleet	Rp144.500.000	85% dari Tantiem Direktur Utama 85% of President Director's Incentives
Ony Suprihartono	Direktur Keuangan Director of Finance	Rp144.500.000	85% dari Tantiem Direktur Utama 85% of President Director's Incentives
Ganefi	Direktur SDM dan Umum Director of HC and General Affair	Rp153.000.000	90% dari Tantiem Direktur Utama 90% of President Director's Incentives
Masrul Khalimi	Direktur Usaha Angkutan Barang dan Tol Laut Director of Cargo and Tol Laut Transport Business	Rp144.500.000	85% dari Tantiem Direktur Utama 85% of President Director's Incentives

INDIKATOR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Untuk memastikan struktur di perseroan berjalan dengan baik, Perseroan memiliki sistem penilaian kinerja untuk menetapkan remunerasi bagi Dewan Komisaris dan Direksi yang dilaksanakan pada saat pelaksanaan Rapat Umum Pemegang Saham (RUPS). Indikator Pengukuran Kinerja untuk mengukur kinerja Direksi tahun 2019 ditetapkan dalam Kontrak Manajemen Direksi dan Dewan Komisaris Tahun 2019.

INDICATORS DETERMINATION OF REMUNERATION FOR THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

To ensure the structure in the Company has been running well. The Company has appraisal performance system to stipulate remuneration for Board of Commissioners and Directors that was implemented during the General Meetings of Shareholders (GMS). Key performance indicators to evaluate Board of Directors in 2019 is stipulated in Management Contract between Board of Directors and Board of Commissioners in 2019.

KOMITE AUDIT
Audit Committee

Komite Audit merupakan salah satu organ pendukung Komisaris yang pembentukannya berdasarkan Salinan Keputusan Badan Pengawas Pasar Modal dan Lembaga Keuangan Nomor: KEP-643/BL/2012 tanggal 7 Desember 2012 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit sebagaimana dituangkan dalam Lampiran Peraturan Nomor IX.I.5 serta Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-12/MBU/2012 tanggal 24 Agustus 2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara.

Komite Audit Perseroan dibentuk untuk mendorong penerapan prinsip-prinsip GCG secara konsisten. Prinsip-prinsip yang membuat Perseroan menjadi kian transparan, akuntabel, patuh pada perundangan-undangan dan peraturan, independen dalam mempertahankan *sustainability* dan secara setara memperlakukan para pemangku kepentingan. Komite Audit melaksanakan tugas dan tanggung jawab secara profesional dan independen sesuai dengan ketentuan yang berlaku dalam rangka membantu Dewan Komisaris menjalankan tugas dan fungsi pengawasan atas akuntansi dan proses pelaporan keuangan, pelaksanaan audit, pengendalian internal, dan terjaminnya penerapan prinsip-prinsip tata kelola perusahaan yang dijalankan oleh Direksi dan seluruh pemangku kepentingan untuk tercapainya keberlanjutan Perseroan.

PIAGAM KOMITE AUDIT DAN PEDOMAN KERJA

Dalam rangka pelaksanaan tugas Komite Audit PT PELNI (Persero), sebagaimana yang tercantum dalam Piagam Komite Audit Nomor: 01/DK/I/2016 tanggal 8 Januari 2016, perlu disusun Rencana Kerja Komite Audit sebagai panduan dalam melakukan pengawasan terhadap proses pelaporan keuangan Perseroan, *monitoring* dan mengevaluasi proses pelaksanaan audit oleh auditor eksternal dan auditor internal.

Audit Committe Charter (Piagam Komite Audit) mengatur hal-hal mengenai Struktur Komite Audit, Persyaratan Keanggotaan, Tanggung Jawab Komite Audit, Tugas Komite Audit, Wewenang Komite Audit, Rapat Komite Audit, Tanggung Jawab Pelaporan dan Masa Tugas.

Audit Committee is one of Commissioners' Supporting Organs established based on Decision Letter of the Capital Market and Financial Supervisory Agency Number: KEP-643/BL/2012 dated on 7 December 2012 concerning the establishment and guidelines of Audit Committee's work implementation as stated in Regulation Number: IX.I.5 and Ministry of State-owned Enterprises Regulation Number: PER-12/MBU/2012 dated 24 August 2012 regarding Supporting Organs for the Board of Commissioners/ Supervisory Board of State-owned Enterprises.

Audit Committee is formed to bolster up the consistent implementation of GCG Principles. These principles help the Company to be more transparent, accountable, compliance on regulations and laws, independent in maintaining sustainability and equal treatment for the Stakeholders. Audit Committee has professional and independent of duties and responsibilities aligned with the prevailing regulations in order to assist the Board of Commissioners in conducting the supervisory duties and functions in accounting and financial reporting process, audit implementation, internal control, and the creation of corporate governance conducted by the Directors and all of our Stakeholders for the sustainability of the Company.

CHARTER AND WORK MANUAL OF AUDIT COMMITTEE

In order to execute the duties of Audit Committee in PT PELNI (Persero), stated in the Audit Committee's Charter Number: 01/DK/I/2016 dated January 8, 2016. It is essential to formulate the Audit Committee's Work Plan for guideline in supervising the Company's financial reporting process, monitoring and evaluating the audit implementation process taken by external auditors and internal auditors.

Audit Committee's Charter regulates aspects related to Audit Committee Structure, Position Requirement, Responsibilities, Duties, and Authority of Audit Committee, Audit Committee Meeting, Reporting Responsibility and Tenure Period.

KOMITE AUDIT
Audit Committee

PERSYARATAN KOMITE AUDIT

1. Pihak ekstern yang diangkat menjadi Komite Audit tidak mempunyai hubungan usaha maupun hubungan afiliasi dengan Perseroan, Direktur, Komisaris atau Pemegang Saham Mayoritas.
2. Memiliki integritas yang tinggi, Kemampuan, Pengetahuan dan Pengalaman yang memadai dalam bidang tugasnya serta mampu berkomunikasi dengan baik.
3. Salah seorang dari Anggota Komite Audit harus memiliki latar belakang Pendidikan Akuntansi atau Keuangan.

AUDIT COMMITTEE REQUIREMENT

1. The external party appointed as Audit Committee shall not have any business relation or affiliation with the Company, Director, Commissioner or Majority Shareholders.
2. Have high integrity, competency, sufficient knowledge and experience in the working field and good communication skill.
3. One of the Audit Committee Members shall have Accounting or Finance educational background.

PENGANGKATAN DAN PEMBERHENTIAN KOMITE AUDIT

Pengangkatan dan pemberhentian anggota Komite Audit dilakukan oleh Dewan Komisaris berdasarkan Surat Keputusan yang dikeluarkan oleh Dewan Komisaris.

Pemberhentian anggota Komite Audit dapat dilakukan apabila yang bersangkutan berakhir masa jabatan keanggotaannya dan berdasarkan keputusan Dewan Komisaris, diberhentikan karena tidak memenuhi kinerja yang telah ditetapkan dan/atau tidak kompeten dalam menjalankan tugasnya.

APPOINTMENT AND DISCHARGE OF AUDIT COMMITTEE

Appointment and discharge of the Audit Committee members are the authority of Board of Commissioners based on a Decree issued by Board of Commissioners.

The Audit Committee member's discharge may be administered in the event of the concerned member entering end of his serving period or through the Board of Commissioners' Decision which is due to not complying with the expected performance and/or being incompetent in exercising the duties.

KOMPOSISI KOMITE AUDIT

Berdasarkan Keputusan Dewan Komisaris Nomor KEP-07/DK/X-2019 tanggal 22 Oktober 2019, komposisi Komite Audit Perseroan per 31 Desember 2019 adalah sebagai berikut:

COMPOSITION OF AUDIT COMMITTEE

Based on the Board of Commissioners Decision No. KEP-07/DK/X-2019 dated October 22, 2019, the Company's Audit Committee Composition are as follow:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
J. Widodo Hario Mumpuni	Ketua Komite Audit Head of Audit Committee	Kep-07/DK/XIII-2017
Haryo Indratno	Anggota Komite Audit Member of Audit Committee	Kep-07/DK/X-2019
Subagio	Anggota Komite Audit Member of Audit Committee	Kep-07/DK/XIII-2017
Joko Murdyono	Anggota Komite Audit Member of Audit Committee	Kep-07/DK/XIII-2017

KOMITE AUDIT
Audit Committee

INDEPENDENSI ANGGOTA KOMITE AUDIT

Komite Audit memiliki kemandirian dalam menjalankan tugasnya, hal itu tersurat dalam Keputusan Badan Pengawas Pasar Modal dan Lembaga Keuangan Nomor: KEP-643/ BL/2012 tanggal 7 Desember 2012 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit sebagaimana dituangkan dalam Lampiran Peraturan Nomor IX.I.5, serta Piagam Komite Audit Nomor: 01/DK/I/2016 tanggal 8 Januari 2016.

Sesuai dengan ketentuan yang mengatur terkait independensi anggota komite audit, Perseroan menunjuk anggota Komite Audit yang memenuhi syarat independensi atau tidak berbenturan kepentingan dengan Perseroan. Anggota Komite Audit tidak memiliki usaha atau memiliki saham pada perusahaan yang mempunyai hubungan bisnis dengan Perseroan. Ketua dan Anggota Komite Audit tidak memiliki usaha atau memiliki saham pada perusahaan yang mempunyai hubungan bisnis dengan Perseroan. Ketua dan Anggota Komite Audit tidak mempunyai hubungan yang terafiliasi dengan pihak KAP pelaksana audit atas Laporan Keuangan Perseroan.

INDEPENDENCY OF AUDIT COMMITTEE

Audit Committee stands out independently in managing the duties, reffering to the Decision of Capital Market Supervisory Agency and Financial Institution Number: KEP-643/ BL/2012 dated 7 December 2012 concerning the Establishment and Work Guidelines of Audit Committee as outlined in Attachement of the Rule Number: IX.1.5, and Audit Committee's Charter Number: 01/DK/I/2016 dated 8 January 2016.

In line with the provision regulation which gonerns the independence of Audit Committee members, the Company appoints Audit Committee members who meet the independence requirements or do not conflict the interest of the Company. Audit Committee members do not have a business and shares in companies that conduct business deal with the Company. Head or member of Audit Committee do not have a business deal and shares in companies that conduct business deal with the Company. Head or member of Audit Committee have no affiliated relation with the Public Accounting Firm which conducts audit on the Company's Financial Report.

TABEL PENGUNGKAPAN INDEPENDENSI KOMITE AUDIT TAHUN 2019
Table of Independency Statements of Audit Committee in 2019

Nama Name	**Pejabat Eksekutif Kantor Akuntan Publik** Executives of Public Accountant Firm	**Afiliasi dengan Pemegang Saham** Affiliation With Shareholders	**Hubungan Keluarga dengan Dewan Komisaris dan Direksi** Family Af liation with Board of Commissioners and Board of Directors	**Memiliki Saham Perseroan (Langsung/Tidak Langsung)** Shares Ownership in he Company (Direct/Non-Direct)	**Hubungan Bisnis dengan Perseroan** Business Af liation with the Company
J. Widodo Hario Mumpuni	x	x	x	x	x
Haryo Indratno	x	x	x	x	x
Subagio	x	x	x	x	x
Joko Murdyono	x	x	x	x	x

KOMITE AUDIT
Audit Committee

HUBUNGAN KELUARGA DAN KEUANGAN KOMITE AUDIT

Semua anggota Komite Audit tidak memiliki hubungan afiliasi dengan Dewan Komisaris, Direksi, anggota komite lainnya serta pemegang saham pengendali. Oleh karena itu, dalam melaksanakan tugasnya, anggota Komite Audit tidak memiliki benturan kepentingan yang mungkin terjadi dan dapat menjamin independensi tertinggi dalam melaksanakan tugas dan tanggung jawabnya.

TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Lingkup tugas dan tanggung jawab Komite Audit ditetapkan berdasarkan Piagam Komite Audit yang ditetapkan melalui Piagam Komite Audit Nomor: 01/DK/I/2016 tanggal 8 Januari 2016. Tugas dan Tanggung Jawab Komite Audit sebagaimana tercantum dalam Piagam Komite Audit Perseroan adalah Tugas dari Komite Audit Perseroan dalam rangka membantu Dewan Komisaris menjalankan tugas dan fungsi pengawasan terhadap Perseroan. Adapun tugas Komite Audit adalah sebagai berikut :

1. Melakukan *review* atas perencanaan audit Satuan Pengawasan Intern;
2. Melakukan *review* atas pelaksanaan audit yang dilakukan Satuan Pengawasan Intern untuk memastikan bahwa audit telah dilaksanakan sesuai rencana, dan supervisi audit telah dilakukan secara memadai untuk menjamin mutu pelaksanaan audit;
3. Melakukan *review* atas pelaporan Satuan Pengawasan Intern;
4. Melakukan penilaian atas tindak lanjut hasil audit untuk kemudian mengambil langkah-langkah yang diperlukan dalam hal audit tidak menindak lanjuti laporan Satuan Pengawasan Intern;
5. Melakukan komunikasi secara periodik dengan Satuan Pengawasan Intern;
6. Melakukan penelaahan atas kualitas informasi keuangan yang akan dikeluarkan oleh Perusahaan;

FAMILY AND FINANCIAL RELATIONSHIP OF AUDIT COMMITTEE

All members of Audit Committee have no affiliation with the Board of Commissioners, Directors, other Committee members and Controlling Shareholders. Therefore, to handle their duties, all members of Audit Committee are impeded from any conflict of interest that may occurs and can secure their highest of independence in managing the duties and responsibilities.

DUTIES AND RESPONSIBILITIES OF AUDIT COMMITTEE

The scope of duties and responsibilities of Audit Committee stipulated based on the established charter of Audit Committee Number: 01/DK/1/2016 dated on January 8, 2016. The duties and responsibilities of Audit Committee stated in Audit Committee's Charter of the Company are work manual of Audit Committee in order to assist the Board of Commissioners in carrying out their supervisory duties and functions in the Company. The following is the duties of Audit Committee:

1. Review the audit planning of Internal Control Unit;
2. Review the audit implementation conducted by Internal Control Unit to ensure that the audit has been aligned with scheduled plan and audit supervising has performed correctly to guarantee the quality of audit implementation;
3. Review Internal Control Unit reporting;
4. Assess the follow up result of audit and then taking the essential steps in audit process in the event which leads to no following up on the report from Internal Control Unit;
5. Communicate periodically with Internal Control Unit;
6. Review the financial statements quality issued by the Company;

KOMITE AUDIT
Audit Committee

7. Melakukan penelaahan atas efektivitas pengendalian internal;
8. Menelaah tingkat kepatuhan Perusahaan kepada peraturan perundang-undangan yang berlaku;
9. Melaksanakan tugas-tugas lain yang diberikan oleh Dewan Komisaris.

7. Review internal control effectiveness;
8. Analyze the compliance level of the Company with the applicable laws and regulations;
9. Perform other duties given by the Board of Commissioners.

FREKUENSI DAN TINGKAT KEHADIRAN RAPAT KOMITE AUDIT

Komite Audit selama tahun 2019 melakukan rapat sebanyak 29 (dua puluh sembilan) kali pertemuan yang seluruhnya telah didokumentasi dalam notulen rapat. Rincian jumlah kehadiran masing-masing Anggota Komite Audit sesuai tabel berikut:

MEETING FREQUENCY AND ATTENDANCE LEVEL OF AUDIT COMMITTEE MEETING

Audit Committee held 29 (twenty nine) meetings, which all meetings documented in Minutes of Meeting. Detail attendance of Audit Committee member is presented in table below:

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage
J. Widodo Hario Mumpuni	Ketua Komite Audit Head of Audit Committee	29	29	100%
Haryo Indratno	Anggota Komite Audit Member of Audit Committee	29	28	97%
Subagio	Anggota Komite Audit Member of Audit Committee	29	28	97%
Joko Murdyono	Anggota Komite Audit Member of Audit Committee	29	28	97%

Agenda Rapat Komite Audit 2019

Audit Committee Meeting Agenda 2019

No	Tanggal Rapat Date of Meeting	Agenda Rapat MeetingAgenda
1	14 Januari 2019 January 14, 2019	Komdit - KAP : Progres Audit Tahun 2018 Audit Committee - KAP : 2018 Annual Audit Progress
2	20 Februari 2019 February 20, 2019	Intern Komdit : Evaluasi *un-audited* Tahun 2018 Internal Audit Committee : 2018 un-audited Evaluation
3	27 Februari 2019 February 27, 2019	Komdit - SPI : Pembahasan LHA SPI Triwulan IV/Tahun 2018 Audit Committee - Internal Audit Unit : Discussion on LHA SPI IV quarter/2018
4	20 Maret 2019 March 20, 2019	Intern Komdit : Persiapan Bahan Rapat Dewan Komisaris Internal Audit Committee : Board of Commissioners Meeting Agenda Preparation
5	27 Maret 2019 March 27, 2019	Intern Komdit : Evaluasi Laporan Keuangan Januari 2019 Internal Audit Committee: January 2019 Financial Report Evaluation
6	01 April 2019 April 01, 2019	Intern Komdit : Evaluasi Laporan Keuangan Februari 2019 Internal Audit Committee: February 2019 Financial Report Evaluation
7	10 April 2019 April 10, 2019	Komdit dengan SPI : TL temuan BPK Audit Committee with SPI: Follow Up of BPK's Findings

KOMITE AUDIT
Audit Committee

No	Tanggal Rapat Date of Meeting	Agenda Rapat MeetingAgenda
8	24 April 2019 April 24, 2019	Intern Komdit : Evaluasi Kinerja Triwulan I Internal Audit Committee : 1st Quarter Performance Evaluation
9	29 April 2019 April 29, 2019	Intern Komdit : Evaluasi Lap Realisasi Triwulan I Internal Audit Committee : I Quarter Realization Report Evaluation
10	08 Mei 2019 May 08, 2019	Intern Komdit : Evaluasi Laporan Audited dan Efektivitas KAP Internal Audit Committee: Audited Report and Effectiveness of KAP
11	21 Mei 2019 May 21, 2019	Dit Keu, Komdit, KAP : *Exit Meeting* KAP SPI Finance Directorate, Audit Committee, KAP: KAP and SPI Exit Meeting
12	31 Mei 2019 May 31, 2019	Evaluasi Laporan Realisasi : Anggaran Bulan April Realization Report Evaluation: April's Budget
13	19 Juni 2019 June 19, 2019	Pembahasan LHP : SPI Triwulan I Tahun 2019 LHP Discussion: I Quarter SPI of 2019
14	28 Juni 2019 June 28, 2019	Rapat Intern Komdit : Evaluasi Laporan Realisasi Anggaran Bulan April Internal Audit Committee Meeting: April's Budget Realization Report Evaluation
15	25 Juli 2019 July 25, 2019	Komdit dengan SPI : Pembahasan LHP SPI Triwulan II Audit Committee with SPI: Discussion on II Quarter LHP SPI
16	31 Juli 2019 July 31, 2019	Intern Komdit : Evaluasi Laporan Realisasi Anggaran Bulan Juni / Semester I Tahun 2019 Internal Audit Committee: June's Budget Realization Report / I Semester of 2019
17	28 Agustus 2019 August 28, 2019	1. Pembahasan Dewan Komisaris GCG Progres Tindak Lanjut BPK. Board of Commissioners Discussion on Follow Up Progress of GCG findings from BPK 2. Pembahasan Triwulan III & IV Tahun 2019. III & IV Quarters of 2019 Discussion 3. Konsolidasi Proses Tender KAP untuk Tahun 2019. Consolidated Process of KAP tendering for 2019 4. Pembahasan Evaluasi Laporan Realisasi s/d Juli 2019 Realization Report until July 2019 Evaluation
18	25 September 2019 September 25, 2019	Evaluasi Laporan Manajemen s/d Agustus 2019 Management Report until August 2019 Evaluation
19	23 Oktober 2019 October 23, 2019	Evaluasi Kinerja Komite Audit Triwulan III Tahun 2019 III Quarter of 2019 Audit Committee Performance Evaluation
20	29 Oktober 2019 October 29, 2019	Evaluasi Laporan Manajemen s/d Triwulan III Tahun 2019 Management Report until III Quarter of 2019
21	06 November 2019 November 06, 2019	Rapat LHA SPI Triwulan III Tahun 2019 III Quarter LHA SPI of 2019 Meeting
22	04 Desember 2019 December 04, 2019	Pembahasan Tindak Lanjut atas *entry Meeting* dengan KAP Hadori Sugiarto Follow up discussion of entry meeting with KAP Hadori Sugiarto
23	05 Desember 2019 December 05, 2019	Pembahasan RKAP Tahun 2020 PT PELNI (Persero) dengan Deputi Usaha Kontruksi RKAP 2020 of PT PELNI (Persero) Discussion with Deputy of Construction Business
24	11 Desember 2019 December 11, 2019	Pembahasan Tindak Lanjut atas *entry Meeting* dengan KAP Hadori Sugiarto Follow up discussion of entry meeting with KAP Hadori Sugiarto
25	18 Desember 2019 December 18, 2019	Rapat Intern Komdit Subsidi & PSO Subsidise & PSO Internal Audit Meeting
26	19 Desember 2019 December 19, 2019	Rapat Gabungan Dewan Komisaris, Komite Pemantau Risiko & Komite Audit Hasil Evaluasi Atas Laporan Manajemen s/d November 2019 Joint Meeting of Board of Commissioners, Risk Control & Audit Committees on Evaluation result of Management Report until November 2019

KOMITE AUDIT
Audit Committee

LAPORAN PELAKSANAAN TUGAS KOMITE AUDIT 2019

Sepanjang tahun 2019, Komite Audit telah melakukan berbagai aktivitas untuk membantu Dewan Komisaris dalam melaksanakan fungsi pengawasan atas aktivitas dan operasional Perseroan. Dalam menjalankan fungsinya, Komite Audit menyusun program kerja sesuai tugas, pokok dan fungsi yang dicantumkan dalam Piagam Komite Audit. Dalam pelaksanaan tugas tersebut, Komite Audit berkoordinasi dengan internal audit untuk pelaksanaan pengumpulan dan pengujian bukti yang selanjutnya menjadi kajian Komite Audit. Adapun pelaksanaan program kerja Komite Audit pada sepanjang tahun 2019 adalah sebagai berikut:

a. Bidang Manajemen

Selama Tahun 2019, Komite Audit telah mengevaluasi Laporan Realisasi Anggaran (Laporan Manajemen) bulan Januari sampai dengan November 2019. Sedangkan laporan bulan Desember 2019 baru disampaikan kepada Dewan komisaris pada Bulan Januari 2020. Dari hasil evaluasi tersebut ada beberapa hal yang patut menjadi perhatian Manajemen:

1. Aspek kinerja keuangan PT PELNI (Persero) secara umum adalah baik. Hal ini ditandai dengan laba konsolidasi yang membaik, namun nilainya masih dibawah laba yang dianggarkan. Laba tersebut tidak dibarengi dengan sehatnya kondisi kas perusahaan, khususnya *cash flow* untuk operasional yang masih negatif. Laba konsolidasi masih didominasi oleh laba anak perusahaan. Permasalahan ini setiap tahun terus menerus berulang karena tidak lancarnya pencairan dana PSO disebabkan Manajemen terlambat mengajukan bukti-bukti dokumen untuk pencairan dana PSO.
2. Dari aspek kinerja operasional, khususnya angkutan barang jauh dari target yang ditetapkan. Hal ini harus menjadi perhatian serius dari manajemen agar lebih fokus dalam

DUTIES IMPLEMENTATION REPORT OF AUDIT COMMITTEE IN 2019

Throughout 2018, Audit Committee conducted various activities to assist the Board of Commissioners in performing the oversight function of the Company's operational. In performing its function, Audit Committee prepare the work program based on the responsibility, point of view and function stated in the charter of Audit Committee. In its implementation, Audit committee coordinate with Internal Audit to collect and discover the evidances as a review of Audit Committee. The work program implementation of Audit Committee throughout 2018 is as follows:

a. Management Field

During 2019, the Audit Committee has evaluated the Budget Realization Report (Management Report) for January to November 2019. Meanwhile, the December 2019 report was only submitted to the Board of Commissioners in January 2020. From the results of this evaluation, there are several things that needs Management's attention:

1. Generally, the financial performance aspect of PT PELNI (Persero) is good performance. This is indicated by improving consolidated profit, despite the value was still below the budgeted profit. This profit did not necessarily make a soundness condition of the Company's cash flows for operation, which was still negative. The consolidated profit was still dominated by the profit of subsidiaries. This problem repeatedly occurs every year due to the unsmoothly disbursement of PSO funds as the management is late to submit document records of PSO funds disbursement.
2. From the operational performance aspects, especially for goods carriers was far from the determined target. This should be a serious concern for management so that it is more

KOMITE AUDIT
Audit Committee

menjalankan *core business*-nya dan juga perlu adanya upaya membenahi kinerja angkutan barang, baik yang merupakan angkutan tol laut maupun angkutan barang yang diangkut oleh kapal penumpang dan angkutan ternak.

3. Pada triwulan III Tahun 2019, kinerja penugasan tambahan untuk pengoperasian kapal ternak dan juga tol laut masih perlu ditingkatkan agar sisa waktu tahun 2019 bisa mencapai target dalam RKAP-nya.
4. Nilai penerimaan dana PSO pada tahun 2019 turun jika dibandingkan dengan penerimaan tahun 2018, karena ada pengurangan terkait Subsidi/PSO kepada PT PELNI (Persero).

b. Bidang Audit Internal

Komite Audit telah menelaah/me-*review* Program Kerja Audit Tahunan (PKAT) SPI Tahun 2019. Pada bulan Agustus Komite Audit sudah memberikan masukan kepada SPI terkait audit isu/audit tematik di luar Program Kerja Audit Tahunan (PKAT). Komite Audit juga memberikan masukan agar SPI mereviu Laporan Keuangan PT PELNI (Persero) per periode Semesteran sebelum di publikasikan.

Adapun dalam pertemuan rutin dengan SPI pada Periode Triwulan I, II, dan III 2019 telah dibahas mengenai:

1. Laporan Hasil Audit Triwulan II Tahun 2019 dan juga hal-hal terkait Laporan Hasil Audit di cabang Balikpapan mengenai penyelesaian piutang oleh pegawai PT PELNI (Persero) dengan jaminan sebidang tanah yang belum ditindaklanjuti dokumennya.
2. Komite Audit menyoroti kasus penyimpangan (pelaksanaannya tidak sesuai prosedur) yang dilakukan oleh Cabang Batam dan *Terminal Point* Sibolga pembayaran *Mooring Boat* Tahun 2018 dan Triwulan I 2019 yang tidak

focused on running its core business and needs efforts to improve the performance of goods transportation, both Tol Laut and freight transported by passenger and livestock ships.

3. In 3rd Quarter of 2019, the performance of additional assignments for operating livestock and Tol Laut ships still needs to be improved so that the remaining period of 2019 can achieve the targets in RKAP.
4. The value of PSO fund receipts in 2019 decreased from revenues in 2018, due to the reduction in subsidies/PSO to PT PELNI (Persero).

b. Internal Audit Field

The Audit Committee has analyzed/ reviewed the Annual Audit Work Program (PKAT) 2019 of the Internal Audit Unit. In August, the Audit Committee provided input to the Internal Audit Unit regarding auditing issues / thematic audits beyond the Annual Audit Work Program (PKAT). The Audit Committee also provides input for the Internal Audit Unit to review Financial Statements of PT PELNI (Persero) per Semester period before being published.

As for routine meetings in I, II and III quarters of 2019 with Internal Audit Unit have been discussed:

1. Quarter II of 2019 Audit Report and also matters related to the Audit Result Report in the Balikpapan branch regarding the settlement of receivables by PT PELNI (Persero)'s employees with a piece of land warranty that the documents have not been followed up.
2. The Audit Committee highlighted cases of irrelevance (the implementation was not referred to the procedure) by Batam Branch and Terminal Point Sibolga for the payment of Mooring Boat 2018 and the first quarter of 2019 which had

KOMITE AUDIT
Audit Committee

ada kegiatannya. Komite Audit mendorong manajemen untuk segera menuntaskan kasus tersebut sesuai dengan ketentuan yang berlaku serta menjaga agar kasuskasus serupa tidak terjadi di lain tempat dan di lain waktu.

3. Komite Audit menyoroti masih minimnya tindak lanjut rekomendasi hasil audit SPI, padahal terdapat beberapa temuan yang signifikan. Hal ini harus menjadi perhatian manajemen agar segera menindaklanjuti hasil rekomendasi hasil audit SPI.

c. Bidang Audit Eksternal

1. *Monitoring* Proses Audit Kantor Akuntan Publik (KAP) untuk laporan keuangan konsolidasian tahun buku 2019. Pengadaan jasa audit Kantor Akuntan Publik (KAP) Tahun Buku 2019 masih dalam proses dimulai dengan undangan tanggal 17 Oktober 2019 lelang terbatas kepada 5 KAP yang dipilih. Sampai dengan laporan ini dibuat, pemenang KAP belum ditetapkan.

2. Pemantauan Tindak Lanjut Rekomendasi Laporan Hasil Pemeriksaan BPK RI tahun 2007 sampai dengan tahun 2017. Menindaklanjuti Surat Tortama KN VII BPK RI Nomor : 138/S/XX/05/2019 tanggal 27 Mei 2019 perihal Pemantauan Tindak Lanjut Hasil Pemeriksaan BPK RI pada PT PELNI (Persero), Komite Audit telah mengadakan rapat dengan SPI tanggal 28 Agustus 2019 dengan agenda Pembahasan reviu Hasil Pemeriksaan BPK RI yang statusnya belum sesuai dengan rekomendasi sebanyak

no activity. The Audit Committee enforces the management to immediately resolve these cases in accordance with applicable regulations and to ensure that those similar cases do not occur elsewhere and in any other times.

3. The Audit Committee highlighted the lack of follow-up on audit recommendations from the Internal Audit Unit, even though there were several significant findings. This should be the management's concern in order to immediately follow up on the audit results of the Internal Audit Unit.

c. External Audit Field

1. Monitoring of the consolidated financial statements audit process for the 2019 fiscal year by Public Accounting Firm. The procurement of Public Accounting Firm (KAP) for the 2019 financial year was still being started with the invitation for close-tendering to 5 selected Public Accounting Firms on 17 October 2019. Until this report is made, the winner has not been appointed.

2. Monitoring of the follow up on recommendations from BPK RI's 2007 - 2017 Audit Reports. Following up on Tortama Letter KN VII BPK RI Nomor : 138/S/XX/05/2019 tanggal 27 May 2019 regarding Monitoring of the Follow-up of BPK RI Audit Results at PT PELNI (Persero), the Audit Committee held a meeting with Internal Audit Unit on August 28, 2019 with an agenda for reviewing the Audit Results of BPK RI which status was not in accordance with the recommendations of 37 recommendations,

KOMITE AUDIT
Audit Committee

37 rekomendasi, belum ditindaklanjuti sebanyak 23 rekomendasi dan yang tidak dapat ditindak-lanjuti sebanyak 7 rekomendasi. Dari hasil pembahasan, Komite audit memberikan masukan agar SPI memantau dan mendorong pihak Manajemen PT PELNI (Persero) agar segera mempercepat penyelesaian rekomendasi BPK RI tersebut.

23 recommendations had not been followed up and 7 recommendations could not be followed up. From the results of the discussion, the Audit Committee has provided input for the Internal Control Unit to monitor and has forced the management of PT PELNI (Persero) to immediately accelerate the completion of recommendations from BPK RI.

d. Bidang Penugasan dari Dewan Komisaris

Selama Tahun 2019, Komite Audit telah melakukan penugasan yang diberikan Dewan Komisaris untuk kunjungan kerja lapangan ke kapal maupun Kantor Cabang PT PELNI (Persero). Kunjungan lapangan hanya dilaksanakan pada triwulan I 2019 ke Cabang PT PELNI (Persero) Bitung dan Ternate dan KM Dorolonda, tanggal 24 s/d 26 Januari 2019. Kunjungan kerja Komisaris PT PELNI (Persero) ke lapangan dalam rangka *monitoring* kegiatan pelayanan PT PELNI (Persero), merupakan bagian dari pelaksanaan tugas dan fungsi pengawasan serta penasehatan Dewan Komisaris.

d. Field of Assignment from the Board of Commissioners

During 2019, the Audit Committee tackled the assignment from the Board of Commissioners, which was the site visit to the Ships and Branch Offices of PT PELNI (Persero). This site visit was only in the 1st Quarter of 2019 to Bitung and Ternate Branches as well as to MV. Dorondola of PT PELNi (Persero) on 24 to 26 January 2019. The Board of Commissioners' site visits is a monitoring activity on PT PELNI (Pesero) services, which is part of implementation of supervisory duties and functions as well as giving advice from the Board of Commissioners.

KOMITE AUDIT
Audit Committee

PROFIL KOMITE AUDIT
Audit Committee Profile

Johanes Widodo Hario Mumpuni
Ketua Komite Audit
Head of Audit Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
62 tahun per 31 Desember 2019
62 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Yogyakarta, 15 Mei 1957
Yogyakarta, May 15, 1957

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Ketua Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. Kep-07/DK/XIII-2017
Appointed as Head of Audit Committee based on SOE's Decision Letter No. Kep-07/DK/XIII-2017

Masa Jabatan | Term of Serving

2017-2022

Latar Belakang Pendidikan | Educational Background

1993	Master of Business Administration (MBA) in Accounting, Saint Mary's University Halifax, Nova Scotia, Canada Master of Business Administration (MBA) in Accounting, Saint Mary's University Halifax, Nova Scotia, Canada	1983	Sarjana Ekonomi, Fakultas Ekonomi, Jurusan Akuntansi, Universitas Gadjah Mada,Yogyakarta Bachelor Degree of Economy, Economic Faculty, Accounting Major, Gajah Mada University, Yogyakarta

Pengalaman Kerja | Work Experiences

2017 - Sekarang (Present)	Komisaris PT PELNI (Persero) Commissioner PT PELNI (Persero)	2007 – 2009	2007 – 2009 Auditor Utama (Tortama) Keuangan Negara VII. Main Auditor (Tortama) State Finance VII.
2014 - 2017	Staf Ahli BPK Bidang Keuangan Pemerintah Pusat. Indonesian Supreme Audit Institution (BPK) Expert Staff of Central Government Finance Field	2009 - 2014	Auditor Utama (Tortama) Keuangan Negara III. Main Auditor (Tortama) State Finance III.

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Komisaris Independen Perseroan
Independent Commissioner of the Company

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

KOMITE AUDIT
Audit Committee

PROFIL KOMITE AUDIT
Audit Committee Profile

Haryo Indratno
Anggota Komite Audit
Member of Audit Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
50 tahun per 31 Desember 2019
50 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Surakarta, 09 April 1969
Surakarta, April 09, 1969

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Anggota Komite Audit berdasarkan Surat Keputusan Dewan Komisaris No. KEP-07/DK/X-2019
Appointed as Audit Committee Member based on Board of Commissioners Decision Letter No. KEP-07/DK/X-2019

Masa Jabatan | Term of Serving

2019 - 2024

Latar Belakang Pendidikan | Educational Background

2008	Magister Manajemen Keuangan, Universitas Bhayangkara, Jakarta Masters in Financial Management, Bhayangkara University, Jakarta	1995	Sarjana Ekonomi Manajemen, Universitas Slamet Riyadi Bachelor of Economic Management, Slamet Riyadi University

Pengalaman Kerja | Work Experiences

2018 - Sekarang (Present)	Pelayanan Navigasi Penerbangan Indonesia, Kepala Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Ib Indonesian Aviation Navigation Services, Head of Energy, Logistics, Regional and Tourism Business Ib	2011 – 2013	Sekretaris Dewan Komisaris Perum Jasa Tirta I Secretary of the Board of Commissioners at Perum Jasa Tirta I
2014 – 2019	Anggota Dewan Pengawas Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia Member of the Supervisory Board of the Indonesian Public Aviation Navigation Service Provider	2008 – 2013	Sekretaris Dewan Komisaris PT Len Industri (Persero) Secretary of the Board of Commissioners at PT Len Industri (Persero)
2012 – 2014	Komisaris PT Perkebunan Mitra Ogan Commissioner at PT Perkebunan Mitra Ogan		

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Pelayanan Navigasi Penerbangan Indonesia, Kepala Bidang Usaha Energi, Logistik, Kawasan dan Pariwisata Ib Indonesian Aviation Navigation Services, Head of Energy, Logistics, Regional and Tourism Business Ib	Komisaris Perseroan Commissioner of the Company

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

KOMITE AUDIT
Audit Committee

PROFIL KOMITE AUDIT
Audit Committee Profile

Subagio
Anggota Komite Audit
Member of Audit Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
50 tahun per 31 Desember 2019
50 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Kediri, 15 Juni 1969
Kediri, June 15, 1969

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. Kep-07/DK/XIII-2017
Appointed as Committee Audit member based on decree of board of Commissioner No. Kep-07/DK/XIII-2017

Masa Jabatan | Term of Serving

2017-2022

Latar Belakang Pendidikan | Educational Background

2014	Master of Public Administration University of Canbera Australia. Master of Public Administration University of Canbera Australia.	1998	Sarjana Ekonomi Studi Pembangunan Universitas Terbuka Pondok Cabe. Bachelor of Economic Development Studies at Terbuka University, Pondok Cabe.
2011	Magister Manajemen STIE IPWIJA. Master of Management STIE IPWIJA.	1991	Diploma Spesialisasi Anggaran STAN. Diploma of Budget Specialization at Indonesian State College of Accountancy.
2006	Sarjana Sains Terapan Akuntansi STAN. Bachelor of Applied Accounting Science at Indonesian State College of Accountancy.		

Pengalaman Kerja | Work Experiences

2016 - Sekarang (Present)	Anggota Komite Audit PT PELNI (Persero). Audit Committee of PT PELNI (Persero).	2013 – 2015	Spesialis Perencanaan dan Anggaran Madya Komisi Pemberantasan Korupsi. Planning and Budget Associate Specialist of Indonesia's Corruption Eradication Commission.
2015 - 2016	Pengolah Data Sistem Informasi & Layanan SDM Senior Direktorat Jenderal Perbendaharaan Kementerian Keuangan. Data Processor Information Systems & Senior HR Services of Directorate General of Treasury at Ministry of Finance.	2011 – 2013	Kepala Bagian Perencanaan dan Anggaran Komisi Pemberantasan Korupsi. Head of Planning and Budget Division of Indonesia's Corruption Eradication Commission.

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

"Certified Internal Auditor Review (CIA Review)" di Pusat Pengembangan Akuntansi Universitas Indonesia Kampus Salemba Jakarta.
"Certified Internal Auditor Review (CIA Review)" at Center for Accounting Development, University of Indonesia, Salemba Campus, Jakarta.

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

KOMITE AUDIT
Audit Committee

PROFIL KOMITE AUDIT
Audit Committee Profile

Joko Murdyono
Anggota Komite Audit
Member of Audit Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
48 tahun per 31 Desember 2019
48 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Pati, 7 Oktober 1971
Pati, October 7, 1971

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Anggota Komite Audit berdasarkan Keputusan Dewan Komisaris No. Kep-07/DK/XIII-2017
Appointed as Committee Audit member based on decree of board of Commissioner No. Kep-07/DK/XIII-2017

Masa Jabatan | Term of Serving

2017-2022

Latar Belakang Pendidikan | Educational Background

2006	Magister Administrasi Bisnis STIA LAN. Master of Business Administration at STIA LAN.		

Pengalaman Kerja | Work Experiences

2016 - Sekarang (Present)	Anggota Komite Audit PT PELNI (Persero). Audit Committee of PT PELNI (Persero).	2010 - 2014	Kasubag Akuntansi dan Verifikasi, Biro Keuangan dan Perlengkapan. Head of Accounting and Verification, Finance and Equipment Bureau.
2014 - Sekarang (Present)	Kabag Akuntansi dan BLU, Biro Keuangan dan Perlengakapan. Head of Accounting and public service agency, Finance and Equipment Bureau.		

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

Dalam menunjang pelaksanaan tata kelola perusahaan yang baik *(Good Corporate Governance)*, Dewan Komisaris PT PELNI (Persero) membentuk Komite Kebijakan Risiko melalui Keputusan Nomor: KEP-21/DK.V/2008 tanggal 26 Mei 2008 tentang Pembentukan pada Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero). Tujuan dibentuknya Komite ini adalah untuk membantu Dewan Komisaris memenuhi tanggung jawabnya dalam melaksanakan kewajiban pemantauan, pengawasan dan penilaian atas efektivitas manajemen risiko yang mengacu pada Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-01/MBU/2011 tanggal 1 Agustus 2011 sebagaimana telah diubah dengan Peraturan Menteri Badan Usaha Milik Negara Nomor: PER-09/MBU/2012 tentang penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*/GCG) pada Badan Usaha Milik Negara. Pada tahun 2019, terjadi perubahan nama Komite ini menjadi Komite Pemantau Manajemen Risiko berdasarkan Keputusan Dewan Komisaris Nomor: KEP-01/DK/XII-2019 tanggal 19 Desember 2019 tentang Perubahan Nama Komite Kebijakan Risiko Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero).

In smoothing the implementation of Good Corporate Governance, the Board of Commissioners of PT PELNI (Persero) established the Risk Policy Committee by Decree Number: KEP-21/DK.V/2008 on 26 May 2008 regarding the establishment of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero). The purpose of establishing this committee is to assist the Board of Commissioners in fulfilling their duties of supervising, monitoring, and assessing on the effectiveness of risk management based on the Ministry of State-Owned Enterprises Regulation Number: PER-01/MBU/2011 on 1 August 2011 as amended to the Ministry of State-Owned Enterprises Regulation Number: PER-09/MBU/2012 concerning the Implementation of Good Corporate Governance in State-Owned Enterprises. In 2019 had change in the name of this committee into Risk Management & Monitoring Committee based on the Decree of the Board of Commissioners Number: KEP-01/DK/XII-2019 on 19 December 2019 on the Changes in the Name of Risk Policy Committee of the Board of Commissioners of PT PELNI (Persero).

KOMPOSISI KOMITE KEBIJAKAN RISIKO

Berdasarkan Keputusan Dewan Komisaris PT PELNI (Persero) Nomor: KEP-08/DK/X-2019 tanggal 22 Oktober 2019 tentang Pemberhentian dan Pengangkatan Wakil Ketua dan Anggota Komite Pemantau Manajemen Risiko PT PELNI (Persero), susunan Komite Kebijakan Risiko per 31 Desember 2019 sebagai berikut :

THE COMPOSITION OF RISK POLICY COMMITTEE

Based on Decree of the Board of Commissioners of PT PELNI (Persero) Number: KEP-08/DK/X-2019 on 22 October 2019 concerning the Termination and Appointment of Vice Head and Members of Risk Management & Monitoring Committee of PT PELNI (Persero), the following is composition of risk policy committee as of 31 December 2019:

Nama Name	Jabatan Position	Dasar Pengangkatan Basis of Appointment
Danang Parikesit	Ketua Komite Kebijakan Risiko Head of Risk Policy Committee	KEP-04/DK/VII-2019
Loto Srianita Ginting	Wakil Ketua Komite Kebijakan Risiko Vice Head of Risk Policy Committee	KEP-08/DK/X-2019
Wahyu Adji Herpriarsono	Anggota Komite Kebijakan Risiko Member of Risk Policy Committee	KEP-08/DK/X-2019
Abdul Kholik Sutrisno	Anggota Komite Kebijakan Risiko Member of Risk Policy Committee	KEP-06/DK/XII-2017
Radjalis	Anggota Komite Kebijakan Risiko Member of Risk Policy Committee	KEP-03/DK/VIII-2017
Suyatman	Sekertaris Komite Kebijakan Risiko Risk Policy Committee Secretary	KEP-04/DK/VII-2019

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

INDEPENDENSI ANGGOTA KOMITE KEBIJAKAN RISIKO

Seluruh anggota Komite Kebijakan Risiko merupakan pribadi yang profesional, berpengalaman, dan tidak memiliki hubungan bisnis baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan, hal ini untuk menjaga independensi dalam pelaksanaan tugas dan tanggung jawab sebagai anggota Komite.

Komite kebijakan Risiko telah memenuhi kriteria independensi, keahlian, pengalaman dan integritas yang dipersyaratkan dalam ketentuan yang berlaku. Berikut adalah tabel pengungkapan Independensi dari Komite Kebijakan Resiko sampai dengan tanggal 31 Desember 2019 :

THE INDEPENDENCE OF RISK POLICY COMMITTEE MEMBER

All members of Risk Policy Committee are professionals, experienced, and have no business relations either directly or indirectly related to the Company's business activities, which is to maintain independence in carrying out their duties and responsibilities.

Risk Policy Committee has meet the criteria of independence, ability, experience and integrity required in the provision regulation. The following is the table of Independency statements from Risk Policy Committee as of December 31, 2019:

TABEL PENGUNGKAPAN INDEPENDENSI KOMITE KEBIJAKAN RISIKO TAHUN 2019
The Risk Policy Committee Independency Disclosure Table in 2019

Nama Name	**Pejabat Eksekutif Kantor Akuntan Publik** Executives of Public Accountant Firm	**Afiliasi dengan Pemegang Saham** Affiliation With Shareholders	**Hubungan Keluarga dengan Dewan Komisaris dan Direksi** Family Af liation with Board of Commissioners and Board of Directors	**Memiliki Saham Perseroan (Langsung/Tidak Langsung)** Shares Ownership in he Company (Direct/Non-Direct)	**Hubungan Bisnis dengan Perseroan** Business Af liation with the Company
Danang Parikesit	x	x	x	x	x
Loto Srianita Ginting	x	x	x	x	x
Wahyu Adji Herpriarsono	x	x	x	x	x
Abdul Kholik Sutrisno	x	x	x	x	x
Radjalis	x	x	x	x	x

TUGAS DAN TANGGUNG JAWAB KOMITE KEBIJAKAN RISIKO

Komite Kebijakan Risiko PT PELNI (Persero) memiliki tugas dan tanggung jawab sebagai berikut :

1. Memberikan masukan kepada Dewan Komisaris mengenai penyusunan dan perbaikan manajemen risiko yang berkaitan dengan pengendalian risiko semua bidang Perusahaan sebelum mendapat persetujuan Dewan Komisaris;
2. Melakukan diskusi dengan Direksi atau unit kerja yang terkait dengan manajemen risiko, jika diperlukan;

DUTIES AND RESPONSIBILITIES OF RISK POLICY COMMITTEE

Risk policy committee of PT PELNI (Persero) has duties and responsibilities as follows:

1. Provide input to the Board of Commissioners regarding the preparation of risk management improvements related to risk control all areas of the company prior to the approval of the Board of Commissioners;
2. Discuss with the Board of Directors or unit of work related to risk management, if necessary;

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

3. Mempelajari, mengkaji ulang kebijakan dan peraturan-peraturan tentang kebijakan manajemen risiko yang dibuat oleh Direksi;
4. Melakukan kaji ulang secara berkala terhadap kebijakan manajemen risiko beserta pedoman pelaksanaanya serta semua perubahan serta penyesuaian kebijakan manajemen risiko tersebut;
5. Melakukan evaluasi terhadap akurasi model dan validitas data yang digunakan untuk mengukur risiko; dan
6. Menyampaikan masukan kepada Dewan Komisaris atas hal-hal yang mendapat perhatian dan yang perlu dibicarakan dengan Direksi, agar melakukan tidak lanjut dari hasil evaluasi manajemen risiko oleh Komite Kebijakan Risiko.

3. Research and review the policies and regulations on risk management policies made by the Board of Directors;
4. Conduct periodic review of the risk management policies and their implementation guidelines as well as all the changes and adjustments to the risk management policies;
5. Evaluate the model's accuracy and validity of the data used to measure the risk; and
6. Deliver input to the Board of Commissioners on matters that received attention and which need to be discussed with the Board of Directors, so could be followed up from the evaluation of the risk management by the Risk Policy Committee.

RAPAT KOMITE KEBIJAKAN RISIKO

Komite Kebijakan Risiko selama tahun 2019 melakukan rapat sebanyak 20 (Dua puluh) kali pertemuan dan telah didokumentasi dalam notulen rapat. Rincian jumlah kehadiran rapat masing-masing Anggota Komite Kebijakan sesuai tabel berikut:

RISK POLICY COMMITTEE MEETINGS

During 2019, Risk Policy Committee conducted 20 meetings and has been documented in the minutes of the meetings. The total attendance of each member of Risk Policy Committee elaborated in the table below:

PERIODE JANUARI – JUNI 2019
January-June 2019 Period

Nama Name	Jabatan Position	Jumlah Rapat Total Meetings	Kehadiran Attendance	Persentase Kehadiran Attendance Percentage
Satya Bhakti Parikesit*	Ketua Komite Kebijakan Risiko Head of Risk Policy Committee	5	5	100,00%
Abdul Kholik Sutrisno	Anggota Komite Kebijakan Risiko Member of Risk Policy Committee	6	6	100,00%
Radjalis	Anggota Komite Kebijakan Risiko Member of Risk Policy Committee	6	6	100,00%

* Diberhentikan berdasarkan SK - 98/MBU/05/2019 tanggal 24 Mei 2019
Dismissed based on SK - 98 / MBU / 05/2019 dated May 24, 2019

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

PERIODE JULI – DESEMBER 2019
July-December 2019 Period

Nama Name	**Jabatan** Position	**Jumlah Rapat** Total Meetings	**Kehadiran** Attendance	**Persentase Kehadiran** Attendance Percentage
Danang Parikesit*	Ketua Komite Kebijakan Risiko Head of Risk Policy Committee	6	6	100,00%
Sudarto*	Wakil Ketua Komite Kebijakan Risiko Vice Head of Risk Policy Committee	3	3	100,00%
Loto Srinaita Ginting*	Wakil Ketua Komite Kebijakan Risiko Vice Head of Risk Policy Committee	3	3	100,00%
Wahju Adjie Herpriarsono*	Anggota Komite Kebijakan Risiko Member of Risk Policy Committee	3	3	100,00%
Abdul Kholik Sutrisno	Anggota Komite Kebijakan Risiko Member of Risk Policy Committee	6	6	100,00%
Radjalis	Anggota Komite Kebijakan Risiko Member of Risk Policy Committee	6	6	100,00%

* Catatan
Notes

1. Berdasarkan Surat Keputusan Dewan Komisaris Nomor KEP – 04/DK/VII-2019 tanggal 4 Juli 2019, memberhentikan Satya Bhakti Parikesit dan mengangkat Danang Parikesit sebagai Ketua Komite Pemantau Manajemen Risiko.
   Based on the Decree of the Board of Commissioners Number KEP - 04/DK/VII-2019 dated 4 July 2019, dismissed Mr. Satya Bhakti Parikesit and appointed Mr.Danang Parikesit as Head of the Risk Management & Monitoring Committee.
2. Berdasarkan Surat Keputusan Dewan Komisaris Nomor KEP – 05/DK/VIII-2019 tanggal 16 Agustus 2019, mengangkat Sudarto sebagai Wakil Ketua Komite Pemantau Manajemen Risiko.
   Based on the Decree of the Board of Commissioners Number KEP - 05/DK/VIII-2019 dated 16 August 2019, appointed Mr. Sudarto as Vice Head of the Risk Management & Monitoring Committee.
3. Berdasarkan Surat Keputusan Dewan Komisaris Nomor KEP – 08/DK/X-2019 tanggal 22 Oktober 2019, memberhentikan Sudarto dan mengangkat Loto Srinaita Ginting sebagai Wakil Ketua Komite Pemantau Manajemen Risiko serta Wahju Adjie Herpriarsono sebagai Anggota Komite Pemantau Manajemen Risiko dari unsur Anggota Dewan Komisaris.
   Based on the Decree of the Board of Commissioners Number KEP - 08/DK/X-2019 dated 22 October 2019, dismissed Mr.Sudarto and appointed Mrs.Loto Srinaita Ginting as Vice Head of the Risk Management & Monitoring Committee and Mr.Wahju Adjie Herpriarsono as a Member of the Risk Management & Monitoring Committee from the member of the Board of Commissioners.

Agenda Rapat Komite Kebijakan Risiko 2019
Risk Policy Committee Meeting Agenda 2019

No	**Tanggal Rapat** Date of Meeting	**Agenda Rapat** MeetingAgenda
1	09 Januari 2019 January 9, 2019	1. Persiapan kunjungan lapangan ke Bitung. Preparation for site visits to Bitung. 2. Monitoring Laporan Manajemen Risiko Triwulan IV Tahun 2018. Monitoring of the Risk Management Report for the 4th Quarter of 2018. 3. Evaluasi Kinerja Komite Pemantau Manajemen Risiko Tahun 2018. Performance Evaluation of the Risk Management & Monitoring Committee in 2018.
2	16 Januari 2019 January 16, 2019	Pembahasan Laporan Manajemen Risiko Triwulan IV Tahun 2018 bersama Divisi Corplan / Unit Manajemen Risiko Discussion on the Risk Management Report for the fourth quarter of 2018 with the Corporate Planning Division / Risk Management Unit.
3	20 Februari 2019 February 20, 2019	1. Penyiapan Bahan Rapat Komite bersama Komisaris dan Direktur SDM dan Umum tentang Mitigasi Risiko Tata Kelola SDM Laut/Awak Kapal, Mitigasi Pengadaan Suku Cadang dari MaK dan Mitigasi Optimalisasi *Asset Idle.* Preparation for Committee Meeting Agenda with Commissioners and Director of Human Resources and General Affairs on Risk Mitigation of Marine HR Management / Ship Crew, Mitigation of Spare Parts Procurement from MaK and Mitigation of Assets Idle Optimization. 2. Monitoring Laporan Manajemen Risiko Triwulan I Tahun 2019. Monitoring of the 1st Quarter of 2019 Risk Management Report.

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

No	Tanggal Rapat Date of Meeting	Agenda Rapat MeetingAgenda
4	20 Februari 2019 February 20, 2019	Rapat KPMR dan Komisaris bersama Direktur SDM dan Umum tentang Mitigasi Risiko Tata Kelola SDM Laut/ Awak Kapal, Mitigasi Pengadaan Suku Cadang dari MaK dan Mitigasi Optimalisasi *Asset Idle.* KPMR and Commissioners meeting with the Director of Human Resources and General Affairs on Risk Mitigation of Marine HR Management / Ship Crew, Mitigation of Spare Parts Procurement from MaK and Mitigation of Assets Idle Optimization.
5	20 Maret 2019 March 20, 2019	1. Penyiapan Bahan Rapat Tindak Lanjut Penanganan Risiko Keselamatan Kapal. Material preparation for the follow-up meeting in handling ship safety risks. 2. Monitoring Laporan Manajemen Risiko Triwulan I Tahun 2019. Monitoring of the 1st Quarter of 2019 Risk Management Report.
6	22 Maret 2019 March 22, 2019	Rapat KPMR dengan Direktur Armada mengenai Pembahasan Tindak Lanjut Penanganan Risiko Keselamatan Kapal KPMR Meeting with Fleet Director regarding Discussion on Follow up of Ship Safety Risk Management
7	24 April 2019 April 24, 2019	1. Penyiapan kinerja Komite Pemantau Manajemen Risiko Triwulan I Tahun 2019 Preparation for the performance of the Risk Management & Monitoring Committee for the first quarter of 2019 2. Monitoring Laporan Manajemen Risiko Triwulan I Tahun 2019 Monitoring of the 1st Quarter of 2019 Risk Management Report
8	17 Mei 2019 May 17, 2019	Pembahasan Laporan Manajemen Risiko Triwulan I tahun 2019 antara KPMR dengan Divisi Corplan. Discussion on the Risk Management Report for the first quarter of 2019 between KPMR and the Corporate planning Division.
9	21 Mei 2019 May 21, 2019	1. Penyusunan Risalah Rapat Pembahasan Laporan Manajemen Risiko Triwulan I Tahun 2019. Formulation of the Minutes of the Risk Management Report for the First Quarter of 2019. 2. Penyusunan Analisis atas Pengajuan Persetujuan *Cash Loan, Non Cash Loan* dan *Treasury Linr.* Formulation of Analysis on Submission of Approval for Cash Loan, Non Cash Loan and Treasury Line.
10	19 Juni 2019 June 19, 2019	Penyiapan Bahan Rapat Internal Dewan Komisaris dan Komite Pemantau Kebijakan Risiko. Preparation for the Board of Commissioners and Risk Management & Monitoring Committee Internal Meeting Agenda
11	17 Juli 2019 July 17, 2019	1. Penyiapan Laporan Kinerja Komite Pemantau Manajemen Risiko Triwulan II Tahun 2019. Preparation of the 2nd Quarter of 2019 Risk Management & Monitoring Committee's Performance Report. 2. Monitoring Laporan Manajemen Risiko Triwulan II Tahun 2019. Monitoring of the Risk Management Report for the Second Quarter of 2019.
12	02 Agustus 2019 August 02, 2019	Pembahasan Laporan Manajemen Risiko Triwulan II Tahun 2019 bersama Divisi Corplan/Unit Manajemen Risiko. Discussion on the Risk Management Report for the second quarter of 2019 with the Corporate Planning Division/ Risk Management Unit.
13	14 Agustus 2019 August 14, 2019	Penyiapan Bahan Rapat Internal Dewan Komisaris dan Komite Pemantau Kebijakan Risiko tentang Hasil Evaluasi Laporan Manajemen Risiko Triwulan II Tahun 2019. Preparation for the Board of Commissioners and the Risk Management & Monitoring Committee Internal Meeting Agenda on the Evaluation Results of the Risk Management Report for the Second Quarter of 2019.
14	03 September 2019 September 03, 2019	Penyiapan Bahan Rapat Tematik tentang Tindak lanjut Mitigasi Risiko Keuangan. Preparation for Thematic Meeting Materials on Follow-up of Financial Risk Mitigation.
15	27 September 2019 September 27, 2019	Rapat Pembahasan Tindak lanjut Mitigasi Keuangan Tahun 2019 antara Komite Pemantau Manajemen Risiko dengan Direktur Keuangan. The 2019 Financial Mitigation Follow-up Discussion Meeting between the Risk Management & Monitoring Committee and the Finance Director Finance.

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

No	Tanggal Rapat Date of Meeting	Agenda Rapat MeetingAgenda
16	10 Oktober 2019 October 10, 2019	1. Penyiapan Rencana Kerja dan Anggaran (RKAP) Tahun 2020 Komite Pemanatau Manajmen Risiko. Preparation for the 2020 Work Plan and Budget (RKAP) for the Risk Management & Monitoring Committee. 2. Penyusunan Evaluasi Kinerja Komite Pemantau Manajemen Risiko Triwulan III Tahun 2019. Preparation for the Risk Management & Monitoring Committee's Performance Evaluation for the 3rd Quarter of 2019. 3. Penyiapan Bahan Rapat Pembahasan Laporan Manajemen Risiko Triwulan III Tahun 2019 Material preparation for the third quarter of 2019 risk management report discussion meeting
17	13 November 2019 November 13, 2019	Rapat Pembahasan Laporan Manajemen Risiko Triwulan III Tahun 2019 antara Komite Pemantau Manajemen Risiko dengan Divisi Corplan/Unit Manajemen Risiko. Risk Management Report Meeting for the 3rd Quarter of 2019 between the Risk Management & Monitoring Committee and the Corporate Planning Division / Risk Management Unit.
18	19 November 2019 November 19, 2019	Penyusunan Laporan Hasil Rapat Pembahasan Laporan Manajemen Risiko Triwulan III Tahun 2019 antara Komite Pemantau Manajemen Risiko dengan Divisi Corplan/Unit Manajemen Risiko. Preparation of the Report on the Results of the Third Quarter of 2019 Risk Management Report Discussion Meeting between the Risk Management & Monitoring Committee and the Corplan Division / Risk Management Unit.
19	05 Desember 2019 December 05, 2019	Penyusunan Laporan Hasil Rapat Pembahasan Laporan Manajemen Risiko Triwulan III Tahun 2019 antara Komite Pemantau Manajemen Risiko dengan Divisi Corplan/Unit Manajemen Risiko. Preparation of the Report on the Results of the Third Quarter of 2019 Risk Management Report Discussion Meeting between the Risk Management & Monitoring Committee and the Corplan Division / Risk Management Unit.
20	09 Desember 2019 December 09, 2019	Penyusunan naskah Hasil Rapat Pembahasan RKAP PT. Pelni :Persero) antara Komote Pemantau Manajemen Risiko dan Komite Audit dengan Asdep KSPP II Kedeputian Usaha Konstruksi Kementerian BUMN tanggal 5 Desember 2019. The drafting of the results of the RKAP Discussion Meeting of PT. PELNI (Persero) between the Risk Management & Monitoring Committee and the Audit Committee and Deputy of KSPP II for Construction Business at the Ministry of SOE on December 5, 2019.

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

REALISASI PROGRAM KERJA KOMITE KEBIJAKAN RISIKO 2019

Pada tahun 2019, Komite Kebijakan Risiko telah merealisasikan program dan kegiatan kerja, sebagai berikut:

1. Menyelenggarakan 12 (dua belas) Rapat Internal Komite Kebijakan Risiko dan membahas laporan kinerja Perseroan, Laporan Manajemen Risiko dan hal lain yang dianggap perlu;
2. Melakukan pertemuan dengan Unit Manajemen Risiko guna membahas potensi risiko, proses mitigasi risiko dan kecukupan staf yang ditugaskan serta pelaporan;
3. Melakukan pertemuan dengan Direktorat terkait untuk memonitoring potensi dan mitigasi risiko di Direktorat terkait (SDM, Armada UAB dan Tol Laut, serta Direktorat Keuangan);
4. Melakukan evaluasi manajemen risiko Perusahaan disertai dengan penyampaian laporan evaluasi manajemen risiko perusahaan kepada Dewan Komisaris.
5. Melaksanakan penugasan khusus dari Dewan Komisaris serta memberikan saran dan/atau pendapat atas penugasan tersebut.

REALIZATION ON RISK POLICY COMMITTEE WORK PROGRAM 2019

In 2019, Risk policy committee realized work program and activity, among others:

1. Organized 12 (twelve) Internal Risk Policy Committee Meeting and discussed the Company's performance report, risk management report and other materials which needed the concerns.
2. Meetings with Risk Management Unit in order to breakdown the potential risks, risk mitigation process and availability of staff assigned as well as the reports;
3. Meetings with the related Directorate for monitoring the potential risks and its mitigation at the related Directorate (HR, UAB and Tol Laut Fleets, and Finance Directorate);
4. Evaluated the Company's risk management by submitting the company's risk management evaluation report to the Board of Commissioners.
5. Tackled the specific assignments from the Board of Commissioners and Gave advice and/or opinions on the assignments.

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

PROFIL KOMITE KEBIJAKAN RISIKO
Risk Policy Committee Profile

Danang Parikesit
Ketua Komite Kebijakan Risiko
Head of Risk Policy Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
54 tahun per 31 Desember 2019
54 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Yogyakarta, 3 Maret 1965
Yogyakarta, March 3, 1965

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Ketua Komite Kebijakan Risiko sejak tanggal 16 Agustus 2019 berdasarkan Surat Keputusan No.Kep-05/DK.VIII/2019.
Appointed as an Head of Risk Policy Committee since August 16, 2019 based on the Letter of Decision No.Kep-05/DK.VIII/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

1996	Doktor Teknologi dari Vienna University of Technology Doctor of Technology from Vienna University of Technology	1988	Sarjana Teknik Sipil Universitas Gadjah Mada Bachelor of Civil Engineering from Gadjah Mada University
1990	Master Sains dari Institute of Transport Studies, Leeds University Master of Science from Institute of Transport Studies, Leeds University		

Pengalaman Kerja | Work Experiences

2018 - Sekarang (Present)	Komisaris Independen PT PELNI (Persero) Independent Commissioner of PT PELNI (Persero)	2010 - 2014	Staf Khusus Menteri Pekerjaan Umum Special Staff of The Minister of Public Works
2014 – 2017	Komisaris PT Kereta Api Indonesia (Persero) Commissioner of PT Kereta Api Indonesia (Persero)	2009	Ketua LPPM UGM Chairman of LPPM Gajah Mada University
2016	Ketua Komite Teknis Transportasi Dewan Riset Nasional Head of the Transportation Technical of National Research Council	2006	Guru Besar Fakultas Teknik UGM Professor of Faculty of Engineering Gajah Mada University

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Komisaris Independen Perseroan
Independent Commissioner of the Company

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

PROFIL KOMITE KEBIJAKAN RISIKO
Risk Policy Committee Profile

Loto Srinaita Ginting
Wakil Ketua Komite Kebijakan Risiko
Vice Head of Risk Policy Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
52 tahun per 31 Desember 2019
52 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Medan, 7 Mei 1967
Medan, May 7, 1967

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Wakil Ketua Komite Kebijakan Risiko sejak tanggal 16 Agustus 2019 berdasarkan Surat Keputusan No.Kep-05/DK.VIII/2019.
Appointed as an Vice Head of Risk Policy Committee since August 16, 2019 based on the Letter of Decision No.Kep-05/DK.VIII/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

2000	Master dari University of New South Wales, Sydney, Australia Master from University of New South Wales, Sydney, Australia	1992	Sarjana di Universitas Indonesia Bachelor of Indonesia University

Pengalaman Kerja | Work Experiences

2015	Direktur Surat Utang Negara Director of Government Securities	2008	Kasubdit Analisis Keuangan dan Pasar SUN Head of Financial Analysis and Government Securuties (SUN) Market Sub-Directorate
2012	Direktur Surat Utang Negara Director of Government Securities	2004	Kasi Analis Pasar Obligasi Head of Bond Market Analyst
2011	Kasubdit Pengelolaan Portofolio SUN Head of Government Securuties (SUN) Portfolio Management Sub-Directorate	2001	Kepala Subbidang Analisis Fiskal dan Moneter Head of Fiscal and Monetary Analysis Subdivision

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Komisaris Perseroan
Commissioner of the Company

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

PROFIL KOMITE KEBIJAKAN RISIKO
Risk Policy Committee Profile

Wahju Adji Herpriarsono
Anggota Komite Kebijakan Risiko
Member of Risk Policy Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
54 tahun per 31 Desember 2019
54 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Purbalingga, 22 Oktober 1965
Purbalingga, October 22, 1965

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Anggota Komite Kebijakan Risiko sejak tanggal 16 Agustus 2019 berdasarkan Surat Keputusan No.Kep-05/DK.VIII/2019.
Appointed as an Vice Head of Risk Policy Committee since August 16, 2019 based on the Letter of Decision No.Kep-05/DK.VIII/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

1998	Magister Hukum Maritim dan Hukum Transportasi, Universite Aix-Marseille Masters in Maritime Law and Transportation Law, Universite Aix-Marseille	1990	Sarjana Jurusan Hukum, UNTAG, Semarang Bachelor of Law, UNTAG, Semarang

Pengalaman Kerja | Work Experiences

2017	Kepala Biro Hukum Sekretariat Jendral Kementerian Perhubungan Head of the Legal Secretariat General of the Ministry of Transportation	2013 – 2015	Inspektur di Badan Meteorologi, Klimatologi dan Geofisika (BMKG) Inspector at Meteorological, Climatological, and Geophysical Agency (BMKG)
2015 – 2017	Kepala Biro Hukum dan Organisasi di Badan Meteorologi, Klimatologi dan Geofisika (BMKG) Head of Legal and Organizational Bureau at Meteorological, Climatological, and Geophysical Agency (BMKG)	2009 – 2013	Kepala Bagian Peraturan Perundang-undangan dan Bantuan Hukum di Badan Meteorologi, Klimatologi dan Geofisika (BMKG) Head of Regulations and Legal Aid at Meteorological, Climatological, and Geophysical Agency (BMKG)

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Komisaris Perseroan
Commissioner of the Company

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

PROFIL KOMITE KEBIJAKAN RISIKO
Risk Policy Committee Profile

Abdul Kholik Sutrisno
Anggota Komite Kebijakan Risiko
Member of Risk Policy Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
35 tahun per 31 Desember 2019
35 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Tasikmalaya, 14 April 1984
Surakarta, April 14, 1984

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Anggota Komite Kebijakan Risiko sejak tanggal 16 Agustus 2019 berdasarkan Surat Keputusan No.Kep-05/DK.VIII/2019.
Appointed as an Vice Head of Risk Policy Committee since August 16, 2019 based on the Letter of Decision No.Kep-05/DK.VIII/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

1993	Sarjana Ekonomi, STIE Muhammadiyah Jakarta Bachelor Degree of Economics at STIE Muhammaadiyah, Jakarta	1995	Diploma Akuntansi STAN Diploma of Accountant at STAN

Pengalaman Kerja | Work Experiences

2017 - Sekarang (Present)	Anggota Komite Kebijakan Risiko PT PELNI (Persero) Member of the Risk Policy Committee at PT PELNI (Persero)	2013	PT Bina Karya (Persero) PT Bina Karya (Persero)
2017	PT Barata Indonesia (Persero) PT Barata Indonesia (Persero)		

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

KOMITE KEBIJAKAN RISIKO
Risk Policy Committee

PROFIL KOMITE KEBIJAKAN RISIKO
Risk Policy Committee Profile

Radjalis
Anggota Komite Kebijakan Risiko
Member of Risk Policy Committee

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
57 tahun per 31 Desember 2019
57 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Padang, 3 Desember 1962
Padang December 3, 1962

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Anggota Komite Kebijakan Risiko sejak tanggal 16 Agustus 2019 berdasarkan Surat Keputusan No.Kep-05/DK.VIII/2019.
Appointed as an Vice Head of Risk Policy Committee since August 16, 2019 based on the Letter of Decision No.Kep-05/DK.VIII/2019.

Masa Jabatan | Term of Serving

2019-2024

Latar Belakang Pendidikan | Educational Background

1993	Magister Administrasi Bisnis STIA LAN Master of Business Administration at STIA LAN	1995	Sarjana Ekonomi Universitas Jayabaya Bachelor Degree of Jayabaya University

Pengalaman Kerja | Work Experiences

2017 - Sekarang (Present)	Anggota Komite Kebijakan Risiko PT PELNI (Persero) Member of the Risk Policy Committee at PT PELNI (Persero)	2015	Kepala Kajian Kemitraan dan Pelayanan Transportasi laut & Manajemen Transportasi Head of Partnership Studies and Services of Marine Transportation & Transportation Management
2016	Kepala Bidang Tata Kelola Sistem Pelayanan Prasarana Transportasi Head of Governance of Transportation Services Infrastructure System	2013	Kasubag Perlengkapan Transportasi Laut Biro Keuangan Head of the Sea Transportation Division of the Finance Bureau

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

SEKRETARIS PERUSAHAAN
Corporate Secretary

Sekretaris Perusahaan merupakan pejabat penghubung *(liaison officer)* antara Perseroan dengan pihak-pihak berkepentingan *(stakeholders)* serta menjaga kepatuhan PT PELNI (Persero) terhadap hukum dan perundang-undangan. Sekretariat Perusahaan juga mengemban misi untuk mendukung terciptanya citra Perseroan yang baik secara konsisten dan berkesinambungan melalui pengelolaan program komunikasi yang efektif kepada segenap pemangku kepentingan.

TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Dalam menjalankan fungsinya tersebut *Corporate Secretary* memiliki tugas-tugas pokok sebagai berikut:

a. Menyiapkan rencana kerja (jangka panjang, menengah dan pendek) dan program kerja Perseroan yang berkaitan dengan Humas, Kelembagaan & CSR, Kesekretariatan Direksi & GCG serta Pengelolaan Dokumen Korporat;
b. Menyiapkan konsep peraturan kebijakan dan sistem prosedur dalam pengelolaan hubungan korporat, GCG, CSR, dokumentasi dan keprotokolan Perseroan, kesekretariatan layanan umum rumah tangga kantor Direksi;
c. Menyelenggarakan kegiatan hubungan korporat, tata kelola perusahaan yang baik (GCG) dan tanggung jawab sosial perusahaan (CSR), dokumentasi dan keprotokolan Perseroan, kesekretariatan serta layanan umum rumah tangga kantor Direksi sesuai dengan ketentuan yang berlaku;
d. Mengkoordinasikan pelaksanaan kegiatan Direksi diKantor Cabang, Kapal, SBU, Instansi terkait dilingkup intemal dan ekstemal Perseroan;
e. Melakukan pengelolaan dan mitigasi risiko dalam pelaksanaan kegiatan Sekretariat Perusahaan;
f. Menyiapkan laporan berkala dan/atau laporan khusus kegiatan Sekretariat Perusahaan sesuai ketentuan yang berlaku.

Corporate Secretary is a liaison officer between the Company and stakeholders as well sa to maintain compliance of PT PELNI (Persero) with the Law and regulatory frameworks. The Corporate Secretary also carries mission to support positive corporate image building consistently and continuously through effective communication program management to all Stakeholders.

DUTY AND RESPONSIBILITY OF CORPORATE SECRETARY

Description of duties and responsibilities of the Corporate Secretary is as follows:

a. Preparing thework plans (long, medium and short term) and corporate work programs related to Public Relation, Institutional & CSR, Secretariat of the Board of Directors & GCG and Corporate Document Management;
b. Preparing the concept of regulatory policies and system procedures in management of corporate relationships, GCG, CSR, corporate documentation and protocol, secretarial, household general services of the Board of Directors;
c. Conducting corporate relations activities, good corporate governance and corporate social responsibility (CSR), corporate documentation and protocol, secretarial and the household general services of the Board of Directors in accordance with applicable regulations;
d. Coordinating the activities implementation of the BOD in Branch Offices, Ships, SBUs, related Institutions covering internal and external of the Company;
e. To manage and mitigate risks in the implementation of the secretariat activities of the Company;
f. Preparing periodic reports and / or special reports on the secretariat activities of the Company in accordance with applicable regulations.

SEKRETARIS PERUSAHAAN
Corporate Secretary

LAPORAN PELAKSANAAN TUGAS SEKRETARIS PERUSAHAAN TAHUN 2019

Adapun kegiatan-kegiatan Sekretaris Perusahaan selama tahun 2019 antara lain:

a. Sebagai pejabat penghubung *(liaison officer)* meliputi hubungan Perusahaan dengan Pemegang Saham, regulator, lembaga lain dan publik;
b. Penanggung jawab Sekretariat Perusahaan;
c. Memastikan bahwa PT PELNI (Persero) mematuhi peraturan tentang persyaratan keterbukaan yang berlaku;
d. Membuat perencanaan, pelaksanaan dan pengendalian kegiatan komunikasi terhadap publik internal dan eksternal;
e. Mengikuti perkembangan peraturan-peraturan yang berlaku dan memastikan Perseroan untuk mematuhi peraturan tersebut;
f. Membuat dokumentasi;
g. Mengawal jalannya GCG dan CSR.

CORPORATE SECRETARY DUTY IMPLEMENTATION REPORT 2019

Activities of the Corporate Secretary in 2018 are among others:

a. As a liaison officer including the company's relationship with shareholders, regulators, other agencies and the public;
b. Responsible for Corporate Secretariat;
c. Ensure that PT PELNI (Persero) has obliged the applicable regulations on disclosure requirements ;
d. Make the planning, implementation and control of public communication activities to internal and external;
e. Following the development of the applicable regulations for the Company to comply with these regulations;
f. Creating documentations;
g. Escorting the course of GCG and CSR.

SEKRETARIS PERUSAHAAN
Corporate Secretary

PROFIL SEKRETARIS PERUSAHAAN
Corporate Secretary Profile

Yahya Kuncoro
Sekretaris Perusahaan
Corporate Secretary

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
43 tahun per 31 Desember 2019
43 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Solo, 15 Oktober 1976
Padang October 15, 1976

Domisili | Domicile
Jakarta, Indonesia
Jakarta, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Kepala Sekretaris Perusahaan sejak tanggal 15 Maret 2019 berdasarkan Surat Keputusan No.03.15/01/SK/HKO.01/2019
Appointed as a Head of Corporate Secretary since March 15, 2019 based on the Letter of Decision No.03.15/01/SK/HKO.01/2019

Masa Jabatan | Term of Serving

2019 - 2024

Latar Belakang Pendidikan | Educational Background

2009	Master Manajemen Transportasi Laut STMT Trisakti Master of Marine Transportation Management at STMT Trisakti	2000	Sarjana Teknik Industri Institut Teknologi 10 November Bachelor of Industrial Engineering Institute of Technology 10 November

Pengalaman Kerja | Work Experiences

2019 - Sekarang (Present)	Sekretaris Perusahaan PT PELNI (Persero) Corporate Secretary of PT PELNI (Persero)	2016 - 2017	Staf Utama Direktur Utama Direktorat Komersial PT PELNI (Persero) President Director Main Staff of the Commercial Directorate at PT PELNI (Persero)
2017 - 2019	VP Keagenan dan Tour PT PELNI (Persero) VP of Agency and Tour of PT (PELNI (Persero)	2015 - 2016	Senior Manajer Tekologi Informasi PT PELNI (Persero) Senior Manager Information Technology Division at PT PELNI (Persero)

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

Dalam upaya menerapkan prinsip-prinsip GCG, Perseroan membentuk Satuan Pengawasan Intern (SPI) yang menjalankan fungsi Audit Internal untuk mengamankan aset dan kepentingan perusahaan. Pembentukan SPI tersebut mengacu kepada Bab VI Undang-undang Republik Indonesia Nomor 19 tahun 2003 tentang Badan Usaha Milik Negara, Peraturan Pemerintah No.12 tahun 1998 tentang Perusahaan Perseroan (Persero), Peraturan Menteri Negara BUMN No.PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik *(Good Corporate Governance)* pada Badan Usaha Milik Negara (BUMN), dan Piagam Pengawasan Internal *(Internal Audit Charter)* yang telah ditetapkan dalam Surat Keputusan Direksi No: 12.22/2/SK/HKO.01/2014 tanggal 22 Desember 2014 yang menjelaskan visi, misi, tujuan, ruang lingkup struktur, standar dan kode etik, wewenang, tugas dan tanggung jawab dari unit Satuan Pengawasan Intern.

Our manifestation efforts to apply the principles of GCG, the Company established an Internal Audit Unit that manage the Internal Audit function to secure the company's assets and interests. The establishment of Internal Audit Unit is based on the Republic of Indonesia Law Number 19 of 2003 of Chapter VI concerning State-Owned Enterprises, Government Regulation No.12 of 1998 concerning Limited Liability Companies, the Ministry of State-Owned Enterprises Regulation No. PER-09/MBU/2012 concerning Implementation of Good Corporate Governance in State-Owned Enterprises (SOE), and Internal Audit Charter stipulated in Directors Decree No: 12.22/2/SK/HKO.01/2014 date December 22, 2014 which explains the vision, mission, objectives, scope of the structure, standards and codes of conduct, authority, duties and responsibilities of the Internal Audit Unit.

KEDUDUKAN SATUAN PENGAWASAN INTERN DAN PIHAK YANG MENGANGKAT/MEMBERHENTIKAN KEPALA SATUAN PENGAWASAN INTERN

Dalam rangka untuk memenuhi ketentuan di atas, Perseroan telah membentuk Satuan Pengawasan Intern yang bertanggung jawab langsung kepada Direktur Utama. Kedudukan SPI sebagai organ yang membantu Direktur Utama ditempatkan dalam struktur organisasi yang setara dengan peran dan tanggung jawabnya, dan dalam mengungkapkan pandangan dan pemikiran terkait dengan pelaksanaan pengawasan kepada Manajemen yang dilakukan secara bebas dan tidak dapat dipengaruhi ataupun ditekan oleh Manajemen maupun pihak lainnya dalam organisasi perusahaan.

Kedudukan Satuan Pengawasan Intern di Perseroan dijelaskan sebagai berikut:

1. Dalam struktur organisasi Perusahaan, SPI berada di bawah Direktur Utama dan dipimpin oleh seorang Kepala SPI.
2. Kepala SPI diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris.
3. Kepala SPI secara struktural bertanggungjawab kepada Direktur Utama dan secara fungsional kepada Dewan Komisaris melalui Komite Audit.
4. Personil SPI bertanggung jawab secara langsung kepada Kepala SPI.

POSITION OF INTERNAL AUDIT UNIT AND PARTY WHO APPOINTING /DISMISSING THE HEAD OF THE INTERNAL AUDIT UNIT

In order to meet the above terms, the Company formed an Internal Audit Unit and is directly responsible to the President Director. The position of Internal Audit Unit as an organ to assists the President Director is equivalent placed in organizational structure based on their roles and responsibilities, and in expressing their views and thoughts of the supervision implementation for the Management is unrestrained and cannot be influenced or suppressed by Management and other parties within the Company's organization.

The position of the Internal Audit Unit in the Company is explained in the following terms:

1. In the organizational structure of the Company, Internal Audit Unit is under the President Director and lead by a Head of Internal Audit Unit.
2. The Head of Internal Audit Unit is appointed and dismissed by the President Director with the approval from the Board of Commissioners.
3. The Head of Internal Audit Unit is structurally responsible to the President Director and functionally to the Board of Commissioners through the Audit Committee.
4. Internal Audit Unit is directly responsible to the Head of SPI.

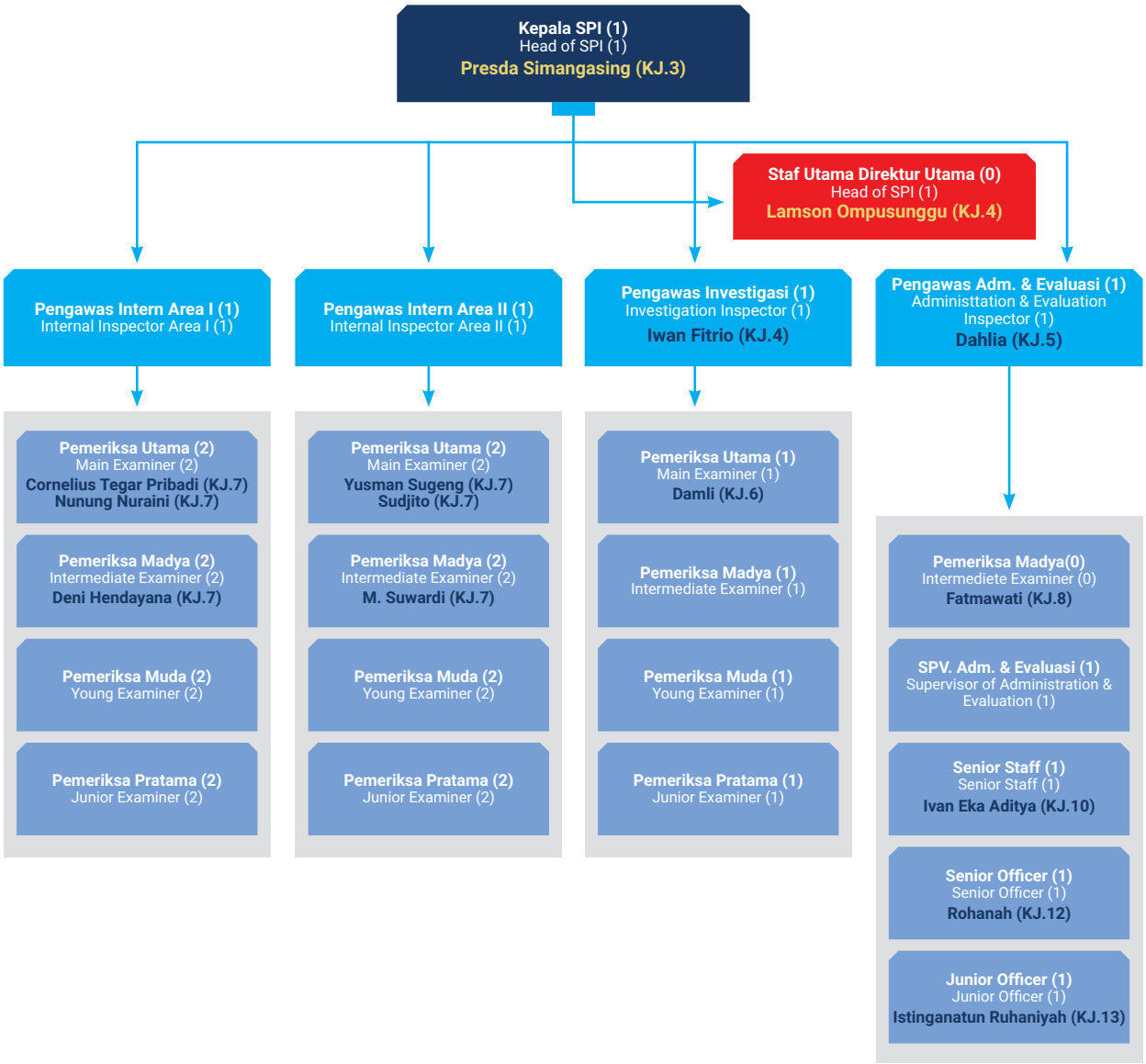
SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

Jabatan Kepala Satuan Pengawasan Intern (KaSPI) diangkat dan diberhentikan oleh Direktur Utama setelah mendapat persetujuan dari Dewan Komisaris.

The Head of the Internal Audit Unit is appointed and dismissed by the President Director after obtaining approval from the Board of Commissioners.

STRUKTUR ORGANISASI SPI

INTERNAL AUDIT UNIT ORGANIZATION STRUCTURE



SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

JUMLAH PERSONIL AUDITOR INTERN

Dalam melaksanakan tugasnya, Kepala Satuan Pengawasan Intern dalam pelaksanaan pekerjaannya dibantu oleh Pengawas Intern Area I, Pengawas Intern Area II, Pengawas investigasi, Pengawas Administrasi & Evaluasi. Saat ini, jumlah pegawai SPI Perseroan berjumlah 15 (lima belas) orang dengan susunan internal auditor Perseroan per 31 Desember 2019 adalah sebagai berikut :

NUMBER OF INTERNAL AUDITOR

In carrying out its duties, the Head of the Internal Audit Unit is assisted by Internal Auditor Area I, Internal Auditor Area II, Investigation Auditor, Administration and Evaluation Auditor. Currently, the total number of Internal Audit Unit employees of the Company is 15 (fifteen) personnel with this internal auditor composition of the Company as of December 31, 2017 as follows:

No	Nama Name	Jabatan Position
1	Presda Simangasing	Kepala SPI Head of SPI
2	Lamson Omposunggu	Staf Utama Direktur Utama SPI Main Staff of President Director of SPI
3	Iwan Fitrio	Pengawas Investigasi Investigation Inspector
4	Dahlia	Pengawas Adm. & Evaluasi Administration & Evaluation Inspector
5	Damli	Pemeriksa Utama Main Examiner
6	M. Suwadi	Pemeriksa Utama Main Examiner
7	Deni Hendayana	Pemeriksa Utama Main Examiner
8	Yusman Sugeng	Pemeriksa Utama Main Examiner
9	Sudjito	Pemeriksa Utama Main Examiner
10	Nunung Nuraeni	Pemeriksa Utama Main Examiner
11	Cornelius Tegar Pribadi	Pemeriksa Utama Main Examiner
12	Fatmawati	Pemeriksa Madya Intermediete Examiner
13	Ivan Eka Aditya	Senior Staff Senior Staff
14	Rohanah	Senior Officer Senior Officer
15	Istinganatun Ruhaniyah	Junior Officer Junior Officer

PIAGAM AUDIT INTERNAL

SPI merujuk Piagam Pengawasan Internal *(Internal Audit Charter)* yang ditetapkan oleh Direktur Utama tanggal 22 Desember 2014 sebagai landasan formal tertulis yang menjadi pedoman bagi Satuan Pengawasan Intern Perseroan dalam menjalankan wewenang, tugas dan tanggung jawabnya secara kompeten, independen dan dapat dipertanggungjawabkan.

INTERNAL AUDIT'S CHARTER

Internal Audit Unit (SPI) refers to the Internal Audit Charter stipulated by the President Director dated December 22, 2014 as a written formal basis which guides the Company's Internal Audit Unit in exercising its authorities, duties, and responsibilities competently, independently and accountably.

SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

Piagam Pengawasan Internal memuat:
1. Pendahuluan
2. Visi dan Misi
3. Tujuan
4. Penyempurnaan
5. Struktur dan Kedudukan
6. Independensi dan Objektivitas
7. Tugas dan Tanggung Jawab
8. Wewenang
9. Persyaratan Auditor
10. Standar dan Kode Etik
11. Larangan Rangkap Tugas
12. Pola Hubungan
13. Reviu *Internal Audit Charter*
14. Penutup

TUGAS DAN TANGGUNG JAWAB SPI

Uraian Tugas dan tanggung jawab SPI yang ditetapkan berdasarkan *Internal Audit Charter* adalah sebagai berikut:

a. Menyusun dan melaksanakan Program Kerja Audit Tahunan (PKAT);
b. Mengevaluasi integritas dan kehandalan, informasi dan sarana yang digunakan untuk mengidentifikasikan, mengukur, mengklasifikasikan dan melaporkan informasi tersebut;
c. Mengevaluasi sistem yang diciptakan untuk menjamin kepatuhan terhadap kebijakan, rencana kerja, prosedur, peraturan perundangan yang memiliki dampak besar terhadap organisasi Perusahaan;
d. Menguji dan mengevaluasi pelaksanaan pengendalian intern dan sistem manajemen risiko sesuai dengan kebijakan Perusahaan;
e. Melakukan audit dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, operasional, sumber daya manusia, pemasaran, teknologi informasi dan penggunaan aset/alat produksi serta kegiatan lainnya.
f. Melakukan audit atas badan usaha afiliasi dan Anak Perusahaan, atas permintaan Direktur Utama dan laporan disampaikan kepada Direktur Utama dan Dewan Komisaris Anak Perusahaan;
g. Memberikan saran perbaikan dan informasi yang objektif tentang kegiatan yang diperiksa pada semua tingkatan manajemen;

The Internal Audit's Charter includes:
1. Introduction.
2. Vision and Mission.
3. Objectives.
4. Improvement.
5. Structure and Position.
6. Independency and Objectiveness.
7. Duty and Responsibility
8. Authority.
9. Auditor Requirement.
10. Standard and Code of Conducts.
11. Dual Position Prohibition.
12. Relationship Mechanism.
13. Internal Audit's Charter Review.
14. Closing.

DUTY AND RESPONSIBILITY OF INTERNAL AUDIT UNIT

Description of SPI's duty and responsibility is stipulated based on Internal Audit Charter, as follows:

a. Develop and implement the Annual Audit Work Program (PKAT);
b. Evaluate the integrity and reliability, information and the tools used to identify, measure, classify and report such information;
c. Evaluate system created to ensure compliance with policies, plans, procedures, laws and regulations that have a major impact on the organization of the company;
d. To test and evaluate the implementation of the internal control and risk management system in accordance with the company's policies;
e. Perform an audit and assessment of the efficiency and effectiveness of finance, accounting, operations, human resources, marketing, information technology and the use of assets/tools of production and other activities.
f. Conduct an audit of business affiliation and subsidiaries, at the request of the President Director and the report submitted to the Director and the Board of Commissioners of the subsidiaries;
g. Provide suggestions for improvements and information on the activities examined at all levels of management;

SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

h. Membuat laporan hasil audit dan menyampaikan laporan tersebut kepada Direktur Utama dan Dewan Komisaris, *up*. Komite Audit;
i. Memantau, menganalisa dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan oleh SPI dan/atau Auditor Eksternal;
j. Melakukan evaluasi mutu kegiatan audit internal yang dilakukan;
k. Melakukan audit khusus, apabila diperlukan atas permintaan Direktur Utama atau sebagai pengembangan hasil audit sebelumnya.
l. Melakukan kegiatan konsultasi berkaitan dengan pengelolaan risiko, sistem pengendalian internal, serta praktik tata kelola dalam upaya meningkatkan kinerja dan nilai Perusahaan secara berkesinambungan.

h. Create audit reports and submit the report to the Director and the Board of Commissioners, up. Audit Committee;
i. Monitor, analyze and report on implementation of the improvements that have been suggested by Internal Audit Unit and/or the External Auditors;
j. Evaluate the quality of internal audits that being carried out;
k. Conduct special audit, if necessary, at the request of the President Director or as a development of the previous audit results.
l. Conduct consultations with regard to risk management, internal control systems, as well as corporate governance practices in an effort to improve the Company's performance and value.

SERTIFIKASI INTERNAL AUDITOR 2019

Demi menunjang kebutuhan, tingkat efektifitas dan lancarnya operasional perusahaan dalam melakukan Audit Internal, maka selama tahun 2019, Perseroan telah memberikan pelatihan bagi para personil SPI. Rincian pelatihan yang diikuti oleh masing-masing internal auditor, sebagai berikut:

2019 INTERNAL AUDITOR CERTIFICATION

To support the needs, the level of effectiveness, and smooth operation of the company in conducting Internal Audit, then during 2019, the Company provided training for each of SPI personnel. The detail explanation of trainings participated by each internal auditors is as follows:

No	Nama Name	Pelatihan Training
1	Presda Simangasing	-
2	Lamson Omposunggu	DDA
3	Iwan Fitrio	PIA
4	Dahlia	DDA, AO, AK, KPA
5	Damli	DDA, AO
6	M. Suwadi	DDA, IAD1, AO, KPA
7	Deni Hendayana	AUP, AFD
8	Yusman Sugeng	IAD 1
9	Sudjito	IAD 1
10	Nunung Nuraeni	DDA, AO
11	Cornelius Tegar Pribadi	DDA, AO, AK, KPA
12	Fatmawati	IAD 1
13	Ivan Eka Aditya	IAD1, IAD 2, AIAL
14	Rohanah	DDA
15	Istinganatun Ruhaniyah	DDA

- DDA = Dasar-Dasar Audit | Basic Audit
- AO = Audit Operasional | Operational Audit
- KPA = Komunikasi dan Psikologi Audit | Audit Communication And Psychology
- AK = Audit Kecurangan | Fraud Audit
- PTTA = Pengelolaan Tugas Tugas Audit | Audit Duties Management
- IAD1 = Internal Audit Tingkat Dasar 1 | Basic Internal Audit 1
- KKP = Kertas Kerja Pemeriksaan | Audit Working Papers
- PLHAE = Penulisan Laporan Hasil Audit Yang Efektif | Effective Audit Report Preparation
- AS = *Audit Sampling*
- EDP = *Electronic Data Procesing*
- INSW = *Indonesia National Single Windows*
- GA = *General Audit*
- ACL = *Audit Command Language*
- RBA = *Risk Based Audit*
- AL = Audit Lingkungan | Environment Audit
- APSPI = Audit Penilaian Sistem Pengendalian Internal | Internal Control System Assessment Audit
- AP = Audit Psikologi | Psychology Audit
- AID = Audit Investigative Dasar | Basic Investigative Audit
- ADTT=Audit Dengan Tujuan Tertentu | Audits With Specific Objectives
- AI=Audit Investigasi | Investigation Audit
- AIL= Audit Internal Lanjutan | Advanced Internal Audit

SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

LAPORAN PELAKSANAAN TUGAS SATUAN PENGAWASAN INTERNAL TAHUN 2019

Triwulan I Tahun 2019

a. Audit Pemeriksaan Khusus (Riksus)

- LHA No. 03.08/02/ND-T/091/2019 tanggal 8 Maret 2019 RS Pelni Petamburan
- LHA No. 04.16/02/ND-R/091/2019 tanggal 16 April 2019 Cabang Kupang, *Terminal Point*

b. Audit Reguler

- LHA NO. 04.25/01/ND-T/091/2019 tanggal 25 April 2019 Cabang Bau-Bau
- LHA No. 04.30/01/ND-B/091/2019 tanggal 30 April 2019 Cabang Tg.Pinang

Triwulan II tahun 2019

a. Audit Reguler

- LHA No. 06.24/01/ND-T/091/2019 tanggal 24 Juni 2019 , Cabang Pare Pare
- LHA No. 06.24/02/ND-T/091/2019 tanggal 24 Juni 2019, Cabang Balikpapan
- LHA No. 06.20/01/ND-T/091/2019 tanggal 20 Juni 2019, Cabang Batam
- LHA No. 06.20/02/ND-T/091/2019 tanggal 20 Juni 2019, Cabang Medan
- LHA No. 06.20/03/ND-T/091/2019 tanggal 20 Juni 2019, Cabang Maumere
- LHA No. 06.20/04/ND-T/091/2019 tanggal 20 Juni 2019, Cabang Labuan Bajo
- LHA No. 07.05/01/ND-T/091/2019 tanggal 5 Juli 2019, Gudang Persmat Tg.Priok

Triwulan III tahun 2019

a. Audit Reguler

- LHA No. 09.10/04/ND-B/091/2019 tanggal 10 September 2019, Cabang Denpasar/Bali
- LHA No. 09.13/04/ND-T/091/2019 tanggal 13 September 2019, Cabang Ambon
- LHA No. 10.04/01/ND-T/091/2019 tanggal 04 April 2019, Cabang Sorong
- LHA No. 09.13/03/ND-T/091/2019 tanggal 13 September 2019, KM.Dorolonda

DUTIES IMPLEMENTATION REPORT OF INTERNAL AUDIT UNIT IN 2019

Quarter I of 2019

a. Specific Audit (Riksus)

- LHA No. 03.08/02/ND-T/091/2019 dated March 8, 2019, RS Pelni Petamburan
- LHA No. 04.16/02/ND-R/091/2019 dated April 16, 2019, Kupang Branch, Terminal Point

b. Regular Audit

- LHA NO. 04.25/01/ND-T/091/2019 dated April 25, 2019, Bau-Bau Branch
- LHA No. 04.30/01/ND-B/091/2019 April 30, 2019, Tg.Pinang Branch

Quarter II of 2019

a. Regular Audit

- LHA No. 06.24/01/ND-T/091/2019 dated June 24, 2019, Pare-Pare Branch
- LHA No. 06.24/02/ND-T/091/2019 dated June 24, 2019, Balikpapan Branch
- LHA No. 06.20/01/ND-T/091/2019 dated June 20, 2019, Batam Branch
- LHA No. 06.20/02/ND-T/091/2019 dated June 20, 2019, Medan Branch
- LHA No. 06.20/03/ND-T/091/2019 dated June 20, 2019, Maumere Branch
- LHA No. 06.20/04/ND-T/091/2019 dated June 20, 2019, Labuan Bajo Branch
- LHA No. 07.05/01/ND-T/091/2019 dated June 5, 2019, Tg.Priok Persmat Warehouse

Quarter III of 2019

a. Regular Audit

- LHA No. 09.10/04/ND-B/091/2019 dated September 10, 2019, Denpasar/Bali Branch
- LHA No. 09.13/04/ND-T/091/2019 dated September 13, 2019, Ambon Branch
- LHA No. 10.04/01/ND-T/091/2019 dated April 04, 2019, Sorong branch
- -LHA No. 09.13/03/ND-T/091/2019 dated September 13, 2019, MV.Dorolonda

SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

- LHA No. 10.04/03/ND-T/091/2019 tanggal 04 Oktober 2019, KM. Dobonsolo
- LHA No. 09.10/04/ND-B/091/2019 tanggal 10 September 2019, Gudang Persmat Tg.Perak Surabaya

b. Reviu PSO

- LHR No. 09.27/02/ND-B/091/2019 tanggal 27 September 2019, PSO Semester I Tahun 2019

Triwulan IV tahun 2019

a. Audit Operasional

- LHA No. 11.28/03/ND-T/091/2019 tanggal 28 November 2019, Cabang Waingapu
- LHA No. 11.28/04/ND-T/091/2019 tanggal 28 Nopember 2019, Cabang Kupang
- LHA No. 12.03/03/ND-T/091/2019 tanggal 3 Desember 2019, Cabang Namlea
- LHA No. 12.03/04/ND-T/091/2019 tanggal 3 Desember 2019, Cabang Biak
- LHA No. 12.09/.01/ND-T/091/2019 tanggal 9 Desember 2019, Cabang Bitung
- LHA No. 12.09/02/ND-T/091/2019 tanggal 9 Desember 2019, Cabang Ternate
- LHA No. 12.20/01/ND-T/091/2019 tanggal 20 Desember 2019, Tagihan PSO
- LHA No. 12.05/02/ND-T/091/2019 tanggal 10 Desember 2019, Cabang Nabire
- LHA No. 01.08/01/ND-T/091/2019 tanggal 08 Januari 2019, KM.Gunung Dempo

- LHA No. 10.04/03/ND-T/091/2019 dated October 4, 2019, MV Dobonsolo
- LHA No. 09.10/04/ND-B/091/2019 dated September 10, 2019, Tg.Perak Surabaya Persmat Warehouse

b. PSO Review

- LHR No. 09.27/02/ND-B/091/2019 September 27, 2019, Semester I PSO 2019

Quarter IV of 2019

a. Operational Audit

- LHA No. 11.28/03/ND-T/091/2019 Dated November 28, 2019, Waingapu Branch
- LHA No. 11.28/04/ND-T/091/2019 Dated November 28, 2019, Kupang Branch
- LHA No. 12.03/03/ND-T/091/2019 dated December 3, 2019, Namlea Branch
- LHA No. 12.03/04/ND-T/091/2019 dated December 3, 2019, Biak Branch
- LHA No. 12.09/.01/ND-T/091/2019 dated December 9, 2019, Bitung Branch
- LHA No. 12.09/02/ND-T/091/2019 dated December 9, 2019, Ternate Branch
- LHA No. 12.20/01/ND-T/091/2019 dated December 20, 2019, PSO Invoice
- LHA No. 12.05/02/ND-T/091/2019 dated December 10, 2019, Nabire Branch
- LHA No. 01.08/01/ND-T/091/2019 dated January 8, 2019, MV.Gunung Dempo

SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

MONITORING TINDAK LANJUT TEMUAN PEMERIKSAAN BPK RI

MONITORING FOLLOW-UP ON AUDIT FINDING FROM BPK-RI

MONITORING TINDAK LANJUT TEMUAN PEMERIKSAAN BPK - RI TAHUN BUKU 2007 - 2018
POSISI : 31 DESEMBER 2019
Monitoring Follow-up on Audit Findings from BPK RI 2007 - 2018
Position : December 31, 2019

Tahun Buku Fiscal year	Tujuan Audit Audit Purpose	Jumlah Total		Hasil *Review* BPK RI (08-03-19) BPK RI Review Result		
				Selesai Complete		% Penyelesaian % Completion
		Temuan Finding	Rekomendasi Recomendation	Temuan Finding	Rekomendasi Recomendation	Rekomendasi Recomendation
1	2	3	4	5	6	7 = 6:4
2007	GA	18	32	15	29	90,6%
2009 - 2010 1st Semester	SPI	7	20	5	18	90,0%
2010	PSO	9	26	6	22	84,6%
2011	PSO	11	17	9	14	82,4%
2012	PSO	7	12	3	6	50,0%
2013	PSO	6	17	2	10	58,8%
2014	PSO	10	21	3	10	47,6%
2015	PSO	10	20	6	14	70,0%
2016	PSO	13	28	4	12	42,9%
2017	PSO	15	41	1	11	26,8%
2017 - 2018 1st Semester	Kinerja | Performance	24	46	0	0	0,0%
2018	PSO	10	28	0	0	0,0%
	Jumlah Total	**140**	**308**	**54**	**146**	**47,4%**

REKAPITULASI STATUS REKOMENDASI PER TAHUN PEMERIKSAAN BPK - RI
POSISI : 31 DESEMBER 2019
Recapitulation of Recommendation Status per Year of BPK - RI Inspection
Position : December 31, 2019

No	Status Status	Tahun Pemeriksaan Year of Inspection				
		GA 2007	SPI 2009 - 2010 1st Semester	PSO 2010	PSO 2011	PSO 2012
1	Sesuai Rekomendasi (SR) According to Recomendation	25	18	20	14	6
2	Belum Sesuai Rekomendasi (BS) Not According to Recommendation	2	2	3	2	4
3	Diusulkan Selesai (DS) Proposed Complete	1	0	1	1	2
4	Belum Ditindaklanjuti (BD) Not Following Up	0	0	0	0	0
5	Tidak Dapat Ditindaklanjuti (TDD) Non-actionable	4	0	2	0	0
	Jumlah Total	**32**	**20**	**26**	**17**	**12**

SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

Sisa Setelah Review BPK Remaining After the BPK Review				Diusulkan : (OS) proposed			Sisa Posisi 31 Desember 2019 Remaining Position December 31, 2019			
Temuan Finding	Rekomendasi Recomendation		% Penyelesaian % Completion	Temuan Finding	Rekomendasi Recomendation		Temuan Finding	Rekomendasi Recomendation		% Penyelesaian % Completion
	PT PELNI (Persero)	Kementerian Minister	Rekomendasi Recomendation		PT PELNI (Persero)	Kementerian Minister		PT PELNI (Persero)	Kementerian Minister	Rekomendasi Recomendation
8 = 3-5	9	10	11 = 9:4	12	13	14	15	16	17	11 = 16:4
3	3	0	9,4%	1	1	0	2	2	0	6,3%
2	2	0	10,0%	0	0	0	2	2	0	10,0%
3	4	0	15,4%	1	1	0	2	3	0	11,5%
2	2	1	17,6%	1	1	0	1	1	1	11,8%
4	3	3	50,0%	2	2	0	2	1	3	33,3%
4	7	0	41,2%	3	5	0	1	2	0	11,8%
7	10	1	52,4%	4	6	0	3	4	1	23,8%
4	6	0	30,0%	1	1	0	3	5	0	25,0%
9	14	2	50,0%	6	4	2	3	10	0	35,7%
14	30	0	73,2%	10	16	0	4	14	0	34,1%
24	46	0	100,0%	16	35	0	8	11	0	23,9%
10	28	0	100,0%	0	8	0	10	20	0	71,4%
86	**155**	**7**	**52,6%**	**45**	**80**	**2**	**41**	**75**	**5**	**26,0%**

Tahun Pemeriksaan Year of Inspection							
PSO 2013	PSO 2014	PSO 2015	PSO 2016	PSO 2017	Kinerja | Performance 2017 - 2018 1st Semester	PSO 2018	Jumlah Total
10	10	13	12	11	0	0	**139**
2	5	5	6	6	0	0	**37**
5	6	1	6	16	35	8	**82**
0	0	0	4	8	11	20	**43**
0	0	1	0	0	0	0	**7**
17	**21**	**20**	**28**	**41**	**46**	**28**	**308**

SATUAN PENGAWASAN INTERN (SPI)
Internal Audit Unit

PROFIL KEPALA SATUAN PENGAWASAN INTERN
Profile Head of Internal Control Unit

Presda Simangasing
Kepala Satuan Pengawasan Intern
Head of Internal Control Unit

Kewarganegaraan | Citizenship
Indonesia
Indonesian

Usia | Age
48 tahun per 31 Desember 2019
48 years old as of December 31, 2019

Tempat &Tanggal Lahir | Place & YOB
Surabaya, 2 Februari 1971
Surabaya February 2, 1971

Domisili | Domicile
Bekasi, Jawa Barat, Indonesia
Bekasi, East Java, Indonesia

Dasar Hukum Pengangkatan | Legal Basis of Appointment

Diangkat sebagai Kepala Satuan Pengawasan Intern Perseroan sejak tanggal 21 Februari 2019 berdasarkan SK No. IV/A/Kantor Pusat/02.21/02/SK/HKO.01/2019
Appointed as Head of Internal Control Unit since February 21, 2019 based on Decision Letter No, IV/A/Kantor Pusat/02.21/02/SK/HKO.01/2019

Masa Jabatan | Term of Serving

21 Februari 2019 - 2022
February 21, 2019 - 2022

Latar Belakang Pendidikan | Educational Background

1995	Sarjana Hukum Pidana Universitas 17 Agustus 1945 Surabaya Bachelor of Criminal Law University 17 August 1945 Surabaya		

Pengalaman Kerja | Work Experiences

2019 - Sekarang (Present)	Kepala Satuan Pengawasan Internal PT PELNI (Persero) Head of Internal Control Unit of PT PELNI (Persero)	2012 – 2013	GM Cabang Bau-Bau General Manager of Bau-Bau Branch Office
2013 – 2019	Kepala Cabang Surabaya Head of Surabaya Branch Office	2011 – 2012	Manager Cabang Ternate Manager of Ternate Branch Office

Pelatihan dan Pengembangan Kompetensi | Training and Competence Development

Tidak Ada
None

Jabatan Rangkap | Concurrent Position

Tidak Ada
None

Hubungan Afilisasi | Afiliated Relationships

Tidak Ada
None

Jumlah Kepemilikan Saham PELNI | Share Ownership in PELNI

Tidak Ada
None

AUDITOR EKSTERNAL
External Auditor

Auditor Eksternal berkewajiban memberikan pendapat tentang kewajaran dan kesesuaian Laporan Keuangan dengan prinsip akuntansi yang berlaku umum di Indonesia. Laporan keuangan yang benar akan membantu menambah kepercayaan masyarakat terhadap perusahaan atau organisasi terkait, termasuk untuk meningkatkan kinerja perusahaan. Penyajian laporan keuangan dengan benar sesuai standar adalah kewajiban di mata hukum, dan sebagai Perusahaan yang baik selayaknya kita patuh terhadap hukum dan peraturan yang telah diatur. Dan terakhir, audit eksternal akan membantu mengidentifikasi bila sistem yang dijalankan selama ini masih kurang efektif dan efisien.

External auditor is responsible to provide the fairness and compliance opinion of the Financial Statements with accounting principle that commonly exists in Indonesia. Correct financial statements will help public confidence increasing with the company or related organization, including improving the company's performance. The presentation of correct financial statements based on the financial standards is a legal obligation cases, and as a good Company should comply with the regulated laws and regulations. By doing so, External Audit will help identifying process which leads to the ineffective and inefficient implementation of the system.

AUDIT LAPORAN KEUANGAN

Dalam pelaksanaan audit Laporan Keuangan Perusahaan Tahun Buku 2019, PT PELNI (Persero) telah menunjuk Kantor Akuntan Publik (KAP) Hadori Sugiarto Adi & Rekan untuk melaksanakan tugasnya berdasarkan standar auditing yang ditetapkan oleh Ikatan Akuntan Indonesia dan etika profesi yang berlaku. Adapun *fee* Audit 5 tahun Terakhir adalah sebagai berikut:

FINANCIAL STATEMENTS AUDIT

In the implementation of Financial Statements Audit for Fiscal Year 2019, PT PELNI (Persero) appointed Hadori Sugiarto Adi & Partners Public Accounting Firm to perform the duty based on financial audit standard prevailed by Indonesia Accountant Association and applicable professional ethics. The following is audit fee for the 5 recent years:

Tahun Buku Fiscal Year	Nama KAP Name of KAP	Biaya Audit (Rp) Audit Fee (Rp)	Opini Audit Audit Opinion
2019	Hadori Sugiarto Adi & Rekan	Rp527.750.000	Wajar, dalam semua hal yang material Fair in all material aspect
2018	KAP Djoko, Sidik & Indra	Rp887.580.000	Wajar, dalam semua hal yang material Fair in all material aspect
2017	KAP Djoko, Sidik & Indra	Rp658.000.000	Wajar, dalam semua hal yang material Fair in all material aspect
2016	KAP Djoko, Sidik & Indra	Rp652.025.000	Wajar, dalam semua hal yang material Fair in all material aspect
2015	KAP Bambang Mudjiono & Widiarto	Rp449.900.000	Wajar, dalam semua hal yang material Fair in all material aspect

Selama tahun 2019, KAP Hadori Sugiarto Adi & Rekan memberikan jasa lain selain jasa audit laporan keuangan yaitu jasa audit kepatuhan dan laporan kinerja Perseroan.

Throughout 2019, Hadori Sugiarto Adi & Partners Public Accounting Firm provided other services outside financial statements audit which was the Company's compliance and performance report Audit.

MANAJEMEN RISIKO
Risks Management

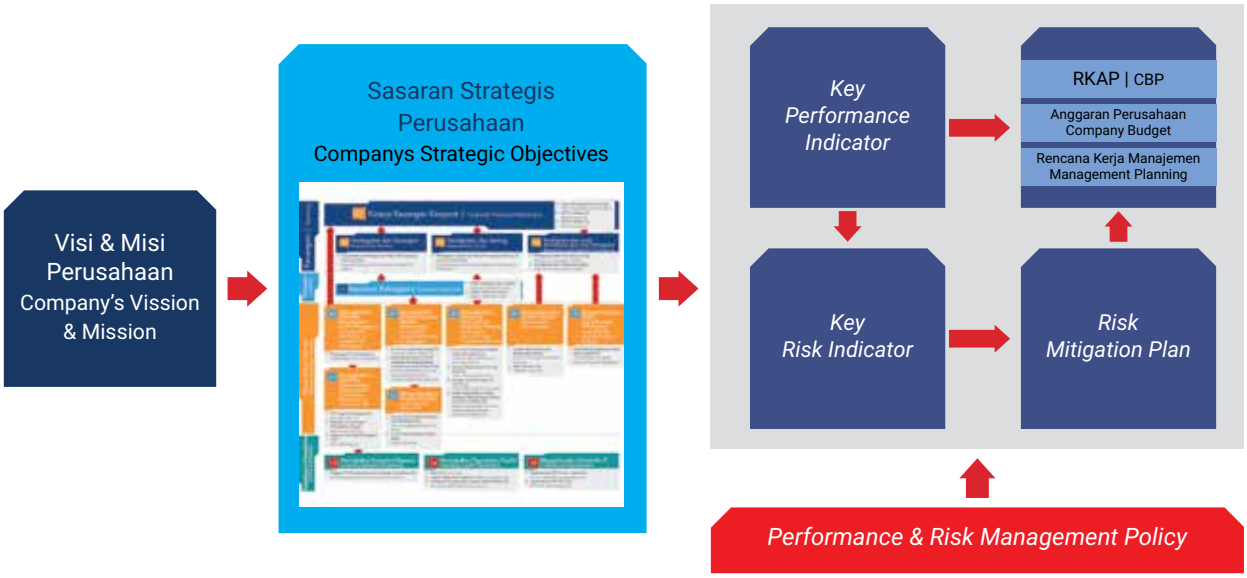
GAMBARAN UMUM MANAJEMEN RISIKO PT PELNI (PERSERO) TAHUN 2019

Direksi dan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) memahami pentingnya pelaksanaan Manajemen Risiko Perusahaan dalam upaya mencapai tujuan perusahaan secara efektif dan berkesinambungan. Mengingat pentingnya kontribusi manajemen risiko bagi keberhasilan perusahaan, maka PT PELNI (Persero) dalam mengelola risiko perusahaan melakukan integrasi antara *Balance Scorecard* dengan *Risk Management Based on* ISO 31000:2018 sehingga dapat ditemukenali dan dilakukan pengelolaan *key performance indicator* (KPI) perusahaan yang berkualitas untuk mendorong kinerja organisasi dengan menetapkan *key risk indicator* (KRI) sebagai *early warning system* untuk mengendalikan ancaman terhadap pencapaian *strategyc objective* perusahaan. Sehingga dapat dikendalikan dan diminimalisir faktor-faktor penghambat kegagalan pencapaian sasaran strategis perusahaan. Disamping itu tetap dilakukan *risk assessment* terhadap risiko-risiko lain yang berbasis di luar risiko integrasi tersebut. Risiko-risiko diluar *integrated* bsc tersebut ditetapkan sebagai *Corporate Risk*.

GENERAL OVERVIEW OF PT PELNI (PERSERO) RISK MANAGEMENT IN 2019

The Board of Directors and Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) understood how important Risk Management implementation, which is to pursue the Company's vision effectively and sustainably. Considering the significant contribution of risk management for the success of the Company, thus PT PELNI (Persero) in overcoming the risks of the Company integrate between the Balance Scorecard and Risk Management Based on ISO 31000:2018 resulting the execellence of identifying and applying key performance indicator of the Company to boost the Organizations performance by key risk indicator (KRI) as early warning system to control threats to the achievement of the company's strategic objectives. So that it can be controlled and minimized the inhibiting factors of failure to achieve the company's strategic goals. Besides that, risk assessment is still being carried out on other risks that are based outside of the risk of integration. Risks outside of the integrated bsc are determined as Corporate Risk.

BASIS INTEGRASI BALANCE SCORECARD DENGAN *ENTERPRISE RISK MANAGEMENT*
Integrated Balance Scorecard Basis with Enterprise Risk Management



MANAJEMEN RISIKO
Risks Management

Pada tahun 2019 PT PELNI (Persero) memasuki tahapan yang sangat penting yaitu penyusunan Rencana Jangka Panjang Perusahaan Periode Tahun 2020 - 2024. Bagaimana perusahaan di masa depan mampu mempertahankan keberlangsungan usaha dan menciptakan pertumbuhan laba yang berkesinambungan *(sustainable profitability growth)* serta melakukan ekspansi bisnis dalam 5 tahun ke depan. Salah satu elemen perusahan yang cukup penting dalam menciptakan dan melindungi nilai-nilai perusahan adalah manajemen risiko.

During 2019, PT PELNI (Persero) entered into significant phase, which is the Company's Long-Term Plan for 2020 – 2024. The Company will maintain the ongoing business and create sustainable profitability growth for the years to come, as well as business expansion for 5 years ahead. One of the elements in creating and safeguarding the values of the Company is a reliable risk management.

Kemudian salah satu proses yang mendasar pada tahun ini sebagai pijakan transisi dari RJPP sebelumnya yaitu *survival, consolidation and growth* adalah kesinambungan pertumbuhan perusahaan. Beberapa syarat perusahaan untuk dapat tumbuh harus dilakukan oleh manajemen dan seluruh sdm PT PELNI (Persero) pada saat ini adalah:

Therefore, one of the basic process in this year as transisioning steps from the previous Long-Term Plan of survival, consolidation and growth is sustainable growth of the Company. Some requirements from the Company that must be had by all Management and HC of PT PELNI (Persero) to growth as follows:

1. **Melihat kesempatan peluang dan memanfaatkannya**
   Setiap elemen di Perusahaan harus memahami dan mengerti dengan jelas lingkungan bisnisnya seperti apa, memahami bagaimana karakteristik konsumennya dan mengerti apa yang dibutuhkan konsumen kedepan, perusahaan akan mampu menjadi *market leader* dan memiliki pangsa pasar yang luas. Ketika perusahaan mengetahui bagaimana karakteristik dan kebutuhan konsumen seperti apa maka ini menjadi peluang yang besar bagi perusahaan. Tetapi hal ini bergantung apakah perusahaan mampu memanfaatkan kesempatan ini dengan baik atau tidak.

   Dalam hal tersebut, pada *risk register* angkutan penumpang dan angkutan barang telah dipetakan salah satu *response plan*-nya adalah melakukan kajian atas rute kapal untuk melihat potensi pasar atau *customer.*

   Kemudian dari sasaran strategis P.2 terdapat *key performance indicator* yaitu: Jumlah kontrak kerjasama muatan yang bernilai di atas Rp25 miliar (kontrak);

1. **Observing and maximizing the opportunities**
   Every element of the Company must understand and know how the business circumstances works clearly, understood the caracteristics of customers and observing what the customers' needs for the years to come, the Company is able to be a market leader and new entry to large-market. By doing so, it becomes the opportunities and chances for the Company regardless of depending on the Company's capability to empower those opportinities and chances.

   Concerning this matter, in risk register of passangers and carrier ships has been mapped one of its respose plan, which is to review the route of the ships to know the potential market or the customers.

   From P.2 strategic targets consisted of key performance indicator is as follows: Total cargo agreement contracts which is above Rp25 billion (contracts);

MANAJEMEN RISIKO
Risks Management

2. Adaptasi terhadap perubahan lingkungan bisnis

Pada saat ini era yang dihadapi dalam industri bisnis apapun adalah VUCA : *volatility, uncertainty, complexity & ambiguity* termasuk dalam industri moda transportasi laut (pelayaran), bisnis logistik dan *trading*.

Salah satu metodologi yang tepat untuk menganalisa secara terukur dan sistematis hal-hal ketidakpastian adalah melalui manajemen risiko karena terminologi risiko adalah ketidakpastian terhadap pencapaian sasaran, sehingga menyesuaikan diri dengan lingkungan bisa dilakukan dengan cara memperbaharui apa yang sudah ada di dalam perusahaan atau perusahaan bisa mengadaptasi dari perusahaan lain bagaimana dia bisa menyesuaikan diri dengan lingkungannya.

Pergerakan *trend* gaya hidup masyarakat yang demikian cepat berubah mengakibatkan model bisnis yang ada harus mampu beradaptasi termasuk adalah cara PT PELNI (Persero) mendistribusikan jasanya kepada *customer* yaitu *modern channel ticketing*.

Dalam *risk register* integrasi *balance score card* dan *enterprise risk management* yang dijalankan oleh PT PELNI (Persero) telah menyerap konteks eksternal VUCA tersebut yaitu sebagai contoh pada *risk register* angkutan penumpang terdapat :

a. *Risk cause* aplikasi tiket *modern channel* belum dikenal luas;
b. *Key risk indicator* : *precentaged* penumpang yang menggunakan aplikasi tiket *modern channel*.

Layanan bisnis yang berkarakter konvensional semakin lama akan ditinggalkan oleh *customer* apabila tidak mampu mengikuti perubahan kebiasaan masyarakat. Tetapi PT PELNI (Persero) telah memperhitungkan risiko tersebut dengan menetapkan dalam *risk register* angkutan penumpang.

2. Adapting to the changes in business environments

Over this era, the obstacles faced by every business industry is VUCA: Volatility, Uncertainty, Complexity & Ambiguity, including in sea transportation (sailing) industry, logistic and trading businesses.

One of precise methodology to analyze the uncertainty condition sistematically is coming from risk management because of risk terminology is the uncertainty against target achievement, thus adapting to the environment by fixing the existing factors within the Company or the Company can adopt from others companies how they adopt to their environment.

Our business model must adopt to rapid development of community's life style trends, including how the way PT PELNI (Persero) provides services for the customers through modern channel ticketing.

In integrated risk register of balance scorecard and enterprise risk management applied by PT PELNI (Persero) has mitigated with the VUCA external contexts as example risk register of passanger ships consisting of:

a. Risk cause of modern channel ticketing application is not widely known;
b. Key risk indicator : precentage of passangers using modern channel ticketing.

Conventional business services is no longer used by the customers if we can adopt to the changes of social behaviour. Instead, PT PELNI (Persero) has calculated these risks into risk register of passanger ships.

MANAJEMEN RISIKO
Risks Management

3. **Mengetahui Sumber Daya yang dimiliki secara jelas**
   Perusahaan harus mengetahui sumber daya apa saja yang ia miliki dalam mencapai tujuannya. Perusahaan yang mengerti sumber daya apa yang ia miliki maka perusahaan akan mengetahui apa yang menjadi kelemahan dan kekuatan Perusahaan.

   Dalam *risk register* integrasi BSC dan ERM dapat ditemukenali beberapa *resources* yang dimiliki perusahaan sekaligus mengetahui sampai sejauh mana *progress* yang diperoleh pada saat pembahasan *risk register* tersebut.

   Contoh pada *risk register* Direktorat UAB terdapat *risk event* aplikasi *system logistic* dengan *key risk indicator*-nya adalah *precentaged delay system* aplikasi sehingga dapat diketahui kontribusinya terhadap pencapaian sasaran strategis P.4 Mengembangkan bisnis *logistic & trading*.

4. **Perusahaan harus mampu melakukan rekonsiliasi antara sumber daya yang dimiliki dengan memenuhi permintaan pasar *(market requirement)* serta melakukan manajemen eksekusi strategi dengan tepat**
   Sebagai gambaran adalah portofolio angkutan barang diharapkan dapat memberikan kontribusi yang optimal bagi pendapatan perusahaan dan mampu tumbuh pangsa pasar maupun pendapatan muatan (tambang).

   Oleh karena itu beberapa indikator yang ditetapkan dalam *strategy map* PT PELNI (Persero) adalah sebagai berikut :
   a. Perspektif keuangan indikatornya adalah *precentaged* pertumbuhan pendapatan tambang;
   b. Perspektif *customer* indikatornya adalah pertumbuhan *market share* angkutan barang;
   c. Perspektif internal *business process* indikatornya adalah meningkatkan penjualan dari angkutan barang & mengembangkan bisnis *logistic* dan *trading* oleh anak perusahaan.

   Indikator-indikator tersebut digunakan untuk mengukur tingkat kenaikan pendapatan tambang (di luar pendapatan subsidi) di kapal penumpang maupun kapal tol laut,

3. **Acknowledging the Owned Resources**

   The Company shall know what resources we own to achieve the purposes. Which the Company conceives what the resources owned will know the weakness and strength of the Company.

   In the integrated risk register of balance score cards and risk management enterprises can be identified several resources owned by the company and knowing the progress at the time of the risk register discussed.

   An example in the UAB Directorate has risk event application of logistic system with key risk indicator that is precentaged delay system application so it can be known its contribution to the achieve P.4 strategic objectives of developing logictic & trading business.

4. **The company must be able to reconcile between its resources by fulfilling market demands and proper strategy management execution.**

   As an illustration, the freight transportation portfolio is expected to provide an optimal contribution to the company's revenue and be able to grow market shares and cargo revenues (mining).

   Therefore, some of the indicators set out in the strategy map of PT PELNI (Persero) as follows:

   a. The financial perspective indicator is precentaged of mining revenue growth;
   b. The customer perspective indicator is the growth of the freight transport market share;
   c. The internal business process perspective indicator is to increase sales of cargo transport and develop logistics & trading business of subsidiaries.

   These indicators are used to measure the level of increase in mining revenues (excluding subsidized income) for passenger ships and Tol Laut vessels.

MANAJEMEN RISIKO
Risks Management

PENGHARGAAN RISK MANAGEMENT PT PELNI (PERSERO) DI AJANG ASEAN RISK AWARDS 2019

Dalam upaya melakukan *benchmarking* efektifitas pengelolaan risiko PT PELNI (Persero) dengan perusahan-perusahaan lain maka pada tahun 2019 kembali Departmen *Risk Management & Business Process* mengikuti ajang *Asean Risk Management Awards* 2019 yang diselenggarakan oleh *Enterprise Risk Management Academy* (ERMA) berkedudukan di Singapore. Ajang penghargaan *risk management* tersebut diikuti oleh sekitar 80 perusahaan BUMN dan swasta dari 10 negara-negara di Asia Tenggara yang diuji oleh 10 panelis independen praktisi dan akedemisi *risk management* dari berbagai negara.

Pada ajang *Asean Risk Awards* 2019 tersebut, PT PELNI (Persero) berhasil masuk dalam 5 nominasi dalam 5 kategori yaitu :

1. *Governance Risk & Compliance Awards;*
2. *Public Risk Awards;*
3. *Public Initative Awards;*
4. *Risk Technology;*
5. *Risk Innovation*.

Penilaian pengelolaan risiko di perusahaan didasarkan atas kriteria yang mencakup tiga poin yaitu konsep, eksekusi, dan dampak bagi perusahaan dan masyarakat luas.

Dapat dijelaskan kriteria penilaian dan penjurian sebagai berikut :

1. **Konsep**
   Relevansi dan keunikan pendekatan: bagaimana hal itu sesuai dengan karakter organisasi, industri, tantangan, dan arah strategis di mana organisasi menuju.
2. **Eksekusi**
   Ketelitian dan ketepatan waktu dari pendekatan, bagaimana organisasi mampu mengatasi tantangan strategis spesifik dengan pendekatan manajemen risiko yang solid.
3. **Dampak**
   Hasil dari inisiatif. Apa skala manfaat/dampak yang dimiliki pendekatan terhadap apa yang dihadapi organisasi.

PT PELNI (PERSERO) RISK MANAGEMENT AWARDS AT ASEAN RISK AWARDS 2019

As an effort to benchmark the effectiveness of risk management of PT PELNI (Persero) with other companies, in 2019 the Risk Management & Business Process Department again participated in ASEAN Risk Management Awards 2019 held by the Enterprise Risk Management Academy (ERMA) domiciled in Singapore. The risk management award event was attended by around 80 state-owned and private companies from 10 countries in Southeast Asia which were judged by 10 independent practitioners and risk management academics from some countries.

At the Asean Risk Awards 2019, PT PELNI (Persero) has been successfully entered into 5 nominees of 5 categories, namely:

1. Governance Risk & Compliance Awards;
2. Public Risk Awards;
3. Public Initative Awards;
4. Risk Technology;
5. Risk Innovation.

The assessment of risk management within the Company based on criteria that include three points, which are concept, execution, and impact to the Company and the community.

As we can explain the assessment and judging criteria as follows:

1. **Concept**
   The relevance and uniqueness of the approaches: how it fits the character of the organization, industry, challenges, and the strategic direction in which the organization is headed.
2. **Execution**
   The accuracy and punctuality of the approaches, how organizations are able to overcome specific strategic through a solid risk management approach.
3. **Impact**
   The results of the initiative. What benefit/impact of the approach against the challenges faced by the organization.

MANAJEMEN RISIKO
Risks Management

Setelah melalui penjurian yang ketat dari 10 panelis independen maka dari 40-an Perusahaan di Asia Tenggara PT PELNI (Persero) dalam *Asean Risk Awards* 2019 tersebut berhasil terpilih sebagai pemenang *runner up* atas 2 nominasi sebagai berikut:

1. Pemenang *runner up* kategori *Public Risk;*
2. Pemenang *runner up* kategori *Public Initiative;*

After going through tight judging from 10 independent panelists, from the 40 companies in Southeast Asia participated in the 2019 ASEAN Risk Awards, PT PELNI (Persero) were successfully pointed as runner up from the 2 nominees as follows:

1. Runner up Public Risk Category
2. Runner up Public Initiative Category

IMPLEMENTASI MANAJEMEN RISIKO PT PELNI (PERSERO) TAHUN 2019

Perusahaan yang dapat menyesuaikan dengan kondisi terkini lingkungan bisnisnya akan mampu memenuhi permintaan pasar *(market requirement)* serta melakukan manajemen eksekusi strategi dengan tepat. Oleh karena itu pada Tahun 2019 *risk assessment based on integrated balance scorecard* tetap dilakukan tetapi juga dilakukan penilaian risiko lain yang sangat berdampak signifikan terhadap perusahaan pada saat ini dan di masa depan.

Sesuai dengan kerangka kerja *(framework)* metodologi ISO 31000 maka diperoleh beberapa jenis risiko yang dapat dikategorikan sebagai risiko yang cukup siginifikan dampaknya bagi perusahaan di masa yang akan datang sebagai *Corporate Risk* PT PELNI (Persero).

Dari hasil *risk assessment* tersebut diperoleh *Corporate Risk* Tahun 2020 adalah sebagai berikut :

1. Perencanaan Bisnis *Trading;*
2. *Plan Maintenance System;*
3. *Cost Structure* Kapal Barang Komersial;
4. *Unapproval item cost* PSO;
5. Penjualan Kapal Barang Caraka;
6. Tata Kelola Pegawai Laut;

IMPLEMENTATION OF RISK MANAGEMENT OF PT PELNI (PERSERO) IN 2019

The Company can adjust to the current conditions of the business environment that will be able to meet market demands (market requirements) and execute proper strategy management. Therefore, risk assessment in 2019 based on the integrated balance scorecard will still be carried out, supported by other risk assessments which have a significant impact on the company's today and in the future.

In accordance with the ISO 31000 frameworks, several types of risks are categorizing into significant risk that can be impacted to the Company in the future as Corporate Risk of PT PELNI (Persero).

From the result of those risk assessment is obtained Corporate Risk for 2020 as follows:

1. Trading Business Planning;
2. Maintenance System Plan;
3. Cost structure of Commercial Cargo Ship;
4. Unapproval PSO item cost;
5. Caraka Ship Sales;
6. Offshore Employees Governance;

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7. Perubahan kebijakan pemerintah pengelolaan kapal-kapal penugasan;
8. Ketentuan penggunaan BBM B30 pada tahun 2020;
9. Kebijakan Kementerian BUMN tentang Bisnis Hotel milik BUMN.
10. Temuan dan rekomendasi eksternal auditor (BPK).

Corporate Risk merupakan risiko perusahaan di luar risiko-risiko yang terintegrasi dengan sasaran strategis perusahaan *(strategic objectives) based on balance scorecard* namun memiliki dampak yang cukup siginfikan bagi Perusahaan di masa depan. Kerangka kerja *risk assesement* tetap menggunakan format *risk register* yang telah baku dan selama ini digunakan dalam pengelolaan risiko perusahaan.

Namun pada *corporate risk* ini metode analisis risiko yang digunakan adalah metode analisis kualitatif atau metode yang didasarkan pada suatu keahlian *subject matter expert* (SME) *risk management* pada *department risk management,* pengetahuan atau pengalaman dari para *risk owner* dan informasi dari para *risk performance management officer* selaku *risk champion* di divisi masing-masing sehingga data yang digunakan lebih bersifat tidak dalam bentuk terukur, melainkan suatu pernyataan atau gambaran karena presisi kuantitatif tidak diperlukan dan digunakan untuk pemeriksaan awal sebelum diputuskan apakah perlu dilakukan analisis yang lebih mendalam lagi.

Proses analisis risiko seringkali dimulai dengan pendekatan metode kualitatif sederhana untuk memberikan pemahaman umum terlebih dahulu karena yang terpenting adalah kesesuaian pendekatan analisis dengan kebutuhan berdasarkan situasi yang berkembang saat ini.

Oleh karena itu pada *corporate risk* lebih diutamakan pendekatan yang menggambarkan kondisi riil tanpa dilakukan analisis dampak secara kuantitatif agar dapat diketahui dampak secara umum bagi Perusahaan. Contoh pada *corporate risk* No: 8 yaitu risiko Ketentuan penggunaan BBM B30 pada tahun 2020, apabila menggunakan metode kuantitatif harus dilakukan analisis mendalam yang terukur seberapa besar dampak penggunaannya pada kapal-kapal PT PELNI (Persero).

7. Changes in government policy on the management of assigned ships;
8. Provisions on the use of B30 fuel for 2020;
9. Ministry of SOEs Policy on Business Hotel owned by SOEs.
10. findings and recommendations from Externa Auditor (BPK).

Corporate Risk is the Company's risks beyond integrated risks with the Company's strategic goals (strategic objectives) based on balance scorecard that still has a significant impact on the Company in the future. Risk assessment frameworks continues to apply the standard risk register format that has been used into risk management of the Company.

However, in this corporate risk, risk analysis method used the qualitative analysis method or based on the subject matter expert (SME) of risk management in department of risk management, knowledge and experience of risk owners and information from risk performance management officers as risk champion in their respective divisions, thus the data are non-measurable form, while a statement or description of quanitative precision is not needed and used for initial inspection before decided whether further analisys is needed.

The risk analysis process often based on a simple qualitative method approach to provide a general understanding first due to the most important thing is the appropriateness of the analysis approach with the needs according to the current situation.

Therefore, the corporate risk is preferred approach that describes the real conditions without a quantitative impact analysis to know the general impact to the Company. As an example of corporate risk No: 8 which is the risk of using B30 fuel in 2020, when using quantitative methods must be conducted a measurable and deep analysis how the impact of its use for vessels of PT PELNI (Persero).

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***RISK ASSESSMENT CORPORATE RISK* PT PELNI (PERSERO)**

Berikut penjelasan secara singkat hasil *risk assessment Corporate Risk* PT PELNI (Persero) sebagai berikut :

1. **Perencanaan Bisnis *Trading***

   Sebagai salah satu strategi bisnis Perusahaan di masa depan maka *Trading* atau perdagangan menjadi portofolio bisnis yang harus didukung oleh seluruh sumber daya PT PELNI (Persero) baik dari SDM, *system,* infrastruktur dan model bisnis yang akan dijalankan.

   Salah satu inisaitif strategisnya adalah Optimalisasi kegiatan *trading* jenis muatan *dry & reefer container* dengan melaksanakan beberapa tahapan. Oleh karena itu manajemen *logistic* dan *trading* yang optimal menjadi suatu risiko bagi perusahaan di amsa depan dan *risk owner* risiko ini adalah Direktorat Usaha Angkutan Barang.

   ***Response Plan*:**

   Menyusun integrasi manajemen operasional pelayaran, logistik dan *trading.*

2. **Efektifitas *Planned Maintenance System***

   Usia kapal-kapal PT PELNI (Persero) yang relatif tua merupakan kendala yang dihadapi Perusahaan dalam hal pengoperasian, pemeliharaan dan perbaikan alat produksi secara optimal dan efektif. Kondisi kapal dengan usia yang relatif tua maka tingkat kehandalan kapal sebagai alat produksi semakin menurun sedangkan salah satu *risk cause* pada risiko di Direktorat komersial adalah *schedule in advance.* Oleh karena itu risiko efektifitas *planned maintenenance system* pemeliharaan kapal menjadi suatu risiko yang harus ditangangani dengan baik oleh *risk owner* dalam hal ini adalah Direktorat Armada.

RISK ASSESSMENT OF PT PELNI (PERSERO) CORPORATE RISK

The following is an explanation of risk assessment corporate risk results in PT PELNI (Persero):

1. **Trading Business Planning**

   As one of the Company's business strategies in the future, Trading becomes a business portfolio that must be supported from all resources of PT PELNI (persero) , both from HR, systems, infrastructure and business models that will be implemented.

   One of the strategic initiatives is optimizing trading activities for dry & reefer container from several stages. Therefore, optimal logistics and trading management become a risk for the Company in the future and the risk owner of this risk is the Directorate of Freight Transport.

   Response Plan:

   Setting out the integration management of shipping, logistics and trading operational

2. **Effectiveness of Planned Maintenance System**

   Relative PT PELNI (Persero)'s old age vessels is an obstacle faced by the Company in operating, maintaining and repairing production equipment optimally and effectively. This condition of ships with relatively old age then the reliability level of these ships as a means of production decreases while one of the risk causes in the commercial directorate risk is schedule in advance. Therefore the effectiveness risk of the planned maintenance system of ship maintenance becomes a risk that must be handled properly by the risk owner in this case the Directorate of the Fleet.

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Response plan :

a. Pengelolaan *Planned Maintenance System* Pemeliharaan Kapal yang efektif sehingga dapat menjaga kehandalan kapal serta perencaan implemntasi salah satu strategi *weaknesess opportunities* yaitu *retrofit* dan/atau *repowering* mesin kapal untuk meningkatkan kehandalan kapal;
b. Optimalisasi kinerja unit kerja yang bertugas mengendalikan dan mengawasi *preventive system* pemeliharaan kapal;

3. *Cost structure* kapal barang komersial

Salah satu yang menjadi faktor pembeda dalam bisnis *cargo* angkutan laut adalah tarif *freight* yang berlaku. Struktur biaya yang efisien, menjadi faktor penting untuk memperoleh besaran laba yang ditargetkan. Oleh karena itu secara berkala perlu dilakukan kajian *cost structure* biaya operasional kapal barang komersial agar dapat terus bersaing dengan kompetitor.

Response Plan :

Penyusunan kembali *Cost Structure* Kapal Barang Komersial yang lebih kompetitif.

4. *Unapproval cost* item dana PSO & Subsidi

Koreksi biaya oleh auditor eksternal BPK-RI dapat mengakibatkan berkurangnya pendapatan yang berhasil diraih perusahaan yang pada akhirnya dapat mengurangi laba bersih *(bottom line)* perusahaan.

Response Plan :

a. *Propose* ke Kementerian terkait perihal bentuk dokumen yang aplikatif via *digital system;*
b. Sosialisasi terus menerus kepada semua Cabang perihal item2 biaya yang di-*cover* oleh Dana PSO & Subsidi sesuai PM 02/2019;
c. Membangun *early warning system* dalam aplikasi EBS sebagai indikator kelengkapan dokumen dari cabang.

Response Plan:

a. An effective management of Planned Maintenance System for Ship Maintenance as to maintain vessel performance as well as planning implementation of one of the weaknesess opportunities strategies, which is retrofitting and/or repowering ship engines to improve ship performance;
b. Optimizing the performance of work units in charge of controlling and supervising preventive systems of ship maintenance;

3. Cost structure of Comercial Cargo Vessels

One of the differentiating factors in the sea cargo transportation business is the applicable freight tariff. Efficient cost structure is an important factor to obtain the targeted profit amount. Therefore, it is necessary to review the operational cost structure of commercial Cargo vessels in order to continue to compete with competitors.

Response Plan:

Re-setting out more competitive Cost Structure of Commercial Cargo Vessels

4. Unapproval cost item of PSO & Subsidise Budgets

Correction on budget by external auditor from BPK-RI can cause decreasing in revenues achieved by the Company which can impactly cut net profit (bottom line) of the Company.

Response Plan:

a. Proposing to the relevant Ministry regarding the application of documents via digital system;
b. Continuous socializing to All Branches regarding which cost items covered by PSO & Subsidise budgets according to PM 02/2019;
c. Establishing an early warning system in the EBS application as an indicator of the complete documents from the branch.

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5. Penjualan Kapal Caraka

Proses penjualan kapal barang Caraka ini perlu dilakukan dengan perencanaan yang matang dan tepat karena terdapat beberapa 3 risiko yang akan terjadi.

Response plan :

a. Pembentukan tim penjualan kapal Caraka;
b. Kajian optimalisasi (*stop* operasi atau tetap beroperasi) sebelum Kapal terjual.

6. Tata Kelola Pegawai Laut

Salah satu sasaran strategis Perusahaan tahun 2020 dalam prespektif *Learning & Growth* adalah: Mengembangkan pegawai kompeten dan professional. Penyusunan pola karir pegawai laut menjadi sangat penting karena pegawai laut merupakan ujung tombak *(frontliner)* pengendali alat produksi perusahaan. Dengan demikian tata kelola pegawai laut menjadi *corporate risk* perusahaan selaras dengan salah satu arah strategis angkutan barang yaitu pengembangan rute barang internasional.

Response Plan :

a. Menyusun update peraturan pengawakan;
b. Menyusun Tata Kelola Pengawakan;
c. Kedua aturan tersebut harus dapat memenuhi perkembangan bisnis perusahaan saat ini.

7. Perubahan Kebijakan Pemerintah Pengelolaan kapal-kapal Penugasan

Rencana Kerja & Anggaran Perusahaan disusun berdasarkan asumsi salah satu pendapatan yang diperoleh dari kapal-kapal penugasan. Hal ini memiliki risiko pendapatan perusahaan sewaktu-waktu dapat berubah tidak sesuai dengan asumsi yang ditetapkan dalam RKAP karena terjadi perubahan kebijakan pemerintah yang mengakibatkan *(consequences)* Penugasan kapal kepada PT PELNI (Persero) dikurangi dan dilakukan sistem pelelangan terbuka untuk kapal-kapal penugasan, dengan tingkat kecenderungan *(likelihood)* yang tinggi.

5. Caraka Vessel Sales

Selling process of Caraka cargo vessel needs accurate and propper planning due to 3 risks that may arise.

Response Plan:

a. Appointing the Caraka ship sales team;
b. Optimization study (stop or keep operating) before the ship is sold.

6. Offshore Employee Governance

One of the Company's strategic objectives for 2020 in the Learning & Growth perspective is: Developing competent and professional employees. Offshore employee career path is prominent factor because ofshore employees are the frontliner to control the company's production equipment. Thus, the management of offshore employees becomes one of corporate risk aligned with a strategic direction of freight transportation, which is to expand international cargo's routes.

Response Plan:

a. Preparing an updated employee regulation;
b. Setting out employee governance;
c. Those both of regulations shall meet the Company's today businesses.

7. Changes in Government's Policy of Managing Assignment Ship

The Company's Budget & Work Plan is based on one of the revenues assumption from the assignment vessels. This causing risk for the company's revenue can change at any time not in accordance with the assumptions set forth in the RKAP due to changes in government policy that result (Consequences) Assignment of ships to PT PELNI is reduced and an open auction system is conducted for the assignment vessels, with a tendency level (high likelihood).

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Response Plan :
PT PELNI (Persero) melakukan koordinasi dan sinergi dengan Kementerian terkait untuk payung hukum kapal-kapal penugasan agar memiliki kepastian yang lebih memadai *(reasonable assurance)* sehingga dapat diperbaiki dan dikembangkan pengelolaannya.

8. Ketentuan Penggunaan B30 pada tahun 2020
Kebijakan penggunaan BBM Biodiesel B20 & B30 Biodiesel alias *Fatty Acid Methyl Ester* (FAME) Terdapat potensi masalah karena B20/B30 diduga tidak cocok/tidak *compatible* dengan material tembaga *(copper/copper nickel)* yang digunakan pada sistem BBM eksisting.

Atas dasar kondisi di atas maka *consequences* yang diterima perusahaan adalah dampak penggunaan BBM tersebut pada mesin kapal untuk jangka panjang yaitu dapat menimbulkan sejumlah konsekuensi yang serius pada aspek keselamatan, investasi serta biaya. Yaitu :

a. Kualitas B20/B30 yang tidak konsisten, belum adanya *marine standard* untuk B20/B30;
b. Potensi dispute *warranty* mesin;
c. Asuransi akibat pengaruh *solvent* B20 yang agresif terhadap *seals* dan *gaskets*.

Response Plan :

a. Direktorat Armada segera melakukan kajian ilmiah tentang dampak penggunaan B20 & B30 terhadap mesin kapal;
b. Penambahan klausul dalam *Wording* Polis Asuransi Perkapalan tentang pengaruh *solvent* B20/B30 terhadap permesinan kapal;

9. Kebijakan Kementerian BUMN tentang Bisnis Hotel BUMN;
Kebijakan Menteri BUMN tentang bisnis hotel BUMN melalui anak usaha atau induk BUMN yang akan dilakukan evaluasi dan pembatasan pendirian anak usaha harus terkait langsung dengan *core business* perusahaan.

Response Plan:
PT PELNI (Persero) coordinates and has strong synergy with the relevant Minister for legal shelter of the assignment ships to gain more reasonable assurance, so its management can be improved and developed.

8. Terms of Using B30 Fuel in 2020
Policy on the use of B20 & B30 Biodiesel namely Fatty Acid Methyl Ester (FAME) has potential problems because B20 / B30 is incompatible with copper material (copper / copper nickel) used in the existing fuel system.

According to the above conditions, the concequences had by the Company is the use of those fuels for ship engines impacted to the long-term usage, which can lead to serious concequences on safety and soundness aspects of ships, investment and cost, as follows:

a. Inconsistent quality of B20/B30 fuels, which is none of marine standard to use B20/B30 fuels;
b. Engine dispute warranty potential
c. Insurance for the agrresive B20 solvent reactived to seals and gaskets.

Response Plan:

a. Directorate of Fleet conducts scientific studies on the impact of B20/B30 usage for ship engines;
b. Addition clauses in the Shipping Insurance Wording Policy for the impact of B20/B30 solvent reactived to ships' engines.

9. Ministry of SOEs Policy on SOEs Hotel Business

The Ministry of SOEs policy concerning SOEs' Hotel Businesses taken places by Subsidiaries or Holding of SOEs to be evaluated and restricted establishment of subsidiaries must be directly suited with the Company's core business.

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Response plan:
Optimalisasi Hotel Bahtera sebagai *Strategic Business Unit* agar dapat mencapai target pendapatan yang ditetapkan.

10. Temuan dan Rekomendasi Eksternal Auditor (BPK-RI);
Temuan BPK-RI yang terus berulang dan rekomendasi yang tidak ditindaklanjuti oleh Perusahaan memiliki tingkat kecenderungan yang tinggi *(likelihood)* dan mengakibatkan beberapa *consequences* yang harus diterima oleh Perusahaan yaitu :
a. Reputasi Perusahaan buruk;
b. Biaya operasional Perusahaan meningkat;
c. Temuan dapat dibawa ke pidana;
d. Menjadi habit melakukan penyimpangan;

Dengan dampak yang cukup besar maka risiko ini masuk menjadi *corporate risk* yang harus ditangani dengan baik pada tahun depan dan sebaiknya mulai disusun dan dilaksanakan *response plan* oleh Direktorat Keuangan dan Satuan Pengawasan Intern sebagai pemilik risiko *(risk owner)* yaitu :
a. Membangun sistem pengendalian internal perusahaan yang efektif;
b. Identifikasi temuan berulang dan pengawasan tindaklanjut sesuai SOP *Monitoring* Tindak lanjut rekomendasi SPI;

RISK ASSESSMENT RISK REGISTER INTEGRATED BSC & ERM PT PELNI (PERSERO) TAHUN 2019
Pada Tahun 2019 dalam proses *risk assessment* semua risiko-risiko perusahan melalui *review* dan diskusi ditemukenali beberapa *risk cause* baru atau *risk event* baru atau di tiap sasaran strategis. Hal ini menjadi catatan dan acuan untuk *review* setiap diskusi *risk register* terutama proses pembahasan *risk register* yang terintegrasi dengan *balance scorecard* dan dapat disampaikan sebagai berikut :

Response Plan:
Optimizing Bahtera Hotel as Strategic Business Unit to achive the established revenues target.

10. Findings and Recommendation from External Auditor (BPK-RI)
Repeated findings and unfollowed up recommendation from BPK-RI have a high level of likelihood and have severity of consequences that must be accepted by the Company, namely:

a. The Company's Bad Reputation
b. Increasing operating cost of the Company
c. Findings can be put charged to lawsuit cases
d. Inobedience becomes habit

Dispite of those large-impact, these risks included into corporate risk that must be handled properly next year and should be begun to prepare and implement a response plan by the Directorate of Finance and the Internal Control Unit as the risk owner, as follows:
a. Develop an effective Company's internal control system;
b. Identify repeated findings and supervise its follow-up according to the SOP of follow-up monitoring on recommendation from Internal Control Unit.

RISK ASSESSMENT RISK REGISTER INTEGRATED BSC & ERM OF PT PELNI (PERSERO) IN 2019
In risk assessment process of all Company's risks through such ways of review and discussion in 2019 has been to identify new several risk causes , risk events or strategic goals. These become records and refferences for reviewing each of risk registers, which particularly in discussion process of risk register integrated with balance scorecard and could be found out as follows:

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I. Strategic Objectif F1

Kinerja Keuangan Keuangan Korporat

01. Sasaran strategis Kinerja keuangan merupakan sasaran pada perspektif keuangan dengan KPI nya adalah :
    a. Laba PELNI Group (Miliar Rp);
    b. EBITDA Margin (%);
    c. Pendapatan Usaha (Miliar Rp);
    d. Pertumbuhan pendapatan tambang (%);
    e. Realisasi investasi (%).

02. *Key risk indicator*
    a. *Key risk indicator debt to income ratio.*
    Indikator yang digunakan untuk mengukur rasio kemampuan pembayaran cicilan utang per-bulannya dengan jumlah pendapatan perbulan. Sehingga dapat melihat apakah jumlah kewajiban hutang perbulan masih dalam batas aman bagi perusahaan dilihat dari pendapatan perbulan yang diperoleh. Dengan menggunakan indikator ini maka dapat ditangani dengan baik risiko hutang yang dapat berdampak pada denda finansial dan reputasi.
    b. *Key risk indicator current ratio.*
    Indikator rasio yang sangat berguna untuk mengukur kemampuan suatu perusahaan dalam hal melunasi kewajiban-kewajiban jangka pendeknya, dimana bisa diketahui sampai seberapa jauh sebenarnya jumlah aktiva lancar perusahaan bisa menjamin utang lancarnya. Indikator yang digunakan sebagai parameter kemampuan PT PELNI (Persero) melunasi kewajiban jangka pendek agar tetap sehat.
    c. *Key risk indicator percentage delayed project atau over budget.*
    Indikator ini digunakan untuk mengetahui efektifitas realisasi investasi di PT PELNI (Persero).

I. F1 Strategic Objective

Financial Performance of the Company

01. Strategic objective of financial performance is the objective on financial perspective, and its KPI is as follows:
    a. PELNI Group Income (Rp Billion)
    b. EBITDA Margin (%)
    c. Business Revenues (Rp Billion)
    d. Growth of Ticketing Income (%)
    e. Investment Realization

02. Key risk indicator
    a. Key risk indicator debt to income ratio
    Indicator used to measure the ability to repay debt per month by amount of monthly income. So that, it can see whether the amount of monthly debt obligations is still on safe limits for the company from the monthly income earned. By using these indicators, debt risk can be handled properly which can impact to fines and reputation.
    b. Key risk indicator current ratio
    Indicator ratio is useful to measure the Company's ability in paying off short-term liabilities, which can be known how the actual amount of Company's current assets securing its current debt. The indicator used as a parameter of PT PELNI (Persero)'s ability to pay short-term liabilities to stay its soundness.
    c. Key risk indicator percentage delayed project atau over budget
    This indicator used to figure investment effectiveness within PT PELNI (Persero).

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II. Strategic Objectif P1

Meningkatkan Penjualan Usaha Angkutan Penumpang;

01. Salah satu sasaran strategis perusahaan adalah meningkatkan penjualan usaha angkutan penumpang agar dapat memberikan kontribusi yang signifikan bagi *revenue* perusahaan. *Key performance indicator* yang ditetapkan adalah jumlah penumpang reguler dan jumlah penumpang *life style* & wisata.

02. *Key risk indicator*
    a. *Key risk indicator* % pembatalan tiket penumpang dari total penghasilan pasasi penumpang;
    Salah satu upaya mendorong efektifitas jumlah penumpang mencapai target dengan mengendalikan risiko pembatalan tiket oleh penumpang yang disebakan bukan karena kendala operasional atau *accident* kapal maka angka pembatalan tiket penumpang ditetapkan *threshold* sebesar 2% polarisasi minimal. Oleh karena itu indikator ini digunakan untuk mengukur efektifitas penjualan tiket penumpang;
    b. *Key risk indicator precentaged Market Share* penumpang transportasi nasional
    Indikator baru yang digunakan untuk mengukur *market share* PT PELNI (Persero) terhadap market transportasi nasional. *Threshold* yang ditetapkan sebesar 5% *polar max market share* PT PELNI (Persero). Ditemukenali *risk event* yang ada adalah :
    - Pembatalan tiket penumpang;
    - Tingkat *occupancy* kapal penumpang;
    - *Trend* penurunan jumlah penumpang.
    c. Perubahan *key risk indicator* tersebut dimaksudkan untuk mendapatkan indicator kunci yang berpengaruh langsung terhadap risiko tersebut. Kemudian dari *key risk indicator* diperoleh *response plan* yang diharapkan dapat mengelola risiko ini dengan baik apabila konsisten dijalankan.

II. P1 Strategic Objective

Increasing Sales of Passenger Transport Business

01. One of the Company's strategic goals is to increase sales of the passenger transport business so that it can make a significant contribution to the company's revenue. Key performance indicators are the numbers of regular and life style & traveling passengers.

02. Key risk indicator
    a. Key risk indicator percentaged for cancellation of passenger tickets from total passenger ticket income
    One of the efforts to encourage the effectiveness of passenger numbers achieveing the target is by controlling the risk of ticket cancellation due to operational obstacles or ship accidents, thus passenger ticket cancellation rate set at a minimum 2% of polarization threshold. Therefore, this indicator used to measure sales effectiveness of passenger tickets;
    b. Key risk indicator precentaged for market share of domestic passengers transports;
    New indicators used to measure PT PELNI (Persero) market share in domestic transportation market. The threshold is set at 5% of polar max from PT PELNI (Persero) market share. The identified risk event is as follows:
    - Passenger ticket cancellation;
    - Passenger ship occupancy rate;
    - Falling trend of passengers.
    c. Changes in key risk indicators intended to obtain key indicators that is directly influencing the risk. Then from the key risk indicator resulting a response plan to manage this risk properly if it is consistently implemented.

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d. Kemudian untuk *risk event* pendapatan keagenen rendah dengan *consequences* target tidak tercapai, *key risk indicator* yang diperoleh adalah :
   - Prosentase pertumbuhan penghasilan keagenan;
   - Hasil *survey* kepuasan *customer* pengguna jasa keagenan;
   - Jumlah pegawai cabang yang memenuhi kompetensi keagenan.

III. Strategic Objectif P2

Meningkatkan Penjualan Usaha Angkutan Barang

01. Meningkatkan penjualan dari usaha angkutan barang merupakan salah satu sasaran strategis perusahaan dalam meningkatkan laba usaha perusahaan dengan menetapkan *key performance indicator*-nya (KPI) adalah :
    a. Jumlah muatan barang (ton/m3)
    b. Jumlah muatan kontainer (teus)
    c. Jumlah muatan kendaraan (unit)
    d. Jumlah kontrak kerjasama muatan yang bernilai di atas Rp25 miliar (kontrak).

02. *Key risk indicator (KRI)* dari risiko ini adalah :
    a. *Schedulle in advance;*
    b. *Precentaged shipper* pengguna aplikasi IMRK ;
    c. *Precentaged shipper* pengguna aplikasi CRS;
    d. *Competitive Percentile* angkutan barang dikapal penumpang, kapal barang dan kapal tol laut;
    e. Precentaged *delay system* aplikasi;
    f. Precentaged pertumbuhan usaha;
    g. Deviasi *ratio reefer to dry container.*
    h. *Key risk indicator percentage shipper* pengguna aplikasi *cargo;* Indikator seberapa besar *shipper* menggunakan aplikasi sebagai parameter tingkat efektifitas aplikasi *booking* muatan.

d. For the risk event of low agency income having concequences of the target is not being reached, the key risk indicators are:
   - Growth percentage of agency income;
   - The results of agency customer satisfaction survey;
   - Number of branch employees who fulfill agency competence

III. P2 Strategic Objective

Increasing Sales of Freight Forwarding Business

01. Increasing sales of freight forwarding business is one of the company's strategic objectives in increasing the Company's operating profit by establishing its key performance indicator (KPI):
    a. Total cargo (tons / m3)
    b. Total container load (teus)
    c. Number of vehicle loaded (units)
    d. Number of cargo cooperation contracts with a value above Rp25 billion (contract).

02. Key risk indicator (KRI) from this risk is as follows:
    a. Schedule in advance;
    b. Precentaged shipper of IMRK application users;
    c. Precentaged shipper of CRS application users;
    d. Competitive Percentile of freight transportation on passenger ships, cargo ships and sea toll vessels;
    e. Precentaged delay of system application;
    f. Business growth precentaged;
    g. Reefer to dry container devetiation ratio.
    h. Key risk indicator percentage shipper for cargo application users; Indicator of how much the shipper uses the application as an effectiveness parameter of cargo booking application.

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i. *Key risk indicator* Competitive Percentile angkutan barang dikapal penumpang; Indikator baru yang digunakan untuk mengukur moda transportasi laut khususnya kapal PT PELNI (Persero) pada tingkat kompetisi persaingan dengan moda transportasi lain. Pengukuran secara sederhana dari aspek keunggulan dibandingkan dengan moda lain.

Bagaimana melakukan proses integrasi KPI dan KRI agar dapat menghilangkan faktor-faktor penyebab kegagalan pencapaian sasaran strategis dibahas dalam Laporan ini.

IV. Strategic Objectif P3

Mengembangkan Bisnis Pengelolaan Aset

01. Dalam sasaran *strategic objective* P3 terdapat KPI prosentase *return on assets* diperoleh tidak hanya dari aset yang tidak bergerak tetapi juga bagaimana perusahaan memanfaatkan ruang-ruang kapal sebagai salah satu asset bergerak yang dimiliki perusahaan.

02. Olah karena itu *key risk indicators* prosentase pertumbuhan paket wisata, *lifestyle* dan *mice* masih tetap memiliki relevansi yang tinggi termasuk keagenan.

V. Strategic Objectif P5

Meningkatkan Efektifitas Perencanaan Operasi Kapal

01. Salah satu penyebab dari *risk event* kapasitas *space cargo* di kapal terbatas adalah *slot* waktu penjualan *cargo* di kapal terlalu singkat. Kondisi ini merupakan masalah klise dalam manajemen operasi kapal. Kemudian dari hasil *risk assessment* TW II 2019 diperoleh revisi *key risk indicators* yang ada sebagai berikut :

i. Key risk indicator for competitive percentile of cargo transport on Passenger ships; New indicator used to measure sea transportation, especially PT PELNI (Persero)'s ships in competing with other transportation. A simple measurement of excellence aspects compared to other transportation.

How integration process of KPI and KRI eliminate the failure factors to achieve strategic objectives to be discussed in this Report.

IV. P3 Strategic Objective

Developing Assets Management Business

01. In P3 stategic objective, there is KPI precentage of return on assets not only immovable assets but also maximizing ship's rooms as movable assets of the Company.

02. Therefore, the key risk indicators of growth precentage in travel packages, lifestyle and mice still have high relevance, including agency.

V. P5 Strategic Objective

Increasing Effectiveness of Ship Operation Planning

01. One of risk event causes of cargo space capacity on ships is the time slot of selling cargo is too short. This condition is a cliché problem in the management of ship operations. Then from the results of the TW II 2019 risk assessment the following key risk indicators are revised as follows:

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02. *Key risk indicator*-nya adalah :
    a. *Key risk indicator* penurunan total jarak ruas kapal penumpang.
    Indikator ini digunakan untuk menangani *risk event* rute kapal belum optimal, karena selama ini belum diketahui rute yang optimal bagi bisnis kapal penumpang jarak jauh sehingga *response plan* yang disiapkan adalah kajian komprehensif tentang optimalisasi rute kapal.
    b. Salah satu *risk event* yang didapatkan adalah rute kapal belum optimal, untuk mencegah kondisi itu terjadi dipetakan *key risk indicators*-nya adalah penurunan total jarak ruas. Melalui kajian komprehensif tentang rute optimal dapat dihasilkan upaya-upaya menurunkan total jarak ruas.
    c. *Key risk indicator percentage* deviasi ratio *reefer to dry,* seberapa besar penyediaan *reefer container* untuk memenuhi potensi muatan *cargo cold/freez.*
    d. Kemudian revisi *risk cause* yang ada ditemukan keterbatasan fasilitas pendukung *reefer container.*
    e. *Key risk indicator percentaged* jumlah kapal yang tidak mampu mencapai kecepatan maksimum, indikator ini digunakan untuk menangani *risk event* penurunan kecepatan kapal.

VI. Strategic Objectif P6
Mengoptimalkan Pemeliharaan dan Ketersediaan Armada

01. Kesiapan armada merupakan salah satu *core process* bisnis PT PELNI (Persero), sehingga *consequences* yang akan terjadi apabila tidak ditangani risiko tersebut dengan baik adalah:
    a. Kesiapan kapal tidak pasti, menyebabkan *slot* waktu penjualan tiket penumpang dan cargo space terbatas;
    b. *Delay on maintenance repair;*
    c. *Delay on loading-unloading;*
    d. Target *voyage* tidak tercapai.

02. The following key risk indicators is:
    a. Key risk indicator for total decreasing of passenger ship's room spaces.
    This indicator used to tackle risk event of unoptimal ship's routes, during the time has been unknown which optimal routes for respose plan of long-distance passenger ship business, likewise the prepared response plan is by comprehensive studies of ship's routes optimatization.
    b. One of the risk events is that the ship's route has not been optimal, to prevent that condition resulting the key risk indicator is reduction in total distance. Through a comprehensive study for optimal route can be made to reduce the total distance of segments.
    c. Key risk indicator for deviation ratio percentage of reefer to dry, how the supply of reefer container fulfill the potential cargo load of cold / freez.
    d. Then the revised risk cause is found supporting Reefer container facilities limit.
    e. Key risk indicator for number percentaged of ships' capable to reach maximum speed, this indicator is to handle risk event of a decrease in ship speed.

VI. P6 Strategic Objective
Optimizing Fleet Maintenance and Availibity

01. Fleet's readiness is one of core business processes of PT PELNI (Persero), so the consequences are:
    a. Uncertain ship's readiness, causing limited time slot for the sales of passenger ticket and cargo space;
    b. Delay on maintenance repair;
    c. Delay on loading-unloading;
    d. Voyage target not reached.

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Ke-empat *consequences* tersebut menyebabkan salah satu risk event yaitu kondisi kehandalan kapal rendah dan menjadi *risk cause* atau penyebab dari risiko optimalisasi perencanaan operasi kapal yang berpengaruh besar terhadap pencapaian sasaran strategis P1, P2 dan P5.

02. Beberapa *key risk indicators* yang masih relevan adalah sebagai berikut :
    a. *Key risk indicator Mean Time Between Failure (MTBF).*
    MTBF merupakan Jarak Rata-rata antar kerusakan, rumusnya adalah : MTBF = Kurun Waktu dibagi dengan Jumlah Kerusakan yang terjadi.
    Indikator ini digunakan untuk mengukur perhitungan *reliability* yang artinya waktu peralatan atau aset atau komponen mulai operasi sampai dengan *failure*. Misal waktu operasi 2000 jam dan terjadi *failure* 10 kali, maka MTBF-nya adalah : 2000/10 = 200 jam per-*failure* atau 90% jam operasi sedangkan parameter ideal adalah 100% jam operasi.
    Dengan *threshold* 80%, artinya seluruh komponen mesin memiliki ambang batas 80% jam operasi atau 20 kali kejadian *failure* setiap 2000 jam operasi.
    b. *Key risk indicator percentage* ketersediaan anggaran;
    Indikator ketersediaan anggaran ini digunakan untuk menangani *risk event improper corrective maintenance.* Ketersediaan anggaran merupakan syarat mutlak atau *non-compromise* area dalam mencegah risiko kesiapan kapal rendah.
    c. *Key risk indicator percentaged* kapal tua;
    Indikator ini digunakan untuk mengukur seberapa jumlah kapal yang masuk kategori tua dihitung dari usia pembangunan kapal atau peletakan lunas.
    d. *Key risk indicator* jumlah kejadian kerusakan tehnis nautis;
    Indikator ini digunakan untuk mengukur terjadinya kerusakan mesin & nautika dalam kurun waktu tiga bulanan, dengan angka *threshold* sebanyak 4 kapal.

These four consequences lead to one of risk events, namely condition of low-vessel's reliability becoming risk cause of optimizing ship operation planning which has a major influence on the achievement of P1, P2 and P5 strategic objectives.

02. Some of key risk indicators that is still relevant, as follows:
    a. Key risk indicator Mean Time Between Failure (MTBF);
    MTBF is average distance between damage, the formula is: MTBF = Time Period divided by number of Damage occurred.
    This indicator is to measure the reliability calculation which means the time of equipment or assets or components from operation to failure. For example, operating time 2000 hours and 10 failures, thus MTBF: 2000/10 = 200 hours per failure or 90% of operating hours while the ideal parameter is 100% of operating hours.

    On 80% of threshold that is all of engine components having 80% of threshold from operating hour or 20 failure accidents in each 2000 operating hours.
    b. Key risk indicator percentage of budget availability;
    This budget availability indicator is to handle risk event improper corrective maintenance. Budget availability is an absolute requirement or non-compromise area in preventing the risk of low-vessel's readiness.
    c. Key risk indicator percentaged of old ship;
    This indicator is to measure how much of ships including in the old category calculated by the age from ship construction or keel laying.
    d. Key risk indicator for nautic technical damage events;
    This indicator is to measure the engine & nautical damage within three months, with a threshold as much as 4 ships.

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VII. Strategic Objectif P7

Meningkatkan Operasional & Keselamatan Kapal

01. Dalam pencapaian sasaran strategis ini ditemukenali beberapa *consequences* yang dapat terjadi apabila risiko ini tidak ditangani dengan baik yaitu :
    a. Target *voyage* tidak tercapai;
    b. Target *commission days* tidak tercapai;
    c. Target OTP tidak tercapai;
    d. Biaya meningkat;
    e. *Oportunity & Financial loss;*
    f. *Potential fraud;*
    g. *Fatality, people injury & assets damaged;*
    h. Kapal *stop* operasi;

    Dengan *consequences* yang sangat signifikan diterima oleh perusahaan saat peristiwa risiko terjadi maka pengendalian risiko ini sangat penting agar pencapaian sasaran strategis perusahaan P7 ini dapat tercapai.

02. Kemudian untuk *key risk indicator* yang ada adalah :
    a. *Key risk indicator volume of losses fuel oil;* Indikator ini digunakan untuk mengetahui volume kehilangan bbm pada saat *bunkering;*
    b. Polarisasi minimal dengan *threshold* sebesar 1 KL.
    Dalam pemetaan risiko sasaran strategis ini ditemukenali salah satu *consequences*-nya adalah *opportunity loss and fraud,* oleh karena itu jumlah pelabuhan yang dilengkapi merupakan mitigasi risiko ini dengan *threshold* sebesar 100%.

VII. P7 Strategic Objective

Inreasing Ship Operational & Safety

01. In achieving this strategic goal, several consequences can be identified as risks, as follows.

    a. Voyage target not reached;
    b. Commission days target not reached;
    c. OTP target not reached;
    d. Costs increasing;
    e. Opportunity & Financial loss;
    f. Potential fraud;
    g. Fatality, people injury & assets damaged;
    h. Ship stops operating;

    With very significant consequences that will be accpted by the company under this risk event, risk control is very important for the achievement of P7 strategic goals.

02. The following is key risk indicator:

    a. Key risk indicator volume of losses fuel oil; This indicator is to observe the volume of loosing fuel during bunkering

    b. Minimum polarization with threshold of 1 KL.
    In mapping risk from this strategic objective, one of the consequences has been identified as loss and fraud events, hence some equipped ports is as risk mitigation with threshold of 100%.

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VIII. Strategic Objectif P8

Mengoptimalkan Penyerapan Dana Penugasan Pemerintah

01. *Key risk indicator*-nya adalah :
    a. *Percentaged unapproved cost item due to supporting document;*
    Kekurangan dokumen-dokumen pendukung biaya PSO & subsidi merupakan *risk cause* dari *risk event* : *unapprove reimbursement* PSO & Subsidi, oleh karena itu KRI yang ditetapkan adalah seberapa besar item biaya yang tidak disetujui dengan *threshold* sebesar 10%.
    b. *Key risk indicator percentaged unapproved cost item;*
    Indikator yang digunakan untuk mengukur jumlah item biaya-biaya yang tidak disetujui dengan besaran *threshold* sebesar 10%.

IX. Strategic Objectif LG1

Meningkatkan *Human Capital*

01. Integrasi sasaran strategis dengan ERM dapat ditemukenali *risk event*-nya adalah kualitas pegawai tidak memenuhi standar kompetensi dengan beberapa *key risk indicator.*

02. *Key risk indicator*-nya adalah :
    a. *Key risk indicator* jumlah *training days employee* (darat & laut) yang tidak mengikuti diklat dalam 1 tahun;
    b. Jumlah orang yang akan dilakukan *coaching;*
    c. Pegawai Darat Hasil PKP dalam kategori kurang yang sebelumnya adalah Percentaged Pegawai Nilai kompetensi asesmen < 1;
    d. *Percentaged Fail in job probation;*

VIII. P8 Strategic Objective

Optimizing the Assignment Budget From The Government

01. The Following is key risk indicator:
    a. Percentaged unapproved cost item due to supporting document;
    Less of supporting documents for PSO & subsidies costs is a risk cause of risk events: unapprove reimbursement of PSO & Subsidies costs, so the following KRI is how much the unapproved cost items with a threshold of 10%.

    b. Key risk indicator percentaged unapproved cost item;
    Indicator used to calculate number of unappoved items with a threshold of 10%.

IX. LG1 Strategic Objective

Developing Human Capital

01. Integrating strategic objective with erm can be known by risk event, which unqualified employees does not the competency standard with the following key risk indicator;

02. The following is key risk indicator:
    a. Key risk indicator for the number of training days for employees (land & sea) that did not take part in the training in one year;
    b. Number of people who will get coaching;

    c. Onshore employees graduating from PKP is in less categories that previously was Percentaged Employees Assessment competency value of <1;
    d. Percentaged Fail in job probation;

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03. Kemudian untuk *risk event* Kuantitas pegawai tidak memenuhi kebutuhan ditemukenali *key risk indicator* sebagai berikut :
    a. *Key risk indicator :* Deviasi jumlah pegawai per departemen;
    b. *Key risk indicator :* Rata-rata lama proses rekrutmen;
    c. Jumlah pegawai yang di-PHK - yang sebelumnya adalah *Key risk indicator Essential turnover employee;*

    Dengan KPI Pegawai PT PELNI (Persero) yang memenuhi standar kompetensi maka pengelolaan *key risk indicator* ini memiliki peran sangat penting dan berkontribusi besar terhadap pencapaian sasaran strategis meningkatkan *human capital* perusahaan.

X. Strategic Objectif LG2
Meningkatkan Organization Capital

01. *Key risk indicator*-nya adalah
    a. *Percentaged negative news responded;* Indikator ini digunakan untuk mengetahui seberapa jauh *responsive* tim humas terhadap penanganan *bad news;*
    b. *Key risk indicator* Jumlah berita proaktif dari PT PELNI (Persero).

XI. Strategic Objectif LG3
Mengembangkan *Information Capital*

01. *Key risk indicator*-nya adalah
    a. *Percentaged System & Network Downtime;* Indikator ini digunakan untuk mengukur kesiapan dan kehandalan *system* dan *network* tehnologi informasi yang dimiliki oleh perusahaan agar mampu memitigasi risiko *Interrupted ICT services;*

03. For the risk event of employee quantity which does not meet the needs of the Company, then the identified key risk indicators is as follows:
    a. Key risk indicator: Number deviation of employees per department;
    b. Key risk indicators: Average length of recruitment process;
    c. Number of employees laid off – which is previously as a Key risk indicator Essential employee turnover;

    With KPI of employees which meets the competency standards of PT PELNI (Persero). Thus, the management of key risk indicators take a very important part and contribute greatly for the achievement of strategic objectives to develop the company's human capital.

X. LG2 Strategic Objective
Improving Organization Capital

01. The Following is key risk indicator:
    a. Percentaged negative news respondent; This indicator used to find out how responsive of the public relations team to handling bad news;
    b. Total proactive news from PT Pelni (Persero) Key Risk Indicator.

XI. LG3 Strategic Objective
Developing Information Capital

01. The Following is key risk indicator:
    a. Percentaged System & Network Downtime; This indicator used to measure the readiness and reliability of information technology systems and networks owned by the Company to be able to mitigate the Interrupted ICT services risks;

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b. *Precentaged system & network slow;*
Indikator ini digunakan untuk mengukur kemampuan dan kehandalan *system* dan jaringan melayani kebutuhan teknologi informasi seluruh unit kerja dengan *threshold* prosestase polarisiasi minimal sebesar 5%.

c. *Key risk indicator loss data;*
Indikator ini digunakan untuk mengukur seberapa siap *system* yang diterapkan mampu meminimalkan data *crash* perusahaan. Pemilihan *system, development system* dan pengembangan *network tehnology* informasi menjadi hal yang sangat penting dalam menjaga dan menangani risiko data *loss, disclose, manipulation data* yang dimiliki perusahaan.

EVALUASI RISK MANAGEMENT PT PELNI (PERSERO) TAHUN 2019

Dalam arsitektur *Risk Management* ISO 31000:2018 pada skema *process risk management* harus dilakukan tahapan *monitoring* dan *review,* oleh karena itu pada tahun 2019 dilakukan evaluasi atas efektifitas pengelolaan *risk management* PT PELNI (Persero) selain dilakukan benchmarking dengan mengikuti ajang *Asean Risk Awards* 2019 tersebut.

Beberapa langkah evaluasi pengelolaan risiko pada tahun 2019 yang telah dilaksanakan adalah sebagai berikut :

1. **Perubahan SK Direksi tentang *Risk & Performance Management Officer* (RPMO) ;**

   Dalam upaya meningkatkan efektifitas dan kontribusi positif dari *risk champion* masing-masing unit kerja sebagai pemilik risiko *(risk owner),* maka dilakukan revisi atas SK Direksi tentang *risk & performance management officer.*

b. Precentaged system & network slow;
This indicator used to measure the capability and reliability of systems and networks of providing the information technology needed by all work units with a minimum threshold of 5% polarisiation.

c. Loss data key risk indicator
This indicator used to measure how the readiness of implemented system is able to minimize crash data. System selection, system and information technology network development is very important in maintaining and managing the risk of loss, disclosure, manipulation of data owned by the Company.

EVALUATION OF PT PELNI (PERSERO) RISK MANAGEMENT IN 2019

In the ISO 31000: 2018 Risk Management architecture in the scheme of risk management process has a monitoring and review stage that must be carried out, therefore, in 2019 an evaluation of the effectiveness of risk management in PT PELNI (Persero) was that benchmarking by participating in the 2019 ASEAN Risk Awards.

Some of risk management evaluation steps in 2019 that have been conducted, as follows:

1. **Changes in Letter of the Directors' Decree Regarding Risk & Performance Management Officer (RPMO)**
   In an effort to increase the effectiveness and positive contribution of risk champions for each work unit as a risk owner, letter of the Directors' Decree concrening risk & performance management officer was revised.

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Pada SK Direksi No:12.03/01/SK/HKO.01/2019 tentang RPMO yang diterbitkan pada tanggal 3 Desember 2019 mengatur tentang tugas dan wewenang *Vice President* PT PELNI (Persero) sebagai salah satu *risk owner* yang sebelumnya belum diatur.

2. **Revisi Pedoman Manajemen Risiko *Based On* 31000:2018**
   Pada tahun 2019, dilakukan *review* dan revisi atas SK. Direksi No :10.06/2/SK/IIKO.01/2016 tahun 2016 tentang Pedoman Manajemen Risiko berbasis ISO 31000:2009 dengan diterbitkan SK. Direksi No: 03.01/03/SK/HKO.01/2019 tanggal 01 Maret 2019 dengan beberapa revisi sebagai berikut :
   a. *Framework* integrasi *balance scorecard* (KPI) dengan *enterprise risk management* (KRI);
   b. Perubahan model arsitektur *risk management based on* 31000: 2018 sebelumnya *based on* 31000:2009;
   c. Perubahan *matrix likelihood* dan *consequences (risk level);*
   d. Perubahan tabel nominal besaran *consequences;*
   e. Perubahan format *risk register* integrasi, ditambahkan sasaran strategis *(strategic objective);*

3. **Pelaksanaan Survei *Enterprise Risk Management Maturity Risk Level* pada Tahun 2019**
   Dalam Prinsip *Risk Management* ISO 31000:2018 yang ke-9 bahwa Manajemen Risiko harus memfasilitasi terjadinya perbaikan dan peningkatan organisasi secara berkelanjutan dengan senantiasa mengembangkan dan menerapkan perbaikan strategi manajemen risiko serta senantiasa meningkatkan kematangan pelaksanaan manajemen risiko sejalan dengan aspek lain dari organisasi.

On Letter of the Directors' Decree No: 12.03 / 01 / SK / HKO.01 / 2019 concerning RPMO issued on December 3, 2019 regulating the duties and authority of the Vice President in PT PELNI (Persero) as one of the risk owners which had not been previously regulated.

2. **Risk Management Guidelines Revision Based On 31000:2018**
   In 2019, Letter of the Directors' Decree No: 10.06/2/SK/IIKO.01/2016 dated 2016 regarding Risk Management Guidelines ISO 31000:2009 with the issuance of Letter of the Directors' Decree No: 03.01/03/SK/HKO.01/2019 dated March 1, 2019 into the following revisions:
   a. Framework integrated with balance scorecard (kpi) and enterprise risk management (kri);
   b. Changing to the risk management architecture model based on 31000: 2018 which is previously based on 31000: 2009;
   c. Changing to the likelihood and consequences matrix (risk level);
   d. Changing in the nominal table of consequences;
   e. Changing to the integration risk register format, added with strategic objectives (strategic objective);

3. **Conducting the Enterprise Risk Management Maturity Risk Level Survey in 2019**
   In the 9th ISO 31000: 2018 Risk Management Principle that Risk Management must facilitate the development and improvement of the organization on an ongoing basis by constantly developing and implementing the risk management strategy and always improving the risk management maturity in line with other aspects of the organization.

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Risks Management

Oleh karena itu pada tahun 2019 dilakukan *Enterprise Risk Management Maturity Level* PT PELNI (Persero) dengan tujuan sebagai berikut :

1. Teridentifikasi kriteria-kriteria yang penting dalam membangun kematangan manajemen risiko perusahaan sehingga dapat mendukung pencapaian sasaran strategis perusahaan;
2. Sebagai acuan dalam melakukan perbaikan yang berkelanjutan *(continuos improvement)* dari segi bisnis Perusahaan dan pengelolaan Perusahaan;
3. Mengetahui tingkat/level kematangan manajemen risiko PT PELNI (Persero) sebagai dasar pembanding dengan perusahaan - perusahaan BUMN lainnya;

Agar lebih independen dan akuntabel maka pelaksanaan *survey risk management maturity level* oleh Lembaga Konsultan Manajemen Risiko yang berkualitas dan berpengalaman dalam melakukan *survey* serupa dan dalam hal ini dilakukan oleh PPM *Consulting.*

Therefore, in 2019 Enterprise Risk Management Maturity Level of PT PELNI (Persero) will be carried out with the following objectives:

1. Identified important criteria in building the maturity of the company's risk management so that it can boost the achievement of the company's strategic goals;
2. As a reference in making continuous improvements (improvements) for Company's business and management;
3. Knowing the risk / level of risk management maturity in PT PELNI (Persero) as a basis for comparison with other State-owned Enterprises;

To be more independent and accountable, the surveys of risk management maturity level by qualified and experienced Risk Management Consultants in conducting similar surveys and in this case is carried out by PPM Consulting.

ETIKA BISNIS
Business Ethics

PEDOMAN PERILAKU

Perseroan menyusun Pedoman Perilaku *(Code of Conduct)* yang menjadi acuan perilaku bagi Dewan Komisaris, Direksi dan Pegawai Perseroan. Pedoman Perilaku berlaku bagi seluruh Insan PELNI di seluruh tingkat organisasi. Pedomam Perilaku PT PELNI (Persero) telah diperbarui dan disahkan melalui Surat Keputusan Direksi No. 12.29/01/SK.HKO.01/2016 tentang Pedoman Perilaku *(Code of Conduct)* di Lingkungan PT PELNI (Persero).

ISI PEDOMAN PERILAKU

Perseroan dengan konsisten mengaitkan *Code of Conduct* dengan nilai-nilai utama Perusahaan, yaitu sebagai berikut:

I. Pendahuluan
II. Pedoman Etika
- A. Standar Hubungan dengan *Stakeholders*
  1. Hubungan dengan Pemegang Saham
  2. Hubungan dengan Pegawai
  3. Hubungan dengan Pelanggan
  4. Hubungan dengan Pemasok dan Penyedia Barang dan Jasa
  5. Hubungan dengan Mitra Kerja
  6. Hubungan dengan Masyarakat dan Lingkungan
  7. Hubungan dengan Kreditor
  8. Hubungan dengan Pemerintah
  9. Hubungan dengan Principal Kapal Keagenan
  10. Hubungan dengan Media Massa
  11. Kepatuhan terhadap Hukum dan Perundang-Undangan
  12. Persaingan Usaha
- B. Standar Etika Pengelolaan Perusahaan
  1. Kebijakan Akuntansi dan Keuangan
  2. Penggunaan Aset Perusahaan
  3. Kesehatan, Keselamatan Kerja dan Lingkungan
  4. Pengelolaan Anak Perusahaan

III. Pedoman Kerja:
- A. Nilai-Nilai Luhur Perusahaan
- B. Menjaga Citra Perusahaan

CODE OF CONDUCT

The Company formulates Code of Conducts for the conduct manual of the Board of Commissioners, Board of Directors and Employees. The Code of Conducts prevails for all PELNI People in all organization level. PT PELNI (Persero) Code of Conducts has been updated and validated under Board of Directors' Letter of Decision No. 12.29/01/SK/HKO.01/2016 regarding Code of Conducts within PT PELNI (Persero) environment.

CONTENT OF CODE OF CONDUCT

The Company consistently matched the Code of Conducts with the Company's core values, which is as follows:

I. Introduction
II. Code of Ethics
- A. Accustomed Relationship with the Stakeholders
  1. Relationship with Shareholders
  2. Relationship with Employees
  3. Relationship with Customers
  4. Relationship with Suppliers and Goods and Services Providers
  5. Relationship with Work Partners
  6. Relationship with the Community and the Environment
  7. Relationship with Creditors
  8. Relationship with Goverment
  9. Relationship with Principal Ship Agency
  10. Relationship with Mass Media
  11. Compliance with Laws and Regulations
  12. Business competition
- B. Corporate Management Ethics Standards
  1. Accounting and Financial Policies
  2. Use of Company Assets
  3. Health, Safety and the Environment
  4. Management of Subsidiaries

III. Work Guidelines:
- A. The Company's Values
- B. Maintain Company Image

ETIKA BISNIS
Business Ethics

C. Tanggung Jawab Terhadap Perusahaan
   1. Integritas
   2. Kepatuhan Terhadap Hukum dan Peraturan Perundang-Undangan
   3. Kerahasiaan Informasi
   4. Pencatatan Data, Pelaporan dan Dokumentasi
   5. Perlindungan dan Penggunaan Aset Perusahaan
   6. Penggunaan Komunikasi Elektronik
   7. Kesehatan dan Keselamatan Kerja, Lingkungan dan Masyarakat
   8. Penyalahgunaan Obat-Obatan dan Alkohol.
   9. Keterlibatan dalam Aktivitas Politik.

D. Benturan Kepentingan
   1. Menghindari Benturan Kepentingan
   2. Investasi dan Kepemilikan Saham Pribadi Pegawai
   3. Kegiatan di Luar Perusahaan
   4. Perlakuan Terhadap Keluarga dan teman
   5. Pemberian dan Penerimaan Suap, Hadiah, Jamuan Bisnis/Hiburan dan lainnya.

E. Hubungan Kerja.
   1. Lingkungan Kerja yang Bebas dari Diskriminasi, Pelecehan, Perbuatan Asusila, Ancaman dan Kekerasan
   2. Kerjasama Atasan dan Bawahan.

F. Hubungan Dengan Konsumen
   1. Pelayanan Kepada Konsumen
   2. Perlakuan Adil dan Tidak Diskriminatif

G. Perlakuan Terhadap Mitra Bisnis

H. Perlakuan Terhadap Pesaing

I. Hubungan Dengan Pemerintah
   1. Kepatuhan Terhadap Ketentuan/Peraturan Terkait
   2. Pola Hubungan dan Komunikasi

J. Hubungan Dengan Masyarakat
   1. Pelayanan Masyarakat
   2. Pemberian Donasi
   3. Kesadaran akan Lingkungan Alam

IV. Penerapan Pedoman Perilaku, mencakup:

A. Sosialisasi Pedoman Perilaku.

B. Pernyataan Kepatuhan INSAN PELNI

C. Saluran Pengaduan Masalah.

D. Sanksi Pelanggan Pedoman Perilaku.

C. Responsibility to the Company
   1. Integrity
   2. Compliance with Laws and Regulations
   3. Information Confidentiality
   4. Data Recording, Reporting and Documentation
   5. Protection and Use of Company Assets
   6. Use of Electronic Communication
   7. Occupational Health and Safety, Environment and Society
   8. Drug and alcohol abuse.
   9. Involvement in Political Activities.

D. Conflict of Interest
   1. Avoiding Conflicts of Interest
   2. Investment and Employee Private Share Ownership
   3. Activities Outside the Company
   4. Treatment of family and friends
   5. Giving and Receiving Bribes, Gifts, Business / Entertainment Entertainment and others.

E. Work relationship.
   1. Work Environment Free from Discrimination, Harassment, Actions of Immoral, Threats and Violence
   2. Cooperation between Superiors and Subordinates.

F. Relations with Consumers
   1. Services to Consumers
   2. Fair and non-discriminatory treatment

G. Treatment of Business Partners

H. Treatment of Competitors

I. Relations with the Government
   1. Compliance With Related Provisions/ Regulations
   2. Relationship and Communication Patterns

H. Community Relations
   1. Community Service
   2. Donations
   3. Awareness of the Natural Environment

IV. Application of the Code of Conduct, including:

A. Socialization of the Code of Conduct.

B. INSAN PELNI Compliance Statement

C. Problem Complaint Channel.

D. Customer Sanctions Code of Conduct.

ETIKA BISNIS
Business Ethics

PENERAPAN DAN PENEGAKAN PEDOMAN PERILAKU

Implementasi *Code of Conduct* dilaksanakan oleh seluruh Insan PELNI. Untuk itu, Perseroan melaksanakan sosialisasi dan internalisasi untuk memastikan *Code of Conduct* diketahui dan dijalankan oleh seluruh Insan Perusahaan. Pedoman GCG dan *Code of Conduct* telah di-*upload* pada *website* PT PELNI (Persero) www.pelni.co.id dan dapat diunduh secara langsung. Seluruh Insan PELNI diharuskan untuk membaca dan memahami dengan baik Pedoman Perilaku Perusahaan serta wajib secara berkala setiap tahunnya untuk menandatangani Surat Pernyataan Kepatuhan Pedoman Perilaku sebagai wujud komitmen atas kepatuhan tersebut.

Bagi setiap Insan Perseroan yang mengetahui suatu situasi yang diyakini berpotensi melanggar *Code of Conduct* harus segera melaporkan kepada atasan atau pimpinan yang lebih tinggi secara tertulis dengan mencantumkan identitas pelapor berdasarkan bukti-bukti yang lengkap dan dapat dipertanggungjawabkan serta tidak mengandung unsur fitnah dan kepentingan pribadi. Perusahaan akan melindungi kerahasiaan setiap Insan PELNI yang telah melaporkan pelanggaran dan akan segera menindaklanjutinya kecuali laporannya tidak benar dan kepada pelapor dapat dikenakan sanksi sesuai ketentuan yang berlaku. Pemberian sanksi terhadap pelanggaran *Code of Conduct* dilakukan untuk menegakkan *Code of Conduct* Perusahaan. Setiap Insan Perseroan yang terbukti melakukan pelanggaran terhadap *Code of Conduct* akan diberikan sanksi. Pemberian sanksi akan diatur dengan peraturan tersendiri yang ditetapkan sesuai dengan peraturan pemerintah.

APPLICATION AND ENFORCEMENT OF THE CODE OF CONDUCT

The Code of Conduct implemented by all PELNI People. Therefore, the Company has socialization and internalization to ensure that the Code of Conduct is acknowledged and implemented by all Company People. The Code of GCG and Code of Conduct have been uploaded on the PT PELNI (Persero) website www.pelni.co.id and can be downloaded directly. All PELNI People are required to read and understand the Code of Conduct properly and annually sign the Statement of Compliance as a manifestation of their commitment.

For every Company's People who knowing the potential situation against the Code of Conduct must immediately report to the superior or higher position in written text, including the identity of the reporter with full and accountable evidences and it does not indicate the libel and personal interests. The Company will protect the confidentiality of any PELNI people who reported the violation and will follow up immediately unless the report is incorrect/misleading, the complainant may be subjected with the sanctions in accordance with applicable regulations. The sanction of the Code of Conduct violation is aimed to enforce the Company's Code of Conduct. The Company's People who proven violated the Code of Conduct shall be punished. The sanction could be regulated through a separate law regulation in accordance with government regulations.

ETIKA BISNIS
Business Ethics

SOSIALISASI *CODE OF CONDUCT*

Perseroan senantiasa melakukan sosialisasi Pedoman Perilaku Perusahaan, karena sosialisasi merupakan tahapan penting dalam terciptanya insan PELNI yang berprilaku sesuai dengan Budaya Perusahaan. Pedoman Perilaku dikomunikasikan dan disosialisasikan kepada Dewan Komisaris dan organ pendukungnya, Direksi dan pejabat satu tingkat di bawah Direksi serta seluruh pegawai yaitu antara lain melalui penandatanganan Pakta Integritas yang memuat komitmen pelaksanaan Pedoman Perilaku.

Dalam ketentuan Bab IV mengenai sosialisasi *Code of Conduct,* disebutkan bahwa seluruh Insan PELNI harus membaca dan memahami dengan baik isi Buku Pedoman dan bertanggungjawab untuk menaatinya. Direktorat SDM dan Umum berkewajiban untuk mensosialisasikan Pedoman Perilaku kepada seluruh Insan PELNI dengan menyampaikan daftar baca. Setiap Insan PELNI dapat meminta penjelasan dari atasan langsung apabila kurang memahami kebijakan Pedoman Perilaku.

KEBIJAKAN PENEGAKKAN DISIPLIN DAN PENANGANAN PELANGGARAN

Seluruh insan PELNI wajib menandatangani Surat Pernyataan Kepatuhan Pedoman Perilaku sebagai wujud komitmen untuk memenuhi Pedoman Perilaku. Pedoman Penandatanganan Surat Kepatuhan Pedoman perilaku dilakukan secara berkala setiap tahun. Direktorat SDM dan Umum mendokumentasikan Surat Pernyataan Kepatuhan sebagai bagian yang tidak terpisahkan dari Pedoman Perilaku Perseroan.

Pemberian sanksi terhadap pelanggaran Pedoman Perilaku dijabarkan dalan Bab IV, yaitu dilakukan untuk menegakkan Pedoman Perilaku Perseroan. Setiap Insan PELNI yang terbukti melakukan pelanggaran terhadap Pedoman Perilaku diberikan sanksi. Pemberian sanksi akan diatur dengan peraturan tersendiri yang ditetapkan sesuai Peraturan Perseroan.

CODE OF CONDUCT SOCIALIZATION

The Company always socializes the Company's Code of Conduct, considering the socialization as an important step in creation of PELNI People behaving the Corporate Culture into their attitude. The Code of Conduct is communicated and socialized with the Board of Commissioners and its supporting organs, the Board of Directors and the one-level executives under the Board of Directors and all employees by signing of the Integrity Pact which contains the commitment of the Code of Conducts implementation.

In the provisions of Chapter IV on the socialization of the Code of Conduct mentioned that all PELNI people must well read and understand the contents of the Manual Book and be responsible for obeying it. The Directorate of Human Resources and General Affairs is obliged to socialize the Code of Conduct to all PELNI People by submitting the reading list. PELNI People can ask an explanation from their supervisor if he/she is not familiar with the Code of Conduct policy.

DICIPLINE ENFORCEMENT POLICY AND VIOLATION MANAGEMENT

All PELNI People require to sign the Statement of Compliance as the commitment to meet the Code of Conduct. This signing of Compliance Behavioral guidelines conducted periodically every year. The Directorate of Human Resources and the General Affairs records this Statement of compliance as an integral part of the Company's Code of Conduct.

Punishment for any violations against the Code of Conduct outlined in Chapter IV, which is to enforce the Company's Code of Conduct. Every PELNI People who proven violating the Code of Conduct will be punished. The granting of sanctions shall be governed by a separate regulation as stipulated in the Company's Regulations.

ETIKA BISNIS
Business Ethics

Setiap insan PELNI yang mengetahui suatu situasi yang diyakini berpotensi melanggar Pedoman Perilaku harus segera melaporkan kepada atasan langsung atau pimpinan yang lebih tinggi secara tertulis dengan mencantumkan identitas pelapor berdasarkan bukti-bukti yang lengkap dan dapat dipertanggungjawabkan serta tidak mengandung unsur fitnah dan kepentingan pribadi. Pelaporan pelanggaran juga dapat dilakukan melalui mekanisme *whistleblowing system* (WBS) dan email: upg@pelni.co.id.

Perseroan akan melindungi kerahasiaan setiap insan PELNI yang telah melaporkan pelanggaran dan akan segera menindaklanjutinya, kecuali laporannya tidak benar dan kepada pelapor dapat dikenakan sanksi sesuai ketentuan yang berlaku.

EVALUASI EFEKTIVITAS PELAKSANAAN ETIKA PERUSAHAAN

Evaluasi terhadap penerapan Pedoman Perilaku dilakukan secara berkala kepada Insan PELNI. Berdasarkan Evaluasi ini diharapkan mampu mendorong dan meningkatkan rasa kepemilikan dari setiap Insan PELNI serta diharapkan mampu meningkatkan kompetensi dan kemampuan karyawan secara konsisten. Sebagai pedoman yang bersifat dinamis, Pedoman Perilaku akan dikaji secara berkala dan berkelanjutan.

JUMLAH PELANGGARAN ETIKA PERUSAHAAN TAHUN 2019

Pada tahun 2019 tidak terdapat pelanggaran etika Persahaan dan tidak ada sanksi yang diberikan untuk pelanggaran etika Perusahaan.

Every PELNI People who know any situation that is believed to have the potential of violation against the Code of Conduct shall promptly report to a superior or a higher leader in written form, including the identity of the complainant based on the basis of complete and accountable evidence and not containing any slander and personal interests. Violation reporting can also be done through a whistleblowing system (WBS) mechanism and email: upg@pelni.co.id.

The Company will protect the confidentiality of any PELNI People who reported the violation and will follow up immediately, unless the report is incorrect/misleading and the complainant may be subject to sanctions in accordance with applicable regulations.

EFFECTIVENESS EVALUATION OF CODE OF CONDUCT IMPLEMENTATION

Evaluation of the Code of Conduct implementation is done periodically to the PELNI People. Based on this evaluation is expected to encourage and increase the sense of ownership of every PELNI people and to improve the competence and ability of employees consistently. As a dynamic guideline, the Code of Conducts is reviewed periodically and continuously.

NUMBER OF THE COMPANY'S ETHIC VIOLATION IN 2019

In 2019, there was no the Company's ethic violation and no sanction given for the Company's ethic violation.

PERKARA PENTING YANG SEDANG DIHADAPI PERSEROAN

Important Cases Faced by the Company

PERKARA PENTING YANG SEDANG DIHADAPI PERUSAHAAN DAN ENTITAS ANAK,

Per 31 Desember 2019, Perseroan mencatat beberapa perkara penting yang melibatkan Perseroan, antara lain:

IMPORTANT CASES FACED BY THE COMPANY AND SUBSIDIARIES

At December 31, 2019, recorded some important cases involving the Company is as follows:

No	Para Pihak Parties		Nomor Perkara Case Number	Objek Perkara Case Objects	*Progress* Progress	Status Status	Dampak Impact
	Penggugat Plaintiff	Tergugat Defendant					
1	**Menteri BUMN** Ministry of SOE (Pemohon PK) (Case Object Applicant) (Derden Verzet) (Derden Verzet)	**Hasan Ismail** (Termohon PK I) Defendant I **PT Pelayaran Nasional Indonesia (Persero)** (Termohon PK II) Defendant II **Negara Republik Indonesia cq Kementerian Agraria dan Tata Ruang/ Badan Pertanahan Nasional** Republic of Indonesia cq Ministry of Agrarian Affairs and Spatial Planning / National Land Agency (Termohon PK III) Defendant III **Negara Republik Indonesia cq. Kementerian Agraria dan Tata Ruang/ Badan Pertanahan Nasional cq Kementerian Agraria dan Tata Ruang/ Badan Pertanahan Nasional Kantor Wilayah DKI Jakarta cq Kantor Pertanahan Jakarta Pusat** Republic of Indonesia cq Ministry of Agrarian Affairs and Spatial Planning / National Land Agency cq Ministry of Agrarian Affairs and Spatial Planning / National Land Agency Jakarta Office Area cq Central Jakarta Land Office (Turut Termohon PK IV) Defendant IV	**705 K/ Pdt/2018 jo. 110/Pdt/ Plw/2015/ PN.Jkt.Pst**	Aset di Jalan Angkasa Nomor 18 Kemayoran Asset on Angkasa Street Number 18, Kemayoran	PN, PT, Kasasi MA, PK (Pokok Perkara) **Kalah** District Court, High of Court, Cassation, (Statement of Claim) **Lose** PN, PT, Kasasi MA District Court, High of Court, Cassation (Derden Verzet) **Kalah** **Lose** Pihak Menteri BUMN sudah menyatakan PK di PN Jakarta Pusat sekaligus **menyampaikan Memori PK Oleh Menteri BUMN** tanggal pada tanggal 27 Mei 2019 **Penyampaian Kontra Memori PK oleh PT PELNI (Persero)** pada tanggal 9 Juli 2019 sebagai termohon PK II. The Ministry of SOE has stated the statement of claim in the Central Jakarta District Court at the same time conveying the Memory of Statement of Claim by the Ministry of SOE on May 27, 2019 Submission of the Memory Counter of Statement of Claim by PT. PELNI (Persero) on July 9, 2019 as Defendant II.	Saat ini sedang proses Nomor Register oleh Mahkamah Agung Under registration process by Supreme Court	1. Preseden bagi BUMN lain karena *Legal Standing* BUMN dalam perkara ini ditolak oleh Majelis Hakim The precedent for other SOEs because SOE Legal Standing in this case was rejected by the Penal of Judges 2. Sejak tahun 2008, Aset di Jl. Angkasa Nomor 18 Kemayoran Jakarta Pusat sulit untuk dioptimalkan Since 2008, Assets at Angkasa street, Number 18 Kemayoran, Central Jakarta cannot be optimized

PERKARA PENTING YANG SEDANG DIHADAPI PERSEROAN
Litigation Involving The Company

No	Para Pihak Parties		Nomor Perkara Case Number	Objek Perkara Case Objects	*Progress* Progress	Status Status	Dampak Impact
	Penggugat Plaintiff	**Tergugat** Defendant					
2	**PT Pelayaran Nasional Indonesia (Persero)** (Pemohon Kasasi) Applicant of Cassation	**Daeng Abdul Karim bin Lambeng alias Abdul Karim Bilambeng** (Termohon Kasasi) Defendant of Cassation **Kepala Kanwil BPN Sulawesi Selatan cq. Kepala Kantor Pertanahan Kota Makassar** Head of South Sulawesi Land Office cq. Head of Makassar Land Office (Termohon Kasasi) Defendant of Cassation **PT. Djakarta Lloyd (Persero)** (Turut Termohon Kasasi) Defendant of Cassation	3517 K/ Pdt/2018 jo. 324/ Pdt.G/2012/ PN.Mks	Aset Milik PT PELNI (Persero) di Jalan Sudirman Nomor 14/14 A Makassar Asset owned by PT PELNI (Persero) on Sudirman Street, Number 14/14A, Makassar	PN, PT **Menang** Eksepsi Kasasi **Kalah** PN, PT **Kalah** Pokok Perkara **Menang** tingkat Kasasi MA District Court, High of Court **Won** Exception of Cassation **Lose**, District Court, High of Court **Lose** Case Objects **Won** at cassation of Supreme Court	Daeng Abdul Karim (Penggugat) (Plaintiff) mengajukan PK pada Tanggal 25 Oktober 2019 submitted the case object on 25th October 2019	1. PT PELNI (Persero) tidak bisa memproses perpanjangan sertifikat aset di Jl. Sudirman Nomor 14/14A Makassar karena masih dalam tahap perkara PT. PELNI (Persero) cannot process the asset's certificate extension at Sudirman Street, Number 14 / 14A , Makassar because of still in the case stage 2. Kredibilitas kepemilikan PT PELNI (Persero) diragukan oleh Calon Mitra yang tertarik untuk bekerjasama dengan PT PELNI (Persero) The ownership credibility of PT PELNI (Persero) is doubtful by Prospective Partners who are interested in working with PT PELNI (Persero)
3	**Drg. Adelina Napitupulu** (Penggugat) (Plaintiff)	**PT Pelayaran Nasional Indonesia (Persero) Cabang Sorong/*Sorong Branch*** (Tergugat) Defendant **Badan Pertanahan Nasional Kota Sorong** Sorong Land Agency (Turut Tergugat) Co-Defendant	1/Pdt.G/2019/ PN.Son.	Aset Milik PT PELNI (Persero) di Jalan Yapeng Kampung Baru Sorong Asset owned by PT PELNI (Persero) on Yapeng Kampung Baru street, Sorong	**Menang** tingkat PN Sorong **Won** at Sorong District Court	Menang Tingkat PN Won at District Court	Kredibilitas kepemilikan PT PELNI (Persero) diragukan oleh Calon Mitra yang tertarik untuk bekerjasama dengan PT PELNI (Persero) The ownership credibility of PT PELNI (Persero) is doubtful by Prospective Partners who are interested in working with PT PELNI (Persero)

PERKARA PENTING YANG SEDANG DIHADAPI PERSEROAN
Litigation Involving The Company

No	Para Pihak Parties		Nomor Perkara Case Number	Objek Perkara Case Objects	*Progress* Progress	Status Status	Dampak Impact
	Penggugat Plaintiff	**Tergugat** Defendant					
4	**Andi Isma** (Pemohon Kasasi) Applicant of Cassation	**PT Pelayaran Nasional Indonesia (Persero)** (Termohon Kasasi) Defendant of Cassation	948 K/Pdt. Sus-PHI/2018 jo. 29/Pdt.Sus-PHI/2018/ PN.JKT.PST jo. 88/Srt.Kas-PHI/2018	Hubungan Industrial Industrial Relationship	PN dan Kasasi, PT PELNI (Persero) **menang** PT PELNI (Persero) **won** at District Court and Court of Cassation	Menang Tingkat Kasasi Won at Court of Cassation	Nama baik PT PELNI (Persero) dalam hubungan Industrial berdampak pada *branding (Image)* PT PELNI (Persero) The good name of PT PELNI (Persero) in Industrial relations has a great impact on the branding (Image) of PT PELNI (Persero)
5	**PT Pelayaran Nasional Indonesia (Persero) cq PT Pelayaran Nasional Indonesia (Persero) Cabang *(Ambon Branch)*** (Pemohon Kasasi) Applicant of Cassation	**Johanis J. Latuihamallo** (Termohon Kasasi) Defendant of Cassation	136 K/Pdt.Sus-PHI/2019	Hubungan Industrial Industrial Relationship	PN PT **Kalah** **Lose** at District Court and High of Court **Menang** tingkat Kasasi **Won** at Court of Cassation	Selesai Was decided	Nama baik PT PELNI (Persero) dalam hubungan Industrial berdampak pada *branding (Image)* PT PELNI (Persero) The good name of PT PELNI (Persero) in Industrial relations has a great impact on the branding (Image) of PT PELNI (Persero)
6	**Yayasan Budi Luhur Jagaria** (Penggugat) (Plaintiff)	**Pemerintah Republik Indonesia cq. Pemerintah Daerah Provinsi Maluku, cq Pemerintah Daerah Kabupaten Kepulauan Aru** Government of Republic of Indonesia cq Regional Government of Maluku cq Local Government of Aru Island District (Tergugat I) Defendant I **Pemerintah Republik Indonesia cq. Pemerintah Daerah Provinsi Maluku, cq Pemerintah Daerah Kabupaten Maluku Tenggara** Government of Republic of Indonesia cq Regional Government of Maluku cq Local Government of South-east Maluku District (Tergugat II) Defendant II	10/ Pdt.G/2019/ PN.Dob	Aset di Jl. Raja Sam Kelurahan Galay Dubu, Kecamatan Pulau Pulau Aru, Kabupaten Kepulauan Aru Asset on Raja Sam Street, Galay Dubu Village Office, Aru Islands Sub-District, Aru Islands District	Proses Persidangan On Trial Process	Menunggu sidang pembacaan putusan Waiting for the Verdict	1. Kredibilitas kepemilikan PT PELNI (Persero) diragukan oleh Pemerintah Daerah dan Masyarakat Setempat The ownership credibility of PT PELNI (Persero) is doubtful by the Local Government and Local Community 2. Waktu dan Tenaga Pegawai PT PELNI (Persero) dalam penanganan perkara ini karena sulitnya transportasi menuju ke lokasi Perkara Time and Staff of PT PELNI (Persero) in handling this case due to the difficulty of transports to the location of the Case

PERKARA PENTING YANG SEDANG DIHADAPI PERSEROAN
Litigation Involving The Company

No	Para Pihak Parties		Nomor Perkara Case Number	Objek Perkara Case Objects	*Progress* Progress	Status Status	Dampak Impact
	Penggugat Plaintiff	Tergugat Defendant					
		PT Pelayaran Nasional Indonesia (Persero) Pusat *(Head Office)* cq PT Pelayaran Nasional Indonesia (Persero) Cabang Dobo/*Dobo Branch* (Tergugat III) Defendant III					
7	**PT.Pelayaran Nasional Indonesia (Persero)** (Penggugat) (Plaintiff)	**Irpan Dardiri** (Tergugat I) Defendant I **Hudan Djuzan Fahri** (Tergugat II) Defendant II **Zukifli Amin** (Tergugat III) Defendant III **Siti Azizah** (Tergugat IV) Defendant IV	64/ Pdt.G/2019/ PN.Sel	Aset di Jalan Seruni, Selong, Lombok Timur Asset on Seruni Street, Selong, East Lombok	Proses Persidangan On Trial Process	Persidangan dengan agenda Penyampaian Kesimpulan dari Para Pihak The trial with the agenda of Conveying Conclusions from the Parties	Aset milik PT PELNI (Persero) tidak dapat dioptimalkan serta dikuasai oleh Pihak Ketiga Asset owned by PT PELNI (Persero) cannot be optimized becaused it managed by the Third Parties

PERKARA HUKUM YANG DIHADAPI DEWAN KOMISARIS DAN DIREKSI TAHUN 2019

Selama periode tahun 2019, tidak ada anggota Direksi dan Dewan Komisaris yang sedang menjabat memiliki permasalahan hukum, baik perdata maupun pidana.

SANKSI ADMINISTRASI TAHUN 2019

Selama periode tahun 2019, Perseroan tidak menerima sanksi administrasi baik yang dikenakan kepada perusahaan, anggota Dewan Komisaris maupun Direksi baik oleh Kementerian BUMN sebagai pemegang saham, Bursa Efek Indonesia maupun otoritas lainnya yang terkait dengan Perseroan.

LEGAL CASES FACED BY THE BOARD OF COMMISSIONERS AND DIRECTORS IN 2019

During 2019, none of the currently serving as members of the Board of Directors and Board of Commissioners had legal issues, both civil and criminal lawsuit.

ADMINISTRATIVE SANCTION IN 2019

During 2019, the Company did not receive any administrative sanctions either charged to the Company, members of the Board of Commissioners or Directors by the Ministry of SOE as shareholders, the Indonesian Stock Exchange or other authorities, which connected with the Company.

AKSES INFORMASI DAN DATA PERUSAHAAN
Corporate Data and Information Access

PT PELNI (Persero) secara berkala memperbarui informasi dan memberikan kemudahan akses informasi mengenai aktivitas dan kinerja Perusahaan kepada para *stakeholders* agar mengetahui kondisi Perusahaan secara jelas dan terbuka. PT PELNI (Persero) memiliki berbagai sarana yang berfungsi sebagai saluran pengungkapan informasi, di antaranya sebagai berikut:

PT PELNI (Persero) regularly updates its information and provides the access to information regarding the Company's activities and performance for Stakeholders who want to know the Company's condition clearly and openly. PT PELNI (Persero) has various facilities provided for the channels of information disclosure, as follows:

Media Media	**Keterangan** Description
Email: info.corporate@pelni.co.id infopelni162@pelni.co.id	Email info.corporate@pelni.co.id dimanfaatkan untuk menyebarkan informasi seputar kebijakan (contoh Surat Keputusan Direksi) kepada seluruh pegawai. Email infopelni162@pelni.co.id dimanfaatkan untuk penyampaian keluhan pelanggan. Email info.corporate@pelni.co.id be used to disseminate information about the policy (eg Decree of the Board) to all employees. Email infopelni162@pelni.co.id be used for the delivery of customer complain
Website: www.pelni.co.id	Biro Teknologi dan Informasi bertindak sebagai admin, dengan penyuplai konten dari tiap divisi yang berkepentingan. Sekretaris Perusahaan bertanggung jawab untuk konten Berita & Informasi. Technology and Information Bureau acts as admin, with suppliers of content from each division concerned. The Corporate Secretary is responsible for the content of News & Information.
Portal BUMN SOE's Portal	Website yang dikelola Kementrian BUMN yang menyediakan laman untuk tiap-tiap BUMN. Diperbaharui setiap kali Perseroan memiliki informasi yang layak diketahui oleh publik. Website is managed by the Ministry of SOEs that provides a page for each SOE. Updated whenever the Company has adequate information known to the public.
Media Internal Internal Media	Majalah Camar dengan 62 halaman diterbitkan secara berkala. Memuat informasi tentang peristiwa Perseroan yang disebarkan ke kantor pusat, cabang dan kapal. Camar magazine with 62 pages is published periodically. Contains information about events which are propagated to the company's head of ce, branches and boats.

PT PELNI (Persero) juga menyediakan akses informasi lain bagi pemegang saham dan pemangku kepentingan untuk memperoleh informasi relevan mengenai berita dan kinerja Perseroan, melalui media, sebagai berikut:

- Call Center : 162/ 021 162
- e-Mail : infopelni162@pelni.co.id
- Website : www.pelni.co.id
- SMS Masking : Pelni162
- Facebook : pelni162
- Twitter : @pelni162
- Instagram : pelniline

PT PELNI (Persero) also provides other information access for the Shareholders and Stakeholders to obtain relevant information about the Company's news and performance, channeling media as follows:

- Call Center : 162/ 021 162
- e-Mail : infopelni162@pelni.co.id
- Website : www.pelni.co.id
- SMS Masking : Pelni162
- Facebook : pelni162
- Twitter : @pelni162
- Instagram : pelniline

SISTEM PELAPORAN PELANGGARAN
Whistleblowing System

Whistleblowing System adalah sistem untuk memproses pengaduan/pemberian informasi yang disampaikan baik secara langsung maupun tidak langsung sehubungan dengan adanya perbuatan yang melanggar perundang-undangan, peraturan/standar, kode etik, dan kebijakan, serta tindakan lain yang sejenis berupa ancaman langsung atas kepentingan umum, serta Korupsi, Kolusi, dan Nepotisme (KKN) yang terjadi di lingkungan PT PELNI (Persero).

The Whistleblowing System is a system for processing complaints / information submitted directly or indirectly connecting with actions against the law, regulations /standards, codes of ethics and policies, and other similar actions of direct threats to the public interest, and Corruption, Collusion, and Nepotism (KKN) that occurred in PT PELNI (Persero) environment.

Landasan Kebijakan Sistem Pelaporan Pelanggaran di PT PELNI (Persero) merujuk pada SK Pedoman WBS No. 06.21/07/SK/HKO.01/2019 tentang Pedoman Pengelolaan Pengaduan Pelanggaran *(Whistleblowing System)* PT PELNI (Persero). Merujuk pada pedoman tersebut, implementasi WBS di PT PELNI (Persero) bertujuan untuk membangun, menerapkan dan mengelola suatu Sistem Pelaporan Pelanggaran (WBS) agar berbagai permasalahan dalam Perseroan yang tidak sesuai dengan standar etika dan peraturan perundang-undangan yang berlaku dapat terdeteksi secara dini *(early warning system)* dan dapat mengurangi/meminimalisir risiko yang dihadapi oleh Perseroan akibat pelanggaran baik dari segi keuangan, operasi, hukum, keselamatan kerja dan reputasi yang berdampak pada pengurangan biaya *(cost reduction)* dalam mengelola akibat dari terjadinya suatu pelanggaran.

Policy Basis for Violation Reporting System at PT PELNI (Persero) refers to Letter of WBS Guidelines NO. 06.21/07/SK/HKO.01/2019 on Guideline for Whistleblowing Management of PT PELNI (Persero). Concluding to these guidelines, WBS implementation at PT PELNI (Persero) aims to build, implement and manage a Reporting System of Violations (WBS) so that various issues within the Company which not fitting with prevailing ethical standards, laws and regulations can be detected earlier (Early warning system and can reduce/minimize the risks faced by the Company due to financial, operational, legal, work safety and reputation violations that result in cost reduction in managing the consequences caused by a violation.

Pengaduan pelanggaran yang diduga dilakukan oleh pegawai dilakukan secara tertulis dengan mekanisme sebagai berikut:

- Melalui e-mail perusahaan: wbs@pelni.co.id
  Menyampaikan surat resmi yang ditujukan kepada Direksi dengan cara diantara langsung atau melalui pos ke alamat:

  Direksi PT PELNI (Persero)
  u.p Tim Pengelola Pengaduan pelanggaran
  Jl. Gajahmada No. 14
  Jakarta 10130

All employees can submit the indicated violation report in written form through the following mechanism:

- The Company's e-mail : wbs@pelni.co.id
  Sending an official letter addressed to the Board of Directors by personal or post mail delivery to the address:

  The Board of Directors PT PELNI (Persero)
  u.p Whistleblowing Management Team,
  Jl. Gajahmada No. 14
  Jakarta 10130

SISTEM PELAPORAN PELANGGARAN
Whistleblowing System

Untuk pengaduan pelanggaran yang diduga dilakukan oleh Direksi, Dewan Komisaris, Organ Penunjang Dewan Komisaris dan Kepala Unit Kerja dari Organ Penunjang Direksi dilakukan secara tertulis dengan mekanisme sebagai berikut:

- Melalui e-mail perusahaan: wbs@pelni.co.id
- Menyampaikan surat resmi yang ditujukan kepada Direksi dengan cara diantara langsung atau melalui pos ke alamat:

PT PELNI (Persero)
Dewan Komisaris
u.p Tim Pengelola Pengaduan pelanggaran
Jl. Gajahmada No. 14
Jakarta 10130

Beberapa ketentuan terkait penyampaian laporan pengaduan pelanggaran, sebagai berikut:

1. Pengaduan pelanggaran secara tertulis sebaiknya dilengkapi oleh fotokopi identitas dan bukti pendukung seperti dokumen yang berkaitan dengan transaksi yang dilakukan dan/atau pengaduan pelanggaran yang disampaikan.
2. Pengaduan pelanggaran tanpa identitas sebaiknya dilengkapi oleh bukti pendukung seperti dokumen yang berkaitan dengan transaksi yang dilakukan dan/atau pengaduan pelanggaran yang disampaikan.
3. Perseroan wajib memberikan tanda terima jika pengaduan pelanggaran diajukan secara tertulis beridentitas.
4. Apabila pengaduan pelanggaran diajukan oleh perwakilan *Stakeholders* maka selain dokumen di atas juga diserahkan dokumen lainnya yaitu fotokopi identitas *Stakeholders* dan/atau perwakilan *Stakeholders,* surat kuasa.
5. Perseran wajib menyampaikan bukti tanda terima pengaduan pelanggaran kepada *Stakeholders* dan/atau perwakilan *Stakeholders* yang mengajukan pengaduan.

To report violation committed by the Board of Directors, Board of Commissioners, Supporting Organs of the Board of Commissioners and Head of Work Unit of the Board of Directors' Supporting Organ can be taken in written form with the following mechanism:

- Through Company's e-mail: wbs@pelni.co.id
- Sending an official letter to The Board of Directors by personal or post mail delivery to the address:

PT PELNI (Persero)
The Board of Commissioners
u.p Whistleblowing Management Team
JL. Gadjahmada No. 14
Jakarta 10130.

Terms and condition of complaint violation report submission are as follows:

1. Written violation report shall be attached with an identity copy and other supporting evidences, such as documents related to the committed transaction and/or allegation of submitted report.
2. Violation submission without the name should be completed with other supporting documents related to the committed transaction and allegation of submitted report.
3. The Company shall provide a receipt if the written violation report filled in with a name of Whistleblower.
4. If a violation report from one of Stakeholders, other than completing the above documents shall also attach another documents which is an identity copy of Stakeholders and/or representative Stakeholders, the power of attorney letter.
5. The Company shall provide a receipt of the violation report to the Stakeholders and/or Representative Stakeholders who report the violation.

SISTEM PELAPORAN PELANGGARAN
Whistleblowing System

PERLINDUNGAN BAGI *WHISTLEBLOWER*

Kebijakan Perlindangan Pelapor mencakup beberapa aspek sebagai berikut:

1. Melindungi Pelapor
2. Perlindungan pelapor dimaksudkan untuk mendorong keberanian melaporkan pelanggaran.
3. Perlindungan pelapor meliputi:
   - Jaminan fasilitas saluran pelaporan (telepon, surat, e-mail) atau Ombudsman yang independen, bebas dan rahasia.
   - Jaminan perlindungan kerahasiaan identitas pelapor dan isi laporan. Perlindungan ini diberikan bila pelapor memberikan identitas serta informasi yang dapat digunakan untuk menghubungi pelapor.
   - Jaminan perlindungan atas tindakan balasan dari terlapor atau organisasi. Perlindungan dari tekanan, dari penundaan kenaikan pangkat, pemecatan, gugatan hukum, harta benda, hingga tindakan fisik dan perlakukan merugikan lainnya. Perlindungan ini tidak hanya untuk pelapor tetapi juga dapat diperluas hingga ke anggota keluarga pelapor.
   - Jaminan kerahasiaan komunikasi/saluran informasi dengan pelapor. Informasi pelaksanaan tindak lanjut, berupa kapan dan bagaimana serta kepada institusi mana tindak lanjut diserahkan. Informasi ini disampaikan secara rahasia kepada pelapor yang lengkap identitasnya.
4. Perlindungan di atas tidak diberikan kepada pelapor yang terbukti melakukan pelaporan palsu dan/atau fitnah. Perusahaan dapat memberikan penghargaan kepada pelapor atas pelanggaran yang dapat dibuktikan sehingga aset/keuangan Perseroan dapat diselamatkan dimana penghargaan akan diberikan melalui kebijakan Direksi. Di sisi lain, Perseroan juga menerapkan sanksi bagi pelapor yang menyampaikan laporan palsu sesuai dengan ketentuan hukum dan peraturan perundang-undangan yang berlaku.

WHISTLEBLOWER PROTECTION

Whistleblower Protection Policy regulates the following aspects:

1. Protecting the Whistleblower.
2. Whistleblower protection is to encourage the Whistleblower to report the violation.
3. Whistleblower protection covers:
   - Reporting facilities guarantee (Telephone, Mail, e-mail) or Independent Ombudsman, which is free and classified.
   - The confidential guarantee of Whistleblower identity and the content of report, this protection is taken when the Whistleblower giving the identity and information that can be used to reach the Whistleblower.
   - Protection guarantee for the retaliation from the violation subjects or organization, which is protection from pressures, postponement of promotion, termination, lawsuit charges, property destruction, physical contacts and other harmful treatments. This protection is not only for the Whistleblower but also for other family members of the Whistleblower.
   - Classified Lines of Communication for the Whistleblower, follow up implementation of information, including when and how as well as the name of institution that will follow up the report, this information is confidentially given to the Whistleblower who state the Complete Identity.
4. Those protections could not be granted to the Whistleblower who gives the fake information and/or containing the libel information. The Company may give the reward to Whistleblower for the proven violation report, thus the asset/financial of the Company can be safe and the reward will given from the Board of Directors' Decision. Furthermore, the Company could also give the sanction to Whistleblower who state the fake information in accordance with the prevailing laws and regulations.

SISTEM PELAPORAN PELANGGARAN
Whistleblowing System

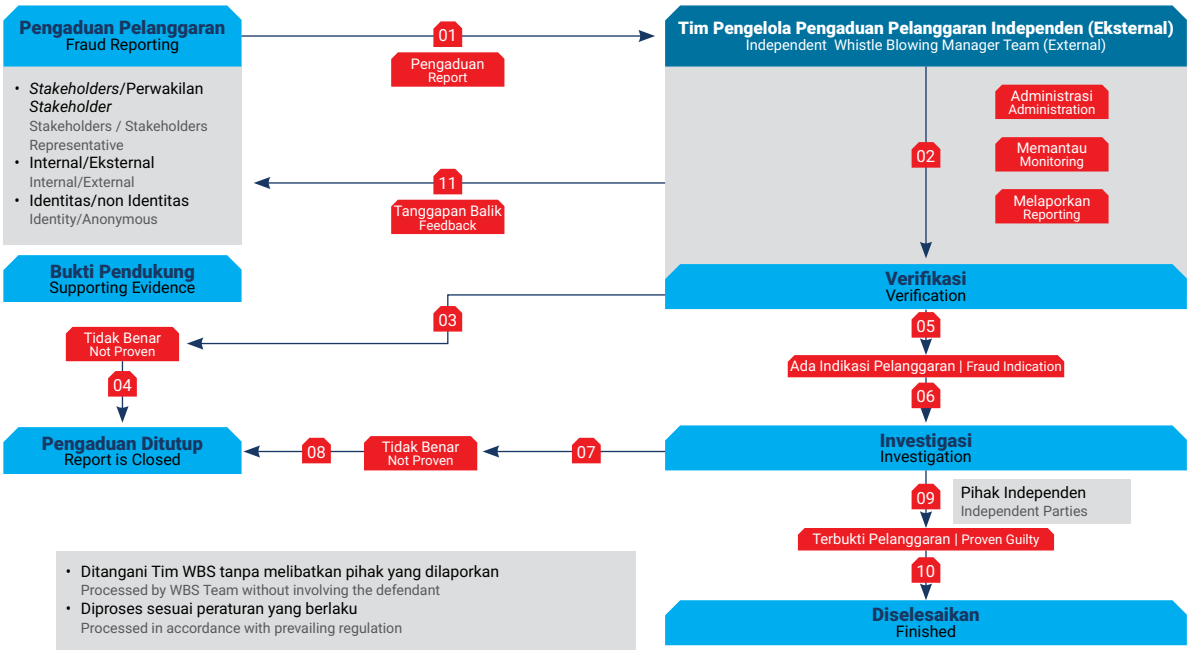
PENANGANAN PENGADUAN

Mekanisme penanganan pengaduan di PT PELNI (Persero), sebagai berikut:

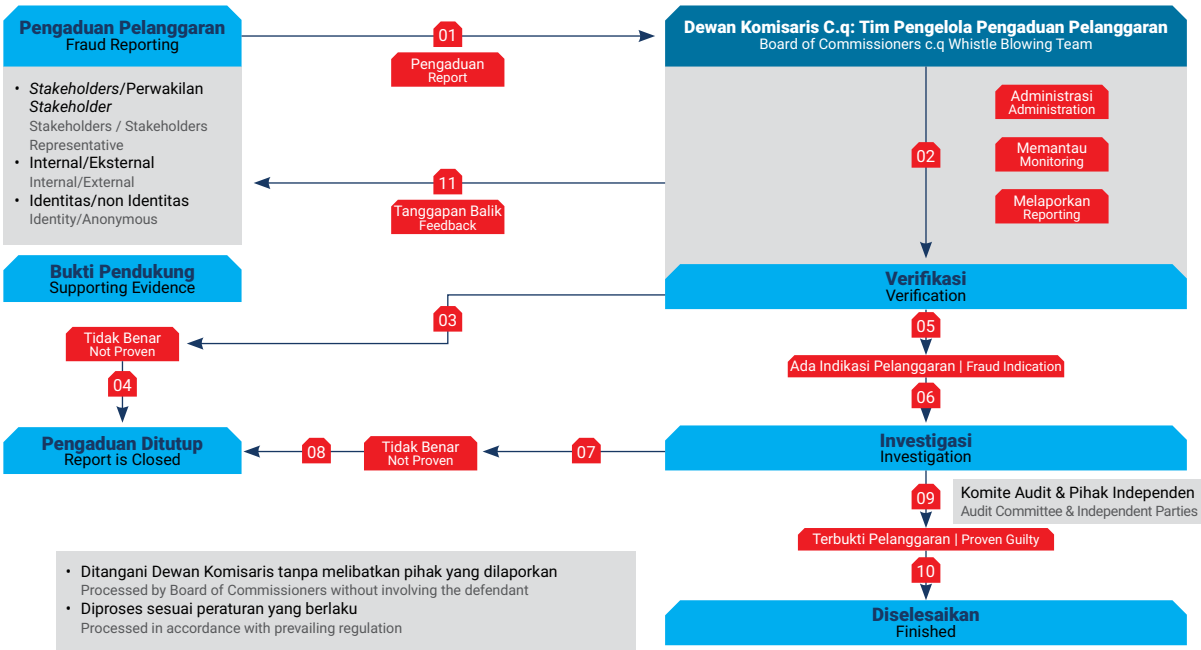
REPORT HANDLING

The report handling mechanism at PT PELNI (Persero) is as follows:

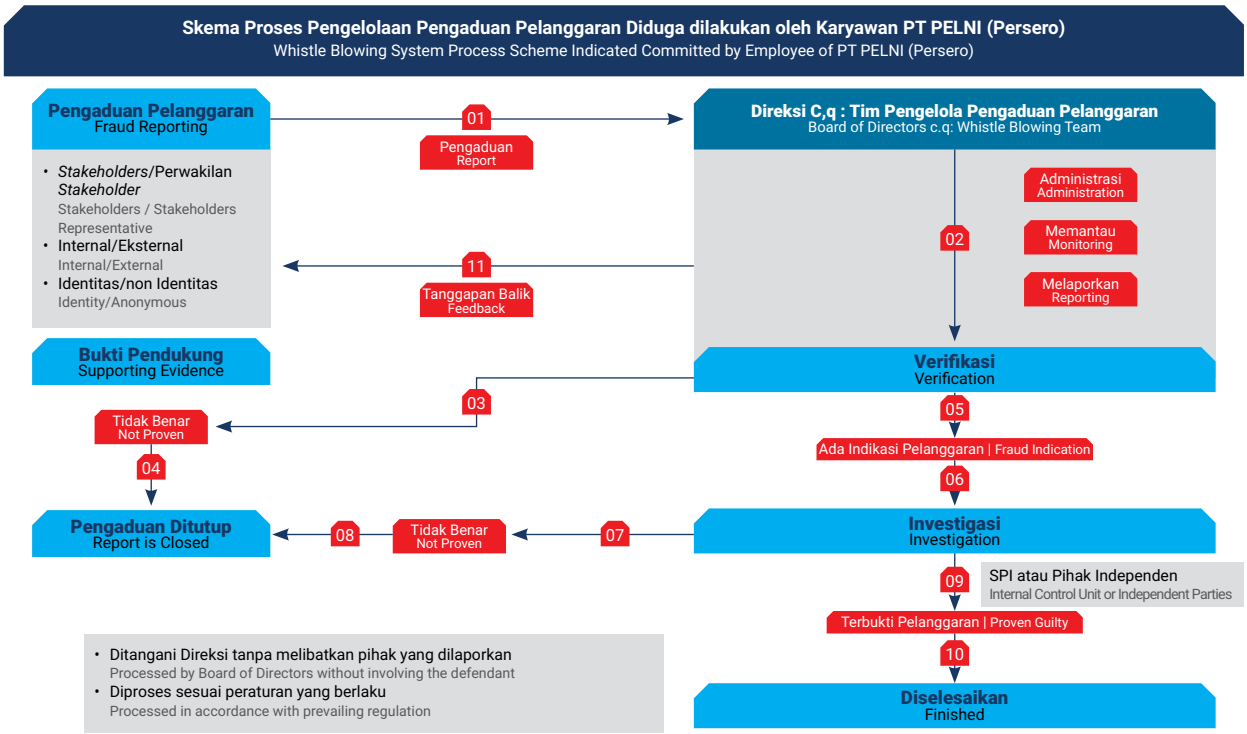
Skema Proses Pengelolaan Pengaduan Pelanggaran Diduga dilakukan oleh Tim Pengelola Pengaduan Pelanggaran Independen (Eksternal)
Whistle Blowing System Process Scheme Indicated Committed by Independent Whistle Blowing Management Team (External)



Skema Proses Pengelolaan Pengaduan Pelanggaran Diduga dilakukan oleh Direksi, Dewan Komisaris, Organ Penunjang Dewan Komisaris dan Organ Penunjang Direksi
Whistle Blowing System Process Scheme Indicated Committed by Board of Directors, Board of Commissioners, Supporting Structure of the Board of Commissioners and Board of Directors



SISTEM PELAPORAN PELANGGARAN
Whistleblowing System



PIHAK YANG MENGELOLA PENGADUAN

Untuk menangani laporan dugaan pelanggaran, Direksi telah membentuk:

1. Pengelola *Whistleblowing System*
   Pengelola *Whistleblowing System* adalah Unit yang melekat pada Struktural Sekretaris Perusahaan.

   Tugasnya meliputi: Menerima hasil dari laporan Tim Pengelola Pengaduan Pelanggaran (KP3), menyiapkan laporan berkala dan sosialisasi WBS.

2. Untuk dugaan pelanggaran yang dilakukan oleh pegawai, maka Direksi membentuk Tim Pengelola Pengaduan Pelanggaran (KP3) dan ditetapkan oleh Direksi meliputi unsur yang mewakili Direksi, SPI, Divisi SDM dan Divisi Hukum dengan susunan Tim sebagai berikut:

THE PARTY WHO HANDLE THE REPORT

To handle the violation report, the Board of Directors established:

1. The whistleblowing System Unit
   Whistleblowing System unit is a unit within the Corporate Secretary Structural of the Company.

   The Duties of this unit are: Receiving the result of the report from Violation Handling Management Team, Providing periodic report and WBS socialization.

2. For violation committed by the employee, the Board of Directors has established and appointed Violation Handling Management Team which includes the elements of representing the Directors, Internal Audit Unit, HC Division and Legal Division with the Following Team Composition:

SISTEM PELAPORAN PELANGGARAN
Whistleblowing System

Penanggung Jawab	: Direktur dan Direktur yang ditunjuk
Pengawas	: Ketua Audit Internal
Ketua Tim	: SPI
Anggota	: Divisi SDM dan Divisi Hukum

3. Untuk dugaan pelanggaran yang dilakukan oleh Direksi, Dewan Komisaris, Organ Penunjang Dewan Komisaris dan Organ Penunjang Direksi, dibentuk dan ditetapkan oleh Dewan Komisaris meliputi unsur Komisaris, Komite Audit, Komite Manajemen Risiko dengan susunan Tim sebagai berikut:

Penanggung Jawab	: Komisaris Utama
Pengawas	: Ketua Komite Audit
Ketua Tim	: Anggota Komite Audit
Anggota	: Komite Manajemen Risiko

JUMLAH PENGADUAN YANG MASUK DAN DIPROSES PADA TAHUN BUKU TERAKHIR

Per 31 Desember 2019, tidak ada laporan atau pengaduan yang disampaikan melalui Sistem Pelaporan Pelanggan Perseroan.

SANKSI/TINDAK LANJUT ATAS PENGADUAN YANG TELAH SELESAI DIPROSES PADA TAHUN BUKU

Per 31 Desember 2019, tidak ada laporan atau pengaduan yang disampaikan melalui Sistem Pelaporan Pelanggan Perseroan sehingga tidak terdapat sanksi/tindak lanjut atas pengaduan atau laporan yang diterima melalui Sistem Pelaporan Pelanggaran.

Person in charge	: Directors and the appointed Directors
Supervisor	: Head of Internal Audit
Head of the Team	: Internal Audit Unit
Member	: HC and Legal Divisions

3. For the violation committed by the Board of Directors, the Board of Commissioners, the Board of Commissioners' Supporting Organ, has appointed and established by the Board of Commissioners, which includes the elements of commissioners, Audit Committee, Risk Management Committee with the following composition:

Person in charge	: President Commissioner
Supervisor	: Head of Audit Committee
Head of the Team	: Members of Audit Committee
Member	: Risk Management Committee

TOTAL REPORT RECEIVED AND PROCESSED IN RECENT FISCAL YEAR

As of December 31, 2019 was no incoming report or complaint submitted via Whistleblowing System of the Company.

SANCTION/FOLLOW UP PROCESS OF THE REPORT FINISHED IN THE FISCAL YEAR

As of December 31, 2019 was no report or violation report submitted via Whistleblowing System of the Company, so there was no sanction/follow up on the incoming report received from the Whistleblowing System.

PENGENDALIAN GRATIFIKASI
Gratification Prevention

Dalam rangka meningkatkan nilai perusahaan dan tata perilaku dalam hubungan bisnis antara hubungan bisnis dan mitra perusahaan, PT PELNI (Persero) berkomitmen untuk menerapkan pengendalian gratifikasi guna mendukung upaya pemberantasan korupsi dilingkungan perusahaan. PT PELNI (Persero) memiliki pedoman gratifikasi yang diatur dalam SK Direksi Nomor: 06.21/06/SK/HKO.01/2019 tentang Pedoman Pengendalian Gratifikasi di Lingkungan PT PELNI (Persero) dan SK Direksi Nomor: 06.21/06/SK/HKO.01/2019 tentang Pedoman Unit Pengendalian Gratifikasi (UPG) di Lingkungan PT PELNI (Persero)

Kebijakan ini telah mengacu pada Peraturan Badan Usaha Milik Negara Nomor: PER-05/MBU/2014 tentang Program Pengendalian Gratifikasi di lingkungan Kementerian Badan Usaha Milik Negara. Kebijakan Pengendalian Gratifkasi ini telah dipublikasikan dalam portal internal dan website Perusahaan.

UNIT PENGENDALIAN GRATIFIKASI

Untuk memperkuat pengendalian gratfikasi di dalam Perusahaan, PT PELNI (Persero) telah membentuk Unit Pengendalian Gratifikasi (UPG). Unit Pengendalian Gratifikasi memiliki kedudukan yang independen dan berada dibawah Sekretaris Perusahaan serta bertanggung jawab kepada Sekretaris Perusahaan.

Unit Pengendalian Gratifikasi PT PELNI (Persero) memiliki wewenang, tugas, dan tanggung jawab sebagai berikut:

In order to increase the Company's value and code of conduct in business relationships between the Company and its partners, PT PELNI (Persero) is committed to implementing gratification controls to support efforts to eradicate corruption within the company. PT PELNI (Persero) has a gratification guideline stipulated in the Directors Decree Number: 06.21/06/SK/HKO.01/2019 concerning Guidelines for Gratification Control within PT PELNI (Persero) and Directors' Letter of Decision Number: 06.21/06/SK/HKO.01/2019 regarding Work Manual of Gratification Control Unit (UPG) across the Environment of PT PELNI (Persero).

This policy has referred to the State Owned Enterprises Regulation Number: PER-05 / MBU / 2014 concerning the Gratification Control Program within the Ministry of State-Owned Enterprises. This Gratification Control Policy has been published on the Company's internal portal and website.

GRATIFICATION CONTROL UNIT

To strengthen gratification control in the Company, PT PELNI (Persero) has formed a Gratification Control Unit (UPG). The Gratification Control Unit has an independent position and is under the Corporate Secretary and responsible to the Corporate Secretary.

PT PELNI (Persero) Gratification Control Unit has the following authorities, duties and responsibilities:

PENGENDALIAN GRATIFIKASI
Gratification Prevention

1. Menyiapkan perangkat aturan terkait penerapan pengendalian praktik Gratifikasi di lingkungan Perusahaan;
2. Menyiapkan perangkat kerja dan fasilitas terkait pengendalian praktek Gratifikasi, baik dari penerimaan laporan Gratifikasi sampai dengan pengiriman Surat Keputusan Komisi Pemberantasan Korupsi kepada penerima dan/atau pelapor serta penyimpanan bukti penyetoran uang yang diterima dari Gratifikasi apabila diputuskan oleh Komisi Pemberantasan Korupsi (KPK) menjadi milik Negara;
3. Membuka rekening untuk menampung uang yang diterima dari Gratifikasi yang menjadi kewenangan Perusahaan dalam memutuskan peruntukannya;
4. Mendiseminasikan/mensosialisasikan kebijakan Perusahaan terkait dengan Gratifikasi kepada Pihak Ketiga, masyarakat pada umumnya dan para *stakeholders;*
5. Bekerjasama dengan seluruh Direktorat dan Non Direktorat, seluruh cabang dan Kapal agar masing-masing membuat laporan Gratifikasi paling lambat setiap tanggal 5 setiap bulannya;
6. Menerima laporan benda Gratifikasi dari Insan PT PELNI (Persero) yang telah dilengkapi dengan dokumen yang terkait;
7. Menelaah laporan Gratifikasi dan memberikan rekomendasi atas laporan dimaksud dan hasil dari rekomendasi dilaporkan ke Komisi Pemberantasan Korupsi;
8. Melakukan pemilihan kategori Gratifikasi dan pemrosesan laporan Gratifikasi dalam kedinasan dan bukan Gratifikasi dari Wajib Lapor Gratifikasi bersama-sama dengan Komisi Pemberantasan Korupsi;

1. Prepare the rules relating to the implementation of the Gratification control in the Company;
2. Prepare work equipment and facilities related to the Gratification control, both from receipt of Gratification reports to the sending of Decisions of the Corruption Eradication Commission to recipients and / or reporters as well as retention of received money evidence from Gratification if decided by the Corruption Eradication Commission (KPK) belonging to the State;
3. Open an account to save money from gratification which is the authority of the Company for deciding its allocation;
4. Disseminate / socialize Company policies related to Gratification to Third Parties, common community and stakeholders;
5. Collaborate with all Directorate and Non-Directorate, all branches and Ships to make a report on Gratification at least in 5th date of each month;
6. Receive Gratification report from PT PELNI (Persero) personnel that equipped with related documents;
7. Review Gratification report and provide recommendations on the intended report and the recommendations results that reported to the Corruption Eradication Commission;
8. Select the Gratification category and process the Gratification report in the officially and not Gratification from the Compulsory Report of Gratification with the Corruption Eradication Commission;

PENGENDALIAN GRATIFIKASI
Gratification Prevention

9. Menyampaikan laporan rekapitulasi penanganan pengelolaan dan pengendalian Gratifikasi paling lambat tanggal 10 setiap bulannya kepada Komisi Pemberantasan Korupsi dengan tembusan kepada Direksi, Dewan Komisaris dan SPI;
10. Melakukan *monitoring* dan evaluasi efektifitas pengelolaan dan pengendaliannya Gratifikasi dengan Komisi Pemberantasan Korupsi per triwulan atau sesuai kebutuhan Perusahaan;
11. Memberikan informasi dan data terkait perkembangan sistem pengelolaan dan pengendalian Gratifikasi kepada Sekretaris Perusahaan *(Corporate Secretary)* yang dapat digunakan sebagai salah satu management tools bagi Direksi;
12. Menindaklanjuti laporan dugaan praktek Gratifikasi yang berasal dari dan/ atau bersumber dari WBS, instansi yang berwenang dan/ atau informasi yang diperoleh dari msayarakat;
13. Menyusun rencana kerja UPG setiap tahunnya;
14. Membuat laporan perkembangan dan evaluasi kegiatan UPG setiap bulan yang ditunjukkan kepada Direktur SDM & Umum dengan tembusan BOC & Direksi lainnya.

MEKANISME PELAPORAN DAN PENETAPAN STATUS GRATIFIKASI

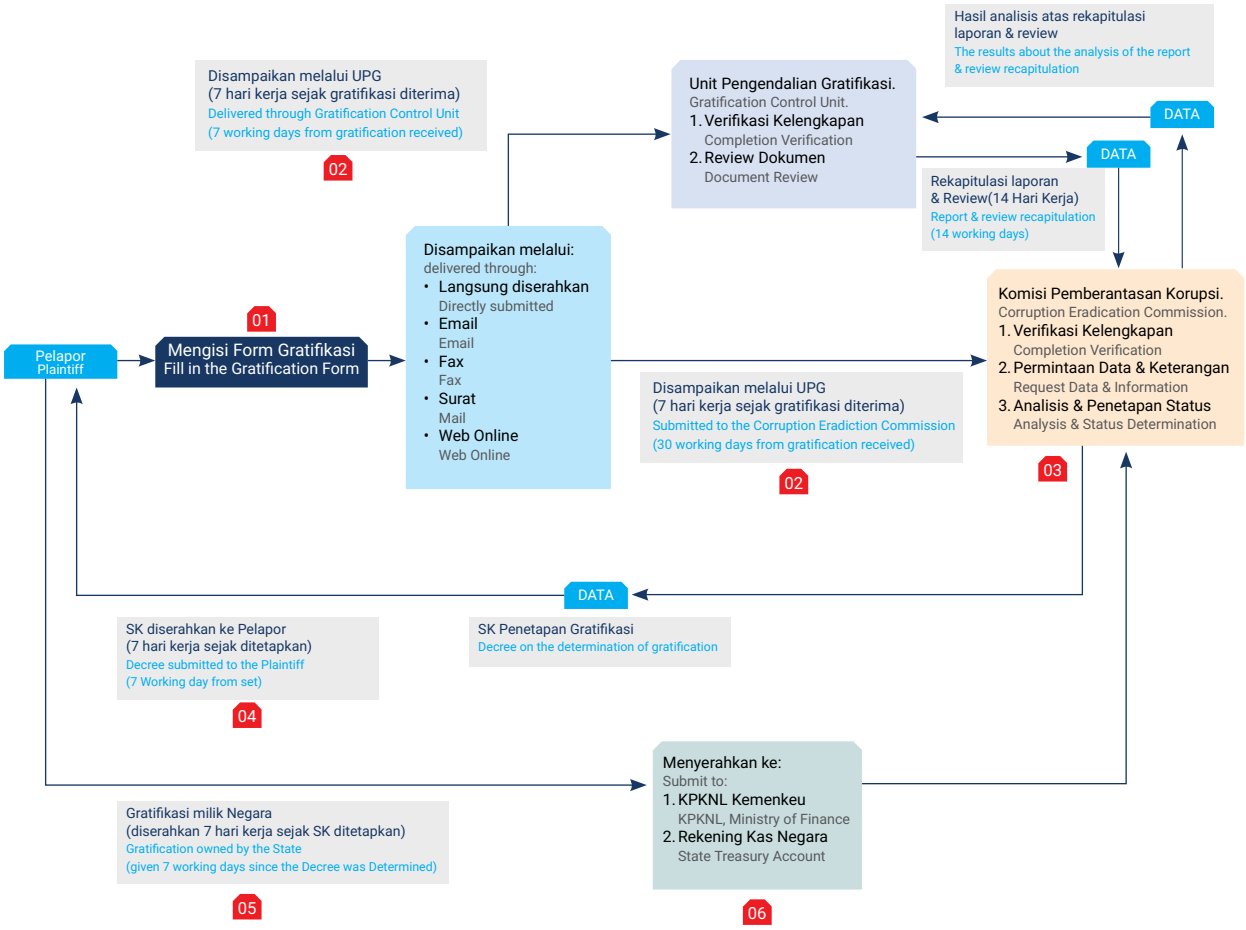
Mengacu pada Pedoman Pengendalian Gratifikasi PT PELNI (Persero), mekanisme pelaporan dan penetapan status gratifikasi di Perseroan adalah sebagai berikut:

9. Submit a recapitulation report on the handling of management and control of Gratification no later than the 10th date of each month to the Corruption Eradication Commission with a copy to the Directors, Board of Commissioners and Internal Audit Unit;
10. Monitor and evaluate the effectiveness of management and control of Gratification with the Corruption Eradication Commission quarterly or according to the needs of the Company;
11. Provide information and data related to the development of the Gratification management and control system to the Corporate Secretary which can be used as one of the management tools for the Board of Directors;
12. Follow up on reports of alleged Gratification practices originating from and/or WBS, the authorized agency and / or information obtained from the community;
13. Prepare UPG work plan in each year;
14. 14. Make reports on the progress and evaluation of UPG activities in every month that shown to the Director of HR & General Affairs with copies to the BOC & other Directors.

REPORTING MECHANISM AND GRATIFICATION STATUS DETERMINATION

Referring to Gratification Control Guidelines of PT PELNI (Persero), the reporting mechanism and determination of gratification status in the Company are as follows:

PENGENDALIAN GRATIFIKASI
Gratification Prevention



LAPORAN PENERIMAAN GRATIFIKASI 2019

Selama tahun 2019 tidak ada laporan penerimaan gratifikasi.

GRATIFICATION REPORT IN 2019

Throughout 2019 was no report on gratuities receiving cases.

KELUD
PelniLogistics
PelniLogistics

BAB 06

TANGGUNG JAWAB SOSIAL PERUSAHAAN

Corporate Social Responsibility

TATA KELOLA TANGGUNG JAWAB SOSIAL PERUSAHAAN
Corporate Social Responsibility Governance

PT PELNI (Persero) sebagai Perusahaan yang seluruh kegiatan usaha dan operasionalnya berhubungan langsung dengan pemangku kepentingan khususnya adalah lingkungan, masyarakat, karyawan dan konsumen tentu selalu memperhatikan kebutuhan dan dampak yang ditimbulkan. Untuk itu, Perseroan berkomitmen untuk terus memberikan dampak yang positif agar kelangsungan usahanya selalu berkelanjutan.

Melalui kegiatan Tanggung Jawab Sosial Perusahaan *(Corporate Social Responsibility),* Perseroan berkomitmen memberikan hubungan timbal balik yang positif antara Perusahaan dengan para pemangku kepentingan. Hubungan antara Perusahaan dan Pemangku kepentingan ini diharapkan dapat menjaga kelangsungan usaha Perusahaan sehingga Perusahaan dapat senantiasa memberikan kontribusinya terhadap lingkungan.

KEBIJAKAN UMUM

Kebijakan pelaksanaan Tanggung Jawab Sosial (*Corporate Social Responsibility* atau CSR) di PT PELNI (Persero) merujuk pada Peraturan Menteri Negara BUMN No. PER-09/MBU/07/2016 tanggal 03 Juli 2016 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara dan mengalami perubahan terakhir sesuai dengan Peraturan Menteri Negara BUMN No. PER-02/MBU/07/2017 tanggal 05 Juli 2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No. PER-09/MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.

Merujuk pada landasan kebijakan tersebut, PT PELNI (Persero) melaksanakan Program Kemitraan dan Bina Lingkungan (PKBL) dengan tujuan untuk membantu Pemerintah dalam melaksanakan pembangunan yang lebih merata serta meningkatkan kesejahteraan masyarakat. Kegiatan PKBL tersebut juga melibatkan para pemangku kepentingan, khususnya masyarakat yang berada di sekitar wilayah usaha PT PELNI (Persero).

LANDASAN HUKUM

Penerapan seluruh kegiatan Tanggung Jawab Sosial PT PELNI (Persero) telah sesuai dengan landasan – landasan hukum sebagai berikut:

- Surat Keputusan Menteri Keuangan RI No. 60/KMK.016/96 tanggal 9 Februari 1996 tentang perubahan pasal 3 Keputusan Menteri Keuangan RINo. 316/KMK.016/1994.

PT PELNI (Persero) as a company whose entire business activities and operations directly relate to the stakeholders, especially the environment, community, employees and consumers certainly always pay attention to the needs and impacts caused. To that end, the Company is committed to continue to have a positive impact to ensure its business continuity is always sustainable.

Through its Corporate Social Responsibility activities, the Company is committed to providing a positive mutual relationship between the Company and its stakeholders. The relationship between the Company and Stakeholders is expected to maintain the Company's business continuity so that the Company can always contribute to the environment.

GENERAL POLICY

Corporate Social Responsibility (CSR) implementation at PT PELNI (Persero) refers to the Minister of State-Owned Enterprise (BUMN) regulation No. PER-09/MBU/07/2016 dated July 3, 2016 regarding to Partnership Program and Community Development Program of SOE and the latest amendment in accordance with the Minister of State-Owned Enterprise regulation. PER-02/MBU/07/2017 dated July 5, 2017 about the Second Amendment to the Minister of State-Owned Enterprises regulation no. PER-09/MBU/07/2015 on Partnership Program and Community Development Program of SOE.

Referring to the policy foundation, PT PELNI (Persero) implemented the Partnership and Community Development Program (PKBL) with the aim of assisting the Government in implementing more equitable development and improving the community welfare. PKBL's activities also involve the stakeholders, especially the communities that are located around the business area of PT PELNI (Persero).

LEGAL BASIS

All activities of PT PELNI (Persero) Social Responsibility implementation has complied with the following legal basis:

- The Minister of Finance of the Republic of Indonesia decree No.60/KMK.016/96 dated February 9, 1996 regarding to the amendment of article 3 of the Minister of Finance decree RI No.316/KMK.016/1994.

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- Surat Keputusan Menteri Negara BUMN No. 100MBU/2002 tanggal 04 Juni 2002 tentang penilaian tingkat kesehatan Badan Usaha Milik Negara.
- Keputusan Menteri BUMN Kep-236/MBU/2003 tentang Program Kemitraan Badan Usaha Kecil dan Program Bina Lingkungan.
- Peraturan Menteri Negara BUMN No. PER-05/MBU/2007 tanggal 27 April2007 tentang Program Kemitraan BUMN Dengan Usaha Kecil Dan Program Bina Lingkungan.
- Peraturan Menteri Negara BUMN No. PER-08/MBU/2007 tanggal 27 April2007 tentang Perubahan keempat atas Peraturan Menteri Negara BUMN No. PER-05/MBU/2007.
- Surat Edaran Menteri Negara BUMN Nomor : SE-03/MBU/S/2007 tanggal 17 Juli2007 perihal Penetapan Wilayah Binaan, tahun 2007.
- Peraturan Menteri Negara BUMN No. PER-09/MBU/07/2015 tanggal 03 Juli 2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.
- Peraturan MenteriNegara BUMN No. PER-03/MBU/12/2016 tanggal 16 Desember 2016 tentang Perubahan atas Peraturan Menteri BUMN No. PER-09/MBU/07/2016 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.
- Peraturan Menteri Badan Usaha Milik Negara Nomor PER-02/MBU/7/2017 Tentang Perubahan Kedua atas Peraturan Menteri Badan Usaha Milik Negara No. PER-09/MBU/07/2015 Tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara.

STRUKTUR ORGAN CSR

Sesuai dengan Surat Keputusan Direksi PT PELNI (Persero) Nomor 02.28/02/SK/HKO.01/2017 tanggal 28 Februari 2017 tentang Struktur Organisasi, Tugas Pokok dan Fungsi Kantor Pusat PT PELNI (Persero), maka Unit Program Kemitraan dan Bina Lingkungan (PKBL) berada di bawah Divisi Perbendaharaan *(Treasury)* dan Direktorat Keuangan. Dalam melaksanakan Program Kemitraan dan Bina Lingkungan untuk Kantor Pusat dilakukan oleh Vice

- The Minister of State Owned Enterprises Decree Number: 100MBU / 2002 dated 04 June 2002 about the health rating of State-Owned Enterprises.
- The Minister of SOE decree Kep-236/MBU/2003 on Partnership Program of the Small Business agency and Community Development Program.
- The Minister of State Owned Enterprises regulation PER-05/MBU/2007 dated April 27, 2007 on pertnership program With Small Business And Community Development Program of State Owned Enterprises.
- The Minister of State-Owned Enterprises regulation No. PER-08/MBU/2007 dated 27 April 2007 Concerning to the fourth Amendment to the Minister of State-Owned Enterprises regulation No. PER-05/MBU/2007.
- The Minister of State-Owned Enterprises Circular Letter No. SE-03/MBU/S/2007 dated July 17, 2007 on the Establishment of Assistance Areas, 2007.
- The Minister of State Owned Enterprises regulation PER-09/MBU/07/2015 dated July 3, 2015 on Partnership and Community Development Program of State-Owned Enterprises.
- The Minister of State-Owned Enterprises regulation No. PER-03/MBU/12/2016 dated December 16, 2016 concerning Amendment to The Minister of SOEs regulation no. PER-09/MBU/07/2016 about Partnership and Community Development Program of State-Owned Enterprises.
- The Minister of State-Owned Enterprises regulation Number PER-02/MBU/7/2017 About Second Amendment to the Minister of State-Owned Enterprises regulation Number PER-09/MBU/07/2015 About the Partnership and Community Development Program of State-owned enterprises.

CSR ORGAN STRUCTURE

In accordance with the Board of Directors decree of PT PELNI (Persero) Number 02.28/02/SK/HKO.01/2017 dated February 28, 2017 on Organizational Structure, Main Duties and Functions of PT PELNI (Persero) Head Office, Partnership and Community Development program (PKBL) is under the Treasury Division and the Finance Directorate. In implementing the Partnership and Community Development Program for the Head Office is

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President Perbendaharaan dan dibantu oleh Manager PKBL beserta satu orang supervisor dan satu orang staf, sedangkan di daerah-daerah untuk pelaksanaan pembinaan Mitra dilakukan oleh staf PT PELNI (Persero) di cabang-cabang setempat.

PEMANGKU KEPENTINGAN

Bisnis yang berkelanjutan merupakan bisnis yang operasinya dikelola secara bertanggung jawab kepada seluruh pemangku kepentingan. Maka dari itu Perseroan senantiasa menjaga hubungan baik kepada para pemangku kepentingan dengan cara memperhatikan kebutuhan serta isu-isu yang penting bagi mereka melalui aspirasi dari setiap pemangku kepentingan. Aspirasi dari pemangku kepentingan yang diterima oleh PT PELNI (Persero) dijadikan acuan dalam pengambilan keputusan dan evaluasi terhadap strategi bisnis perusahaan.

Dari banyaknya pemangku kepentingan, Perseroan telah memetakan pemangku kepentingan utama. Penetapan pemangku kepentingan utama ditentukan berdasarkan tingkat keterlibatan dan relasi yang telah terbangun. Berikut adalah daftar pemangku kepentingan utama yang telah dipetakan oleh Perseroan:

- Pemegang Saham
- Regulator
- Pegawai
- Rekanan/ Mitra
- Pelanggan
- Masyarakat
- Kreditur
- Media

ISU-ISU UTAMA SOSIAL, EKONOMI DAN LINGKUNGAN

PT PELNI (Persero) telah melakukan identifikasi isu-isu penting terkait dampak sosial, ekonomi, dan lingkungan pada setiap pemangku kepentingan melalui berbagai kegiatan pelibatan pemangku kepentingan dan interaksi. Salah satu metode yang digunakan untuk menganalisa dampak atas isu-isu pada pemangku kepentingan dilakukan dengan menjalin komunikasi pada setiap pemangku kepentingan secara rutin melalui berbagai kegiatan.

performed by Vice President of Treasury and assisted by PKBL Manager along with one supervisor and one staff member, while in the areas for the implementation of coaching Partners are conducted by PT PELNI (Persero) staff in local branches.

STAKEHOLDERS

Sustainable business is a responsible operation to all stakeholders. Accordingly, the Company always maintains good relationship with the stakeholders by caring their important needs and issues into the aspirations from each stakeholders. This incoming aspiration from stakeholders to PT PELNI (Persero) is used as a reference in making decision and evaluating the Company's business strategy.

From some of the stakeholders, the Company has been mapped primary stakeholders by engagement level and relation that has been built. the following is a list of primary stakeholders mapped by the Company:

- Shareholders
- Regulator
- Employee
- Partner / Supplier
- Customers
- Community
- Creditors
- Media

IMPORTANT ISSUES OF SOCIAL, ECONOMIC AND ENVIRONMENTAL

PT PELNI (Persero) has identified important issues relating to social, economic and environmental impacts on each stakeholder by stakeholder engagement and interaction activities. One of the methods to analyze the impact of issues on the stakeholders is by establishing good communication with each stakeholder routinely through those activities.

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Sepanjang tahun 2019 telah ditetapkan isu-isu yang memiliki signifikansi terhadap dampak sosial, ekonomi, dan lingkungan yakni:

- Kinerja Ekonomi
- Keselamatan dan Kesehatan Kerja
- Energi
- Pelatihan dan Pendidikan

Penjelasan lebih lanjut terkait isu-isu penting (material) Perusahaan tercantum dalam *Sustainability Report* PT PELNI (Persero) Tahun Buku 2019.

During 2019 has been set out the issues that have significance impact to social, economic and environmental as follows:

- Economic Performance
- Occupational Health and Safety
- Energy
- Training and Education

For further explanation related to material issues of the Company is contained in PT PELNI (Persero) Sustainability Report 2019.

STRATEGI DAN PROGRAM KERJA

PT PELNI (Persero) telah memiliki strategi dan program kerja dalam mengelola isu-isu penting terhadap dampak ekonomi, sosial, dan lingkungan.

STRATEGY AND WORK PROGRAMS

PT PELNI (Persero) had strategy and work programs in dealing with important issues impacting social, economic and environmental.

Kategori Category	Fokus Area Area Focus	Strategi dan Program Kerja Strategy and Work Program
Ekonomi Economy	Kinerja Bisnis dan Operasional Business Performance and Operational	• Melakukan pengembangan pangsa pasar Market Development • Penguatan Budaya Perusahaan Strengthening Corporate Culture • Peningkatan Kualitas Layanan Improved Quality of Service
	Dampak Ekonomi Tidak Langsung Indirect Economic Impacts	• Terus menjadi penghubung antar pulau. Continue to be a liaison between islands.
	Tata Kelola Governance	• Melakukan penyusunan rencana dan peta jalan Tata Kelola Perusahaan 2019-2024. Prepare a plan and road map for Corporate Governance 2019-2024. • Melakukan sosialisasi program anti korupsi dan gratifikasi. Promote anti-corruption and gratification programs.
Sosial Social	Keselamatan dan Kesehatan Kerja Occupational Health and Safety	• Melakukan audit rutin SMK3. Conduct routine audits on occupational health and safety management system.
	Ketenagakerjaan dan Pengembangan SDM Employment and HR Development	• Penerapan budaya Perusahaan. Application of Company culture. • Memberikan pelatihan dan pengembangan kepada pegawai untuk meningkatkan kompetensi SDM Perseroan Providing training and development to employees to improve the Company's HR competencies
	Bantuan Masyarakat Community Assistance	• Melakukan kegiatan berupa bantuan pendidikan kepada masyarakat melalui program PKBL. Conducting activities in the form of educational assistance to the community through the partnerships and community development program program. • Memberikan bantuan sosial kepada masyarakat sekitar wilayah operasi usaha berupa sumbangan dan bantuan pembangunan sarana peribadahan. Providing social assistance to the community around the area of business operations in the form of donations and assistance in the construction of worship facilities. • Memberikan bantuan sosial kepada wilayah terdampak bencana. Providing social assistance to affected areas.
Lingkungan Environment	Pengelolaan Bisnis Ramah Lingkungan Environmentally friendly Business Development	• Melaksanakan program restorasi terumbu karang. Implement a coral reef restoration program. • Melaksanakan program efisiensi penggunaan bahan bakar. Implement fuel efficiency programs. • Menerapkan kebijakan penggunaan bahan bakar ramah lingkungan yaitu biodiesel b30. Implement policies on the use of environmentally friendly fuels, namely biodiesel b30.

TANGGUNG JAWAB SOSIAL TERKAIT HAK ASASI MANUSIA

Corporate Social Responsibility Related to Human Rights

Hak Asasi Manusia (HAM) merupakan salah satu bagian dari isu sosial yang selalu diperhatikan oleh Perseroan. Pemangku kepentingan sebagai objek dalam isu ini mencakup pemangku kepentingan yang berada dalam Perusahaan dan di luar Perusahaan.

Tanggung jawab sosial terkait HAM dilaksanakan dengan berlandaskan pada prinsip dasar kemanusiaan, budaya, adat istiadat dan nilai-nilai sosial. Hal ini menjadi sangat relevan mengingat operasi bisnis Perseroan melibatkan insan dengan latar belakang ras, suku, agama, dan budaya yang beragam. Selain insan yang terlibat langsung dengan Perusahaan, operasi bisnis Perseroan juga melibatkan masyarakat yang beragam mengingat lokasi operasi Perusahaan yang tersebar diberbagai wilayah di Indonesia.

Untuk itu, PT PELNI (Persero) berkomitmen untuk selalu konsisten menjaga keharmonisan dan keberagaman ini melalui penerapan praktik non-diskriminasi yang ketat.

KESETARAAN GENDER DAN KESEMPATAN KERJA

Per 31 Desember 2019, jumlah pegawai PT PELNI (Persero) adalah 5.654 dengan persentase pegawai laki-laki adalah 4.992 dan sisanya adalah pegawai perempuan. Dominasi pegawai laki-laki ini didorong oleh faktor karakteristik industri pelayaran yang lebih diminati oleh kaum laki-laki dibandingkan dengan perempuan.

Meskipun mayoritas pegawai adalah laki-laki, dalam menjalankan proses rekrutmen calon pegawai Perseroan selalu menjunjung tinggi prinsip kesetaraan dan non-diskriminasi. Proses rekrutmen yang dijalankan Perseroan senantiasa dilakukan secara adil yang berorientasi pada kompetensi dan keahlian calon pegawai.

Human Rights (HAM) is one of social issues that is always maintained by the Company. Stakeholders as objects in this issue cover stakeholders inside and outside the Company.

Social responsibility related to human rights is conducted based on the basic principles of human race, culture, customs and social values. This becomes very relevant with the Company's business operations which involve people from diverse backgrounds, ethnicity, religion and culture. Alongside the people who are directly involved, the Company's business operations also engage a diverse community due to the operations located in some regions across Indonesia.

For this reason, PT PELNI (Persero) is committed to maintain these harmonious and diversity relationship consistently towards strict non-discrimination practices.

GENDER EQUALITY AND JOB OPPORTUNITY

As of December 31st, 2019, total employees of PT PELNI (Persero) was 5,654 with the percentage of 4,992 male employees and the rest was female employees. This male employee's domination is driven by characteristics of the shipping transport industry which are more attractive for men than women.

Notwithstanding that majority of employees are male, in the recruitment process of prospective employees always upholds the principles of equality and non-discrimination. This recruitment process of the Company is conducted fairly and oriented to the competencies and expertise of prospective employees.

TANGGUNG JAWAB SOSIAL TERKAIT HAK ASASI MANUSIA
Corporate Social Responsibility Related to Human Rights

PERLINDUNGAN HAK ADAT ISTIADAT, BUDAYA DAN, AGAMA

Lokasi operasi Perseroan yang mencakup seluruh wilayah di Indonesia menjadi sebuah keuntungan sekaligus tantangan bagi Perseroan. Perbedaaan wilayah ini memungkinkan adanya perbedaan budaya, suku, ras, dan agama. Kaya-nya nilai perbedaan di setiap wilayah Indonesia menjadi sebuah nilai tambah keberagaman akan SDM baik di dalam Perusahaan maupun diluar Perusahaan.

Untuk menjaga harmonisasi pada insan di luar Perusahaan khususnya masyarakat lokal, Perusahaan senantiasa menjaga komunikasi dan interaksi serta melakukan kegiatan-kegiatan yang melibatkan pemangku kepentingan. Pendekatan yang dilakukan juga selalu dilandasi dengan prinsip toleransi terhadap adat budaya tanpa harus bertentangan dengan adat dan budaya setempat.

Selain pada adat dan budaya, Perseroan juga selalu memperhatikan hak asasi dalam menganut kepercayaan. Perseroan memberikan toleransi untuk menjalankan ibadah sesuai kepercayaan masing-masing individu. Perseroan juga rutin mengadakan acara ke-agamaan pada setiap hari besar seluruh agama yang berlaku di Indonesia.

RESPECTING THE TRADITION, CULTURE AND RELIGION

Our operations are located across the regions in Indonesia which is a benefit and also to be the challenges for us. The different regions may arise the immense diversity of culture, ethnic, race and religion. This archipelago state of Indonesia is to be an added-value of our human resources diversity, both inside or outside of the Company.

To maintain a harmonious relationship with people outside the Company, especially the local community around us, we always build strong communication and interaction and conduct activities involving our Stakeholders. The approach also relies on the tolerance principle of cultural-customs without having to conflict with local customs and culture.

Despite tradition and culture, the Company always heeds on human rights in adhering to the beliefs. The Company provides a tolerance norm to pray according to the beliefs of each individual employee. The Company also routinely holds religious events in every major religious-day in Indonesia.

TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL

Corporate Social Responsibility Related to Fair Operation

Pada dasarnya tanggung jawab Perusahaan pada praktik operasi yang adil mencakup pada perilaku etis dalam transaksi Perusahaan dengan perusahaan atau organisasi lainnya. Sebagai entitas yang dikelola secara profesional, perilaku bisnis yang etis menjadi sebuah keharusan demi menunjang hubungan yang baik kepada para pemangku kepentingan terkait.

Komitmen Perseroan dalam menjalankan praktik bisnis yang berlandaskan etika ditunjukkan melalui adanya kebijakan kode etik yang tertuang dalam Pedoman Etika dan Perilaku *(Code of Conduct)* yang mengatur tentang hubungan Perusahaan dengan para pemangku kepentingan.

Perseroan berkomitmen menjalankan praktik bisnis dengan integritas dan profesional, menghindari benturan kepentingan, menghindari bentuk-bentuk kecurangan *(fraud),* tidak menoleransi suap, termasuk korupsi, kolusi, dan neoptisme (KKN).

ANTI KORUPSI

Upaya pencegahan dan pemberantasan korupsi telah menjadi fokus utama pemerintah. Perseroan mendukung penuh upaya pemerintah dalam mencegah dan memberantas korupsi di lingkungan Perseroaan termasuk interaksi para pegawai dengan para pemangku kepentingan.

Komitmen PT PELNI (Persero) dalam mencegah praktik korupsi telah sejalan dengan tujuan pemerintah dalam menyelenggarakan iklim bisnis yang bersih dan transparan. Kebijakan anti korupsi yang dimiliki PT PELNI (Persero) telah tertuang dalam pedoman etika perilaku Perseroan. Pencegahan praktik korupsi pada Perseroan juga mencakup pelarangan praktik suap, pencucian uang, gratifikasi dan lain-lain.

Basically, the Company's responsibility for fair operating practices includes ethical behavior in every business transactions with other companies or organizations. As a professional Public company, our ethical business behavior is a must in order to help us bearing up good relations with relevant stakeholders.

The Company's commitment to carry out clean business practices based on ethics, which is through the existence of our code of ethics policy that is contained in the Code of Conduct, governing the relationship between us and our stakeholders.

The Company is committed to conducting business practices with integrity and professionalism, avoiding conflicts of interest, preventing fraud, not tolerating bribery, corruption, collusion and nepotism (KKN).

ANTI-CORRUPTION

Our efforts to prevent and eradicate corruption have become the main focus of our government. The Company fully supports these government's efforts to prevent and eradicate corruption within the Company, including the interaction between our employees with stakeholders.

The Company's commitment to preventing corruption practices is in line with the government's goal of conducting a clean and transparent business circumstances. Our anti-corruption policy has been set out in the Company's code of conduct. This corruption practices prevention within the Company also includes banning bribery, money laundering, gratuities and others misbehave actions.

TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL
Corporate Social Responsibility Related to Fair Operation

Keseriusan Perseroan dalam mencegah tindak KKN ditunjukkan dengan dibentuknya Unit Pengendalian Gratifikasi (UPG). Unit Pengendalian Gratifikasi (UPG) memiliki kedudukan yang independen dan bertanggung jawab kepada Sekretaris Perusahaan. Dengan adanya Unit Pengendalian Gratifikasi ini diharapkan dapat mendorong setiap insan Perseroan untuk menjaga independensinya dan mencegah adanya praktik gratifikasi dan korupsi di lingkungan Perseroan.

Kebijakan PT PELNI (Persero) tentang anti korupsi juga dilakukan dengan mewajibkan seluruh insan Perseroan untuk mendatangani pakta integritas yang melarang praktik-praktik korupsi. Pada tahun 2019 upaya pencegahan praktik korupsi juga dilakukan melalui sosialisasi anti korupsi yang diselenggarakan melalui acara sosialisasi Gratifikasi dan Whistleblowing System oleh KPK pada 30 September 2019.

The Company is serious to prevent actions of corruption, collusion and nepotism by establishing a Gratification Control Unit (UPG). This Gratification Control Unit stands independently and is responsible to the Corporate Secretary. With the existence of the Gratification Control Unit is hoped that can encourage every person of the Company to foster its independence and prevent the actions of gratification and corruption within the Company.

The Company's policy on anti-corruption is also carriedout by requiring all of our people to sign an integrity pact that prohibits corrupt practices. In 2019, our efforts to prevent corrupt practices were also carried out through the Gratification and Whistleblowing System socialization event by the KPK on September 30, 2019.

PRAKTIK PENGADAAN YANG TRANSPARAN

Perusahaan dalam melaksanakan kegiatan usahanya senantiasa menjaga terciptanya persaingan yang sehat sesuai dengan peraturan perundang-undangan yang berlaku dengan menjunjung prinsip-prinsip efektif dan efisien, terbuka dan bersaing, transparan, serta akuntabel.

Adapun untuk menjaga prinsip transparansi dalam penentuan pemasok atau vendor, proses pengadaan yang harus dilakukan melalui tahapan prosedur:

- Kualifikasi dan evaluasi vendor
- Perencanaan dan pelaksanaan pengadaan
- Penerimaan, penyimpanan dan pengeluaran barang
- Pengukuran kepuasan dan pembinaan vendor

Tanpa mengurangi kualitas dan mutu barang atau jasa yang diperoleh, praktik pengadaan yang diterapkan di Perseroansenantiasa mengutamakan pemasok lokal, sesuai progam pemerintah untuk memberdayakan pemasok domestik (lokal dan nasional) dan meningkatkan prosentase Tingkat Komponen Dalam Negeri (TKDN).

TRANSPARENT PROCUREMENT PRACTICES

The Company in operating its business activities always maintains the creation of fair competition in accordance with applicable laws and regulations by upholding the principles of effective and efficient, openness and competitive, transparent, and accountable.

To maintain the principle of fairness in determining suppliers or vendors, the procurement process must be carried out through the procedures:

- Vendor qualification and evaluation
- Procurement planning and implementation
- Receiving, storing and releasing goods
- Measurement of vendor satisfaction and guidance

Without reducing the quality of goods and services obtained, procurement practice that applied in the Company is always prioritize local supplier, according to government programs to empower domestic (local and national) suppliers and increase the percentage of Domestic Component Levels (TKDN).

TANGGUNG JAWAB SOSIAL TERKAIT OPERASI YANG ADIL
Corporate Social Responsibility Related to Fair Operation

KETERLIBATAN POLITIK YANG BERTANGGUNG JAWAB

Setiap Insan PT PELNI (Persero), selaku warga Negara, memiliki hak asasi untuk berkumpul, berserikat, berorganisasi dan menyalurkan aspirasi politik dan sosialnya. Perusahaan tidak memaksa, mempengaruhi atau mengarahkan partisipasi individu dalam berkontribusi di bidang politik. Segala konsekuensi yang timbul akibat aktivitas karyawan dalam politik ditanggung oleh karyawan yang bersangkutan.

Bagi Insan PT PELNI (Persero) yang mencalonkan diri menjadi pengurus partai politik dan/atau anggota legislatif maka yang bersangkutan harus non-aktif selama pencalonannya. Jika yang bersangkutan telah menjadi pengurus partai politik dan/atau menjadi anggota legislatif maka yang bersangkutan harus mengundurkan diri dari Perusahaan sebagaimana ketentuan perundang-undangan yang berlaku.

RESPONSIBLE POLITICAL ENGAGEMENT

Every person of PT PELNI (Persero), as a citizen, has the rights to gather, associate, organize and devote the political and social aspirations. The company does not force, influence or direct the people in contributing to politics. All consequences arising from employee activities in politics are borne by the employee concerned.

For the employee of PT PELNI (Persero) who is electing for political party and/or legislative member, the person concerned shall be non-active as an employee during the nomination. If the person concerned has become an official of a political party and / or is a member of the legislative body then the person concerned shall resign from the Company in accordance with the relevant laws and regulations.

PERSAINGAN SEHAT

Perusahaan menjunjung tinggi etika bisnis dan berkompetisi secara sehat, jujur dan *fair* dengan para pesaing *(competitor)*. Perkembangan bisnis ke depan yang semakin ketat dan terbuka menuntut Perusahaan untuk terus berinovasi. Oleh karenanya Perusahaan memandang dan menempatkan pesaing sebagai pemacu untuk terus meningkatkan diri sehingga mampu bersaing dalam kompetisi bisnis. Perusahaan menghindari melakukan kesepakatan yang tidak wajar dengan pelaku industri lainnya, untuk mendapatkan keuntungan dengan mengorbankan kepentingan pelanggan.

HEALTHY COMPETITION

The Company upholds business ethics and competes in a healthy, honest and fair manner with other competitors. Future business developments which are increasingly stringent and open requiring the Company to continue to innovate. Therefore, the Company views and puts the competitors as a trigger to continuously improve, so that we can compete in business. The Company avoids making unfair agreements with other industry players to get more profit instead of respecting customer's interests.

TANGGUNG JAWAB SOSIAL TERKAIT LINGKUNGAN HIDUP

Corporate Social Responsibility Related to Living Environment

Faktor lingkungan hidup menjadi perhatian khusus bagi Perusahaan mengingat operasi bisnis PT PELNI (Persero) memiliki risiko dan dampak pada kelestarian lingkungan. Perseroan menilai bahwa aspek pelestarian lingkungan hidup merupakan salah satu faktor utama untuk menunjang keberlanjutan usaha di masa yang akan datang.

Sesuai dengan Undang-Undang No. 32 tahun 2009 tentang Perilindungan dan Pengelolaan Lingkungan Hidup (PPLH), Perseroan telah memiliki upaya sistematis dan terpadu demi mencegah terjadinya pencemaran dan kerusakan lingkungan hidup. Dan upaya dalam pencegahan yang dilakukan oleh Perseroan pun selalu didasari oleh prinsip kehati-hatian dalam menjalankan kegiatan operasi bisnisnya.

Kebijakan tanggung jawab sosial dalam lingkungan hidup juga telah ditetapkan dalam program PKBL dimana salah satu objek programnya mewajibkan Perseroan untuk melaksanakan tanggung jawab sosial kepada kelestarian lingkungan.

Implementasi pengelolaan dan pencegahan dampak lingkungan Perseroan berpedoman pada dokumen Sistem Manajemen Keselamatan . Perseroan juga selalu memastikan bahwa setiap proyek yang dijalankan telah memenuhi standar perizinan dan baku mutu lingkungan.

Berdasarkan bidang usaha yang dijalankan, Perusahaan memiliki potensi dan risiko atas dampak lingkungan dari kegiatan operasionalnya antara lain:

- Energi
- Emisi
- Limbah
- Keanekaragaman Hayati

Dari potensi dampak lingkungan tersebut, Perseroan telah memiliki mekanisme mitigasi atas segala risiko yang mungkin akan dihasilkan pada setiap jenis dampak lingkungan.

Pada tahun 2019, Perseroan telah memiliki rencana kerja tanggung jawab sosial terkait lingkungan hidup antara lain adalah:

Environmental factors are becoming our particular concern, considering that the Company's business operations have risks and impacts on environmental sustainability. The Company realizes that the environmental sustainability aspect is one of the main factors to support business sustainability for the years to come.

In accordance with Law No. 32 of 2009 concerning Environmental Protection and Management (PPLH), the Company had a systematic and integrated effort to prevent environmental pollution and damage. And these prevention efforts by the Company are always based on the principle of prudence in carrying out our business operations.

The social responsibility policy on the environment has also been established in the PKBL program where one of the programs necessitates the Company to have social responsibility to environmental sustainability.

The management and prevention of the Company's environmental impact is guided by the Safety Management System document. The Company always ensures that every project meets the licensing standards and environmental quality standards.

Aligned to the line of business, the Company has potential and risk impact on environment from the operating activities, among others:

- Energy
- Emission
- Waste
- Biodiversity

From those potential environmental impacts, the Company has a mitigation mechanism for all risks that may be classified by each type of environmental impact.

In 2019, the Company had some work programs of social responsibility related to living environment as follows:

TANGGUNG JAWAB SOSIAL TERKAIT LINGKUNGAN HIDUP
Corporate Social Responsibility Related to Living Environment

1. Melaksanakan kebijakan penggunaan bahan bakar ramah lingkungan.
2. Melakukan perawatan kapal dalam rangka mendorong efisiensi penggunaan energi.
3. Melakukan pemasangan alat pencacah limbah padat pada kapal.
4. Melakukan pemberdayaan terumbu karang.

1. Enforced the policy on use of environmentally friendly fuel.
2. Ship maintenance to boost efficient use of energy.
3. installed the solid waste counter on board.
4. Coral reef conservation.

PENGHARGAAN DI BIDANG LINGKUNGAN

23 NOVEMBER 2019
November 23, 2019

PT Pelayaran Nasional Indonesia meraih peringkat *"Gold"* dalam ajang Sustainability Report Award 2019.

PT Pelayaran Nasional Indonesia earned "Gold" rank in the 2019 Sustainability Report Award event.

AWARDS IN THE ENVIRONMENT

27 MARET 2019
March 27, 2019

PT Pelayaran Nasional Indonesia (Persero) meraih penghargaan 10th Indonesia Green Award 2019 (IGA) dari La tofi School of CSR, kategori Mengembangkan Pengolahan Sampah Terpadu melalui Program "Kampung Pelni Barokah".

PT Pelayaran Nasional Indonesia (Persero) won the 10th Indonesia Green Award 2019 (IGA) from La Tofi School of CSR, for Developing Integrated Waste Management Category through the "Kampung Pelni Barokah" Program.

PENGELOLAAN ENERGI

Pengelolaan energi secara efektif dan efisien menjadi penting karena penggunaan energi berdampak langsung pada kontribusi emisi dan karbon. Upaya pengelolaan energi yang optimal juga penting terkait efisiensi sumber daya demi biaya operasi yang lebih rendah.

Penggunaan sumber energi pada operasi bisnis PT PELNI (Persero) dibagi menjadi dua yaitu energi listrik dan bahan bakar. Energi listrik didapatkan dari listrik PLN sebagai pendukung pada operasional kantor. Sedangkan energi bahan bakar digunakan sebagai bahan bakar utama operasional kapal.

Manajemen energi khususnya bahan bakar dilakukan dibawah Divisi Pengelolaan Bahan Bakar. Divisi Pengelolaan Bahan Bakar memiliki fungsi menyiapkan rumusan kebijakan, penelaahan, pelaksanaan, pengendalian dan pelaporan pengelolaan serta kegiatan *monitoring,* Divisi Pengelolaan Bahan Bakar sesuai fungsinya juga melaksanakan perencanaan dan pengendalian bahan bakar serta minyak pelumas kapal sesuai dengan ketentuan yang berlaku agar dapat dicapai kinerja efektivitas dan efisiensi penyediaan bahan bakar dan minyak pelumas kapal yang optimal.

ENERGY MANAGEMENT

Effective and efficient energy management is important because the use of energy has a direct impact on emissions contribution and carbon footprints. Optimal efforts of energy management are also important relating resource efficiency for lower operating costs.

The use of energy for the business operations of PT PELNI (Persero) divided into two, which is electricity and fuel. Electrical energy is obtained from PLN as a support for office operations. While fuel energy is used for ship operations.

Energy management, especially for fuel, is under the Fuel Management Division. The Fuel Management Division has the functions of preparing policy formulation, reviewing, implementing, controlling and reporting management and monitoring activities, the Fuel Management Division in line with its function also carries out the planning and control for ship's fuel and lubricants in accordance with applicable regulations to achieve effective performance and optimal supply of ship's fuel and lubricating oils.

TANGGUNG JAWAB SOSIAL TERKAIT LINGKUNGAN HIDUP
Corporate Social Responsibility Related to Living Environment

Selama tahun 2019, penggunaan energi bahan bakar tercatat turun sebesar 1,14% dari tahun sebelumnya menjadi 9.261.461 Gjoule. Angka ini diperoleh dari penjumlahan seluruh pemakaian energi berdasarkan sumbernya seperti Listrik PLN, Diesel, BBM, Gas Alam, dan MFO.

During 2019, the use of fuel has decreased by 1.14% from the previous year to 9,261,461 Gjoule. This figure was obtained from the sum of all energy usage based on sources such as Electricity from PLN, Diesel, Fuel, Natural Gas, and MFO.

PENGELOLAAN LIMBAH

Sistem pengelolaan limbah menjadi sangat penting bagi operasi bisnis PT PELNI (Persero) mengingat limbah memiliki potensi pencemaran terhadap laut.

Manajemen pengelolaan limbah di Perseroan dilakukan berdasarkan SK Direksi No: 01.18/01/SK/HKO.01/2019 tentang *Standard Operating Procedure* Pengelolaan BBM, Pelumas (LO), dan Pelumas Bekas (B3) tanggal 18 Januari 2019 dan SK Direksi No: 12.20/1/SK/HKO.01/2016 Tentang Tim Penyempurnaan Manual Sistem Manajemen Keselamatan (SMK) Kapal PT PELNI (Persero). Kebijakan tersebut mengatur tentang pengelolaan limbah berbahaya/B3 dan pengelolaan limbah/sampah hasil operasi pada kapal.

Sesuai dengan kebijakan tersebut, metode pegolahan limbah juga dibedakan berdasarkan penggolongannya yaitu limbah padat dan limbah cair. Setiap jenis limbah memiliki metode pengelolaan khusus agar tidak membuat pencemaran kepada lingkungan. Rincian mengenai metode pengelolaan limbah dapat dilihat pada Laporan Keberlanjutan PT PELNI (Persero).

Pada tahun 2019, volume limbah yang dihasilkan dari masing-masing jenis limbah dapat dilihat pada tabel berikut ini:

WASTE MANAGEMENT

The waste management system is significant for business operation of PT PELNI (Persero), considering that waste has the potential to pollute the sea.

Waste management of the Company is carried out based on Decree of Board of Directors No: 01.18/01/SK/HKO.01/2019 concerning Standard Operating Procedures for Managing Fuel, Lubricants and Used Lubricants (B3) on 18th January 2019 and Decree of Board of Directors No: 12.20/1/SK/HKO.01/2016 About the Team for Improving the Safety Management System (SMK) for Ship of PT PELNI (Persero). These policy regulate the management of dangerous/hazardous waste and management of waste/rubbish from ships.

Referring to those policies, waste processing methods are also distinguished by the classification, namely solid and liquid waste. Each type of waste has a special management method so that does not pollute the environment. the details about waste management methods can be seen in PT PELNI (Persero) Sustainability Report.

In 2019, waste volume resulted from each type of waste can be seen in the table below:

Jenis Limbah Type of Waste	Kategori Category	Volume Volume
Limbah Air Waste water	Limbah cair Liquid waste	397.165m3
Limbah Sampah Kapal Ship Rubbish Waste	Limbah Padat solid waste	36.138,55 ton

TANGGUNG JAWAB SOSIAL TERKAIT KETENAGAKERJAAN, KESEHATAN KERJA, DAN KESELAMATAN (K3)

Corporate Social Responsibility Related to Employment, Occupational Health and Safety (OHS)

Aspek ketenagakerjaan dan K3 merupakan aspek yang sangat penting dalam menunjang keberlanjutan Perusahaan. Untuk itu, Perseroan menempatkan aspek Ketenagakerjaan dan K3 menjadi salah satu tanggung jawab sosial Perusahaan. Perseroan yakin bahwa praktik ketenagakerjaan dan K3 yang dikelola dengan baik akan mendorong terciptanya Sumber Daya Manusia yang unggul dan kompeten.

Perseroan berkomitmen untuk senantiasa menciptakan praktik ketenagakerjaan yang sehat dan iklim kerja yang kondusif, serta berupaya untuk meminimalisir tingkat kecelakaan kerja menuju angka kecelakaan kerja nol *(zero accident)* agar visi, misi, dan tujuan Perseroan dapat terealisasi. Untuk itu, Komitmen tersebut telah dituangkan melalui Manual Sistem Manajemen Keselamatan.

Landasan kebijakan praktik Ketenagakerjaan dan K3 yang diterapkan Perseroan juga telah sesuai dengan peraturan keselamatan internasional (SOLAS) yang tertuang dalam ISM Code.

TARGET DAN RENCANA KEGIATAN TAHUN 2019

Pada tahun 2019, Perseroan memiliki target dan rencana kerja dalam bidang K3 dan Ketenagakerjaan adalah sebagai berikut:

- Melakukan audit sistem manajemen keselamatan kapal
- Mengikuti program pelatihan dan sertifikasi
- Pengadaan peralatan SMK3 & LH

PELAKSANAAN DAN KEGIATAN

Ketenagakerjaan

1. **Kesetaraan *Gender* dan Kesempatan Kerja**
   Dalam menjalankan proses rekrutmen calon Pegawai, Perseroan senantiasa menjunjung tinggi prinsip-prinsip Hak Asasi Manusia (HAM) dengan membuka kesempatan kerja yang seluas-luasnya kepada siapapun tanpa memandang aspek *gender,* perbedaan etnis, agama, ras, kelas, *gender*, ataupun kondisi fisik tertentu. Perseroan berkomitmen untuk selalu menerapkan prinsip non-diskriminasi di dalam proses rekrutmen Pegawai dengan membuka kesempatan kerja yang sama bagi perempuan

Labor and OHS aspects are the essential aspects in supporting the Company's sustainability. For this reason, the Company takes these aspects of Employment and OHS into one of the Company's social responsibilities. The Company is confident that well-managed practices of labor and OHS will encourage the creation of excellent and competent Human Resources.

The Company is committed to continuously creating healthy labor practices and a conducive work climate, and strives to minimize the level of work accidents towards zero accident rates. Thus, the vision, mission and goals of the Company can be achieved. By doing so, this commitment has been made through the Safety Management System Manual.

The policies basis of the Labor and OHS practices applied by the Company is also in accordance with international safety regulations (SOLAS) as set out in the ISM Code.

TARGET AND ACTIVITIES PLANNING IN 2019

In 2019, the Company had targets and work plans for OHS and Labor fields as follows:

- Conducted an audit to the ship's safety management system
- Participated in training and certification programs
- Procurement of OHS system and environmental equipments

IMPLEMENTATION AND ACTIVITIES

Employment

1. **Gender Equality and Career Opportunity**
   In recruitment process of prospective Employees, the Company always upholds the principles of Human Rights by opening the broadest job opportunities for anyone, without regardless with aspects of their sex, ethnic, religion, race, social class, gender, or certain physical conditions. The Company is committed to always applying the principle of non-discrimination into our employee recruitment process by equal employment opportunities for women (gender equity and equality), as long as they meet the

TANGGUNG JAWAB SOSIAL TERKAIT KETENAGAKERJAAN, KESEHATAN KERJA, DAN KESELAMATAN (K3)

Corporate Social Responsibility Related to Employment, Occupational Health and Safety (OHS)

(gender equity and equality), sejauh memenuhi persyaratan yang ditetapkan. Penerimaan ataupun pengangkatan calon Pegawai dilakukan secara transparan dimana hasil keputusannya senantiasa mengacu pada hasil seleksi dan evaluasi selama masa percobaan dan orientasi Pegawai.

2. **Kesempatan Untuk Mengikuti Program Pendidikan dan Pelatihan**
   Perseroan secara berkesinambungan menyelenggarakan program pendidikan dan pelatihan SDM yang bertujuan untuk memenuhi kebutuhan kompetensi setiap Pegawai sesuai dengan bidangnya masing-masing. Uraian lebih rinci mengenai program pendidikan dan pelatihan Pegawai yang telah dijalankan Perseroan di sepanjang tahun 2019 dapat dilihat pada bab profil halaman 101.

3. **Fasilitas Pendukung Kesejahteraan Pegawai**
   Perseroan telah menyediakan tempat/sarana ibadah baik di kantor pusat, cabang, maupun kapal yang bertujuan agar setiap Pegawai tetap dapat melaksanakan ibadah dan kegiatan keagamaan sesuai dengan keyakinan masing-masing.

4. **Kesejahteraan Pegawai**
   Perseroan senantiasa memperhatikan kualitas kesejahteraan seluruh Pegawainya dengan memberikan kompensasi dan manfaat yang sesuai dengan kontribusi yang telah diberikan oleh setiap Pegawai terhadap Perseroan demi terciptanya level produktivitas kerja yang optimal. Adapun kompensasi dan manfaat yang diberikan terdiri dari gaji pokok dan tunjangan kesejahteraan yang nilainya disesuaikan dengan golongan dan/atau jabatan masing-masing. Selain menerima sejumlah kompensasi dan manfaat di atas, setiap Pegawai Perseroan juga memiliki jatah cuti yang disesuaikan dengan skala/golongan masing-masing berikut ini:
   - Cuti Tahunan: 12 hari kerja (untuk Pegawai yang telah memenuhi masa kerja satu tahun).
   - Cuti Bersalin/Keguguran:
     - 1,5 bulan sebelum perkiraan kelahiran.
     - 1,5 bulan setelah melahirkan.

specified requirements. Acceptance or appointment decision of our prospective Employees is always in a transparent manner that refers to the selection and evaluation results during their trial period and orientation.

2. **Opportunity to Participate Education and Training Programs**
   The Company continuously organizes HR education and training programs that aim to meet the competency needs for each Employee in accordance with their fields. The more detailed description of the Employee education and training program that has been carried out by the Company during 2019 can be seen in profile chapter page 101 in this report.

3. **Employee Welfare Supporting Facilities**
   The Company has provided a place/facility for praying both at the head office, branches and ships in order that each employee can continue to perform worship and religious activities in accordance with their beliefs.

4. **Employee welfare**
   The Company always sharpens our focus on the welfare quality for all Employees by providing compensation and benefits fitted with their contributions made to the Company to create an optimal level of their work productivity. The compensation and benefits provided consist of basic salary and welfare benefits, which the value is adjusted to each class and / or position. Despite of those compensations and benefits, each Employee of the Company also has a ration of leave that is also adjusted to the following scale / class:
   - Annual leave: 12 working days (for employees who have one year work period).
   - Maternity / Miscarriage Leave:
     - 1.5 months before the estimated birth.
     - 1.5 months after giving birth.

TANGGUNG JAWAB SOSIAL TERKAIT KETENAGAKERJAAN, KESEHATAN KERJA, DAN KESELAMATAN (K3)

Corporate Social Responsibility Related to Employment, Occupational Health and Safety (OHS)

- Cuti Bersama yang sesuai dengan peraturan perundang-undangan yang berlaku.
- Selain cuti diatas, Pegawai juga berhak mengambil izin tidak masuk kerja seperti izin sakit, izin haid, izin penting, serta izin meninggalkan pekerjaan di luar tanggungan Perseroan.

5. **Kebebasan Berserikat**
   Seluruh hak dan kewajiban Pegawai telah tertuang di dalam Perjanjian Kerja Bersama (PKB) yang ditandatangani oleh pihak manajemen dan Serikat Pekerja Sebagai entitas bisnis yang selalu siap menghadapi beragam tantangan dan fleksibel terhadap pengembangan organisasi, Perseroan bersikap terbuka terhadap setiap perubahan kebijakan yang berkaitan dengan SDM. Sampai dengan tahun 2019 PT PELNI (Persero) memiliki 2 Serikat Pekerja/ Serikat Pegawai yaitu SP PELNI dan Sekar PELNI. Sedangkan jumlah pegawai yang terdaftar dalam Serikat Pekerja/Serikat Pegawai sebanyak 3.950 Orang pegawai atau setara dengan 70% Pegawai.

6. **Remunerasi Pegawai**
   Sebagai wujud kepatuhan Perseroan terhadap regulasi yang berlaku di bidang ketenagakerjaan, Perseroan telah menetapkan kebijakan pemberian Upah Minimum Regional/Provinsi (UMR/P) yang besarannya disesuaikan dengan wilayah kerja operasional masing-masing Pegawai. Dengan diberlakukannya kebijakan tersebut, maka gaji terendah yang diterima oleh Pegawai baru di Perseroan sekurang-kurangnya sama dengan standar UMR/P yang berlaku di wilayah kerja operasional masing-masing Pegawai. Selain itu, setiap Pegawai juga menerima tunjangan lain yang disesuaikan dengan prestasi dan golongan jabatan. Secara rinci remunerasi pegawai PT PELNI (Persero) dapat dilihat pada sub bab Sumber Daya Manusia halaman 141.

- Public Leave in accordance with relevant laws and regulations.
- Besides those leaves, Our employees are also entitled to take permission not to come to work, such as sick leave, menstrual permits, important permits, as well as permission to leave their work beyond the responsibility of the Company.

5. **Freedom to Associate**
   The rights and obligations of all employees have been stated in the Collective Labor Agreement (PKB) signed by the management and Labor Unions. As a business entity that is always ready to face varieties of challenges and flexibility in organizational development, the Company is open to any policy changes related to HR. Until 2019, PT PELNI (Persero) has 2 Labor Unions / Employees' Union, which are SP PELNI and Sekar PELNI. While the number of employees registered in these Labor Union / Employees' Union is 3,950 Employees or equal to 70% of our employees.

6. **Remuneration for Employees**
   As a manifestation of our compliance with applicable manpower regulations, the Company has established a policy of giving Regional / Provincial Minimum Wages (R/PMW), which is the amount of employee salary adjusted to operational working area. With this policy, the lowest salary received by entry level Employees of the Company fitted with the applicable PMW standard for each employee in the operational working area. In addition, each employee also receives other allowances according to the performance and position. The detail information of remuneration for employees of PT PELNI (Persero) contained in the Human Resources chapter, page 141.

TANGGUNG JAWAB SOSIAL TERKAIT KETENAGAKERJAAN, KESEHATAN KERJA, DAN KESELAMATAN (K3)

Corporate Social Responsibility Related to Employment, Occupational Health and Safety (OHS)

7. **Tingkat *Turnover* Pegawai**

Dalam rangka menciptakan iklim kerja yang kondusif bagi semua Pegawai, Perseroan berupaya untuk mengelola tingkat turnover Pegawai dengan sebaik-baiknya. Pada tahun 2019, tingkat *turnover* Pegawai tercatat sebesar 4,54%, secara rinci dapat dilihat pada tabel di bawah ini:

7. **Employee Turnover Level**

To create a conducive work climate for all employees, the Company strives to maintain turnover levels. In 2019, employee turnover level recorded 4.54% with the detail can be seen below:

Keterangan Description	Jumlah Total
Meninggal Dunia Passed Away	28
Pengunduran Diri Resignation	17
Pemutusan Hubungan Kerja Work termination	-
Pensiun Retired	183
Lainnya Others	-
Jumlah Total	**228**

8. **Mekanisme Pengaduan Masalah Ketenagakerjaan**

Apabila terjadi keluh kesah dan perselisihan terkait ketenagakerjaan, maka tahapan penyelesaian pada tingkat pertama dapat dilakukan oleh atasan langsung masing-masing Pegawai. Selanjutnya, jika keluh kesah dan perselisihan tersebut belum dapat diselesaikan di level atasan langsung, maka Pegawai dapat mengajukan keluhan kepada level atasan yang memiliki jabatan lebih tinggi. Selanjutnya, jika belum juga dapat ditemukan solusinya, maka Pegawai dapat meneruskan aduannya kepada Serikat Pekerja untuk disampaikan kepada Direksi dan diselesaikan. Pada implementasinya, apabila persoalan yang dimaksud tetap tidak dapat diselesaikan pada tingkat Direksi, maka laporan tersebut dapat diteruskan oleh pihak yang bersengketa kepada Departemen Tenaga Kerja atau lembaga yang berwenang menurut peraturan perundangan untuk memperoleh jasa-jasa baik dalam penyelesaian masalahnya.

8. **Manpower Complaint Mechanism**

If there are complaints and dissensions related to our manpower, the settlement stage can pass through their direct supervisor of each employee at the first level. Furthermore, if these complaints and dissensions can not be resolved at the level of the direct supervisor, then the Employee can submit a complaint to a higher position level. And if a solution can not be found, the Employee can send forward the complaint to the Labor Union then to be submitted and resolved by the Directors. In its implementation, if the dissenting problem cannot be resolved at the Directors level, then the report can be forwarded by both concerned parties to the Department of Labor or the authorized institution according to the laws and regulations to obtain the best decision to solve the problem.

TANGGUNG JAWAB SOSIAL TERKAIT KETENAGAKERJAAN, KESEHATAN KERJA, DAN KESELAMATAN (K3)

Corporate Social Responsibility Related to Employment, Occupational Health and Safety (OHS)

Kesehatan dan Keselamatan Kerja (K3)

1. **Pembentukan Panitia Pembina Keselamatan dan Kesehatan Kerja**

   Guna memperlancar implementasi K3 di lingkungan kerja, PT PELNI (Persero) telah membentuk Panitia Pembina Keselamatan dan Kesehatan Kerja (P2K3) berdasarkan Undang-Undang No. 1 tahun 1970 tentang Keselamatan Kerja, dan Peraturan Menteri Tenaga Kerja RI No. 04/MEN/1987 tentang Panitia Pembina Keselamatan dan Kesehatan Kerja serta Tata Cara Penunjukkan Ahli Keselamatan Kerja. Selain itu, pembentukan P2K3 juga untuk memenuhi Peraturan Pemerintah No. 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja, yang mengatur perusahaan yang mempekerjakan pegawai paling sedikit 100 orang dan mempunyai tingkat potensi bahaya tinggi atau pekerja berisiko tinggi wajib membentuk SMK3 dan LH, serta P2K3. Tugas P2K3 secara umum yaitu memberikan saran dan pertimbangan mengenai masalah K3. P2K3 PT PELNI (Persero) berada di bawah naungan SMK3 dan mengkoordinir serta bertanggung jawab atas seluruh pegawai PT PELNI (Persero) tanpa terkecuali.

2. **Audit *ISM-Code*, *ISPS-Code*, dan SMK3**

   Secara rutin Perseroan telah melaksanakan audit Sistem Manajemen Keselamatan melalui program kerja DPA-QHSSE yaitu *ISM-Code* dan *ISPS-Code* yang didasari oleh regulasi IMO *(International Maritime Organization)* yang juga dikonsolidasikan pada SOLAS (*Safety of Life at Sea)* 1974 *Chapter* IX (untuk ISM-Code) dan XI-2 (untuk ISPS-Code) serta SMK3 yang didasari oleh konvensi ILO *(International Labour Organization)* beserta turunannya seperti UU No.1 Th.1970 tentang Kesehatan Kerja dan Peraturan pemerintah No. 50 Tahun 2012.

Occupational Health and Safety (K3)

1. **Establishment of a Commission for Guiding Occupational Safety and Health**

   In order to smoothing the implementation of occupational health and safety in work environments, we formed occupational health and safety committee (P2K3) based on the laws No. 1 in the year of 1970 regarding work safety and the Ministry of Workforce of Republic of Indonesia Regulation No. 04/MEN/1987 related to occupational health and safety committee and work safety experts appointment. Furthermore, the forming of P2K3 team is to meet the Government Regulation No. 50 in the year of 2012 on the implementation of occupational health and safety management system, which regulates the companies who employing at least 100 employees and having the highest level potential of hazards or high risk job that must form occupational health, safety and environmental management system and its advisory committee (P2K3). The general duties of P2K3 team are to give advices and suggestions relating to occupational health and safety problems. P2K3 team is under the auspices of SMK3, is coordinating and is responsible to the entire employees without any concerns.

2. **Audits of ISM-Code, ISPS-Code and OHS systems**

   The Company routinely carries out audits of the Safety Management System through the DPA-QHSSE work program, which is ISM-Code and ISPS-Code based on IMO (International Maritime Organization) regulations consolidated in SOLAS (Safety of Life at Sea) 1974 Chapter IX (for ISM-Code) and XI-2 (for ISPS-Code) as well as OHS systems based on ILO (International Labor Organization) conventions and their derivatives such as Law No.1 of 1970 on Occupational Health and Government Regulation No. 50 of 2012.

TANGGUNG JAWAB SOSIAL TERKAIT KETENAGAKERJAAN, KESEHATAN KERJA, DAN KESELAMATAN (K3)

Corporate Social Responsibility Related to Employment, Occupational Health and Safety (OHS)

3. **Fasilitas Kesehatan Bagi Pegawai**
   Adapun untuk layanan kesehatan pegawai, Sesuai PKB (Perjanjian Kerja Bersama) PT PELNI (Persero) Tahun 2014 Bab XII tentang Pemeliharaan Kesehatan & Keselamatan Pegawai, Pasal 57 mengenai Pelayanan Fasilitas Kesehatan dan Pasal 58 tentang Keselamatan, Keamanan, Kesehatan dan lingkungan. Dibuktikan dengan adanya dokter perusahaan, asuransi kesehatan BPJS, Bringinlife dan jamsostek bagai pegawai dan keluarganya.

3. **Health Care Facilities For Employees**
   Health care for employees is stated in the 2014 Collective Labor Agreement of PT PELNI (Persero) Chapter XII concerning Employee Health and Safety Maintenance, on Article 57 regarding Health Service Facilities and Article 58 concerning Safety, Security, Health and Environment. The Company provides the doctors, BPJS health insurance, Bringinlife and social security for employees and their families.

4. **Laporan Keadaan Darurat Kapal**
   PT PELNI (Persero) mempunyai suatu Tim Lintas Direktorat yang akan merespon dan memberikan panduan, apabila diterima laporan dari salah satu kapal PT. PELNI (Persero) tentang terjadinya suatu insiden atau keadaan darurat yang disebut dengan MRT *(Management Response Team)* maka Tim ini akan segera mengadakan rapat untuk menindaklanjuti. Selama tahun 2019 terdapat 8 laporan keadaan darurat kapal yang terdiri dari 3 keadaan darurat pada kapal penumpang, 3 kapal barang & tol laut serta kapal ternak, dan 2 kapal perintis. Dari seluruh laporan keadaan darurat tidak terdapat korban cedera maupun korban jiwa.

   Tidak semua kasus keadaan darurat yang dilaporkan kepada DPA akan masuk Mahkamah Pelayaran. Hanya kasus menyebabkan kerugian pihak lain dan korban jiwa/pencemaran lingkungan maritime serta viral di media baik media sosial maupun media elektronik. Selama tahun 2019 tidak terdapat keadaan darurat pada kapal PT PELNI (Persero) yang masuk ke Mahkamah Pelayaran.

4. **Ship Emergency Report**
   PT PELNI (Persero) has an inter-Directorate Team that will respond immediately and provide guidance, which leads to an emergency or incident report from one of PT PELNI (Persero) ships called the MRT (Management Response Team). This team will immediately hold a meeting to follow up. During 2019, this team received 8 emergency reports which were 3 from passenger ships, 3 from cargo & Tol Laut ships, and 2 from perintis ships. From those emergency reports were no human injuries or casualties.

   Not all cases of emergencies which were reportedly to the DPA appealing to the Shipping Court. Only cases cause loss of other parties and casualties/ pollution to the maritime environment and gone viral in the media both social media and electronic media. During 2019, there were no emergencies on PT PELNI (Persero) ships that entered the Shipping Court.

TANGGUNG JAWAB SOSIAL KEPADA PELANGGAN

Corporate Social Responsibility to Costumers

PT PELNI (Persero) menyadari bahwa kepuasan pelanggan menjadi sebuah faktor kunci keberlangsungan usaha di masa yang akan datang terkait dampaknya secara langsung pada kinerja keuangan Perusahaan. Untuk itu, Perseroan senantiasa berkomitmen untuk memberikan pelayanan terbaik yang dihasilkan.

Kebjakan tanggung jawab sosial terhadap pelanggan terdapat dalam Proses penyampaian dan tindak lanjut keluhan pelanggan merujuk pada Surat Keputusan Direksi No. 04.28/03/SK/HKO.01/2016 tentang Penetapan *Standard Operating Prosedures* (SOP) *Contact Center* Info PELNI yang mengatur standar pelayanan pelanggan melalui "Info PELNI 162."

Guna mendukung pelayanan kepada pelanggan, PT PELNI (Persero) juga menyediakan layanan *Contact Center* sebagai berikut:

- *Voice Call* : 021-162 atau 162
- Facebook : PELNI Point (*Fan Page* : Pelayaran Nasional Indonesia)
- Twitter : @pelni162
- Instagram : pelni162
- Sms *Masking* : PELNI162
- Email : infopelni162@pelni.co.id

TARGET DAN RENCANA KEGIATAN 2019

Pada tahun 2019 Perseroan memiliki rencana kerja dan kegiatan mengenai tanggung jawab sosial di bidang konsumen antara lain:

1. Terpenuhinya Standar Pelayanan Penumpang Angkutan Laut dalam aspek kenyamanan mencakup mutu dan citarasa makanan, kebersihan, *hospitality,* dan hiburan di atas kapal.

PT PELNI (Persero) is aware that customer satisfaction is an essential key factor of business sustainability for the years to come which has a direct impact on the Company's financial performance. By this reason, the Company is always committed to delivering service excellence.

The policy of social responsibility to customers is in the process of delivering and following up the customer complaints that refers to the Directors Decree No. 04.28/03/SK/HKO.01/2016 concerning Establishment of Contact Center Standard Operating Procedure (SOP) for PELNI Info which regulates customer service standards through "PELNI Info 162.

Other than through these divisions, to support service to the customers, PT PELNI (Persero) also provides Contact Center services, as follows:

- Voice Call : 021-162 atau 162
- Facebook: PELNI Point (Fan Page: Pelayaran Nasional Indonesia)
- Twitter : @pelni162
- Instagram : pelni162
- Sms Masking : PELNI162
- Email : infoPELNI162@pelni.co.id

TARGET AND ACTIVITIES PLANNING IN 2019

In 2019 the Company has work plans and activities regarding social responsibility in the consumer sector, including:

1. Meet the Passenger Sea Transport Service Standards for Passenger comfort including the quality and taste of foods, sanitation, hospitality and entertainment on board.

TANGGUNG JAWAB SOSIAL KEPADA PELANGGAN
Corporate Social Responsibility to Costumers

2. Tertib administrasi.
3. Efisiensi dalam penggunaan peralatan dapur.
4. Peningkatan kontrol terhadap pelaksanaan kegiatan layanan penumpang dan awak kapal.
5. Tersedianya informasi produk perusahaan (Jadwal, Tarif, Reservasi, *customer care* dan informasi lainnya

KEGIATAN TANGGUNG JAWAB TERHADAP KONSUMEN

Sepanjang tahun 2019 Perseroan telah melakukan kegiatan yang menyangkut tanggung jawab terhadap konsumen baik kegiatan yang bersifat rutin maupun kegiatan yang baru dilakukan antara lain:

- Melakukan pengembangan pada website Perusahaan untuk memudahkan pemesanan tiket melalui website;
- Melakukan perbaikan dan pengembangan fasilitas pada kapal;
- Menindaklanjuti keluhan pelanggan;
- Memberikan layanan mudik gratis kepada pelaggan.

2. Orderly manifestation.
3. Efficiency for the use of kitchen appliances.
4. Increased control over the implementation of passenger services and crews activities.
5. Availability of product information (Schedule, Prices, Reservation, Customer Care and Other Informations).

SOCIAL RESPONSIBILITY ACTIVITIES FOR CUSTOMERS

Throughout 2019, the Company has conducted responsibility activities for costumers, both routine and new activities, including:

- Developing the Company's website to facilitate ticket ordering via the website;
- Repairing and development of facilities on ships;
- Follow up on customer complaints;
- Providing free homecoming services to customers.

TANGGUNG JAWAB SOSIAL TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

Corporate Social Responsibility Related to Social and Community Development

KOMITMEN DAN KEBIJAKAN

Program Kemitraan dan Bina Lingkungan (PKBL) mengacu pada Peraturan Menteri Negara BUMN No. PER-09/ MBU/07/2016 tanggal 03 Juli 2016 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara dan mengalami perubahan terakhir sesuai dengan Peraturan Menteri Negara BUMN No. PER-02/ MBU/07/2017 tanggal 05 Juli 2017 tentang Perubahan Kedua atas Peraturan Menteri BUMN No.PER-09/ MBU/07/2015 tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara. Program PKBL ini bertujuan untuk membantu pemerintah dalam melaksanakan pembangunan yang lebih merata serta meningkatkan kesejahteraan masyarakat. Di dalam setiap kegiatannya, PT PELNI (Persero) selalu berusaha untuk melibatkan para pemangku kepentingan terutama masyarakat yang berada di sekitar wilayah usaha PT PELNI (Persero).

TARGET DAN RENCANA KEGIATAN

Tanggung Jawab Sosial Perusahaan dalam bidang sosial dan kemasyarakatan PT PELNI (Persero) diterapkan melalui program PKBL. Setiap tahunnya PT PELNI (Persero) telah mencanangkan target dan rencana kerja program PKBL. Rencana kerja tersebut dibagai dalam dua bagian yaitu Program Kemitraan (PK) dan Bina Lingkungan (BL). Target dan rencana kerja tersebut dapat dilihat pada rincian sebagai berikut:

1. Melakukan penyaluran dana dalam program kemitraan dan melakukan pembinaan terhadap mitra binaan;
2. Mengelola, mengevaluasi dan *monitoring* laporan dan pengembalian kredit Dana Kemitraan untuk peningkatan kolektibilitas pinjaman;
3. Penyaluran Dana Bina Lingkungan yang dipergunakan untuk bantuan kemanusiaan dalam bentuk sebagai berikut:
   - Bantuan bencana alam.
   - Bantuan pendidikan.
   - Peningkatan kesehatan masyarakat.
   - Pengembangan prasarana dan sarana umum.
   - Bantuan Sarana ibadah.
   - Pelestarian alam.
   - Bantuan sosial kemasyarakatan dalam rangka pengentasan kemiskinan

COMMITMENT AND POLICY

The Partnership and Community Development Program (PKBL) refers to the Minister of State Owned Enterprises Regulation No. PER-09 / MBU / 07/2016 dated July 3, 2016 concerning the State-Owned Enterprises' Partnership and Community Development Program and amended the latest changes in accordance with Regulation of the Minister of State-Owned Enterprises No. PER-02 / MBU / 07/2017 dated July 5, 2017 concerning Second Amendment of SOE Minister Regulation No.PER-09 / MBU / 07/2015 concerning the State-Owned Enterprises' Partnership Program and Community Development Program. This PKBL program aims to assist the Government in implementing more equitable development and improving community welfare. In each of its activities, PT PELNI (Persero) always strives to involve stakeholders, especially the community who are around the business area of PT PELNI (Persero).

TARGET AND ACTIVITY PLAN

Corporate Social Responsibility in the social and community of PT PELNI (Persero) is implemented through PKBL program. In every year, PT PELNI (Persero) has launched the target and work plan for PKBL program. The work plan is divided into two parts, namely Partnership Program (PK) and Community Development (BL). The target and work plan can be seen in the details below:

1. Distributed funds for partnership programs and fostered partners coaching;
2. Managed, evaluated and monitored reports and re-payments of Partnership Fund loans to increase loan collectability;
3. Distributed Community Development Funds for humanity assistance in the following activities:
   - Natural disaster.
   - Educational.
   - Improved public health.
   - Development of public infrastructure and facilities.
   - Assistances for worship facilities.
   - Nature conservation.
   - Social assistance for poverty alleviation

TANGGUNG JAWAB SOSIAL TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN
Corporate Social Responsibility Related to Social and Community Development

REALISASI KEGIATAN

Di sepanjang 2019, Perseroan telah melaksanakan berbagai kegiatan CSR terkait pengembangan sosial dan kemasyarakatan, seperti:

ACTIVITIES REALIZATION

During 2019, The Company has organized some CSR programs on social and community developments, such as;

Program Kemitraan

Pada tahun 2019 untuk penyalurannya terdapat penambahan mitra binaan sebanyak 60 unit usaha kecil, dengan total dana pinjaman mitra binaan yang telah disalurkan sebesar Rp2.115.000.000.

Partnership Program

In 2019, for partnership program distribution funds, there was an additional assisted partner up to 60 small-business units, with the total of Rp2,115,000,000 in loans to the assisted partners.

Mitra Binaan Fostered Partners	Jumlah Penyaluran Total Distribution	Jumlah Mitra Binaan Total Fostered Partners
Usaha Kecil Small Enterprises	Rp40.558.508.264	1.271
Koperasi cooperative	Rp3.593.412.007	199
Jumlah Total	**Rp44.151.920.271**	**1.470**

Realisasi sumber dana Program Kemitraan dan Bina Lingkungan tahun 2019 berasal dari pengembalian pinjaman mitra binaan yaitu hutang pokok ditambah dengan bunga sedangkan sumber dana lainnya adalah dari jasa giro, pendapatan lain-lain dan tambahan alokasi dana dari BUMN Pembina.

The realization of the Partnership and Community Development program fund sources in 2019 derived from the repayment of the loan from the assisted partners, namely principal plus interest, while other fund sources are from demand deposit services, other income and additional fund allocation from State-Owned Enterprises builder.

Dana yang terhimpun untuk program kemitraan tahun 2019 adalah sebesar Rp2.347.670.016 atau 102% dari anggaran sebesar Rp2.310.000.000,-. Dana tersebut berasal dari saldo awal tahun lalu ditambah pengembalian pokok pinjaman, jasa administrasi pinjaman, jasa giro dan pendapatan lain-lain.

The Collected funds for the 2019 partnership program amounted to Rp2.347.670.016 or 102% from the budget of Rp2.310.000.000. The funds were derived from loan principal repayments plus loan administration services, demand deposit services, additional allocation of funds from StateOwned Enterprises builder (cost) and other income.

Penyaluran pinjaman kepada mitra binaan dalam bentuk pinjaman modal usaha sampai dengan akhir Desember tahun 2019 adalah sebesar Rp2.115.000.000 atau 102% dari anggaran 2019 sebesar Rp2.110.000.000, sedangkan pembinaan mitra binaan di tahun 2019 sebesar Rp199.629.450.

Assisted partners loans in the form of business capital loans in the end of December 2019 amounted to Rp2.115.000.000 or 102% of the 2019 budget Rp2.110.000.000, while the assisted partners development in 2019 was at Rp199.629.450.

Program Pembinaan

Pada tahun 2019 pelaksanaan program pembinaan mitra binaan telah dilakukan kepada 22 mitra binaan dengan biaya sebesar Rp199.629.450. Adapun kegiatan pembinaan di tahun 2019 meliputi :

Coaching Program

In 2019, the implementation of the partnership development program was for 22 fostered partners at a cost of Rp199,629,450. The coaching activities in 2019 including:

TANGGUNG JAWAB SOSIAL TERKAIT PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN
Corporate Social Responsibility Related to Social and Community Development

1. Pelatihan secara teori penerapan SOP tahap dua untuk pengembangan usaha udang dan ikan pada tanggal 11-12 Januari, 11 Pebruari dan 11 Mei 2019 dengan biaya sebesar Rp134.829.450 (diikuti oleh 20 mitra binaan Pemalang dan Demak).
2. Kegiatan Pameran WARISAN (Warisan Agung Negeri Nusantara) pada tanggal 22 – 25 Agustus 2019 di Cendrawasih Hall JCC dengan biaya sebesar Rp64.800.000,- (diikuti oleh 2 mitra binaan).

Program Bina Lingkungan

Dalam realisasi program Bina Lingkungan tahun 2019, PT PELNI (Persero) telah berhasil menyalurkan dana sebesar Rp2.700.001.640 dari rencana anggaran sebesar Rp2.700.000.000 dalam bentuk pemberian sumbangan/ bantuan korban bencana alam, pendidikan, peningkatan kesehatan, sarana ibadah, pelestarian alam dan sosial kemasyarakatan.

Rincian penyaluran dana pada program Bina Lingkungan pada tahun 2019 dapat dilihat pada tabel berikut ini:

1. Theoretical training on "the second phase of SOP application for shrimp and fish business development" on 11-12 January, 11 February and 11 May 2019 at a cost of Rp134.829.450 (participated by 20 partners from Pemalang and Demak).
2. WARISAN Exhibition (Warisan Agung Negeri Nusantara) at a cost of Rp. 64,800,000 on 22-25 August 2019 at Cendrawasih Hall, JCC (participated by 2 fostered partners).

Community Development Program

In the realization of the Community Development Program in 2019, PT PELNI (Persero) has succeeded in channeling funds amounting to Rp2.700.001.640 from a planned budget of Rp2.700.000.000 for donations / assistance for natural disasters victims, education, health improvement, worship facilities, nature conservation and social preservation.

The detail distribution of funds for the Community Development program in 2019 can be seen in the following table:

Jenis Bantuan Kind of Assistance	Realisasi Realization
Bantuan korban bencana alam Natural Disaster Victims assistance	Rp200.000.000
Bantuan pendidikan/pelatihan Education/Training assistance	Rp221.960.000
Bantuan peningkatan kesehatan health improvement assistance	Rp5.000.000
Bantuan pengembangan prasarana dan/atau sarana umum Development of infrastructure and / or public facilities assistance	Rp257.817.000
Bantuan sarana ibadah Place of worship assistance	Rp46.870.000
Bantuan pelestarian alam Nature conservation assistance	Rp520.336.250
Bantuan pengentasan kemiskinan Poverty alleviation assistance	Rp1.448.018.210
Jumlah Total	**Rp2.700.001.460**

SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2019 PT PELNI (PERSERO)

Statement of Board of Commissioner and Board of Director Members on Accountability for the Annual Reports 2019 of PT PELNI (Persero)

SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2019 PT PELNI (PERSERO)

Statement of Board of Commissioner and Board of Director Members on Accountability for the Annual Reports 2019 of PT PELNI (Persero)

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT PELNI (Persero) Tbk tahun buku 2019 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Konsolidasian Perusahaan. Demikian pernyataan ini dibuat dengan sebenarnya.

Jakarta, Agustus 2020

DEWAN KOMISARIS
The Board of Commissioners

Ali Masykur Musa
Komisaris Utama
President Commissioner

Johanes Widodo Hario Mumpuni
Komisaris Independen
Independent Commissioner

Danang Parikesit
Komisaris Independen
Independent Commissioner

Wahju Adji Herpriarsono
Komisaris
Commissioner

Loto Srinaita Ginting
Komisaris
Commissioner

Haryo Indratno
Komisaris
Commissioner

We undersigned below, testify that all information in PT PELNI (Persero) Annual Report 2019 is presented in its entirely and we are fully responsible for content accuracy in the Company's Annual Report and Consolidated FInancial Statements. This statement hereby made in all truthfullness.

Jakarta, August 2020

DIREKSI
The Board of Directors

Insan Purwarisya L. Tobing
Direktur Utama
President Director

Olih Masolich Sodikin
Direktur Usaha Angkutan Penumpang
Director of Passenger Transport Business

Muhamad Tukul Harsono
Direktur Armada
Director of Fleet

Ony Suprihartono
Direktur Keuangan
Director of Finance

Ganefi
Direktur SDM & Umum
Director of HC & General Affairs

Masrul Khalimi
Direktur Usaha Angkutan Barang & Tol Laut
Director of Ocean Freight and Toll Laut

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REFERENSI SEOJK NOMOR 30-SEOJK.04-2016: LAPORAN TAHUNAN PERUSAHAAN PUBLIK

SEOJK Reference No. 30-SEOJK.04-2016:
Annual Report of Public Company

REFERENSI SEOJK NOMOR 30-SEOJK.04-2016: PERUSAHAAN PUBLIK LAPORAN TAHUNAN

SEOJK Reference No. 30-SEOJK.04-2016: Annual Report of Public Company

Keterangan	Halaman Page	Description
I. Ketentuan Umum		**I. General Provision**
1. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	√	1. Annual Report of a listed company is one of the most important sources as the base for investors or shareholders in making an investment decision, and is a means of monitoring issuers or public company.
2. Seiring dengan perkembangan Pasar Modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk meningkatkan kualitas keterbukaan informasi melalui Laporan Tahunan Emiten atau Perusahaan Publik.	√	2. Along with the development of Capital Market and the growing needs of investors or shareholders regarding information disclosure, the Board of Directors and the Board of Commissioners are required to improve the quality of information disclosure through an annual report.
3. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dalam memperoleh informasi yang dibutuhkan.	√	3. Annual Report should be prepared in an orderly manner and should be informative to provide conveniences for the investors or shareholders in getting the information they need.
4. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan.	√	4. This Circular Letter of the Financial Service Agency serves guidelines for Issuers or Public Companies that should be applied in preparing their Annual Report.
II. Bentuk Laporan Tahunan		**II. Format of Annual Report**
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan salinan dokumen elektronik.	√	1. Annual Report should be presented in the printed the format and in electronic document copy.
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	√	2. The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.
3. Laporan Tahunan yang disajikan dalam bentuk salinan dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam format pdf.	√	3. The Annual Report presented in electronic document format is the Annual Report converted into pdf format.
III. Isi Laporan Tahunan		**III. Format of Annual Report**
1. Ketentuan Umum	√	1. General Provision
a. Laporan Tahunan paling sedikit memuat informasi mengenai:	√	a. Annual Report should contain at least the following information:
1. Ikhtisar data keuangan penting;	xxx	1. Summary of key financial information;
2. Informasi saham (jika ada);	xxx	2. Stock information (if any);
3. Laporan Direksi;	xxx	3. The Board of Directors report;
4. Laporan Dewan Komisaris;	xxx	4. The Board of Commissioners report;
5. Profil Emiten atau Perusahaan Publik;	xxx	5. Profile of Issuer or Public Company;
6. Analisis dan pembahasan manajemen;	xxx	6. Profile of Issuer or Public Company;
7. Tata kelola Emiten atau Perusahaan Publik;	xxx	7. Corporate governance applied by the Issuer or Public Company;
8. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	xxx	8. Corporate social and environmental responsibility of the Issuer or Public Company;
9. Laporan keuangan tahunan yang telah diaudit; dan	xxx	9. Audited annual report; and
10. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan;	xxx	10. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report;
b. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami;	√	b. Annual Report may present the information in form of images, charts, tables, and diagrams are presented by mentioning the title and/or clear description, that is easy to read and be understood;

REFERENSI SEOJK NOMOR 30-SEOJK.04-2016: LAPORAN TAHUNAN PERUSAHAAN PUBLIK
SEOJK Reference No. 30-SEOJK.04-2016: Annual Report of Public Company

Keterangan	Halaman Page	Description
2. Uraian Isi Laporan Tahunan	√	2. Description of Content of Annual Report
a. **Ikhtisar Data Keuangan Penting** Ikhtisar Data Keuangan Penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:	xxx	a. **Summary of Key Financial Information** Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since the commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:
1. Pendapatan/penjualan;	√	1. Income/sales;
2. Laba bruto;	√	2. Gross profit;
3. Laba (rugi);	√	3. Profit (loss);
4. Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	√	4. Total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
5. Total laba (rugi) komprehensif;	√	5. Total comprehensive profit (loss);
6. Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	√	6. Total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;
7. Laba (rugi) per saham;	√	7. Earning (loss) per share;
8. Jumlah aset;	√	8. Total assets;
9. Jumlah liabilitas;	√	9. Total liabilities;
10. Jumlah ekuitas;	√	10. Total equities;
11. Rasio laba (rugi) terhadap jumlah aset;	√	11. Profit (loss) to total assets ratio;
12. Rasio laba (rugi) terhadap ekuitas;	√	12. Profit (loss) to equities ratio;
13. Rasio laba (rugi) terhadap pendapatan/ penjualan;	√	13. Profit (loss) to income ratio;
14. Rasio lancar;	√	14. Current ratio;
15. Rasio liabilitas terhadap ekuitas;	√	15. Liabilities to equities ratio;
16. Rasio liabilitas terhadap jumlah aset; dan	√	16. Liabilities to total assets ratio; and
17. Informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya;	√	17. Other information and financial ratios relevant to the Issuer or Public Company and type of industry;
b. **Ikhtisar Data Keuangan Penting** Informasi Saham (jika ada) paling sedikit memuat:	N/A	b. **Summary of Key Financial Information** Stock Information (if any) at least contains:
1. Saham yang telah diterbitkan untuk setiap masa triwulan (jika ada) yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit meliputi:	-	1. Shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:
a. Jumlah saham yang beredar;	-	a. Number of outstanding shares;
b. Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	-	b. Market capitalization based on the price at the Stock Exchange where the shares listed on
c. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	-	c. Highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on;
d. volume perdagangan pada Bursa Efek tempat saham dicatatkan;	-	d. Share volume at the Stock Exchange where the shares listed on;
Informasi pada huruf a) diungkap oleh Emiten yang merupakan Perusahaan Terbuka yang sahamnya tercatat maupun tidak tercatat di Bursa Efek;		Information in point a) should be disclosed by the Issuer, the public company whose shares is listed or not listed in the Stock Exchange;
Informasi pada huruf b), c), dan huruf d) hanya diungkapkan jika Emiten merupakan Perusahaan Terbuka dan sahamnya tercatat di Bursa Efek;		Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;

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2. Dalam hal terjadi aksi korporasi, seperti pemecahan saham *(stock split)*, penggabungan saham *(reverse stock)*, dividen saham, saham bonus, dan perubahan nilai nominal saham, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:	-	2. In the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:
a. Tanggal pelaksanaan aksi korporasi;	-	a. Date of corporate action;
b. Rasio pemecahan saham *(stock split)*, penggabungan saham *(reverse stock)*, dividen saham, saham bonus, dan perubahan nilai nominal saham;	-	b. Stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;
c. Jumlah saham beredar sebelum dan sesudah aksi korporasi; dan	-	c. Number of outstanding shares prior to and after corporate action; and
d. Harga saham sebelum dan sesudah aksi korporasi;	-	d. Share price prior to and after corporate action;
3. Dalam hal terjadi penghentian sementara perdagangan saham *(suspension)*, dan/atau penghapusan pencatatan saham *(delisting)* dalam tahun buku, Emiten atau Perusahaan Publik menjelaskan alasan penghentian sementara perdagangan saham *(suspension)* dan/atau penghapusan pencatatan saham *(delisting)* tersebut; dan	-	3. In the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and
4. Dalam hal penghentian sementara perdagangan saham *(suspension)* dan/atau penghapusan pencatatan saham *(delisting)* sebagaimana dimaksud pada angka 3) masih berlangsung hingga akhir periode Laporan Tahunan, Emiten atau Perusahaan Publik menjelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham *(suspension)* dan/atau penghapusan pencatatan saham *(delisting)* tersebut;	-	4. In the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;
c. Laporan Direksi Laporan Direksi paling sedikit memuat:	xxx	**c. The Board of Directors Report** The Board of Directors Report should at least contain the following items:
1. Uraian singkat mengenai kinerja Emiten atau Perusahaan Publik, paling sedikit meliputi:	xxx	1. The performance of the Issuer or Public Company, at least covering:
a. Strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	√	a. Strategy and strategic policies of the Issuer or Public Company;
b. Perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	√	b. Comparison between achievement of results and targets; and
c. Kendala yang dihadapi Emiten atau Perusahaan Publik;	√	c. Challenges faced by the Issuer or Public Company;
2. Gambaran tentang prospek usaha;	√	2. Description on business prospects;
3. Gambaran tentang prospek usaha;	√	3. Description on business prospects;
d. Laporan Dewan Komisaris Laporan Dewan Komisaris paling sedikit memuat:	xxx	**d. The Board of Commissioners Report** The Board of Commissioners Report should at least contain the following items:
1. Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik;	√	1. Assessment of the performance of the Board of Directors in managing the Issuer or the Public Company;
2. Pengawasan terhadap implementasi strategi Emiten atau Perusahaan Publik;	√	2. Supervision on the implementation of the strategy of the Issuer or Public Company;
3. Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi;	√	3. View on the business prospects of the Issuer or Public Company as established by the Board of Directors;

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4. Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik;	√	4. View on the implementation of the corporate governance by the Issuer or Public Company;
5. Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya (jika ada); dan	√	5. Changes in the composition of the Board of Commissioners and the reason behind (if any); and
6. Frekuensi dan cara pemberian nasihat kepada anggota Direksi;	√	6. The frequency and procedure of providing advice to members of the Board of Directors;
e. **Profil Emiten atau Perusahaan Publik** Profil Emiten atau Perusahaan Publik paling sedikit memuat:	xxx	e. **Profile of the Issuer or Public Company** Profile of the Issuer or Public Company should cover at least:
1. Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	√	1. Name of Issuer or Public Company, including change of name, the reason for the change, and the effective date of the change of name during the year under review;
2. Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	√	2. Access to Issuer or Public Company, including branch office or representative office, where the public can have access of information of the Issuer or Public Company, which include:
a. Alamat;	√	a. Address;
b. Nomor telepon;	√	b. Telephone number;
c. Nomor faksimile;	√	c. Facsimile number;
d. Alamat surat elektronik; dan	√	d. E-mail address; and
e. Alamat Situs Web;	√	e. Website address;
3. Riwayat singkat Emiten atau Perusahaan Publik;	√	3. Brief history of the Issuer or Public Company;
4. Visi dan misi Emiten atau Perusahaan Publik;	√	4. Vision and mission of the Issuer or Public Company;
5. Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/atau jasa yang dihasilkan;	√	5. Line of business according to the latest Articles of Association, and types of products and/or services produced;
6. Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi, disertai dengan nama dan jabatan;	√	6. Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and titles;
7. Profil Direksi, paling sedikit memuat:	√	7. The Board of Directors profiles include:
a. Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	√	a. Name and short description of duties and functions;
b. Foto terbaru;	√	b. Latest photograph;
c. Usia;	√	c. age;
d. Kewarganegaraan;	√	d. Citizenship;
e. Riwayat pendidikan;	√	e. Education;
f. Riwayat jabatan, meliputi informasi:	√	f. History position, covering information on:
1. Dasar hukum penunjukan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	√	1. Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;
2. Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	2. Dual position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other position (if any); and
3. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	3. Working experience and period in and outside the Issuer or Public Company;

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g. Pendidikan dan/atau pelatihan yang telah diikuti anggota Direksi dalam meningkatkan kompetensi dalam tahun buku (jika ada); dan	√	g. Competency enhancement education and/or training program for member of the Board of Directors during the year under review (if any); and
h. Hubungan Afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi;	√	h. Disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major shareholders (if any) including name of the affiliated party;
8. Profil Dewan Komisaris, paling sedikit memuat:	√	8. The Board of Commissioners profiles, at least include:
a. Nama;	√	a. name;
b. Foto terbaru;	√	b. Latest photograph;
c. Usia;	√	c. age;
d. Kewarganegaraan;	√	d. Citizenship;
e. Riwayat pendidikan;	√	e. Education;
f. Riwayat jabatan, meliputi informasi:	√	f. History position, covering information on:
1. Dasar hukum penunjukan sebagai anggota Dewan Komisaris yang bukan merupakan Komisaris Independen pada Emiten atau Perusahaan Publik yang bersangkutan;	√	1. Legal basis for the appointment as member of the Board of Commissioners who is not Independent Commissioner at the said Issuer or Public Company;
2. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	2. Dual position; as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee and other position (if any); and
3. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	3. working experience and period in and outside the Issuer or Public Company;
g. Pendidikan dan/atau pelatihan yang telah diikuti anggota Dewan Komisaris dalam meningkatkan kompetensi dalam tahun buku (jika ada);	√	g. Competency enhancement education and/or training program for member of the Board of Commissioner during the year under review (if any);
h. Hubungan Afiliasi dengan anggota Dewan Komisaris lainnya dan pemegang saham utama (jika ada) meliputi nama pihak yang terafiliasi; dan	√	h. Affiliation with other members of the Board of Commissioners, and major shareholders (if any) including name of the affiliated party; and
i. Pernyataan independensi Komisaris Independen dalam hal Komisaris Independen telah menjabat lebih dari 2 (dua) periode (jika ada);	√	i. Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods (if any);
9. Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	√	9. In the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;
10. Jumlah karyawan dan deskripsi sebaran tingkat pendidikan dan usia karyawan dalam tahun buku;	√	10. Number of employees and description of the distribution of education level and age of the employee in the year under review;

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11. Nama pemegang saham dan persentase kepemilikan pada akhir tahun buku, yang terdiri dari:	xxx	11. Names of shareholders and ownership percentage at the end of the fiscal year, including:
a. Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	-	a. Shareholders having 5% (five percent) or more shares of Issuer or Public Company;
b. Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik; dan	-	b. Board of Commissioners and Board of Directors who own shares of the Issuers or Public Company; and
c. Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masingmasing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik;	-	c. Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;
12. Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	xxx	12. Number of shareholders and ownership percentage at the end of the fiscal year, based on:
a. Kepemilikan institusi lokal;	-	a. Ownership of local institutions;
b. Kepemilikan institusi asing;	-	b. Ownership of foreign institutions;
c. Kepemilikan individu lokal; dan	-	c. Ownership of local individual; and
d. Kepemilikan individu asing;	-	d. Ownership of foreign individual;
13. Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	xxx	13. Information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;
14. Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas, beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi Emiten atau Perusahaan Publik tersebut (jika ada); Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut;	xxx	14. Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any); For subsidiaries, include the addresses of the said subsidiaries;
15. Kronologi pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama Bursa Efek dimana saham Emiten atau Perusahaan Publik dicatatkan (jika ada);	xxx	15. Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;
16. Kronologi pencatatan Efek lainnya selain Efek sebagaimana dimaksud pada angka 15), yang paling sedikit memuat nama Efek, tahun penerbitan, tanggal jatuh tempo, nilai penawaran, dan peringkat Efek (jika ada);	xxx	16. Chronology of securities listing in addition to the said security in point 15), which at least should contain the name of the Securities, year of issuance, date of maturity, bid price, and rating of the securities (if any);
17. Nama dan alamat lembaga dan/atau profesi penunjang pasar modal;	xxx	17. Name and address of capital market supporting institutions and/or professionals;
18. Dalam hal terdapat profesi penunjang pasar modal yang memberikan jasa secara berkala kepada Emiten atau Perusahaan Publik, diungkapkan informasi mengenai jasa yang diberikan, komisi *(fee)*, dan periode penugasan; dan	xxx	18. In the event that the capital market supporting professionals provide services on a regular basis to the Issuer or the Public Company, then information on the services provided, fee and period of assignment should be disclosed; and
19. Penghargaan dan/atau sertifikasi yang diterima Emiten atau Perusahaan Publik baik yang berskala nasional maupun internasional dalam tahun buku terakhir (jika ada), yang memuat:	xxx	19. Awards and/or certification of national and international scales bestowed on the Issuer or Public Company during the last fiscal year (if any), covering:
a. Nama penghargaan dan/atau sertifikasi;	-	a. Name of award and/or certification;
b. Badan atau lembaga yang memberikan; dan	-	b. organization/institution that gives the awards; and
c. Masa berlaku penghargaan dan/atau sertifikasi (kalau ada);	-	c. Award/certificate validity period (if any);

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f. Analisis dan Pembahasan Manajemen Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:	xxx	**f. Management Discussion and Analysis** Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:
1. Tinjauan operasi per segmen operasi sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	xxx	1. Operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a. Produksi, yang meliputi proses, kapasitas, dan perkembangannya;	√	a. Production, which includes process, capacity and its development;
b. Pendapatan/penjualan; dan	√	b. Income/sales; and
c. Profitabilitas;	√	c. Profitability;
2. Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai	xxx	2. Comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:
a. Aset lancar, aset tidak lancar, dan total aset;	√	a. Current assets, non-current assets, and total assets;
b. Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	√	b. Current liabilities, non-current liabilities, total liabilities;
c. Ekuitas;	√	c. Equity;
d. Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	√	d. Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
e. Arus kas;	√	e. Cash flows;
3. Kemampuan membayar utang dengan menyajikan perhitungan rasio yang relevan;	xxx	3. The capacity to pay debts by including the computation of relevant ratios;
4. Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	xxx	4. Accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
5. Struktur modal *(capital structure)* dan kebijakan manajemen atas struktur modal *(capital structure)* tersebut disertai dasar penentuan kebijakan dimaksud;	xxx	5. Capital structure and management policies concerning capital structure, including the basis for determining the said policy;
6. Bahasan mengenai ikatan yang material untuk investasi barang modal dengan penjelasan paling sedikit meliputi:	xxx	6. Discussion on material ties for the investment of capital goods, including the explanation on at least:
a. Tujuan dari ikatan tersebut;	√	a. The purpose of such ties;
b. Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	√	b. Source of funds expected to fulfill the said ties;
c. Mata uang yang menjadi denominasi; dan	√	c. Currency of denomination; and
d. Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	√	d. Steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;
7. Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit meliputi:	xxx	7. Discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a. Jenis investasi barang modal;	√	a. Type of investment of capital goods;
b. Tujuan investasi barang modal; dan	√	b. Objective of the investment of capital goods;and
c. Nilai investasi barang modal yang dikeluarkan;	√	c. Value of the investment of capital goods;

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8. Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	xxx	8. Material Information and facts that occurring after thedate of the accountant's report (if any);
9. Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	xxx	9. Information on the prospects of the Issuer or the Company in connection with industry,economy in general, accompanied with supporting quantitative data if there is a reliable data source;
10. Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	xxx	10. Comparison between target/projection at beginning of year and result (realization), concerning:
a. Pendapatan/penjualan;	√	a. Income/sales;
b. Laba (rugi);	√	b. Profit (loss);
c. Struktur modal (capital structure); atau	√	c. Capital structure; or
d. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	d. Others that deemed necessary for the Issuer or Public Company;
11. Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	xxx	11. Target/projection at most for the next one year of the Issuer or Public Company, concerning:
a. Pendapatan/penjualan;	√	a. Income/sales;
b. Laba (rugi);	√	b. Profit (loss);
c. Struktur modal (capital structure); atau	√	c. Capital structure; or
d. Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	√	d. Others that deemed necessary for the Issuer or Public Company;
12. Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	xxx	12. Marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;
13. Uraian mengenai dividen selama 2 (dua) tahun buku terakhir (jika ada), paling sedikit:	xxx	13. Description regarding the dividend policy during the last 2 (two) fiscal years, at least:
a. Kebijakan dividen;	√	a. Dividend policy;
b. Tanggal pembayaran dividen kas dan/atau tanggal distribusi dividen non kas;	√	b. The date of the payment of cash dividend and/or date of distribution of non-cash dividend;
c. Jumlah dividen per saham (kas dan/atau non kas); dan	√	c. Amount of cash per share (cash and/or non cash); and
d. Jumlah dividen per tahun yang dibayar;	√	d. Amount of dividend per year paid;
14. Realisasi penggunaan dana hasil Penawaran Umum, dengan ketentuan:		14. Use of proceeds from Public Offerings, under the condition of:
a. Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil Penawaran Umum secara kumulatif sampai dengan akhir tahun buku; dan	√	a. During the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
b. Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan tentang Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum, maka Emiten menjelaskan perubahan tersebut;	√	b. In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;

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15. Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/ peleburan usaha, akuisisi, restrukturisasi utang/ modal, transaksi Afiliasi, dan transaksi yang mengandung benturan kepentingan, yang terjadi pada tahun buku, antara lain memuat:	xxx	15. Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, along others include:
a. Tanggal, nilai, dan objek transaksi;	√	a. Transaction date, value, and object;
b. Nama pihak yang melakukan transaksi;	√	b. Name of transacting parties;
c. Sifat hubungan Afiliasi (jika ada);	√	c. The nature of the Affiliate relationship (if any);
d. Penjelasan mengenai kewajaran transaksi; dan	√	d. Description of the fairness of the transaction; and
e. Pemenuhan ketentuan terkait;	√	e. Compliance with related rules and regulations;
16. Perubahan ketentuan peraturan perundangundangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	xxx	16. Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
17. Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada);		17. Changes in the accounting policy, rationale and impact on the financial statement (if any);
g. Tata Kelola Emiten atau Perusahaan Publik Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:	xxx	**g. Corporate Governance of the Issuer or Public Company** Corporate Governance of the Issuer or Public Company contains at least:
1. Direksi, mencakup antara lain:	xxx	1. The Board of Directors, covering:
a. Tugas dan tanggung jawab masing-masing anggota Direksi;	√	a. The tasks and responsibilities of each member of the Board of Directors;
b. Pernyataan bahwa Direksi memiliki pedoman atau piagam *(charter)* Direksi;	√	b. Statement that the Board of Directors has already have board manual or charter;
c. Prosedur, dasar penetapan, struktur, dan besarnya remunerasi masing-masing anggota Direksi, serta hubungan antara remunerasi dengan kinerja Emiten atau Perusahaan Publik;	√	c. Procedure, legal basis, structure, and amount of remuneration of each member of the Board of Directors, relation between remuneration and performance of the Issuer or Public Company;
d. Kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut;	√	d. The policies and the frequency of the meeting of the Board of Directors, including the joint meeting with Board of Commissioners, and attendance of member of the Board of Directors in the said meeting;
e. Informasi mengenai keputusan RUPS 1 (satu) tahun sebelumnya, meliputi:	√	e. Information on the resolution from the AGM of the previous 1 (one) year, covering:
1. Keputusan RUPS yang direalisasikan pada tahun buku; dan	√	1. AGM resolutions that were realized during the fiscal year; and
2. Alasan dalam hal terdapat keputusan yang belum direalisasikan;	√	2. Explanation for the unrealized resolution;
f. Informasi mengenai keputusan RUPS pada tahun buku, meliputi:	√	f. Information on the resolution from the AGM of the year, covering:
1. Keputusan RUPS yang direalisasikan pada tahun buku; dan	√	1. AGM resolutions that were realized during the fiscal year; and
2. Alasan dalam hal terdapat keputusan yang belum direalisasikan;	√	2. Explanation for the unrealized resolution;
g. Penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi;	√	g. Assessment of the performance of the committees that support the implementation of the duties of the Board of Directors

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2. Dewan Komisaris, mencakup antara lain:	xxx	2. The Board of Commissioners, cover:
a. Tugas dan tanggung jawab Dewan Komisaris;	√	a. Duties and responsibilities of the Board of Commissioners;
b. Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam *(charter)* Dewan Komisaris;	√	b. Statement that the Board of Commissioner has already have the board manual or charter;
c. Prosedur, dasar penetapan, struktur, dan besarnya remunerasi masing-masing anggota Dewan Komisaris;	√	c. Procedure, legal basis, structure, and amount of remuneration for each member of Board of Commissioners
d. Kebijakan dan pelaksanaan tentang frekuensi rapat Direksi, termasuk rapat bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut;	√	d. Policies and frequency of meeting of the Board of Commissioners, including meeting with the Board of Directors, and attendance of each member of the Board of Commissioners in the said meetings;
e. Kebijakan Emiten atau Perusahaan Publik tentang penilaian terhadap kinerja anggota Direksi dan anggota Dewan Komisaris dan pelaksanaannya, paling sedikit meliputi:	√	e. Policies of the Issuer or Public Company regarding the assessment on the performance of the Board of Directors and Board of Commissioners and the implementation, at least covering:
1. Prosedur pelaksanaan penilaian kinerja;	√	1. Procedure for the implementation of performance assessment;
2. Kriteria yang digunakan; dan	√	2. Criteria for assessment; and
3. Pihak yang melakukan penilaian;		3. Assessor;
f. Penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Dewan Komisaris; dan	√	f. Assessment on the performance of the committees under the Board of Commissioners; and
g. Dalam hal Dewan Komisaris tidak membentuk Komite Nominasi dan Remunerasi, dimuat informasi paling sedikit mengenai:	√	g. In the event that the Board of Commissioners does not establish the Nomination and Remuneration Committee, then should contain at least:
1. Alasan tidak dibentuknya komite; dan	√	1. Reason not to establish the committee; and
2. Prosedur nominasi dan remunerasi yang dilakukan dalam tahun buku;	√	2. Procedure of nomination and remuneration performed in the year under review;
3. Dewan Pengawas Syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	N/A	3. Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
a. Nama;	-	a. Name;
b. Tugas dan tanggung jawab Dewan Pengawas Syariah; dan	-	b. Duty and responsibility of Sharia Supervisory Board; and
c. Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan Prinsip Syariah di Pasar Modal terhadap Emiten atau Perusahaan Publik;	-	c. Frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles of the Issuer or Public Company in the Capital Market;
4. Komite Audit, mencakup antara lain:	xxx	4. Audit Committee, among others covering:
a. Nama dan jabatannya dalam keanggotaan komite;	√	a. Name and position in the committee;
b. Usia;	√	b. Age;
c. Kewarganegaraan;	√	c. Citizenship;
d. Riwayat pendidikan;	√	d. Education background;

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e. Riwayat jabatan, meliputi informasi:	√	e. History of position; including:
1. Dasar hukum penunjukan sebagai anggota komite;	√	1. Legal basis for the appointment as member of the committee;
2. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	2. Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
3. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	3. Working experience and period in and outside the Issuer or Public Company;
f. Periode dan masa jabatan anggota Komite Audit;	√	f. Period and terms of office of the member of Audit Committee;
g. Pernyataan independensi Komite Audit;	√	g. Statement of independence of the Audit Committee;
h. Kebijakan dan pelaksanaan tentang frekuensi rapat Komite Audit dan tingkat kehadiran anggota Komite Audit dalam rapat tersebut;	√	h. Policies and implementation of the frequency of meeting of the Audit Committee and attendance of member of Audit Committee;
i. Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	√	i. Education and/or training during the year under review (if any); and
j. Pelaksanaan kegiatan Komite Audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam *(charter)* Komite Audit;	√	j. The activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;
5. Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi dan/atau Dewan Komisaris, seperti Komite Nominasi dan Remunerasi, mencakup antara lain:	xxx	5. another committee of the Issuer or the Public Company formed to support the function and duty of the Board of Directors and/or the Board of Commissioners, such as Nomination and Remuneration Committee, containing:
a. Nama dan jabatannya dalam keanggotaan komite;	√	a. Name and position in the committee;
b. Usia;	√	b. Age;
c. Kewarganegaraan;	√	c. Citizenship;
d. Riwayat pendidikan;	√	d. Education background;
e. Riwayat jabatan, meliputi informasi:	√	e. History of position; including:
1. Dasar hukum penunjukan sebagai anggota komite;	√	1. Legal basis for the appointment as member of the committee;
2. Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	√	2. Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
3. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	3. Working experience and period in and outside the Issuer or Public Company;
f. Periode dan masa jabatan anggota Komite Audit;	√	f. Period and terms of office of the member of Audit Committee;
g. Uraian tugas dan tanggung jawab;	√	g. Description of duty and responsibility;
h. Pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite;	√	h. Statement that the Committee has already had the Charter;
i. Pernyataan independensi komite;	√	i. Statement of independence of the Committee;
j. Kebijakan dan pelaksanaan tentang frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut;	√	j. Policies and frequency of meeting of the committee, and attendance of each member of the committee in the said meetings;

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k. Pendidikan dan/atau pelatihan yang telah diikuti dalam tahun buku (jika ada); dan	√	k. Education and/or training during the year under review (if any); and
l. Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	√	l. Brief description on the activities of the committee;
6. Sekretaris Perusahaan, mencakup antara lain:	xxx	6. Corporate Secretary, including:
a. Nama	√	a. Name;
b. Domisili;	√	b. Domicile;
c. Kewarganegaraan;	√	c. Citizenship;
d. Riwayat jabatan, meliputi informasi:	√	e. History of position; including:
1. Dasar hukum penunjukan sebagai Sekretaris Perusahaan; dan	√	1. Legal basis for the appointment as Corporate Secretary; and
2. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	2. Working experience and period in and outside the Issuer or Public Company;
e. Riwayat pendidikan;	√	e. Education background;
f. Pendidikan dan/atau pelatihan yang diikuti dalam tahun buku; dan	√	f. Education and/or training during the year under review; and
g. Uraian singkat pelaksanaan tugas Sekretaris Perusahaan pada tahun buku;	√	f. Brief description on the implementation of duties of the Corporate Secretary in the year under review;
7. Unit Audit Internal, mencakup antara lain:	xxx	7. Internal Audit Unit, among others including:
a. Nama kepala Unit Audit Internal;	√	a. Name of Head of Internal Audit Unit;
b. Riwayat jabatan, meliputi informasi:	√	b. History of position, including:
1. Dasar hukum penunjukan sebagai kepala Unit Audit Internal; dan	√	1. Legal basis for the appointment as Head of Internal Audit Unit; and
2. Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	√	2. Working experience and period in and outside the Issuer or Public Company;
c. Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	√	c. Qualification or certification as internal auditor (if any);
d. Pendidikan dan/atau pelatihan yang diikuti dalam tahun buku;	√	d. Education and/or training during the year under review;
e. Struktur dan kedudukan Unit Audit Internal;	√	e. Structure and position of Internal Audit Unit;
f. Uraian tugas dan tanggung jawab;	√	f. Description of duties and responsibilities;
g. Pernyataan bahwa telah memiliki pedoman atau piagam *(charter)* Unit Audit Internal; dan	√	g. Statement that the Internal Audit Unit has already have Internal Audit Unit charter; and
h. Uraian singkat pelaksanaan tugas Unit Audit Internal pada tahun buku;	√	h. Brief description of on the implementation of duty of Internal Audit Unit during the year under review;
8. Uraian mengenai sistem pengendalian internal *(internal control)* yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	xxx	8. Description on internal control system adopted by the Issuer or Public Company, at least covering:
a. pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundangundangan lainnya; dan	√	a. Financial and operational control, and compliance to the other prevailing rules; and
b. Tinjauan atas efektivitas sistem pengendalian internal;	√	b. Review on the effectiveness of internal control systems;

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9. Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit mengenai:	xxx	9. Risk management system implemented by the company, at least includes:
a. Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	√	a. General description about the company's risk management system the Issuer or Public Company;
b. Jenis risiko dan cara pengelolaannya; dan	√	b. Types of risk and the management; and
c. Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik;	√	c. Review the effectiveness of the risk management system applied by the Issuer or Public Company;
10. Perkara penting yang dihadapi oleh Emiten atau Perusahaan Publik, asaris (jika ada), antara lain meliputi:	xxx	10. Important cases faced by the Issuer or Public Company, subsidiaries, current members of the Board of Commissioners and the Board of Directors, among others include:
a. Pokok perkara/gugatan;	√	a. Substance of the case/claim;
b. Status penyelesaian perkara/gugatan; dan	√	b. Status of settlement of case/claim; and
c. Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	√	c. Potential impacts on the condition of the Issuer or Public Company;
11. Informasi tentang sanksi administratif yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan Direksi, oleh otoritas Pasar Modal dan otoritas lainnya pada tahun buku (jika ada);	xxx	11. Information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);
12. Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	xxx	12. Information about codes of conduct of the Issuer or Public Company, includes:
a. Pokok-pokok kode etik;	√	a. Key points of the code of conduct;
b. Bentuk sosialisasi kode etik dan upaya penegakannya; dan	√	b. Socialization of the code of conduct and enforcement; and
c. Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;	√	c. statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;
13. Informasi mengenai budaya perusahaan *(corporate culture)* atau nilai-nilai perusahaan (jika ada);	xxx	13. Information about corporate culture (if any) of the Issuer or Public Company;
14. Uraian mengenai program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan Emiten atau Perusahaan Publik (jika ada), antara lain mengenai:	xxx	14. Description of employee or management stock ownership program of the Issuer or Public Company, among others contains:
a. Jumlah saham dan/atau opsi;	√	a. Number of share and/or option;
b. Jangka waktu pelaksanaan;	√	b. Period;
c. Persyaratan karyawan dan/atau manajemen yang berhak; dan	√	c. Requirement for eligible employee and/or management; and
d. Harga pelaksanaan;	√	d. Exercised price;
15. Uraian mengenai sistem pelaporan pelanggaran *(whistleblowing system)* di Emiten atau Perusahaan Publik (jika ada), antara lain meliputi:	xxx	15. Description of whistleblowing system at the Issuer or Public Company (if any), among others include:
a. Cara penyampaian laporan pelanggaran;	√	a. Mechanism for violation reporting;
b. Perlindungan bagi pelapor;	√	b. Protection for the whistleblower;
c. Penanganan pengaduan;	√	c. Handling of violation reports;
d. Pihak yang mengelola pengaduan; dan	√	d. unit responsible for handling of violation report; and

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e. Hasil dari penanganan pengaduan, paling sedikit meliputi:	√	e. Results from violation report handling, at least includes:
1. Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	√	1. Number of complaints received and processed during the fiscal year; and
2. Tindak lanjut pengaduan;	√	2. Follow up of complaints;
16. Penerapan atas Pedoman Tata Kelola Perusahaan Terbuka bagi Emiten yang menerbitkan Efek Bersifat Ekuitas atau Perusahaan Publik, meliputi:	xxx	16. Implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:
a. Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	√	a. Statement regarding the recommendation that has been implemented; and/or
b. Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada);	√	b. Description of recommendation that has not been implemented, along with the reason and alternatives of implementation (if any);
h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik	xxx	**h. Social and Environmental Responsibility of the Issuer or Public Company**
1. Informasi mengenai tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik meliputi kebijakan, jenis program, dan biaya yang dikeluarkan, antara lain terkait aspek:	xxx	1. Information on the social and environmental responsibility of the Issuer or Public Company that covers policies, types of programs, and cost, among others related to:
a. Lingkungan hidup, antara lain:	√	a. Environment, among others:
1. Penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang;	√	1. The use of environmentally friendly and recyclable materials and energy;
2. Sistem pengolahan limbah Emiten atau Perusahaan Publik;	√	2. The waste treatment systems of the Issuer or Public Company;
3. Mekanisme pengaduan masalah lingkungan; dan	√	3. Mechanism for filing a complaint on environmental issues; and
4. Sertifikasi di bidang lingkungan yang dimiliki;	√	4. Environmental certifications;
b. Praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, antara lain:	√	b. Employment practices, occupational health and safety, among others:
1. Kesetaraan *gender* dan kesempatan kerja;	√	1. Gender equality and equal work opportunity;
2. Sarana dan keselamatan kerja;	√	2. Work and safety facilities;
3. Tingkat perpindahan *(turnover)* karyawan;	√	3. Employee turnover;
4. Tingkat kecelakaan kerja;	√	4. Work incident rate;
5. Pendidikan dan/atau pelatihan;	√	5. Education and/or training;
6. Remunerasi; dan	√	6. Remuneration; and
7. Mekanisme pengaduan masalah ketenagakerjaan;	√	7. Mechanism for filling complaint on employment issues;
c. Pengembangan sosial dan kemasyarakatan, antara lain:	√	c. Social and community development, among others:
1. Penggunaan tenaga kerja lokal;	√	1. The use of local work force;
2. Pemberdayaan masyarakat sekitar Emiten atau Perusahaan Publik antara lain melalui penggunaan bahan baku yang dihasilkan oleh masyarakat atau pemberian edukasi;	√	2. Empowerment of local communities among others through the use of raw material produced by the community or by providing education;
3. Perbaikan sarana dan prasarana sosial;	√	3. Improvement of public social facilities and infrastructure;
4. Bentuk donasi lainnya; dan	√	4. Other form of donation; and
5. Komunikasi mengenai kebijakan dan prosedur anti korupsi di Emiten atau Perusahaan Publik, serta pelatihan mengenai anti korupsi (jika ada);	√	5. Dissemination of the policies and procedures of anti-corruption at the Issuers or Public Company, and training on anti-corruption (if any);

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d. Tanggung jawab barang dan/atau jasa, antara lain:	√	d. Products and/or services responsibilities, among others:
1. Kesehatan dan keselamatan konsumen;	√	1. Consumers' health and safety;
2. Informasi barang dan/atau jasa; dan	√	2. Products and/or services information; and
3. Sarana, jumlah, dan penanggulangan atas pengaduan konsumen.	√	3. Facilities, number, and resolution of consumer complaint.
2. Dalam hal Emiten atau Perusahaan Publik menyajikan informasi mengenai tanggung jawab sosial dan lingkungan sebagaimana dimaksud pada angka 1) pada laporan tersendiri seperti laporan tanggung jawab sosial dan lingkungan atau laporan keberlanjutan *(sustainability report)*, Emiten atau Perusahaan Publik dikecualikan untuk mengungkapkan informasi mengenai tanggung jawab sosial dan lingkungan dalam Laporan Tahunan; dan	xxx	2. In the event that the Issuer or the Public Company imparts information on social and environmental responsibility as referred to in point 1) in separate report such corporate social and environmental responsibility report, or sustainability report, then the Issuers or the Public Company is excluded from disclosing information on social and environmental responsibility in Annual Report; and
3. Laporan sebagaimana dimaksud pada angka 2) disampaikan kepada Otoritas Jasa Keuangan bersamaan dengan penyampaian Laporan Tahunan;	xxx	4. The said report in point 2) should be submitted to the Financial Service Authority along with the Annual Report;
i. **Laporan Keuangan Tahunan yang Telah Diaudit** Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia dan telah diaudit oleh Akuntan. Laporan keuangan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam peraturan perundangundangan di sektor Pasar Modal yang mengatur mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor Pasar Modal yang mengatur mengenai laporan berkala Perusahaan Efek dalam hal Emiten merupakan Perusahaan Efek; dan	xxx	i. **Audited Annual Financial Statement** Financial Statements included in Annual Report should be prepared in accordance with the Financial Accounting Standards in Indonesia and audited by an Accountant. The said financial statement should be included with the statement of responsibility for financial report as stipulated in the legislation in the Capital Markets sector governing the responsibility of the Board of Directors on the financial report or the legislation in the Capital Markets sector governing the periodic reports of securities company in the event the Issuer is a Securities Company; and
j. **Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan** Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.	xxx	j. **Letter of Statement of the Board of Directors and the Board of Commissioners regarding the Responsibility for Annual Reporting** Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting should be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.

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I. Umum		**I. General**
1. Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris.	√	1. The Annual Report shall be written in good and correct Indonesian, and is recommended to be presented in English.
2. Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca..	√	2. The Annual Report shall be printed with good quality using readable type and size of fonts.
3. Laporan tahunan mencantumkan identitas perusahaan dengan jelas Nama perusahaan dan tahun annual report ditampilkan di:	√	3. The Annual Report shall present clear identity of the company name and the annual report financial year shall be presented on:
1. Sampul muka;	√	1. Front Cover;
2. Samping;	√	2. Side Cover;
3. Sampul belakang; dan	√	3. Back Cover; and
4. Setiap halaman.	√	4. Every page
4. Laporan tahunan ditampilkan di website perusahaan, mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir.	√	4. Annual reports shall be displayed on the company's website, including the latest annual reports and at least the last 4 years.
II. Ikhtisar Data Keuangan Penting		**II. Key Financial Highlights**
1. Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	xxx	1. Income statement in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.
Informasi memuat antara lain:	xxx	Information contains the following:
1. Penjualan/pendapatan usaha;	xxx	1. Front Cover;
2. Laba (rugi):	xxx	2. Profit (loss):
a. Diatribusikan kepada pemilik entitas induk; dan	xxx	a. Attributable to equity holders of the parent entity; and
b. Diatribusikan kepada kepentingan non pengendali;	xxx	b. Attributable to non controlling interest;
3. Penghasilan komprehensif periode berjalan:	xxx	3. Total comprehensive profit (loss):
a. Diatribusikan kepada pemilik entitas induk; dan	xxx	a. Attributable to equity holders of the parent entity; and
b. Diatribusikan kepada kepentingan non pengendali;	xxx	b. Attributable to non controlling interest;
4. Laba (rugi) per saham.	xxx	4. Earning (loss) per share.
Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total.	√	Note: If the company does not have subsidiaries, the profit (loss) and other comprehensive income is presented in total.
2. Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	xxx	2. Financial position in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.
Informasi memuat antara lain:	√	Information contains the following:
1. Jumlah investasi pada entitas asosiasi;	√	1. Total investment on associates;
2. Jumlah aset;	√	2. Total assets
3. Jumlah liabilitas; dan	√	3. Total liabilities; and
4. Jumlah ekuitas.	√	4. Total equity.

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Keterangan	Halaman Page	Description
3. Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	xxx	3. Financial ratio in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.
Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.	√	Information covers 5 (five) financial ratios, which are generally applied and relevant to the company's industry.
4. Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	xxx	4. Financial ratio in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.
1. Jumlah saham yang beredar;	√	1. Number of shares outstanding;
2. Informasi dalam bentuk tabel yang memuat:	√	2. The table forms contain the following information:
a. Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	√	a. Market capitalization based on the share price on the Stock Exchange where the share are listed;
b. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	√	b. Highest, lowest and closing the share price based on share price on the Stock Exchange where the share are listed; and
c. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.		c. Trading volume of shares on the Stock Exchange where the shares are listed.
3. Informasi dalam bentuk grafik yang memuat paling kurang:		3. The graph forms contain at least the following information:
a. Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	√	a. The closing price of shares based on the share price on the Stock Exchange where the shares are listed; and
b. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	√	b. Trading volume of shares on the Stock Exchange where the shares are listed
Catatan: apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan.	√	Note: Should be disclosed if the company does not have market capitalization, share price, and share trading volume.
5. Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir.	xxx	5. Information regarding outstanding bonds, sukuk or convertible bonds, in 2 (two) latest financial years.
Informasi memuat:		Information contains:
1. Jumlah obligasi/sukuk/obligasi konversi yang beredar *(outstanding);*	√	1. Number of outstanding bonds, sukuk or convertible bonds;
2. Tingkat bunga/imbalan;	√	2. Interest rate/yield;
3. Tanggal jatuh tempo; dan	√	3. Maturity date; and
4. Peringkat obligasi/sukuk tahun 2018 dan 2019.	√	4. Rating of bonds/sukuk in 2018 and 2019.
Catatan: apabila perusahaan tidak memiliki obligasi/ sukuk/obligasi konversi, agar diungkapkan.		Note: Should be disclosed if the company does not have outstanding bonds, sukuk or convertible bonds.
III. Laporan Manajemen		**III. Management Report**
1. Laporan Dewan Komisaris	xxx	1. Board of Commissioners' Report
Informasi memuat:		Information contains:
1. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya;	√	1. Assessment on the performance of the Board of Directors in managing the company and the basis for such evaluation;
2. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya;	√	2. Views on the business prospects of the company as prepared by the Board of Directors and the basis for such consideration;
3. Pandangan atas penerapan/pengelolaan *whistle blowing system* (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan		3. Views on the implementation/management of the company's whistleblowing system (WBS), and the role of the Board of Commissioners in the WBS; and
4. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya.		4. Changes in the composition of the Board of Commissioners (if any) and the reason for such changes.

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Keterangan	Halaman Page	Description
2. Laporan Direksi	xxx	2. Board of Directors' report
Memuat hal-hal sebagai berikut:		Contain the following:
1. Analisis atas kinerja perusahaan, yang mencakup antara lain:	√	1. Analysis of the company's performance, covering among others:
a. Kebijakan strategis;	√	a. Strategic policies;
b. Perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	√	b. Comparison between targets and achievements; and
c. Kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya;	√	c. Challenges faced by the company and initiatives to deal with those challenges;
2. Analisis tentang prospek usaha;	√	2. Analysis on business prospects;
3. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan	√	3. Developments in the implementation of GCG during the fiscal year; and
4. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya.	√	4. Changes in the composition of the Board of Directors (if any) and the reason for such changes.
3. Tanda tangan anggota Dewan Komisaris dan anggota Direksi	xxx	3. Signatures of members of the Board of Commissioners and Board of Directors
Memuat hal-hal sebagai berikut:		Contain the following:
1. Tanda tangan dituangkan pada lembaran tersendiri;	√	1. Signatures on a separate page;
2. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan;	√	2. Statement of responsibility of the Board of Commissioners and Board of Directors for the accuracy of the contents of the Annual Report;
3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; dan	√	3. Signed by all members of the Board of Commissioners and Board of Directors by stating their names and position; and
4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan.	√	4. Written explanation in a separate letter from the person(s) concerned in the event that member(s) of Board of Commissioners or Board of Directors fail to sign the annual report; or: written explanation a separate letter from other member(s) in the event that there is no written explanation from the person(s) concerned.
IV. Profil Perusahaan		**IV. Company Profile**
1. Nama dan alamat lengkap perusahaan	xxx	1. Name and address of the company
Informasi memuat antara lain: nama dan alamat, kode pos, no. Telp, no. Fax, email, dan website.		Information contains, among others, name and address, postcode, telephone number, fax, email and website.
2. Riwayat singkat perusahaan	xxx	2. Brief history of the company
Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan.		Contain among others: date/year of establishment, name of the company, change of name (if any), and effective date of the change of name.
Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan.		Note: to be disclosed if the company never had a change of name
3. Bidang usaha	xxx	3. Line of business
Uraian mengenai antara lain:		Description of, among others:
1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir;	√	1. The line of business as stated in the latest Articles of Association;
2. Kegiatan usaha yang dijalankan; dan	√	2. Business activities; and
3. Produk dan/atau jasa yang dihasilkan.	√	3. Product and/or services offered.
4. Struktur Organisasi	xxx	4. Organization structure
Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah Direksi.		Diagram of organization structure, containing name and position of personnel up to one level below Director, at least

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Keterangan	Halaman Page	Description
5. Visi, Misi, dan Budaya Perusahaan Mencakup:	xxx	5. Vision, Mission and Corporate Culture Covers:
1. Visi perusahaan;	√	1. Vision;
2. Misi perusahaan;	√	2. Mission;
3. Keterangan bahwa visi dan misi tersebut telah di-*review* dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan	√	3. Statement that the vision and mission have been reviewed and approved by the Board of Commissioners/ Directors in the fiscal year; and
4. Pernyataan mengenai budaya perusahaan *(corporate culture)* yang dimiliki perusahaan.	√	4. Statement on the corporate culture.
6. Identitas dan riwayat hidup singkat anggota Dewan Komisaris	xxx	6. Profiles of members of the Board of Commissioners
Informasi memuat antara lain:		Contain information on:
1. Nama;	√	1. Name
2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	√	2. Position and period in position (including position(s) held at other company/institution);
3. Umur;	√	3. Age;
4. Domisili;	√	4. Domicile;
5. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	√	5. Education (study field and education institution);
6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	√	6. Work experience (position, company, and period in position); and
7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk.	√	7. History of assignments (period and position) as a member of the Board of Commissioners at the company since the first appointment.
7. Identitas dan riwayat hidup singkat anggota Direksi Informasi memuat antara lain:	xxx	7. Profiles of members of the Board of Directors Contain information on:
1. Nama;	√	1. Name
2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	√	2. Position and period in position (including position(s) held at other company/institution);
3. Umur;	√	3. Age;
4. Domisili;	√	4. Domicile;
5. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	√	5. Education (study field and education institution);
6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	√	6. Work experience (position, company, and period in position); and
7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk.	√	7. History of assignments (period and position) as member of the Board of Directors at the company since the first appointment.
8. Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi.	xxx	8. Total number of employees (comparative for 2 years) and data on employee competence development programs reflecting equal opportunities for each level of the organization.
Informasi memuat antara lain:		Information contains, among others:
1. Jumlah karyawan untuk masing-masing level organisasi;	√	1. Number of employees at each level of the organization;
2. Jumlah karyawan untuk masing-masing tingkat pendidikan;	√	2. Number of employees by education;
3. Jumlah karyawan berdasarkan status kepegawaian;	√	3. Number of employees by employment status;
4. Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan	√	4. Data on employee competence development programs during the fiscal year, concerning the position of participants, type of training, and purpose of training; and
5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku.	√	5. The costs of employee competence development programs in the fiscal year.

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Keterangan	Halaman Page	Description
9. Komposisi Pemegang saham	xxx	9. Shareholders composition
Mencakup antara lain:		Covering among others:
1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya;	√	1. Names of the 20 largest shareholders and their shareholding percentage;
2. Rincian pemegang saham dan persentase kepemilikannya meliputi:	√	2. Details of shareholders and shareholding percentage:
a. Nama pemegang saham yang memiliki 5% atau lebih saham; dan	√	a. Names of shareholders with 5% or more shareholding; and
b. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%.	√	b. Group of public shareholders with individual shareholding of less than 5% each.
3. Produk dan/atau jasa yang dihasilkan.	√	3. Product and/or services offered.
Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan.	√	Note: should be disclosed if the Director and Commissioner does not own shares, directly or indirectly.
10. Daftar entitas anak dan/atau entitas asosiasi	xxx	10. List of subsidiaries and/or associated entities
Dalam bentuk tabel memuat informasi antara lain:		In table form, containing:
1. Nama entitas anak dan/atau asosiasi;	√	1. Name of subsidiary and/or associated entity;
2. Persentase kepemilikan saham;	√	2. Share-ownership percentage;
3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan	√	3. Line of business of subsidiary and/or associated entity; and
4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi).	√	4. The operational status of subsidiary and/or associated entity (in commercial operation/not yet in commercial operation).
11. Struktur grup perusahaan	xxx	11. Corporate group structure
Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas induk, entitas anak, entitas asosiasi, *joint venture*, dan *special purpose vehicle* (SPV).		Diagram of corporate group structure involving relationship of the parent company, subsidiary, associated entity, joint venture, and special purpose vehicle (SPV).
12. Kronologi penerbitan saham (termasuk *private placement*) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku	xxx	12. Chronology of share listing (including private placement) and/or share listing from the share issuance up to the end of the fiscal year
Mencakup antara lain:		Covers, among others:
1. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi *(corporate action);*	√	1. Year of share issuance, number of shares issued, par value, and share offer price, for each separate corporate action;
2. Jumlah saham tercatat setelah masing-masing tindakan korporasi *(corporate action);* dan	√	2. Total number of shares outstanding following the corporate action; and
3. Nama bursa dimana saham perusahaan dicatatkan.	√	3. The stock exchange where the shares are listed.
Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.		Note: should be disclosed if the company does not have the chronology of share listing.
13. Kronologi penerbitan dan/atau pencatatan efek lainnya dari awal penerbitan sampai dengan akhir tahun buku	xxx	13. Chronology of other securities issuance and/or listing from the time of issuance up until the end of the fiscal year
Mencakup antara lain:		Covers, among others:
1. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya;	√	1. Name of security instrument, year of issuance, interest rate/yield of securities, and maturity date;
2. Nilai penawaran efek lainnya;	√	2. Offering price of other securities;
3. Nama bursa dimana efek lainnya dicatatkan; dan	√	3. The stock exchange where the securities are listed; and
4. Peringkat efek.	√	4. Rating of securities.
Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.		Note: should be disclosed if the company does not have the chronology of share listing.

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14. Nama dan alamat lembaga dan/atau profesi penunjang	xxx	14. Name and address of supporting institutions and/or professionals
Mencakup antara lain:		Covering among others:
1. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan;	√	1. Name and address of the company's Share Registrar;
2. Nama dan alamat Kantor Akuntan Publik; dan	√	2. Name and address of Public Accountant Firm; and
3. Nama dan alamat perusahaan pemeringkat efek.	√	3. Name and address of rating agencies.
15. Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional	xxx	15. Awards received during the fiscal year, or valid certification in the fiscal year, at both national and international levels
Informasi memuat antara lain:		Information covers, among others:
1. Nama penghargaan dan/atau sertifikasi;	√	1. Name of award and/or certification;
2. Tahun perolehan penghargaan dan/atau sertifikasi;	√	2. Year received/issued;
3. Badan pemberi penghargaan dan/atau sertifikasi; dan	√	3. Name of institution that issued the award/certification; and
4. Masa berlaku (untuk sertifikasi).	√	4. Validity period (certification).
16. Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada)	xxx	16. Name and address of subsidiaries and/or branch offices or representative offices (if any)
Informasi memuat antara lain:		Information covers, among others:
1. Nama dan alamat entitas anak; dan	√	1. Name and address of subsidiaries; and
2. Nama dan alamat kantor cabang/perwakilan.	√	2. Name and address of branch/representative office.
Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan.	√	Note: should be disclosed if the company does not have a subsidiary, branch office or representative office.
17. Informasi pada Website Perusahaan	xxx	17. Information in the corporate website
Meliputi paling kurang:		Covers at the very least:
1. Informasi pemegang saham sampai dengan pemilik akhir individu;	√	1. Information of shareholders up to the individual ultimate shareholder;
2. Isi Kode Etik;	√	2. Contents of the Code of Conduct;
3. Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang 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;	√	3. Information on the General Meeting of Shareholdersn (GMS), covering at least agenda of the GMS, the summary of GMS resolutions, and information of pertinent dates, namely the dates of GMS announcement, GMS invitation, GMS event, an announcement of summary GMS resolutions;
4. Laporan keuangan tahunan terpisah (5 tahun terakhir);	√	4. Annual financial statements (last 5 years);
5. Profil Dewan Komisaris dan Direksi; dan	√	5. Profiles of the Board of Commissioners and Directors¡ and
6. Piagam/Charter Dewan Komisaris, Direksi, Komitekomite, dan Unit Audit Internal.	√	6. Board manual/Charter of the BoC. BoD, Committees and Internal Audit Unit.
18. Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal	xxx	18. Training and education for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit
Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti):		Cover at least information of type of training and participant of:
1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris;	√	1. Training and/or education for Board of Commissioners;
2. Pendidikan dan/atau pelatihan untuk Direksi;	√	2. Training and/or education for Board of Directors;

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3. Pendidikan dan/atau pelatihan untuk Komite Audit;	√	3. Training and/or education for Audit Committee;
4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi;	√	4. Annual financial statements (last 5 years);
5. Profil Dewan Komisaris dan Direksi; dan	√	5. Training and/or education for Nomination and Remuneration Committee;
6. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan	√	6. Training and/or education for Corporate Secretary; and
7. Pendidikan dan/atau pelatihan untuk Unit Audit Internal. yang diikuti pada tahun buku.	√	7. Training and/or education for Internal Audit Unit. During the fiscal year.
Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan		Note: should be disclosed if there are no training and/ or education during the fiscal year
V. Analisa dan Pembahasan Manajemen atas Kinerja Perusahaan		**V. Management Discussion and Analysis on the Company Performance**
1. Tinjauan operasi per segmen usaha	xxx	1. Operation review per business segment
Memuat uraian mengenai:		Includes analysis on:
1. Penjelasan masing-masing segmen usaha.	√	1. Elaboration on each business segment.
2. Kinerja per segmen usaha, antara lain:	√	2. Performance of each business segment, among others:
a. Produksi;	√	a. Production;
b. Peningkatan/penurunan kapasitas produksi;	√	b. Increase/Decrease of production capacity;
c. Penjualan/pendapatan usaha; dan	√	c. Sales/income; and
d. Profitabilitas.	√	d. Profitability.
2. Uraian atas kinerja keuangan perusahaan	xxx	2. Description on the Company's financial performance
Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan suatu akun (dalam bentuk narasi dan tabel), antara lain mengenai:		An analysis comparing the performance of the current year and that of the previous year (in the form of narration and tables) and the reasons for the increase/decrease of the accounts, including in:
1. Aset lancar, aset tidak lancar, dan total aset;	√	1. Current assets, non-current assets, and total assets;
2. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas;	√	2. Current liabilities, Non-current liabilities, and total liabilities;
3. Ekuitas;	√	3. Equity;
4. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain, dan penghasilan komprehensif periode berjalan; dan	√	4. Sales/operating revenues, expenses, Profit (Loss), other comprehensive income, comprehensive income for the current year; and
5. Arus kas.	√	5. Cash flows.
3. Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan	xxx	3. Discussion and analysis on solvability and level of the company receivables collectibility, by presenting relevant ratio calculation in line with the company's type of industry
Penjelasan tentang:		Explanation on:
1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan	√	1. Solvability, both short term and long term; and
2. Tingkat kolektibilitas piutang.	√	2. Level of receivables collectibility.
4. Bahasan tentang struktur modal *(capital structure)* dan kebijakan manajemen atas struktur modal *(capital structure policy)*	xxx	4. Discussion on capital structure and Capital Structure Policy
Penjelasan tentang:		Explanation on:
1. Rincian struktur modal (capital structure) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas;	√	1. Details of capital structure comprising of interestbearing debts/sukuk and equity;
2. Kebijakan manajemen atas struktur modal *(capital structure policies)*; dan	√	2. Capital structure policies; and
3. Dasar pemilihan kebijakan manajemen atas struktur modal.	√	3. Basis for the determination of capital structure policies.

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5. Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir	xxx	5. Discussion on material commitments of capital investments (instead of funding commitments) in the last fiscal year
Penjelasan tentang:		Explanation on:
1. Nama pihak yang melakukan ikatan;	√	1. Parties in the commitments;
2. Tujuan dari ikatan tersebut;	√	2. Objectives of the commitments;
3. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut;	√	3. Sources of funds to meet the commitments;
4. Mata uang yang menjadi denominasi; dan	√	4. Denomination currency of commitments; and
5. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.	√	5. Initiatives taken to mitigate exchange rate risk.
Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan.		Note: should be disclosed if the company does not have any material commitment to capital investments in the fiscal year.
6. Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir	xxx	6. Discussion on capital investment realized at the latest financial year
Penjelasan tentang:		Explanation on:
1. Jenis investasi barang modal;	√	1. Type of capital investment;
2. Tujuan investasi barang modal; dan	√	2. Objectives of capital investment; and
3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir.	√	3. The nominal value of capital investment realized in the last fiscal year.
Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan.		Note: should be disclosed if there are no capital investment.
7. Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, dan lainnya yang dianggap penting bagi perusahaan.	xxx	7. Information on the comparison between initial target at the beginning of the financial year and the realization and target or the projection for the next year concerning income, profit, capital structure, and others considered a significant target for the company.
Informasi memuat antara lain:		Contain information on:
1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan	√	1. Comparison of targets at the beginning of fiscal year and achievements; and
2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang.	√	2. Targets or projections set for the next 1 (one) year.
8. Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan	xxx	8. Information and material facts following the date of accounting report (Subsequent events)
Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.	√	Description of significant events following the date of accounting report including its impact on business risk and performance in the future.
Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan.		Note: should be disclosed if there are no subsequent events.
9. Uraian tentang prospek usaha perusahaan	xxx	9. Description about Company's Business prospects
Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.	√	The description of on business prospects related to the general industry and economy including quantitative supporting data from reliable resources
10. Uraian tentang aspek pemasaran	xxx	10. Description about Marketing Aspects
Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar	√	The description of on marketing aspects of the company's products and/or services, among others marketing strategy and market shares
11. Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir	xxx	4. The description of on dividend policy and total cash dividend per share and total dividend per year that are published or disbursed during last 2 (two) financial years
Memuat uraian mengenai:		Contain information on:
1. Kebijakan pembagian dividen;	√	1. Dividend payout policy;
2. Total dividen yang dibagikan;	√	2. Total dividend disbursement;

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3. Jumlah dividen kas per saham;	√	3. Total cash dividend per share;
4. *Payout ratio;* dan	√	4. Payout ratio; and
5. Tanggal pengumuman dan pembayaran dividen kas untuk masing-masing tahun.	√	5. Announcement date and cash dividend payout for each year.
Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya.		Note: To disclose if there are no dividend disbursement and its reasons.
12. Program kepemilikan saham oleh karyawan dan/ atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP) yang masih ada sampai tahun buku	xxx	12. Employee/Management Share Ownership Program (ESOP/ MSOP) still ongoing in the fiscal year
Memuat uraian mengenai:		Contain information on:
1. Jumlah saham ESOP/MSOP dan realisasinya;	√	1. Number of ESOP/MSOP shares and its execution;
2. Jangka waktu;	√	2. Period;
3. Persyaratan karyawan dan/atau manajemen yang berhak; dan	√	3. Eligible employee/management; and
4. Harga *exercise.*	√	4. Exercise price.
Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan.		Note: should be disclosed if there are no such programs
13. Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana)	xxx	13. Realization of initial public offering proceeds (in the event of the company is obligated to submit the report)
Memuat uraian mengenai:		Contain information on:
1. Total perolehan dana;	√	1. Total proceeds;
2. Rencana penggunaan dana;	√	2. Proceeds utilization plan;
3. Rincian penggunaan dana;	√	3. Proceeds utilization details;
4. Saldo dana; dan	√	4. Proceeds balance; and
5. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada).	√	5. The date of GMS/GMB resolution on the change of proceeds utilization (if any).
Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan.		Note: should be disclosed if there are no such information of realization of proceeds of public offering.
14. Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi	xxx	14. Material transaction information with conflict of interest and/or transaction with related parties Covers the following:
Memuat uraian mengenai:		Contain information on:
1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi;	√	1. Name of transacting parties and the nature of related parties;
2. Penjelasan mengenai kewajaran transaksi;	√	2. Description of the transaction fairness;
3. Alasan dilakukannya transaksi;	√	3. Transaction background;
4. Realisasi transaksi pada periode tahun buku terakhir;	√	4. Transaction realization at the last financial year;
5. Kebijakan perusahaan terkait dengan mekanisme *review* atas transaksi; dan	√	5. Company policy related with transaction review mechanism; and
6. Pemenuhan peraturan dan ketentuan terkait.	√	6. Compliance to relevant regulations and provisions.
Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan.		Note: To disclose if there are no transactions.
15. Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir	xxx	15. Description on changes in laws and regulations during the fiscal year that impacted on the company
Uraian memuat antara lain:		Name of regulations; and
1. Nama peraturan perundang-undangan yang mengalami perubahan; dan	√	1. Name of regulations; and
2. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan.	√	2. The impact (quantitative and/or qualitative) on the company (if significant or statement that this impact not significant.
Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan.		Note: To disclose if there are no changes in the laws and regulations that have significant impacts

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16. Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir	xxx	16. Description on the changes in accounting policy implemented by the company at the last financial year
Uraian memuat antara lain:		Descriptions include among others:
1. Perubahan kebijakan akuntansi;	√	1. Changes in accounting policy;
2. Alasan perubahan kebijakan akuntansi; dan	√	2. Reasons for the change; and
3. Dampaknya secara kuantitatif terhadap laporan keuangan.	√	3. Quantitative impact on the financial statements.
Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan.		Note: To disclose if there are no changes in accounting policies during the fiscal year
17. Informasi kelangsungan usaha Pengungkapan informasi mengenai:	xxx	17. Information on business continuity Disclosures on:
1. Hal–hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir;	√	1. Significant issues on the company business continuity at the last financial year;
2. *Assessment* manajemen atas hal-hal pada angka 1; dan	√	2. Management assessment on point 1; and
3. Asumsi yang digunakan manajemen dalam melakukan *assessment*.	√	3. Assumption implemented by the management in conducting the assessment.
Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal–hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir.		Note: if there are no issues that potentially have significant influences to the company's business continuity at the last financial year, to disclose the basis of management assumption in ensuring that there are no issues that potentially have significant influences on the company's business continuity at the last financial year.
VI. Good Corporate Governance		**VI. Good Corporate Governance**
1. Uraian Dewan Komisaris	xxx	1. Description of the Board of Commissioners
Uraian memuat antara lain:		Covers the following:
1. Uraian tanggung jawab Dewan Komisaris;	√	1. Board of Commissioners responsibilities;
2. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan	√	2. Assessment of performance of committees under the Board and the basis for such assessment; and
3. Pengungkapan mengenai *Board Charter* (pedoman dan tata tertib kerja Dewan Komisaris).	√	3. Board Charter disclosures (Board of Commissioners work guidelines and procedures).
2. Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris)	xxx	2. Independent Commissioners (at least 30% of the total personnel of the Board of Commissioners)
Meliputi antara lain:		Covers the following:
1. Kriteria penentuan Komisaris Independen; dan	√	1. Assignment criteria of Independent Commissioners; and
2. Pernyataan tentang independensi masing-masing Komisaris Independen.	√	2. Independence statement of each Independent Commissioner.
3. Uraian Direksi	xxx	3. Description of the Board of Directors
Meliputi antara lain:		Covers the following:
1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi;	√	1. Duties and responsibilities of each member of the Board of Directors;
2. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan	√	2. Assessment of performance of committees under the Board (if any); and
3. Pengungkapan mengenai *Board Charter* (pedoman dan tata tertib kerja Direksi)	√	3. Board Charter disclosures (Board of Directors work guidelines and procedures)
4. Penilaian Penerapan GCG untuk tahun buku 2015 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi	xxx	4. GCG implementation assessment for 2015, at least for aspects of the Board of Commissioners and/or Board of Directors
Memuat uraian mengenai:		Covers the following:
1. Kriteria yang digunakan dalam penilaian;	√	1. Assessment criteria;
2. Pihak yang melakukan penilaian;	√	2. Assessor;

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3. Skor penilaian masing-masing kriteria;	√	3. Assessment score on each criteria;
4. Rekomendasi hasil penilaian; dan	√	4. Recommendations on results of assessment; and
5. Alasan belum/tidak diterapkannya rekomendasi.		5. Reasons for the delay or non implementation of such recommendations.
Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2019, agar diungkapkan.		Note: should be disclosed if there are no GCG assessment for fiscal 2019.
5. Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi	xxx	5. Description of the remuneration policy for the Board of Commissioners and Board of Directors
Mencakup antara lain:		Covers the following:
1. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris;	√	1. Disclosure of procedure for the proposal and determination of remuneration for the Board of Commissioners;
2. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi;	√	2. Disclosure of procedure for the proposal and determination of remuneration for the Board of Directors;
3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris;	√	3. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Commissioners;
4. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi;	√	4. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Directors;
5. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan	√	5. Disclosure of indicators for the remuneration of the Board of Directors; and
6. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima masing-masing anggota Dewan Komisaris dan Direksi (jika ada).	√	6. Disclosure of performance bonus, nonperformance bonus, and/or share option received by each members of the Board of Commissioners and Directors (if any).
Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan.		Note: should be disclosed if there are no performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors.
6. Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan)	xxx	6. Meeting frequency and attendance of Board of Commissioners (at least once in 2 months), Board of Directors (at least once in a month), and joint meetings of BoC and BoD (at least once in 4 months)
Informasi memuat antara lain:		Covers among others:
1. Tanggal Rapat;	√	1. Date;
2. Peserta Rapat; dan	√	2. Attendance; and
3. Agenda Rapat. untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan.	√	3. Agenda. Of each of the meetings of BoC, BoD and Joint Meetings of BoC and BoD.
7. Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu.	xxx	7. Information on majority and controlling shareholders, direct or indirect, up to the ultimate individual shareholder.
Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali.	√	Diagram with separate illustration for majority shareholders and controlling shareholders
Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali.		Note: majority shareholders are parties that own, directly or indirectly, at least 20% of the voting rights of the total share with voting rights issued by the company, but is not the controlling shareholder

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8. Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali	xxx	8. Disclosure of affiliation between members of the Board of Directors, Board of Commissioners and Majority/Controlling Shareholders
Mencakup antara lain:		Covers among others:
1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya;	√	1. The affiliation between a member of the Board of Directors with fellow members of the Board of Directors;
2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris;	√	2. The affiliation between a member of the Board of Directors with members of the Board of Commissioners;
3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali;	√	3. The affiliation between a member of the Board of Directors with Majority and/or Controlling Shareholder;
4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan	√	4. The affiliation between a member of the Board of Commissioners with fellow members of the Board of Commissioners; and
5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali.	√	5. The affiliation between a member of the Board of Commissioners with Majority and/or Controlling Shareholder.
Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan.		Note: should be disclosed if there is no affiliation relationship
9. Komite Audit	xxx	9. Audit Committee
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan periode jabatan anggota komite audit;	√	1. Name, position and tenure of audit committee members;
2. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit;	√	2. Education qualifications (study field and institution) and work experience (position, company and tenure) of audit committee members;
3. Independensi anggota komite audit;	√	3. Independency of audit committee members;
4. Uraian tugas dan tanggung jawab;	√	4. Duties and responsibilities;
5. Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan	√	5. Brief report of audit committee activity; and
6. Frekuensi pertemuan dan tingkat kehadiran komite audit.	√	6. Meeting frequency and attendance of audit committee.
10. Komite Nominasi dan/atau Remunerasi	xxx	10. Nomination and/or Remuneration Committee
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi;	√	1. Name, position and brief profiles of members of the Nomination and/or Remuneration Committee;
2. Independensi komite nominasi dan/atau remunerasi;	√	2. Independency of Nomination and/or Remuneration Committee;
3. Uraian tugas dan tanggung jawab;	√	3. Duties and responsibilities;
4. Uraian pelaksanaan kegiatan komite nominasi dan/ atau remunerasi pada tahun buku;	√	4. Brief report of Nomination and/or Remuneration committee activity; and
5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi;	√	5. Meeting frequency and attendance of nomination and/or remuneration committee.
6. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan	√	6. Stateament of nomination and/or remuneration committee charter; and
7. Kebijakan mengenai suksesi Direksi.	√	7. Policies on Director succession.
11. Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan	xxx	11. Other committees under the Board of Commissioners
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain;	√	1. Name, position and brief profile of members of committee;
2. Independensi komite lain;	√	2. Independency of committee;

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3. Uraian tugas dan tanggung jawab;	√	3. Duties and responsibilities;
4. Uraian pelaksanaan kegiatan komite lain pada tahun buku; dan	√	4. Committee activity in the fiscal year; and
5. Frekuensi pertemuan dan tingkat kehadiran komite lain.	√	5. Committee meeting frequency and attendance.
12. Uraian tugas dan Fungsi Sekretaris Perusahaan	xxx	12. Description of duties and functions of Corporate Secretary
Mencakup antara lain:		Covers among others:
1. Nama, dan riwayat jabatan singkat sekretaris perusahaan;	√	1. Name and brief work experience of Corporate Secretary;
2. Domisili;	√	2. Domicile;
3. Uraian tugas dan tanggung jawab; dan	√	3. Duties and responsibilities; and
4. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku.	√	4. Report of activities of Corporate Secretary in the fiscal year
13. Uraian mengenai unit audit internal	xxx	13. Description on Internal Audit Unit
Mencakup antara lain:		Covers among others:
1. Nama ketua unit audit internal;	√	1. Name of internal audit unit head;
2. Jumlah pegawai (auditor internal) pada unit audit internal;	√	2. Total employees (internal auditors) in internal audit unit;
3. Sertifikasi sebagai profesi audit internal;	√	3. Certification on internal audit profession;
4. Kedudukan unit audit internal dalam struktur perusahaan;	√	4. Internal audit unit composition in the company's structure;
5. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan	√	5. Brief report on internal audit unit activity implementation; and
6. Pihak yang mengangkat dan memberhentikan ketua unit audit internal.	√	6. The parties responsible to appoint/terminate the internal audit unit head.
14. Akuntan Publik	xxx	14. Public Accountant
Informasi memuat antara lain:		Information, among others:
1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	√	1. Name and year of the public accountant that audits the annual financial statements in the last 5 years;
2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	√	2. Name and year of Public Accountant Firm that audits the annual financial statements in the last 5 years;
3. Besarnya *fee* untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan	√	3. The amount of fee for each service provided by public accountant at the last financial year; and
4. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir.	√	4. Other services provided by the accountant apart from the audit service of annual financial statements at the last financial year.
Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan.		Note: to disclose if there are no other services rendered
15. Uraian mengenai *corporate social responsibility* yang terkait tata kelola Tanggung jawab sosial	xxx	15. Description about corporate social responsibility related to social responsibility governance
1. Informasi komitmen pada tanggung jawab sosial;	√	1. Information commitment to social responsibility;
2. Informasi mengenai methoda dan lingkup *due diligent* terhadap dampak sosial, ekonomi dan lingkungan dari aktifitas perusahaan;	√	2. Information regarding methods and scope of due diligence on the social, economic and environmental impacts of company activities;
3. Informasi tentang *stakeholder* penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan;	√	3. Information about important stakeholders who are affected or influence the impact of the company's activities
4. Informasi tentang isu isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan;	√	4. Information about important socio-economic and environmental issues related to the impact of company activities

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5. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakankan kewajiban maupun yang melebihi kewajiban;	√	5. Information about the scope of corporate social responsibility, both those which constitute obligations and those that exceed obligations
6. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu isu sosial, ekonomi dan lingkungan dalam upaya *stakeholders engagement* dan meningkatkan value untuk *stakeholder* dan *shareholder;*	√	6. Information about the company's strategy and work program in handling social, economic and issues the environment in the efforts of stakeholders and engagement increase value for stakeholders and shareholders
7. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijlaankan; dan	√	7. Information about various programs that exceed the company's minimum responsibilities that are relevant to the business being described; and
8. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial.	√	8. Information about financing and social responsibility budgets
16. Uraian mengenai *corporate social responsibility* yang terkait *core subject* Hak Azasi Manusia	xxx	16. Description of corporate social responsibility related to the core subject of Human Rights
1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial *core subject* Hak Azasi Manusia;	√	1. Information about commitments and core social responsibility policies on the subject of Human Rights;
2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial *core subject* Hak Azasi Manusia;	√	2. Information about the formulation of corporate social responsibility core subjects on Human Rights;
3. Informasi tentang perencanaan *corporate social responsibility* bidang Hak Azasi Manusia;	√	3. Information about corporate social responsibility planning in the field of Human Rights;
4. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Azasi Manusia; dan	√	4. Information about initiative implementation of CSR in the field of Human Rights; and
5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Azasi Manusia.	√	5. Information about the achievements and awards of CSR initiatives in the field of Human Rights.
17. Uraian mengenai *corporate social responsibility* yang terkait *core subject* Operasi yang adil	xxx	17. Description of corporate social responsibility related to the core subject of fair operation
1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial core subject Operasi yang adil;	√	1. Information about commitments and core social responsibility policies on the subject of Fair Operation;
2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial *core subject* Operasi yang adil;	√	2. Information about the formulation of corporate social responsibility core subjects on Fair Operation;
3. Informasi tentang perencanaan *corporate social responsibility* bidang Operasi yang adil;	√	3. Information about corporate social responsibility planning in the field of Fair Operation;
4. Informasi tentang pelaksanaan inisiatif CSR bidang Operasi yang adil; dan	√	4. Information about initiative implementation of CSR in the field of Fair Operation; and
5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Operasi yang adil;	√	5. Information about the achievements and awards of CSR initiatives in the field of Fair Operation;
18. Uraian mengenai *corporate social responsibility* yang terkait dengan lingkungan hidup, penyampaian informasi tentang	xxx	18. Description of corporate social responsibility related to the environment, delivery of information about
1. Informasi tentang komitmen dan kebijakan lingkungan;	√	1. Information about environmental commitments and policies;
2. Informasi tentang dampak dan resiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan	√	2. Information about important environmental impacts and risks that are directly or indirectly related to the company
3. Informasi tentang target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	√	3. Information about the 2019 activity targets / plans set by management;
4. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan;	√	4. Information about activities carried out and related to environmental programs related to the company's operational activities;

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5. Informasi tentang pelaksanaan inisitaif CSR terkait lingkungan hidup;	√	5. Information about implementing CSR initiatives related to the environment;
6. Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain; dan	√	6. Information about achieving quantitative impacts on the activity; and, such as the use of environmentally friendly and recyclable materials and energy, the company's waste treatment system, environmental complaints mechanism, consideration of environmental aspects in granting credit to customers, and others; and
7. Sertifikasi di bidang lingkungan yang dimiliki.	√	7. Certification in the environmental field owned.
19. Uraian mengenai *corporate social responsibility* yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja, mencakup antara lain informasi tentang	xxx	19. Description of corporate social responsibility related to employment, health and work safety, including information about
1. Kebijakan dan komitmen tanggung jawab sosial perusahaan *core subject* ketenagakerjaan;	√	1. Corporate social responsibility policies and commitments core subject to employment;
2. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan;	√	2. Information on the scope and formulation of social responsibility in the field of employment;
3. Informasi terkait target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	√	3. Information related to targets / planned activities for 2019 set by management;
4. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; dan	√	4. Activities undertaken and quantitative impact on these activities; and
5. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan *gender* dan kesempatan kerja, sarana dan keselamatan kerja, tingkat *turnover* karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain.	√	5. Information related to employment practices, health and occupational safety, such as gender equality and job opportunities, facilities and work safety, employee turnover rates, work accident rates, remuneration, mechanisms for complaints of labor problems, and others.
20. Uraian mengenai corporate social responsibility yang terkait dengan tanggung jawab kepada konsumen, Mencakup antara lain:	xxx	20. Description of corporate social responsibility related to responsibility to consumers, including among others:
1. Target/rencana kegiatan yang pada tahun 2019 ditetapkan manajemen;	√	1. targets/planned activities for 2019 set by management; and
2. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan	√	2. Information on the scope and formulation of social responsibility in the field of employment;
3. Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanggulangan atas pengaduan konsumen, dan lain-lain.	√	3. Related to product responsibility, such as health and safety for the customers, product information, facilities, number and customers complaint handling, and others.
21. Uraian mengenai *corporate social responsibility* yang terkait dengan pengembangan sosial dan kemasyarakatan, mencakup antara lain informasi tentang:	xxx	21. Description of corporate social responsibility related to social and community development, including information on:
1. Kebijakan dan komitmen tanggung jawab sosial perusahaan *core subject* pengembangan sosial dan kemasyarakatan;	√	1. Corporate social responsibility policies and commitments core subject to social and community development;
2. Informasi tentang isu isu sosial yang relevan dengan perusahaan;	√	2. Information about social issues that are relevant to the company
3. Informasi tentang resiko sosial yang dikelola perusahaan;	√	3. Information about social risks managed by the company;
4. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan kemasyarakatan;	√	4. Information on the scope and formulation of social responsibility in the field of social and community development;
5. Target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	√	5. Targets / activity plans for 2019 set by management;
6. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut;	√	6. Activities undertaken and their impact;

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7. Biaya yang dikeluarkan; dan	√	7. Cost incurred; and
8. Terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur anti korupsi, pelatihan mengenai anti korupsi, dan lain-lain.	√	8. Related to social and community development, such as the use of local labor, empowerment of the community around the company, improvement of social facilities and infrastructure, other forms of donations, communication regarding anticorruption policies and procedures, training on anti-corruption, etc.
22. Uraian mengenai manajemen risiko perusahaan	xxx	22. Description on risk management of the company
Mencakup antara lain:		Includes the following:
1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan;	√	1. Explanation on risk management system implemented by the company;
2. Penjelasan mengenai hasil reviu yang dilakukan atas sistem manajemen risiko pada tahun buku;	√	2. Explanation on risk management system effectiveness evaluation;
3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan	√	3. Explanation on risks faced by the company; and
4. Upaya untuk mengelola risiko tersebut.	√	4. Risk mitigation.
23. Uraian mengenai sistem pengendalian intern	xxx	23. Description of internal control system
Mencakup antara lain:		Includes the following:
1. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional;	√	1. Brief explanation on internal control system, among others on financial and operational control;
2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – *internal control framework*); dan	√	2. Explanation on internal control system alignment with international standard framework (COSO – internal control framework); and
3. Penjelasan mengenai hasil reviu yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku.	√	3. Explanation on internal control system effectiveness evaluation.
24. Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan, mencakup antara lain:	xxx	24. Description of corporate social responsibility related to responsibility to consumers, including among others:
1. Pokok perkara/gugatan;	√	1. Case/ Claim;
2. Status penyelesaian perkara/gugatan;	√	2. Settlement status of litigation/claims;
3. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan	√	3. Impact to the company's condition; and
4. Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi).	√	4. Administration sanctions charged to the company, members of the Board of Commissioners and Board of Directors, by relevant authorities (capital market, banking and others) at the last fiscal year (or a statement of no administration sanction being charged).
Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan.		Note: in the case of an Corporate, a subsidiary, a member of the Board of Commissioners, and a member of the Board of Directors has no important case to disclose.
25. Akses informasi dan data perusahaan	xxx	25. Access to company information and data
Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui website (dalam bahasa Indonesia dan bahasa Inggris), media massa, mailing list, buletin, pertemuan dengan analis, dan sebagainya.		Description on the availability of company information and data for public access, including dissemination through company website (in Bahasa and English), mass media, mailing list, bulletin, analyst gatherings, and others.

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26. Bahasan mengenai kode etik, memuat uraian antara lain:	xxx	26. The description on code of ethic, which contains, among others:
1. Pokok-pokok kode etik;	√	1. Contents of Code of Conduct;
2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi;	√	2. Disclosure of code of conduct application in all level of organization;
3. Penyebarluasan kode etik;	√	3. Code of conduct dissemination;
4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan	√	4. Sanctions on code of conduct violations; and
5. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir.	√	5. Number of violation and sanction in the last fiscal year.
Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan.		Note: should be disclosed if there are no violations of code of conduct in the last fiscal year.
27. Pengungkapan mengenai *whistleblowing system*	xxx	27. Disclosure on whistleblowing system
Memuat uraian tentang mekanisme *whistleblowing system* antara lain:		Includes the following mechanism of whistleblowing system:
1. Penyampaian laporan pelanggaran;	√	1. Violations report submission;
2. Perlindungan bagi *whistleblower;*	√	2. Whistleblowers protection;
3. Penanganan pengaduan;	√	3. Complaints handling;
4. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan	√	4. Total claims registered in the fiscal year; and
5. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku.	√	5. Sanctions/report processed at the last fiscal year including its follow up measures.
Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan.		Note: should be disclosed if there is no report and follow up action in the last fiscal year.
28. Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi. Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin.	xxx	28. Diversity of the Board of Commissioners and Board of Directors Composition. Description of written policy regarding diversity of the Board of Commissioners and Board of Directors composition regarding education, work experience, age, and gender.
Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya.		Note: to disclose the reasons and considerations, if there is no policy applied.
VII. Informasi Keuangan		**VII. Financial Information**
1. Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan	xxx	1. Board of Directors and/or Board of Commissioners' Statements regarding the Responsibility for the Financial Statements
Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan.		Conformity with related regulations regarding the Financial Statements Responsibility.
2. Opini auditor independen atas laporan keuangan	xxx	2. Independent auditor opinion on financial statements
3. Deskripsi Auditor Independen di Opini	xxx	3. Independent Auditor Description in the Opinion
Deskripsi memuat tentang:		Description contains the following:
1. Nama dan tanda tangan;	√	1. Name & signatures;
2. Tanggal Laporan Audit; dan	√	2. Audit Report date; and
3. Nomor ijin KAP dan nomor ijin Akuntan Publik.	√	3. License of Public Accountant Firm and license of Public Accountant
4. Laporan keuangan yang lengkap	xxx	4. Comprehensive financial statements
Memuat secara lengkap unsur-unsur laporan keuangan:		Comprehensively covers the financial statements elements:
1. Laporan posisi keuangan;	√	1. Statements of financial position;
2. Laporan laba rugi dan penghasilan komprehensif lain;	√	2. Statements of profit (loss) and other comprehensive income;
3. Laporan perubahan ekuitas;	√	3. Statements of changes in equity;
4. Laporan arus kas;	√	4. Statements of cash flows;
5. Catatan atas laporan keuangan;	√	5. Notes to financial statements¡

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6. Informasi komparatif mengenai periode sebelumnya; dan	√	6. Comparative information on previous periods; and
7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pospos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).	√	7. Statements of financial position at the beginning of previous periods upon the application of retrospective accounting policy by the entity or representation of financial statements postings, or reclassifications of postings in the financial statements (if relevant).
5. Perbandingan tingkat profitabilitas	xxx	5. Profitability level comparison
Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya.		Comparison of current profit (loss) with the previous year.
6. Laporan Arus Kas	xxx	6. Statements of Cash Flows
Memenuhi ketentuan sebagai berikut:		Conformity to the following provisions:
1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan;	√	1. Grouping into three category of activities: operations, investment, and financing¡
2. Penggunaan metode langsung *(direct method)* untuk melaporkan arus kas dari aktivitas operasi;	√	2. Direct method application in the statements of cash flows from operations activity;
3. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan	√	3. Separation of presentation between cash in and or cash out during current year in the operation, investment and financing activities; and
4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan.	√	4. Disclosure of non cash transaction shall be stated in the notes to financial statements.
7. Ikhtisar Kebijakan Akuntansi	xxx	7. Accounting policies highlights
Meliputi sekurang-kurangnya:		Including at least:
1. Pernyataan kepatuhan terhadap SAK;	√	1. Compliance statement to SAK;
2. Dasar pengukuran dan penyusunan laporan keuangan;	√	2. Basis of measurement and formulation of financial statements;
3. Pajak penghasilan;	√	3. Income tax;
4. Imbalan kerja; dan	√	4. Employee benefits; and
5. Instrumen Keuangan.	√	5. Financial instrument.
8. Pengungkapan transaksi pihak berelasi	xxx	8. Disclosure of related parties transactions
Hal-hal yang diungkapkan antara lain:		The disclosures includes:
1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi;	√	1. Name of related parties, and the nature and relationship with related parties;
2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan	√	2. Transaction values and its percentage to total income and expense; and
3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait.	√	3. Total balance and its percentage to total assets or liabilities.
9. Pengungkapan yang berhubungan dengan perpajakan	xxx	9. Disclosure related to taxes
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Rekonsiliasi fiskal dan perhitungan beban pajak kini;	√	1. Fiscal reconciliation and current tax expense calculation;
2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi;	√	2. Explanation of relationship between tax expenses (income) and accounting profit;
3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2016;	√	3. Statement that Taxable Income as a result of reconciliation is use as the basis in completing the 2016 Annual corporate income tax return;
4. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan	√	4. The details of deferred tax assets and liabilities recognized in the financial position statements for every presentation period, and total deferred tax expenses (income) recognized in the income statements if the total are not visible from the total deferred tax assets or liabilities recognized in the financial position statements; and
5. Pengungkapan ada atau tidak ada sengketa pajak.	√	5. Disclosure of availability or un-availability of tax disputes.

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Keterangan	Halaman Page	Description
10. Pengungkapan yang berhubungan dengan aset tetap	xxx	10. Disclosure related to fixed assets
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Metode penyusutan yang digunakan;	√	1. Used depreciation method;
2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya;	√	2. Description on accounting policies selected between revaluation model and cost model;
3. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan	√	3. Significant methods and assumptions used in estimation of fixed assets fair value (for revaluation model) or disclosure of fixed assets fair value (for cost model)¡ and
4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi.	√	4. Reconciliation of gross total recorded and accumulation of fixed assets depreciation at the beginning and end of period by presenting: addition, deduction and reclassification.
11. Pengungkapan yang berhubungan dengan segmen operasi	xxx	11. Disclosure related to operations segments
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan;	√	1. General information covering factors used to identify reported segments;
2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan;	√	2. Information on segment's reported profit loss, assets, and liabilities;
3. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan	√	3. Reconciliation of segment's total revenues, segment's reported profit loss, segment's assets, segment's liabilities, and segment's other material elements to related total in entity; and
4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.	√	4. Disclosure of entity level, which covers information on products and/or services, geographic areas and main customers.
12. Pengungkapan yang berhubungan dengan Instrumen Keuangan	xxx	12. Disclosure related to Financial Instruments
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya;	√	1. Financial instrument classification;
2. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan;	√	2. Fair value of every financial instrument group;
3. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas;	√	3. Explanation on risks related to financial instrument: market risk, credit risk and liquidity risk;
4. Kebijakan manajemen risiko; dan	√	4. Risk management policies; and
5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.		5. Risk analysis related to financial instrument in quantitative way.
13. Penerbitan laporan keuangan	xxx	13. Financial statements publication
Hal-hal yang diungkapkan antara lain:		The disclosures includes:
1. Tanggal laporan keuangan diotorisasi untuk terbit; dan	√	1. Date of financial statements authorized for publication¡ and
2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan.	√	2. Parties responsible to authorize the financial statements.

LAPORAN KEUANGAN KONSOLIDASIAN

Consolidated Financial Report

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PT PELAYARAN NASIONAL INDONESIA (PERSERO) DAN ENTITAS ANAK / *ITS SUBSIDIARIES*

LAPORAN KEUANGAN KONSOLIDASIAN *CONSOLIDATED FINANCIAL STATEMENT*

Tanggal 31 Desember 2019, dan
Untuk Tahun yang Berakhir pada Tanggal Tersebut
beserta Laporan Auditor Independen

As of December 31, 2019, and
for the Year Then Ended
with Independen Auditor's Report

Nomor / Number : 00032/2.0768/AU.1/05/0486-1/1/IV/2020
Tanggal / Date : 24 April / *April* 2020

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LAPORAN KEUANGAN POKOK PT Pelayaran Nasional Indonesia (Persero) **(Informasi Keuangan - Entitas Induk Saja sebagai Laporan Keuangan Tersendiri)** Tanggal 31 Desember 2019 dan untuk Tahun yang Berakhir pada Tanggal Tersebut (Dengan Perbandingan Tanggal 31 Desember 2018)		***FINANCIAL STATEMENTS OF PT Pelayaran Nasional Indonesia (Persero)*** ***(Financial Information - Parent Entity Only, As a Separate Financial Statements)*** *As of December 31, 2019 and for the Year Then Ended (With Comparative as of December 31, 2018)*
• Laporan Posisi Keuangan - Induk Saja	1 - 2	• *Statements of Financial Position - Parent Only*
• Laporan Laba Rugi dan Penghasilan Komprehensif Lain - Induk Saja	3	• *Statements of Profit or Loss and Other Comprehensive Income - Parent Only*
• Laporan Perubahan Ekuitas - Induk Saja	4	• *Statements of Changes in Equity - Parent Only*
• Laporan Arus Kas - Induk Saja	5	• *Statement of Cash Flows - Parent Only*

PT Pelayaran Nasional Indonesia (Persero)
Kantor Pusat | Jl. Gajah Mada No. 14, Jakarta 10130
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Call Center : (021) 162 | www.pelni.co.id |
Email : infopelni162@pelni.co.id |

SURAT PERNYATAAN DIREKSI
TENTANG
TANGGUNG JAWAB ATAS LAPORAN KEUANGAN KONSOLIDASIAN UNTUK TAHUN YANG BERAKHIR PADA TANGGAL 31 DESEMBER 2019
PT Pelayaran Nasional Indonesia (Persero)

Kami yang bertanda tangan di bawah ini :

1. Nama : Insan Purwarisya L Tobing
   Alamat Kantor : Jl. Gajah Mada No.14 Jakarta 10130
   Nomor Telepon : (021) 6334342 ext 1203
   Alamat Rumah : Jl. Albezia VII G.19 Cipinang, Pulo Gadung, Jakarta Timur
   Jabatan : Direktur Utama

2. Nama : Ony Suprihartono
   Alamat Kantor : Jl. Gajah Mada No.14 Jakarta 10130
   Nomor Telepon : (021) 6334342 ext 1403
   Alamat Rumah : Jl. Puri Citayam Permai B 8/1, RT/RW 05/11, Kel Rawapanjang, Kec. Bojong Gede
   Jabatan : Direktur Keuangan

menyatakan bahwa :

1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan Konsolidasian PT Pelayaran Nasional Indonesia (Persero) per 31 Desember 2019;
2. Laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;
3. a. Seluruh informasi pada laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) telah diungkapkan dan disajikan dengan lengkap dan benar;
   b. Laporan keuangan konsolidasian PT Pelni (Persero) tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;
4. Kami bertanggung jawab atas sistem pengendalian intern PT Pelayaran Nasional Indonesia (Persero).

Demikian pernyataan ini dibuat dengan sebenarnya.

STATEMENT OF BOARD OF DIRECTORS
REGARDING
THE RESPONSIBILITY FOR THE CONSOLIDATED FINANCIAL STATEMENTS AS OF DECEMBER 31, 2019
PT Pelayaran Nasional Indonesia (Persero)

We, the undersigned :

1. *Name : Insan Purwarisya L Tobing*
   Office Address : Jl. Gajah Mada No.14 Jakarta 10130
   Telephone : (021) 6 334342 ext 1203
   Residential Address : Jl. Albezia VII G.19 Cipinang, Pulo Gadung, Jakarta Timur
   Title : President Director

2. *Name : Ony Suprihartono*
   Office Address : Jl. Gajah Mada No.14 Jakarta 10130
   Telephone : (021) 6334342 ext 1403
   Residential Address : Jl. Puri Citayam Permai B 8/1, RT/RW 05/11, Kel Rawapanjang, Kec. Bojong Gede
   Title : Finance Director

declare that :

1. *We are responsible for the preparation and presentation of the consolidated financial statements PT Pelayaran Nasional Indonesia (Persero) as of December 31, 2019;*
2. *The consolidated of financial statements PT Pelayaran Nasional Indonesia (Persero) have been prepared and presented in accordance with the Indonesian Financial Accounting Standards;*
3. *a. All information in the consolidated financial statements of PT Pelni (Persero) has been disclosed and presented in a complete and truthful manner;*
   b. The consolidated of financial statements PT Pelni (Persero) do not contain any material incorrect information or fact, nor do they omit material incorrect information or fact;
4. *We are responsible for internal control system of PT Pelayaran Nasional Indonesia (Persero).*

We certify the accuracy of this statement.

Jakarta, 24 April / *April* 2020

METERAI TEMPEL 6000 ENAM RIBU RUPIAH

Insan Purwarisya L Tobing
Direktur Utama/
President Director

Ony Suprihartono
Direktur Keuangan/
Finance Director

4 Landscape Ways Always PELNI
Integrity | Continuous Improvement | Customer Focus | Competitive

LAPORAN AUDITOR INDEPENDEN/
INDEPENDENT AUDITORS' REPORT

Hadori Sugiarto Adi & Rekan | HLB THE GLOBAL ADVISORY AND ACCOUNTING NETWORK

Laporan No. 00032/2.0768/AU.1/05/0486-1/1/IV/2020

Report No. 00032/2.0768/AU.1/05/0486-1/1/IV/2020

Kepada Yth:
Pemegang Saham,
Dewan Komisaris dan Direksi
PT Pelayaran Nasional Indonesia (Persero)

The Shareholders,
Boards of Commissioners and Directors
PT Pelayaran Nasional Indonesia (Persero)

Laporan Auditor Independen

Kami telah mengaudit laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2019, serta laporan laba-rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, dan suatu ikhtisar kebijakan akuntansi signifikan dan informasi penjelasan lainnya.

Independent Auditors' Report

We have audited the accompanying consolidated financial statements of PT Pelayaran Nasional Indonesia (Persero) and its subsidiaries, which comprise the consolidated statement of financial position as of December 31, 2019, and the consolidated statement of profit or loss and other comprehensive income, statement of changes in equity, and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Tanggung jawab manajemen atas laporan keuangan

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar atas laporan keuangan konsolidasian tersebut sesuai dengan Standar Akuntansi Keuangan di Indonesia, dan atas pengendalian internal yang dianggap perlu oleh manajemen untuk memungkinkan penyusunan laporan keuangan yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these consolidated financial statements in accordance with Indonesian Financial Accounting Standards, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Tanggung jawab auditor

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian ini berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian bebas dari kesalahan penyajian material.

Auditors' responsibility

Our responsibility is to express an opinion on these consolidated financial statements based on our audit. We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the consolidated financial statements are free from material misstatement.

Tel : +62 21 831 7046 - 49
Fax : +62 21 8317050
Email : hlbjakarta@hadori.co.id

Hadori Sugiarto Adi & Rekan
Is a member of HLB International. A world-wide organization of accounting firms and business advisers

Certified Public Accountants
License Number : KEP-116/KM.1/2009
Kantor Pusat Wisma Staco 3rd Floor, Suite D
Jl. Casablanca Kav. 18, Jakarta 12870, Indonesia

Hadori Sugiarto Adi & Rekan | HLB THE GLOBAL ADVISORY AND ACCOUNTING NETWORK

Laporan No. 00032/2.0768/AU.1/05/0486-1/1/IV/2020

Suatu audit melibatkan pelaksanaan prosedur untuk memperoleh bukti audit tentang angka-angka dan pengungkapan dalam laporan keuangan konsolidasian. Prosedur yang dipilih bergantung pada pertimbangan auditor, termasuk penilaian atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik disebabkan oleh kecurangan maupun kesalahan. Dalam melakukan penilaian risiko tersebut, auditor mempertimbangkan pengendalian internal yang relevan dengan penyusunan dan penyajian wajar laporan keuangan konsolidasian entitas untuk merancang prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektivitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan konsolidasian secara keseluruhan.

Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini audit kami.

Opini

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan entitas anaknya tanggal 31 Desember 2019, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Hal lain

Audit kami atas laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan entitas anaknya pada tanggal 31 Desember 2019 dan untuk tahun yang berakhir pada tanggal tersebut terlampir, dilaksanakan dengan tujuan untuk merumuskan suatu opini atas laporan keuangan konsolidasian tersebut secara keseluruhan.

Report No. 00032/2.0768/AU.1/05/0486-1/1/IV/2020

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgement, including the assessment of the risks of material misstatement of the consolidated financial statements whether due to fraud or error. In making those risk assessments, the auditors consider internal control relevant to the entity's preparation and fair presentation of the consolidated financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the consolidated financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of PT Pelayaran Nasional Indonesia (Persero) and Subsidiaries as of December 31, 2019 and their consolidated financial performance and cash flows for the year then ended, in accordance with the Indonesian Financial Accounting Standards.

Other matter

Our audit of the accompanying consolidated financial statement of PT Pelayaran Nasional Indonesia (Persero) and Subsidiaries as of December 31, 2019 and for the year then ended were performed for the purpose of forming an opinion on such consolidated financial statements taken as a whole.

Hadori Sugiarto Adi & Rekan

HLB THE GLOBAL ADVISORY AND ACCOUNTING NETWORK

Laporan No. 00032/2.0768/AU.1/05/0486-1/1/IV/2020

Informasi keuangan Perusahaan (entitas induk) terlampir, yang terdiri dari laporan posisi keuangan tanggal 31 Desember 2019, serta laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas, dan laporan arus kas untuk tahun yang berakhir pada tanggal tersebut, disajikan untuk tujuan analisis tambahan dan bukan merupakan bagian dari laporan konsolidasian tersebut di atas yang diharuskan menurut Standar Akuntansi Keuangan di Indonesia. Informasi Keuangan Entitas Induk merupakan tanggung jawab manajemen serta dihasilkan dari dan berkaitan secara langsung dengan catatan akuntansi dan catatan lainnya yang mendasarinya yang digunakan untuk menyusun laporan keuangan konsolidasian tersebut di atas. Informasi Keuangan Entitas Induk telah menjadi objek prosedur audit yang diterapkan dalam audit atas laporan keuangan konsolidasian tersebut di atas berdasarkan Standar Audit yang ditetapkan oleh Institut Akunatan Publik Indonesia. Menurut opini kami, Informasi Keuangan Entitas Induk disajikan secara wajar, dalam semua hal yang material, berkaitan dengan laporan keuangan konsolidasian tersebut di atas secara keseluruhan.

Laporan keuangan konsolidasian PT Pelayaran Nasional Indonesia (Persero) dan entitas anaknya tanggal 31 Desember 2018 dan untuk tahun-tahun yang berakhir pada tanggal tersebut diaudit oleh auditor independen lain dengan opini tanpa modifikasian.

Report No. 00032/2.0768/AU.1/05/0486-1/1/IV/2020

The accompanying financial information of the Company (parent entity), which comprises the statement of financial position as of December 31, 2019 and the statment of profit or loss and other comprehensive income, statement of changes in equity and statement of cash flows for the year then ended is presented for the purposes of addtional analysis and is not a required part of the accompanying consolidated financial statements under Indonesian Financial Accounting Standards. The Parent Entity Financial Information is the responsibility of management and was derived from and relates directly to the underlying accounting and other records used to prepare the accompanying consolidated financial statements. The Parent Entity Financial Information has been subjected to the auditing procedures applied in the audit of the accompanying consolidated financial statements in accordance with auditing standards established by the Indonesian Institute of Certified Public Accountants. In our opinion, the Parent Entity Financial Information is fairly stated, in all material respects, in relation to the accompanying consolidated financial statements taken as a whole.

The consolidated financial statements of PT Pelayaran Nasional Indonesia (Persero) and its subsidiaries for the year ended December 31, 2018, were audited by another independent auditor who expressed an unmodified opinion.

Drs. Hartono, CA, CPA
Izin Akuntan Publik / *Public Accountant License* AP.0486

Jakarta, 24 April / *April* 2020

LAPORAN KEUANGAN KONSOLIDASIAN/ *CONSOLIDATED FINANCIAL STATEMENT*

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2019
(Dengan Perbandingan Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
As of December 31, 2019
(With Comparative as of December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Catatan/*Notes*	31 Desember/ *December* 2019	31 Desember/ *December* 2018	
ASET				***ASSETS***
Aset Lancar				***Current Assets***
Kas dan Setara Kas	4c; 4h; 4k; 6	1.666.914.538.163	1.521.886.980.235	*Cash and Cash Equivalent*
Piutang Usaha (Setelah dikurangi provisi penurunan nilai tanggal 31 Desember 2019 dan 2018, masing-masing sebesar Rp7.089.686.477 dan Rp7.899.955.168).	4g; 4k; 7	232.488.270.948	253.601.377.657	*Accounts Receivables (Net of provision for impairment as of December 31, 2019 and 2018, respectively Rp7,089,686,477 and Rp7,899,955,168)*
Aset Keuangan Lancar Lainnya (Setelah dikurangi provisi penurunan nilai tanggal 31 Desember 2019 dan 2018, masing-masing sebesar Rp358.015.157 dan Rp176.105.864)	4g; 4i; 4k; 8	761.807.625.933	491.606.698.167	*Other Current Financial Assets (Net of provision provision for impairment as of December 31, 2019 and 2018, respectively Rp358,015,157 and Rp176,105,864)*
Persediaan	4o; 9	445.747.237.759	474.549.818.547	*Inventories*
Pajak Dibayar Dimuka	4z; 10a	43.760.847.780	49.309.224.102	*Prepaid Taxes*
Uang Muka	4p; 11	76.919.307.694	65.967.774.304	*Advances Payment*
Biaya Dibayar Dimuka	4p; 12	36.291.263.524	29.379.297.808	*Prepaid Expenses*
Jumlah Aset Lancar		**3.263.929.091.801**	**2.886.301.170.820**	***Total Current Assets***
Aset Tidak Lancar				***Non Current Assets***
Properti Investasi	4q; 4s;13	262.311.136.000	131.882.386.310	*Invesment Properties*
Alat Produksi (Setelah dikurangi akumulasi penyusutan tanggal 31 Desember 2019 dan 2018, masing-masing sebesar Rp5.533.091.752.306 dan Rp5.197.459.401.632)	4r; 4s:14	3.004.629.880.354	3.048.365.774.736	*Production Equipment (Net of accumulated depreciation as of December 31, 2019 and 2018, respectively Rp5,533,091,752,306 and Rp5,197,459,401,632)*
Aset Tetap (Setelah dikurangi akumulasi penyusutan tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp460.728.948.830 dan Rp417.711.187.978)	4r; 4s; 4w:15	473.970.807.272	437.003.713.878	*Fixed Assets (Net of accumulated depreciation as of December 31, 2019 and 2018 respectively Rp460,728,948,830 and Rp417,711,187,978)*
Aset Takberwujud	4s; 4t;16	20.951.306.967	28.435.630.520	*Intangible Assets*
Aset Tidak Lancar Lainnya	4j; 4r; 4s; 17	231.843.369	305.678.011	*Other Non Current Assets*
Aset Pajak Tangguhan	4z; 10d	35.258.244.042	51.363.032.618	*Deferred Tax Assets*
Jumlah Aset Tidak Lancar		**3.797.353.218.004**	**3.697.356.216.073**	***Total Non Current Assets***
TOTAL ASET		**7.061.282.309.805**	**6.583.657.386.893**	***TOTAL ASSETS***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
DAN ENTITAS ANAK
LAPORAN POSISI KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2019
(Dengan Perbandingan Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF FINANCIAL POSITION
As of December 31, 2019
(With Comparative as of December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Catatan/*Notes*	31 Desember/ *December* 2019	31 Desember/ *December* 2018	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
Liabilitas Jangka Pendek				***Short Term Liabilities***
Utang Usaha	4g; 4l;18	190.082.677.192	164.446.179.524	*Accounts Payable*
Beban Akrual	4l: 4v;19	169.960.002.155	84.667.991.107	*Accrued Expenses*
Utang Pajak	4z; 10b	49.126.608.602	62.971.030.209	*Tax Payable*
Bagian Lancar atas Liabilitas Jangka Panjang	4g; 4l; 22; 23	118.557.626.450	54.376.603.506	*Cureent Portion of Long term Liabilities*
Pendapatan Diterima Dimuka/ Deposit/Uang Jaminan	4l; 4u; 20	67.997.523.551	51.383.229.687	*Perpaid Revenues/ Deposit/Deposit Guarantee*
Liabilitas Keuangan Jangka Pendek Lainnya	4g; 4l; 21	73.206.765.416	48.580.534.542	*Other Short Term Financial Assets*
Sub Jumlah		**668.931.203.365**	**466.425.568.576**	***Sub Total***
Liabilitas Jangka Panjang				***Long Term Liabilities***
Utang Non Usaha Jangka Panjang	4g; 4l; 22	25.054.588.234	31.113.840.160	*Long Term Non Operating Payables*
Utang Bank dan Lembaga Keuangan Jangka Panjang	4g; 4l; 23	59.358.063.180	67.131.464.234	*Long Term Finacial Institution and Bank Loan*
Liabilitas Imbalan Paska Kerja Jangka Panjang	4y; 24	176.055.015.918	125.753.592.383	*Long Term Employee Benefits*
Sub Jumlah		**260.467.667.332**	**223.998.896.776**	***Sub Total***
Jumlah Liabilitas		**929.398.870.698**	**690.424.465.352**	***Total Liabilities***
Ekuitas				***Equity***
Modal Saham - nilai nominal Rp1.000.000 per saham, Modal dasar 13.000.000 saham Modal ditempatkan dan disetor penuh - 7.065.092 saham per 31 Desember 2019 dan 2018	1.1.3; 25	7.065.092.000.000	7.065.092.000.000	*Capital Stock - par value of Rp1,000,000 per share, Authorized - 13,000,000 share. Issued and fully paid - 7,065,092 shares as of December 31, 2019 and 2018*
Penyertaan Modal Pemerintah	26	564.951.174.642	564.951.174.642	*Government Equity*
Cadangan	4aa; 27	892.643.529.797	689.012.343.749	*Reserves*
Saldo Rugi (Defisit)	4aa; 28	(2.321.973.910.877)	(2.323.451.656.541)	*Retained Earnings (Defisits)*
Komponen Ekuitas Lainnya	29	(71.872.380.147)	(104.755.741.217)	*Other Component Equity*
Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk		**6.128.840.413.415**	**5.890.848.120.633**	***Total equity atributable to owners of the company***
Kepentingan Non Pengendali	4j; 30	3.043.025.693	2.384.800.908	*Non Controlling Interest*
Jumlah Ekuitas		**6.131.883.439.108**	**5.893.232.921.541**	***Total Equity***
TOTAL LIABILITAS DAN EKUITAS		**7.061.282.309.805**	**6.583.657.386.893**	***TOTAL EQUITY AND LIABILITIES***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
DAN ENTITAS ANAK
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2019
(Dengan Perbandingan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF PROFIT OR LOSS AND OTHER COMPREHENSIVE INCOME
For The Year Ended December 31, 2019
(With Comparative for the Year Ended December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	2019	Catatan/ *Notes*	2018	
Pendapatan Usaha	5.565.197.166.533	4v; 31	4.609.235.210.122	*Operating Revenues*
Reduksi Pendapatan Usaha	(3.521.144.800)	4v; 31	(15.922.131.296)	*Reduction in Operating Revenues*
Pendapatan Usaha Bersih	**5.561.676.021.733**		**4.593.313.078.826**	***Net Operating Revenues***
Beban Pokok Usaha	4.776.617.357.076	4v; 32	4.030.997.863.137	*Operating Expenses*
Laba Kotor	**785.058.664.657**		**562.315.215.689**	***Gross Profit***
Beban Pemasaran dan Distribusi	28.189.221.779	4v; 33	35.518.329.585	*Distribution and Marketing Expenses*
Beban Umum dan Administrasi	553.566.006.572	4v; 34	472.454.260.271	*General and Administrative Expenses*
Laba Usaha	**203.303.436.306**		**54.342.625.833**	***Operating Profit***
Pendapatan Non Usaha, Bersih	114.313.394.546	4v; 35	236.544.580.815	*Non Operating Income, Net*
Laba Sebelum Pajak	**317.616.830.852**		**290.887.206.648**	***Profit Before Tax***
Manfaat (Beban) Pajak	(111.849.674.355)	4z; 10c	(86.532.823.251)	*Tax Benefits (Expense)*
Jumlah Beban Pajak	**(111.849.674.355)**		**(86.532.823.251)**	***Total Tax Expenses***
Laba Tahun Berjalan	**205.767.156.497**		**204.354.383.397**	***Profit for the Current Year***
Penghasilan Komprehensif Lain				***Other Comprehensive Income***
Pos-pos yang Tidak akan Direklasifikasi ke Laba Rugi:				*Items That Will Not Be Reclassified Subsequently To Profit Or Loss:*
- Keuntungan (Kerugian) Periode Berjalan	32.883.361.070	4y	(14.757.090.253)	*Profit (Loss) Current Period* -
Jumlah Laba Komprehensif Tahun Berjalan	**238.650.517.567**		**189.597.293.144**	***Total Comprehensive Income of The Current Year***
Laba Tahun Berjalan yang Dapat Diatribusikan Kepada:				***Profit for the Current Year Attributable to:***
Pemilik Entitas Induk	205.108.931.712	4d; 4j	203.811.870.516	*Owner of the Company*
Kepentingan Nonpengendali	658.224.785	4d; 4j	542.512.881	*Non Controlling Interest*
Laba Tahun Berjalan	**205.767.156.497**		**204.354.383.397**	***Profit for Current Year***
Jumlah Laba Komprehensif yang Dapat Diatribusikan Kepada:				***Total Comprehensive Income Attributable to:***
Pemilik Entitas Induk	237.992.292.782	4d; 4i	189.054.780.263	*Owners of the Company*
Kepentingan Nonpengendali	658.224.785	4d; 4i	542.512.881	*Non Controlling Interest*
Jumlah Laba Komprehensif	**238.650.517.567**		**189.597.293.144**	***Total Comprehensive Income***
Laba Bersih Per Saham Dasar	**29.031,32**	4ab	**28.847,73**	***Basic Earnings Per Share***

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO) DAN ENTITAS ANAK
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2019
(Dengan Perbandingan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO) AND ITS SUBSIDIARIES
CONSOLIDATED STATEMENTS OF CHANGES IN EQUITY
For the Year Ended December 31, 2019
(With Comparative for the Year Ended December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Modal Ditempatkan dan Disetor Penuh/ Additional Paid In Capital	Penyertaan Modal Pemerintah/ Goverment Capital	Cadangan/ Reserve	Saldo Rugi (Defisit)/ *Retained Earnings (Defisits)*	Komponen Ekuitas lainnya/ *Other Equity Components*	Kepentingan Non Pengendali/ *Non Controlling Interest*	Jumlah Ekuitas/ Total Equity
Saldo Akhir per 31 Desember 2017/*Ending Balance as of December 31, 2017*	**7.065.092.000.000**	**564.951.174.642**	**412.593.309.420**	**(2.250.844.492.728)**	**(89.998.650.964)**	**1.842.288.027**	**5.703.635.628.397**
Laba Tahun Berjalan/*Profit for the Current Year*	-	-	-	203.811.870.516	-	542.512.881	204.354.383.397
Cadangan/*Reserve*	-	-	276.419.034.329	(276.419.034.329)	-	-	-
Penyaluran Program PKBL/*PKBL Program Distribution*	-	-	-	-	-	-	-
Jumlah Penghasilan Komprehensif Lain Periode Berjalan/ *Total Other Comprehensive Income current period*	-	-	-	-	(14.757.090.253)		(14.757.090.253)
Saldo Akhir per 31 Desember 2018/*Ending Balance as of December 31, 2018*	**7.065.092.000.000**	**564.951.174.642**	**689.012.343.749**	**(2.323.451.656.541)**	**(104.755.741.217)**	**2.384.800.908**	**5.893.232.921.541**
Laba Tahun Berjalan/*Profit for the Current Year*	-	-	-	205.108.931.712	-	658.224.785	205.767.156.497
Cadangan/*Reserve*	-	-	203.631.186.048	(203.631.186.048)	-	-	-
Penyaluran Program PKBL/*PKBL Program Distribution*	-	-	-	-	-	-	-
Jumlah Penghasilan Komprehensif Lain Periode Berjalan/ *Total Other Comprehensive Income current period*	-	-	-	-	32.883.361.070	-	32.883.361.070
Saldo Akhir per 31 Desember 2019/*Ending Balance as of December 31, 2019*	**7.065.092.000.000**	**564.951.174.642**	**892.643.529.797**	**(2.321.973.910.877)**	**(71.872.380.147)**	**3.043.025.693**	**6.131.883.439.108**

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
DAN ENTITAS ANAKNYA
LAPORAN ARUS KAS KONSOLIDASIAN
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2019
(Dengan Perbandingan untuk Tahun
yang Berakhir pada Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
AND IT'S SUBSIDIARIES
CONSOLIDATED STATEMENT OF CASH FLOWS
For The Years Ended December 31, 2019
(With Comparative for the Year
Ended December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	2019	2018	
Arus Kas dari Aktivitas Operasi			***Cash Flows from Operating Activities***
Penerimaan Kas dari Pelanggan	2.442.994.660.279	2.554.352.862.912	*Receipt from Customer*
Penerimaan *Public Service Obligation & Subsidi*	2.677.763.686.340	2.403.998.420.099	*Receipt from Public Service Obligation*
Pembayaran Kepada Pemasok	(4.345.962.783.463)	(3.628.564.869.735)	*Payment to Suppliers*
Penerimaan dari Aktivitas Operasi Lainnya	110.375.216.782	90.133.634.164	*Receipt of other operating activities*
Pembayaran Biaya Operasional	(321.357.282.102)	(782.389.799.216)	*Payment of Operating Expenses*
Pembayaran Biaya *Overhead*	(31.312.407.941)	(76.776.562.279)	*Payment of Overhead Expense*
Pengeluaran dari Aktivitas Operasi Lainnya	(33.908.069.739)	(16.043.313.429)	*Payment of Other Operating Expenses*
Penerimaan Uang Jaminan Dari Pelanggan	16.614.293.864	3.823.358.528	*Receipt of Cash Collateral from Customer*
Pembayaran Pajak	(120.428.952.874)	(114.380.774.251)	*Tax Payment*
Arus Kas Bersih dari Aktivitas Operasi	**394.778.361.145**	**434.152.956.792**	***Net Cash Flows from Operating Activities***
Arus Kas dari Aktivitas Investasi			***Cash Flows from Operating Activities***
Penerimaan Bunga Deposito dan Jasa Giro	39.313.292.965	27.171.033.253	*Interest Deposit and Demand Deposit Receipt*
Perolehan Alat Produksi dan Aset Tetap	(324.337.472.725)	(279.199.223.995)	*Acquisition Production Equipment and Fixed Assets*
Prolehan Properti Investasi	(153.944.636.000)	-	*Acqusition of Investment Property*
Perolehan Aset Dalam Penyelesaian	(36.425.311.654)	(57.680.567.005)	*Acquisition Construction in Progress*
Perolehan Aset Takberwujud	(738.994.650)	(14.589.274.009)	*Acquisition Intangible Assets*
Perolehan Aset Sewa Guna Usaha	(5.641.324.760)	(4.081.133.557)	*Purchase of Leases for Assets*
Pembelian Aset Lain-Lain	-	(241.501.981)	*Purchase of Other Assets*
Arus Kas Bersih dari Aktivitas Investasi	**(481.774.446.824)**	**(328.620.667.294)**	***Net Cash Flows from Investment Activities***
Arus Kas dari Aktivitas Pendanaan			***Cash Flows from Financing Activities***
Penerimaan Pinjaman Bank / Pihak Ketiga	60.000.000.000	97.048.321.884	*Receipt from Bank Loan / Third Parties*
Penerimaan (Pengeluaran) Deviden	(201.588.898)	(1.435.182.648)	*Receipt (Payment) Deviden*
Pembayaran Bunga Pinjaman	-	(4.635.559.863)	*Interest Receipt*
Pembayaran Utang Bank	(18.063.684.026)	(11.074.012.555)	*Payment of Bank Loan*
Arus Kas Bersih dari Aktivitas Pendanaan	**41.734.727.076**	**79.903.566.818**	***Net Cash Flows from Financing Activities***
PENURUNAN BERSIH KAS DAN SETARA KAS	**(45.261.358.603)**	**185.435.856.316**	***NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS AWAL TAHUN	**1.884.782.202.251**	**1.704.346.345.935**	***BEGINNING BALANCE CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS AKHIR TAHUN	**1.839.520.843.648**	**1.889.782.202.251**	***ENDING BALANCE CASH AND CASH EQUIVALENT***
Saldo akhir kas dan setara kas terdiri dari:			*Cash end balances and cash equivalents consist of:*
Kas dan setara kas	1.666.914.538.163	1.521.886.980.235	Cash and cash equivalents
Kas dan setara kas yang dibatasi penggunaannya disajikan pada akun aset keuangan lancar lainnya	172.606.305.485	367.895.222.016	*Restricted Cash and cash equivalents Presented in other curent financial asset accounts*
Jumlah	**1.839.520.843.648**	**1.889.782.202.251**	***Total***

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian secara keseluruhan

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements taken as a whole

CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN/ *NOTES TO CONSOLIDATED FINANCIAL STATEMENTS*

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
DAN ENTITAS ANAK
CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2019, dan
untuk Tahun yang Berakhir pada Tanggal Tersebut
(Dengan Perbandingan Tanggal 31 Desember 2018, dan
untuk Tahun yang Berakhir pada Tanggal Tersebut)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
AND IT'S SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
As of December 31, 2019, and
for the Year Then Ended
(With Comparative As of December 31, 2018, and
for the Year Then Ended)
(Expressed In Full Rupiah, Unless Otherwise Stated)

1. UMUM

1.1. Pendirian Perusahaan

Berdirinya PT PELNI (Persero) bermula dengan dikeluarkannya Surat Keputusan Bersama (SKB) antara Menteri Perhubungan dengan Menteri Pekerjaan Umum pada tanggal 5 September 1950 yang isinya mendirikan Yayasan Penguasaan Pusat Kapal-Kapal (PEPUSKA).

Pada tanggal 28 April 1952 Yayasan Pepuska resmi dibubarkan. Pada saat yang sama didirikanlah PT PELNI (Persero) dengan berdasarkan Surat Keputusan Menteri Perhubungan No. M.2/1/2 tanggal 28 Februari 1952 dan No. A.2/1/2 tanggal 19 April 1952, serta Berita Negara Republik Indonesia No. 50 tanggal 20 Juni 1952.

Perusahaan mengalami beberapa kali perubahan bentuk Badan Usaha. Pada tahun 1961 pemerintah menetapkan perubahan status dari Perusahaan Perseroan menjadi Perusahaan Negara (PN) dan dicantumkan dalam Lembaran Negara RI No. LN 1961. Kemudian pada tahun 1975 status perusahaan diubah dari Perusahaan Negara (PN) menjadi Perseroan Terbatas (PT) PELNI sesuai dengan Akte Pendirian No. 31 tanggal 30 Oktober 1975. Perubahan tersebut dicantumkan dalam Berita Negara RI No. 562-1976 dan Tambahan Berita Negara RI No. 60 tanggal 27 Juni 1976. Dan Akte Perubahan No. 22 tanggal 4 Maret 1998 tentang Anggaran Dasar PT PELNI (Persero) yang diumumkan dalam Berita Negara Republik Indonesia tanggal 16 April 1999 No. 31 tambahan Berita Negara No.2203.

Perubahan terakhir Anggaran Dasar Perseroan dituangkan dengan Akta Notaris Ida Adiningsih, SH.,No. 02 tanggal 07 April 2017 yang telah mendapat pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No.: AHU-AH.01.03-0126086 tanggal 11 April 2017.

1.2. Maksud dan Tujuan

Maksud dan tujuan Perusahaan adalah:

a. Pengadaan armada dan kelengkapannya untuk menyelenggarakan pengangkutan penumpang dan barang dengan jaringan pelayaran berjadwal dan pelayaran yang melayani potensi pasar.

1. GENERAL

1.1. Company Establishment

PT PELNI (Persero) establishment was began with the issuance of a joint Decree of Three Ministers that issued by the Minister of Transportation and the Minister of Public Works on September 5, 1950 of it's about to established of Yayasan Penguasaan Pusat Kapal-Kapal (PEPUSKA).

On date of April 28, 1952, Yayasan PEPUSKA was officially dissolved. At the same time, it's established of PT PELNI (Persero) that it's based on the Decree of Minister of Transportation No.M.2/1/2 on February 28, 1952 and No.A.2/1/2 on April 19, 1952, and by the National Gazette of Republic of Indonesian No.50 on June 20, 1952.

The company underwent of several changes in form of business entities. In 1961, government of Indonesia set a change of status from Company to State Company (PN) and was stated in the National Gazette of the Republic of Indonesia No. LN 1961. Then, in 1975 the status of company was changed to Limited Company (PT) PELNI and it's based on the Articles of Incorporation No.31 on October 30, 1975. The amendment was included in RI State Gazette No. 562-1976 and Supplement to the State Gazette of the Republic of Indonesia No. 60 dated June 27, 1976. And Deed of Amandement No.22 on March 4, 1998 about Articles Association of PT PELNI (Persero) which was published on the National Gazette of the Republic of Indonesian on April 16, 1999 No.31 that it was announced in Supplement of State Gazette of the Republic of Indonesian No.2203.

The latest amendment of Articles of Association to Company is set forth with Notarial Deed of Ida Adiningsih, SH.,No. 02 on the date of April 07, 2017 which it's been approved by the Minister of Justice and Human Rights of the Republic of Indonesia No.:AHU-AH.01.03-0126086 dated April 11, 2017.

1.2. Purposes and Objectives

Purposes and objectives of the Company are:

a. Fleet procurement and it's equipment to carry out the transportation of passengers and goods with scheduled of shipping networks and cruise that it's serve of potential market.

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PT PELAYARAN NASIONAL INDONESIA (PERSERO)
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NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
As of December 31, 2019, and
for the Year Then Ended
(With Comparative As of December 31, 2018, and
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1. UMUM (lanjutan)

1.2. Maksud dan Tujuan (lanjutan)

b. Menjalankan kegiatan keagenan usaha pelayaran.

c. Melakukan kegiatan operasi terminal, perdagangan, rute dan ekspedisi/*forwarding*.

d. Melakukan kegiatan usaha jasa pemeliharaan kapal dan usaha *dock*/reparasi kapal.

e. Melakukan kegiatan *charter* dan *broker* kapal.

f. Kegiatan jasa konsultasi, pendidikan dan latihan yang berkaitan dengan kegiatan usaha pelayaran dan pelayanan kesehatan.

1.3. Modal

Modal saham yang disetor ke Entitas merupakan 100% Penyertaan Pemerintah sesuai dengan Akta Notaris Ida Adiningsih,SH tanggal 01 Februari 2016 yang telah mendapat pengesahaan dari Menteri Kehakiman Republik Indonesia No. AHU-AH.01.03-0012165 Tahun 2016 tanggal 02 Februari 2016. Penambahan modal dasar tersebut bersumber dari Anggaran Pendapatan dan Belanja Negara Tahun Anggaran 2016 melalui konversi uang pokok *Subsidiary Loan Agreement* (SLA) serta kapitalisasi sebagian cadangan PT Pelayaran Nasional Indonesia (Persero) sampai dengan tahun buku 2015 yang telah diaudit oleh KAP Drs.Bambang Mudjiono & Widiarto sebagaimana suratnya No.LAI_AU-015/KAP.BM&W/BM/IV/2016.

1.4. Tempat dan Kedudukan

Perseroan berkedudukan di Jalan Gajah Mada No. 14, Jakarta Pusat.

Dalam menjalankan kegiatan usahanya, Perseroan memiliki 45 Cabang, 115 Terminal *point*, 1 cabang khusus di Singapura dan 2 *Strategic Business Unit* (Galangan Surya Surabaya dan Hotel Bahtera Cipayung).

1. GENERAL *(continued)*

1.2. Purposes and Objectives *(continued)*

b. Carry out of shipping agency business activities.

c. Conducting of terminal operation, trading, route and expedition/forwarding.

d. Conducting of maintenance services business activities and ship dock business/repair ships.

e. Undertake of charter and ship brokerage activities.

f. Consulting services, education and training that it's related to shipping business and health care.

1.3. Capital

Capital Stock that it's paid to Entity is 100% by Government Participation in accordance with Notarial Deed Ida Adiningsih SH, dated of February 01, 2016 which it's approved by Minister of Justice of the Republic of Indonesia No. AHU-AH.01.03-0012165 Year 2016, dated February 02, 2016. The addition of authorized capital was sourced from Revenue and Expenditure Budgeted of State on the year of Budgeted Years of 2016, and it's through from Money Conversion Subsidiary Loan Agreement (SLA) and part of capitalized reserves of PT Pelayaran Nasional Indonesia (Persero) until the year of 2015 that it's audited by KAP Drs.Bambang Mudjiono & Widiarto as its letter No. LAI_AU-015/KAP.BM&W/BM/IV/2016.

1.4. Place and Domicile

The Company domiciled in Gajah Mada No. 14, Central Jakarta.

In carrying out it's business activities, Company has 45 branches, 115 Terminal Points, 1 Special Branch in Singapore and 2 Strategic Business Units (Surya Shipyard Surabaya and Hotel Bahtera Cipayung).

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
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(Dengan Perbandingan Tanggal 31 Desember 2018, dan
untuk Tahun yang Berakhir pada Tanggal Tersebut)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
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1. UMUM (lanjutan)

1.5. Pengurus Perusahaan

Dewan Komisaris dan Direksi

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara No. SK-234/MBU/10/2019 tanggal 17 Oktober 2019 dan Akta Notaris Ida Adiningsih, SH No. 9 tanggal 31 Oktober 2019 tentang Keputusan Menteri Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan, Perseroan Persero PT Pelayaran Nasional Indonesia (Persero), susunan Dewan Komisaris untuk tahun 2019 sebagai berikut:

***1. GENERAL** (continued)*

1.5. Management of Company

Board of Commissioners and Directors

Based on Decree of Minister of State Owned Enterprises No. SK-234/MBU/10/2019 dated October 17, 2019 and Notarial Deed of Ida Adiningsih, SH No. 9 dated October,31 2019 on the Decree of Minister of State Owned Enterprises of General Meeting of Shareholders of Company, PT Pelayaran Nasional Indonesia (Persero), it's composition of Board of Commissioners for the year of 2019 as follows:

Komisaris Utama	:	Ali Masykur Musa	:	*Chief Commissioner*
Komisaris Independen	:	Johanes Widodo Hario Mumpuni	:	*Independent Commissioner*
Komisaris	:	Danang Parikesit	:	*Commissioner*
Komisaris	:	Loto Srinaita Ginting	:	*Commissioner*
Komisaris	:	Haryo Indratno	:	*Commissioner*
Komisaris	:	Wahju Adjie Herpriarsono	:	*Commissioner*

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara Nomor SK-339/MBU/12/2019 Tentang Pemberhentian dan Pengangkatan Anggota-Anggota Direksi Perusahaan Perseroan PT Pelayaran Nasional Indonesia (Persero) tanggal 27 Desember 2019, maka susunan Direksi untuk tahun yang berakhir 31 Desember 2019 sebagai berikut:

Based on decree of Minister of State Owned Enterprises number SK-339/MBU/12/2019 concerning to termination and appointment of members of Board of Directors of PT Pelayaran Nasional Indonesia (Persero) on December 27, 2019, then Board of Directors for the year ended December 31, 2019 as follows:

Direktur Utama	:	Insan Purwarisya L. Tobing	:	*President Director*
Direktur Usaha Angkutan Penumpang	:	Olih Masolich Sodikin	:	*Director of Passenger Transportation*
Direktur Keuangan	:	Ony Suprihartono	:	*Director or Finance*
Direktur Usaha Angkutan Barang dan Tol Laut	:	Masrul Khalimi	:	*Director of Maritime Goods and Toll Road Transport*
Direktur Sumber Daya Manusia dan Umum	:	Ganefi	:	*Director of Human Resources and General Affairs*
Direktur Armada	:	M. Tukul Harsono	:	*Director of the Fleet*

Remunerasi Dewan Komisaris diberikan sesuai dengan Risalah RUPS PT PELNI (Persero) tentang Persetujuan Laporan Tahunan Pengesahan Laporan Keuangan dan mengacu kepada peraturan Menteri Negara BUMN RI No: PER-01/MBU/05/2019 tanggal 31 Mei 2019 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara. Remunerasi Dewan Komisaris terdiri dari gaji/honorarium, tunjangan yang terdiri dari tunjangan hari raya keagamaan, transportasi, komunikasi dan santunan purna jabatan dan tunjangan transportasi. Fasilitas yang diberikan adalah fasilitas kesehatan, bantuan hukum dan perkumpulan profesi.

The Board of Commissioners remuneration is given in accordance with the treatise of GMS of PT PELNI (Persero) on the approval of the annual report of the financial statements ratification and referring to the regulation of the Minister of State of BUMN No: PER-01/MBU/05/2019 dated 31 May 2019 concerning Income determination guideline of BOD, BOC and supervisory Board of state owned enterprises. The Board of Commissioners remuneration consists of salary/honorarium, allowance consisting of religious holidays, transportation, communication and compensation for full tenure and transportation allowances. Facilities provided are health facilities, legal aid and professional associations.

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1. UMUM (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

Berdasarkan Surat Keputusan Menteri BUMN Nomor SK-128/MBU/05/2019 tanggal 31 Mei 2019 dan memperhatikan Surat Keputusan Surat Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) Nomor : 38/DK/V/-2019 tanggal 9 Mei 2019 serta menindak lanjuti Rapat Umum Pemegang Saham PT PELNI (Persero) tahunan tahun buku 2018 tanggal 27 Mei 2019, maka ditetapkan Penghasilan Dewan Komsaris dan Direksi serta insentif kinerja tahun 2019 sebagai berikut:

a. Gaji Direktur Utama ditetapkan naik dari gaji tahun 2018. Gaji Direktur yang membidangi Sumber Daya Manusia sebesar 90% dari gaji Direktur Utama dan anggota Direksi lainnya sebesar 85% dari gaji Direktur Utama.

b. Honorarium Komisaris ditetapkan 45 % dari Gaji Direktur Utama. Honorarium Dewan Komisaris ditetapkan 90 % dari Komisaris Utama.

c. Tunjangan dan/atau fasilitas bagi BOD & BOC ditetapkan mengacu pada PER-01/MBU/05/2019.

d. Gaji/Honorarium bagi Direksi & Dewan Komisaris serta tunjangan dan fasilitas untuk tahun 2019 berlaku efektif 1 Januari 2019.

Selain itu Direksi dan Dewan Komisaris juga menerima insentif kinerja tahun buku 2019, dengan ketentuan sebagai berikut:

- Insentif Kinerja Direktur & Komisaris Utama masing-masing 100%, 85%, dan 45% dari insentif kinerja Direktur Utama sedangkan insentif Dewan Komisaris sebesar 90% dari insentif Komisaris Utama dan pembayarannya dihitung proporsional dengan memperhitungkan masa kerja efektif tahun buku 2019.

- PPh menjadi beban penerima dan tidak diperkenankan sebagai biaya perusahaan.

1. GENERAL *(continued)*

1.5. Management of Company *(continued)*

Board of Commissioners and Directors *(continued)*

Based on Decree of Minister of State Owned Enterprises number SK-128/MBU/05/2019 dated 31 May 2019 and pay attention to decree of Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) Number: 38/DK/V/-2019 dated May 9, 2019 and it's following up on General Meeting of Shareholders of PT PELNI (Persero) on the year of 2018 dated May 27, 2019, then determined of revenues of Board of Commissioners and Directors and performance incentives as follows:

a. The salary of President Director was set to rise from 2018 salary. The director's salary in charge of human resources amounted to 90% of the salary of the President Director and other members of the board of directors by 85% of the salary of the President Director.

b. Honorarium of Commissioners was set in 45% of the salary of President Director. Honorarium of Board of Commissioners is set in 90% of President Commissioner.

c. Benefits and/or facilities for BOD and BOC are determined according to PER-01/MBU/05/2019.

d. Salary/Honorarium for Board of Directors and Commissioners as well as allowances and facilities for 2019 has been applicable effectively on January 1, 2019.

In addition, the Board of Commissioners and also received performance incentives for the fiscal year 2019, subject to the following conditions:

- *Performance Incentives of Director & President Commissioner are respectively 100%, 85% and 45% of performance incentives of President Director while the incentives of Board of Commissioners are 90% of President Commissioner incentive and it's payment will be in proportional calculated with taking into account of effective service life on the year of 2019.*

- *PPh become to recipient load and it is not allowed as a company fee.*

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1. UMUM (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

BerdasarkanKeputusan Menteri Badan Usaha Milik Negara No. SK-46/MBU/02/2018 tanggal 12 Juli 2018 susunan Dewan Komisaris untuk tahun buku 2018 sebagai berikut:

1. GENERAL *(continued)*

1.5. Management of Company *(continued)*

Board of Commissioners and Directors *(continued)*

Based on the Decree of the Minister of State owned enterprises No. SK-46/MBU/02/2018 dated July 12, 2018 composition of the Board of Commissioners for the year of 2018 book as follows:

Komisaris Utama	:	Bambang Prihartono	:	*Chief Commissioner*
Komisaris Independen	:	Johanes Widodo Hario Mumpuni	:	*Independent Commissioner*
Komisaris Independen	:	Sudarto	:	*Independent Commissioner*
Komisaris	:	Satya Bakti Parikesit	:	*Commissioner*
Komisaris	:	Danang Parikesit	:	*Commissioner*
Komisaris	:	Raldi Hendro T. Koestoer	:	*Commissioner*

Berdasarkan Keputusan Menteri Badan Usaha Milik Negara selaku Rapat Umum Pemegang Saham Perusahaan PT Pelayaran Nasional Indonesia (Persero) No. SK-MBU/04/2017 tanggal 3 April 2017 tentang Perubahan Nomenklatur Jabatan, Pengalihan Tugas dan Pengangkatan Anggota-Anggota Direksi PT Pelayaran Nasional Indonesia (Persero) dan No. SK-210/MBU/09/2017 tanggal 26 September 2017 tentang Pengalihan Tugas dan Pengangkatan Anggota-Anggota Direksi PT Pelayaran Nasional Indonesia (Persero) dan telah di Akta Notariskan No. 1 tanggal 3 Oktober 2017, Notaris Ida Adiningsih, SH., susunan Direksi untuk tahun yang berakhir 31 Desember 2018 sebagai berikut:

Based on Decree of Minister of State Owned Enterprises as General Meeting of Shareholders of PT Pelayaran Nasional Indonesia (Persero) No.SK-MBU/04/2017 dated April 3, 2017 concerning of Change of Position Nomenclature, Transfer of Duties and Appointment of Members of Board of Directors of PT Pelayaran Nasional Indonesia (Persero) and No. SK-210 / MBU / 09/2017 dated September 26, 2017 concerning Transfer of Duties and Appointments of Members of Board of Directors of PT Pelayaran Nasional Indonesia (Persero) and it's notarized by Notarial Deed No. 1 dated October 3, 2017, Notary Ida Adiningsih, SH., The composition of Board of Directors for the year ended December 31, 2018 as follows:

Direktur Utama	:	Insan Purwarisya L. Tobing	:	*President Director*
Direktur Usaha Angkutan Penumpang	:	Olih Masolich Sodikin	:	*Director of Passenger Transportation*
Direktur Keuangan	:	Tri Andayani	:	*Director or Finance*
Direktur Usaha Angkutan Barang dan Tol Laut	:	Harry Boediarto Soewarto	:	*Director of Maritime Goods and Toll Road Transport*
Direktur Sumber Daya Manusia dan Umum	:	Ganefi	:	*Director of Human Resources and General Affairs*
Direktur Armada	:	M. Tukul Harsono	:	*Director of the Fleet*

Dalam menunjang pelaksanaan fungsi dan efektivitas peran Dewan Komisaris, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris. Tahun 2019 dan 2018 secara berurutan Sekretaris Dewan Komisaris dijabat masing-masing oleh Erwin Fajrin dan Weny Maulatsih.

In supporting of implementation of functions and role effectiveness of Board of Commissioners, BOC is assisted by Secretary of Board of Commissioners. On the year of 2019 and 2018 sequentially the Secretary of Board of Commissioners were held by Erwin Fajrin and Weny Maulatsih.

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1. UMUM (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

Komite Audit

Komite Audit merupakan organ dari Dewan Komisaris yang dibentuk oleh Dewan Komisaris sesuai dengan yang diamanatkan oleh Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara. Komite Audit berfungsi untuk membantu Dewan Komisaris dalam melaksanakan tugas pengawasannya. Komite Audit bersifat independen dan mandiri, baik dalam pelaksanaan tugasnya maupun dalam pelaporan, dan bertanggung jawab langsung kepada Dewan Komisaris.

Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Masa tugas anggota Komite Audit tidak boleh lebih lama dari masa jabatan Dewan Komisaris sesuai ketentuan dalam Anggaran Dasar Perusahaan dan dapat dipilih kembali hanya untuk 1 (satu) periode berikutnya.

Selanjutnya berdasarkan Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. Ket-07/DK/X-2019 tanggal 22 Oktober 2019 Tentang Pemberhentian Wakil Ketua dan Pengangkatan Anggota Komite Audit PT Pelayaran Nasional Indonesia (Persero), susunan Komite Audit tahun buku 2019 sebagai berikut:

1. GENERAL *(continued)*

1.5. Management of Company *(continued)*

Board of Commissioners and Directors *(continued)*

The Audit Committee

The Audit Committee is an organ of Board of Commissioners which was performed by Board of Commissioners as it's mandated by Constitution No. 19 of 2003 concerning on State Owned Enterprises. The Audit Committee serves to assist the Board of Commisioners in carrying out it's supervisory duties. Audit Committee is independent and self-sufficient, both in the execution of it's duties and reporting, and it's directly responsible to Board of Commissioners.

Audit Committee members are appointed and dismissed by Board of Commissioners and it's reported to General Meeting of Shareholders (RUPS). Audit Committee members tenure, it's should not be longer than term of Board of Commissioners in accordance with Articles of Association of Company and it's may be reelected only for next one (1) term.

For the next, that based on decision of Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. Ket-07/DK/X-2019 dated October 22, 2019 concerning Deputy Chairman's termination and appointment of PT Pelayaran Nasional Indonesia Audit Committee (Persero), the Audit Committee arrangement on the year of 2019 as follows:

Ketua Komite Audit				*Chairman of Audit Committee*
(merangkap Komisaris Independen)	:	Johanes Widodo Hario Mumpuni	:	*(also as Independent Commissioner)*
Anggota (juga selaku Dewan Komisaris)	:	Haryo Indratno	:	*Members (also as Commissioner)*
Anggota	:	Joko Murdyono	:	*Members*
Anggota	:	Subagio	:	*Members*

Berdasarkan Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. KEP-07/DK/XII-2017 tanggal 8 Desember 2017 tentang Pemberhentian dan Pengangkatan Ketua Komite Audit pada Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero), susunan Komite Audit tahun buku 2018 dan 2017 sebagai berikut:

Based on the Decision of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. KEP-07 / DK / XII-2017 dated December 8, 2017 concerning the Termination and Appointment of the Chairman of the Audit Committee to the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), the composition of the Audit Committee of book year 2018 and 2017 as follows:

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1. UMUM (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

Komite Audit (lanjutan)

Ketua Komite Audit				*Chairman of Audit Committee*
(merangkap Komisaris Independen)	:	Johanes Widodo Hario Mumpuni	:	*(also as Independent Commissioner)*
Anggota	:	Joko Murdyono	:	*Members*
Anggota	:	Subagio	:	*Members*

Pelaksanaan tugas Komite Audit PT PELNI (Persero) berlandaskan pada Piagam Komite Audit yang disahkan pada tanggal 8 Januari 2016.

Komite Kebijakan Risiko

Pembentukan Komite Kebijakan Risiko merupakan bagian dari upaya Perusahaan untuk menerapkan GCG. Terkait implementasi GCG, peran dan fungsi Komite Kebijakan Risiko menjadi sangat strategis untuk membantu dan meningkatkan peran Dewan Komisaris dalam menjalankan fungsi pengawasannya.

Berdasarkan Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No.SK: KEP-08/DK/X-2019 tanggal 22 Oktober 2019 Tentang Pemberhentian dan Pengangkatan Anggota-anggota Komite Kebijakan Risiko pada Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero), susunan Komite Kebijakan Risiko tahun buku 2019 sebagai berikut:

Ketua Komite Kebijakan Risiko				*Chairman of the Risk Policy Committee*
(merangkap sebagai Anggota Komisaris)	:	Danang Parikesit	:	*(Also as Members of Commissioner)*
Wakil Ketua				*Vice Chairman*
(merangkap sebagai Anggota Komisaris)	:	Loto Srinaita Ginting	:	*(Also as Members of Commissioner)*
Anggota				*Members*
(merangkap sebagai Anggota Komisaris)	:	Wahju Adjie Hetriarsono	:	*(Also as Members of Commissioner)*
Anggota	:	Radjalis	:	*Members*
Anggota	:	Abdul Kholik Sutrisno	:	*Members*

Berdasarkan Keputusan Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero) No. Ket-06/DK/XII-2017 Tentang Pemberhentian dan Pengangkatan Anggota-anggota Komite Kebijakan Risiko pada Dewan Komisaris PT Pelayaran Nasional Indonesia (Persero), susunan Komite Kebijakan Risiko tahun buku 2018 sebagai berikut:

1. GENERAL *(continued)*

1.5. Management of Company *(continued)*

Board of Commissioners and Directors *(continued)*

The Audit Committee (continued)

Tasks Implementation of Audit Committee in PT PELNI (Persero) has been based on the Audit Committee Charter which it's endorsed on January 8, 2016.

Risk Policy Committee

Formationed of Risk Policy Committee is part of company's efforts to implement the GCG. Related to the implementation of good corporate governance, the role and functions of Risk Policy Committee are to be very strategic in assisting and enhancing the role of Board of Commissioners in performing its supervisory function.

Based on the Decision of Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No.SK:KEP-08/DK/X-2019 dated October 22, 2019 concerning to termination and appointment of members of the risk Policy Committee on the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), formation of the Risk Policy Committee on the year of 2019 as follows:

Based on the Decision of the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero) No. Ket-06 / DK / XII-2017 Regarding Dismissal and Appointment of Members of the Risk Policy Committee at the Board of Commissioners of PT Pelayaran Nasional Indonesia (Persero), the composition of the Risk Policy Committee for fiscal year 2018 is as follows:

1. UMUM (lanjutan)

1.5. Pengurus Perusahaan (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

Komite Kebijakan Risiko (lanjutan)

Ketua Komite Kebijakan Risiko (merangkap sebagai Anggota Komisaris)	:	Satya Bhakti Parikesit	:	Chairman of the Risk Policy Committee (Also as Members of Commissioner)
Anggota	:	Abdul Kholik Sutrisno	:	Members
Anggota	:	Radjalis	:	Members

1.6. Bidang Usaha dan Unit Usaha yang Dimiliki

Usaha pokok PT PELNI (Persero) adalah menyediakan jasa angkutan transportasi laut yang meliputi jasa angkutan penumpang dan jasa angkutan muatan barang antar pulau. Berdasarkan usaha pokok tersebut, bidang usaha yang dijalankan oleh PT PELNI (Persero) antara lain:

a. Jasa pengangkutan penumpang dan barang dengan jaringan pelayaran tetap, teratur dan terjadwal maupun pelayaran yang melayani permintaan tertentu.

b. Jasa keagenan.

c. Jasa operasi terminal, pergudangan, angkutan *Red* dan ekspedisi/*forwarding* .

d. Jasa pemeliharaan kapal dan usaha dok atau reparasi kapal.

e. *Charter* dan *broker* kapal.

f. Jasa konsultan, pelatihan, pelayanan kesehatan dan usaha perhotelan.

Jasa Perkapalan

a. Kapal 2 *in* 1

Kapal jenis 2 *in* 1 adalah kapal yang dapat mengangkut penumpang dan sejumlah kontainer, dirancang oleh Meyer Welf dan dibangun di galangan Pepenburg, Jerman. Kapal 2 *in* 1 ini memiliki kapasitas 1.583 penumpang dan 98 kontainer. Salah satu Kapal tipe 2 *in* 1 ini secara resmi diberi nama KM Gunung Dempo, dibuat sejak pertengahan 2006 dan panjang 146,80 m dengan kecepatan berlayar lebih dari 20 knot.

1. GENERAL *(continued)*

1.5. Management of Company *(continued)*

Board of Commissioners and Directors *(continued)*

Risk Policy Committee (continued)

Chairman of the Risk Policy Committee (Also as Members of Commissioner)
Members
Members

1.6. Business Line and Owned Business Unit

The main business of PT PELNI (Persero) is provide of sea transportation services which includes passenger transport services and inter-island freight cargo services. Based on that main business, the services provided by PT PELNI (Persero) are:

a. Passengers and freight transportation services with a fixed, regular and scheduled shipping lines as well as a cruise that to serves certain requests.

b. Agency services.

c. Terminal operation, warehouse, Red transportation, and expedition/forwarding services.

d. Ship maintenance and dock business or ship reparation services.

e. Ship charter and broker.

f. Consultant, training, health care services, and hospitality business.

Shipping Services

a. 2 in 1 Ship

2 in 1 Ship is a type of ship with capacity to carry passenger and containers that is designed by Meyer Welf and built at Pepenburg Shipyard, Germany. The 2 in 1 ship has capacity of 1,583 passengers and 98 containers. One of the 2 in 1 ships is officially named KM Gunung Dempo and built in mid of 2006 with total length of 146.80 m and sailing speed over 20 knots.

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1. UMUM (lanjutan)

1.6. Bidang Usaha dan Unit Usaha yang Dimiliki (lanjutan)

Jasa Perkapalan (lanjutan)

b. Kapal Penumpang Serbaguna

Kapal jenis 3 in 1 adalah jenis kapal penumpang serbaguna yang mampu mengangkut kontainer, penumpang dan mobil sekaligus. Kapal Motor Dobonsolo dan Kapal Motor Ciremai adalah kapal penumpang yang telah dimodifikasi menjadi kapal jenis 3 in 1, yaitu kapal serbaguna yang dapat mengangkut kontainer di bagian depan dan belakang serta penumpang dan mobil. Kapal ini telah dimodifikasi di galangan Sembawang Singapura.

c. Kapal Barang

Untuk keperluan distribusi barang logistik ke seluruh wilayah Indonesia, PT PELNI (Persero) memiliki 3 kapal barang yaitu KM Caraka Jaya Niaga III – 4, KM Caraka Jaya Niaga III – 22 dan KM Caraka Jaya Niaga – 32 dengan kapasitas muat yang berbeda-beda untuk mengangkut kargo volume besar dengan layanan terbaik dan dukungan SDM profesional.

d. Kapal Tol Laut

PT PELNI (Persero) mengoperasikan 9 (sembilan) armada Kapal Tol Laut yaitu KM.Logistik Nusantara I, II, III, IV, V, VI, KM Kendhaga Nusantara 01, KM Kendhaga Nusantara 07 dan KM Kendhaga Nusantara 11.

Kapal Tol Laut dioperasikan merujuk pada Peraturan Presiden RI No. 106 Tahun 2015 tentang Penyelenggaraan Kewajiban Pelayanan Publik untuk Angkutan Barang di Laut dan Peraturan Menteri Perhubungan RI No. PM 161 tahun 2015 tentang penyelenggarakan kewajiban pelayanan publik untuk angkutan barang di laut, PT PELNI (Persero) ditunjuk sebagai pelaksana penyelenggarakan kewajiban pelayanan publik tersebut atau yang disebut sebagai program Tol Laut (layanan angkutan barang yang terjadwal, tetap, dan teratur).

1. GENERAL *(continued)*

1.6. Business Line and Owned Business Unit *(continued)*

Shipping Services (continued)

b. Multipurpose Passenger Ship

The 3 in 1 ship type is multipurpose passengers ship that is able to carry containers, passengers and cars at once. KM Dobonsolo and KM Ciremai are passenger ships which it's been modified into 3 in 1 ship type, that is multipurpose ships for carrying container at the front and back sides as well as passengers and cars. The ships had been modified at Sembawang Shipyard, Singapore.

c. Cargo Ship

For puproses of goods logistic distribution to all regions of Indonesia, PT PELNI (Persero) has 3 cargo ships, among others, KM Caraka Jaya Niaga III – 4, KM Caraka Jaya Niaga III – 22 and KM Caraka Jaya Niaga – 32 with different capacities for provide cargo ship to carry large volume cargo with excellent services and supported by professional personnel.

d. Sea Toll Ship

PT PELNI (Persero) was operating 9 (nine) Sea Toll fleet namely KM. Logistik Nusantara I, II, III, IV, V, VI, KM Kendhaga Nusantara 01, KM Kendhaga Nusantara 07 and KM Kendhaga Nusantara 11.

Sea Toll Ships are operated referring to the RI Presidential Decree No. 106 on the year of 2015 concerning the Implementation of Public Service Obligations for Marine Freight Transportation and the Regulation of the Minister of Transportation No. PM 161 on the year of 2015 concerning on public service obligations for the marine freight transportation, PT PELNI appointed as executor of public service obligations or it's called as Sea Toll program (scheduled, fixed, and regular freight services).

1. UMUM (lanjutan)

1.6. Bidang Usaha dan Unit Usaha yang Dimiliki (lanjutan)

Jasa Perkapalan (lanjutan)

e. Kapal Ternak

PT PELNI (Persero) mengoperasikan 2 (dua) armada Kapal Ternak yaitu KM Camara Nusantara I dan KM Camara Nusantara III dengan rute Kupang – Waingapu – Bima – Lembar – Surabaya – Semarang – Cirebon – Tanjung Priok – Kupang. Kehadiran Kapal Ternak bertujuan untuk membantu Pemerintah menekan harga daging dan mensejahterakan para peternak di sentra peternakan sapi dalam negeri.

f. Kapal Perintis

Armada Kapal Perintis merupakan bagian dari penugasan Pemerintah kepada PT PELNI (Persero) selain Kapal Tol Laut dan Kapal Ternak.

PT PELNI (Persero) mengoperasikan 51 (lima puluh satu) Kapal Perintis yang menjangkau daerah terpencil di seluruh Indonesia.

g. Kapal Rede

Kapal rede merupakan bagian dari penugasan penerintah kepada PT PELNI (Persero) dengan mengoperasikan 20 kapal rede yang tersebar diseluruh Indonesia.

Unit Bisnis Strategis

a. Keagenan Kapal

Jenis keagenan kapal, meliputi:

1) *Clearance in 7 out*
2) *Bunker, Fresh Water, Provision Supply*
3) *Crew Attendance*
4) *Protecting Agent*
5) *Custom Clearance*
6) Layanan *Sea Pollution*
7) Layanan *Garbage Removal*

b. Hotel Bahtera

Hotel dengan fasilitas untuk acara rapat dan pusat pelatihan dilengkapi dengan fasilitas ruang rapat berkapasitas lebih dari 200 orang dan fasilitas penunjang lainnya.

1. GENERAL *(continued)*

1.6. Business Line and Owned Business Unit *(continued)*

Shipping Services (continued)

e. Cattle Ship

PT PELNI (Persero) operates 2 (two) Cattle Ships, KM Camara Nusantara I and KM Camara Nusantara III with routes of Kupang – Waingapu – Bima – Lembar – Surabaya – Semarang – Cirebon – Tanjung Priok – Kupang. The operation of cattle ships are aim to help the Government to press of meat price and increase welfare of breeders in domestic cow breeding center.

f. Pioneer Ship

Pioneer ships fleet are part of Government's assignment to PT PELNI (Persero) besides Sea Toll and Cattle ships.

PT PELNI (Persero) operates 51 (fifty one) Pioneer Ships covering remote area across Indonesia.

g. Rede Ship

Rede ship is part of the assignment of the authority to PT PELNI (Persero) by operating 20 Rede vessels spread throughout Indonesia.

Strategic Business Unit

a. Ship Agency

Type of Agency Services:

1) Clearance in 7 out
2) Bunker, Fresh Water, Provision Supply
3) Crew Attendance
4) Protecting Agent
5) Custom Clearance
6) Sea Pollution Services
7) Garbage Removal Services

b. Bahtera Hotel

Hotel with meeting and training center facilities which is equipped with meeting rooms facilities with a capacity of more than 200 people and other supporting facilities.

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1. UMUM (lanjutan)

1.6. Bidang Usaha dan Unit Usaha yang Dimiliki (lanjutan)

Unit Bisnis Strategis (lanjutan)

c. Galangan Surya Surabaya

Berdiri sejak 20 Mei 1996 dan mengerjakan kapal PELNI tipe 500, yaitu KM Sangiang, KM Pangrango, KM Wilis. PELNI *Maintenance Facilities (PMF)*, proyeksi strategis yang dapat menjamin space dok dan perbaikan bagi seluruh kapal (termasuk kapal besar) yang dioperasikan oleh PT PELNI (Persero).

d. Bisnis Properti

Persewaaan ruang kantor dari aset gedung PT PELNI (Persero) yang tersebar di seluruh cabang PT PELNI (Persero). Selain itu, bisnis properti juga meliputi persewaan ruang beriklan di atas kapal PELNI serta persewaaan toko dan cafe di atas kapal.

Sebagai perusahaan pelayaran, saat ini PT PELNI (Persero) mengoperasikan 25 unit armada kapal penumpang, 1 unit kapal ferry cepat dan mengoperasikan 9 unit armada kapal barang dengan total bobot mati sebesar 35.044 ton. Untuk melayani penumpang dan barang tersebut, kami membagi armada menjadi:

1) Tipe 3000 pax
2) Tipe 2000 pax (2 unit dimodifikasi 3 *in* 1)
3) Tipe 1000 pax
4) Tipe 500 pax
5) Ro-Ro tipe cargo 3 unit
6) Kapal Barang Tipe Caraka
7) Kapal Logistik Nusantara (Tipe Kontainer)

PT Pelni (Persero) dalam menjalankan kegiatan operasinya memiliki unit-unit usaha yang terdiri dari:

- **Kantor Pusat** **1**
- **Kantor Cabang A, lokasi di:** **3**
  1) Tanjung Priuk
  2) Surabaya
  3) Makasar

1. GENERAL *(continued)*

1.6. Business Line and Owned Business Unit *(continued)*

Strategic Business Unit (continued)

c. Galangan Surya Surabaya

Established since May 20, 1996, the Shipyard handled 500 types of PELNI ships, such as KM Sangiang, KM Pangrango, KM Wilis. PELNI Maintenance Facilities (PMF) is strategic projection to guarantee of docking and repair spaces for all vessels (including large ships) those are operated by PT PELNI (Persero).

d. Property Business

Office space rent of PT PELNI (Persero) building assets those are spread accross of all branches office of PT PELNI (Persero). It's also that the property business is includes of onboard advertising space rental on PT PELNI ships as well as onboard store and café rental.

As a shipping company, PT PELNI (Persero) operates 25 units of passenger vessels fleet, one fast ferry vessels and operates a fleet of 9 units of goods with a total deadweight of 35,044 tons. To serve passengers and goods, we divided the fleet into:

1) Type 3000 pax
2) Type 2000 pax (2 unit modificated to be 3 in 1)
3) Type 1000 pax
4) Type 500 pax
5) Ro-Ro type cargo 3 unit
6) Cargo Ship Type Caraka
7) Logistik Nusantara Ship (Type Container)

PT Pelni (Persero) in managing the business operation has business units that consists as below:

- ***Head Office*** **1**
- ***Branch Office A, location at:*** **3**
  1) Tanjung Priuk
  2) Surabaya
  3) Makasar

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1. UMUM (lanjutan)

1.6. Bidang Usaha dan Unit Usaha yang Dimiliki (lanjutan)

- **Kantor Cabang B, lokasi di:**
  1) Ambon
  2) Sorong
  3) Bau-Bau
  4) Bitung
  5) Kupang
  6) Tanjungpinang
  7) Jayapura
  8) Manokwari
  9) Balikpapan
  10) Semarang

- **Kantor Cabang C, lokasi di:**
  1) Larantuka
  2) Denpasar
  3) Batam
  4) Ternate
  5) Namlea
  6) Biak
  7) Serui
  8) Pare Pare
  9) Nabire
  10) Kumai
  11) Sampit
  12) Tarakan
  13) Nunukan
  14) Tual
  15) Medan
  16) Maumere
  17) Pontianak
  18) Fak Fak

- **Kantor Cabang D, lokasi di:**
  1) Bima
  2) Waingapu
  3) Timika
  4) Ende
  5) Dobo
  6) Kotabaru/Batulicin
  7) Palu
  8) Kendari
  9) Merauke
  10) Tanjung Balai Karimun
  11) Labuan Bajo
  12) Luwuk
  13) Kaimana
  14) Toli - Toli

1. GENERAL *(continued)*

1.6. Business Line and Owned Business Unit *(continued)*

- **10** ***Branch Office B, location at:***
  1) Ambon
  2) Sorong
  3) Bau-Bau
  4) Bitung
  5) Kupang
  6) Tanjungpinang
  7) Jayapura
  8) *Manokwari*
  9) *Balikpapan*
  10) *Semarang*

- **18** ***Branch Office C, location at:***
  1) Larantuka
  2) Denpasar
  3) Batam
  4) Ternate
  5) Namlea
  6) Biak
  7) Serui
  8) Pare Pare
  9) Nabire
  10) Kumai
  11) Sampit
  12) Tarakan
  13) Nunukan
  14) Tual
  15) Medan
  16) Maumere
  17) Pontianak
  18) Fak Fak

- **14** ***Branch Office D, location at:***
  1) Bima
  2) Waingapu
  3) Timika
  4) Ende
  5) Dobo
  6) Kotabaru/Batulicin
  7) Palu
  8) Kendari
  9) Merauke
  10) Tanjung Balai Karimun
  11) Labuan Bajo
  12) Luwuk
  13) Kaimana
  14) Toli - Toli

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1. UMUM (lanjutan)

1.6. Bidang Usaha dan Unit Usaha yang Dimiliki (lanjutan)

- **Terminal Penghubung, lokasi di:**
  1) Pangkal Pinang
  2) Tanjung Pandan
  3) Palembang
  4) Bengkulu
  5) Jambi
  6) Padang
  7) Kalianget
  8) Bawean
  9) Masalembo
  10) Laga
  11) Probolinggo
  12) Gresik
  13) Selayar
  14) Biringkasih
  15) Bandanaira
  16) Saumlaki
  17) Amahai
  18) Bula
  19) Geser
  20) Larat
  21) Ilwaki
  22) Moa
  23) Tepa
  24) Mangole
  25) Sidangole
  26) Buli
  27) Cirebon
  28) Karimun Jawa
  29) Sami
  30) Wanci
  31) Raha
  32) Samarinda
  33) Banjarmasin
  34) Bontang
  35) Paser
  36) Tanah Grogot
  37) Kalabahi
  38) Rote
  39) Sabu
  40) Atapupu/Atambua
  41) Gorontalo
  42) Tahuna
  43) Amurang
  44) Marore
  45) Togian
  46) Kwandang
  47) Lirung
  48) Miangas
  49) Siau
  50) Karatung

1. GENERAL *(continued)*

1.6. Business Line and Owned Business Unit *(continued)*

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- ***Terminal Point, location at:***
  1) Pangkal Pinang
  2) Tanjung Pandan
  3) Palembang
  4) Bengkulu
  5) Jambi
  6) Padang
  7) Kalianget
  8) Bawean
  9) Masalembo
  10) Laga
  11) Probolinggo
  12) Gresik
  13) Selayar
  14) Biringkasih
  15) Bandanaira
  16) Saumlaki
  17) Amahai
  18) Bula
  19) Geser
  20) Larat
  21) Ilwaki
  22) Moa
  23) Tepa
  24) Mangole
  25) Sidangole
  26) Buli
  27) Cirebon
  28) Karimun Jawa
  29) Sami
  30) Wanci
  31) Raha
  32) Samarinda
  33) Banjarmasin
  34) Bontang
  35) Paser
  36) Tanah Grogot
  37) Kalabahi
  38) Rote
  39) Sabu
  40) Atapupu/Atambua
  41) Gorontalo
  42) Tahuna
  43) Amurang
  44) Marore
  45) Togian
  46) Kwandang
  47) Lirung
  48) Miangas
  49) Siau
  50) Karatung

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1. UMUM (lanjutan)

1.6. Bidang Usaha dan Unit Usaha yang Dimiliki (lanjutan)

- **Terminal Penghubung, lokasi di:** (lanjutan)

51) Ulisiau
52) Kahikitang
53) Wasior
54) Bintuni
55) Tj Uban
56) Tarempa
57) Letung
58) Tambelan
59) Natuna/Ranai
60) Midai
61) Selat Panjang
62) Serasan
63) Bagan siapi-api
64) Kualaenok
65) Perawang
66) Dumai
67) Tambilahan
68) Palopo
69) Belang-Belang
70) Barru
71) Malili
72) Tobelo
73) Galela
74) Babang
75) Morotai
76) Gebe
77) Labuha
78) Gunung Sitoli
79) Sibolga
80) Lhoksumawe
81) Enggano
82) Sikakap/Mentawai
83) Teluk Talam
84) Malahayati
85) Meulaboh
86) Sintete
87) Ketapang
88) Kandawang
89) Pemangkat
90) Sinkawang
91) Teluk Air
92) Batu Ampar
93) Ampenan/Lembar
94) Banyuwangi
95) Jampea
96) Buleleng
97) Celukan Bawang
98) Padang Bai
99) Nusa Penida
100) Kisar

1. GENERAL *(continued)*

1.6. Business Line and Owned Business Unit *(continued)*

- ***Terminal Point, location at:*** *(continued)*

Ulisiau 51)
Kahikitang 52)
Wasior 53)
Bintuni 54)
Tj Uban 55)
Tarempa 56)
Letung 57)
Tambelan 58)
Natuna/Ranai 59)
Midai 60)
Selat Panjang 61)
Serasan 62)
Bagan siapi-api 63)
Kualaenok 64)
Perawang 65)
Dumai 66)
Tambilahan 67)
Palopo 68)
Belang-Belang 69)
Barru 70)
Malili 71)
Tobelo 72)
Galela 73)
Babang 74)
Morotai 75)
Gebe 76)
Labuha 77)
Gunung Sitoli 78)
Sibolga 79)
Lhoksumawe 80)
Enggano 81)
Sikakap/Mentawai 82)
Teluk Talam 83)
Malahayati 84)
Meulaboh 85)
Sintete 86)
Ketapang 87)
Kandawang 88)
Pemangkat 89)
Sinkawang 90)
Teluk Air 91)
Batu Ampar 92)
Ampenan/Lembar 93)
Banyuwangi 94)
Jampea 95)
Buleleng 96)
Celukan Bawang 97)
Padang Bai 98)
Nusa Penida 99)
Kisar 100)

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1. UMUM (lanjutan)

1.6. Bidang Usaha dan Unit Usaha yang Dimiliki (lanjutan)

- **Terminal Penghubung, lokasi di:** (lanjutan)
  101) Loweleba
  102) Bade
  103) Sanana
  104) Namrole
  105) Letsula
  106) Reo
  107) Marapokot
  108) Parigi
  109) Poso
  110) Kolondale
  111) Agast
  112) Amamapare
  113) Badas
  114) Buol
  115) Banggai
- **SBU:** 2
  1) Galangan Surya Surabaya
  2) Hotel Bahtera Cipayung
- **Cabang Khusus, lokasi di:** 1
  Singapore

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1. GENERAL *(continued)*

1.6. Business Line and Owned Business Unit *(continued)*

- ***Terminal Point, location at:*** *(continued)*
  Loweleba 101)
  Bade 102)
  Sanana 103)
  Namrole 104)
  Letsula 105)
  Reo 106)
  Marapokot 107)
  Parigi 108)
  Poso 109)
  Kolondale 110)
  Agast 111)
  Amamapare 112)
  Badas 113)
  Buol 114)
  Banggai 115)
- ***SBU:***
  Galangan Surya Surabaya 1)
  Hotel Bahtera Cipayung 2)
- ***Representative Branch, location at:***
  Singapore

Total

1.7. Sumber Daya Manusia dan Struktur Organisasi

Pada tanggal 31 Desember 2019 dan 2018, Perusahaan memiliki pegawai tetap masing-masing sebanyak 4.487 dan 4.367 karyawan.

Dari jumlah karyawan tetap Perusahaan pada tanggal 31 Desember 2019 dan 2018, yang masuk dalam perhitungan kewajiban atas imbalan pasca kerja sebagai berikut:

1.7. Human Resources and Organizational Structure

As of December 31, 2019 and 2018, Company and subsidiary have 4,487 and 4,367 permanent employees.

From the total number of permanent employees of the Company as of December 31, 2019 and 2018, which are included in the calculation of liabilities for post-employment benefits as follows:

	31 Des/ *Dec* 2019	**31 Des/ *Dec* 2018**	
Program Santunan Meninggal dan Cacat,			*Death and Disability Compensation Program*
Uang Pisah, THT dan MPP	4.370	4.334	*Separate Money, THT and MPP*
Program UU No. 13 Tahun 2003	2.883	3.099	*UU No. 13 Year 2003 Program*
Program Dana Pensiun	2.736	2.948	*Pension Fund Program*
Program Selisih UU No. 13/2003 dan DPLK	1.487	1.235	*Difference Program UU No.3 / 2003 and DPLK*

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1. UMUM (lanjutan)

1.8. Penerapan Tata Kelola Perusahaan yang Baik

Perseroan menerapkan struktur dan mekanisme GCG dengan tujuan untuk menjalankan suatu proses dan struktur untuk mencapai target kinerja serta mewujudkan akuntabilitas Perseroan guna menghasilkan nilai tambah bagi pemegang saham dan pemangku kepentingan dengan tetap memperhatikan kepentingan stakeholders lainnya.

Penerapan Praktik Tata Kelola Perusahaan yang Baik (*Good Corporate Governance* atau GCG) di PT PELNI (Persero) merujuk pada sejumlah peraturan perundang-undangan yang berlaku di Indonesia, antara lain Undang-Undang No. 40 tahun 2007 mengenai Perseroan Terbatas dan Keputusan Menteri Negara Badan Usaha Milik Negara Nomor: Kep-117/M-MBU/2002 tanggal 31 Juli 2002 tentang Penerapan Praktek *Good Corporate Governance* pada Badan Usaha Milik Negara (BUMN) serta Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tanggal 1 Agustus 2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diperbaharui melalui Nomor PER-09/MBU/2012, bahwa BUMN wajib menerapkan GCG secara konsisten dan berkelanjutan dengan berpedoman pada Peraturan Menteri ini dengan tetap memperhatikan ketentuan, dan norma yang berlaku serta anggaran dasar BUMN.

Komitmen pelaksanaan GCG di Perseroan diwujudkan dalam rangkaian pedoman terkait pelaksanaan GCG dan penandatanganan Pakta Integritas GCG oleh Dewan Komisaris dan Direksi, sebagai berikut:

a. Pedoman GCG
b. Pedoman *Code of Conduct*
c. Tata Laksana Kerja (*Board Manual*) Direksi & Dewan Komisaris PT PELNI (Persero)
d. Pedoman Benturan Kepentingan
e. Pakta Integritas
f. Pedoman Penanganan Gratifikasi

1. GENERAL *(continued)*

1.8. The Implementation of Good Corporate Governance (GCG)

The Company has been implementing of GCG structure and mechanism to aim of operating process and structure to achieve of performance target and accountability of the Company to generate of added value for the Shareholders and Stakeholders by considering interests to other Stakeholders.

Implementation of Good Corporate Governance (GCG) practices at PT PELNI (Persero) refers to number of laws and regulations in Indonesia, among others, Law Number 40 of 2007 concerning Limited Liability Company and Minister of State Owned Enterprise Decree Number Kep-117/M-MBU/2002 on the date of July 31, 2002 concerning Implementation of Good Corporate Governance in State Owned Enterprises (SOE), and the Regulation of Minister of State Owned Enterprises No. PER-01 / MBU / 2011 on the date of August 1, 2011 on Application of Corporate Governance (Good Corporate Governance) in State Owned Enterprises, as updated through No. PER-09 / MBU / 2012. GCG that State Owned Enterprises (BUMN) must implement GCG consistently and it's sustainable by referring to this Ministrial Regulation while still observing the provisions, norms that apply and the articles of association of BUMN.

GCG implementation commitment in the Company is manifested in a series of guidelines related to GCG implementation and signing of GCG integrity pact by Board of Commissioners and Board of Directors, as follows:

a. Manual of GCG
b. Manual of Code of Conduct
c. PT PELNI (Persero) Board Manual for Board of Directors and Board of Commissioners
d. Manual of Conflict of Interest
e. Integrity Pact
f. Anti-Gratification Manual

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1. UMUM (lanjutan)

1.8. Penerapan Tata Kelola Perusahaan yang Baik (lanjutan)

Perseroan melaksanakan evaluasi praktik GCG melalui kegiatan Asesmen GCG (GCG *Assessment* secara berkala guna mengukur kualitas pelaksanaan GCG pada masing-masing Organ Perseroan. Untuk periode tahun buku 2018, *Assessment* GCG dilakukan oleh BPKP Perwakilan DKI Jakarta sesuai dengan Laporan No. LGCG-240/PW09/4.1/2019 tanggal 22 Mei 2019, dengan capaian skor Laporan *Self Assessment* Penerapan GCG adalah 81,56 atau predikat Baik.

1.9. Manajemen Risiko

PT PELNI (Persero) mengimplementasikan Sistem Manajemen Risiko sesuai dengan *framework* ISO 31000 untuk menghasilkan praktik manajemen risiko dengan perspektif lebih luas, mudah dipahami, terukur serta mendukung koordinasi dan integrasi antar unit kerja di Perseroan.

Kebijakan Sistem Manajemen Risiko di Perseroan telah diperbarui berdasarkan Surat Keputusan Direksi No. 10.06/2/SK/HKO.01/2016 tanggal 6 Oktober 2016 tentang Penetapan Pedoman Manajemen Risiko PT PELNI (Persero).

Guna mendukung penerapan Manajemen Risiko ISO 31000, dilakukan peningkatan kesadaran risiko diseluruh lapisan organisasi, membangun ketahanan dan melakukan mitigasi risiko serta menjaga risiko yang tersisa *(residual risk)* pada tingkat yang dapat ditoleransi *(tolerable level)*. Hal ini dimaksudkan agar daya saing *(competitiveness)* dan kelangsungan usaha *(going concern)* perusahaan dapat selalu terjaga. Pedoman ini dapat diterapkan juga pada anak usaha sepanjang telah disetujui oleh Direksi anak usaha. Penerapan manajemen risiko pada anak usaha perlu dilakukan dengan beberapa adaptasi mengingat karakter usaha yang berbeda dengan induk usaha.

1. GENERAL *(continued)*

1.8. The Implementation of Good Corporate Governance (GCG) *(continued)*

The company to evaluate of GCG practices through it's periodic GCG Assessment activities to measure the quality of GCG implementation in each of the company's organs. For the period of 2018 book year, GCG hase been assessment conducted by BPKP representatives of DKI Jakarta in accordance with report No. LGCG-240/PW09/4.1/2019 on the date of 22 May 2019, with Achievement Score of GCG implementation Self Assesment report is 81.56 or well predicate.

1.9. Risk Management

PT PELNI (Persero) has been implemented of Risk Management System that it's based on ISO 31000 framework to establish risk management practices with more wider perspective, easier to be understood, measured and to support of all coordination and integration inter of working unit of the Company.

Risk Management System policy has been updated according to Board of Directors Decree No. 10.06/2/SK/HKO.01/2016 on the date of October 6, 2016 regarding establishment of PT PELNI (Persero) Risk Management Policy.

In order to support the implementation of ISO 31000 risk management, there is an increase in risk awareness across the organizational layer, build resilience and mitigate risk and maintain residual risk at a tolerable level. It is intended so that the competitiveness and the business continuity company can always be awake. These guidelines may be applied also to subsidiaries as long as approved by the BOD subsidiaries. The application of risk management in subsidiaries needs to be done with some adaptations considering the different business characters with the parent business.

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1. UMUM (lanjutan)

1.10. Sertifikasi Sistem Manajemen Mutu

Perseroan telah memperoleh sertifikasi atas aset yang digunakan dalam kegiatan usaha utama dibidang pelayaran, meliputi:

1. GENERAL *(continued)*

1.10. Certification of Quality Management System

The Company has obtained certificates for assets those used in the main business activities in the shipping sector, including:

No.	Nama Sertifikat/ *Name of Certificate*	Lembaga Penerbit Sertifikat/ *Certificate Issuer Institution*	Masa Berlaku/ *Validity Period*
1.	Sertifikat Keselamatan Kapal Penumpang/*Passengers Vessels Safety Certificate*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI/*Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia*	
	a. KM Tilong kabila		03 September 2020
	b. KM Egon		14 Februari 2020
	c. KM Pangrango		23 Juni 2020
	d. KM Lambelu		07 Agustus 2020
	e. KM Bukit Siguntang		11 Maret 2020
	f. KM Sirimau		10 April 2020
	g. KM Nggapulu		24 Agustus 2020
	h. KM Jetliner		29 April 2020
	i. KM Sangiang		13 Juni 2020
	j. KM Bukit Raya		25 Agustus 2020
	k. KM Leuser		19 Maret 2020
	l. KM Awu		18 Februari 2020
	m. KM Lawit		26 Agustus 2020
	n. KM Kelimutu		28 Mei 2020
	o. KM Dorolonda		14 April 2020
	p. KM Sinabung		26 Maret 2020
	q. KM Ciremai		22 April 2020
	r. KM Kelud		02 Mei 2020
	s. KM Binaiya		08 September 2020
	t. KM Tatamailau		20 Agustus 2020
2.	Dokumen Keselamatan Pengawakan Minimum/*Minimum Safe Manning Document*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI/ Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia	
	a. KM Sangiang		14/03/2020 - 13/04/2020
	b. KM Bukit Raya		11/12/2019 - 10/12/2020
	c. KM Lambelu		15/11/2019 - 14/05/2020
	d. KM Lawit		10/12/2019 - 10/12/2020
	e. KM Labobar		07/01/2019 - 06/01/2020
	f. KM Tidar		24/01/2020 - 23/01/2021
	g. KM Ciremai		13/12/2019 - 12/12/2020
	h. KM Dobonsolo		22/01/2019 - 21/01/2020
	i. KM Sinabung		24/01/2019 - 23/01/2020
	j. KM Tatamailau		22/02/2020 - 21/08/2020
	k. KM Kelud		11/12/2020 - 11/12/2020
	l. KM Dorolonda		03/06/2019 - 02/06/2020
	m. KM Nggapulu		17/11/2019 - 16/11/2020

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1. UMUM (lanjutan)

1.10. Sertifikasi Sistem Manajemen Mutu (lanjutan)

1. GENERAL *(continued)*

1.10. Certification of Quality Management System *(continued)*

No.	Nama Sertifikat/ *Name of Certificate*	Lembaga Penerbit Sertifikat/ *Certificate Issuer Institution*	Masa Berlaku/ *Validity Period*
2.	Dokumen Keselamatan Pengawakan Minimum (lanjutan)/*Minimum Safe Manning Document (continued)*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI/ Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia	
	n. KM Gunung Dempo		06/12/2019 - 06/12/2020
	o. KM Kelimutu		14/02/2019 - 13/02/2020
	p. KM Sirimau		13/02/2019 - 12/02/2020
	q. KM Awu		24/01/2019 - 23/01/2020
	r. KM Leuser		24/01/2019 - 23/01/2020
	s. KM Binaiya		28/10/2019 - 27/10/2020
	t. KM Tilongkabila		04/11/2019 - 03/11/2020
	u. KM Jetliner		05/12/2019 - 04/03/2020
	v. KM Egon		22/03/2019 - 21/03/2020
	w. KM Wilis		04/12/2019 - 03/12/2020
	x. KM Pangrango		03/12/2019 - 10/05/2020
3.	Sertifikat Nasional Pencegahan Pencemaran Dari Kapal/N*ational Certificate Of Prevention Of Pollution From Ships*	Dirjen Perhubungan Laut, Kementerian Perhubungan RI/ Marine Transportation General Directorate, Ministry of Transportation Republic of Indonesia	
	a. KM Sangiang		30/08/2019 - 13/06/2020
	b. KM Bukit Raya		08/09/2017 - 07/09/2020
	c. KM Lambelu		17/05/2019 - 17/02/2022
	d. KM Lawit		08/12/2019 - 27/08/2022
	e. KM Labobar		30/09/2019 - 02/01/2023
	f. KM Tidar		24/11/2015 - 23/11/2021
	g. KM Ciremai		08/09/2019 - 26/05/2020
	h. KM Sinabung		25/07/2018 - 24/07/2021
	i. KM Bukit Siguntang		11/03/2019 - 12/06/2021
	j. KM Tatamailau		22/12/2019 - 20/05/2020
	k. KM Kelud		13/07/2018 - 12/07/2020
	l. KM Nggapulu		04/09/2019 - 24/05/2020
	m. KM Kelimutu		07/09/2019 - 27/05/2020
	n. KM Awu		12/09/2018 - 11/09/2021
	o. KM Leuser		14/12/2016 - 13/12/2021
	p. KM Binaiya		17/11/2016 - 16/11/2021
	q. KM Tilongkabila		14/02/2017 - 13/02/2021
	r. KM Jetliner		30/05/2019 - 29/04/2020
	s. KM Egon		04/06/2019 - 04/03/2022
	t. KM Wilis		12/05/2019 - 04/05/2020
	u. KM Gunung Dempo		08/09/2019 - 02/03/2020
	v. KM Pangrango		10/05/2019 - 10/05/2020
	w. KM Dobonsolo		20/06/2019 - 19/06/2020
	x. KM Dorolonda		09/06/2019 - 08/06/2020

1. UMUM (lanjutan)

1.10. Sertifikasi Sistem Manajemen Mutu (lanjutan)

1. GENERAL *(continued)*

1.10. Certification of Quality Management System *(continued)*

No.	Nama Sertifikat/ *Name of Certificate*	Lembaga Penerbit Sertifikat/ *Certificate Issuer Institution*	Masa Berlaku/ *Validity Period*
4.	Sertifikat Garis Muat, Lambung dan Mesin - Kapal Penumpang/*Load Line, Hull and Machine - Passenger Ships Certificate:*		
	a. KM Awu	PT Biro Klasifikasi Indonesia (Persero) / *PT Biro Klasifikasi Indonesia (Persero)*	03/07/2017 - 08/06/2021
	b. KM Bukit Raya		11/06/2019 - 27/03/2024
	c. KM Binaiya		03/05/2019 - 25/03/2024
	d. KM B. Siguntang		24/10/2016 - 23/05/2021
	e. KM Ciremai		29/11/2018 - 01/08/2023
	f. KM Dobonsolo		05/10/2018 - 10/03/2023
	g. KM Dorolonda		25/10/2016 - 11/07/2021
	h. KM Egon		30/09/2015 - 29/06/2020
	i. KM G. Dempo	PT Biro Klasifikasi Indonesia (Persero) / *PT Biro Klasifikasi Indonesia (Persero)*	31/08/2018 - 20/06/2023
	j. KM Kelimutu		07/05/2015 - 04/02/2020
	k. KM Kelud		01/02/2019 - 27/10/2023
	l. KM Lawit		18/11/2019 - 31/08/2024
	m. KM Leuser		16/10/2018 - 28/05/2023
	n. KM Lambelu		23/05/2017 - 15/05/2022
	o. KM Labobar		01/07/2019 - 26/06/2024
	p. KM Nggapulu		07/02/2017 - 05/04/2022
	q. KM Pangrango		27/03/2017 - 09/11/2021
	r. KM Sirimau		21/09/2015 - 17/05/2020
	s. KM Sinabung		31/05/2017 - 18/04/2022
	t. KM Sangiang		18/04/2019 - 12/05/2024
	u. KM Tilong Kabila		12/06/2015 - 04/02/2020
	v. KM Tatamailau		19/01/2016 - 25/03/2020
	w. KM Tidar		26/01/2017 - 26/11/2021
	x. KM Umsini		10/08/2015 - 28/07/2020
	y. KM Wilis		11/05/2015 - 11/02/2020
	z. KM Caraka Jn III-4		24/01/2017 - 25/10/2021
	aa. KM Caraka Jn III-22		03/09/2018 - 12/11/2022
	ab. KM Caraka Jn III-32		11/12/2018 - 20/09/2023
	ac. KFC Jet Liner		18/02/2019 - 04/06/2023

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1. UMUM (lanjutan)

1.11. Entitas Anak

Pada tanggal 31 Desember 2019 dan 2018, entitas anak yang dikonsolidasikan termasuk persentase kepemilikan Perusahaan sebagai berikut:

1. GENERAL *(continued)*

1.11. Subsidiaries

As of December 31, 2019 and 2018, the subsidiaries which were consolidated, including the respective percentages of ownership held by the Company, are as follows:

Entitas Anak/ ***Subsidiaries***	**Bidang Usaha/** ***Line of Business***	**Tahun Operasi Komersial/** ***Start of Commercial Operations***	**Persentase Kepemilikan** ***/Persentage of Ownership***	**Jumlah Aset (Sebelum Eliminasi)/** ***Total Assets (Before Elimination)***	
				31 Desember/ December 2019	***31 Desember/ December 2018***
PT Sarana Bandar Nasional (PT SBN)	Angkutan transportasi, bongkar muat, pengiriman barang, pergudangan, operator terminal laut, truk, custom clearance, pedalaman depo. / *Transportation, loading, logistic, warehouse, marine terminal operator, truck, custom clearance, inland depo.*	**1987**	**99,47%**	**448.641.907.782**	**361.990.635.630**
PT Pelita Indonesia Djaya (PT PID)	Jasa perdagangan umum, jasa kepelabuhan, perusahaan pengutusan kepabeanan, jasa kebersihan, jasa pengamanan, jasa pengelolaan kasur, jasa penyediaan air minum dalam kemasan, jasa pengelolaan hotel, jasa penyediaan hiburan atas kapal/*General trading services, port services, customs delivery companies, cleaning services, security services, mattress management services, bottled water supply services, hotel management services, entertainment services on board.*	**1970**	**99,50%**	**270.581.345.880**	**183.921.499.919**
PT Rumah Sakit Pelni	Rumah Sakit/*Hospital*	**2007**	**99,98%**	**597.431.408.037**	**404.850.884.000**

1.11.1. PT Sarana Bandar Nasional (PT SBN)

PT Sarana Bandar Nasional didirikan berdasarkan Akte Notaris Soelaiman Arjasasmita di Jakarta No. 59 tanggal 31 Maret 1986 dan telah mendapat pengesahan oleh Menteri Hukum dan Perundang-undangan dengan Surat Keputusan Nomor 02-1932 HT 01.01 tahun 1987 tanggal 5 Maret 1987. Anggaran Dasar Entitas diperbaharui dengan Akte Notaris Ny. Imah Fatimah, SH No. 17 tanggal 12 Agustus 1998. Modal yang ditempatkan dan disetor penuh sebesar Rp15.000.000.000.

1.11.1. PT Sarana Bandar Nasional (PT SBN)

PT Sarana Bandar Nasional was established based on the Notary Deed Soelaiman Arjasasmita in Jakarta No. 59 March 31, 1986 and has received approval by the Minister of Law and legislation with the Decree HT 01.01 02-1932 Number 1987 on March 5, 1987. The basic budget entity updated with the Notary Deed Mrs. Imah Fatimah, SH No. 17 on August 12, 1998. The capital placed and paid in full is Rp15,000,000,000.

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1. UMUM (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.1. PT Sarana Bandar Nasional (PT SBN) (lanjutan)

Perubahan anggaran dasar terakhir berdasarkan Akta Notaris Saifullah, SH No. 9 tahun 2008 pada tanggal 12 Agustus 2008 dan telah mendapat persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-5912.AH.01.02 tahun 2008 tanggal 4 September 2008.

Perubahan terakhir tertuang dalam Akta Anggaran Dasar Nomor: 01 tanggal 02 Oktober 2019, dibuat dihadapan Ida Adiningsih, SH., Notaris di Jakarta, dan telah mendapatkan persetujuan Kementrian Hukum dan Hak Asasi Manusia Republik Indonesia, Nomor: AHU-0078035.AH.01.02 Tahun 2019 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Perusahaan Bongkar Muat (PBM) Sarana Bandar Nasional.

Modal Saham

Modal Dasar Perseroan ini sebagaimana tertuang pada pasal 4 Akta Anggaran Dasar Nomor: 11, tanggal 30 Nopember 2015, dibuat dihadapan Yulkhaizar Panuh, SH., Notaris di Jakarta, dan telah mendapatkan persetujuan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia, nomor: AHU-0947214.AH.01.02. tahun 2016 tentang Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT Sarana Bandar Nasional, adalah sebesar Rp60.000.000.000 terbagi atas 60.000 saham, masing-masing saham dengan nilai nominal Rp1.000.000. Dari modal dasar tersebut telah ditempatkan dan disetor 25% atau sejumlah 15.000 saham dengan niai nominal seluruhnya sebesar Rp15.000.000.000.

1. GENERAL *(continued)*

1.11. Subsidiaries *(continued)*

1.11.1. PT Sarana Bandar Nasional (PT SBN) *(continued)*

The last basic budget changes based on the Deed Notary Saifullah, SH No. 9 Year 2008 on August 12, 2008 and has received approval from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-5912.AH.01.02 dated September 4, 2008.

The latest amendment was stated in the Articles of Association Deed Number: 01 dated October 2, 2019, made before Ida Adiningsih, SH., Notary in Jakarta, and was approved by the Ministry of Law and Human Rights of the Republic of Indonesia, Number: AHU-0078035.AH.01.02 Year 2019 concerning Approval of Amendment to the Articles of Association of Limited Liability Companies of PT Sarana Bandar Nasional.

Capital Stock

The company's basic capital as stipulated in article 4 of the Constitution Act Number: 11, dated November 30, 2015, was made in front of Yulkhaizar Panuh, SH., notary in Jakarta, and has obtained approval from the Ministry of Justice and Human Rights of the Republic Indonesia, Number: AHU-0947214. AH. 01.02. year 2016 on approval of amendment of the company's limited liability of PT Sarana Bandar Nasional, is Rp 60,000,000,000 divided into 60,000 shares, each shares with a nominal value of Rp 1,000,000. From The underlying capital has been placed and deposited 25% or a total of 15,000 shares with a total nominal niai of Rp 15,000,000,000.

Pemegang Saham/ *Shareholders*	**Jumlah Saham / *Shares***	**Nilai Nominal/ *Par Value* (Rp)**	**Modal Saham Ditempatkan dan Disetor Penuh/*Issued and Fully Paid Shares Value* (Rp)**	**Persentase Kepemilikan/ *Ownership Percentage***
PT Pelni (Persero)	14.920	1.000.000	14.920.000.000	99,47%
Yayasan Kesehatan Pensiunan Pelni	80	1.000.000	80.000.000	0,53%
Jumlah / *Total*	**15.000**	**1.000.000**	**15.000.000.000**	**100,00%**

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1. UMUM (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.1. PT Sarana Bandar Nasional (PT SBN) (lanjutan)

Dewan Komisaris dan Direksi

Berdasarkan Risalah Rapat Umum Pemegang Saham (RUPS) PT Sarana Bandar Nasional (PT SBN) tentang Pemberhentian dan Pengangkatan anggota Dewan Komisaris PT Sarana Bandar Nasional (PT SBN) Nomor: 11.01/02/SK/HKO.01/2019 tanggal 01 Nopember 2019 sebagai berikut:

1. GENERAL *(continued)*

1.11. Subsidiaries *(continued)*

1.11.1. PT Sarana Bandar Nasional (PT SBN) *(continued)*

Board of Commissioners and Directors

Based on the Minutes of the General Meeting of Shareholders (AGM) of PT Sarana Bandar Nasional (PT SBN) concerning the Dismissal and Appointment of members of the Board of Commissioners of PT Sarana Bandar Nasional (PT SBN) Number: 11.01 / 02 / SK / HKO.01 / 2019 dated November 01, 2019 as follows:

		31 Desember/ *December* 2019		
Dewan Komisaris				***Board Of Commissioners***
Komisaris Utama	:	Harry Boediarto Soewarto	:	*President Commissioner*
Komisaris	:	Tri Andayani	:	*Commissioner*

Berdasarkan Surat Keputusan Direksi PT PELNI (Persero) selaku Rapat Umum Pemegang Saham PT PBM Sarana Bandar Nasional Nomor: 02.06/01/SK/HKO.01/2019 tanggal 06 Februari 2019 tentang, Perpanjangan Masa Jabatan Direksi PT PBM Sarana Bandar Nasional, maka susunan Direksi PT PBM Sarana Bandar Nasional sebagai berikut:

Based on the decision letter of the Board of Directors of PT PELNI (Persero) as the general meeting of shareholders of PT PBM Sarana Bandar Nasional Number: 02.06/01/SK/HKO. 01/2019 dated February 06, 2019 concerning, the extension of the tenure of directors of PT PBM Sarana Bandar Nasional, then the composition of board of directors of PT PBM Sarana Bandar Nasional as follows:

Direksi				***Director***
Direktur Utama	:	Suharyanto	:	*President Director*
Direktur Operasional	:	Murdiyoto	:	*Operation Director*
Direktur Keuangan	:	Nofiyetti Edizar	:	*Finance Director*

Berdasarkan Risalah Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) PT Sarana Bandar Nasional (PT SBN) tentang Pemberhentian dan Pengangkatan anggota Dewan Komisaris PT Sarana Bandar Nasional (PT SBN) tanggal 12 Nopember 2013, dan, Surat Keputusan Direktur Utama PT PELNI (Persero) selaku Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Nomor: 01/DIR/SBN/X/2014 tanggal 16 Oktober 2014, tentang Pemberhentian dan Pengangkatan Direksi PT Sarana Bandar Nasional, maka susunan Dewan Komisaris dan Direksi PT Sarana Bandar Nasional sebagai berikut:

Based on the Minutes of the General Meeting Extraordinary Shareholders (EGM) of PT Sarana Bandar Nasional (PT SBN) on dismissal and appointment of members of the Board of Commissioners of PT Sarana Bandar Nasional (PT SBN) dated November 12, 2013, and, the Decree of the President Director of PT Pelni (Persero) as the General Meeting Extraordinary Shareholders (EGM) Number: 01 / DIR / SBN / X / 2014 dated October 16, 2014, on Termination and Appointment of Directors of PT Sarana Bandar Nasional, the composition of the Board of Commissioners and Directors of PT Sarana Bandar National as follows:

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1. UMUM (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.1. PT Sarana Bandar Nasional (PT SBN) (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

1. GENERAL *(continued)*

1.11. Subsidiaries *(continued)*

1.11.1. PT Sarana Bandar Nasional (PT SBN) *(continued)*

Board of Commissioners and Directors *(continued)*

		31 Desember/ December 2018		
Dewan Komisaris				***Board Of Commissioners***
Komisaris Utama	:	Capt. Daniel E. Bangonan	:	*President Commissioner*
Komisaris	:	August Harris, SH	:	*Commissioner*
Direksi				***Director***
Direktur Utama	:	Suharyanto	:	*President Director*
Direktur Operasional	:	Murdiyoto	:	*Operation Director*
Direktur Keuangan	:	Nofiyetti Edizar	:	*Finance Director*

Tempat dan Kedudukan

Dalam menjalankan usahanya PT Sarana Bandar Nasional berkedudukan di Jl. Cempaka Putih Tengah II Blok B 13-14 Cempaka Putih Jakarta Pusat 10510.

Place and Position

Currently, PT Sarana Bandar National is located in Jl. Cempaka Putih, Central II Block B 13-14 Cempaka Putih 10510.

Sumber Daya Manusia

Jumlah karyawan Perseroan pada tanggal 31 Desember 2019 dan 2018 masing-masing sebanyak 233 dan 255 karyawan.

Human Resources

The number of employees of the company on December 31, 2019 and 2018 are 233 and 255 employees.

Ringkasan Informasi Keuangan Penting

Summary of Key Financial Information

	31 Desember/ December 2019	*31 Desember/ December 2018*	
Aset	448.641.907.782	361.990.635.630	*Assets*
Liabilitas	97.310.188.332	70.666.401.250	*Liabilities*
Ekuitas	351.331.719.450	291.324.234.381	*Equity*
Pendapatan	544.755.690.886	412.984.063.080	*Revenues*
Beban	(484.239.559.971)	(362.811.674.935)	*Expenses*
Laba Tahun Berjalan	60.516.130.915	50.172.388.145	*Profit for The Year*

1.11.2. PT Pelita Indonesia Djaya (PT PID)

PT Pelita Indonesia Djaya, Jakarta didirikan berdasarkan Akte Notaris Djojo Mulyadi, SH di Jakarta No. 3 tanggal 29 September 1969 dan telah mendapat pengesahan oleh Menteri Kehakiman Republik Indonesia pada tanggal 9 Desember 1969.

1.11.2. PT Pelita Indonesia Djaya (PT PID)

PT Pelita Indonesia Djaya, Jakarta was established based on the Notary Act Djojo Mulyadi, SH in Jakarta No. 3 dated September 29, 1969 and was approved by the Minister of Justice of the Republic of Indonesia on December 9, 1969.

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1. UMUM (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.2. PT Pelita Indonesia Djaya (PT PID) (lanjutan)

Anggaran Dasar Perseroan diperbaharui dengan Akte Notaris SP. Henny Singgih, SH No. 21 tanggal 10 April 2001. Modal yang ditempatkan dan disetor penuh adalah sebesar Rp2.010.000.000.

Berdasarkan Undang-undang Nomor 40 Tahun 2007 tentang Perseroan Terbatas, PT PID merubah Anggaran Dasar Perusahaan, sesuai Akta Notaris No, 7 tanggal 10 Juni 2009 oleh Notaris Raden Mas Soediarto Soenarto, SH, SpN. Persetujuan Kementerian Hukum dan Hak Asasi Manusia No : AHU-4380.AH.01.02.Tahun 2009 Tanggal 04 September 2009, perubahan terakhir Akta Notaris No 6 tanggal 15 Maret 2016 oleh Notaris Dewi Sugina Mulyani, SH Persetujuan Menhumkam Nomor :AHU-AH.01.03.0031933 tanggal 16 Maret 2016.

Modal Saham

Modal saham yang disetor ke Entitas merupakan 99,5% penyertaan PT Pelayaran Nasional Indonesia dan 0,5% penyertaan Yayasan Kesehatan Pensiunan Pelni sesuai dengan Akta Notaris Raden Mas Soediarto Soenarto, SH No. 7 tanggal 10 Juni 2009 yang disahkan dengan Keputusan Menteri Kehakiman Republik Indonesia No.AHU-43800.AH.01.02 tahun 2009 tanggal 4 September 2009.

1. GENERAL *(continued)*

1.11. Subsidiaries *(continued)*

1.11.2. PT Pelita Indonesia Djaya (PT PID) *(continued)*

The Articles of Association of the Company are updated by Notarial Deed SP. Henny Singgih, SH. No. 21 dated April 10, 2001. The issued and fully paid capital amounted to Rp2,010,000,000.

Based on Law Number 40 of 2007 concerning Limited Liability Companies, PT PID amended the Articles of Association of the Company, in accordance with Notarial Deed No. 7 dated June 10, 2009 by Notary Raden Mas Soediarto Soenarto, SH, SpN. Approval from the Ministry of Justice and Human Rights No: AHU-4380.AH.01.02.Tahun 2009 On September 4, 2009, the latest amendment to Notarial Deed No. 6 dated March 15, 2016 by Notary Dewi Sugina Mulyani, SH Menhumkam Approval Number: AHU-AH.01.03.0031933 dated March 16, 2016

Shares Capital

Shares Capital paid to the entity is 99.5% ownership of PT Pelayaran Nasional Indonesia and 0.5% ownership in accordance Yayasan Kesehatan Pensiunan Pelni Deed Raden Mas Soediarto Soenarto, SH No. 7 dated June 10, 2009 were approved by the Minister of Justice of the Republic of Indonesia No. AHU-43800.AH.01.02 in 2009 on September 4, 2009.

Pemegang Saham/ *Shareholders*	**Jumlah Saham / *Shares***	**Nilai Nominal/ *Par Value* (Rp)**	**Modal Saham Ditempatkan dan Disetor Penuh/*Issued and Fully Paid Shares Value* (Rp)**	**Persentase Kepemilikan/ *Ownership Percentage***
PT Pelni (Persero)	2.000	1.000.000	2.000.000.000	99,50%
Yayasan Kesehatan Pensiunan Pelni	10	1.000.000	10.000.000	0,50%
Jumlah / *Total*	**2.010**	**1.000.000**	**2.010.000.000**	**100,00%**

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1. UMUM (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.2. PT Pelita Indonesia Djaya (PT PID) (lanjutan)

Dewan Komisaris dan Direksi

Berdasarkan pernyataan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) Nomor : 5 tanggal 13 Desember 2019 yang diaktakan dihadapan Notaris Ida Adiningsih, SH mengenai perubahan susunan Direksi dan Komisaris PT Pelita Indonesia Djaya (PT PID) dan telah mendapat persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Nomor : AHU-AH.01.03-0373318 tanggal 16 Desember 2019, maka susunan Direksi dan Komisaris PT Pelita Indonesia Djaya (PT PID) adalah sebagai berikut :

1. GENERAL *(continued)*

1.11. Subsidiaries *(continued)*

1.11.2. PT Pelita Indonesia Djaya (PT PID) *(continued)*

Board of Commissioners and Directors

Based on the statement of the Extraordinary General Meeting of Shareholders (EGMS) Number: 5 dated December 13, 2019 which was notarized before Ida Adiningsih, SH regarding changes in the composition of the Directors and Commissioners of PT Pelita Indonesia Djaya (PT PID) and was approved by the Ministry of Justice and Human Rights Number: AHU- AH.01.03-0373318 dated December 2019, the composition of the Directors and Commissioners of PT Pelita Indonesia Djaya (PT PID) is as follows:

		31 Desember/ *December* 2019		
Dewan Komisaris				***Board Of Commissioners***
Komisaris Utama	:	Olih Masolich Sodikin	:	*President Commissioner*
Komisaris Utama	:	Muhammad Tukul Harsono	:	*President Commissioner*
Direksi				***Director***
Direktur Utama	:	Effendi	:	*President Director*
Direktur Operasi	:	Plt. Effendi	:	*Operation Director*

Berdasarkan Keputusan Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) PT Pelita Indonesia Djaya Nomor :AHU-10.AH.02.02- Tahun 2009 Tanggal 24 April 2009 Keputusan Kepala Badan Pertahanan Nasional RI Nomor : 104/KEP-17.3/III/2011 Tanggal 21 Maret 2011 Tentang Pemberhentian dan Pengalihan Tugas Anggota Direksi Perusahaan PT Pelita Indonesia Djaya maka susunan Direksi PT Pelita Indonesia Djaya sebagai berikut:

Based on the General Meeting Extraordinary Shareholders (EGM) of PT Pelita Indonesia Djaya Number: AHU-10.AH.02.02- Year 2009 dated April 24, 2009 Decree of the Head of the National Defence Decree No. 104 / KEP-17.3 / III / 2011 Date March 21, 2011 On Termination and Transfer of Duties Members of the Board of Directors of PT Pelita Indonesia Djaya membership of the Board of Directors the PT Pelita Indonesia Djaya as follows:

		31 Desember/ *December* 2018		
Dewan Komisaris				***Board Of Commissioners***
Komisaris Utama	:	Olih Masolich Sodikin	:	*President Commissioner*
Direksi				***Director***
Direktur Utama	:	Effendi	:	*President Director*
Direktur Operasi	:	Asiano Yames Iryanto Lontoh	:	*Operation Director*

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1. UMUM (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.2. PT Pelita Indonesia Djaya (PT PID) (lanjutan)

Tempat dan Kedudukan

Entitas berkedudukan di Jalan Palmas No 2 Pelabuhan Tanjung Priok Jakarta Utara.

Sumber Daya Manusia

Jumlah karyawan Perseroan pada tanggal 31 Desember 2019 dan 2018 masing-masing sebanyak 1.433 dan 1.098.

1. GENERAL *(continued)*

1.11. Subsidiaries *(continued)*

1.11.2. PT Pelita Indonesia Djaya (PT PID) *(continued)*

Place and Position

Entities domiciled in Palmas No 2, Tanjung Priok Port in North Jakarta.

Human Resources

The number of employees of the company on December 31, 2018 and 2017 are 1,433 and 1,098 employees.

Ringkasan Informasi Keuangan Penting / ***Summary of Key Financial Information***

	31 Desember/ December 2019	***31 Desember/ December 2018***	
Aset	270.581.345.880	183.921.499.919	*Assets*
Liabilitas	123.160.052.780	65.803.534.754	*Liabilities*
Ekuitas	147.421.293.100	118.117.965.165	*Equity*
Pendapatan	486.554.364.546	385.258.660.978	*Revenues*
Beban	(427.432.182.930)	(344.855.299.015)	*Expenses*
Laba Tahun Berjalan	59.122.181.616	40.328.906.464	*Profit for The Year*

1.11.3. PT Rumah Sakit PELNI

PT Rumah Sakit PELNI, didirikan berdasarkan Akta Notaris Yulkhaizar, SH No. 7 tanggal 9 November 2007 di Jakarta. PT Rumah Sakit PELNI merupakan salah satu usaha sampingan dari Entitas yang sejak tanggal 1 Juli 2007 dipisah menjadi Entitas Anak. Modal yang ditempatkan dan disetor penuh adalah sebesar Rp59.480.000.000.

Modal Saham

Berdasarkan Akta Notaris Yulkhaizar Panuh, SH., No. 7 tanggal 9 November 2008, modal dasar Perseroan berjumlah Rp237.920.000.000 terbagi atas 237.920 lembar saham, masing-masing saham bernilai nominal sebesar Rp 1.000.000.

Modal dasar ditempatkan dan disetor penuh sebesar 25% atau Rp 59.480.000.000 yang terdiri dari 59.480 lembar saham dengan nilai nominal sebesar Rp1.000.000.

1.11.3. PT Rumah Sakit PELNI

PT Rumah Sakit PELNI, was established based on the Deed Notary Yulkhaizar, SH No. 7 date of November 9, 2007 in Jakarta. PT Rumah Sakit PELNI is one of the side business of entity that since July 1, 2007 are separated into subsidiary. The capital placed and paid in full is Rp59,480,000,000.

Share Capital

Based on Notarial Deed Yulkhaizar Panuh, SH., No.7 dated November 9, 2008, authorized capital stock amounting to Rp237,920,000,000 divided into 237,920 shares, each share having a nominal value of Rp 1,000,000.

Authorized and issued capital stock of 25% or Rp 59,480,000,000 consisting of 59,480 shares with a nominal value of Rp1,000,000.

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1. UMUM (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.3. PT Rumah Sakit PELNI (lanjutan)

Modal Saham (lanjutan)

Berdasarkan Hasil Keputusan Rapat Umum Pemegang Saham Luar Biasa Perseroan khususnya perihal Persetujuan Konversi Hutang menjadi Penambah Penyertaan Modal pada PT Rumah Sakit Pelni, telah diambil keputusan bahwa Anggaran Dasar PT Rumah Sakit Pelni diubah melalui Akta No.12 tanggal 23 April 2018, dihadapan Notaris Ida Adiningsih S.H., mengenai perubahan peningkatan modal ditempatkan/disetor PT Rumah Sakit Pelni. Sehingga komposisi kepemilikan pemegang saham tahun 2018 menjadi:

1. GENERAL *(continued)*

1.11. Subsidiaries *(continued)*

1.11.3. PT Rumah Sakit PELNI *(continued)*

Share Capital *(continued)*

Based on the results of the Decision of the Extraordinary General Meeting of Shareholders, especially regarding Debt Conversion Agreement to Increase the Equity Participation at PT Rumah Sakit Pelni, a decision was made that the Articles of Association of PT Rumah Sakit Pelni were amended through Deed No.12 dated April 23, 2018 before Notary Ida Adiningsih SH, regarding changes in the increase in the issued / paid-up capital of PT Rumah Sakit Pelni. So that the composition of shareholders ownership in 2018 becomes:

Pemegang Saham / *Shareholders*	**Jumlah Saham / *Shares***	**Nilai Nominal/ *Par Value* (Rp)**	**Modal Saham Ditempatkan dan Disetor Penuh/ *Issued and Fully Paid Shares Value* (Rp)**	**Persentase Kepemilikan/ *Ownership Percentage***
PT Pelni (Persero)	100.035	1.000.000	100.035.000.000	99,98%
Yayasan Kesehatan Pensiunan Pelni	25	1.000.000	25.000.000	0,02%
Jumlah / *Total*	**100.060**	**1.000.000**	**100.060.000.000**	**100,00%**

Dewan Komisaris dan Direksi

Berdasarkan Keputusan Direksi PT PELNI (Persero) selaku Rapat Umum Pemegang Saham Mayoritas PT Rumah Sakit Pelni Nomor: 11.01/01/SK/HKO.01/2019 tanggal 01 Nopember 2019 tentang Pemberhentian Anggota Direksi PT Rumah Sakit Pelni, maka susunan Dewan Komisaris dan Direksi PT Rumah Sakit Pelni untuk periode enam bulan yang berakhir 31 Desember 2019, sebagai berikut:

Board of Commissioners and Directors

Based on the Decree of the Board of Directors of PT PELNI (Persero) as the General Meeting of Shareholders in the Majority of PT Rumah Sakit Pelni Number: 11.01 / 01 / SK / HKO.01 / 2019 dated November 1, 2019 concerning the Dismissal of the Directors of PT Rumah Sakit Pelni, the composition of the Board of Commissioners and The Directors of PT Rumah Sakit Pelni for the period of six months ended December, 31 2019, as follows:

		31 Desember/ *December* 2019		
Dewan Komisaris				***Board Of Commissioners***
Komisaris Utama	:	Ganefi	:	*President Commissioner*
Komisaris	:	Syahril Japarin	:	*Commissioner*
Direksi				***Directors***
Direktur Utama	:	Mohamad Kartobi, SE, Ak	:	*President Director*
Direktur	:	dr. Rooshardianty S, MBA	:	*Director*

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1. UMUM (lanjutan)

1.11. Entitas Anak (lanjutan)

1.11.3. PT Rumah Sakit PELNI (lanjutan)

Dewan Komisaris dan Direksi (lanjutan)

Berdasarkan Keputusan Direksi PT PELNI (Persero) selaku Rapat Umum Pemegang Saham Mayoritas PT Rumah Sakit Pelni Nomor: 10.22/03/SK/HKO.01/2018 tanggal 22 Oktober 2018 tentang Pengangkatan Komisaris Utama PT Rumah Sakit Pelni, maka susunan Dewan Komisaris dan Direksi PT Rumah Sakit Pelni sebagai berikut:

1. GENERAL *(continued)*

1.11. Subsidiaries *(continued)*

1.11.3. PT Rumah Sakit PELNI *(continued)*

Board of Commissioners and Directors *(continued)*

In accordance with Decree of the Board of Directors of PT Pelni (Persero), Appointment of Commissioners of PT Rumah Sakit PELNI and Decree Number: 10.22/03/SK/HKO.01/2018 dated October 22, 2018 on the Appointment and Transfer of Board of Commissioners of PT Rumah Sakit PELNI with the following composition:

		31 Desember/ *December* 2018		
Dewan Komisaris				***Board Of Commissioners***
Komisaris Utama	:	Ganefi	:	*President Commissioner*
Komisaris	:	Wibisono, SE., MM	:	*Commissioner*
Komisaris	:	Laksda TNI (PURN) dr. H Darmansyah	:	*Commissioner*
Direksi				***Directors***
Direktur Utama	:	dr. Fathema Djan Rachmat, Sp.B.BTKV (K)	:	*President Director*
Direktur Adm.& Keuangan	:	Mohamad Kartobi	:	*Director of Adm & Financial*
Direktur Operasi	:	dr. Rooshardianty Suryandari, MBA	:	*Director of Operation*
Direktur Medis	:	dr. Astari Mayang Anggarani, MARS	:	*Director of Medical*

Tempat dan Kedudukan

Saat ini, PT RS Pelni beralamat di Jl. Aipda K.S Tubun No.92-94, Jakarta Barat 11410.

Place and Position

Currently, PT RS Pelni Located In Aipda K. S Tubun No.92-94, West Jakarta 11410.

Sumber Daya Manusia

Jumlah karyawan Perseroan pada tanggal 31 Desember 2019 dan 2018 masing-masing sebanyak 1.206 dan 1.214 karyawan.

Human Resources

The number of employees of the company on December 31, 2019 and 2018 are 1,206 and 1,214 employees.

Ringkasan Informasi Keuangan Penting / ***Summary of Key Financial Information***

	***31 Desember/ December* 2019**	***31 Desember/ December* 2018**	
Aset	597.431.408.037	404.850.884.000	*Assets*
Liabilitas	303.314.112.706	194.873.138.613	*Liabilities*
Ekuitas	294.117.295.331	209.977.745.386	*Equity*
Pendapatan	681.472.401.623	466.952.775.747	*Revenues*
Beban	(671.327.994.669)	(424.902.703.471)	*Expenses*
Laba Tahun Berjalan	10.144.406.955	37.406.997.564	*Profit for The Year*

2. KETENTUAN JASA PERKAPALAN

PT Pelni (Persero) dalam menjalankan kegiatan jasa perkapalan tunduk pada Undang-undang Republik Indonesia nomor 17 Tahun 2008, tentang Pelayaran dan Peraturan Pemerintah Republik Indonesia nomor 64 Tahun 2015, tentang Kepelabuhanan, serta ketentuan-ketentuan yang ditetapkan oleh Menteri Perhubungan. Beberapa ketentuan penting yang berkaitan dengan jasa perkapalan:

a. Peraturan Presiden Nomor 2 Tahun 2016 Tentang Penyelenggaraan Kewajiban Pelayanan Publik Kapal Perintis Milik Negara.

b. Peraturan Presiden Nomor 71 Tahun 2015 tentang Penetapan dan Penyimpanan Barang Kebutuhan Pokok dan Barang Penting.

c. Peraturan Presiden Nomor 106 Tahun 2015 tentang Penyelenggaraan Kewajiban Publik untuk Angkutan Barang di Laut.

d. Peraturan Menteri Perhubungan Nomor PM. 4 Tahun 2018 tentang Penyelenggaraan Kewajiban Pelayanan Publik Untuk Angkutan Barang di Laut.

e. Peraturan Menteri Perhubungan RI Nomor PM. 48 Tahun 2018 tentang Penyelenggaraan Kewajiban Pelayanan Publik Kapal Perintis.

f. Peraturan Menteri Perhubungan Nomor 23 tahun 2019 diubah tentang perubahan kedua atas Peraturan Menteri Perhubungan Nomor PM 29 Tahun 2018 tentang Tarif Angkutan Barang Di Laut Dalam Rangka Pelaksanaan Kewajiban Pelayanan Publik (*Public Service Obligation*).

g. Peraturan Menteri Perhubungan Nomor PM 40 tahun 2019, Pemeriksaan kesehatan pelaut, tenaga penunjang keselamatan pelayaran, dan lingkungan kerja pelayaran.

h. Peraturan Menteri Perhubungan nomor PM 119 tahun 2015 tentang perubahan atas Peraturan Menteri Perhubungan nomor PM 37 tahun 2015 tentang Standar pelayanan penumpang angkutan laut.

i. Peraturan Menteri Perhubungan nomor PM 2 tahun 2019 tentang Komponen biaya dan pendapatan yang diperhitungkan dalam penyelenggaraan angkutan kewajiban pelayanan publik bidang angkutan laut untuk penumpang kelas ekonomi.

2. SHIPPING SERVICES REGULATION

PT Pelni (Persero) in carrying out of shipping services activities is subject to the Law of the Republic of Indonesia for number 17 of 2008, concerning of Shipping and Regulation of the Government of the Republic of Indonesia number 64 of 2015, on Ports, as well as the provisions stipulated by the Minister of Transportation. Some important provisions that are related to shipping services such as follows :

a. Presidential Regulation Number 2 on the year of 2016 concerning of State Owned Pioneer Ship Public Service Obligation Implementation.

b. Presidential Regulation Number 71 on the year of 2015 concerning of Stipulation and Storing of Groceries and Valuable Goods.

c. Presidential Regulation Number 106 on the year of 2015 concerning of Public Service Obligation Implementation for Marine Cargo.

d. Minister of Transportation Regulation Number PM. 4 on the year of 2018 concerning of Public Service Obligation for Marine Cargo.

e. Minister of Transportation RI Regulation Number PM. 48 in the year of 2018 concerning the Implementation of Pioneering Public Service Obligations.

f. Minister of Transportation Regulation Number 23 on year of 2019 is amended on the second amendment to Regulation of Minister of Transportation Number PM 29 on the year of 2018 concerning Tariffs for freight Goods at Sea in Context of Implementing Public Service Obligations.

g. Minister of Transportation Regulation Number PM 40 on the year of 2019, Sailors' health checks, shipping safety support personnel, and shipping work environment.

h. Minister of Transportation Regulation number PM 119 on the year of 2015 concerning of changes to the Minister of Transportation Regulation number PM 37 on the year of 2015 concerning Sea transport passengers service standards.

i. Minister of Transportation Regulation number PM 2 on the year of 2019 concerning of components of costs and revenues that are calculated in the implementation of public service obligation transportation in the field of sea transportation for economy class passengers.

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2. KETENTUAN JASA PERKAPALAN (lanjutan)

j. Peraturan Menteri Perhubungan Nomor PM 49 tahun 2017 tentang penyelenggaraan dan pengusahaan jasa pengurusan transportasi.

k. Peraturan Menteri Perhubungan Nomor PM 109 tahun 2017 tentang tarif batas atas angkutan penumpang laut dalam negeri kelas ekonomi.

l. Peraturan Menteri Perhubungan Nomor PM 109 tahun 2018 tentang perubahan keempat atas Peraturan Menteri Perhubungan nomor PM 182 tahun 2015, tentang Tarif muatan untuk kegiatan subsidi pengoperasian kapal ternak.

2. SHIPPING SERVICES REGULATION *(continued)*

j. Minister of Transportation Regulation Number PM 49 on the year of 2017 concerning of administration and operation of transportation management services.

k. Minister of Transportation Regulation Number PM 109 on the year of 2017 concerning of rate limits on domestic economy class sea passengers transportation.

l. Minister of Transportation Regulation Number PM 109 on the year of 2018 concerning of fourth amendment to Regulation of Minister of Transportation number PM 182 on the year of 2015, concerning of cargo rate for subsidy cattle ship operations.

3. PENERAPAN STANDAR AKUNTANSI KEUANGAN (PSAK) BARU DAN REVISI DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN (ISAK)

a. Standar dan Amandemen Standar yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan dari Ikatan Akuntan Indonesia yang berlaku efektif pada tahun buku 2019, namun dampaknya tidak signifikan terhadap laporan keuangan.

- PSAK 22 (penyesuaian), Kombinasi Bisnis;
- PSAK 24 (amendemen), Imbalan Kerja tentang amendemen, kurtailmen, atau penyelesaian program;
- PSAK 26 (penyesuaian), Biaya Pinjaman;
- PSAK 46 (penyesuaian), Pajak Penghasilan;
- PSAK 66 (penyesuaian), Pengaturan Bersama;
- ISAK 33, Transaksi Valuta Asing dan Imbalan di Muka; dan
- ISAK 34, Ketidakpastian dalam Perlakuan Pajak Penghasilan.

3. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (PSAK) AND INTERPRETATIONS OF FINANCIAL ACCOUNTING STANDARDS (ISAK)

a. Standards and Amendments Standards that issued by Financial Accounting Standards of Board of Indonesian Institute of Accountants which became effective on the year of 2019, but it's impact is not significant to the financial statements.

- *PSAK 22 (improvement), Business Combination;*
- *PSAK 24 (amendment), Plan Amendment, Curtailment or Settlement;*
- *PSAK 26 (improvement), Borrowing Cost;*
- *PSAK 46 (improvement), Income Tax;*
- *PSAK 66 (improvement), Joint Arrangement;*
- *ISAK 33, Foreign Currency Transactions and Advance Consideration; and*
- *ISAK 34, Uncertainty Over Income Tax Treatments.*

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3. PENERAPAN STANDAR AKUNTANSI KEUANGAN (PSAK) BARU DAN REVISI DAN INTERPRETASI STANDAR AKUNTANSI KEUANGAN (ISAK) (lanjutan)

b. Standar dan Amandemen Standar yang telah diterbitkan oleh Dewan Standar Akuntansi Keuangan dari Ikatan Akuntan Indonesia, relevan namun baru berlaku efektif untuk tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2020, dengan penerapan dini diperkenankan, yaitu:

- PSAK 15 (Amandemen), "Investasi pada Entitas Asosiasi dan Ventura Bersama tentang Kepentingan Jangka Panjang pada Entitas Asosiasi dan Ventura Bersama"
- PSAK 62 (Amandemen), "Kontrak Asuransi: Menerapkan PSAK 71: Instrumen Keuangan dengan PSAK 62: Kontrak Asuransi"
- PSAK 71 (Amandemen 2017), "Instrumen Keuangan"
- PSAK 72 (Amandemen 2017), "Pendapatan dari Kontrak dengan Pelanggan"
- PSAK 73, "Sewa"

3. ADOPTION OF NEW AND REVISED STATEMENTS OF FINANCIAL ACCOUNTING STANDARDS (PSAK) AND INTERPRETATIONS OF FINANCIAL ACCOUNTING STANDARDS (ISAK) *(continued)*

b. Standard and Amendment Standards that hase been issued by the Financial Accounting Standards Board of Indonesian Institute of Accountants, are relevant but it's effectively for financial book year in beginning on or after January 1, 2020, with early application permitted as follows :

- *PSAK 15 (Amendment), "Investments in Associates and Joint Ventures: Long Term Interest in Associate and Joint Ventures"*
- *PSAK 62 (Amendment), "Insurance Contract: Applying PSAK 71: Financial Instruments with PSAK 62: Insurance Contracts"*
- *PSAK 71 (Amendment 2017), "Financial Instruments"*
- *PSAK 72 (Amendment 2017), "Revenue from Contract with Customers"*
- *PSAK 73, "Leases"*

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING

a. Pernyataan Kepatuhan

Laporan keuangan disusun dan disajikan dengan menggunakan Standar Akuntansi Keuangan di Indonesia, meliputi Pernyataan Standar Akuntansi Keuangan (PSAK) dan Interpretasi Standar Akuntansi Keuangan (ISAK) yang diterbitkan oleh Dewan Standar Akuntansi Keuangan (DSAK) - Ikatan Akuntan Indonesia.

b. Dasar Penyajian dan Penyusunan Laporan Keuangan Konsolidasian

Penyajian laporan keuangan disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan (PSAK) No. 1 (Amandemen 2017), “Penyajian Laporan Keuangan”.

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan untuk tahun yang berakhir tanggal 31 Desember 2019 adalah konsisten dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan untuk tahun yang berakhir tanggal 31 Desember 2018.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES

a. The Statement of Compliance

Financial statements are compiled and presented using the Financial accounting standards in Indonesia, including the statement of Financial Accounting Standards (PSAK) and the interpretation of Financial Accounting Standards (ISAK) issued by the Accounting Standards Council Finance (DSAK)-Indonesian Institute of Accountants.

b. Basic of Presentation and Preparation of the Consolidated Financial Statement

Presentation of financial statements has been prepared in accordance to Statements of Financial Accounting Standard (PSAK) No. 1 (Amendment 2017), “Presentation of Financial Statements”.

Accounting policies that has been implemented in preparation of financial statements for the year ended December 31, 2019 are consistent with those implemented in preparation of financial statements on the year ended December 31, 2018.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

b. Dasar Penyajian dan Penyusunan Laporan Keuangan Konsolidasian (lanjutan)

Laporan keuangan, kecuali laporan arus kas, disusun berdasarkan konsep akrual dengan menggunakan konsep biaya historis, kecuali untuk beberapa akun tertentu yang diukur berdasarkan pengukuran sebagaimana diuraikan dalam kebijakan akuntansi masing-masing akun tersebut.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi, dan pendanaan. Untuk tujuan pelaporan arus kas, kas dan setara kas terdiri dari kas, bank dan semua investasi yang jatuh tempo dalam tiga bulan atau kurang dari tanggal perolehannya dan tidak dijaminkan serta tidak dibatasi penggunaannya.

Penyusunan laporan keuangan yang disusun berdasarkan Standar Akuntansi Keuangan Indonesia memerlukan penggunaan estimasi akuntansi tertentu dan asumsi-asumsi.

Hal ini juga mengharuskan manajemen untuk melakukan pertimbangan dalam proses penerapan kebijakan akuntansi di dalam Perseroan. Area yang kompleks atau memerlukan tingkat pertimbangan yang lebih tinggi, atau area dimana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan diungkapkan dalam Catatan 5.

Walaupun estimasi ini dibuat berdasarkan pengetahuan terbaik manajemen atas kejadian dan tindakan saat ini, hasil yang timbul mungkin berbeda dengan jumlah yang diestimasi semula.

c. Penjabaran Mata Uang Asing

Mata Uang Fungsional dan Pelaporan

Transaksi-transaksi yang termasuk dalam laporan keuangan diukur dengan mata uang lingkungan ekonomi utama dimana entitas beroperasi (“mata uang fungsional”). Laporan keuangan disajikan dalam Rupiah, yang merupakan mata uang fungsional dan penyajian Perseroan.

Seluruh angka keuangan dalam laporan keuangan ini disajikan dalam Rupiah penuh, kecuali apabila dinyatakan lain.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

b. Basic of Presentation and Preparation of the Consolidated Financial Statement *(continued)*

Financial statements, except for statements of cash flows, it's been prepared by an accrual basis that using of historical cost concept, except for certain accounts which it's measured based on described in the related accounting policies of each account.

The statements of cash flows prepared using the direct method the cash flows into operating, investing and financing activities. For cash flows presentation purposes, cash and cash equivalents comprise of cash on hand, cash in bank and all unrestricted investments with maturities of three months or less from the date of placement.

Preparation of financial statements has been prepared based on Indonesian Financial Accounting Standards that it's required to using of certain critical accounting estimates and assumptions.

It's been also required by management to consider in process of implementing the accounting policies within Company. Complex areas or require higher levels of consideration, or areas where assumptions and estimates may have significant impact on the financial statements are disclosed in Note 5.

Although these estimates are based on management's best knowledge of the event and the current action, it's results may differ with originally estimated amount in the beginning.

c. Foreign Currency Translation

Functional Currencies and Reporting

Transaction those included in financial statements has been measured by using of primary economic environmental currency which entity to operate (“the functional currency”). Financial statements are presented in Rupiah, which is Company’s currency functional and presentation .

All financial figures in financial statements is presented in Indonesian Rupiah unless otherwise stated.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

c. Penjabaran Mata Uang Asing (lanjutan)

Transaksi dan Saldo

Sesuai PSAK No.10 Pengaruh Perubahan Kurs Valuta Asing (Penyesuaian 2014), pada pengakuan awal, transaksi valuta asing dicatat dalam mata uang fungsional (yaitu: Rupiah). Jumlah valuta asing dihitung ke dalam mata uang fungsional dengan kurs spot antara mata uang fungional dan valuta asing pada tanggal transaksi.

Pada akhir setiap periode pelaporan:

- Pos moneter valuta asing dijabarkan menggunakan kurs penutup;
- Pos non moneter yang diukur dalam biaya historis dalam valuta asing dijabarkan menggunakan kurs pada tanggal transaksi; dan
- Pos non moneter yang diukur pada nilai wajar dalam valuta asing dijabarkan menggunakan kurs pada tanggal ketika nilai wajar diukur.

Transaksi dalam mata uang asing dijabarkan kedalam mata uang fungsional menggunakan kurs pada tanggal transaksi. Keuntungan atau kerugian selisih kurs yang timbul dari penyelesaian transaksi dan dari penjabaran pada kurs akhir tahun atas aset dan liabilitas moneter dalam mata uang asing diakui dalam laba rugi.

Mata Uang Penyajian Berbeda dengan Mata Uang Fungsionalnya

Ketika penggunaan mata uang penyajian berbeda dengan mata uang fungsionalnya, maka:

- Aset dan liabilitas disajikan/dijabarkan menggunakan kurs penutup pada tanggal laporan posisi keuangan;
- Penghasilan dan beban untuk setiap laporan laba rugi dan penghasilan komprehensif lain dijabarkan dengan menggunakan kurs transaksi; dan
- Selisih kurs yang dihasilkan diakui dalam penghasilan komprehensif lain.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

c. Foreign Currency Translation *(continued)*

Transactions and Balances

In accordance with PSAK No.10 The Effect of Changes in Foreign Exchange Rates (Adjustment 2014), on initial recognition, foreign exchange transactions are recorded in the functional currency (ie: Rupiah). The amount of foreign currency is calculated into the functional currency at the spot rate between the fungional and foreign currencies on the date of the transaction.

At the end of each reporting period:

- *Foreign exchange monetary items are translated using the closing exchange rate;*
- *Pos nonmonetary measured in historical cost in a foreign currency are translated using the exchange rate at the date of the transaction; and*
- *Pos nonmonetary measured at fair value in a foreign currency are translated using the exchange rate at the date when fair value is measured.*

Transactions in foreign currencies are translated into functional currency by using of exchange rate on the date of the transaction. Exchange arising as result of gains or losses from transaction settlement and from translation at the end of the year exchange rates on monetary assets and liabilities in foreign currencies are recognized in profit or loss.

Presentation Currency Differs from its Functional Currency

When the use of a presenting currency differs from its functional currency, then:

- *Assets and liabilities are presented/ translated at the closing rate at the statement of financial position date;*
- *Income and expenses for each income statement and other comprehensive income are translated at the transaction exchange rate; and*
- *Resulting of foreign exchange difference is recognized in other comprehensive income.*

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

c. Penjabaran Mata Uang Asing (lanjutan)

Kurs penutup yang digunakan pada akhir periode pelaporan adalah kurs tengah Bank Indonesia sebagai berikut:

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

c. Foreign Currency Translation *(continued)*

Closing exchange rate that used at the end of reporting is the middle exchange rate of Bank Indonesia as follows:

	2019	2018	
1 EURO	Rp 15.589	Rp 16.560	*1 EURO*
1 USD	Rp 13.901	Rp 14.481	*1 USD*
1 SGD	Rp 10.321	Rp 10.603	*1 SGD*
1 AUD	Rp 9.739	Rp 10.211	*1 AUD*
1 JPY	Rp 128	Rp 131	*1 JPY*

Selanjutnya, untuk pungutan dan penyetoran pajak-pajak (PPN dan PPh) berkenaan dengan tagihan dan kewajiban dalam mata uang asing dibayarkan dengan Rupiah, dan dicatat sesuai dengan 'kurs pajak mingguan' yang berlaku pada tanggal diterbitkannya faktur pajak yang bersangkutan.

For the next, the collection and remittance of taxes (VAT and income tax) in relationship to claims and liabilities in foreign currency would be pay in dollars, and it's recorded in accordance by 'weekly tax rate" that applicable at the date of issuance of tax invoice.

d. Dasar Konsolidasian

Laporan keuangan konsolidasian menggabungkan laporan keuangan Perusahaan dan entitas yang dikendalikan oleh Perusahaan dan entitas anak (termasuk entitas terstruktur). Pengendalian tercapai dimana Perusahaan memiliki kekuasaan atas investee; eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan investee; dan kemampuan untuk menggunakan kekuasaannya atas investee untuk mempengaruhi jumlah imbal hasil investor.

Perusahaan menilai kembali apakah investor mengendalikan investee jika fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari tiga elemen pengendalian yang disebutkan diatas.

Ketika Perusahaan memiliki kurang dari hak suara mayoritas di-investee, ia memiliki kekuasaan atas investee ketika hak suara investor cukup untuk memberinya kemampuan praktis untuk mengarahkan aktivitas relevan secara sepihak.

d. Basic of Consolidation

The consolidated financial statements incorporate the financial statements of the Company and entities (including structured entities) controlled by the Company and its subsidiaries. Control is achieved where the Company has the power over the investee; is exposed, or has rights, to variable returns from its involvement with the investee; and has the ability to use its power to affect its returns.

The Company reassesses whether or not it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control listed above.

When the Company has less than a majority of the voting rights of an investee, it has power over the investee when the voting rights are sufficient to give it the practical ability to direct the relevant activities of the investee unilaterally.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

d. Dasar Konsolidasian (lanjutan)

Perusahaan mempertimbangkan seluruh fakta dan keadaan, yang relevan dalam menilai apakah hak suara atas investee tersebut mencukupi untuk memberinya kekuasaan, termasuk (i) ukuran kepemilikan hak suara Perusahaan relative terhadap ukuran dan penyebaran kepemilikan pemilik suara lain; (ii) hak suara potensial yang dimiliki oleh Perusahaan, pemegang suara lain atau pihak lain; (iii) hak yang timbul dari pengaturan kontraktual lain; dan (iv) fakta dan keadaan tambahan apapun yang mengindikasikan bahwa investor memiliki atau tidak memiliki kemampuan kini untuk mengarahkan aktivitas relevan pada saat keputusan perlu dibuat, termasuk pola pemilihan suara dalam RUPS sebelumnya.

Konsolidasi entitas anak dimulai ketika Perusahaan memperoleh pengendalian atas entitas anak tersebut dan tidak mengkonsolidasikan entitas anak ketika kehilangan pengendaliannya. Secara khusus, pendapatan dan beban entitas anak yang diakuisi atau dilepas selama tahun berjalan diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dari tanggal diperolehnya pengendalian sampai dengan ketika entitas kehilangan pengendalian atas entitas anak.

Laba rugi dan setiap komponen dari penghasilan komprehensif lain diatribusikan kepada Perusahaan dan kepentingan non pengendali.

Perusahaan juga mengatribusikan jumlah laba komprehensif entitas anak kepada pemilik entitas induk dan kepentingan non pengendali meskipun hal tersebut mengakibatkan kepentingan non pengendali memiliki saldo defisit.

Jika diperlukan, penyesuaian dapat dilakukan terhadap laporan keuangan entitas anak agar kebijakan akuntansi yang digunakan sesuai dengan kebijakan akuntansi yang digunakan oleh Grup.

Seluruh aset dan liabilitas dalam intra kelompok usaha, ekuitas, pendapatan, biaya dan arus kas yang berkaitan dengan transaksi dalam kelompok usaha dieliminasi secara penuh pada saat konsolidasi.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Basic of Consolidation *(continued)*

The Company considers all relevant facts and circumstances in assessing whether or not the Company's voting rights in an investee are sufficient to give it power, including (i) the size of the Company's holding of voting rights relative to the size and dispersion of holding of the other vote holders; (ii) potential voting rights held by the Company, other vote holders or other parties; (iii) rights arising from other contractual arrangements; and (iv) any additional facts and circumstances that indicates that the Company has, or does not have, the current ability to direct the relevant activities at the time that decisions need to be made, including voting patterns at previous shareholders' meetings.

Consolidation of a subsidiary begins when the Company obtains control over the subsidiary and ceases when the Company losses control of the subsidiary. Specifically, income and expense of a subsidiary acquired or disposed of during the year are included in the consolidated statement of profit or loss and other comprehensive income from the date the Company gains control until the date when the Company ceases to control the subsidiary.

Profit or loss and each component of other comprehensive income are attributed to the owners of the Company and to the non controlling interest.

Total comprehensive income are attributed to owners of the Company and the non controlling interest even if this results in the non controlling interest having a deficit balance.

When necessary, adjustment are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.

All intragroup assets and liabilities, equity, income, expenses and cash flows relating to transaction between members of the Group are eliminated in full on consolidation.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

d. Dasar Konsolidasian (lanjutan)

Perubahan kepemilikan Grup pada entitas anak yang tidak mengakibatkan hilangnya pengendalian dicatat sebagai transaksi ekuitas. Nilai tercatat kepentingan entitas anak dan kepentingan non pengendali disesuaikan untuk mencerminkan perubahan bagian kepemilikannya atas entitas anak. Selisih antara jumlah kepentingan non pengendali disesuaikan dan nilai wajar imbalan yang diberikan atau diterima diakui secara langsung dalam ekuitas dan diatribusikan pada pemilik entitas induk.

Ketika Grup kehilangan pengendalian atas entitas anak, keuntungan dan kerugian diakui didalam laba rugi dan dihitung sebagai perbedaan antara (i) keseluruhan nilai wajar yang diterima dan nilai wajar dari setiap sisa investasi dan (ii) nilai tercatat sebelumnya dari aset (termasuk *goodwill*) dan liabilitas dari entitas anak dan setiap kepentingan non pengendali.

Seluruh jumlah yang diakui sebelumnya dalam penghasilan komprehensif lain yang terkait dengan entitas anak yang dicatat seolah-olah Grup telah melepaskan secara langsung aset atau liabilitas terkait entitas anak (yaitu direklasifikasi ke laba rugi atau ditransfer ke kategori lain dari ekuitas sebagaimana ditentukan/diizinkan oleh standar akuntansi yang berlaku). Nilai wajar setiap sisa investasi pada entitas anak terdahulu pada tanggal hilangnya pengendalian dianggap sebagai nilai wajar pada saat pengakuan awal untuk akuntansi berikutnya dalam PSAK 55, Instrumen Keuangan: Pengakuan dan Pengukuran atau, ketika berlaku, biaya perolehan pada saat pengakuan awal dari investasi pada entitas asosiasi atau ventura bersama.

Kepentingan non pengendali pada entitas anak diidentifikasi secara terpisah dan disajikan dalam ekuitas. Kepentingan non pengendali pemegang saham pada awalnya boleh diukur pada nilai wajar atau pada proporsi kepemilikan kepentingan non pengendali atas aset neto teridentifikasi dari pihak yang diakuisisi.

Pilihan pengukuran dibuat pada saat akuisisi dengan dasar akuisisi. Setelah akuisisi, nilai tercatat kepentingan non pengendali adalah jumlah kepentingan non pengendali pada pengakuan awal ditambah dengan proporsi kepentingan non pengendali atas perubahan selanjutnya dalam ekuitas. Jumlah penghasilan komprehensif diatribusikan pada kepentingan non pengendali, bahkan jika hal ini mengakibatkan kepentingan non pengendali mempunyai saldo defisit.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Basic of Consolidation *(continued)*

Changes in the Group's ownership interest in subsidiaries that do not result in the Group losing control over the subsidiaries are accounted for as equity transactions. The carrying amounts of the Group's interest and the non controlling interest are adjusted to reflect the changes in their relative interest in the subsidiaries. Any difference between the amount by which the non controlling interest are adjusted and the fair value of the consideration paid or received is recognized directly in equity and attributed to owners of the Company.

When the Group losses control of a subsidiary, a gain or loss is recognized in profit or loss and is calculated as the difference between (i) the aggregate of the fair value of the consideration received and the fair value of any retained interest and (ii) the previous carrying amount of the assets (including goodwill), and liabilities of the subsidiary and any non controlling interest.

All amounts previously recognized in other comprehensive income in relation to that subsidiary are accounted for as if the Group had directly disposed of the related assets or liabilities of the subsidiary (i.e. reclassified to profit or loss or transferred to another category of equity as specified/permitted by applicable accounting standards). The fair value of any investment retained in the former subsidiary at the date when control is lost is regarded as the fair value on initial recognition for subsequent accounting under PSAK 55, Financial Instruments: Recognition and Measurement or, when applicable, the cost on initial recognition of an investment in an associate or a joint venture.

Non-controlling interests in subsidiaries are identified separately and presented in equity. The interests of a non controlling shareholders may initially be measured at fair value or on the proportion of non controlling interest in the identifiable net assets of the acquired party.

Measurement options are made at the time of acquisition on an acquisition basis. After the acquisition, the carrying amount of non controlling interest is the amount of non controlling interest in initial recognition plus the proportion of non controlling interest in subsequent changes in equity. The amount of comprehensive income is attributable to non controlling interests, even if this results in a non controlling interest having a deficit balance.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

d. Dasar Konsolidasian (lanjutan)

Bagian kepemilikan pemegang saham minoritas atas aset neto entitas anak disajikan sebagai "kepentingan non pengendali" pada Laporan Posisi Keuangan Konsolidasian.

Hak non pengendali atas laba (rugi) neto entitas anak pada Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian disajikan sebagai "Laba/Rugi Periode Berjalan yang Dapat Diatribusikan kepada Kepentingan Non pengendali".

e. Kombinasi Bisnis

Akuisisi bisnis dicatat dengan menggunakan metode akuisisi. Imbalan yang dialihkan dalam suatu kombinasi bisnis diukur pada nilai wajar, yang dihitung sebagai hasil penjumlahan dari nilai wajar tanggal akuisisi atas seluruh aset yang dialihkan oleh Grup, liabilitas yang diakui oleh Grup kepada pemilik sebelumnya dari pihak yang diakuisisi dan kepentingan ekuitas yang diterbitkan oleh Grup dalam pertukaran pengendalian dari pihak yang diakuisisi. Biaya-biaya terkait akuisisi diakui di dalam laba rugi pada saat terjadinya.

Pada tanggal akuisisi, aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih diakui pada nilai wajar kecuali untuk aset dan liabilitas tertentu yang diukur sesuai dengan standar yang relevan.

*Goodwil*l diukur sebagai selisih lebih dari nilai gabungan dari imbalan yang dialihkan, jumlah setiap kepentingan non pengendali pada pihak diakuisisi dan nilai wajar pada tanggal akuisisi kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak diakuisisi (jika ada) atas jumlah neto dari aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih pada tanggal akuisisi.

Jika, setelah penilaian kembali, jumlah neto dari aset teridentifikasi yang diperoleh dan liabilitas yang diambil alih pada tanggal akuisisi melebihi jumlah imbalan yang dialihkan, jumlah dari setiap kepentingan non pengendali pada pihak diakuisisi dan nilai wajar pada tanggal akuisisi kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak diakuisisi (jika ada), selisih lebih diakui segera dalam laba rugi sebagai pembelian dengan diskon.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

d. Basic of Consolidation *(continued)*

The portion of minority shareholders 'ownership of the subsidiaries' net assets is presented as "non controlling interests" in the Consolidated Statements of Financial Position.

The non controlling interest in net income (loss) of the subsidiaries in the Consolidated Statements of Profit or Loss and Other Comprehensive Income is presented as "Income or Loss for the Period Attributable to Non Controlling Interests".

e. Business Combinations

Acquisitions of businesses are accounted for using the acquisition method. The consideration transferred in a business combination is measured at fair value, which is calculated as the sum of the acquisition date fair values of the assets transferred by the Group, liabilities incurred by the Group to the former owners of the acquiree, and the equity interests issued by the Group in exchange for control of the acquiree. Acquisition-related costs are recognized in profit or loss as incurred.

At the acquisition date, the identifiable assets acquired and the liabilities assumed are recognized at their fair value except for certain assets and liabilities that are measured in accordance with the relevant standards.

Goodwill is measured as the excess of the sum of the consideration transferred, the amount of any non controlling interests in the acquiree, and the fair value of the acquirer's previously held equity interest in the acquire (if any) over the net of the acquisition date amounts of the identifiable assets acquired and the liabilities assumed.

If, after the reassessment, the net of the acquisition-date amounts of the identifiable assets acquired and liabilities assumed exceeds the sum of the consideration transferred, the amount of any non controlling interests in the acquiree and the fair value of the acquirer's previously held interest in the acquiree (if any), the excess is recognized immediately in profit or loss as a bargain purchase gain.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

f. Kombinasi Bisnis Entitas Sepengendali

Kombinasi bisnis entitas sepengendali dicatat dengan menggunakan metode penyatuan kepemilikan dimana aset dan liabilitas yang diperoleh dari kombinasi bisnis dicatat oleh pengakuisisi pada jumlah tercatatnya.

Selisih antara jumlah imbalan yang dialihkan dan jumlah tercatat disajikan sebagai tambahan modal disetor dan tidak diakui ke laba rugi pada saat kehilangan pengendali.

Metode penyatuan kepemilikan diterapkan seolah-olah entitas telah bergabung sejak periode dimana entitas yang bergabung berada dalam sepengendali.

g. Transaksi dengan Pihak Berelasi

Pihak-pihak berelasi adalah orang atau Entitas yang terkait dengan Entitas yang menyiapkan laporan keuangannya (“Entitas pelapor”):

a. Orang atau anggota keluarga terdekat mempunyai relasi dengan entitas pelapor, jika orang tersebut:
   1) Memiliki pengendalian atau pengendalian bersama atas entitas pelapor,
   2) Memiliki pengaruh signifikan atas entitas pelapor, atau
   3) Personal manajemen kunci entitas pelapor atau entitas induk entitas pelapor.

b. Suatu entitas berelasi dengan entitas pelapor jika memenuhi salah satu hal berikut:
   1) Entitas dan entitas pelapor adalah anggota dari kelompok usaha yang sama (artinya entitas induk, entitas anak, dan entitas anak berikutnya saling berelasi dengan entitas lainnya).
   2) Satu entitas adalah entitas asosiasi atau ventura bersama dari entitas lain (atau entitas asosiasi atau ventura bersama yang merupakan anggota suatu kelompok usaha, yang mana entitas lain tersebut adalah anggotanya).
   3) Kedua entitas tersebut adalah ventura bersama dari pihak ketiga yang sama.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

f. Business Combinations of Entities Under Common Control

Business combination of entities under common control that qualifies as a business are accounted for under pooling of interest method where assets and liabilities acquired in the business combination are recorded by the acquirer at their book values.

The difference between the transfer price and the book value is presented as Additional Paid in Capital and is not recycled to profit and loss when control is lost.

The pooling of interest method is applied as if the entities had been combined from the period in which the merging entities were placed under common control.

g. Transactions with Related Parties

Related party is a person or Entity that it's related to Entity that prepared of financial statements ("Entity complainant "):

a. A person or a close member of that person's family is related to the reporting entity if that person:
   1) Has control or joint control over the reporting entity,
   2) Has significant influence over the reporting entity; or
   3) Is a member of the key management personnel of the reporting entity or of a parent of the reporting entity

b. An entity is related to the reporting entity if any of the following conditions applies:
   1) The entity, and the reporting entity are members of the same group (which means that each parent, subsidiary and fellow subsidiary is related to the others).
   2) One entity is an associate or joint venture of the other entity (or an associate or joint venture of a member of a group of which the other entity is a member).
   3) Both of entities are joint ventures of the same third parties.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

g. Transaksi dengan Pihak Berelasi (lanjutan)

4) Satu entitas adalah ventura bersama dari entitas ketiga dan entitas yang lain adalah entitas asosiasi dari entitas ketiga.

5) Entitas tersebut adalah suatu program imbalan pasca kerja untuk imbalan kerja dari salah satu entitas pelapor atau entitas yang terkait dengan entitas pelapor. Jika entitas pelapor adalah entitas yang menyelenggarakan program tersebut, maka entitas sponsor juga berelasi dengan entitas pelapor.

6) Entitas yang dikendalikan atau dikendalikan bersama oleh orang yang diidentifikasi dalam butir (a).

7) Orang yang diidentifikasi dalam butir (a), angka (1) memiliki pengaruh signifikan terhadap entitas atau personil manajemen kunci entitas (atau entitas induk dari entitas).

8) Entitas, atau anggota dari kelompok yang mana entitas merupakan bagian dari kelompok tersebut, menyediakan jasa personil manajemen kunci kepada entitas pelapor atau kepada entitas induk dari entitas pelapor.

Transaksi signifikan yang dilakukan dengan pihak-pihak berelasi, baik dilakukan dengan kondisi dan persyaratan dengan pihak ketiga maupun tidak, diungkapkan pada laporan keuangan.

h. Kas dan Setara Kas

Kas dan setara kas terdiri dari kas, bank dan instrumen yang dapat diklasifikasikan sebagai Setara Kas antara lain:

1) deposito berjangka yang jatuh tempo dalam tiga bulan atau kurang dari tanggal penempatannya dan tidak dijaminkan serta tidak dibatasi penggunaannya (termasuk *deposit on call*); dan

2) instrumen pasar uang yang diperoleh dan dapat dicairkan dalam jangka waktu tidak lebih dari 3 (tiga) bulan.

i. Kas dan Setaran Kas yang Dibatasi Penggunaannya

Kas dan setara kas yang ditempatkan sebagai bank garansi, jaminan pelaksanaan dan lainnya untuk tujuan tertentu disajikan sebagai "kas dan setara kas yang dibatasi penggunaannya" dan dikelompokkan pada aset keuangan lancar lainnya.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

g. Transactions with Related Parties *(continued)*

4) One entity is a joint venture of a third entity and the other entity is an associate of the third entity.

5) The entity is a post-employment benefit plan for employees benefit from one of the reporting entities, or entity that are related to reporting entity. If the reporting entity is the entity that administers the program, the sponsoring entity is also related to the reporting entity.

6) The entity is controlled or jointly controlled by a person identified in (a).

7) A person who is identified in (a) (1) has significant influence over the entity or key of management entity personnel (or parent of the entity).

8) The entity, or members of a group of which it's a part of the group, it's provides key management personnel services to reporting entity or to parent of entity reporter.

Significant transactions into related parties, whether conducted with conditions or conditions with third parties or not, are disclosed in the financial statements.

h. Cash and Cash Equivalent

Cash and cash equivalents consist of cash on hand, bank and instruments that can be classified as cash equivalents include:

1) time deposits with original maturities of three months or less from the date of placement and is unrestricted and not warranted (including deposits on call); and

2) market instruments and can be liquid within a period of not more than three (3) months.

i. Restricted cash and cash equivalents

Cash and cash equivalents which are placed as bank guarantees, performance bond and others for a particular purpose are classified as "restricted cash and cash equivalents" and are classified into other current financial assets.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

j. Investasi pada Entitas Asosiasi dan Ventura Bersama

Entitas asosiasi adalah suatu entitas dimana Perseroan mempunyai pengaruh yang signifikan. Pengaruh signifikan adalah kekuasaan untuk berpartipasi dalam keputusan kebijakan keuangan dan operasional investee tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut. Ventura bersama adalah pengaturan bersama yang para pihaknya memiliki pengendalian bersama atas pengaturan memiliki hak atas aset neto dari pengaturan tersebut. Pengendalian bersama adalah persetujuan kontraktual untuk berbagi pengendalian atas suatu pengaturan, yang ada hanya ketika keputusan tentang aktivitas relevan mensyaratkan persetujuan dengan suara bulat dari seluruh pihak yang berbagi pengendalian.

Penghasilan operasi, aset dan liabilitas dari entitas asosiasi digabungkan dalam laporan keuangan konsolidasian dicatat dengan menggunakan metode ekuitas, kecuali ketika investasi diklasifikasikan sebagai dimiliki untuk dijual, sesuai dengan PSAK 58, Aset Tidak Lancar yang Dimiliki untuk Dijual dan Operasi yang Dihentikan. Investasi pada entitas asosiasi dicatat di laporan posisi keuangan sebesar biaya perolehan dan selanjutnya disesuaikan untuk perubahan dalam bagian kepemilikan Perseroan atas aset bersih entitas asosiasi yang terjadi setelah perolehan, dikurangi dengan penurunan nilai yang ditentukan untuk setiap investasi secara individu.

Bagian Perseroan atas kerugian entitas asosiasi yang melebihi nilai tercatat dari investasi (yang mencakup semua kepentingan jangka panjang, secara substansi, merupakan bagian dari Perseroan dan nilai investasi bersih entitas anak dalam entitas asosiasi) diakui hanya sebatas bahwa Perseroan telah mempunyai kewajiban hukum atau kewajiban konstruktif atau melakukan pembayaran atas kewajiban entitas asosiasi atau ventura bersama.

Investasi pada entitas asosiasi atau ventura bersama dicatat dengan menggunakan metode ekuitas dari tanggal pada saat investee menjadi entitas asosiasi atau ventura bersama.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

j. Investments in Associates and Joint Ventures

Associate entity is an entity which Company has significant influence. Significant influence is the power to participate in the financial and operating policy decisions of investee but it is not control or joint control over those policies. A joint venture is arrangement whereby the parties that have joint control of arrangement that it has rights to net assets of joint arrangement. Joint control is contractually agreed to sharing of arrangement control, which it's exists only when decisions about relevant activities requires unanimous approval of all parties control sharing.

Result of operations, assets and liabilities of associates entities that joint into consolidated financial statements those it's using the equity method, except when investment would be classified as held for sale, it's in accordance to PSAK 58 Non current Assets Held for Sale and Discontinued Operations. An investment in an associate entities is recorded in statement of financial position at acquisition cost and then it will be adjusted for changes of part Company ownership to net associates entities assets that it happened after acquisition, then it lessed by value impairment which is determined to every individually investment.

Company's share of an associate's entities loss that exceeds of investment carrying amount (which includes all long term interests, substantially, is part of the Company and the net investment value of a subsidiary in an associate entities) is recognized only to extent that Company has legal law obligations or constructive obligations or make payments for obligations of associates or joint ventures.

An investment in an associate entities or joint venture is recorded by using equity method from the date on which the investee becomes associate entities or a joint venture.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

j. Investasi pada Entitas Asosiasi dan Ventura Bersama (lanjutan)

Setiap kelebihan biaya perolehan investasi atas bagian Perseroan atas nilai wajar bersih dari aset yang teridentifikasi, liabilitas dan liabilitas kontinjen dari entitas asosiasi atau ventura bersama yang diakui pada tanggal akuisisi, diakui sebagai *goodwill*. *Goodwill* termasuk dalam jumlah tercatat investasi, dan diuji penurunan nilai sebagai bagian dari investasi. Setiap kelebihan dari kepemilikan Perseroan dari nilai wajar bersih dari aset yang teridentifikasi, liabilitas dan liabilitas kontinjen atas biaya perolehan investasi, sesudah pengujian kembali segera diakui di dalam laba rugi pada periode di mana investasinya diperoleh.

Persyaratan dalam PSAK 55 Instrumen Keuangan: Pengakuan dan Pengukuran, diterapkan untuk menentukan apakah perlu untuk mengakui setiap penurunan nilai sehubungan dengan investasi pada entitas asosiasi atau ventura bersama Perseroan. Jika perlu, jumlah tercatat investasi yang tersisa (termasuk *goodwill*) diuji penurunan nilai sesuai dengan PSAK 48, Penurunan Nilai Aset, sebagai suatu aset tunggal dengan membandingkan antara jumlah terpulihkan (mana yang lebih tinggi antara nilai pakai dan nilai wajar dikurangi biaya untuk menjual) dengan jumlah tercatatnya. Rugi penurunan nilai yang diakui pada keadaan tersebut tidak dialokasikan pada setiap aset yang membentuk bagian dari nilai tercatat investasi. Setiap pembalikan dari penurunan nilai diakui sesuai dengan PSAK 48 sepanjang jumlah terpulihkan dari investasi tersebut kemudian meningkat.

Perseroan menghentikan penggunaan metode ekuitas dari tanggal ketika investasinya berhenti menjadi investasi pada entitas asosiasi atau ventura bersama atau ketika investasi diklasifikasi sebagai dimiliki untuk dijual. Ketika Perseroan mempertahankan kepentingan dalam entitas asosiasi atau ventura bersama terdahulu dan sisa kepentingan adalah aset keuangan, Perseroan mengukur setiap sisa kepentingan pada nilai wajar pada tanggal tersebut dan nilai wajar dianggap sebagai nilai wajarnya pada saat pengakuan awal sesuai dengan PSAK 55.

Selisih antara jumlah tercatat entitas asosiasi atau ventura bersama pada tanggal metode ekuitas dihentikan penggunaannya, dan nilai wajar setiap investasi yang tersisa dan setiap hasil dari pelepasan bagian kepentingan dalam entitas asosiasi atau ventura bersama termasuk dalam penentuan keuntungan atau kerugian pelepasan dari entitas asosiasi atau ventura bersama.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

j. Investments in Associates and Joint Ventures *(continued)*

Any excess of the cost of the acquisition part of Company over net fair value of identified assets, liabilities and contingent liabilities of the associates entities or joint venture that is recognized on the date of aqcuisition as goodwill. Goodwill is included within the carrying amount of the investment. Any excess of Company ownership of net fair value of the identified assets, liabilities and contingent liabilities over the investment cost acquisition, after reassessment, it will be recognized immediately in profit or loss statements in the period in which the investment is acquired.

Requirements of PSAK 55, Financial Instruments: Recognition and Measurement, are applied to determine whether it's necessary to recognize any impairment value in connection with investment of associate entities or Company joint venture. When it's necessary, amount received by the investment (including goodwill) is tested for impairment value in accordance with PSAK 48, Impairment value of Assets, as a single asset by comparing its recoverable amount (higher of value in use and fair value less costs to sell) with it's carrying amount. Impairment loss that recognized in the situation it's not allocated to any asset those forms of investment recorded value parts. Any reversal of that impairment loss is recognized in accordance with PSAK 48 as long as it's recoverable amount of investment subsequently increases.

Company has been discontinued of equity method using from date when investment stopped to be associate entities investment or joint venture, or when investment is classified as held for sale. When Company maintain of interest in associate entities or joint venture previously and remaining interest is financial asset. Company measured of interest remaining at fair value in the date and it's considered as it's fair value upon initial recognition in accordance with PSAK 55.

Difference between of carrying amount of associate entities or joint venture on the date of equity method was discontinued, and fair value of any retained interest and any proceeds from disposing of a part interest in associate entities or joint venture is included in the determination of gain or loss or loss of associate entities or joint venture release.

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Selanjutnya, Perseroan mencatat seluruh jumlah yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang terkait dengan entitas asosiasi atau ventura bersama tersebut dengan menggunakan dasar perlakuan yang sama dengan yang disyaratkan jika entitas asosiasi atau ventura bersama telah melepaskan secara langsung aset dan liabilitas yang terkait. Oleh karena itu, jika keuntungan atau kerugian yang sebelumnya diakui dalam penghasilan komprehensif lain oleh entitas asosiasi atau ventura bersama akan direklasifikasi ke laba rugi pada saat pelepasan dari aset atau liabilitas terkait, Perseroan mereklasifikasi laba rugi dari ekuitas ke laba rugi (sebagai penyesuaian reklasifikasi) entitas asosiasi atau ventura bersama ketika metode ekuitas dihentikan penggunaannya.

Perseroan melanjutkan penerapan metode ekuitas jika investasi pada entitas asosiasi menjadi investasi pada ventura bersama atau investasi pada ventura bersama menjadi investasi pada entitas asosiasi. Tidak terdapat pengukuran kembali ke nilai wajar pada saat perubahan kepentingan.

Ketika Perseroan mengurangi kepemilikannya di entitas asosiasi atau ventura bersama tetapi Perseroan terus menggunakan metode ekuitas. Perseroan mereklasifikasi ke dalam laba rugi proporsi keuntungan atau kerugian yang sebelumnya telah diakui dalam penghasilan komprehensif lain yang berkaitan dengan penurunan kepemilikan (jika keuntungan atau kerugian tersebut akan direklasifikasi ke laba rugi atas pelepasan aset atau liabilitas terkait).

Ketika Perseroan melakukan transaksi dengan entitas asosiasi atau ventura bersama keuntungan dan kerugian yang timbul dari transaksi dengan entitas asosiasi diakui dalam laporan keuangan Perseroan hanya sepanjang kepemilikan dalam entitas asosiasi atau ventura bersama yang tidak terkait dengan Perseroan.

k. Aset Keuangan

Aset keuangan diakui ketika Perseroan merupakan bagian dari salah satu pihak dalam ketentuan pada kontrak instrument tersebut.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

j. Investments in Associates and Joint Ventures *(continued)*

Continue, Company recorded all amounts previously that recognized in other comprehensive income related to associate entities or joint venture on same basis as required if associate entities or joint venture had directly released of related assets and liabilities. Therefore, if gain or loss previously that recognized in other comprehensive income by an associate entities or joint venture, it's will be reclassified to profit or loss upon disposal of it's related to asset or liability. Company had reclassified of profit or loss from equity to profit or loss (as an adjustment to reclassification) of association entity or joint ventures when the equity method is terminated.

Company has been continue to apply of equity method if investment in associate entities become investment in joint ventures or investment in joint ventures become investments in associate entities. There is no re-measurement back to fair value when it's interest changes.

When Company was reduced it's ownership in associate entities or joint venture but Company keep continue to use of equity method. Company reclassified to profit or loss of proportion of profits or losses that previously recognized in other comprehensive income it's related to decrease in ownership (if gain or loss will be reclassified to profit loss on disposal of related assets or liabilities).

When Company engaged in transactions with associated entities or joint ventures, gain and losse arising from it's transactions with associated entities are recognized in Company's financial statements it's only to extent of ownership in associates entities or joint ventures is not related to Company.

k. Financial Assets

Financial assets are recognized when Company is part of one of parties in provisions to instruments of contract.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

k. Aset Keuangan (lanjutan)

Seluruh aset keuangan diakui dan dihentikan pengakuannya berdasarkan tanggal perdagangan. Pembelian atau penjualan aset keuangan yang regular mensyaratkan penyerahan aset dalam kurun waktu tertentu yang umumnya ditetapkan dalam peraturan atau kebiasaan yang berlaku dipasar dimana pada pengakuan awal diukur pada nilai wajarnya. Pada pengakuan awal biaya transaksi diatribusikan secara langsung pada biaya perolehan atau penerbitan aset keuangan (selain aset keuangan yang diukur pada nilai wajar melalui laba rugi) yang ditambahkan atau dikurang secara tepat ke nilai wajar aset keuangan. Biaya transaksi yang diatribusikan langsung pada perolehan aset keuangan yang diukur pada nilai wajar melalui laba rugi diakui langsung ke laba rugi.

Pengakuan awal

Aset keuangan dalam lingkup PSAK 55 (Revisi 2014) dikelompokkan menjadi 4 kategori, yaitu (i) aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi, (ii) pinjaman yang diberikan dan piutang, (iii) investasi yang dimiliki hingga jatuh tempo, serta (iv) aset keuangan yang tersedia untuk dijual. Klasifikasi ini tergantung dari tujuan perolehan aset keuangan tersebut.

Manajemen menentukan klasifikasi aset keuangan tersebut pada saat awal pengakuannya, jika diperbolehkan dan diperlukan, mengevaluasi kembali pengklasifikasian aset tersebut pada setiap akhir periode keuangan.

Aset keuangan pada awalnya diakui sebesar nilai wajarnya ditambah (dalam hal investasi yang tidak diukur pada nilai wajar melalui laporan laba rugi) biaya transaksi yang dapat diatribusikan secara langsung.

Pembelian atau penjualan aset keuangan yang memerlukan pengiriman aset dalam kurun waktu yang ditetapkan oleh peraturan atau kebiasaan yang berlaku di pasar (perdagangan yang lazim) diakui pada tanggal perdagangan, yaitu tanggal Perseroan berkomitmen untuk membeli atau menjual aset tersebut.

Pada tanggal 31 Desember 2019 dan 2018, Perseroan memiliki aset keuangan dalam kategori pinjaman yang diberikan dan piutang.

Oleh karena itu, kebijakan akuntansi terkait dengan aset keuangan dalam kategori diukur pada nilai wajar melalui laporan laba rugi, aset keuangan tersedia untuk dijual dan investasi yang dimiliki hingga jatuh tempo tidak diungkapkan.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

All financial assets are recognized and derecognized based on trade date. Purchase or sale of financial assets it's required of assets delivery within certain period of time which it's generally specified in regulations or customs that apply in market where at initial recognition measured at fair value. At beginning recognition, transaction costs are directly attributable to the acquisition or issuance costs of financial assets (other financial assets measured at fair value through profit or loss) which it's appropriately added or reduced to fair value of financial assets. Transaction costs that directly attributable to acquisition of financial assets that measured at fair value through profit or loss are recognized directly to profit or loss.

Initial recognition

Financial assets within scope of PSAK 55 (Revised 2014) are classified into 4 categories, namely (i) financial assets are measured at fair value through profit and loss, (ii) loans and receivables, (iii) held to maturity investments, and (iv) available for sale financial assets. This classification depends on company's purpose of financial asset's acquisition.

Management determined of financial assets classification at beginning acquisition, if it's allowed and necessary, it's re evaluate of classification of these assets at every end of each financial period.

Financial assets at the beginning had recognized at fair value plus (in case of investments which it's not measured at fair value through profit and loss statement) of transaction costs are directly attributable.

Purchase or sales of financial assets that required delivery of assets within a period which has been specified by regulation or custom prevailing in market (commonly trade) are recognized on trade date, it's date of Company committed to buy or sell the asset.

As of December 31, 2019 and 2018, Company have been owned of financial assets in category of loans and receivables.

Therefore, accounting policies that has related to financial assets in category of it's measured in fair value through profit or loss, available of sale financial assets and held-to-maturity investment are not disclosed.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

k. Aset Keuangan (lanjutan)

Pengukuran setelah Pengakuan Awal

Pinjaman yang Diberikan dan Piutang

Pinjaman yang diberikan dan piutang adalah aset keuangan non derivatif dengan pembayaran tetap atau telah ditentukan dan tidak mempunyai kuotasi di pasar aktif. Aset keuangan tersebut tidak dimaksudkan untuk dijual dalam waktu dekat dan tidak diklasifikasikan sebagai aset keuangan yang diukur pada nilai wajar melalui laporan laba rugi, investasi dimiliki hingga jatuh tempo atau aset tersedia untuk dijual.

Setelah pengukuran awal, pinjaman yang diberikan dan piutang diukur pada biaya perolehan diamortisasi menggunakan metode suku bunga efektif, dikurangi cadangan kerugian penurunan nilai. Biaya perolehan di amortisasi tersebut memperhitungkan premi atau diskonto yang timbul pada saat perolehan serta imbalan dan biaya yang merupakan bagian integral dari suku bunga efektif.

Amortisasi dicatat sebagai bagian dari pendapatan bunga dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Keuntungan dan kerugian diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada saat pinjaman yang diberikan dan piutang dihentikan pengakuannya atau mengalami penurunan nilai, demikian juga pada saat proses amortisasi.

Pada tanggal 31 Desember 2019 dan 2018, kategori ini meliputi kas dan setara kas, piutang usaha, dan aset keuangan lancar lainnya yang dimiliki oleh Perseroan.

Piutang

Piutang usaha merupakan hak yang muncul dari penyerahan barang atau jasa sebagai kegiatan usaha Perseroan, berdasarkan persetujuan atau kesepakatan antara perseroan dengan pihak lain, yang mewajibkan pihak lain tersebut melunasi pembayaran atas barang atau jasa yang telah diterimanya atau utangnya setelah jangka waktu tertentu sesuai dengan kesepakatan.

Pada saat pengakuan awal, piutang usaha yang mempunyai masa angsuran lebih dari 1 (satu) tahun diukur sesuai dengan nilai wajarnya. Setelah pengakuan awal piutang diukur pada biaya perolehan diamortisasi dengan menggunakan suku bunga efektif.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

Measurement after Initial Recognition

Loans and Receivables

Loans and receivables are non derivative financial assets with fixed payment or it's determined and it's not quoted in an active market. It's not meaned to be sale in close period and it's not to be cllasified as financial assets those are measured in fair value through profit or loss statement, investment that has been owned to due date or available assets to be sale.

After beginning measurement, loan that has gaved and receivables measured at acquisition cost that it's amortized by using effective interest method, less allowance of value impairment. The Acquisition cost that it has amortized were calculated of premium and discount that arised at acquisition and fees and cost that part of integral of effective interests.

Amortization is recorded as part of interest income in the consolidated statements of profit or loss and other comprehensive income.Gains and losses are recognized in the consolidated statements of profit or loss and other comprehensive income when loans and receivables are derecognized or has decreased in value, as well as during the amortization process.

As of December 31, 2019 and 2018, this category includes of cash and cash equivalents, accounts receivable and other current financial assets held by Company.

Trade Receivables

Trade receivables represent rights arising from the delivery of goods or services as the business of the Company, on the basis of an agreement or agreement between the company and another party, requiring that the other party repay the payment of the goods or services it has received or the debt after a certain period in accordance with deal.

At beginning recognition, trade receivables with installment of more than one (1) year are measured according to their fair value. After beginning recognition, trade receivables are measured at acquisition that it's amortized cost with using the effective interest rate.

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k. Aset Keuangan (lanjutan)

Pengukuran setelah Pengakuan Awal (lanjutan)

Piutang (lanjutan)

Perseroan dan entitas anak menetapkan cadangan penurunan nilai piutang secara kolektif dengan menggunakan metode *roll rate method* atau dikenal sebagai *Migration Analysis* atau *Flow Model*. Model ini menggunakan pengalaman masa lalu untuk menghitung rata-rata persentase perpindahan *(roll rate average)* dan disesuaikan secara statistik untuk persentase-persentase yang berubah secara signifikan.

Penghapusbukuan piutang harus mendapat persetujuan lebih dahulu dari Dewan Komisaris sesuai dengan Anggaran Dasar.

Piutang yang telah dihapusbukukan, dicatat secara ekstra-kontabel dan tidak menghilangkan kewajiban penagihan. Apabila ternyata piutang tersebut dapat dibayar/dilunasi oleh debitur, dicatat dan diklasifikasikan dalam akun "pendapatan non usaha".

Penyisihan penurunan nilai (yaitu cadangan kerugian penurunan piutang tak tertagih yang sudah 100% dari jumlah piutang), tetap disajikan sebagai bagian piutang.

Metode bunga efektif

Metode bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan yang diamortisasi dari instrumen utang dan mengalokasikan pendapatan bunga atau beban bunga selama periode terkait.

Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi penerimaan kas masa depan (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima oleh para pihak dalam kontrak yang merupakan bagian yang tak terpisahkan dari suku bunga efektif, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur instrumen utang, atau, jika lebih tepat, digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih dari aset keuangan pada saat pengakuan awal.

Pendapatan diakui berdasarkan suku bunga efektif untuk instrumen utang selain dari aset keuangan yang diklasifikasikan sebagai FVTPL.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

Measurement after Initial Recognition *(continued)*

Trade Receivables (continued)

The company and its subsidiary establishes reserves for impairment of receivables are collectively using the roll rate or the method known as the Migration Analysis or Flow Model. These model uses past experience to calculate the average percentage of displacement (roll rate average) and adjusted statistically for significantly changed percentages.

Write off of receivables must have prior approval from Board of Commissioners in accordance of Articles of Association.

Receivables that have been written off, are recorded in an extra-comtapble and did not eliminate billing obligations. If it turns out these receivables can be paid / paid off by the debtor, recorded and classified in the "non-business income" account.

Allowance of impairment losses (ie allowance of uncollectible trade receivable that it's had 100% of total trade receivables), is presented as part of trade receivables.

Effective interest method

The effective interest method is a method of calculating the amortized cost of a debt instrument and of allocating interest income over the relevant period.

Effective interest rate is interest rate that precisely discounts of estimated future cash receipts (including all commissions and other forms paid and received by the parties in the contract that are an integral part of the effective interest rate, transaction costs and premiums and other discounts) as long as the estimated life of the debt instrument, or, if more appropriate, it's uses a shorter period to obtain the net carrying amount of financial asset at beginning recognition.

Income is recognized on an effective interest basis for debt instruments other than those financial assets classified as FVTPL.

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k. Aset Keuangan (lanjutan)

Pengukuran setelah Pengakuan Awal (lanjutan)

Penurunan Nilai dari Aset Keuangan

Aset keuangan, selain yang dinilai pada nilai wajar melalui laba rugi (FVTPL), dievaluasi terhadap indikator penurunan nilai pada setiap tanggal pelaporan. Aset keuangan diturunkan nilainya bila terdapat bukti yang objektif, sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset keuangan, yang berdampak pada estimasi arus kas masa depan atas aset keuangan yang dapat diestimasi secara andal.

Untuk investasi ekuitas AFS yang tercatat dan tidak tercatat di bursa, penurunan yang signifikan atau jangka panjang dalam nilai wajar dari instrumen ekuitas di bawah biaya perolehannya dianggap sebagai bukti obyektif terjadinya penurunan nilai.

- **Aset keuangan dicatat pada biaya perolehan**

  Manajemen pertama-tama menentukan apakah terdapat bukti obyektif mengenai penurunan nilai secara individual atas aset keuangan yang signifikan secara individual, atau secara kolektif untuk aset keuangan yang jumlahnya tidak signifikan secara individual.

  Jika manajemen menentukan tidak terdapat bukti obyektif mengenai penurunan nilai atas aset keuangan yang dinilai secara individual, baik aset keuangan tersebut signifikan atau tidak signifikan, maka aset tersebut dimasukkan ke dalam kelompok aset keuangan yang memiliki karakteristik risiko kredit yang sejenis dan melakukan penurunan nilai untuk kelompok tersebut dengan metode 'kolektif'. Aset yang penurunan nilainya menggunakan metode 'individual', penyisihan atas kerugian penurunan nilainya dikeluarkan dari perhitungan secara 'kolektif'.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

Measurement after Initial Recognition *(continued)*

Impairment of Financial Assets

Financial assets, other than those at fair value through profit and loss (FVTPL), are assessed for indicators of impairment at each reporting date. Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows of the investment have been affected.

For listed and unlisted equity investments classified as AFS, a significant or prolonged decline in the value of the security below its cost is considered to be objective evidence of impairment.

- ***Financial assets measured at amortized cost***

  Management first determines whether there is objective evidence of impairment individually on financial assets that are individually significant, or collectively, for financial assets that are insignificant individually.

  If management determines that there is no objective evidence of impairment of the individually assessed financial assets, whether they are significant or insignificant, they are included in a group of financial assets with similar credit risk characteristics and impairment of the group with the 'collective' method. Assets that decrease in value use the 'individual' method, allowance for impairment losses are excluded from 'collective' calculations.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

k. Aset Keuangan (lanjutan)

Penurunan Nilai dari Aset Keuangan (lanjutan)

- **Aset keuangan dicatat pada biaya perolehan diamortisasi** (lanjutan)

Jika terdapat bukti obyektif bahwa penurunan nilai telah terjadi atas aset dalam kategori pinjaman yang diberikan dan piutang, maka jumlah kerugian tersebut diukur sebagai selisih antara nilai tercatat aset dengan nilai kini estimasi arus kas masa depan (tidak termasuk kerugian kredit di masa depan yang belum terjadi) yang didiskonto menggunakan suku bunga efektif awal dari aset tersebut (yang merupakan suku bunga efektif yang dihitung pada saat pengakuan awal). Nilai tercatat aset tersebut langsung dikurangi dengan penurunan nilai yang terjadi atau menggunakan akun penyisihan. Jumlah kerugian yang terjadi diakui di laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Pinjaman yang diberikan dan Piutang

Pada setiap tanggal pelaporan, Grup mengevaluasi apakah terdapat bukti yang obyektif bahwa, aset keuangan atau kelompok aset keuangan mengalami penurunan nilai.

Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai telah terjadi, jika dan hanya jika, terdapat bukti yang obyektif mengenai penurunan nilai tersebut sebagai akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset tersebut (peristiwa yang merugikan), dan peristiwa yang merugikan tersebut berdampak pada estimasi arus kas masa depan atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

Bukti obyektif bahwa aset keuangan atau kelompok aset keuangan mengalami penurunan nilai meliputi:

- Kesulitan keuangan signifikan yang dialami pihak peminjam atau penerbit instrumen keuangan;

- Pelanggaran kontrak, seperti terjadinya wanprestasi atau tunggakan pembayaran pokok atau bunga;

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

Impairment of Financial Assets (continued)

- ***Financial assets measured at amortized cost*** *(continued)*

If there is objective evidence that impairment has occurred on assets under the category of loans and receivables, the amount of the loss is measured as the difference between the asset's carrying value and the present value of the estimated future cash flows (excluding future unexpected credit losses) which is discounted using the original effective interest rate of the asset (which is the effective interest rate calculated at the time of initial recognition). The carrying amount of the asset is immediately deducted by any impairment or use of an allowance account. The amount of the losses incurred is recognized in the consolidated statements of profit or loss and other comprehensive income.

Loans and Receivables

At each reporting date, the Group evaluate whether there is objective evidence that a financial asset or group of financial assets is impaired.

Financial assets or groups of financial assets are written down in value and any impairment loss has occurred, if and only where, there is objective evidence of impairment as a result of one or more events occurring after the initial recognition of the asset (adverse event) and events that adversely affects the estimated future cash flows of financial assets or groups of financial assets that can be reliably estimated.

Objective evidence that a financial asset or group of financial assets is impaired includes:

- *Significant financial difficulty of the obligor or issuer of financial instruments;*

- *A breach of contract, such as a default or delinquency in interest or principal payments;*

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k. Aset Keuangan (lanjutan)

Penurunan Nilai dari Aset Keuangan (lanjutan)

- **Aset keuangan dicatat pada biaya perolehan diamortisasi** (lanjutan)

Pinjaman yang diberikan dan Piutang (lanjutan)

- Pihak pemberi pinjaman, dengan alasan ekonomi atau hukum sehubungan dengan kesulitan keuangan yang dialami pihak peminjam, memberikan keringanan (konsesi) pada pihak peminjam yang tidak mungkin diberikan jika pihak peminjam tidak mengalami kesulitan tersebut;

- Terdapat kemungkinan bahwa pihak peminjam akan dinyatakan pailit atau melakukan reorganisasi keuangan lainnya;

- Hilangnya pasar aktif dari aset keuangan akibat kesulitan keuangan; atau

- Data yang dapat diobservasi mengindikasikan adanya penurunan yang dapat diukur atas estimasi arus kas masa depan dari kelompok aset keuangan sejak pengakuan awal aset dimaksud, meskipun penurunannya belum dapat diidentifikasi terhadap aset keuangan secara individual dalam kelompok aset tersebut, termasuk:

  i. Memburuknya status pembayaran pihak peminjam dalam kelompok tersebut; dan

  ii. Kondisi ekonomi nasional atau lokal yang berkorelasi dengan wanprestasi atas aset dalam kelompok tersebut.

Jumlah kerugian tersebut diukur sebagai selisih antara nilai tercatat aset dengan nilai kini estimasi arus kas masa depan (tidak termasuk kerugian kredit di masa depan yang belum terjadi) yang didiskonto menggunakan suku bunga efektif awal dari aset tersebut.

Nilai tercatat aset tersebut dikurangi dan jumlah kerugian diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

Impairment of Financial Assets (continued)

- ***Financial assets measured at amortized cost*** *(continued)*

Loans and Receivables (continued)

- *The lender, for economic or legal reasons in connection with the financial difficulties experienced by the borrower, provide relief (concessions) on the part of borrowers who do not may be given if the borrower did not experience such difficulties;*

- *There is a probability that the borrower will enter bankruptcy or other financial reorganization;*

- *Disappearance of an active market for that financial asset because of financial difficulties; or*

- *Observable data indicating that there is a measurable decrease in the estimated future cash flows from a portfolio of financial assets since the initial recognition of those assets, although the decrease cannot yet be identified with the individual financial assets in the portfolio, including:*

  i. Adverse changes in the payment status of borrowers in the portfolio; and

  ii. National or local economic conditions that correlate with defaults on the assets in the portfolio.

The amount of the loss is measured as the difference between the asset's carrying value and the present value of future estimated future cash flows (excluding future unexpected loan losses) discounted using the original effective interest rate of the asset.

The carrying amount of the asset is reduced and the amount of the loss is recognized in the consolidated statements of profit or loss and other comprehensive income.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

k. Aset Keuangan (lanjutan)

Penurunan Nilai dari Aset Keuangan (lanjutan)

- **Aset keuangan dicatat pada biaya perolehan diamortisasi** (lanjutan)

Pinjaman yang diberikan dan Piutang (lanjutan)

Jika pinjaman yang diberikan dan piutang memiliki suku bunga variabel, maka tingkat diskonto yang digunakan untuk mengukur setiap kerugian penurunan nilai adalah suku bunga efektif yang berlaku yang ditetapkan dalam kontrak. Sebagai panduan praktis, Perseroan dapat mengukur penurunan terhadap nilai wajar instrumen dengan menggunakan harga pasar yang dapat diobservasi.

Jika, pada periode berikutnya, jumlah kerugian penurunan nilai berkurang dan pengurangan tersebut dapat dikaitkan secara obyektif pada peristiwa yang terjadi setelah penurunan nilai diakui (seperti meningkatnya peringkat kredit debitur), maka pembalikan atas kerugian penurunan nilai yang sebelumnya telah diakui dicatat pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian.

Uji penurunan nilai dilakukan secara individual untuk aset keuangan yang signifikan yang terdapat indikasi penurunan nilai (piutang yang bukan berasal dari transaksi jasa kepelabuhanan). Uji penurunan nilai dilakukan secara kolektif untuk aset keuangan yang tidak signifikan dan aset keuangan yang signifikan tetapi tidak memiliki indikasi penurunan nilai berdasarkan data historis.

Nilai kini estimasi arus kas masa datang didiskonto menggunakan suku bunga efektif awal dari aset keuangan tersebut. Jika pinjaman yang diberikan dan piutang yang memiliki suku bunga variabel, tingkat diskonto untuk mengukur kerugian penurunan nilai adalah suku bunga efektif terkini.

Nilai tercatat aset keuangan diturunkan secara langsung melalui kerugian penurunan nilai untuk seluruh aset keuangan, kecuali untuk piutang usaha dan piutang non usaha dimana nilai tercatat diturunkan melalui akun penyisihan penurunan nilai piutang. Bila piutang usaha atau piutang non usaha tidak tertagih, piutang dihapuskan terhadap akun penyisihan penurunan nilai piutang.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

Impairment of Financial Assets (continued)

- ***Financial assets measured at amortized cost*** *(continued)*

Loans and Receivables (continued)

If the loan and receivable have a variable interest rate, the discount rate used to measure any impairment loss is the applicable effective interest rate stipulated in the contract. As a practical guide, the Company can measure the decrease in the fair value of the instrument using the observable market price.

If, in the subsequent period, the amount of the impairment loss is reduced and the deduction may be objectively attributed to an event occurring after the impairment is recognized (such as an increase in the credit rating of the debitor), the reversal of a previously recognized impairment loss is recorded in the consolidated statements of profit or loss and other comprehensive income.

Impairment test performed individually for financial assets that are significant indications of impairment (receivables which are not derived from seaport services transactions).Impairment test performed collectively for financial assets that are not significant and significant financial assets but has no indication of impairment based on historical data.

The present value of estimated future cash flows discounted using the beginning effective interest rate of the financial asset. If the loans and receivables which have variable interest rates, the discount rate for measuring any impairment loss is the recent effective interest rate.

The carrying amount of the financial asset is reduced directly through impairment losses for all financial assets, except for trade receivables and non-trade receivables from which the carrying amount is reduced through an allowance for impairment value. When a trade receivable or non-performing receivable is not collectible, the receivables are written off against the allowance for impairment value.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

k. Aset Keuangan (lanjutan)

Penurunan Nilai dari Aset Keuangan (lanjutan)

- **Aset keuangan dicatat pada biaya perolehan diamortisasi** (lanjutan)

Pinjaman yang diberikan dan Piutang (lanjutan)

Jika, pada tahun berikutnya, jumlah kerugian penurunan nilai bertambah atau berkurang (terpulihkan) karena suatu peristiwa yang terjadi setelah penurunan nilai tersebut diakui, maka dilakukan penyesuaian atas penyisihan kerugian penurunan nilai yang sebelumnya diakui. Pemulihan penurunan nilai selanjutnya diakui dalam laporan rugi dan penghasilan komprehensif lain konsolidasian, dengan ketentuan nilai tercatat aset setelah pemulihan penurunan nilai tidak melampaui biaya perolehan diamortisasi pada tanggal pemulihan tersebut.

Penghentian Pengakuan Aset Keuangan

Grup menghentikan pengakuan aset keuangan jika dan hanya jika hak kontraktual atas arus kas yang berasal dari aset keuangan berakhir, atau Grup mentransfer aset keuangan dan secara substansial mentransfer seluruh risiko dan manfaat atas kepemilikan aset kepada entitas lain.

Jika Grup tidak mentransfer serta tidak memiliki secara substansial atas seluruh risiko dan manfaat kepemilikan serta masih mengendalikan aset yang ditransfer, maka Grup mengakui keterlibatan berkelanjutan atas aset yang ditransfer dan liabilitas terkait sebesar jumlah yang mungkin harus dibayar.

Jika Grup memiliki secara substansial seluruh risiko dan manfaat kepemilikan aset keuangan yang ditransfer, Grup masih mengakui aset keuangan dan juga mengakui pinjaman yang dijamin sebesar pinjaman yang diterima.

Penghentian pengakuan aset keuangan secara keseluruhan, selisih antara jumlah tercatat aset dan jumlah pembayaran dan piutang yang diterima dan keuntungan atau kerugian kumulatif yang telah diakui dalam penghasilan komprehensif lain dan terakumulasi dalam ekuitas diakui dalam laba rugi.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

Impairment of Financial Assets (continued)

- ***Financial assets measured at amortized cost*** *(continued)*

Loans and Receivables (continued)

If, in the subsequent years, the amount of any impairment loss increases or decreases (recovered) due to an event occurring after the impairment is recognized, an adjustment of the allowance for impairment losses previously recognized is recognized. Recovery of impairment is subsequently recognized in the consolidated statement of profit or loss and other comprehensive income, provided that the carrying value of the assets after the recovery of the impairment has not exceeded the amortized cost on the date of the recovery.

Derecognition of Financial Assets

The Group derecognises a financial asset only when the contractual rights to the cash flows from the asset expire, or when it transfers the financial asset and substantially all the risks and rewards of ownership of the asset to another entity.

If the Group neither transfers nor retains substantially all the risks and rewards of ownership and continues to control the transferred asset, the Group recognises its retained interest in the asset and an associated liability for amounts it may have to pay.

If the Group retain substantially all the risks and rewards of ownership of a transferred financial asset, the Group continues to recognise the financial asset and also recognises a collateralised borrowing for the proceeds received.

On derecognition of financial asset in its entirety, the difference between the asset's carrying amount and the sum of the consideration received and receivable and the cumulative gain or loss that had been recognized in other comprehensive income and accumulated in equity is recognized in profit or loss.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

k. Aset Keuangan (lanjutan)

Penghentian Pengakuan Aset Keuangan (lanjutan)

Penghentian pengakuan aset keuangan terhadap satu bagian saja (misalnya ketika Grup masih memiliki hak untuk membeli kembali bagian aset yang ditransfer), Grup mengalokasikan jumlah tercatat sebelumnya dari aset keuangan tersebut pada bagian yang tetap diakui berdasarkan keterlibatan berkelanjutan, dan bagian yang tidak lagi diakui berdasarkan nilai wajar relatif dari kedua bagian tersebut pada tanggal transfer. Selisih antara jumlah tercatat yang dialokasikan pada bagian yang tidak lagi diakui dan jumlah dari pembayaran yang diterima untuk bagian yang yang tidak lagi diakui dan setiap keuntungan atau kerugian kumulatif yang dialokasikan pada bagian yang tidak lagi diakui tersebut yang sebelumnya telah diakui dalam penghasilan komprehensif lain diakui pada laba rugi. Keuntungan dan kerugian kumulatif yang sebelumnya diakui dalam penghasilan komprehensif lain dialokasikan pada bagian yang tetap diakui dan bagian yang dihentikan pengakuannya, berdasarkan nilai wajar relatif kedua bagian tersebut.

l. Liabilitas Keuangan dan Instrumen Ekuitas

Liabilitas keuangan pada awalnya diukur sebesar nilai wajar. Biaya transaksi yang dapat diatribusikan secara langsung ke dalam akuisisi atau penerbitan liabilitas keuangan (selain liabilitas keuangan pada nilai wajar melalui laba rugi) dikurangkan dari nilai wajar liabilitas keuangan, sesuai dengan pengakuan awal.

Biaya transaksi yang dapat diatribusikan secara langsung dengan akuisisi liabilitas keuangan pada nilai wajar melalui laporan laba rugi diakui segera dalam laba rugi.

Klasifikasi sebagai liabilitas atau ekuitas

Instrumen utang dan ekuitas yang diterbitkan oleh Grup diklasifikasikan sebagai liabilitas keuangan atau ekuitas sesuai dengan substansi perjanjian kontraktual dan definisi liabilitas keuangan dan instrumen ekuitas.

Instrumen ekuitas

Instrumen ekuitas adalah setiap kontrak yang membuktikan hak residual atas aset Grup setelah dikurangi seluruh liabilitasnya. Instrumen ekuitas dicatat sebesar hasil yang diterima, setelah dikurangi biaya penerbitan langsung.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

k. Financial Assets *(continued)*

Derecognition of Financial Assets (continued)

On derecognition of financial asset other than its entirety (e.g., when the Group retains an option to repurchase part of a transferred asset), the Group allocates the previous carrying amount of the financial asset between the part it continues to recognize under continuing involvement, and the part it no longer recognizes on the basis of the relative fair values of those parts on the date of the transfer. The difference between the carrying amount allocated to the part that is no longer recognized and the sum of the consideration received for the part no longer recognized and any cumulative gain or loss allocated to it that had been recognized in other comprehensive income is recognized in profit or loss. A cumulative gain or loss that had been recognized in other comprehensive income is allocated between the part that continues to be recognized and the part that is no longer recognized on the basis of the relative fair values of those parts.

l. Financial Liabilities and Equity Instruments

Financial liabilities are initially measured at fair value. Transaction cost that are directly attributable to the acquisition or issue of financial liabilities (other than financial liabilities at fair value through profit or loss) are deducted from the fair value of the financial liabilities, as appropriate, in initial recognition.

Transaction costs directly attributable to the acquisition of financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

Classification as debt or equity

Debt and equity instruments issued by the Group are classified as either financial liabilitiesor as equity in accordance with the substance of the contractual arrangements entered into and the definitions of a financial liability and an equity instrument.

Equity instruments

An equity instruments is any contract that evidences a residual interest in the assets of the Group after deducting all of its liabilities. Equity instruments are recorded at the proceeds received, net of direct issue costs.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

I. Liabilitas Keuangan dan Instrumen Ekuitas (lanjutan)

Liabilitas Keuangan

Liabilitas keuangan diklasifikasikan sebagai FVTPL atau pada biaya perolehan diamortisasi. Liabilitas keuangan Grup diklasifikasikan pada biaya perolehan diamortisasi.

Liabilitas keuangan – biaya perolehan diamortisasi

Utang bank, utang jangka panjang, utang obligasi, utang usaha dan utang lainnya pada awalnya dinilai berdasarkan nilai wajar, setelah dikurangi biaya transaksi, dan selanjutnya dinilai berdasarkan biaya perolehan yang diamortisasi, dengan menggunakan metode suku bunga efektif.

Metode suku bunga efektif

Metode suku bunga efektif adalah metode yang digunakan untuk menghitung biaya perolehan diamortisasi dari liabilitas keuangan dan metode untuk mengalokasikan biaya bunga selama periode yang relevan. Suku bunga efektif adalah suku bunga yang secara tepat mendiskontokan estimasi pembayaran kas masa depan (mencakup seluruh komisi dan bentuk lain yang dibayarkan dan diterima oleh para pihak dalam kontrak yang merupakan bagian yang tak terpisahkan dari suku bunga efektif, biaya transaksi dan premium dan diskonto lainnya) selama perkiraan umur liabilitas keuangan, atau (jika lebih tepat) digunakan periode yang lebih singkat untuk memperoleh nilai tercatat bersih dari aset keuangan pada saat pengakuan awal.

Penghentian pengakuan liabilitas keuangan

Liabilitas keuangan dihentikan pengakuannya jika, dan hanya jika, liabilitas Grup telah dilepaskan, dibatalkan atau kadaluarsa. Selisih antara jumlah tercatat liabilitas keuangan yang dihentikan pengakuannya dan imbalan yang dibayarkan dan utang diakui dalam laba rugi.

m. Saling Hapus dari Instrumen Keuangan

Aset keuangan dan liabilitas keuangan saling hapus dan nilai bersihnya dilaporkan dalam laporan posisi keuangan (neraca) konsolidasian jika, dan hanya jika, saat ini memiliki hak yang berkekuatan hukum untuk melakukan saling hapus atas jumlah yang telah diakui dan terdapat niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan kewajibannya secara simultan.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

I. Financial Liabilities and Equity Instruments *(continued)*

Financial liabilities

Financial liabilities are classified as either financial liabilities at FVTPL or at amortized cost. The Group financial liabilities are classified as at amortized cost.

Financial liabilities – at amortized cost

Loans from banks, long-term loans, bonds payable and trade and other payables are initially measured at fair value, net of transaction costs, and are subsequently measured at amortized cost, using the effective interest rate method.

Effective interest method

The effective interest method is a method of calculating the amortized cost of a financial liability and of allocating interest expense over the relevant period. The effective interest rate is the rate that exactly discounts estimated future cash payments (including all fees and points paid or received that form an integral part of the effective interest rate, transaction costs and other premiums or discounts) through the expected life of the financial liability, or (where appropriate) a shorter period to the net carrying amount on initial recognition.

Derecognition of financial liabilities

The Group derecognizes financial liabilities when, and only when, their obligations are discharged, cancelled or expired. The difference between the carrying amount of the financial liability derecognized and the consideration paid and payable is recognized in profit or loss.

m. Offsetting of Financial Instruments

Financial assets and financial liabilities are offset and the net amount is reported in the consolidated statement of financial position (balance sheets) if, and only if, currently, has the legal entitlement to indemnify the recognized amount and there is an intention to settle the net, or to realize assets and settle their obligations simultaneously.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

m. Saling Hapus dari Instrumen Keuangan (lanjutan)

Nilai wajar instrumen keuangan yang diperdagangkan di pasar aktif pada tanggal laporan posisi keuangan adalah berdasarkan kuotasi harga pasar atau harga kuotasi penjual/*dealer* (*bid price* untuk posisi beli dan *ask price* untuk posisi jual), tanpa memperhitungkan biaya transaksi. Apabila *bid price* dan *ask price* yang terkini tidak tersedia, maka harga transaksi terakhir yang digunakan untuk mencerminkan bukti nilai wajar terkini, sepanjang tidak terdapat perubahan signifikan dalam perekonomian sejak terjadinya transaksi. Untuk seluruh instrumen keuangan yang tidak terdaftar pada suatu pasar aktif, kecuali investasi pada instrumen ekuitas yang tidak memiliki kuotasi harga, maka nilai wajar ditentukan menggunakan teknik penilaian.

Teknik penilaian meliputi teknik nilai kini *(net present value)*, perbandingan terhadap instrumen sejenis yang memiliki harga pasar yang dapat diobservasi, model harga opsi *(options pricing models)*, dan model penilaian lainnya.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

m. Offsetting of Financial Instruments *(continued)*

The fair value of financial instruments traded on the active market at the date of the statement of financial position is based on the quoted market price or the quoted price of the seller / dealer (bid price for the buy position and ask price for the selling position), regardless of transaction costs. If the current bid price and ask price are not available, then the last transaction price used to reflect current fair value evidence, as long as there is no significant change in the economy since the transaction. For all financial instruments not listed in an active market, except for investments in equity instruments that do not have quoted prices, fair value is determined using valuation techniques.

Valuation techniques include net present value techniques, comparison to similar instruments for which market observable prices exist, options pricing models, and other relevant valuation models.

n. Klasifikasi atas Instrumen Keuangan

Grup mengklasifikasikan instrumen keuangan ke dalam klasifikasi tertentu yang mencerminkan sifat dari informasi dan mempertimbangkan karakteristik dari instrumen keuangan tersebut.

n. Classes of Financial Instruments

The Group classifies the financial instruments into classes that reflects the nature of information and take into account the characteristic of those financial instruments.

Instrumen Keuangan/ ***Financial Instruments***	**Kategori yang didefinisikan oleh PSAK No. 55 (Revisi 2014) /** ***Category as defined by PSAK No. 55 (Revised 2014)***	**Golongan /** ***Class***	***Sub Golongan /*** ***Sub Class***
Aset Keuangan / *Financial Assets*	Pinjaman yang diberikan dan piutang / *Loans and receivables*	Kas dan setara kas / *Cash and cash equivalents*	
		Piutang usaha / *Account receivables*	
		Aset Keuangan Lancar Lainnya/*Other Current Financial Assets*	Kas dan setara kas yang dibatasi penggunaannya/*Restricted cash and cash equivalent*
			Piutang Lain-Lain/*Other Receivables*
			Pendapatan Masih Harus Diterima/*Accrued Revenues*
			Penempatan jangka pendek/*Short term investment*
			Aset lancar lainnya/*Other current assets*

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4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

n. Klasifikasi atas Instrumen Keuangan (lanjutan)

n. Classes of Financial Instruments *(continued)*

Instrumen Keuangan/ ***Financial Instruments***	**Kategori yang didefinisikan oleh PSAK No. 55 (Revisi 2014) /** ***Category as defined by PSAK No. 55 (Revised 2014)***	**Golongan /** ***Class***	***Sub Golongan /*** ***Sub Class***
Liabilitas keuangan / *Financial liabilities*	Liabilitas Keuangan Lainnya/ *Other Financial Liablities*	Utang Usaha / *Account Payables*	
		Beban Akrual / *Accrued Expenses*	
		Bagian lancar atas pinjaman jangka panjang/ *Current portion of long term debt*	
		Pendapatan diterima dimuka/deposit/uang jaminan/ *Prepaid revenues/deposits/deposits quarantee*	
		Utang Bunga/ *Interest Payables*	
		Liabilitas Keuangan Jangka Pendek Lainnya/*Other Short Term Financial Liabilities*	
		Liabilitas Jangka Pendek Lainnya/*Other Long term liabilities*	
		Utang non usaha jangka panjang/*Long term non business debt*	
		Utang bank dan lembaga keuangan jangka panjang/*Long term financial institution and bank debt*	

o. Persediaan

Persediaan dinyatakan berdasarkan biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah.

Biaya perolehan ditentukan dengan metode rata-rata tertimbang. Nilai realisasi bersih merupakan taksiran harga jual persediaan dikurangi taksiran biaya penyelesaian dan biaya yang diperlukan untuk melakukan penjualan.

Cadangan kerugian penurunan nilai persediaan dibentuk untuk menyesuaikan nilai persediaan ke nilai realisasi bersih pada tahun berjalan.

Penyisihan atas persediaan usang ditentukan berdasarkan hasil penelaahan terhadap keadaan persediaan pada tanggal laporan posisi keuangan.

Persediaan rusak, alat induknya sudah tidak ada atau secara ekonomis tidak dapat digunakan dipisahkan penyajiannya ke dalam kelompok “aset tidak lancar lainnya”.

o. Inventories

Inventories are stated at cost or net realizable value, whichever is lower.

Cost is determined using the weighted average method. Net realizable value is the estimated selling price in the ordinary course of business less all estimated costs of completion and costs necessary to make the sale.

Allowance for decline in value of the inventories are provided to reduce the carrying value of inventories to their net realizable values int the current period.

The allowance for the obsolete inventories is determined using the periodic review on the condition of the inventory on the statements of financial position date.

Defective/spoilage Inventories, there is no parent/main asset or economically can not be used are presented in the "other non current assets".

p. Biaya Dibayar Dimuka dan Uang Muka

Biaya dibayar dimuka merupakan biaya yang telah dibayar untuk masa manfaat dua belas bulan atau lebih. Biaya dibayar dimuka diamortisasi sesuai dengan masa manfaat masing-masing biaya menggunakan metode garis lurus.

p. Prepaid Expenses and Advance Payment

Prepaid expenses are expenses that have been paid for the useful life of twelve months or more. Prepaid expenses are amortized over the useful life of each expense using the straight line method.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

p. Biaya Dibayar Dimuka dan Uang Muka (lanjutan)

Pada akhir periode pelaporan, biaya dibayar dimuka disajikan sebesar nilai barang/jasa/manfaat atau setaranya yang belum diakui pada periode berjalan. Biaya dibayar dimuka jangka panjang disajikan sebagai "Aset Tidak Lancar Lainnya" dalam Laporan Posisi Keuangan.

Uang muka merupakan sejumlah kas keluar atau biaya yang dikeluarkan perusahaan untuk suatu kegiatan atau suatu hal yang nantinya akan mendapat pertanggungjawaban dalam waktu tertentu dan telah ditetapkan.

q. Properti Investasi

Properti investasi adalah properti (tanah atau bangunan atau bagian dari suatu bangunan atau keduanya) untuk menghasilkan rental atau untuk kenaikan nilai atau keduanya.

Biaya-biaya setelah perolehan awal diakui dalam jumlah tercatat properti investasi jika dan hanya jika besar kemungkinan manfaat ekonomis di masa depan berkenaan properti investasi tersebut akan mengalir ke perusahaan dan biaya perolehan aset dapat diukur secara andal, dan tidak termasuk biaya perawatan sehari-hari properti investasi.

Properti investasi awalnya diukur sebesar biaya perolehan yang meliputi harga pembelian dan biaya-biaya yang dapat diatribusikan secara langsung. Selanjutnya setelah penilaian awal, properti investasi dinilai dengan menggunakan nilai wajar, yaitu setelah dikurangi akumulasi penyusutan dan akumulasi penurunan nilai. Keuntungan atau kerugian yang timbul dari perubahan nilai wajar diakui pada laporan laba rugi pada saat terjadinya.

Properti investasi mencakup juga properti dalam proses pembangunan dan akan digunakan sebagai properti investasi setelah selesai.

Akumulasi biaya perolehan dan biaya pembangunan (termasuk biaya pinjaman yang terjadi) diamortisasi pada saat selesai dan siap untuk digunakan.

Properti investasi dihentikan pengakuannya pada saat dilepaskan atau tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomi masa depan yang diperkirakan dari pelepasannya.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

p. Prepaid Expenses and Advance Payment *(continued)*

At the end of the reporting period, prepaid expenses are stated at the value of the goods / services / benefits or equivalent which has not been recognized in the current period. Long-term prepaid expenses are presented as "Other Current Assets" in the Statement of Financial Position.

Advances are a number of cash out or costs incurred by the company for an activity or something that will have the responsibility in a certain time and have been assigned.

q. Investment Properties

Investment properties are properties (land or a building or part of a building or both) held to earn rentals or for capital appreciation or both.

Costs after the initial acquisition is recognized in the carrying amount of investment property if and only if it is probable that future economic benefits in respect of the investment property will flow to the company and the cost of the item can be measured reliably, and does not include the cost of the maintenance of investment property.

Investment property is initially measured at cost which includes the purchase price and costs directly attributable. Furthermore, after the initial measurement, property investments valued using fair value, net of accumulated depreciation and accumulated impairment. Gains or losses arising from changes in fair value recognized in profit or loss as incurred.

Investment property includes properties in the process of development and will be used as investment property after completion.

Accumulated acquisition and development costs (including borrowing costs incurred) are amortized when completed and ready for use.

Investment properties shall be derecognized upon disposal or when the investment property is permanently withdrawn from use and no future economic benefits are expected from its disposal.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

q. Properti Investasi (lanjutan)

Keuntungan atau kerugian yang timbul dari penghentian pengakuan properti investasi ditentukan dari selisih antara hasil neto pelepasan dan jumlah tercatat aset dan diakui dalam laba rugi pada periode terjadinya penghentian atau pelepasan.

Mulai tahun 2018, Perseroan memilih menggunakan model nilai wajar (sebelumnya menggunakan model biaya perolehan) untuk mengukur properti investasi (tanah dan bangunan) yang berlaku propektif sebagaimana diatur pada standar yang berlaku. Kenaikan (penurunan) yang berasal dari nilai wajar pada tanggal posisi laporan keuangan dibanding dengan nilai buku atas penerapan pertama kali atau nilai wajar sebelumnya, diakui sebagai keuntungan (kerugian) perubahan nilai wajar aset non keuangan dan disajikan pada pendapatan (beban) non usaha. (Lihat catatan 13 dan 35)

Selanjutnya, pada setiap tanggal laporan posisi keuangan atau sekurang-kurangnya pada akhir tahun, dengan pilihan model nilai wajar, Perseroan melakukan telaahan atas nilai wajar properti investasi - tanah dan bangunan. Kenaikan (penurunan) yang berasal dari nilai wajar pada tanggal posisi laporan keuangan dibanding nilai wajar sebelumnya, merupakan keuntungan (kerugian) dan disajikan pada kelompok pendapatan (beban) non usaha.

r. Aset Tetap

Aset tetap, kecuali tanah dinyatakan sebesar biaya perolehan *(acquisition cost),* setelah dikurangi akumulasi penyusutan dan akumulasi rugi penurunan nilai, jika ada. Namun, tidak termasuk biaya perbaikan dan perawatan sehari-hari.

Sampai dengan saat ini, Perusahaan masih memilih menggunakan model biaya *(cost model)* dalam melakukan pengukuran untuk seluruh aset tetapnya setelah pengakuan awal aset tetap yang bersangkutan.

Biaya perolehan awal aset tetap meliputi harga perolehan, termasuk bea impor dan pajak pembelian yang tidak boleh dikreditkan dan biaya-biaya yang dapat diatribusikan secara langsung untuk membawa aset ke lokasi dan kondisi yang diinginkan sesuai dengan tujuan penggunaan yang ditetapkan.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

q. Investment Properties *(continued)*

Any gain or loss arising on derecognition of the property (calculated as the difference between the net disposal proceeds and the carrying amount of the asset) is included in profit or loss in the period in which the property is derecognized.

Starting in 2018, the Company chooses to use the fair value model (previously using the acquisition cost model) to measure investment property (land and buildings) that apply proposition as stipulated in applicable standards. Increase (decrease) arising from fair value at the position date of the financial statements compared to the book value for the first time application or previous fair value, is recognized as gain (loss) of change in the fair value of non financial assets and presented as non operating income (expense). (See notes 13 and 35)

Furthermore, at each financial position report date or at least at the end of the year, with a choice of fair value models, the Company conducts a review of the fair value of investment property - land and buildings. The increase (decrease) arising from the fair value at the position date of the financial statements compared to the previous fair value, represents gain (loss) and is presented in the group of non operating income (expenses).

r. Fixed Assets

Fixed assets, except land are stated at the acquisition cost, after deducting accumulated depreciation and accumulated impairment losses, if any. However, it does not include daily repairs and maintenance costs.

Until now, the Company still chooses to use the cost model in measuring all of its fixed assets after the initial recognition of the fixed assets concerned.

The initial cost of property and equipment consists of its purchase price, including import duties and taxes and any directly attributable costs in bringing the property and equipment to its working condition and location for its intended on use.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

r. Aset Tetap (lanjutan)

Biaya pengurusan legal hak atas tanah ketika tanah diperoleh pertama kali diakui sebagai bagian dari biaya perolehan tanah, dan biaya ini tidak disusutkan. Biaya pengurusan perpanjangan atau pembaruan legal hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak atas tanah.

Suku cadang utama dan peralatan siap pakai diklasifikasikan sebagai aset tetap bila diperkirakan akan digunakan dalam operasi selama lebih dari satu tahun.

Beban-beban yang timbul setelah aset tetap digunakan, seperti beban perbaikan dan pemeliharaan, dibebankan ke laba rugi pada saat terjadinya. Apabila beban-beban tersebut menimbulkan peningkatan manfaat ekonomis di masa datang dari penggunaan aset tetap tersebut yang dapat melebihi kinerja normalnya, maka beban-beban tersebut dikapitalisasi sebagai tambahan biaya perolehan aset tetap.

Jumlah tercatat aset tetap dihentikan pengakuannya *(derecognized)* pada saat dilepaskan atau tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasannya.

Aset tetap yang dijual atau dilepaskan, dikeluarkan dari kelompok aset tetap berikut akumulasi penyusutan dan amortisasi serta akumulasi penurunan nilai yang terkait dengan aset tetap tersebut.

Laba atau rugi yang timbul dari penghentian pengakuan aset tetap ditentukan sebesar perbedaan antara jumlah neto hasil pelepasan, jika ada, dengan jumlah tercatat dari aset tetap tersebut, dan diakui dalam laporan rugi komprehensif konsolidasian pada tahun terjadinya penghentian pengakuan.

Penyusutan (selain tanah) dimulai pada tanggal aset tersebut digunakan atau siap untuk digunakan, penyusutan diakui sebagai penghapusan biaya perolehan aset dikurangi nilai residu dengan menggunakan metode garis lurus berdasarkan taksiran masa manfaat ekonomis aset tetap sebagai berikut:

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

r. Fixed Assets *(continued)*

Initial legal costs incurred to obtain legal rights are recognized as part of the acquisition cost of the land, and these costs are not depreciated. Costs related to renewal of land rights are recognized as intangible assets and amortized during the period of the land rights.

Major spare parts and stand by equipment are classified as fixed assets when they are expected to be used in operations during more than one year.

Expenses incurred after fixed assets are used, such as repairs and maintenance expenses, are charged to profit or loss when incurred. If these expenses lead to an increase in future economic benefits from the use of these fixed assets that can exceed their normal performance, then these expenses are capitalized in addition to the acquisition cost of fixed assets.

The carrying amount of fixed asset is derecognized at the time of disposal or no future economic benefit is expected from its use or disposal.

FIxed asset sold or disposed of, are removed from the accounts with the accumulated depreciation and amortization and accumulated impairment losses associated with fixed asset.

Gains or losses arising from the termination of recognition of fixed assets are determined at the difference between the net amount of disposal proceeds, if any, and the carrying amount of fixed assets and recognized in the consolidated statements of profit or loss and other comprehensive income in the year of the cessation of the recognition.

Depreciation (except for land) is applied from the date the assets are put into service or when the assets are ready for service, depreciation is recognized so as to write off the cost of assets less residual values using the straight line method based on the estimated useful lives of the assets as follows:

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

r. Aset Tetap (lanjutan)

r. Fixed Assets *(continued)*

Jenis Aset Tetap	Umur Manfaat/ *Useful Life*	Tarif Penyusutan/ *Depreciation Rate*	*Type of Assets*
Aset Tetap			***Fixed Assets***
Bangunan			*Building*
- Diperoleh masa PN	12,5 Tahun / *Years*	8%	*Retrieved period PN -*
- Diperoleh setelah PT	40 Tahun / *Years*	2,5%	*Obtained after PT -*
Kendaraan	5 Tahun / *Years*	20%	*Vehicle*
Inventaris			*Inventory*
- Peralatan komputer	7 Tahun / *Years*	15%	*Computer equipment -*
- Peralatan komunikasi	7 Tahun / *Years*	15%	*Communications equipment -*
- Perabotan kantor/rumah tangga	7 Tahun / *Years*	15%	*Office equipment / household -*
Peralatan Wisma	7 Tahun / *Years*	15%	*Homestead equipment*
Alat Produksi			***Production Equipments***
Armada Kapal			*Fleet*
- Kapal Penumpang	30 Tahun / *Years*	3,3%	*Passenger ship -*
- Kapal Roro	30 Tahun / *Years*	3,3%	*Roro ship -*
Jet Liner	25 Tahun / *Years*	4%	*Jetliner*
Egon	25 Tahun / *Years*	4%	*Egon*
- Kapal Eks PT PANN			*Ex ship PT PANN -*
(KM Caraka Th. 1990)	20 Tahun / *Years*	5%	*(KM Caraka years 1990)*
- Kapal Sewa Guna Usaha Th. 1990	20 Tahun / *Years*	5%	*Ship Lease years 1990 -*
Galangan dan alat apung	10 Tahun / *Years*	10%	*Shipyard and floating equipment*
Kontainer	10 Tahun / *Years*	10%	*Containers*
Alat mekanik dan non mekanik	10 Tahun / *Years*	10%	*Tools mechanical and non mechanical*

Nilai tercatat aset tetap ditelaah kembali dan dilakukan penurunan nilai apabila terdapat peristiwa atau perubahan kondisi tertentu yang mengindikasikan nilai tercatat tersebut tidak dapat dipulihkan sepenuhnya.

The carrying values of property and equipment are reviewed for impairment when events or changes in circumstances indicate that the carrying values may not be recoverable.

Nilai residu, umur manfaat, serta metode penyusutan ditelaah setiap akhir tahun dan dilakukan penyesuaian apabila hasil telaah berbeda dengan estimasi sebelumnya.

The asset's residual values, useful lives and depreciation method are reviewed and adjusted if appropriate, at each financial year end.

Biaya Pinjaman

Borrowing Costs

Biaya pinjaman yang dapat didistribusikan secara langsung dengan perolehan, konstruksi, atau pembuatan aset kualifikasian adalah biaya pinjaman yang dapat dihindari jika pengeluaran atas aset kualifikasian tidak dilakukan.

Borrowing costs that can be distributed directly with the acquisition, construction or manufacture of qualifying assets are borrowing costs that can be avoided if the expenditure on qualifying assets is not carried out.

Pinjaman dana secara spesifik telah ditentukan penggunaannya, jumlah biaya pinjaman yang dapat dikapitalisasi sebesar biaya pinjaman aktual yang terjadi selama periode dikurangi penghasilan investasi atas investasi sementara dari pinjaman tersebut.

Specific use of the loan has been determined, the amount of borrowing costs that can be capitalized is equal to the actual borrowing costs incurred during the period less investment income on the temporary investment of the loan.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

r. Aset Tetap (lanjutan)

Biaya Pinjaman (lanjutan)

Pinjaman dana secara umum lalu menggunakannya untuk memperoleh suatu aset kualifikasian, jumlah biaya pinjaman yang dapat dikapitalisasi dengan menerapkan suatu tarif kapitalisasi terhadap pengeluaran atas aset tersebut. Tarif kapitalisasi adalah rata-rata tertimbang biaya pinjaman atas saldo pinjaman selama periode di luar pinjaman spesifik untuk memperoleh aset kualifikasian. Jumlah biaya pinjaman dikapitalisasi selama suatu periode tidak boleh melebihi jumlah biaya pinjaman yang terjadi pada periode tersebut.

Kapitalisasi biaya pinjaman dihentikan pada saat aktivitas yang berkaitan dengan perolehan dan pengembangan proyek telah selesai atau pada saat konstruksi selesai dan aset tersebut siap digunakan sesuai dengan tujuannya.

Biaya bunga dan biaya pinjaman lain, seperti biaya diskonto atas pinjaman, baik yang secara langsung ataupun tidak langsung digunakan untuk mendanai konstruksi aset tertentu yang memenuhi syarat, dikapitalisasi sampai konstruksi tersebut selesai.

Aset Dalam Konstruksi

Aset dalam konstruksi merupakan aset tetap dalam tahap konstruksi dinyatakan sebesar biaya perolehan berdasarkan persentase fisik pekerjaan yang telah diselesaikan pada akhir tahun sesuai dengan Berita Acara Kemajuan Fisik Pekerjaan.

Aset dalam konstruksi disajikan sebagai bagian dari aset tetap, yang dinyatakan berdasarkan biaya perolehan yaitu harga perolehan, biaya-biaya yang dapat diatribusikan langsung, estimasi awal biaya pembongkaran dan pemindahan aset tetap dan restorasi lokasi aset tetap dan biaya pinjaman yang digunakan untuk membiayai aset selama masa pembangunan.

Akumulasi biaya perolehan akan dipindahkan ke masing-masing aset tetap yang bersangkutan pada saat konstruksi selesai secara substansial dan aset tersebut telah digunakan sesuai tujuannya, yang dibuktikan dengan Berita Acara Serah Terima Pertama.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

r. Fixed Assets *(continued)*

Borrowing Costs (continued)

Fund loans generally use it to obtain a qualifying asset, the amount of borrowing costs that can be capitalized by applying a capitalization rate to the expenditure on the asset. Rate capitalization is the weighted average borrowing cost for the loan balance during the period outside the specific loan to obtain the qualifying asset. The amount of borrowing costs capitalized during a period should not exceed the amount of borrowing costs incurred during that period.

Capitalization of borrowing costs discontinued when activities associated with the acquisition and development projects have been completed or when construction is completed and the asset is ready for its use.

Interest expense and other borrowing costs, such as discount fees on loans, either directly or indirectly used to finance construction of certain assets are eligible, are capitalized until construction is completed.

Construction in Progress

Construction in progress (CIP) are fixed assets in the construction phase, which are stated at cost based on the physical percentage of work completed at the end of the year in accordance with the Minutes of Physical Progress of Work.

CIP are presented as part of fixed assets, which are stated based on acquisition costs, costs, directly attributable costs, initial estimates of the costs of dismantling and moving fixed assets and restoring the location of fixed assets and borrowing costs used to finance assets during the period development.

The accumulated costs will be transferred to the respective fixed assets when the construction is substantially completed and the assets are ready for its intended use, as evidenced by the Minutes of First Taking Over.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

r. Aset Tetap (lanjutan)

Aset Tidak Produktif / Tidak Berfungsi

Aset tetap yang tidak memberikan manfaat dalam aktivitas produksi / usahanya atau tidak ada manfaat ekonomis masa depan yang diharapkan dari penggunaan / pelepasannya dikategorikan sebagai aset tidak produktif / tidak berfungsi dan disajikan pada kelompok aset tidak lancar lainnya.

Aset tetap pada kategori tersebut dilakukan penurunan nilai sebesar nilai tercatatnya pada saat tidak lagi memberikan manfaat ekonomis masa depan yang diharapkan dari penggunaannya. Akumulasi penurunan nilai aset tidak produktif dibentuk sebagai penerapan atas akuntansi penurunan nilai.

Penghapusbukuan dan pemindahtanganan aset tetap mengikuti ketentuan yang ditetapkan dalam Peraturan Menteri Negara Badan Usaha Milik Negara Nomor: PER-02/MBU/2010, tentang Tata cara Penghapusbukuan dan Pemindahtanganan Aset Tetap Badan Usaha Milik Negara.

Aset tetap tidak produktif dihentikan pengakuannya bilamana telah mendapat persetujuan penghapusan dari Dewan Komisaris dan atau Pemegang Saham.

Keuntungan atau kerugian yang diperoleh dari hasil penjualan aset tetap tidak produktif usulan penghapusan ini, diakui pada kelompok pendapatan (beban) non usaha.

s. Penurunan Nilai Aset Non keuangan

Pada setiap akhir periode pelaporan, Grup menelaah nilai tercatat aset non keuangan untuk menentukan apakah terdapat indikasi bahwa aset tersebut telah mengalami penurunan nilai.

Jika terdapat indikasi tersebut, jumlah terpulihkan dari aset diestimasi untuk menentukan tingkat kerugian penurunan nilai (jika ada). Bila tidak memungkinkan untuk mengestimasi jumlah terpulihkan atas suatu aset individual, Grup mengestimasi jumlah terpulihkan dari unit penghasil kas atas aset.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

r. Fixed Assets *(continued)*

Non Productive / Non Function Assets

Fixed assets that do not provide benefits in production activity / her business or no future economic benefits are expected from the use / disposal of assets not classified as productive / not functioning and are presented in groups of other non current assets.

Fixed assets in that category of impaired its carrying value at the time no longer provide future economic benefits are expected from its use. Accumulated impairment of non productive assets created as the application of the accounting impairment.

The write off and the alienation of property and equipment following the regulation stated by the Minister of State Owned Enterprises No. PER-02/MBU/2010 regarding Procedure for Written off and Transfer of Fixed Assets of State Owned Company.

Unproductive fixed assets are derecognised when the the elimination has received approval from the Board of Commissioners and or Shareholders.

Gain or loss realized from the sale of fixed assets proposed the elimination unproductive it was recognized in the group of other income (expenses).

s. Impairment of Non financial Assets

At the end of each reporting period, the Group reviews the carrying amounts of its tangible and intangible assets to determine whether there is any indication that the assets have suffered an impairment loss.

If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any). When it is not possible to estimate the recoverable amount of an individual asset, the Group estimates the recoverable amount of the cash-generating unit to which the asset belongs.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

s. Penurunan Nilai Aset Non Keuangan (lanjutan)

Estimasi jumlah terpulihkan adalah nilai tertinggi antara nilai wajar dikurangi biaya pelepasan dan nilai pakai. Dalam menilai nilai pakainya, estimasi arus kas masa depan didiskontokan ke nilai kini menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset yang mana estimasi arus kas masa depan belum disesuaikan.

Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dipertimbangkan mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya. Rugi penurunan nilai dari operasi yang berkelanjutan diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai biaya "Rugi Penurunan Nilai".

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga penawaran pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Kelompok Usaha menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar yang tersedia.

Jika jumlah yang dapat diperoleh kembali dari aset non keuangan (unit penghasil kas) kurang dari nilai tercatatnya, nilai tercatat aset (unit penghasil kas) dikurangi menjadi sebesar nilai yang dapat diperoleh kembali dan rugi penurunan nilai diakui langsung ke laba rugi kecuali aset tersebut dicatat sebesar nilai revaluasi, dimana kerugian penurunan nilai diperlakukan sebagai penurunan revaluasi.

Kerugian penurunan nilai yang telah diakui dalam tahun sebelumnya untuk aset selain *goodwill* dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui.

Dalam hal ini, jumlah tercatat aset dinaikkan ke jumlah terpulihkannya. Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, setelah dikurangi penyusutan, seandainya tidak ada rugi penurunan nilai yang telah diakui untuk aset tersebut pada tahun sebelumnya.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

s. Impairment of Non Financial Assets *(continued)*

Estimated recoverable amount is the higher of fair value less costs to sell and value in use. In assessing value in use, the estimated future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset for which the estimates of future cash flows have not been adjusted.

Where the carrying amount of an asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment losses of continuing operations are recognized in the consolidated statement of profit or loss and other comprehensive income as "Impairment Losses".

In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.

In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the assets. These calculations are corroborated by valuation multiples or other available fair value indicators.

If the recoverable amount of an asset (or cash generating unit) is estimated to be less than its carrying amount, the carrying amount of the asset (or cash generating unit) is reduced to its recoverable amount. An impairment loss is recognized immediately in profit or loss, unless the relevant asset is carried at a revalued amount, in which case the impairment loss is treated as a revaluation decrease.

A previously recognized impairment loss for an asset other than goodwill is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized.

If that is the case, the carrying amount of the asset is increased to its recoverable amount. The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceed the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior years.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

s. Penurunan Nilai Aset Non Keuangan (lanjutan)

Pembalikan rugi penurunan nilai diakui dalam laba rugi. Setelah pembalikan tersebut, penyusutan aset tersebut disesuaikan di tahun mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

Goodwill hanya diuji untuk menentukan adanya penurunan nilai pada setiap akhir tahun pelaporan dan ketika terdapat suatu indikasi bahwa nilai tercatatnya mengalami penurunan nilai.

Penurunan nilai bagi *goodwill* ditetapkan dengan menentukan jumlah tercatat tiap UPK (atau kelompok UPK) dimana *goodwill* terkait. Jika jumlah terpulihkan UPK kurang dari jumlah tercatatnya, maka rugi penurunan nilai diakui. Rugi penurunan nilai atas *goodwill* tidak dapat dibalik pada tahun berikutnya.

t. Aset Takberwujud

Beban perpanjangan atau pembaruan hak atas tanah diakui sebagai aset takberwujud. Beban tersebut diamortisasi selama, mana yang lebih pendek antara umur legal atau umur ekonomi tanah. Jika beban pengurusan perpanjangan atau pembaharuan hak atas tanah tidak material, maka dibebankan pada periode berjalan.

Aset takberwujud dicatat pada biaya perolehannya dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai. Aset takberwujud diamortisasi selama estimasi masa manfaatnya. Grup mengestimasi nilai yang dapat diperoleh kembali dari aset takberwujud.

Umur manfaat aset takberwujud dinilai sebagai terbatas atau tidak terbatas. Aset takberwujud dengan umur manfaat terbatas diamortisasi sesuai umur manfaat ekonomis dan diuji untuk penurunan nilai jika terdapat indikasi bahwa aset takberwujud mengalami penurunan nilai. Periode dan metode amortisasi aset takberwujud dengan umur manfaat terbatas ditelaah sekurang-kurangnya pada setiap akhir periode pelaporan.

Perubahan pada perkiraan umur manfaat atau pola konsumsi manfaat ekonomi masa depan dari aset tersebut dijadikan pertimbangan dalam mengubah periode atau metode amortisasi dan diperlakukan sebagai perubahan estimasi akuntansi. Beban amortisasi aset takberwujud dengan umur manfaat terbatas dicatat sebagai beban pada laba rugi sesuai dengan fungsi aset takberwujud tersebut.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

s. Impairment of Non Financial Assets *(continued)*

Reversal of an impairment loss is recognized in the profit or loss. After such a reversal, the depreciation charge on the said asset is adjusted in future years to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.

Goodwill is only tested to determine of value impairment at the end of each reporting year and when there is an indication that recorded value is impaired.

Impairment of goodwill is determined by determining of recorded amount of each UPK (or group of UPK) to which goodwill is related. If recoverable amount of UPK is less than recorded amount, the value impairment lossess are recognized. Value impairment losses for goodwill cannot be reversed to following year.

t. Intangible Assets

Cost incurred for extension or renewal of land rights are recognized as intangible assets. Amortized over the period, whichever is shorter between the legal life or economic life of the land. If the cost incurred are not material, then charged in the current period.

Intangible assets are recorded at acquisition cost less accumulated amortization and accumulated impairment losses. Intangible assets are amortized over their useful lives. The Group estimates the recoverable value of its intangible assets.

The useful lives of intangible assets are assessed as either finite or indefinite. Intangible assets with finite lives are amortised over the useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortisation period and the amortisation method for an intangible asset with a finite useful life are reviewed at least at the end of each reporting period.

Changes in the expected useful life or the expected pattern of consumption of future economic benefits embodied in the asset are considered to modify the amortisation period or method, as appropriate, and are treated as changes in accounting estimates. The amortisation expense on intangible assets with finite lives is recognised in the profit or loss as the expense category that is consistent with the function of the intangible assets.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

t. Aset Takberwujud (lanjutan)

Aset takberwujud dengan umur manfaat tidak terbatas tidak diamortisasi, tetapi diuji setiap tahun untuk penurunan nilai, secara individual atau pada tingkat unit penghasil kas. Apabila nilai tercatat aset takberwujud melebihi estimasi nilai yang dapat diperoleh kembali, maka nilai tercatat aset tersebut diturunkan menjadi sebesar estimasi nilai yang dapat diperoleh kembali. Umur manfaat aset takberwujud yang tidak diamortisasi ditelaah setiap periode untuk menentukan apakah peristiwa dan kondisi dapat terus mendukung penilaian bahwa umur manfaat tetap tidak terbatas. Jika tidak, maka perubahan umur manfaat dari tidak terbatas menjadi terbatas diterapkan secara prospektif.

Perangkat lunak diamortisasi dengan menggunakan metode garis lurus berdasarkan estimasi masa manfaat aset takberwujud selama 5 (lima) tahun.

Aset takberwujud dihentikan pengakuannya ketika aset tersebut dilepaskan atau ketika tidak terdapat lagi manfaat ekonomis masa depan yang diharapkan dari penggunaan atau pelepasan aset tersebut. Selisih dalam laporan antara nilai tercatat aset dengan hasil neto yang diterima dari pelepasannya diakui dalam laporan laba rugi.

Biaya-biaya yang tidak mempunyai masa manfaat lebih dari satu periode tidak dapat ditangguhkan, termasuk kerugian yang timbul dari kegiatan awal operasi dan biaya pra operasi / perintisan usaha.

u. Pendapatan Diterima Dimuka

Pendapatan diterima dimuka adalah penerimaan uang dari pihak lain sehubungan dengan jasa yang akan dilakukan oleh entitas dimasa depan, tetapi jasa tersebut belum diserahkan kepada pihak tersebut.

v. Pengakuan Pendapatan dan Beban

Pendapatan diakui bila besar kemungkinan manfaat ekonomi akan diperoleh oleh Grup dan jumlahnya dapat diukur secara andal. Pendapatan diukur pada nilai wajar saat diterima, tidak termasuk pajak penjualan (PPN).

- Pendapatan atas penyelenggaraan Kewajiban Pelayanan Publik / *Public Service Obligation* (PSO) dan subsidi diakui pada saat pengajuan klaim terhadap seluruh biaya yang terkait langsung dengan kegiatan PSO dan subsidi.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

t. Intangible Assets *(continued)*

Intangible assets with indefinite useful lives are not amortised, but are tested for impairment annually, either individually or at the cashgenerating unit level. When the carrying amount of an asset exceeds its estimated recoverable amount, the asset is written down to its estimated recoverable amount. The useful life of an intangible asset that is not being amortised shall be reviewed each period to determine whether events and circumstances continue to support an indefinite useful life assessment for that asset. If not, the change in useful life from indefinite to finite is made on a prospective basis.

Software is amortized using the straight line method, based on the estimated useful lives of the assets of 5 (five) year.

Intangible assets are derecognized when no further economic benefits are expected, either from further use or from disposal. The difference between the carrying amount and the net proceeds received from disposal is recognized in the statement of profit or loss.

The costs that do not have a useful life of more than one period can not be suspended, including losses arising from the initial operation and cost of pre operative / pioneering effort.

u. Received in Advance

Received in advance are money received from other parties in connection with the services of products that will be performed by entities in the future, but the services are not delivered to that party.

v. Revenue and Expense Recognition

Revenue is recognized to the extent that it is probable that the economic benefits will flow to the Group and the revenue can be reliably measured. Revenue is measured at fair value of the consideration received, excluding sales taxes (VAT).

- *Revenue for the implementation of public service obligations/Public Service Obligation (PSO) and subsidies are recognized at the time of filing a claim against all costs associated directly with PSO and subsidy activities.*

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

v. Pengakuan Pendapatan dan Beban (lanjutan)

Selisih kekurangan pembayaran atau kelebihan pencairan dana penyelenggaraan Kewajiban Pelayanan Publik akan diperhitungkan setelah dilakukan verifikasi dokumen dan verifikasi lapangan oleh pihak yang ditunjuk dalam Perjanjian.

- Pendapatan tambang pasasi dan muatan diakui sesuai tingkat penyelesaian jasa atas dasar daftar uang tambang pasasi (B60A) dan daftar tambang muatan (B60).
- Pendapatan *charter* diakui proporsional selama periode perjanjian.
- Pendapatan bongkar muat, komisi keagenan, EMKL dan reparasi diakui pada saat jasa tersebut telah selesai dilaksanakan.
- Pendapatan sewa, bunga dan lainnya diakui dengan metode akrual.
- Penghasilan dividen dari investasi saham diakui pada saat hak menerima dividen telah ditetapkan.

Beban diakui pada saat terjadinya atau sesuai dengan masa manfaatnya.

Pendapatan / Beban Keuangan

Beban diakui dengan menggunakan metode akrual dengan penegasan sebagai berikut: beban dikeluarkan dalam usaha untuk menghasilkan pendapatan pada periode berjalan, beban yang tidak dapat dimanfaatkan untuk periode akuntansi berikutnya, beban penurunan aset yang tidak mungkin dihindarkan.

Untuk semua instrumen keuangan yang diukur pada biaya perolehan diamortisasi dan aset keuangan kategori tersedia dijual yang memperoleh bunga, pendapatan atau biaya bunga dicatat dengan menggunakan metode Suku Bunga Efektif (SBE), yaitu suku bunga yang secara tepat mendiskontokan estimasi pembayaran atau penerimaan kas di masa yang akan datang selama perkiraan umur dari instrumen keuangan, atau jika lebih tepat, selama periode yang lebih singkat, untuk nilai tercatat neto dari aset keuangan atau liabilitas keuangan.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

v. Revenue and Expense Recognition *(continued)*

The difference in underpayment or excess disbursement of funds for the implementation of Public Service Obligations will be taken into account after document verification and field verification by the party designated in the Agreement.

- *Pasasi mines and cargo revenues are recognized according to the level of completion services on the basis pasasi mine money list (B60A) and the list of charges mines (B60).*
- *Charter revenue is recognized proportionately over the period of the agreement.*
- *Revenue stevedoring, agency commissions, and reparations EMKL recognized when services have been completed.*
- *Rental income, interest and other recognized on an accrual basis.*
- *Dividend income from investment in shares of stock is recognized when the shareholders rights to receive such dividend have been established.*

Expenses are recognized when incurred or based on their beneficial period.

Finance Income / Cost

Expenses are recognized on accrual basis to the assertion as follows: expenses incurred in an attempt to generate revenue in the current period, expenses that can not be utilized for the next accounting period, asset impairment charges that are unavoidable.

For all financial instruments measured at amortized cost and interest bearing financial assets classified as available-for-sale, interest income or expense is recorded using the Effective Interest Rate (EIR), which is the rate that exactly discounts the estimated future cash payments or receipts over the expected life of the financial instrument or a shorter period, where appropriate, to the net carrying amount of the financial asset or liability.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

w. Transaksi Sewa

Penentuan apakah suatu kontrak merupakan, atau mengandung unsur sewa adalah berdasarkan substansi kontrak pada tanggal awal sewa, yakni apakah pemenuhan syarat kontrak tergantung pada penggunaan aset tertentu dan kontrak tersebut berisi hak untuk menggunakan aset tersebut.

Sewa yang mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset, diklasifikasikan sebagai sewa pembiayaan. Dalam sewa pembiayaan Grup *(Lesse)* mengakui aset dan liabilitas dalam laporan posisi keuangan konsolidasian pada awal masa sewa, sebesar nilai wajar aset sewa pembiayaan, atau sebesar nilai kini dari pembayaran sewa minimum, jika nilai kini lebih rendah dari nilai wajar.

Evaluasi ulang atas perjanjian sewa dilakukan setelah tanggal awal sewa hanya jika salah satu kondisi berikut terpenuhi:

a. terdapat perubahan dalam persyaratan perjanjian kontraktual, kecuali jika perubahan tersebut hanya memperbarui atau memperpanjang perjanjian yang ada;

b. opsi pembaruan dilakukan atau perpanjangan disetujui oleh pihak-pihak yang terkait dalam perjanjian, kecuali ketentuan pembaruan atau perpanjangan pada awalnya telah termasuk dalam masa sewa;

c. terdapat perubahan dalam penentuan apakah pemenuhan perjanjian tergantung pada suatu aset tertentu; atau

d. terdapat perubahan subtansial atas aset yang disewa.

Perlakuan Akuntansi untuk *Lessee*

Apabila evaluasi ulang telah dilakukan, maka akuntansi sewa harus diterapkan atau dihentikan penerapannya pada tanggal dimana terjadi perubahan kondisi pada skenario a, c atau d dan pada tanggal pembaharuan atau perpanjangan sewa pada skenario b.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

w. Lease Transactions

The determination of whether an arrangement is, or contains a lease is based on the substance of the arrangement at inception date of whether the fulfillment of the arrangement is dependent on the use of a specific asset or assets and the arrangement conveys a right to use the asset.

Leases that transfer substantially all the risks and rewards incidental to ownership of the asset are classified as finance leases. In a Group financing lease (Lesse) recognizes assets and liabilities in the consolidated statement of financial position at the beginning of the lease, at fair value of the leased asset, or at the present value of the minimum lease payments, if the present value is less than fair value.

A reassessment is made after inception of the lease only if one of the following applies:

a. *there is a change in the contractual terms of the agreement, unless such changes only renew or extend the existing agreement;*

b. *a renewal option is exercised or extension granted, unless the term of the renewal or extension was initially included in the lease term;*

c. *there is a change in the determination of whether the fulfillment is dependent on a specified asset; or*

d. *there is a substantial change to the asset.*

Accounting Treatment as a Lessee

Where a reassessment is made, lease accounting shall commence or cease from the date when the change in circumstances gave rise to the reassessment for scenarios a, c or d and the date of renewal or extension period for scenario b.

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w. Transaksi Sewa (lanjutan)

Perlakuan Akuntansi untuk *Lessee* *(lanjutan)*

Sewa Pembiayaan

Sewa pembiayaan, yang mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset kepada Perseroan, dikapitalisasi pada awal sewa sebesar nilai wajar aset sewaan atau sebesar nilai kini dari pembayaran sewa minimum, jika nilai kini lebih rendah dari nilai wajar. Pembayaran sewa dipisahkan antara bagian yang merupakan beban keuangan dan bagian yang merupakan pelunasan liabilitas sehingga menghasilkan suatu tingkat suku bunga periodik yang konstan atas saldo liabilitas. Beban keuangan dibebankan sebagai kerugian pada laporan laba rugi komprehensif konsolidasian tahun berjalan.

Aset sewaan disusutkan selama masa manfaat aset tersebut, kecuali apabila terdapat ketidakpastian yang memadai bahwa *lessee* akan mendapatkan hak kepemilikan pada akhir masa sewa, maka aset sewaan disusutkan selama periode yang lebih pendek antara masa sewa atau masa manfaat.

Keuntungan yang ditangguhkan dari transaksi penjualan dan sewa balik pembiayaan diamortisasi dengan metode garis lurus selama masa sewa.

Sewa Operasi

Sewa dimana seluruh risiko dan manfaat kepemilikan aset tersebut tidak ditransfer kepada Grup diklasifikasikan sebagai sewa operasi. Pembayaran sewa operasi diakui sebagai beban dalam laporan laba rugi komprehensif konsolidasi tahun berjalan secara garis lurus selama masa sewa.

Sewa dimana Perseroan dan entitas anak tetap mempertahankan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi.

Biaya langsung awal yang dapat diatribusikan secara langsung dengan negosiasi dan pengaturan sewa operasi ditambahkan ke nilai tercatat aset sewaan dan diakui ke laporan laba rugi komprehensif konsolidasi tahun berjalan selama masa sewa sesuai dengan dasar pengakuan pendapatan sewa.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

w. Lease Transactions *(continued)*

Accounting Treatment as a Lessee *(continued)*

Financial Lease

Leases which transfer to the Company substantially all the risks and benefits incidental to ownership of the leased item, are capitalized at the inception of the lease at the fair value of the leased property or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between the finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly as loss at the consolidated comprehensive income statement in current year.

The leased of assets are depreciated over the estimated useful life of the assets except if there is no reasonable certainty that the group will obtain ownership by the end of the lease term, in which case, the lease of assets are depreciated over the shorter of the estimated useful life of the assets and the lease term.

Deferred gain from sale and finance leaseback transaction is amortised using straight line method over the lease term.

Operating Lease

Leases where all the risk and benefits of ownership of the assets are not transferred to the group are classified as operating leases. Lease payments under operating leases are recognized as an expense at the consolidated comprehensive income statement in current year on a stright-line basis over the lease term.

Leases where the Company and its subsidiaries retains substantially all the risks and benefits of ownership of the asset are classified as operating leases.

Initial direct costs incurred in negotiating an operating lease are added to the carrying amount of the leased asset and recognized at the consolidated statement comprehensive income statement in current year conformity with the lease term on the same basis as rental income.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

x. Provisi

Provisi diakui ketika Grup memiliki kewajiban kini (baik bersifat hukum maupun bersifat konstruktif) sebagai akibat peristiwa masa lalu, kemungkinan besar Grup diharuskan menyelesaikan kewajiban dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Jumlah diakui sebagai provisi merupakan taksiran terbaik yang diharuskan menyelesaikan liabilitas pada tanggal laporan posisi keuangan, dengan memperhatikan unsur risiko dan ketidakpastian yang melekat pada liabilitas tersebut.

Provisi diukur menggunakan estimasi arus kas untuk menyelesaikan Liabilitas kini dengan jumlah tercatatnya sebesar nilai kini dari arus kas tersebut.

Apabila suatu provisi diukur menggunakan arus kas yang diperkirakan untuk menyelesaikan kewajiban kini, maka nilai tercatatnya adalah nilai kini dari arus kas.

Ketika beberapa atau seluruh manfaat ekonomi untuk penyelesaian provisi yang diharapkan dapat dipulihkan dari pihak ketiga, piutang diakui sebagai aset apabila terdapat kepastian bahwa penggantian akan diterima dan jumlah piutang dapat diukur secara andal.

y. Imbalan Kerja

Imbalan Kerja Jangka Pendek

Imbalan kerja jangka pendek merupakan imbalan kerja yang dibayarkan dalam waktu kurang dari satu tahun, meliputi antara lain gaji, upah dan iuran jaminan sosial. Kewajiban pembayaran imbalan ini diakui sebesar jumlah tidak terdiskonto dan dibebankan pada laporan rugi komprehensif konsolidasi tahun berjalan serta dicatat sebagai beban yang masih harus dibayar/beban akrual.

Imbalan Kerja Jangka Panjang

Imbalan kerja jangka panjang merupakan imbalan kerja yang akan dibayarkan/terutang setelah pekerja menyelesaikan masa kerjanya. Kewajiban pembayaran imbalan ini diakui sebesar jumlah yang didiskontokan dan jatuh tempo setelah satu periode akuntansi dan diakui sebagai beban pada laporan laba rugi komprehensif konsolidasi dan liabilitas.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

x. Provision

Provisions are recognized when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that the Group will be required to settle the obligation, and a reliable estimate can be made of the amount of the obligation.

The amount recognized as a provision is the best estimate of the consideration required to settle the obligation at the balance sheet late, taking into account the risks and uncertainties surrounding the obligation.

The provision is measured using estimated cash flows to settle current liabilities with the carrying amount equal to the present value of the cash flows.

Where a provision is measured using the cash flows estimated to settle the present obligation, its carrying amount is the present value of those cash flows.

When some or all of the economic benefits required to settle a provision are expected to be recovered from a third party, a receivable is recognized as an asset if it is virtually certain that reimbursement will be received and the amount of the receivable can be measured reliably.

y. Employment Benefits

Short Term Employee Benefits

Short term employee benefits are employee benefits payable in less than one year, including the following salaries, wages and social security contributions. The obligation to pay these benefits are recognized at its undiscounted amount and and as an expense in the consolidated statement of comprehensive income for the year and recorded as accrued expenses.

Long Term Employment Benefits

Long term employee benefits are employee benefits that will be paid / payable after workers retire. The obligation to pay these benefits are recognized at amounts discounted and maturing after one accounting period and are recognized as an expense in the consolidated statement of comprehensive income and liabilities.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

y. Imbalan Kerja (lanjutan)

Imbalan Kerja Jangka Panjang (lanjutan)

Bagian kewajiban yang akan jatuh tempo dalam waktu satu periode akuntansi akan dicatat sebagai liabilitas jangka pendek dan bagian kewajiban yang akan jatuh tempo setelah satu periode akuntansi dicatat sebagai liabilitas jangka panjang.

4.y.1. Pensiun

Program Pensiun Manfaat Pasti dan Iuran Pasti

Program Dana Pensiun Manfaat Pasti adalah program pensiun yang menetapkan jumlah manfaat pensiun, yang akan diterima oleh karyawan pada saat pensiun, setelah memperhitungkan faktor usia, masa kerja dan jenjang kepangkatan (golongan) dan nilai kompensasi.

Dalam program ini,manfaat pensiun yang akan dibayarkan dihitung berdasarkan gaji pokok terakhir dan masa kerja karyawan. Program manfaat pensiun dikelola oleh Dana Pensiun dan iuran pasti dikelola oleh DPLK.

Pembayaran kontribusi (iuran dana pensiun) dibiayai oleh karyawan (Peserta) dan Perseroan (Pemberi Kerja). Iuran Dana Pensiun (IDP) beban peserta ditetapkan sebesar 5% dari penghasilan dasar pensiun dan kontribusi Perseroan.

IDP beban pemberi kerja ditetapkan berdasarkan perhitungan aktuaria sesuai dengan kebutuhan dana bagi pembiayaan Program Pensiun setelah dikurangi IDP beban peserta. Perhitungan aktuaria dilakukan secara berkala, sekurang-kurangnya sekali dalam tiga tahun.

Untuk tujuan pelaporan keuangan, imbalan pensiun manfaat pasti dihitung dengan menggunakan asumsi aktuaria berdasarkan metode *Projected Unit Credit* (PUC) seperti yang diharuskan oleh PSAK No. 24 (Revisi 2016) Imbalan Kerja. Untuk tujuan pendanaannya, metode aktuaria yang digunakan adalah *Projected Benefit Cost Method*, dengan capaian usia normal.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

y. Employment Benefits *(continued)*

Long Term Employment Benefits *(continued)*

Part of obligations maturing within one accounting period will be recorded as part of current liabilities and obligations that will mature after one accounting period are recorded as long-term liabilities.

4.y.1. Pension

The Definite Benefit Pension Program and Definite Dues

The defined benefit plan is a pension plan that defines an amount of pension benefit that an employee will receive on retirement after considering factor such as age, years of service, rank ladder (grade) and the amount of compensation.

In this program, the retirement benefit to be paid is calculated based on the last principal salary and the employee's employment. The retirement benefit Program is managed by pension fund and dues must be managed by DPLK.

Payment of contributions (pension fund contributions) is financed by employees (Participants) and the Company (Employer). Pension Fund contributions (IDP) of participants' fees are set at 5% of basic pension income and the Company's contribution.

The IDP of the employer's expense is determined based on the actuarial calculation in accordance with the funding requirement for the financing of the Pension Program after deducting the participant's IDP. The actuarial calculations are performed periodically, at least once every three years.

For financial reporting purposes, defined benefit pension plan is calculated using actuarial assumptions based on Projected Unit Credit (PUC) method as required by PSAK No. 24 (Revised 2016), Employee Benefits. For funding purposes, actuarial method used is Projected Benefit Cost Method, with attained normal age.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

y. Imbalan Kerja (lanjutan)

Imbalan Kerja Jangka Panjang (lanjutan)

4.y.1. Pensiun (lanjutan)

Program Pensiun Manfaat Pasti (lanjutan)

Seluruh pengukuran kembali, terdiri atas keuntungan dan kerugian aktuarial dan hasil atas aset dana pensiun (tidak termasuk bunga bersih) diakui langsung melalui penghasilan komprehensif lainnya dengan tujuan agar aset atau kewajiban pensiun neto diakui dalam laporan posisi keuangan konsolidasian untuk mencerminkan nilai penuh dari defisit dan surplus dana pensiun. Pengukuran kembali tidak mengreklasifikasi laba atau rugi pada periode berikutnya.

Seluruh biaya jasa lalu diakui pada saat yang lebih dulu antara ketika amandemen/kurtailmen terjadi atau ketika biaya restrukturisasi atau pemutusan hubungan kerja diakui. Sebagai akibatnya, biaya jasa lalu yang belum *vested* tidak lagi dapat ditangguhkan dan diakui selama periode vesting masa depan.

4.y.2. Program Manfaat Karyawan Lainnya

Perseroan juga memberikan imbalan pasca kerja lain tanpa pendanaan berupa uang pesangon, penghargaan masa kerja, penggantian hak dan penghargaan / tabungan purna jabatan, program santunan meninggal dan catat, Uang pisah, Tunjangan Hari Tua dan Tunjangan Masa Persiapan Pensiun kepada karyawan yang memenuhi persyaratan sesuai dengan kebijakan Perseroan.

Imbalan program ini ditentukan berdasarkan penghasilan dan masa kerja karyawan. Tidak terdapat pendanaan yang disisihkan oleh Perseroan sehubungan dengan imbalan kerja ini.

4.y.3. Kesejahteraan Karyawan

Untuk mensejahterakan karyawannya, PT Pelni (Persero) memiliki beberapa program kesejahteraan, antara lain:

Tantiem

Tantiem dicadangkan berdasarkan estimasi manajemen Perseroan dan disahkan dalam Rapat Umum Pemegang Saham (RUPS), serta dibukukan sebagai beban (*expense*) tahun berjalan.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

y. Employment Benefits *(continued)*

Long-Term Employment Benefits *(continued)*

4.y.1. Pension *(continued)*

The Defined Benefit Pension Plan (continued)

The entire remeasurement, consisting of actuarial gains and losses and the yield on pension fund assets (excluding net interest) recognized directly through Other comprehensive income in order for assets or pension liabilities net recognized in the consolidated statement of financial position to reflect the full value of the deficit and surplus pension fund. Remeasurement mengreklasifikasi no profit or loss in subsequent periods.

The entire past service costs are recognized when the first between when the amendment / curtailment occurs or when the cost of restructuring or termination of employment are recognized. As a result, the past service cost not yet vested no longer be deferred and recognized over the vesting period of the future.

4.y.2. Other Employee Benefit Program

The Company also provide other unfunded defined post employment benefit plans such as severance pay, service pay, compensation pay and functional retirement pay death benefit program and record, Money separation, Annuities and Retirement for their qualifying employees based on the Company policies.

These other postemployment benefits are computed based on the salaries and service years of the employees. No funding has been made to this long term benefits.

4.y.3. Employee Welfare

For the welfare of their employees PT Pelni (Persero) has several welfare programs such as:

Tantiem

Tantiem is reserved by management estimation and authorized through the General Meeting of Shareholders (AGM), charged to the income statement of the current year.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

y. Imbalan Kerja (lanjutan)

Imbalan Kerja Jangka Panjang (lanjutan)

4.y.3. Kesejahteraan Karyawan (lanjutan)

Jasa Produksi/Bonus

Bonus dicadangkan berdasarkan estimasi manajemen Perseroan dan disahkan oleh Rapat Umum Pemegang saham (RUPS), dibukukan sebagai beban (*expense*) tahun berjalan.

Cuti Besar dan Cuti Tahunan

Perseroan memberikan kesempatan cuti tahunan (selama 12 hari per tahun) dan cuti besar (selama 30 hari). untuk melengkapi pelaksanaan cuti tersebut, Perseroan memberikan tunjangan cuti tahunan.

Dana Pindah Rumah

Perseroan menyediakan uang pindah bagi karyawan Perusahaan yang dipindahtugaskan dan memasuki masa bebas tugas (MBT).

Asuransi Jiwa dan Jamsostek

Perseroan membiayai program asuransi jiwa bagi karyawan. Perseroan bekerja sama dengan beberapa Perseroan asuransi untuk mendukung program tersebut. Perseroan juga mengikut sertakan karyawannya dalam program jaminan ketenagakerjaan di BPJS Ketenagakerjaan.

z. Pajak Penghasilan

Beban (manfaat) pajak adalah jumlah gabungan pajak kini dan pajak tangguhan yang diperhitungkan dalam menentukan laba rugi pada suatu periode. Pajak tersebut diakui dalam laporan laba rugi, kecuali apabila pajak tersebut terkait dengan transaksi atau kejadian yang langsung diakui ke ekuitas dan penghasilan komprehensif lain.

Pajak Kini

Pajak saat terutang berdasarkan laba kena pajak untuk suatu tahun. Beban pajak kini Grup ditentukan berdasarkan laba kena pajak dalam periode yang bersangkutan yang dihitung berdasarkan tarif pajak yang berlaku.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

y. Employment Benefits *(continued)*

Long Term Employment Benefits *(continued)*

4.y.3. Employee Welfare *(continued)*

Incentives for Employee/Bonus

Incetives for employee/Bonus is reserved by management estimation and authorized through the General Meeting of Shareholders (AGM), charged to expenses of the current year.

Annual and Long Leave

The Company provides annual leave opportunities (for 12 days per year) and long leave (for 30 days). to complete the execution of such leave, the Company provides annual vacation allowance.

Relocation Allowance

The company provides the fund for Company's employee who is going to move on his duty free period.

Life Insurance and Jamsostek

The Company entitles its employees in the life insurance program. In supporting this program, the Company has agreement with several insurance companies to provide the insurance products The Company's employees are also entitled to the social security of employee in BPJS Ketenagakerjaan.

z. Income Tax

Expenses (income) tax is the combined sum of current tax and deferred tax are taken into account in determining income in the period. The tax is recognized in the income statement, except when the tax related to the transactions or events directly recognized in equity and other comprehensive income.

Current Taxes

The tax currently payable is based on taxable profit for the year. The Group's current tax expense is determined based on the taxable income for the year computed using prevailing tax rates.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

z. Pajak Penghasilan (lanjutan)

Pajak Kini (lanjutan)

Laba kena pajak berbeda dari laba sebelum pajak seperti yang dilaporkan dalam laporan laba rugi dan penghasilan komprehensif lain karena pos pendapatan atau beban yang dikenakan pajak atau dikurangkan pada tahun berbeda dan pospos yang tidak pernah dikenakan pajak atau tidak dapat dikurangkan.

Aset dan liabilitas pajak kini diakui, jika jumlah pajak yang telah dibayar untuk periode berjalan dan periode-periode sebelumnya melebihi jumlah pajak yang terutang untuk periode tersebut, maka kelebihannya diakui sebagai aset, dan jika jumlah pajak kini yang belum dibayar diakui sebagai liabilitas.

Aset dan liabilitas pajak kini untuk tahun berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan. Tarif pajak dan peraturan pajak yang digunakan untuk menghitung jumlah tersebut adalah yang telah berlaku atau secara substantif telah berlaku pada tanggal pelaporan.

Koreksi terhadap liabilitas perpajakan dicatat saat surat ketetapan pajak diterima atau apabila dilakukan banding, ketika hasil banding sudah diputuskan. Kekurangan/kelebihan pembayaran pajak penghasilan dicatat sebagai bagian dari “Beban Pajak Kini” dalam laporan laba rugi dan penghasilan komprehensif lain.

Aset pajak kini dan liabilitas pajak kini saling hapus jika terdapat hak secara hukum untuk melakukan saling hapus atas jumlah yang diakui dan memiliki intensi untuk menyelesaikan dengan dasar neto, atau merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

Pajak Tangguhan

Pajak penghasilan tangguhan diakui, dengan menggunakan metode *balance sheet* untuk semua perbedaan temporer antara dasar pengenaan pajak aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian.

Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

z. Income Tax *(continued)*

Current Taxes (continued)

Taxable profit differs from 'profit before tax' as reported in the consolidated statement of profit or loss and other comprehensive income statement because of items of income or expense that are taxable or deductible in other years and items that are never taxable or deductible.

Current tax assets and liabilities are recognized, if the amount of taxes paid for the current period and prior periods exceeds the amount of tax payable for that period, then the excess is recognized as an asset, and if the amount of unpaid taxes is now recognized as a liability.

Current income tax assets and liabilities for the current year are measured at the amount expected to be recoverd from or paid to the tax authority. The tax rates and tax laws used as a basis for computation are those that have been enacted or substantively enacted as at the reporting dates.

Corrections to taxation obligations are recorded when an assessment is received or, if appealed, when the result of the appeal is decided. Shortage / excess income tax payments are recorded as part of the "Current Tax Expense" in the income statement and other comprehensive income.

Current tax assets and current tax liabilities are offset when there is a legal right to offset the recognized amounts and has the intention to finish with a net basis, or realize the asset and settle the liability simultaneously.

Deferred Taxes

Deferred income tax is recognized, using the balance sheet method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements.

Deferred income tax is determined using tax rates that have been enacted or substantively enacted as at reporting period and is expected to apply when the related deferred income tax asset is realized or the deferred income tax liability is settled.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

z. Pajak Penghasilan (lanjutan)

Pajak Tangguhan (lanjutan)

Aset pajak tangguhan diakui apabila besar kemungkinan jumlah penghasilan kena pajak di masa mendatang akan memadai untuk dikompensasi dengan perbedaan temporer yang dapat dikurangkan dan rugi fiskal yang masih dapat dimanfaatkan.

Aset dan liabilitas pajak tangguhan diakui menggunakan metode liabilitas atas konsekuensi pajak pada masa mendatang yang timbul dari perbedaan jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas pada setiap tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dan aset pajak tangguhan diakui untuk perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa mendatang.

Nilai tercatat aset pajak tangguhan ditinjau kembali pada tanggal laporan posisi keuangan dan nilai tercatat tersebut diturunkan apabila laba fiskal tidak mungkin memadai untuk mengkompensasi sebagian atau semua aset pajak tangguhan. Penurunan tersebut harus disesuaikan kembali apabila besar kemungkinan laba fiskal memadai untuk kompensasi tersebut.

Perubahan nilai tercatat aset dan liabilitas pajak tangguhan yang disebabkan perubahan tarif pajak dibebankan pada tahun berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Pajak tangguhan yang berkaitan dengan transaksi baik yang ada di pendapatan komprehensif lainnya atau langsung dibebankan ke ekuitas, dicatat pada pendapatan komprehensif lainnya atau ekuitas bersangkutan.

Aset dan liabilitas pajak tangguhan saling hapus ketika entitas memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus aset pajak kini terhadap liabilitas pajak kini dan ketika aset pajak tangguhan dan liabilitas pajak tangguhan terkait dengan pajak penghasilan yang dikenakan oleh otoritas perpajakan serta Perseroan dan entitas anak yang bermaksud untuk memulihkan aset dan liabilitas pajak kini dengan dasar neto.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

z. Income Tax *(continued)*

Deferred Taxes (continued)

Deferred tax assets are recognized to the extent that it is probable that future taxable profit will be available against which the deductible temporary differences and tax losses carried forward can be utilized.

Deferred tax assets and liabilities are recognized for the future tax consequences attributable to differences between the carrying amounts of existing assets and liabilities in the financial statements and their respective tax bases at each reporting date.

Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable income will be available in future years against which the deductible temporary differences and accumulated fiscal losses can be utilized.

The carrying amount of a deferred tax asset is reviewed at each consolidated statement of financial position date and is reduced to the extent that it is no longer probable that sufficient taxable income will be available to allow the benefit of part or all of that deferred tax asset to be utilized. Any such reduction is reversed to the extent that it becomes probable that sufficient taxable income would be available.

Changes in the carrying amount of deferred tax assets and liabilities due to a change in tax rates are charged to current year operations, except to the extent that they relate to items previously charged or credited to equity.

Deferred tax related to transactions both in other comprehensive income or directly charged to shareholders' equity, are recorded in other comprehensive income or equity in question.

Deferred tax assets and liabilities are offset when there is legally enforceable right to set off current tax assets against current tax liabilities and when they relate to income taxes levied by the same taxation authority and the Company and its subsidiaries intend to settle their current tax assets and current tax liabilities on a net basis.

4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

aa. Penggunaan Saldo Laba

Penggunaan saldo laba yang dilakukan atas dasar keputusan/risalah Rapat Umum Pemegang Saham (RUPS).

Sebagaimana diatur pada Peraturan Menteri Badan Usaha Milik Negara No. PER-02/MBU/7/2017, tentang Perubahan kedua atas Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-09/MBU/072015 Tentang Program Kemitraan dan Program Bina Lingkungan Badan Usaha Milik Negara, pasal 8 ayat (1), bahwa Dana Program Kemitraan dan Program Bina Lingkungan bersumber dari:

1) Penyisihan sebagian laba bersih BUMN; dan/atau

2) Anggaran yang diperhitungkan sebagai biaya pada BUMN.

Lihat catatan 27 dan 28.

ab. Laba (Rugi) Bersih Per Saham Dasar

Laba (rugi) per saham dasar dihitung dengan membagi laba (rugi) periode berjalan yang dapat diatribusikan kepada pemegang saham induk dengan jumlah rata-rata tertimbang saham biasa yang beredar pada tahun yang bersangkutan.

Laba (rugi) per saham dihitung setelah melakukan penyesuaian yang diperlukan terhadap jumlah rata-rata tertimbang saham biasa yang beredar dengan asumsi bahwa semua opsi saham dilaksanakan pada saat penerbitan.

ac. Informasi Segmen

Informasi segmen disusun sesuai dengan kebijakan akuntansi yang dianut dalam penyusunan dan penyajian laporan keuangan konsolidasian.

Grup melakukan identifikasi segmen operasi berdasarkan laporan internal tentang komponen Grup yang dianalisa secara berkala oleh pengambil keputusan operasional dalam rangka mengalokasikan sumber daya berdasarkan segmen dan menilai prestasi mereka.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

aa. The Usage of Retained Earnings

The use of profit balance made on the basis of the decision/treatise of the general Meeting of Shareholders (AGM).

As stipulated in regulation of the Minister of State owned enterprises No. PER-02/MBU/7/2017, on the Second amendment of the State Minister of State owned enterprises regulation No. PER-09/MBU/072015 about the Program Partnership and community Development Program of the State owned enterprises, article 8 paragraph (1), that the Fund partnership Program and Environmental Development Program are sourced from:

1) Allowance partially net profit of BUMN; and/or

2) Budgets are calculated as cost in BUMN.

See notes 27 and 28.

ab. Basic Net Earnings (Loss) Per Share

Basic earnings (loss) per share amounts are computed by dividing the profit for the year attributable to owners of the parent entity by the weighted average number of ordinary shares outstanding during the year.

Diluted earnings (loss) per share is computed after making necessary adjustments to the weighted-average number of ordinary shares outstanding assuming the full exercise of employee stock option at the time of issuance

ac. Segment Information

Segment information is prepared using the accounting policies adopted for preparing and presenting the consolidated financial statements.

Operating segments are required to be identified on the basis of internal reports about components of the Group that are regularly reviewed by the chief operating decision maker in order to allocate resources to the segments and to assess their performances.

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4. IKHTISAR KEBIJAKAN AKUNTANSI PENTING (lanjutan)

ac. Informasi Segmen (lanjutan)

Segmen operasi adalah suatu komponen dari entitas:

1) yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban;
2) yang hasil operasinya dikaji ulang secara regular oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya;
3) tersedia informasi keuangan yang dapat dipisahkan.

Untuk tujuan manajemen, Grup membagi menjadi beberapa segmen operasi berdasarkan produk dan jasa yang dikelola secara independen oleh masing-masing pengelola segmen yang bertanggung jawab atas kinerja dari masing-masing segmen. Para pengelola segmen melaporkan secara langsung kepada manajemen yang secara teratur mengkaji hasil operasi sebagai dasar untuk mengalokasikan sumber daya ke masing-masing segmen dan untuk menilai kinerja segmen.

Pengungkapan tambahan pada masing-masing segmen, termasuk faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan dan dasar pengukuran informasi segmen.

ad. Kejadian Setelah Periode Pelaporan

Peristiwa-peristiwa yang terjadi setelah periode pelaporan berjalan yang menyediakan informasi mengenai posisi keuangan Grup pada tanggal laporan posisi keuangan konsolidasian sehingga perlu dilakukan penyesuaian, jika ada, telah tercermin dalam laporan keuangan konsolidasian. Kejadian-kejadian setelah tanggal laporan posisi keuangan yang tidak memerlukan penyesuaian, apabila jumlahnya material, telah diungkapkan dalam laporan keuangan konsolidasian.

4. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES *(continued)*

ac. Segment Information *(continued)*

An operating segment is a component of an entity:

1) that engages in business activities from which it may earn revenues and incur expenses;
2) whose operating results are regularly reviewed by the entity's operating decision maker to make decisions about resources to be allocated to the segment and value its performance;
3) for which discrete financial information is available.

For management purposes, the Group are divided into operating segments based on products and services which are independently managed by the respective segment managers responsible for the performance of each segment. The segment managers report directly to the management regularly review the operating results as a basis for allocating resources to each of the segments and to assess segment performance.

Additional disclosures on each of the segments contained, including the factors used to identify the reported segments and the measurement basis of segment information.

ad. Events After the Reporting Period

Post year-end events that provide additional information about the Group's financial position at the date of the consolidated statement of financial position (adjusting events), if any, are reflected in the consolidated financial statements. Post year-end events that are not adjusting events are disclosed in the notes to consolidated financial statements when material.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN

Dalam penerapan kebijakan akuntansi Grup pada laporan keuangan konsolidasi, manajemen diminta untuk membuat penilaian, estimasi dan asumsi nilai tercatat aset dan liabilitas yang telah disajikan oleh sumber lain. Estimasi dan asumsi tersebut, berdasarkan pengalaman historis dan faktor lain yang dipertimbangkan relevan.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS

In the application of the Group accounting policies on consolidated financial statements, management is required to make judgments, estimates and assumptions about the carrying amounts of assets and liabilities that are not readily apparent from other sources. The estimates and assumptions are based on historical experience and other factors that are considered to be relevant.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Manajemen berkeyakinan bahwa, pengungkapan berikut telah mencakup ikhtisar estimasi, pertimbangan dan asumsi signifikan yang dibuat oleh manajemen, yang berdampak terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan konsolidasian.

Pertimbangan

Pertimbangan berikut ini dibuat oleh manajemen dalam rangka penerapan kebijakan akuntansi Grup yang memiliki pengaruh paling signifikan atas jumlah yang diakui dalam laporan keuangan konsolidasian:

a. Klasifikasi Aset dan Liabilitas Keuangan

Grup menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan bila definisi yang ditetapkan PSAK No. 55 (Revisi 2014) dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Grup seperti diungkapkan pada catatan 4.k dan 4.l.

b. Provisi Kerugian Penurunan Nilai Aset Keuangan

Provisi kerugian penurunan nilai pinjaman yang diberikan dan piutang dipelihara pada jumlah yang menurut manajemen adalah memadai untuk menutup kemungkinan tidak tertagihnya aset keuangan.

Pada setiap tanggal laporan posisi keuangan konsolidasi, Grup secara spesifik menelaah apakah telah terdapat bukti obyektif bahwa suatu aset keuangan telah mengalami penurunan nilai (tidak tertagih).

Provisi yang dibentuk adalah berdasarkan pengalaman penagihan masa lalu dan faktor-faktor lainnya yang mungkin mempengaruhi kolektibilitas, antara lain kemungkinan kesulitan likuiditas atau kesulitan keuangan yang signifikan yang dialami oleh debitur atau penundaan pembayaran yang signifikan.

Jika terdapat bukti obyektif penurunan nilai, maka saat dan besaran jumlah yang dapat ditagih diestimasi berdasarkan pengalaman kerugian masa lalu. Provisi kerugian penurunan nilai dibentuk atas akun-akun yang diidentifikasi secara spesifik telah mengalami penurunan nilai.

Akun pinjaman dan piutang dihapusbukukan berdasarkan keputusan manajemen bahwa aset keuangan tersebut tidak dapat ditagih atau direalisasi meskipun segala cara dan tindakan telah dilaksanakan.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Management believes that the following represent a summary of the significant estimates, judgments and assumptions made by the management, which affected certain reported amounts and disclosures in the consolidated financial statements.

Judgments

The following judgments are made by management in the process of applying the Group accounting policies that have the significant effects on the amounts recognized in the consolidated financial statements:

a. Classification of Financial Assets and Liabilities

The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK 55 (Revised 2014). Accordingly, the financial assets and financial liabilities are accounted for in accordance with the group accounting policies disclosed in note 4.k and 4.l

b. Provision for Impairment of Financial Assets

Provision for impairment of loans and receivables is maintained at a level considered adequate to provide for potentially uncollectible receivables.

The Group assesses specifically at each consolidated statement of financial position date whether there is an objective evidence that a financial asset have impairment value (uncollectible).

The formed of provision is based on past collection experience and other factors that may affect collectability such as the probability of insolvency or significant financial difficulties of the debtors or significant delay in payments.

If there is objective evidence of impairment, timing and collectible amounts are estimated based on historical loss data. Provision for doubtful accounts is provided on accounts specifically identified as impaired.

Loans and receivables written off are based on management's decisions that the financial assets are uncollectible or cannot be realized in whatsoever actions will be taken.

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5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Pertimbangan (lanjutan)

b. Provisi Kerugian Penurunan Nilai Aset Keuangan (lanjutan)

Suatu evaluasi atas piutang, yang bertujuan untuk mengidentifikasi jumlah penyisihan yang harus dibentuk, dilakukan secara berkala sepanjang tahun. Oleh karena itu, saat dan besaran jumlah penyisihan kerugian penurunan nilai piutang tak tertagih yang tercatat pada setiap periode dapat berbeda tergantung pada pertimbangan dan estimasi yang digunakan.

c. Pajak Penghasilan

Pertimbangan yang signifikan dibutuhkan untuk menentukan jumlah pajak penghasilan. Terdapat banyak transaksi dan perhitungan yang mengakibatkan ketidakpastian penentuan jumlah pajak penghasilan. Grup memiliki akumulasi rugi fiskal dan mengakui aset pajak tangguhan atas rugi fiskal tersebut. Jika hasil pemeriksaan pajak mungkin berbeda dengan jumlah yang sebelumnya telah diestimasi, maka selisih tersebut akan berdampak terhadap aset dan liabilitas pajak kini dan tangguhan dalam periode dimana hasil pemeriksaan tersebut terjadi.

Estimasi dan Asumsi

Asumsi utama mengenai estimasi ketidakpastian di masa datang dan sumber utama estimasi tersebut pada tanggal pelaporan yang mempunyai risiko signifikan yang menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam tahun/periode buku selanjutnya diungkapkan di bawah ini.

Grup mendasarkan asumsi dan estimasi pada parameter yang tersedia saat laporan keuangan disusun. Kondisi yang ada dan asumsi mengenai perkembangan masa depan dapat berubah karena perubahan situasi pasar yang berada di luar kendali Grup. Perubahan tersebut tercermin dalam asumsi ketika keadaan tersebut terjadi:

a. Nilai Wajar Aset Keuangan dan Liabilitas Keuangan

Prinsip akuntansi yang berlaku umum di Indonesia mensyaratkan pengukuran aset keuangan dan liabilitas keuangan tertentu pada nilai wajarnya, dan penyajian ini mengharuskan penggunaan estimasi dan pertimbangan akuntansi.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Judgments *(continued)*

b. Provision for Impairment of Financial Assets (continued)

Evaluation on receivables to identify total allowance that should be provided, is performed periodically during the period. Therefore, timing and amount of allowances for impairment value of doubtful accounts recorded at each period might differ based on the judgments and estimates that have been used.

c. Income Taxes

Significant judgment is required in determining the provision for income taxes. There are many transactions and calculations for which the ultimate tax determination is uncertain. The Group has accumulated fiscal loss and recognized deffered tax asset on those fiscal loss. The final tax outcome of the tax audit is different from the amounts that were initially estimated, such differences will have an impact on the current and deferred income tax assets and liabilities in the period in which such determination is made.

Estimates and Assumptions

The key assumptions concerning the future and other key sources of estimation uncertainty at the reporting date that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial period are disclosed below.

The Group based its assumptions and estimates on parameters available when the consolidated financial statements were prepared. Existing circumstances and assumptions about future developments may change due to market changes on circumstances arising beyond the control of the Group. Such changes are reflected in the assumptions when they occur:

a. Fair Value of Financial Assets and Financial Liabilities

Indonesian Financial Accounting Standards require measurement of certain financial assets and liabilities at fair values, and the disclosure requires the use of estimates.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

a. Nilai Wajar Aset Keuangan dan Liabilitas Keuangan (lanjutan)

Komponen pengukuran nilai wajar yang signifikan ditentukan berdasarkan bukti obyektif yang dapat diverifikasi (seperti nilai tukar, suku bunga), sedangkan saat dan besaran perubahan nilai wajar dapat menjadi berbeda karena penggunaan metode penilaian yang berbeda.

Nilai wajar aset keuangan dan liabilitas keuangan diungkapkan pada catatan atas laporan keuangan konsolidasian.

b. Estimasi Masa Manfaat Aset Tetap dan Aset Takberwujud

Grup mengestimasi masa manfaat ekonomis aset tetap dan aset takberwujud berdasarkan utilisasi dari aset yang diharapkan dan didukung dengan rencana dan strategi usaha dan perilaku pasar. Estimasi dari masa manfaat aset tetap dan aset takberwujud adalah berdasarkan penelaahan Group terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang setara. Estimasi masa manfaat ditelaah minimal setiap akhir periode pelaporan dan diperbarui jika ekspektasi berbeda dari estimasi sebelumnya dikarenakan pemakaian dan kerusakan fisik, keusangan secara teknis atau komersial dan hukum atau pembatasan lain atas penggunaan dari aset.

Tetapi, adalah mungkin, hasil di masa depan dari operasi dapat dipengaruhi secara material oleh perubahan-perubahan dalam estimasi yang diakibatkan oleh perubahan faktor faktor yang disebutkan di atas. Penurunan estimasi masa manfaat aset tetap dan aset takberwujud akan meningkatkan beban penyusutan dan menurunkan nilai tercatat aset tetap dan aset takberwujud.

Tidak terdapat perubahan signifikan dalam estimasi masa manfaat aset tetap dan aset takberwujud selama tahun berjalan.

c. Penurunan Nilai Pinjaman yang Diberikan dan Piutang

Grup menilai penurunan nilai pinjaman yang diberikan dan piutang pada setiap tanggal pelaporan. Dalam menentukan apakah rugi penurunan nilai harus dicatat dalam laporan laba rugi, Grup membuat penilaian, apakah terdapat bukti objektif bahwa kerugian telah terjadi.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Estimates and Assumptions *(continued)*

a. Fair Value of Financial Assets and Financial Liabilities (continued)

Significant component of fair value measurement is determined based onobjective evidence derived from diversification (i.e. foreign exchange, interest rate), while timing and amount of changes in fair value might differ due to different valuation method used.

The fair value of financial assets and financial liabilities are disclosed in Note to Consolidated Financial Statements.

b. Estimated Useful Lives of Property and Equipment and Intangible Assets

The Group estimates the useful lives of its fixed assets based on expected asset utilization as anchored on business plans and strategies that also consider expected market behavior. The estimation of the useful lives of fixed assets is based on The Group assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives are reviewed at least each of ending financial period and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolence and legal or other limitations on the use of the assets.

It is possible, however, that future results of operations could be materially affected by changes in the estimates brought about by changes in the factors mentioned above.The decline in the estimated useful lives of fixed assets and intangible assets will increase depreciation and reduce the carrying value of fixed assets and intangible assets.

There is no change in the estimated useful lives of property and equipment and intangible assets during the year.

c. Impairment of Loans and Account Receivables

The Group assess their loans and receivables for impairment at each reporting date. In determining whether an impairment loss should be recorded in profit or loss, the group makes judgment as to whether there is an objective evidence that loss event has occurred.

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5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

c. Penurunan Nilai Pinjaman yang Diberikan dan Piutang (lanjutan)

Grup juga membuat penilaian atas metodologi dan asumsi untuk memperkirakan jumlah dan waktu arus kas masa depan yang direview secara berkala untuk mengurangi perbedaan antara estimasi kerugian dan kerugian aktualnya.

d. Penurunan Nilai Aset Non Keuangan

Penelaahan penurunan nilai dilakukan bila terdapat indikasi adanya penurunan nilai. Penentuan nilai wajar aset memerlukan estimasi arus kas yang diharapkan diperoleh dari penggunaan berkelanjutan dan pelepasan aset tersebut.

Setiap perubahan signifikan pada asumsi yang digunakan dalam menentukan nilai wajar dapat memberikan dampak yang material terhadap penilaian nilai yang terpulihkan dan setiap kerugian penurunan nilai yang dihasilkan dapat memberikan dampak terhadap hasil operasi.

Nilai tercatat properti investasi, alat produksi dan aset tetap pada tanggal 31 Desember 2019 dan 2018, diungkapkan pada catatan atas laporan keuangan konsolidasian.

e. Imbalan Pasca Kerja

Penentuan liabilitas dan manfaat pasca kerja tergantung pada pemilihan asumsi tertentu yang digunakan oleh aktuaris dalam menghitung jumlah kewajiban dan imbalan tersebut. Asumsi yang digunakan mencakup, antara lain, tingkat diskonto dan tingkat kenaikan gaji.

Walaupun Grup berpendapat bahwa asumsi yang digunakan wajar dan dapat diandalkan, perbedaan signifikan pada hasil aktual atau perubahan signifikan dalam asumsi dapat secara material mempengaruhi jumlah liabilitas imbalan pasti pasca kerja Perseroan. Pada tanggal 31 Desember 2019 dan 2018, liabilitas imbalan pascakerja.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Estimates and Assumptions *(continued)*

c. Impairment of Loans and Account Receivables (continued)

The Group also makes judgment as to the methodology and assumptions for estimating the amount and timing of future cash flows which are reviewed regularly to reduce any difference between loss estimate and actual loss.

d. Impairment of Non Financial Assets

Impairment review is performed when certain impairment indicators are present. Determining the fair value of assets requires the estimation of cash flows expected to be generated from the continued use and ultimate disposition of such assets.

Any significant changes in the assumptions used in determining the fair value may materially affect the assessment of recoverable values and any resulting impairment loss could have a material impact on results of operations.

The carrying amounts of investment properties, production equipment and fixed assets as of December 31, 2019 and 2018, are disclosed in the notes to consolidated financial statements.

e. Post Employment Benefits

The determination of the obligation and post employment benefits is dependent on the selection of certain assumptions used by actuary in calculating such amounts its liabilities and benefit. Those assumptions are described include, among others, discount rate and rate of salary increase.

Although the Group believes that assumptions used are reasonable and reliable, significant differentiation on actual results or significant changes in assumptions can materially affect of amount of Company's post-employment benefits liabilities. As of December 31, 2019 and 2018, long term employee benefits liability.

5. PENGGUNAAN ESTIMASI, PERTIMBANGAN DAN ASUMSI MANAJEMEN (lanjutan)

Estimasi dan Asumsi (lanjutan)

f. Pajak Penghasilan

Dalam situasi tertentu, Perseroan tidak dapat menentukan secara pasti jumlah liabilitas pajak mereka pada saat ini atau masa depan karena proses pemeriksaan, atau negosiasi dengan otoritas perpajakan. Ketidakpastian timbul terkait dengan intepretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari penghasilan kena pajak di masa depan.

Dalam menentukan jumlah yang harus diakui terkait dengan liabilitas pajak yang tidak pasti, Perseroan menerapkan pertimbangan yang sama yang akan mereka gunakan dalam menentukan jumlah cadangan yang harus diakui sesuai dengan PSAK 57 (R-2017), "Provisi, Liabilitas Kontijensi dan Aset Kontijensi".

g. Aset Pajak Tangguhan

Aset pajak tangguhan diakui atas seluruh perbedaan temporer yang dapat dikurangkan, sepanjang besar kemungkinannya bahwa penghasilan kena pajak akan tersedia sehingga perbedaan temporer tersebut dapat digunakan.

Estimasi signifikan oleh manajemen disyaratkan dalam menentukan total aset pajak tangguhan yang dapat diakui, berdasarkan saat penggunaan dan tingkat penghasilan kena pajak serta strategi perencanaan pajak masa depan.

h. Cadangan Penurunan Nilai Persediaan Usang dan Bergerak Lambat

Cadangan persediaan usang dan bergerak lambat diestimasi berdasarkan fakta dan situasi yang tersedia, termasuk namun tidak terbatas kepada, kondisi fisik persediaan yang dimiliki, harga jual pasar, estimasi biaya penyelesaian dan estimasi biaya yang timbul untuk penjualan. Cadangan dievaluasi kembali dan disesuaikan jika terdapat tambahan informasi yang mempengaruhi jumlah yang diestimasi.

5. MANAGEMENT USE OF ESTIMATES, JUDGMENTS AND ASSUMPTIONS *(continued)*

Estimates and Assumptions *(continued)*

f. Income Taxes

In certain circumstances, the Company may not be able to determine the exact amount of its current or future tax liabilities due to ongoing investigations by, or negotiations with, the taxation authority. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income.

In determining of amount that must be recognized in related with uncertain tax liabilities, that Company applied of same considerations that they will use it in determining of reserves amount that must be recognized in accordance with PSAK 57 (R-2017), "Provisions, Contingent Liabilities and Contingent Assets".

g. Deferred Tax Assets

Deferred tax assets are recognized for all deductible temporary differences, to the extent that it is probable that taxable profit will be available against which the deductible temporary differences can be utilized.

Significant management estimates are required to determine the amount of deferred tax assets that can be recognized, based upon the likely timing and the level of the future taxable profits together with future tax planning strategies.

h. Allowance for obsolete and slow moving inventories

Allowance for obsolete and slow moving inventories is estimated based on the best available facts and circumstances, including but not limited to, the inventories' own physical conditions, their market selling prices, estimated costs of completion and estimated costs to be incurred for their sales. The allowance is reevaluated and adjusted as additional information received affects the amount estimated.

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6. KAS DAN SETARA KAS / *6. CASH AND CASH EQUIVALENT*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Kas			***Cash***
Rupiah	6.502.465.608	7.859.255.597	*Rupiah*
Valuta Asing (2019: USD 1,958.80 ; SGD 32.18 dan 2018: USD 2,149.22 ; SGD 175.86)	27.569.749	32.987.477	*Foreign Currency (2019: USD 1,958.80 ; SGD 32.18 and 2018: USD 2,149.22 ; SGD*
Jumlah Kas	**6.530.035.357**	**7.892.243.074**	***Total Kas***
Bank			***Bank***
Pihak berelasi			***Related parties***
Rupiah			*Rupiah*
PT Bank Mandiri (Persero), Tbk	238.651.062.501	308.787.748.038	*PT Bank Mandiri (Persero), Tbk*
PT Bank Rakyat Indonesia (Persero), Tbk	57.729.490.209	54.736.258.629	*PT Bank Rakyat Indonesia (Persero), Tbk*
PT Bank Negara Indonesia (Persero), Tbk	37.316.766.764	27.734.212.370	*PT Bank Negara Indonesia (Persero), Tbk*
Sub Jumlah	**333.697.319.475**	**391.258.219.037**	***Sub Total***
Bank			***Bank***
Pihak berelasi			***Related parties***
Valuta Asing			*Foreign Exchange*
PT Bank Mandiri (Persero), Tbk (2019: USD 1,903,308.34 dan 2018: USD 1,943,433)	26.457.889.340	28.142.859.210	PT Bank Mandiri (Persero), Tbk *(2019: USD 1,903,308.34 and 2018: USD 1,943,433)*
PT Bank Negara Indonesia *(Persero), Tbk* (2019: USD 34,362 ; SGD 3,035 ; EUR 6,710 dan 2018: USD 41,838 ; SGD 6,719 ; EUR 6,740)	628.317.708	694.416.454	*PT Bank Negara Indonesia (Persero), Tbk (2019: USD 34,362 ; SGD 3,035 ; EUR 6,710 and 2018: USD 41,838 ; SGD 6,719 ; EUR 6,740)*
PT Bank Rakyat Indonesia (Persero), Tbk (2019: USD 10,936 dan 2018: USD 10,936)	151.495.044	158.367.836	*PT Bank Rakyat Indonesia (Persero), Tbk (2019: USD 10,936 and 2018: USD 10,936)*
Sub Jumlah	**27.237.702.092**	**28.995.643.500**	***Sub Total***
Pihak ketiga			***Third parties***
Rupiah			*Rupiah*
PT Bank Syariah Mandiri	39.542.028.173	45.545.618.551	*PT Bank Syariah Mandiri*
PT Bank Central Asia, Tbk	754.705.171	1.452.596.935	PT Bank Central Asia, Tbk
PT Bank DKI	8.641.512	79.723.212	*PT Bank DKI*
PT Bank Panin, Tbk	19.106.383	33.027.426	*PT Bank Panin, Tbk*
Sub Jumlah	**40.324.481.239**	**47.110.966.124**	***Sub Total***
Jumlah Bank	**401.259.502.806**	**467.364.828.661**	***Total Bank***

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6. KAS DAN SETARA KAS (lanjutan) / ***6. CASH AND CASH EQUIVALENT*** *(continued)*

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Deposito			***Deposit***
Pihak berelasi			***Related parties***
Rupiah			*Rupiah*
PT Bank Mandiri (Persero), Tbk	153.925.000.000	53.925.000.000	*PT Bank Mandiri (Persero), Tbk*
PT Bank Negara Indonesia (Persero), Tbk	634.600.000.000	609.600.000.000	*PT Bank Negara Indonesia (Persero), Tbk*
PT Bank Rakyat Indonesia (Persero), Tbk	470.600.000.000	383.100.000.000	*PT Bank Rakyat Indonesia (Persero), Tbk*
Jumlah Deposito	**1.259.125.000.000**	**1.046.625.000.000**	***Total Deposit***
Jumlah Kas dan Setara Kas	**1.666.914.538.163**	**1.521.886.980.235**	***Total Cash & Equivalents***

Tingkat bunga per tahun deposito Rupiah berkisar antara 4,25% - 7,68% dan 4,25% - 7,5% pada tahun 2019 dan 2018.

The interest rate per year of Rupiah deposits ranged between 4,25% - 7.68% and 4.25% - 7.5% in 2019 and 2018.

Seluruh kas dan setara kas adalah milik Perseroan dan entitas anak dan tidak digunakan sebagai jaminan atas liabilitas dan pinjaman lainnya dan tidak dibatasi penggunaan.

The entire cash and cash equivalents of the Company and subsidiaries are not pledged as collateral for liabilities and other loans and there are no restrictions for use.

Penjelasan pihak-pihak berelasi lihat Catatan 37.

Explanations of related parties refer to Notes 37.

7. PIUTANG USAHA / ***7. ACCOUNTS RECEIVABLE***

a. Berdasarkan pelanggan / ***a. Based on the customer***

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Pihak Berelasi:			***Related Parties:***
JKN - BPJS	103.381.379.581	47.897.252.123	*JKN - BPJS*
Yayasan Kesehatan Pensiunan Pelni	19.001.214.242	18.987.222.242	*Yayasan Kesehatan Pensiunan Pelni*
Satuan Kerja Direktorat Lalu Lintas Angkutan Laut	16.706.944.877	15.925.811.888	*Sea Transportation Traffic Directorate Units*
PT Nindya Karya (Persero)	2.873.587.500	-	*PT Nindya Karya (Persero)*
PT Pupuk Kaltim (Persero)	939.985.408	-	*PT Pupuk Kaltim (Persero)*
PT Krakatau Steel (Persero) Tbk	860.817.498	860.817.498	*PT Krakatau Steel (Persero) Tbk*
PT Asuransi Jasa Indonesia (Persero)	813.735.563	-	*PT Asuransi Jasa Indonesia (Persero)*
PT Pelabuhan Indonesia (Persero)	617.811.014	-	*PT Pelabuhan Indonesia (Persero)*
PT Sarana Gama Sejahtera	609.461.953	1.550.646.144	*PT Sarana Gama Sejahtera*
PT Mandiri (Persero) Tbk	537.522.344	936.646.129	*PT Mandiri (Persero) Tbk*
PT Bank Rakyat Indonesia (Persero), Tbk	456.763.904	757.197.904	*PT Bank Rakyat Indonesia (Persero), Tbk*
PT ASDP Indonesia Ferry (Persero)	436.028.750	-	*PT ASDP Indonesia Ferry (Persero)*
PT PLN (Persero)	396.993.582	-	*PT PLN (Persero)*
PT Pos Indonesia (Persero)	338.164.144	-	*PT Pos Indonesia (Persero)*
Bank Indonesia	276.284.091	-	*PT Bank Indonesia*
Lain-lain (dibawah Rp200 juta)	205.816.210	77.803.319.579	*Others (below Rp200 Million)*
Sub Jumlah	**148.452.510.661**	**164.718.913.507**	***Sub Total***

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7. PIUTANG USAHA (lanjutan) / ***7. ACCOUNTS RECEIVABLE*** *(continued)*

a. Berdasarkan pelanggan (lanjutan) / ***a. Based on the customer*** *(continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Pihak Ketiga:			***Third Parties:***
PT Putra Master	4.661.209.391	6.158.779.124	*PT Putra Master*
PT Armada Rock Karunia (ARK)	3.755.695.595	2.855.376.900	*PT Armada Rock Karunia (ARK)*
PT Samudera Energi Tangguh	3.733.977.240	2.150.247.000	*PT Samudera Energi Tangguh*
PT Jembatan Nusantara	3.141.607.202	2.922.702.588	*PT Jembatan Nusantara*
PT MNS	2.356.549.210	-	*PT MNS*
PT Bahtera Setia	2.225.025.783	-	*PT Bahtera Setia*
CV Tri Putra Mandiri	1.966.339.800	-	*CV Tri Putra Mandiri*
PT Parani Artamandiri	1.689.610.000	2.367.420.000	*PT Parani Artamandiri*
CV Indotrad Berkah Mandiri	1.285.096.040	-	*CV Indotrad Berkah Mandiri*
PT Solusi Integrasi Utama	1.216.187.592	1.216.187.592	*PT Solusi Integrasi Utama*
Sinar Jaya Wijaya	1.120.335.263	-	*Sinar Jaya Wijaya*
PT Bahari Eka Nusantara	993.668.668	-	*PT Bahari Eka Nusantara*
PT Caraka Andalan Semesta	987.491.500	-	*PT Caraka Andalan Semesta*
PT Tiga Lentera Abadi	932.637.554	-	*PT Tiga Lentera Abadi*
CV Anambas Expedisi	902.580.895	-	*CV Anambas Expedisi*
PT Aman Mandiri	890.488.350	1.049.488.350	*PT PP Urban*
PT Sumber Alfaria Trijaya Tbk	875.731.023	892.277.023	*PT Sumber Alfaria Trijaya Tbk*
Alamsyah	861.597.950	-	*Alamsyah*
PT Geoprec Indonesia	860.066.913	-	*PT Geoprec Indonesia*
PT PP Urban	832.575.000	1.089.660.000	*PT PP Urban*
PT PEL. Trip	831.245.705	-	*PT PEL. Trip*
PT Atosim Lampung Pelayaran	815.291.650	865.291.650	*PT Atosim Lampung Pelayaran*
PT PLN Batubara	814.618.377	-	*PT PLN Batubara*
PT Polsasu Indah	796.400.000	891.400.000	*PT Polsasu Indah*
PT Guheba Indonesia	787.675.678	1.281.681.916	*PT Guheba Indonesia*
PT Karya Retra	718.981.360	-	*PT Karya Retra*
Carnival Uk (MV. Arcadia)	704.283.878	733.669.149	*Carnival Uk (MV. Arcadia)*
PT Jejak Jelajah Negeri	682.346.753	-	*PT Jejak Jelajah Negeri*
PT Adi Bahari Nuansa	644.991.040	-	*PT Adi Bahari Nuansa*
PT Pewete Bahtera Kencana	605.234.300	580.234.300	*PT Pewete Bahtera Kencana*
PT Prima Eksekutif	602.334.902	1.837.297.421	*PT Prima Eksekutif*
Ratna Nawaripi	577.327.200	-	*Ratna Nawaripi*
PT Berkah Tata Baruna	502.730.844	-	*PT Berkah Tata Baruna*
Nurhayati	455.305.490	-	*Nurhayati*
PT Wira Cipta Perkasa	453.490.844	-	*PT Wira Cipta Perkasa*
PT HMZ (H. Hamzah)	438.702.085	-	*PT HMZ (H. Hamzah)*
Adhiarto Mooduto	420.306.000	-	*Adhiarto Mooduto*
Inampa	406.724.500	-	*Inampa*
PT Telekomunikasi Selular	394.766.785	-	*PT Telekomunikasi Selular*
PT Prima Sejahtera Line	392.170.359	-	*PT Prima Sejahtera Line*
Haji Slamet	391.195.472	-	*Haji Slamet*
PT Papua Cahaya Mandiri	366.918.000	-	*PT Papua Cahaya Mandiri*
PT Rolika Caterindo	349.998.166	-	*PT Rolika Caterindo*
Toko Mitra	337.600.000	-	*Toko Mitra*
PT Gerbang Samudera S	334.859.450	-	*PT Gerbang Samudera S*
PT Andromeda Sentral Pasifik	315.960.000	-	*PT Andromeda Sentral Pasifik*
Muhammed Zacree Bin Mohd Zain	309.803.496	-	*Muhammed Zacree Bin Mohd Zain*
Udin	306.115.652	-	*Udin*
Saldo dipindahkan	**50.045.848.956**	**26.891.713.013**	***Carried forward balance***

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7. PIUTANG USAHA (lanjutan) / ***7. ACCOUNTS RECEIVABLE*** *(continued)*

a. Berdasarkan pelanggan (lanjutan) / ***a. Based on the customer*** *(continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Pihak Ketiga: (lanjutan)			***Third Parties:*** *(continued)*
Saldo pindahan	**50.045.848.956**	**26.891.713.013**	***Brought forward balance***
Sholihin	297.377.400	-	*Sholihin*
Wulan Yuspita Sari	251.844.000	-	*Wulan Yuspita Sari*
PT Anshorytama Leaseputra	250.000.000	-	*PT Anshorytama Leaseputra*
PT Wira Karsa Indonesia	249.304.000	-	*PT Wira Karsa Indonesia*
PT Reksa Sarana Sagara	246.737.122	-	*PT Reksa Sarana Sagara*
PT Sungai Mas	246.552.935	-	*PT Sungai Mas*
PT Dewa Ruci Agung	245.627.500	-	*PT Dewa Ruci Agung*
PT Silkargo Indonesia	243.269.801	-	*PT Silkargo Indonesia*
PT Gurita Lintas Samudera	242.662.212	-	*PT Gurita Lintas Samudera*
PT Equator Malindo	235.374.540	-	*PT Equator Malindo*
PT Piranti Samudera	234.000.000	-	*PT Piranti Samudera*
Irul	229.028.000	-	*Irul*
CV Aini Qolbu	227.520.650	-	*CV Aini Qolbu*
CV Nusantara Travel	224.200.000	-	*CV Nusantara Travel*
PT Mitra Pasific	222.544.300	-	*PT Mitra Pasific*
PT Pel Haski Supenir Rio Nasional	220.494.435	-	*PT Pel Haski Supenir Rio Nasional*
PT Landhep Samudera Indonesia	217.900.000	-	*PT Landhep Samudera Indonesia*
Mahammad Yahya Hanafi	217.066.000	-	*Mahammad Yahya Hanafi*
PT Suasana Baru Line	208.517.000	-	*PT Suasana Baru Line*
CV Karya Bersama	202.945.875	-	*CV Karya Bersama*
PT Pelayaran Teguh Persada	201.318.722	-	*PT Pelayaran Teguh Persada*
PT Cipta Mulia Buana Perkasa	-	6.996.616.376	*PT Cipta Mulia Buana Perkasa*
Perusahaan Ekspedisi Bongkar Muat Kapal	-	2.746.890.916	*Expedition Loading Company*
CV Lumba-Lumba Ternate	-	815.915.332	*CV Lumba-Lumba Ternate*
PT Wilmar Chemical Indonesia	-	681.808.000	*PT Wilmar Chemical Indonesia*
PT Lazada Talgate	-	642.947.580	*PT Lazada Talgate*
Lainnya (dibawah Rp200 juta)	36.165.313.316	58.006.528.101	*Others (below Rp200 Million)*
Sub Jumlah	**91.125.446.764**	**96.782.419.318**	***Sub Total***
Dikurangi:			*Less:*
Provisi Kerugian Penurunan Nilai	(7.089.686.477)	(7.899.955.168)	*Provision for Impairment Losses*
Sub Jumlah	**(7.089.686.477)**	**(7.899.955.168)**	***Sub Total***
Jumlah	**232.488.270.948**	**253.601.377.657**	***Total***

Piutang kepada Satker Direktorat Lalu Lintas Angkutan Laut merupakan piutang atas program "Mudik Gratis" untuk mengangkut kendaraan bermotor di dalam kapal.

Receivables to Satker the Directorate of Sea Freight Traffic is a receivable on the "Mudik Gratis" program for transporting motor vehicles on board.

Piutang kepada YKPP merupakan piutang atas transaksi sewa ruangan, Toko/Kafe, dan Mini Teater di kapal.

Receivable to YKPP are receivables for rent, Shop/Cafe, and Mini Theater transactions on board.

Piutang kepada PT Putera Master dan PT Jembatan Nusantara merupakan piutang atas *Floating Repair Docking* di SBU Galangan Pelni Surya.

Receivables to PT Putera Master and PT Jembatan Nusantara are receivables on Floating Repair Docking at SBU Surya Pelni Shipyard.

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7. PIUTANG USAHA (lanjutan)

a. Berdasarkan pelanggan (lanjutan)

Piutang kepada PT Samudera Energi Tangguh merupakan transaksi atas penyewaan kapal milik PT Pelni (Persero).

Piutang kepada PT Solusi Integrasi Utama merupakan transaksi atas sewa ruangan di gedung PT Pelni (Persero) yang bertempat di Kemayoran, Jakarta.

7. ACCOUNTS RECEIVABLE *(continued)*

a. Based on the customer *(continued)*

Receivables to PT Samudera Energi Tangguh are transactions on the rental of ships owned by PT Pelni (Persero).

The receivables to PT. Solusi Integrasi Utama is a deal on renting a room in the building of PT Pelni (Persero) located in Kemayoran, Jakarta.

b. Berdasarkan jenis usaha / ***b. Based of type business***

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Entitas Induk:			***Parent Entity:***
Perkapalan	38.653.162.399	49.302.130.728	*Shipping*
Perhotelan	428.453.000	30.702.200	*Hospitality*
Perbengkelan	12.269.300.395	14.404.547.883	*Workshop*
Usaha Lainnya	21.210.753.587	19.108.025.644	*Others*
	72.561.669.381	**82.845.406.455**	
Dikurangi:			*Less:*
Provisi Kerugian Penurunan Nilai	(4.478.223.744)	(3.098.956.587)	*Provision for Impairment Losses*
Sub Jumlah	**68.083.445.637**	**79.746.449.868**	***Sub Total***
Entitas Anak:			***Subsidiaries:***
PT Rumah Sakit Pelni	124.046.642.904	144.368.118.505	*PT Rumah Sakit Pelni*
PT Sarana Bandar Nasional	37.895.869.081	30.198.815.003	*PT Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	5.073.776.059	4.088.992.862	*PT Pelita Indonesia Djaya*
	167.016.288.044	**178.655.926.370**	
Dikurangi:			*Less:*
Provisi penurunan nilai	(2.611.462.733)	(4.800.998.581)	*Provision for Impairment Losses*
Sub Jumlah	**164.404.825.311**	**173.854.927.789**	***Sub Total***
Jumlah	**232.488.270.948**	**253.601.377.657**	***Total***

Mutasi provisi kerugian penurunan nilai selama tahun 2019 dan 2018 sebagai berikut:

Movements of provision for impairment losses during 2019 and 2018 as follows:

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Saldo Awal	7.899.955.168	4.727.279.135	*Beginning Balance*
Provisi Tahun Berjalan	2.212.415.816	3.172.676.034	*Provision*
Pemulihan Tahun Berjalan	(3.022.684.507)	-	*Reserved (Recovery)*
Saldo akhir	**7.089.686.477**	**7.899.955.168**	***Ending Balance***

Terhadap piutang usaha yang berasal dari pihak-pihak berelasi, Perseroan tidak membentuk cadangan provisi atas penurunan nilai, karena manajemen berkeyakinan jumlah piutang tersebut dapat tertagih.

Toward accounts receivable from the related parties, the Company did not set up a reserve provision for impairment, as management believes the amount of such receivables are collectible.

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7. PIUTANG USAHA (lanjutan)

Piutang PT Rumah Sakit Pelni kepada YKPP merupakan piutang atas pelayanan kesehatan yang diperoleh pensiunan pegawai PT Rumah Sakit Pelni dan PT Pelni (Persero) yang akan ditagihkan kepada YKPP. Piutang kepada PT Pelni (Persero) merupakan piutang atas pelayanan kesehatan pegawai PT Pelni (Persero).

Terdapat piutang usaha Entitas Anak (PT Rumah Sakit Pelni) yang dijadikan jaminan atas pinjaman Entitas Anak (PT Rumah Sakit Pelni) pada tahun 2019 dan 2018.

Piutang usaha Entitas Anak (PT Rumah Sakit Pelni) sejumlah Rp53.000.000.000 dijadikan jaminan sehubungan fasilitas kredit yang diperoleh dari PT Bank Syariah Mandiri.

Piutang Jaminan Kesehatan Nasional (JKN-BPJS) PT RS Pelni merupakan piutang atas tagihan pelayanan terhadap pasien peserta program jaminan kesehatan nasional Pemerintah Indonesia untuk menjamin kesehatan masyarakat Indonesia secara nasional.

Berdasarkan hasil penelaahan pada akhir tahun, Manajemen berkeyakinan bahwa provisi kerugian penurunan nilai telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang usaha.

Penjelasan pihak-pihak berelasi lihat Catatan 37.

7. ACCOUNTS RECEIVABLE *(continued)*

PT Rumah Sakit Pelni receivable to YKPP are receivables from health services obtained by retired PT Rumah Sakit Pelni employees and PT Pelni (Persero) which will be billed to YKPP. Receivables from PT Pelni (Persero) represent receivables from the health services of PT Pelni (Persero) employees.

Trade receivables in Subsidiaries (PT Rumah Sakit Pelni) are pledged as collateral for the loans of Subsidiaries (PT Rumah Sakit Pelni) in 2019 and 2018.

Trade receivables Subsidiaries (PT Rumah Sakit Pelni) of Rp53,000,000,000 made a guarantee in respect of credit facilities obtained from PT Bank Syariah Mandiri.

The National Health Insurance Receivables (JKN-BPJS) PT RS Pelni are receivables for service bills against patients participating in the government's National Health Care Security Program to ensure the health of Indonesian people nationwide.

Based on a review at the end of the year, management believes that the provision for impairment losses is adequate to cover possible losses on uncollectible accounts.

Explanations of related parties refer to Notes 37.

8. ASET KEUANGAN LANCAR LAINNYA / ***8. OTHER CURRENT FINANCIAL ASSETS***

	31 Desember/ December 2019	31 Desember/ December 2018		
a. Pendapatan Masih Harus Diterima	575.676.967.106	112.835.916.592	*Accrued Revenues*	*a.*
b. Kas dan Setara Kas yang Dibatasi Penggunaannya	167.606.305.485	362.895.222.016	*Restricted Cash and Cash Equivalent*	*b.*
c. Piutang Lain-lain	13.524.353.342	10.875.559.559	*Other Receivables*	*c.*
d. Penempatan Jangka Pendek	5.000.000.000	5.000.000.000	*Short Term Investment*	*d.*
Jumlah	**761.807.625.933**	**491.606.698.167**	***Total***	

a. Rincian Pendapatan Masih Harus Diterima / ***a. Detail of Accrued Revenues***

	31 Desember/ December 2019	31 Desember/ December 2018	
Public Service Obligation (PSO) dan subsidi	360.391.773.035	29.829.438.925	*Public Service Obligation (PSO) and subsidies*
PT. Haka Aston	109.784.911.032	-	*Haka Aston, PT*
Pelayanan kesehatan	95.234.499.863	2.967.513.355	*Health Service*
Usaha Penunjang	5.774.570.591	75.268.740.035	*Supporting Business*
Asuransi		3.629.137.162	*Insurance*
PT. DSN	409.630.011	-	*DSN, PT*
Lainnya	4.081.582.574	1.141.087.115	*Others*
Jumlah	**575.676.967.106**	**112.835.916.592**	***Total***

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8. ASET KEUANGAN LANCAR LAINNYA (lanjutan)

a. Rincian Pendapatan Masih Harus Diterima (lanjutan)

Pendapatan masih harus diterima *Public Service Obligation* (PSO) dan subsidi merupakan pendapatan PSO dan subsidi tahun berjalan yang belum terealisasi pencairan dananya sampai dengan akhir tahun berjalan sesuai dengan Daftar Isian Pelaksanaan Anggaran Bendahara Umum Negara (DIPA-BUN) (BABUN-BPP) Tahun Anggaran 2019 No. SP DIPA-999.07.1.985120/2019 tanggal 28 Desember 2018 dan Tahun Anggaran 2018 No. SP DIPA-999.07.1.98120/2018 tanggal 29 Desember 2017, dan sesuai dengan Peraturan Menteri Keuangan Nomor 173/PMK.02/2013 tahun 2013.

Pendapatan masih harus diterima pelayanan kesehatan merupakan tagihan/klaim pada Entitas Anak PT Rumah Sakit Pelni atas pasien Jaminan Kesehatan Nasional yang masih dalam proses verifikasi.

Pendapatan usaha yang masih harus diterima PT Sarana Bandar Nasional merupakan pengakuan pendapatan atas kegiatan pelayanan bongkar muat tol laut, *crane* dan *refeer container* yang pada akhir Desember 2019 dan 2018. Berdasarkan hasil penelaahan pada akhir tahun, manajemen berpendapat bahwa tidak perlu dilakukan pembentukan provisi kerugian penurunan nilai karena jangka waktu pekerjaan masih berlangsung setelah akhir tahun.

8. OTHER CURRENT FINANCIAL ASSETS *(continued)*

a. Detail of Accrued Revenues *(continued)*

Revenue Accrued Public Service Obligation (PSO) PSO and subsidies are PSO income and subsidy for the unrealized year of disbursements until the end of the year in accordance with the implementation of the budget Treasury general (DIPA-BUN) (BABUN-BPP) fiscal year 2019 No. SP DIPA-999.07.1.985120/2019 dated 28 December 2018 and fiscal year 2018 No. SP DIPA-999.07.1.98120/2018 dated 29 December 2017, and pursuant to regulation of the Minister of Finance No. 173/PMK. 02/2013 Year 2013.

Revenues are still to be received health services is a bill / claim on Subsidiary PT Rumah Sakit Pelni on the National Health Insurance patients are still in the process of verification.

Business income that must still be accepted by PT Sarana Bandar Nasional is recognition of revenues for the activities of loading and unloading sea toll, crane and refeer containers at the end of December 2019 and 2018. Based on the results of the study at the end of the year, management argues that there is no need to do establishment of impairment losses due to the term of employment still lasts after the end of the year.

b. Kas dan Setara Kas yang Dibatasi Penggunaannya

Kas dan setara kas yang dibatasi penggunaannya merupakan kas setara kas yang dicadangkan untuk tujuan tertentu seperti bank garansi, jaminan pelaksanaan dan sebagainya yang berjangka waktu 1 tahun atau kurang. Kas dan setara kas yang dibatasi penggunaannya terdiri dari:

b. Restricted Cash and Cash Equivalent

Cash and cash equivalents Restricted cash equivalents represent cash reserved for specific purposes such as bank guarantees, performance bonds and so the term of 1 year or less. Cash and cash equivalents restricted as follows:

	31 Desember/ ***December 2019***	**31 Desember/** ***December 2018***	
Pihak berelasi			***Related parties***
Giro - Rupiah			*Giro - Rupiah*
PT Bank Mandiri (Persero), Tbk	4.110.804.878	299.517.228	*PT Bank Mandiri (Persero), Tbk*
PT Bank Negara Indonesia (Persero), Tbk	930.460.637	505.999.135	*PT Bank Negara Indonesia (Persero), Tbk*
Sub Jumlah	**5.041.265.515**	**805.516.363**	***Sub Total***
Deposito - Rupiah			*Deposit - Rupiah*
PT Bank Mandiri (Persero), Tbk	160.000.000.000	200.000.000.000	*PT Bank Mandiri (Persero), Tbk*
PT Bank Rakyat Indonesia (Persero), Tbk	342.391.990	150.057.300.000	*PT Bank Rakyat Indonesia (Persero), Tbk*
PT Bank Negara Indonesia (Persero), Tbk	-	155.091.990	*PT Bank Negara Indonesia (Persero), Tbk*
Sub Jumlah	**160.342.391.990**	**350.212.391.990**	***Sub Total***

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8. ASET KEUANGAN LANCAR LAINNYA (lanjutan) / ***8. OTHER CURRENT FINANCIAL ASSETS*** *(continued)*

b. Kas dan Setara Kas yang Dibatasi Penggunaannya (lanjutan) / ***b. Restricted Cash and Cash Equivalent*** *(continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Pihak berelasi			***Related parties***
Bank Garansi - Rupiah			*Bank Guarantee - Rupiah*
PT Bank Mandiri (Persero), Tbk	2.217.347.980	11.729.913.563	*PT Bank Mandiri (Persero), Tbk*
PT Bank Negara Indonesia (Persero), Tbk	5.000.000	147.100.100	*PT Bank Negara Indonesia (Persero), Tbk*
Sub Jumlah	**2.222.347.980**	**11.877.013.663**	***Sub Total***
Pihak ketiga			***Third parties***
Deposito - Rupiah			*Deposit - Rupiah*
PT Tirta Investama	300.000	300.000	*PT Tirta Investama*
Sub Jumlah	**300.000**	**300.000**	***Sub Total***
Jumlah	**167.606.305.485**	**362.895.222.016**	***Total***

Deposito PT Bank Mandiri (Persero), Tbk., sebesar Rp160.000.000.000 dan Rp200.000.000.000 merupakan saldo dana Penyertaan Modal Negara per 31 Desember 2019 dan 2018.

Deposits of PT Bank Mandiri (Persero), Tbk., amounting to Rp160,000,000,000 and Rp200,000,000,000 are the balances of the state capital participation funds as of December 31, 2019 and 2018.

Deposito pada PT Bank Rakyat Indonesia (Persero), Tbk sebesar Rp150.000.000.000 merupakan jaminan bank garansi kapal tol laut, perintis, rede, mobilisasi kapal perintis dan tambahan kontrak kapal perintis pada tahun 2018.

Deposits of PT Bank Rakyat Indonesia (Persero), Tbk, of Rp150,000,000,000 is a guarantee of the Bank's sea toll guarantee, pioneer, rede, mobilisation of pioneer vessels and additional pioneer ship contracts in the year 2018.

Bank Garansi PT Bank Mandiri (Persero), Tbk., sebesar Rp2.062.797.880 merupakan dana Pelaksanaan Pengadaan Pengangkutan Barang Berharga Milik Negara Bank Indonesia.

Bank Guarantee of PT Bank Mandiri (Persero), Tbk., amounting to Rp2,062,797,880, are the funds for the state Bank Indonesia's valuables administration.

c. Piutang Lain-Lain / ***c. Other Receivables***

	31 Desember/ *December 2019*	31 Desember/ December 2018	
Pihak Berelasi:			***Related Parties:***
Yayasan Kesehatan Pensiunan Pelni	1.530.400.369	1.530.400.369	*Pelni Pensioners Health Foundation*
Pegawai	6.021.260.219	1.850.641.029	*Employee*
Lainnya	1.382.360.719	1.227.561.970	*Others*
Sub Jumlah	**8.934.021.307**	**4.608.603.368**	***Sub Total***
Pihak Ketiga:			***Third Parties:***
PT Asuransi Purna Arthanugraha	711.322.233	742.903.064	*PT Asuransi Purna Arthanugraha*
Koperasi Karyawan Sejahtera	686.870.996	700.685.600	*Koperasi Karyawan Sejahtera*
Lainnya	3.550.153.963	4.999.473.391	*Others*
Sub Jumlah	**4.948.347.192**	**6.443.062.055**	***Sub Total***

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8. ASET KEUANGAN LANCAR LAINNYA (lanjutan)

8. OTHER CURRENT FINANCIAL ASSETS *(continued)*

c. Piutang Lain-Lain (lanjutan)

c. Other Receivables *(continued)*

	31 Desember/ *December 2019*	31 Desember/ December 2018	
Dikurangi:			*Less:*
Provisi Kerugian Penurunan Nilai	(358.015.157)	(176.105.864)	*Provision for Impairment Lesses*
Sub Jumlah	**4.590.332.035**	**6.266.956.191**	***Sub Total***
Jumlah	**13.524.353.342**	**10.875.559.559**	***Total***

Piutang lainnya PT Pelita Indonesia Djaya (PID) kepada pihak ketiga pada tanggal 31 Desember 2019 merupakan pembayaran pinjaman modal kerja untuk Koperasi Karyawan PT PID, dan piutang lelang kendaraan bermotor kepada karyawan.

Other receivables PT Pelita Indonesia Djaya (PID) to the third party on December 31, 2019 is the payment of working capital loans for the employee cooperative PT PID, and the Receivables receivable vehicles to the employees.

Mutasi provisi kerugian penurunan nilai tahun 2019 dan 2018, sebagai berikut:

Movements of allowance for impairment losses of 2019 and 2018, as follows:

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Saldo Awal	176.105.864	174.460.475	*Beginning Balance*
Pembentukan (Pemulihan) Provisi	181.909.293	1.645.389	*Reserved (Recovery) Provision*
Saldo akhir	**358.015.157**	**176.105.864**	***Ending Balance***

Berdasarkan hasil penelaahan pada akhir tahun, Manajemen berkeyakinan bahwa penyisihan kerugian penurunan nilai telah memadai untuk menutup kemungkinan kerugian atas tidak tertagihnya piutang lain-lain.

Based on a review at the end of the year, management believes that the allowance for impairment losses is adequate to cover possible losses on other receivables uncollectible.

d. Penempatan Jangka Pendek

c. Short Term Investment

Merupakan deposito berjangka waktu lebih dari 3 (tiga) bulan namun tidak lebih dari dua belas bulan pada PT Bank Rakyat Indonesia (Persero), Tbk oleh Entitas Anak PT Sarana Bandar Nasional sebesar Rp5.000.000.000, pada tanggal 31 Desember 2019 dan 2018.

Is a time deposit of more than 3 (three) months but not more than twelve months in PT Bank Rakyat Indonesia (Persero) Tbk by Subsidiaries of PT Sarana Bandar Nasional amounting to Rp5,000,000,000, as of December 31, 2019 and 2018.

Tingkat bunga per tahun deposito Rupiah sebesar 7% pada tahun 2019 dan 2018.

Interest rate per year rupiah deposits by 7% in 2019 and 2018.

9. PERSEDIAAN

9. INVENTORY

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Induk:			***Parent Entity:***
Suku cadang	331.245.176.320	363.843.163.382	*Spareparts*
Bahan bakar	44.344.699.670	41.228.120.930	*Fuel*
Pelumas	26.827.758.865	30.509.014.234	*Lubricants*
Makanan	6.127.237.291	4.628.626.546	*Food*
Tiket Penumpang	4.981.075.047	4.909.366.545	*Passenger Ticket*
Lainnya	415.543.404	619.768.479	*Others*
Sub Jumlah	**413.941.490.597**	**445.738.060.116**	***Sub Total***

9. PERSEDIAAN (lanjutan) / ***9. INVENTORY*** *(continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Anak:			***Subsidiary:***
PT Sarana Bandar Nasional	17.551.540.481	20.533.980.978	*PT Sarana Bandar Nasional*
PT Rumah Sakit Pelni	9.169.990.463	8.277.777.453	*PT Rumah Sakit Pelni*
PT Pelita Indonesia Djaya	5.084.216.218	-	*PT Pelita Indonesia Djaya*
Sub Jumlah	**31.805.747.162**	**28.811.758.431**	***Sub Total***
Jumlah	**445.747.237.759**	**474.549.818.547**	***Total***

Persediaan yang tercatat pada entitas anak (PT Sarana Bandar Nasional) merupakan persediaan *Indotrading,* Alat Bongkar Muat Non Mekanik, Barang Cetakan dan Alat Tulis Kantor.

The supplies listed on the subsidiary (PT Sarana Bandar Nasional) are the supply of Indotrading, a Non-mechanical stevedoring equipment, printed goods and stationery.

Persediaan obat-obatan pada entitas anak PT Rumah Sakit Pelni senilai Rp5.597.000.000 digunakan sebagai jaminan atas fasilitas kredit yang diperoleh dari PT Bank Negara Indonesia (Persero), Tbk.

The supply of medicines to the subsidiary PT Rumah Sakit Pelni worth Rp5,597,000,000 is used as collateral for credit facilities obtained from PT Bank Negara Indonesia (Persero), Tbk.

Persediaan yang tercatat pada entitas anak (PT Pelita Indonesia Djaya) merupakan persediaan bahan makanan dan cairan pembersih/*chemical.*

The supplies listed in subsidiaries (PT Pelita Indonesia Djaya) are supplies of foodstuffs and liquid/chemical cleaners.

Persediaan tidak diasuransikan terhadap risiko kebakaran, *burglary* dan resiko lainnya. Manajemen berkeyakinan bahwa persediaan Perseroan terletak pada beberapa lokasi, sehingga kemungkinan timbulnya kerugian dalam waktu yang bersamaan untuk beberapa lokasi adalah tidak signifikan.

Inventories are not insured against fire, burglary and other risks. Management believes that, the company's inventory is located in several locations, so the possibility of a loss in the same time to multiple locations is not Significant.

Manajemen berkeyakinan bahwa nilai tercatat dari persediaan tidak melebihi nilai pengganti atau nilai pemulihan aset dan tidak terdapat persediaan usang pada komponen aset lancar.

Management believes that the carrying value of inventories does not exceed replacement or recovery value of assets and there are no obsolete inventories in current assets component.

Persediaan usang telah dilakukan reklasifikasi kedalam aset tidak lancar lainnya dan telah dilakukan penurunan nilai persediaan.

Inventory obsolescence the reclassification into other non-current assets and has conducted impairment of inventories.

10. PERPAJAKAN / ***10. TAXATION***

a. Pajak Dibayar Dimuka / ***a. Prepaid Taxes***

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Induk:			***Parent Entity:***
Pajak Penghasilan Pasal 22	-	187.705.453	*Income Tax Article 22*
Pajak Penghasilan Pasal 25	-	191.443.053	*Income Tax Article 25*
Pajak Lainnya	16.106.430.254	17.953.755.815	*Other Taxes*
Sub Jumlah	**16.106.430.254**	**18.332.904.321**	***Sub Total***

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10. PERPAJAKAN (lanjutan)

a. Pajak Dibayar Dimuka (lanjutan)

Pajak dibayar dimuka atas pajak lainnya merupakan estimasi lebih bayar PPh Badan yang belum dilakukan restitusi.

10. TAXATION *(continued)*

a. Prepaid Taxes *(continued)*

The tax paid upfront on other taxes is an estimate of overpaid Corporate Income Tax that has not been restitution.

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Anak:			***Subsidiary:***
Pajak Penghasilan Pasal 23	-	73.751.861	*Income Tax Article 23*
Pajak Pertambahan Nilai	27.654.417.526	30.902.567.920	*Value Added Tax*
Sub Jumlah	**27.654.417.526**	**30.976.319.781**	***Sub Total***
Jumlah	**43.760.847.780**	**49.309.224.102**	***Total***

b. Utang Pajak

b. Tax Payable

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Induk:			***Parent Entity:***
Pajak Pertambahan Nilai	9.636.961.974	17.643.645.487	*Value Added Tax*
Pajak Penghasilan Pasal 21	9.264.062.377	5.555.161.386	*Tac Income Article 21*
Pajak Penghasilan Pasal 15	7.738.067.823	10.791.610.867	*Tax Income Article 15*
Pajak Penghasilan Pasal 23	1.135.134.644	1.212.615.611	*Tax Income Article 23*
Pajak Penghasilan Pasal 22	759.783.260	1.649.028.455	*Tax Income Article 22*
Pajak Penghasilan Pasal 25	517.724.987	-	*Tax Income Article 25*
Pajak Penghasilan Pasal 4 Ayat 2	77.157.896	131.261.588	*Tax Income Article 4 Paragraph 2*
Pajak Daerah	71.997.354	22.766.547	*Local Tax*
Pajak Penghasilan Pasal 26	-	22.477.156	*Tax Income Article 26*
Sub Total	**29.200.890.315**	**37.028.567.097**	***Sub Total***
Entitas Anak:			***Subsidiary:***
Pajak Pertambahan Nilai	3.399.694.591	12.787.764.659	*Value Added Tax*
Pajak Penghasilan Pasal 25	6.112.089.707	4.104.007.956	*Tax Income Article 25*
Pajak Penghasilan Pasal 29	5.774.711.322	3.063.035.286	*Tax Income Article 29*
Pajak Penghasilan Pasal 21	3.701.792.256	5.203.887.384	*Tac Income Article 21*
Pajak Penghasilan Pasal 23	587.388.033	486.728.144	*Tax Income Article 23*
Pajak Penghasilan Pasal 4 Ayat 2	266.423.651	159.843.065	*Tax Income Article 4 Paragraph 2*
Pajak Penghasilan Pasal 15	40.800.000	55.625.000	*Tax Income Article 15*
Pajak Lainnya	42.818.727	81.571.618	*Other Tax*
Sub Total	**19.925.718.287**	**25.942.463.112**	***Sub Total***
Jumlah	**49.126.608.602**	**62.971.030.209**	***Total***

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10. PERPAJAKAN (lanjutan) / ***10. TAXATION*** *(continued)*

c. Beban (Manfaat) Pajak / ***c. Tax Expense (Benefit)***

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Induk:			***Parenth Entity:***
Beban Pajak Final	47.811.156.238	45.114.084.393	*Final Tax Expense*
Beban (Manfaat) Tangguhan	15.753.798.333	(848.737.098)	*Tax Expense (Benefits)*
Beban Pajak Kini	2.000.237.000	692.604.750	*Current Tax Expense*
Sub Jumlah	**65.565.191.571**	**44.957.952.045**	***Sub Total***
Entitas Anak:			***Subsidiary:***
Beban Pajak Kini	44.798.001.720	40.164.272.844	*Current Tax Expense*
Beban Pajak Final	797.905.726	680.188.304	*Final Tax Expense*
Beban (Manfaat) Tangguhan	688.575.338	730.410.058	*Tax Expense (Benefits)*
Sub Jumlah	**46.284.482.784**	**41.574.871.206**	***Sub Total***
Jumlah	**111.849.674.355**	**86.532.823.251**	***Total***

d. Rekonsiliasi Fiskal / ***d. Fiscal Recontiliation***

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Laba sebelum pajak penghasilan Entitas Induk	270.674.123.282	248.589.138.093	*Profit before income tax of the Parent Entity*
Bagian laba entitas anak yang telah dipungut pajak penghasilan dan PPh Final	(129.124.494.701)	(127.365.779.291)	*Income for subsidiaries and PPh Final*
Jumlah	**141.549.628.581**	**121.223.358.802**	***Total***
Perbedaan temporer:			***Temporary Differrences:***
Liabilitas imbalan pasca kerja	8.699.292.255	1.975.583.809	*Employee Benefits Liability*
Penyisihan piutang usaha	2.394.325.109	1.149.680.052	*Receivable Allowance*
Penyusutan aset tetap	86.761.929	269.684.530	*Fixed Assets Depreciation*
Jumlah	**11.180.379.293**	**3.394.948.391**	***Total***
Perbedaan permanen:			***Permanent Differences:***
PPh 21 ditanggung Entitas	17.351.227.405	18.464.712.732	*Income tax article 21 by entity*
Beban pemasaran	3.551.936.769	3.073.731.320	*Marketing expenses*
Pendapatan di luar usaha lainnya	(75.090.011.993)	(212.277.269.926)	*Other revenues*
Jumlah	**(54.186.847.819)**	**(190.738.825.874)**	***Total***

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10. PERPAJAKAN (lanjutan) / ***10. TAXATION*** *(continued)*

d. Rekonsiliasi Fiskal (lanjutan) / ***d. Fiscal Recontiliation*** *(continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Beban (pendapatan) terkait yang telah dikenakan Pajak Final:			***Related expenses (income) that have been charged Final Tax:***
PPh final Usaha perkapalan	(1.741.497.129.786)	(1.315.003.847.620)	*Income Tax Shipping Businessess*
Penghasilan PSO (*Public Service Obligation*)	(2.677.763.686.340)	(2.403.998.420.099)	*Public Service Obligation Income*
Usaha sampingan	(7.565.482.012)	(8.469.820.684)	*Other Income*
Pendapatan deposito dan jasa giro	(39.313.292.965)	(33.795.446.091)	*Revenues deposits, demand deposits and dividends*
Beban usaha perkapalan	3.948.207.519.771	3.484.765.136.193	*Shipping Businessess Expenses*
Beban *overhead*	414.061.976.649	334.183.858.093	*Overhead Expenses*
Beban terkait dengan penghasilan yang dikenakan PPh Final	13.327.883.262	11.209.478.140	*Expenses related to income subject to PPh Final*
Jumlah	**(90.542.211.421)**	**68.890.937.932**	***Total***
Penghasilan Kena Pajak	**8.000.948.634**	**2.770.419.251**	***Taxable Income***
Pajak Penghasilan Badan Terutang	**2.000.237.000**	**692.604.654**	***Corporate Income Tax Payable***
Kredit Pajak:			*Tax Deduction:*
Pajak Penghasilan Pasal 22	3.414.887.115	3.307.562.489	*Income Tax Article 22*
Pajak Penghasilan Pasal 23	104.624.358	49.671.970	*Income Tax Article 23*
Pajak Penghasilan Pasal 25	6.212.699.844	5.594.655.300	*Income Tax Article 25*
Jumlah	**9.732.211.317**	**8.951.889.759**	***Total***
Pajak Penghasilan Badan Lebih Bayar	**7.731.974.318**	**8.259.285.009**	***Corporate Income Tax Over Payment***
Beban Pajak Penghasilan Kini:			***Current Income Tax Expense:***
Entitas Induk	**2.000.237.000**	**692.604.750**	***Parent Entity***
Entitas Anak:			***Subsidiary:***
PT Sarana Bandar Nasional	20.772.407.210	15.693.344.847	*PT Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	20.486.628.760	13.930.479.250	*PT Pelita Indonesia Djaya*
PT Rumah Sakit Pelni	3.538.965.750	10.540.448.747	*PT Rumah Sakit Pelni*
Sub Jumlah	**44.798.001.720**	**40.164.272.844**	***Sub Total***
Jumlah	**46.798.238.720**	**40.856.877.594**	***Total***

Saat ini Perseroan sedang dilakukan pemeriksaan dengan tujuan untuk menguji kepatuhan pemenuhan kewajiban perpajakan oleh Kantor Pelayanan Pajak Wajib Besar Empat sesuai dengan Surat Perintah Pemeriksaan Nomor: S.Pang-224/WPJ.19/KP.0400/2019 tanggal 11 September 2019 untuk tahun pajak 2018 dan sampai terbitnya laporan ini, hasil pemeriksaan pajak belum selesai.

The Company is currently being examined in order to test the compliance fulfillment of tax obligations by the Fourth Mandatory Tax Service Office in accordance with the Order for Examination Number: S.Pang-224/WPJ.19/KP.0400/2019 dated August 8, 2018 dated September 11, 2019 to tax year 2018 and until the publication of this report, the audit result is undone.

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10. PERPAJAKAN (lanjutan) / ***10. TAXATION*** *(continued)*

e. PajakTangguhan / ***e. Deferred Tax***

	2019			
	Saldo Awal / *Beginning Balance*	**Dibebankan ke Laba (Rugi) / *Charged to Profit (Loss)***	**Dibebankan ke pendapatan komprehensif lain / *Charged to Other Comprehensive Income***	**Saldo Akhir / *Ending Balance***
Entitas Induk:/ *Parent Entity:*				
Penurunan Nilai Piutang/ *Impairment of Receivables*	22.121.500.242	(17.949.993.437)	-	4.171.506.805
Penyusutan Aset Tetap/ *Depreciation of Fixed Assets*	5.908.659.993	21.372.040	-	5.930.032.033
Liabilitas Imbalan Kerja/ *Liability for Employee Benefits*	11.057.547.556	2.174.823.064	-	13.232.370.620
Sub Jumlah/*Sub Total*	**39.087.707.791**	**(15.753.798.333)**	**-**	**23.333.909.458**
Entitas Anak/*Subsidiaries* :	12.275.324.827	(688.575.338)	337.585.095	11.924.334.584
Sub Jumlah/*Sub Total*	**12.275.324.827**	**(688.575.338)**	**337.585.095**	**11.924.334.584**
Jumlah/*Total*	**51.363.032.618**	**(16.442.373.671)**	**337.585.095**	**35.258.244.042**

	2018			
	Saldo Awal / *Beginning Balance*	**Dibebankan ke Laba (Rugi) / *Charged to Profit (Loss)***	**Dibebankan ke pendapatan komprehensif lain / *Charged to Other Comprehensive Income***	**Saldo Akhir / *Ending Balance***
Entitas Induk:/ *Parent Entity:*				
Penurunan Nilai Piutang/ *Impairment of Receivables*	21.834.080.229	287.420.013	-	22.121.500.242
Penyusutan Aset Tetap/ *Depreciation of Fixed Assets*	5.841.238.861	67.421.132	-	5.908.659.993
Liabilitas Imbalan Kerja/ *Liability for Employee Benefits*	10.563.651.604	493.895.952	-	11.057.547.556
Sub Jumlah/*Sub Total*	**38.238.970.693**	**848.737.097**	**-**	**39.087.707.791**
Entitas Anak/*Subsidiaries* :	12.903.755.572	(730.410.058)	101.979.313	12.275.324.827
Sub Jumlah/*Sub Total*	**12.903.755.572**	**(730.410.058)**	**101.979.313**	**12.275.324.827**
Jumlah/*Total*	**51.142.726.266**	**118.327.039**	**101.979.313**	**51.363.032.618**

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11. UANG MUKA / *11. ADVANCES PAYMENT*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Induk:			***Parent Entity:***
Perkapalan	24.189.899.746	26.613.979.331	*Shipping*
Administrasi dan umum	7.758.960.030	8.432.169.541	*General and Administrative*
Penunjang	1.599.758.771	5.287.520.964	*Agency*
Sub Jumlah	**33.548.618.547**	**40.333.669.836**	***Sub Total***
Entitas Anak:			***Subsidiary:***
PT Sarana Bandar Nasional	26.120.323.736	12.389.697.139	*PT Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	14.253.936.882	6.158.464.955	*PT Pelita Indonesia Djaya*
PT Rumah Sakit Pelni	2.996.428.529	7.085.942.374	*PT Rumah Sakit Pelni*
Sub Jumlah	**43.370.689.147**	**25.634.104.468**	***Sub Total***
Jumlah	**76.919.307.694**	**65.967.774.304**	***Total***

Uang muka perkapalan yang tercatat pada entitas induk merupakan pemberian uang muka atas transaksi pembelian suku cadang kapal yang di biayai melalui fasilitas PT Bank Negara Indonesia (Persero) Tbk, dengan uraian ringkas perjanjian fasilitas sebagai berikut:

Shipping advances recorded on the parent entity is the provision of advance payment on the purchase transaction of the ship parts that are purchased through the facilities of PT Bank Negara Indonesia (Persero) Tbk, with a brief description of the facility agreement as follows:

Perjanjian Fasilitas Kredit Tidak Langsung PT Pelni (Persero) No.006/BIN/PFKTL/2019

Perjanjian No.006/BIN/PFKTL/2019 tanggal 26 Juli 2019 perihal persetujuan pemberian fasilitas kredit tidak langsung antara PT Bank Negara Indonesia (Persero) Tbk dengan PT Pelayaran Nasional Indonesia (Persero). Fasilitas kredit tidak langsung diberikan dalam bentuk *Plafond/Revolving.* Bank memberikan fasilitas kredit tidak langsung dengan tujuan untuk:

a. Pembukaan LC/SKBDN Sight, Usance, UPAS untuk pengadaan sparepart kapal.

b. Penerbitan Garansi Bank dan/atau SBLC untuk jaminan tender, uang muka pemeliharaan, pelaksanaan sesuai kontrak yang diperoleh.

Maksimum fasilitas kredit tidak langsung yang diberikan sebesar Rp115.000.000.000 (seratus lima belas miliar rupiah). Jangka waktu permohonan fasilitas kredit tidak langsung dapat diajukan selama 12 (dua belas) bulan sejak penandatangan perjanjian ini atau terhitung sejak tanggal 26 Jui 2019 - 25 Juli 2020.

Agreement PT Pelni (Persero) Number: 006/BIN/PFKTL/2019

Agreement No.006 / BIN / PFKTL / 2019 dated July 26, 2019 regarding the approval of the provision of indirect credit facilities between PT Bank Negara Indonesia (Persero) Tbk and PT Pelayaran Nasional Indonesia (Persero). Indirect credit facilities are provided in the form of ceiling / revolving. The Bank provides indirect credit facilities with the aim to:

a. *Opening LC / SKBDN Sight, Usance, UPAS for procurement of ship spare parts.*

b. *Publishing Bank Guarantees and / or SBLCs for tender guarantees, maintenance advances, performance according to contracts obtained.*

Maximum indirect credit facilities granted are Rp115,000,000,000 (one hundred and fifteen billion rupiah). The application period for indirect credit facilities can be submitted for 12 (twelve) months from the signing of this agreement or starting from July 26, 2019 - July 25, 2020.

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11. UANG MUKA (lanjutan)

Perjanjian Fasilitas Kredit Tidak Langsung PT Pelni (Persero) No.006/BIN/PFKTL/2019 (lanjutan)

Aset yang menjadi agunan berupa Sertifikat Hak Guna Bangunan (SHGB) Nomor 1864 tanggal 28 Agustus 2007, seluas 16.293 M2 sesuai Surat Ukur Nomor 00026/2007 tanggal 18 April 2007,terdaftar atas nama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia disingkat PT Pelni (Persero) berkedudukan di Jakarta, terletak di Kelurahan Petojo Utara, Kecamatan Gambir, Kota Jakarta Pusat, Provinsi DKI Jakarta, berikut bangunan, tanaman dan hasil karya yang telah dan/atau akan ada, berdiri dan tertanam yang merupakan satu kesatuan dengan tanah tersebut, yang menurut sifat, maksud dan peruntukannya serta ketentuan perundang-undangan dianggap sebagai benda tidak bergerak berikut segala turutan-turutannya, akan dibebani Hak Tanggungan Peringkat I (Pertama) dengan nilai sebesar Rp437.500.000 (empat ratus tiga puluh tujuh miliar lima ratus juta rupiah).

Uang muka administrasi dan umum merupakan uang muka operasional unit-unit kerja dilingkungan PT Pelni (Persero).

Uang muka yang tercatat pada entitas anak (PT Sarana Bandar Nasional) merupakan uang muka yang dibayarkan untuk kegiatan operasional perusahaan.

Uang muka barang dan jasa PT Rumah Sakit Pelni merupakan uang muka kerja dalam rangka kegiatan operasional untuk pengadaan obat CITO dan kegiatan peningkatan sumber daya manusia melalui workshop.

Uang muka yang tercatat pada entitas anak (PT Pelita Indonesia Djaya) merupakan uang muka yang dibayarkan untuk pelayanan jasa komersil diatas kapal, permakanan dan jasa pengamanan.

11. ADVANCES PAYMENT *(continued)*

Agreement PT Pelni (Persero) Number: 006/BIN/PFKTL/2019 *(continued)*

Assets which become collateral in the form of Certificate of Building Use Rights (SHGB) Number 1864 dated August 28, 2007, covering an area of 16,293 M2 in accordance with Measurement Letter Number 00026/2007 dated April 18, 2007, registered under the name of PT Pelayaran Nasional Indonesia Company abbreviated as PT Pelni (Limited) domiciled in Jakarta, located in North Petojo Sub-District, Gambir Sub-District, Central Jakarta City, DKI Jakarta Province, including buildings, plants and works that have been and / or will be existing, standing and embedded which constitute a unity with the said land, which according to their nature, purpose and designation as well as statutory provisions considered to be immovable objects along with all their derivatives, shall be burdened with a Mortgage Right of I (First) with a value of Rp437,500,000 (four hundred thirty seven billion five hundred million rupiah).

Administrative and general advances represent operational advances for work units within PT Pelni (Persero)

Advances in the subsidiary (PT Sarana Bandar Nasional) is an advance payment paid for the company's operational activities.

Advances for goods and services PT Rumah Sakit Pelni represent advances for work in the context of operational activities for the procurement of CITO drugs and human resource improvement activities through workshops.

Advances in the subsidiaries (PT Pelita Indonesia Djaya) is an advance payment for the services of Commercial services on board, food and security services.

12. BIAYA DIBAYAR DIMUKA / ***12. PREPAID EXPENSES***

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Entitas Induk:			***Parent Entity:***
Administrasi dan umum	18.905.915.446	16.031.123.968	*General and Administrative*
Asuransi	1.220.544.356	10.000.000	*Insurance*
Sewa	799.419.392	682.842.385	*Rent*
Usaha Perhotelan	121.636.833	156.052.503	*Hospitality*
Usaha Perkapalan	24.651.939	1.383.482.339	*Shipping*
Lainnya	1.943.407.064	34.600.634	*Other*
Sub Jumlah	**23.015.575.030**	**18.298.101.829**	***Sub Total***

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12. BIAYA DIBAYAR DIMUKA (lanjutan) / *12. PREPAID EXPENSES (continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Anak:			***Subsidiary:***
PT Sarana Bandar Nasional	12.333.963.052	10.370.648.682	*PT Sarana Bandar Nasional*
PT Rumah Sakit Pelni	595.650.003	710.547.297	*PT Rumah Sakit Pelni*
PT Pelita Indonesia Djaya	346.075.439	-	*PT Pelita Indonesia Djaya*
Sub Jumlah	**13.275.688.494**	**11.081.195.979**	***Sub Total***
Jumlah	**36.291.263.524**	**29.379.297.808**	***Total***

Biaya dibayar dimuka administrasi dan umum merupakan biaya imbalan kerja, perkapalan, perhotelan, asuransi dan lainnya.

Biaya dibayar dimuka pada entitas anak (PT Sarana Bandar Nasional) merupakan biaya yang berkaitan dengan kegiatan operasional pelabuhan, yang telah dibayarkan namun pada akhir tahun buku, jasa belum seluruhnya dapat dimanfaatkan, sedangkan biaya dibayar dimuka terhadap peralatan bongkar muat mekanik dan non mekanik merupakan pemakaian peralatan telah dibiayakan seluruh peralatan bongkar muat mekanik dan non mekanik, namun pada akhir tahun peralatan tersebut masih dapat dimanfaatkan dengan melihat nilai sisa peralatan bongkar muat mekanik dan non mekanik yang bersangkutan dan biaya yang berkaitan dengan kegiatan Ekpedisi Muatan Kapal Laut dan kegiatan operasional dipelabuhan lainnya dimana perusahaan membayar lebih dulu biaya yang timbul dipelabuhan dan akan ditagihkan setelah pekerjaan selesai.

Prepaid administrative and general costs represent the costs of employee benefits, shipping, hospitality, insurance and others.

Prepaid expenses in the subsidiaries (PT Sarana Bandar Nasional) is the cost associated with the operational activities of the port, which has been paid but by the end of the year the book, services have not been fully utilized, while the cost is paid upfront against mechanical and non mechanical loading equipment is the use of equipment has been expensed all equipment and non mechanical unloading equipment, but at the end of the year the equipment can still be utilized by looking at and costs associated with the activities of the Marine cargo expedition and other operational activities in which the company pays the first expense incurred and will be billed after the work is completed.

13. PROPERTI INVESTASI / *13. INVESTMENT PROPERTY*

	2019				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan / *Acquisition Cost*					
Tanah/*Land*	115.667.891.310	128.817.837.461	-	1.610.912.229	246.096.641.000
Gedung/*Building*	16.214.495.000	-	-	-	16.214.495.000
Sub Jumlah/*Sub Total*	**131.882.386.310**	**128.817.837.461**	**-**	**1.610.912.229**	**262.311.136.000**
Akumulasi Penyusutan/ *Depreciation Accumulated*					
Gedung/*Building*	-	-	-		-
Sub Jumlah/*Sub Total*	**-**	**-**	**-**	**-**	**-**
Nilai Buku/*Book Value*	**131.882.386.310**				**262.311.136.000**

13. PROPERTI INVESTASI (lanjutan) / ***13. INVESTMENT PROPERTY*** *(continued)*

	2018				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan / *Acquisition Cost*					
Tanah/*Land*	2.353.266.575	111.618.205.988	-	1.696.418.747	115.667.891.310
Gedung/*Building*	14.944.037.950	9.931.495.965	8.661.038.915	-	16.214.495.000
Sub Jumlah/*Sub Total*	**17.297.304.525**	**121.549.701.953**	**8.661.038.915**	**1.696.418.747**	**131.882.386.310**
Akumulasi Penyusutan/ *Depreciation Accumulated*					
Gedung/*Building*	8.287.437.967	1.024.422.129	8.661.038.915	(650.821.181)	-
Sub Jumlah/*Sub Total*	**8.287.437.967**	**1.024.422.129**	**8.661.038.915**	**(650.821.181)**	**-**
Nilai Buku/*Book Value*	**9.009.866.558**				**131.882.386.310**

Sesuai kebijakan akuntansi properti investasi bahwa pada tanggal 31 Desember 2018 dan seterusnya Perseroan memilih menggunakan model nilai wajar yang berlaku prospektif atas nilai properti investasi - tanah dan bangunan dengan pertimbangan sedang dilakukan upaya untuk optimalisasi aset tersebut, dimana pada akhir tahun sebelumnya masih disajikan sebesar nilai buku karena menggunakan model biaya perolehan.

In accordance with the investment property accounting policy that as of December 31, 2018 and beyond, the Company has chosen to use the fair value model that applies prospectively to the value of investment property - land and buildings considering that efforts are being made to optimize the asset, which at the end of the previous year is still presented at book value because it uses the acquisition cost model.

Berdasarkan laporan KJPP Bambang & Ernasapta bernomor 00247/2.0036.00/PI/05/00073/1/III/2020 pada tahun 2019 PT Rumah Sakit Pelni melakukan penilaian kembali aset berupa tanah dengan hasil sebagai berikut:

Based on KJPP Bambang & Ernasapta's report number 00247 / 2.0036.00 / PI / 05/00073/1 / III / 2020 in 2019 PT Rumah Sakit Pelni conducted a revaluation of assets in the form of land with the following results:

1. Penilaian kembali nilai wajar tanah untuk area perbankan sisi depan, area kantin sisi tengah, area puskesmas dan akademi perawatan sebesar Rp78.962.013.253 dengan peningkatan sebesar Rp55.446.445.689.

   Revaluation of land fair value for front side banking area, middle side cafeteria area, Puskesmas area and nursing academy amounting to Rp78,962,013,253 with increase of Rp55,446,445,689.

2. Nilai wajar atas tanah untuk area Yayasan Sekar Laut sebesar Rp74.982.304.000 dengan nilai tercatat Rp1.610.912.229. Peningkatan atas nilai wajar sebesar Rp73.371.391.771.

   Fair value of land for Sekar Laut Foundation area amounting to Rp74,982,304,000 with the noted value of Rp1,610,912,229. Increase in fair value of Rp73,371,391,771.

	2019			
	Nilai Tercatat/ *Book Value*	**Nilai Wajar/ *Fair Value***	**Kenaikan (Penurunan) atas Nilai Wajar/ *Increase (Decrease) of Fair Value***	
Tanah				*Land*
- 4 area tanah	23.515.886.310	78.962.332.000	55.446.445.690	*4 land area -*
- Yayasan Sekar Laut	1.610.912.229	74.982.204.000	73.371.291.771	*Yayasan Sekar Laut -*
Jumlah	**25.126.798.539**	**153.944.536.000**	**128.817.737.461**	***Total***

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13. PROPERTI INVESTASI (lanjutan)

Kenaikan (penurunan) atas metode tersebut dicatat sebagai keuntungan (kerugian) perubahan nilai wajar aset properti investasi dan dicatat sebagai pendapatan non usaha. (Lihat catatan 4q dan 35)

Properti Investasi entitas induk dengan nilai wajar per 31 Desember 2018 sebesar Rp108.366.500.000 sesuai dengan laporan penilai independen nomor 087/SKR/IV/2019 tanggal 22 April 2019, tujuan dari penilaian ini adalah untuk mengungkapkan pendapat mengenai Nilai Wajar aset properti investasi yang terletak di Makassar dan Medan yang akan digunakan untuk keperluan Pelaporan Keuangan.

Berdasarkan laporan penilai independen PT Rumah Sakit Pelni bernomor RSR/Y/A.300518/086 tanggal 30 Mei 2018, nilai wajar tanah pada area perbankan sisi depan, area kantin sisi tengah, area puskesmas dan akademi perawatan sebesar Rp22.393.075.458. Peningkatan nilai wajar tanah sebesar Rp21.819.467.564.

13. INVESTMENT PROPERTY *(continued)*

The increase (decrease) in the method is recorded as a gain (loss) change in the fair value of investment property assets and recorded as non business income. (See notes 4q and 35)

Investment property in parent entity with fair value as of December 31, 2018 amounting to Rp108,366,500,000 in accordance with the independent appraisal report number 087/SKR/IV/2019 dated April 22, 2019, the purpose of this valuation is to express opinions regarding the Fair Value of investment property assets located in Makassar and Medan that will be used for financial reporting purposes.

Based on an independent appraisal report PT Rumah Sakit Pelni numbered RSR / Y / A.300518 / 086 dated May 30, 2018, the fair value of land in the front side banking area, the middle side canteen area, the puskesmas and nursing academy area is Rp22,393,075,458. The increase in the fair value of the land is Rp21,819,467,564.

	2018			
	Nilai Tercatat/ *Book Value*	**Nilai Wajar/ *Fair Value***	**Kenaikan (Penurunan) atas Nilai Wajar/ *Increase (Decrease) of Fair Value***	
Tanah				*Land*
- Entitas Induk	2.353.266.575	92.151.960.000	89.798.693.425	*Parent Entity -*
- PT Rumah Sakit Pelni	1.696.418.747	23.515.886.310	21.819.467.563	*PT Rumah Sakit Pelni -*
Bangunan	6.282.999.035	16.214.540.000	9.931.540.965	*Building*
Jumlah	**10.332.684.357**	**131.882.386.310**	**121.549.701.953**	***Total***

Tidak terdapat properti investasi yang dijadikan jaminan terhadap pinjaman/kewajiban lainnya dan properti investasi berupa gedung tidak diasuransikan.

Berdasarkan hasil evaluasi, mengenai nilai yang dapat diperoleh kembali pada tanggal 31 Desember 2018, Perseroan berkeyakinan bahwa tidak terdapat perubahan keadaan yang mengindikasikan adanya penurunan nilai properti investasi.

There are no investment properties that are pledged as collateral to other loans / liabilities and investment properties in the form of uninsured buildings.

Based on evaluation of regarding the recoverable value on December 31, 2018, the Company believes that there are changes in circumstances indicate impairment of investment property.

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13. PROPERTI INVESTASI (lanjutan)

Sejak tahun buku 2018, Perseroan telah melakukan perubahan kebijakan penyajian aset tanah untuk area yang direntalkan, dari aset tetap ke properti investasi dan akan dicatat dengan menggunakan nilai wajar. Perubahan tersebut berlaku secara prospektif.

13. INVESTMENT PROPERTY *(continued)*

Since fiscal year 2018, the Company has made changes to the policy on the presentation of land assets for the area of interest, from fixed assets to investment properties and will be recorded at fair value. Such changes apply prospectively.

14. ALAT PRODUKSI

14. PRODUCTION EQUIPMENT

	2019				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan / *Acquisition Cost*					
Perolehan Langsung/ *Direct Acquisition*					
Kapal Penumpang/ *Passanger Ship*	7.889.621.559.803	134.306.455.851	-	-	8.023.928.015.654
Kapal Kargo/*Cargo Ship*	355.924.795.174	97.997.421.832	-	-	453.922.217.006
Kontainer/*Container*	-	40.118.800.000	-	-	40.118.800.000
Sub Jumlah/*Sub Total*	**8.245.546.354.977**	**272.422.677.683**	**-**	**-**	**8.517.969.032.660**
Aset Dalam Konstruksi/ *Assets Under Construction*	278.821.391	19.752.600.000	-	(278.821.391)	19.752.600.000
Jumlah/*Total*	**8.245.825.176.368**				**8.537.721.632.660**
Akumulasi Penyusutan dan Penurunan Nilai/ *Accumulated Depreciation and Impairment*					
Kapal Penumpang/ *Passanger Ship*	5.142.726.871.069	316.155.419.772	-	-	5.458.882.290.841
Kapal Kargo/*Cargo Ship*	54.732.530.563	16.614.646.934	-	-	71.347.177.497
Kontainer/*Container*	-	2.862.283.968	-	-	2.862.283.968
Sub Jumlah/*Sub Total*	**5.197.459.401.632**	**335.632.350.674**	**-**	**-**	**5.533.091.752.306**
Nilai Buku/Book Value	**3.048.365.774.736**				**3.004.629.880.354**

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14. ALAT PRODUKSI (lanjutan) / ***14. PRODUCTION EQUIPMENT*** *(continued)*

	2018				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan / *Acquisition Cost*					
Perolehan Langsung/ *Direct Acquisition*					
Kapal Penumpang/ *Passanger Ship*	7.801.448.463.344	88.173.096.459	-	-	7.889.621.559.803
Kapal Kargo/*Cargo Ship*	212.597.490.444	143.327.304.730	-	-	355.924.795.174
Kontainer/*Container*	-	-	-	-	-
Sub Jumlah/*Sub Total*	**8.014.045.953.788**	**231.500.401.189**	**-**	**-**	**8.245.546.354.977**
Aset Dalam Konstruksi/ *Assets Under Construction*	50.277.940.404	278.821.391	-	50.277.940.404	278.821.391
Jumlah/*Total*	**8.064.323.894.192**				**8.245.825.176.368**
Akumulasi Penyusutan dan Penurunan Nilai/ *Accumulated Depreciation and Impairment*					
Kapal Penumpang/ *Passanger Ship*	4.819.288.326.358	323.438.544.711	-	-	5.142.726.871.069
Kapal Kargo/*Cargo Ship*	39.860.311.783	14.872.218.780	-	-	54.732.530.563
Kontainer/*Container*	-	-	-	-	-
Sub Jumlah/*Sub Total*	**4.859.148.638.141**	**338.310.763.491**	**-**	**-**	**5.197.459.401.632**
Nilai Buku/Book Value	**3.205.175.256.051**				**3.048.365.774.736**

Penyusutan alat produksi yang tercatat pada entitas induk dibebankan pada beban pokok pendapatan pada tahun 2019 dan 2018 masing-masing sebesar Rp335.632.350.674 dan Rp338.310.763.491.

Depreciation of production equipment in parent entity is charged at the cost of income in the year 2019 and 2018 each of Rp335,632,350,674 and Rp 338,310,763,491.

14. ALAT PRODUKSI (lanjutan)

Pada tahun 2019, Perusahaan menambah 1 (satu) unit kapal container KM. Logistik Nusantara 6 (Ex MV. Sabo) dengan type 350-450 TEUs diserahkan pada tanggal 02 Agustus 2019 di Singapura sesuai dengan *Protocol of Delivery and Acceptance* tanggal 02 Agustus 2019, biaya perolehan KM Logistik Nusantara 6 sebesar USD 6.700.000,- atau setara dengan Rp94.939.138.750, ditambah dengan biaya yang terkait langsung dengan pengadaan kapal, seperti ROB BBM, jasa konsultan, *legal assistance*, biaya perjalanan dinas dan lainnya sebesar Rp3.058.283.082, sehingga biaya perolehan KM. Logistik Nusantara 6 sebesar Rp97.331.712.055

Pada tahun 2018, Perusahaan menambah 1 (satu) unit kapal container KM. Logistik Nusantara 5 (Ex MV. Hannah S) dengan type 350-450 TEUs diserahkan pada Akhir Bulan Mei 2018 di Singapura sesuai dengan *Protocol of Delivery and Acceptance* tanggal 31 Mei 2018, biaya perolehan KM Logistik Nusantara 5 sebesar USD6,422,038,- atau setara dengan Rp.90.263.435.000, ditambah dengan biaya yang terkait langsung dengan pengadaan kapal, seperti ROB BBM, jasa konsultan, *legal assistance*, biaya perjalanan dinas dan lainnya sebesar Rp.2.286.361.275, sehingga biaya perolehan KM. Logistik Nusantara 5 sebesar Rp95.642.083.604.

Seluruh pengadaan kapal angkutan barang tersebut dimaksud untuk mendukung penyelenggaraan kewajiban pelayanan publik untuk angkutan barang di laut (tol laut) merujuk pada Peraturan Presiden Republik Indonesia Nomor 106 Tahun 2015 dan Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 161 Tahun 2015, pendanaannya menggunakan dana Penyertaan Modal Negara (PMN).

Manajemen berkeyakinan bahwa nilai tercatat kapal untuk tahun yang berakhir tanggal 31 Desember 2019 dan 31 Desember 2018 masih dibawah nilai wajarnya.

Alat produksi berupa armada kapal diasuransikan pada PT Asuransi Jasindo dan Grup berkeyakinan bahwa nilai pertanggungan cukup memadai untuk menutupi kemungkinan timbulnya kerugian terhadap aset yang dipertanggungkan.

Tidak terdapat alat produksi yang digunakan sebagai jaminan atas kewajiban/pinjaman Grup.

14. PRODUCTION EQUIPMENT *(continued)*

In 2018, the Company added 1 (one) unit container ship KM. Logistik Nusantara 6 (Ex MV. Sabo) with type 350-450 TEUs submitted on August 2, 2019 in Singapore in accordance with the Protocol of Delivery and Acceptance on August 2, 2019, the acquisition cost of KM Logistik Nusantara 6 amounting to USD 6,700,000, - or equivalent to Rp94,939,138,750, plus costs directly related to boat procurement, such as ROB BBM, consulting services, legal assistance, official travel and other costs of Rp3,058,283,082, so that the acquisition cost of KM. Logistik Nusantara 6 amounting to Rp97,331,712,055.

In 2018, the Company added 1 (one) unit container ship KM. Logistik Nusantara 5 (Ex MV. Hannah S) with type 350-450 TEUs submitted at the end of May 2018 in Singapore in accordance with the Protocol of Delivery and Acceptance dated May 31, 2018. Cost of acquisition of KM. Logistik Nusantara 5 amounted to USD6,422,038, or equivalent to Rp90,263,435,000, plus costs directly related to the procurement of vessels, such as ROB BBM, consultant services, legal assistance, official travel and other costs of Rp.2,286,361,275, so the acquisition cost of KM. Logistik Nusantara 5 amounting to Rp95,642,083,604.

All transportation vessel procurement is intended to support the implementation of public service obligations for goods transportation in the sea (sea toll) refers to the regulation of the President of the Republic of Indonesia number 106 year 2015 and regulation of the Minister of Transportation of the Republic of Indonesia number PM 161 year 2015, the funding using state Capital Participation Fund (PMN).

Management is in order that the carrying value of the ship for the year ended December 31, 2019 and December 31, 2018 is still below fair value.

The production equipment in the form of an insured fleet at PT Asuransi Jasindo and the Group believes that the insurance coverage is sufficient to cover possible losses to the insured assets.

There are no production equipment used as collateral for Group liabilities.

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15. ASET TETAP / *15. FIXED ASSETS*

	2019				
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Addition*	Pengurangan/ *Reduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*
Biaya Perolehan / *Acquisition Cost*					
Perolehan Langsung/ *Direct Acquisition*					
Tanah/*Land*	55.082.322.871	117.800.587	-	(1.610.912.229)	53.589.211.229
Gedung/*Building*	328.355.508.908	11.709.656.406	-	-	340.065.165.314
Kendaraan Bermotor/ *Vehicle*	162.804.021.393	29.230.267.346	-	(53.008.000)	191.981.280.739
Inventaris Kantor/ *Office Inventory*	254.632.674.994	19.163.276.805	-	(4.931.060.462)	268.864.891.337
Alat Produksi Lainnya/ *Other Tools*	22.505.098.928	78.256.500	-	(93.063.163)	22.490.292.265
Sub Jumlah/*Sub Total*	**823.379.627.094**	**60.299.257.644**	**-**	**(6.688.043.854)**	**876.990.840.884**
Sewa Pembiayaan/ *Leasing Financing*					
Kendaraan Bermotor/ *Vehicle*	17.682.595.843	5.641.324.760	-	-	23.323.920.603
Aset Dalam Konstruksi/ *Assets Under Construction*	13.652.678.919	21.119.195.697	194.000.000	(192.880.000)	34.384.994.616
Jumlah/*Total*	**854.714.901.856**				**934.699.756.103**
Akumulasi Penyusutan/ *Accumulated Depreciation*					
Perolehan Langsung/ *Direct Acquisition*					
Gedung/*Building*	115.190.382.494	9.434.170.087	-	-	124.624.552.581
Kendaraan Bermotor/ *Vehicle*	87.603.829.872	10.830.036.402	-	(53.008.000)	98.380.858.274
Inventaris Kantor/ *Office Inventory*	186.457.189.399	22.369.198.798	-	(4.925.528.156)	203.900.860.040
Alat Produksi Lainnya/ *Other Tools*	20.415.761.732	1.035.003.670	-	(93.063.163)	21.357.702.239
Sub Jumlah/*Sub Total*	**409.667.163.497**	**43.668.408.957**	**-**	**(5.071.599.319)**	**448.263.973.134**
Sewa Pembiayaan/ *Leasing Financing*					
Kendaraan Bermotor/ *Vehicle*	8.044.024.481	4.420.951.215	-	-	12.464.975.696
Sub Jumlah/*Sub Total*	**8.044.024.481**	**4.420.951.215**	**-**	**-**	**12.464.975.696**
Jumlah/*Total*	**417.711.187.978**	**48.089.360.172**	**-**	**(5.071.599.319)**	**460.728.948.830**
Nilai Buku/*Book Value*	**437.003.713.878**				**473.970.807.272**

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15. ASET TETAP (lanjutan) / ***15. FIXED ASSETS*** *(continued)*

	2018				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan / *Acquisition Cost*					
Perolehan Langsung/ *Direct Acquisition*					
Tanah/*Land*	25.111.181.619	31.667.559.999	-	(1.696.418.747)	55.082.322.871
Gedung/*Building*	300.628.591.019	27.726.917.889	-	-	328.355.508.908
Kendaraan Bermotor/ *Vehicle*	146.720.898.443	22.750.682.721	5.365.622.953	(1.301.936.818)	162.804.021.393
Inventaris Kantor/ *Office Inventory*	237.142.025.437	17.664.870.768	270.608.318	96.387.107	254.632.674.994
Alat Produksi Lainnya/ *Other Tools*	22.505.098.928	-	-	-	22.505.098.928
Sub Jumlah/*Sub Total*	**732.107.795.446**	**99.810.031.377**	**5.636.231.271**	**(2.901.968.458)**	**823.379.627.094**
Sewa Pembiayaan/ *Leasing Financing*					
Kendaraan Bermotor/ *Vehicle*	13.779.128.686	3.903.467.157	-	-	17.682.595.843
Aset Dalam Konstruksi/ *Assets Under Construction*	12.015.868.871	9.171.179.948	-	(7.534.369.900)	13.652.678.919
Jumlah/*Total*	**757.902.793.003**				**854.714.901.856**
Akumulasi Penyusutan/ *Accumulated Depreciation*					
Perolehan Langsung/ *Direct Acquisition*					
Gedung/*Building*	106.122.440.662	8.445.794.788	-	622.147.043	115.190.382.494
Kendaraan Bermotor/ *Vehicle*	83.073.786.084	10.043.518.896	4.405.538.289	(1.107.936.818)	87.603.829.872
Inventaris Kantor/ *Equipment*	166.041.742.520	20.562.147.992	20.508.585	(126.192.528)	186.457.189.399
Alat Produksi Lainnya/ *Other Tools*	19.355.649.924	1.293.744.195	233.632.387	-	20.415.761.732
Sub Jumlah/*Sub Total*	**374.593.619.190**	**40.345.205.871**	**4.659.679.261**	**(611.982.303)**	**409.667.163.497**
Sewa Pembiayaan/ *Leasing Financing*					
Kendaraan Bermotor/ *Vehicle*	4.976.431.510	3.067.592.971			8.044.024.481
Sub Jumlah/*Sub Total*	**4.976.431.510**	**3.067.592.971**	**-**	**-**	**8.044.024.481**
Jumlah/*Total*	**379.570.050.700**	**43.412.798.842**	**4.659.679.261**	**(611.982.303)**	**417.711.187.978**
Nilai Buku/*Book Value*	**378.332.742.303**				**437.003.713.878**

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15. ASET TETAP (lanjutan)

Tanah dan Bangunan PT Rumah Sakit Pelni dengan sertifikat Hak Guna dan Bangunan Nomor 620 / Slipi dijadikan jaminan sehubungan dengan fasilitas kredit yang diperoleh dari PT Bank Syariah Mandiri, termasuk bangunan ruang rawat inap yang telah direnovasi.

1 set alat Angiography/Cathlab merek GE *Healthcare* tipe Innova IGS 520 Gen2 Tahun 2015 dan seluruh alat kesehatan yang dibeli dan dibiayai oleh PT Bank Syariah Mandiri, dijadikan jaminan sehubungan dengan fasilitas kredit yang diperoleh dari PT Bank Syariah Mandiri.

Peralatan kesehatan berupa 1 unit Optima CT660 P2.5 (Hino) & OEC Brivo 785 Essential C-Arm dan 1 unit Brivo MR 355 Inspire 1,5T dijaminkan atas fasilitas pinjaman kredit yang diperoleh dari PT Bank Negara Indonesia (Persero) Tbk. dengan nilai masing-masing sebesar Rp8.143.905.000 dan Rp12.439.680.000.

Alat kesehatan berikut ini, dijadikan jaminan sehubungan dengan fasilitas kredit yang diperoleh dari PT Bank Syariah Mandiri:

a. 1 set Alat Angiography/Cath Lab Angiography/Cath Lab merek GE Healthcare tipe Innova IGS 520 Gen2;
b. 1 set Alat Ultrasonography (USG) merek Hitachi tipe Hi Vision Avius;
c. 1 set Alat Endoscopy merek Olympus;
d. Mobil Ambulance KIA K2700;
e. Mobil Avanza Veloz 1.5 M/T;
f. Genset *Type Perkirns Prime Power* 500KVA;
g. *Diagnostic Ultrasound System Merk* Aloka;
h. Radiologi *Type Mars* 40/CS/RAD;
i. *Color Dopler Ultrasound System Merk* Aloka;
j. *Ventilator Neonate to Adult Type Respironics;*
k. *Ventilator Pediatric to Adult Type* C *Merk* Hamilton;
l. Meja Operasi Merk Medifa;
m. 118 *set Patient Bed* dan perlengkapan penunjang lainnya;
n. Aset eksisting PT RS Pelni sejumlah 86 item.

Perseroan menilai tidak terdapat indikasi penurunan nilai pada aset tetap sehingga Perseroan tidak melakukan penilaian kembali dan tidak perlu membentuk cadangan kerugian penurunan nilai pada tahun berjalan.

Aset dalam penyelesaian sebesar Rp4.630.276.234 merupakan biaya awal dalam rangka pembangunan Merial Tower seperti jasa konsultan, pemetaan Topografi, fee PMC Merial Tower dan biaya-biaya lainnya yang terkait langsung dalam rangka persiapan pembangunan konstruksi bangunan Merial Tower.

15. FIXED ASSETS *(continued)*

Land and Building Subsidiary PT Rumah Sakit Pelni with certificate of Right to Building No. 620 / Slipi used as collateral for the credit facilities obtained from PT Bank Syariah Mandiri, including inpatient room building that has been renovated.

An set of Angiography / Cathlab devices from the GE Healthcare Innova type IGS 520 Gen2 in 2015 and all medical devices purchased and financed by PT Bank Syariah Mandiri, are used as collateral in connection with credit facilities obtained from PT Bank Syariah Mandiri.

The health care equipment as 1 unit Optima CT660 P2.5 (Hino) & Brivo OEC C-Arm Essential 785 and 1 units Brivo MR 355 Inspire 1,5T pledged against the loan facility obtained from PT Bank Negara Indonesia (Persero) Tbk , with the value of each of Rp8,143,905,000 and Rp12,439,680,000.

The following medical devices are used as collateral in connection with credit facilities obtained from PT Bank Syariah Mandiri:

a. 1 set of Angiography / Cath Lab Angiography / Cath Lab Tools GE brand Healthcare Innova type IGS 520 Gen2;
b. 1 set Ultrasonography (USG) merk Hitachi tipy Hi Vision Avius;
c. 1 set Endoscopy merk Olympus;
d. Ambulance KIA K2700;
e. Avanza Veloz 1.5 M/T;
f. Genset *Type Perkirns Prime Power* 500KVA;
g. Diagnostic Ultrasound System Merk Aloka;
h. Radiologi *Type Mars* 40/CS/RAD;
i. Color Dopler Ultrasound System Merk Aloka;
j. Ventilator Neonate to Adult Type Respironics;
k. Ventilator Pediatric to Adult Type C *Merk* Hamilton;
l. Medifa Brand Operating Table;
m. 118 sets of Patient Bed and other supporting equipment;
n. The existing assets of PT Rumah Sakit Pelni are 86 items

The company assesses no indication of impairment on fixed assets so that the company does not re evaluate and does not need to form a reserve of impairment losses in the year.

Assets in completion of Rp4,630,276,234 is the initial cost in the framework of the development of Merial Tower such as consulting services, topography mapping, fee PMC Merial Tower and other related costs directly in order to prepare the construction of Merial Tower building.

15. ASET TETAP (lanjutan)

Penambahan tahun 2019 berupa *forklift* meliputi: 2 unit *Forklift* 5 Ton sebesar Rp1.010.000.000, 1 unit *Forklift* 3 Ton sebesar Rp210.000.000 dan 1 unit *Forklift* 7 Ton sebesar Rp680.000.000, sesuai kontrak antara PT PBM Sarana Bandar Nasional dengan PT Kasana Teknindo Gemilang dengan Nomor SBN/.PBJ/SPK/25.03/X/2019, tanggal 25 Oktober 2019.

Penambahan Kontainer tahun 2019 sesuai kontrak antara PT PBM Sarana Bandar Nasional dengan PT Bintang Citra Internasional dengan Nomor SBN/AGR/06.25-16/2019, tanggal 25 Juni 2019 untuk pengadaan 50 unit *Used Reefer Container* 20 *Feet Highcube* sebesar Rp6.330.000.000.

Penambahan Kendaraan Bermotor tahun 2019, merupakan kontrak antara PT PBM Sarana Bandar Nasional dengan PT Astra Internasional Nomor SBN/PBJ/SPK/230.05/X/2019, tanggal 30 Oktober 2019 untuk pengadaan 11 unit Toyota Avanza sebesar Rp1.880.000.000 dan kontrak Nomor SBN/PBJ/SPK/20.03/V/2019 tanggal 20 Mei 2019 untuk pengadaan 1 unit Toyota Rush sebesar Rp257.000.000.

Penambahan Alat Angkutan Darat tahun 2019, meliputi:

1. Kontrak antara PT PBM Sarana Bandar Nasional dengan PT Bypassindo untuk pengadaan:
   - 2 unit TruckTronton sebesar Rp1.654.000.000, sesuai Kontrak No. SBN/PBJ/SPK/04.02/X/2019, tanggal 23 September 2019.
   - 2 unit Truck Tronton sebesar Rp1.654.000.000 sesuai Kontrak No. SBN/PBJ/SPK/25.04/X/2019, tanggal 25 Oktober 2019.
2. Kontrak antara PT PBM Sarana Bandar Nasional dengan PT Indomobil Prima Niaga untuk pengadaan:
   - 1 unit Head Truck sebesar Rp629.090.909 sesuai Kontrak No. SBN/PBJ/SPK/09.04/VII/2019, tanggal 09 Juli 2019.
   - 1 unit Head Truck sebesar Rp629.090.909 sesuai Kontrak No. SBN/PBJ/SPK/30.12/VII/2019 tanggal 30 Juli 2019.
3. Kontrak antara PT PBM Sarana Bandar Nasional dengan PT Prabu Pendawa Motor Nomor: SBN /PBJ/SPK/09.03/X/2019, tanggal 09 Oktober 2019 untuk pengadaan 1 unit Mitsubishi L300 sebesar Rp166.681.818.

15. FIXED ASSETS *(continued)*

Additions in 2019 in the form of forklifts include: 2 units of 5 Ton Forklifts amounting to Rp1,010,000,000, 1 unit of 3 Ton Forklifts amounting to Rp210,000,000 and 1 unit of 7 Ton Forklifts totaling Rp680,000,000, according to the contract between PT PBM Sarana Bandar Nasional and PT Kasana Teknindo Gemilang with Number SBN /. PBJ / SPK / 25.03 / X / 2019, dated October 25, 2019.

The addition of container year 2019 according to the contract between PT PBM Sarana Bandar Nasional with PT Bintang Citra International with the number SBN/AGR/06.25-16/2019, dated June 25, 2019 for the procurement of 50 units Used Reefer Container 20 Feet Highcube of Rp6,330,000,000.

The addition of Motorized Vehicles in 2019, is a contract between PT PBM Sarana Bandar Nasional and PT Astra International Number SBN / PBJ / SPK / 230.05 / X / 2019, dated October 30, 2019 for the procurement of 11 Toyota Avanza units amounting to Rp1,880,000,000 and contract Number SBN / PBJ / SPK / 20.03 / V / 2019 dated May 20, 2019 for the procurement of 1 unit of Toyota Rush in the amount of Rp. 257,000,000.

Addition of Land Transport Equipment in 2019, including:

1. *The contract between PT PBM Sarana Bandar Nasional and PT Bypassindo for the procurement of:*
   - *2 units of Truck amounting to Rp1,654,000,000, according to Contract No. SBN / PBJ / SPK / 04.02 / X / 2019, dated September 23, 2019.*
   - *2 units of Truck amounting to Rp1,654,000,000, according to Contract No. SBN / PBJ / SPK / 25.04 / X / 2019, dated Oktober 25, 2019.*
2. *The contract between PT PBM Sarana Bandar Nasional and PT Indomobil Prima Niaga for the procurement of:*
   - *1 unit of Head Truck amounting to Rp629,090,909 according to Contract No. SBN / PBJ / SPK / 09.04 / VII / 2019, dated July 9, 2019.*
   - *1 unit of Head Truck amounting to Rp629,090,909 according to Contract No. SBN / PBJ / SPK / 30.12 / VII / 2019 dated July 30, 2019.*
3. *The contract between PT PBM Sarana Bandar Nasional and PT Prabu Pendawa Motor Number: SBN / PBJ / SPK 09.03/X/2019, dated October 9, 2019 for the procurement of 1 unit of Mitsubishi L300 amounting to Rp166,681,818.*

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15. ASET TETAP (lanjutan)

Penambahan Alat Angkutan Darat tahun 2019, meliputi: (lanjutan)

4. Kontrak antara PT PBM Sarana Bandar Nasional dengan PT Muncul Suryaprima untuk pengadaan:
   - 1 unit Trailer 40 *Feet* sebesar Rp225.000.000, sesuai Kontrak No. SBN/PBJ/SPK/30.12.VII/2019, tanggal 30 Juli 2019.
   - 2 unit Trailer 40 *Feet* sebesar Rp450.000.000, sesuai Kontrak No. SBN/PBJ/SPK/30.05/VIII/2019, tanggal 30 Agustus 2019.
   - 1 unit Trailer 20 *Feet* sebesar Rp141.000.000, sesuai Kontrak No. SBN/PBJ/SPK/22.01/VIII/2019, tanggal 22 Agustus 2019.
   - 1 unit Trailler 30 *Feet* sebesar Rp393.000.000 sesuai Kontrak No. SBN/PBJ/SPK/09.05/VII/2019, tanggal 09 Juli 2019.
5. Kontrak antara PT PBM Sarana Bandar Nasional dengan CV Kuda terbang dengan Nomor: SBN/PBJ/SPK/02.01/VII/2019, tanggal 02 Juli 2019, untuk pengadaan 2 Unit Bak Besi sebesar Rp84.500.000.

Penambahan Aset Dalam Konstruksi tahun 2019, antara lain: Pembangunan Gudang Bizpark di Cakung, Pembangunan *Cold Storage* di Timika, Merauke, Morotai, Tarakan, Saumlaki, Natuna, dan Banggai.

15. FIXED ASSETS *(continued)*

Addition of Land Transport Equipment in 2019, including: (continued)

4. The contract between PT PBM Sarana Bandar Nasional and PT Muncul Suryaprima for the procurement of:
   - *1 unit of 40 Feet Trailer in the amount of Rp.225,000,000, according to Contract No. SBN / PBJ / SPK / 30.12.VII / 2019, on July 30, 2019.*
   - *2 units of 40 Feet Trailer in the amount of Rp.450,000,000, according to Contract No. SBN / PBJ / SPK / 30.05 / VIII / 2019, on August 30, 2019.*
   - *1 unit of 20 Feet Trailer in the amount of Rp141,000,000, according to Contract No. SBN / PBJ / SPK / 22.01 / VIII / 2019, on August 22, 2019.*
   - *1 unit of 30 Feet Trailler amounting to Rp393,000,000 according to Contract No. SBN / PBJ / SPK / 09.05 / VII / 2019, on July 9, 2019.*
5. The contract between PT PBM Sarana Bandar Nasional and CV Kuda Kuda with Number: SBN / PBJ / SPK / 02.01 / VII / 2019, dated July 2, 2019, for the procurement of 2 Iron Tubs for Rp84,500,000.

The addition of assets in construction in 2019, among others: the construction of warehouse Bizpark in Cakung, Cold Storage development in Timika, Merauke, Morotai, Tarakan, Saumlaki, Natuna, and Banggai.

16. ASET TAKBERWUJUD / ***16. INTANGIBLE ASSETS***

	2019				
	Saldo Awal/ *Beginning Balance*	**Penambahan/ *Addition***	**Pengurangan/ *Reduction***	**Reklasifikasi/ *Reclassification***	**Saldo Akhir/ *Ending Balance***
Biaya Perolehan / *Acquisition Cost*					
Perangkat lunak/*Software*	25.017.641.533	444.942.480		-	25.462.584.013
HGB/*Building Rights*	2.614.654.414	294.052.170		-	2.908.706.584
Sub Jumlah/*Sub Total*	**27.632.295.947**	**738.994.650**	**-**	**-**	**28.371.290.597**
Aset Dalam Konstruksi/ *Asset Under Construction*	13.042.534.903	194.000.000	3.974.782.652		9.261.752.251
Sub Jumlah/*Sub Total*	**40.674.830.850**				**37.633.042.848**
Akumulasi Amortisasi/ *Amortization Accumulated*					
Perangkat lunak/*Software*	10.363.014.181	4.092.811.008		-	14.455.825.189
HGB/*Building Rights*	1.876.186.149	349.724.543	-	-	2.225.910.692
Sub Jumlah/*Sub Total*	**12.239.200.330**	**4.442.535.551**	**-**	**-**	**16.681.735.881**
Nilai Buku/*Book Value*	**28.435.630.520**				**20.951.306.967**

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16. ASET TAKBERWUJUD (lainnya) / *16. INTANGIBLE ASSETS (continued)*

	2018				
	Saldo Awal/ *Beginning Balance*	Penambahan/ *Addition*	Pengurangan/ *Reduction*	Reklasifikasi/ *Reclassification*	Saldo Akhir/ *Ending Balance*
Biaya Perolehan / *Acquisition Cost*					
Perangkat lunak/*Software*	10.528.772.935	14.595.424.897	106.556.299	-	25.017.641.533
HGB/*Building Rights*	2.320.284.302	294.370.112	-	-	2.614.654.414
Sub Jumlah/*Sub Total*	**12.849.057.237**	**14.889.795.009**	**106.556.299**	**-**	**27.632.295.947**
Aset Dalam Konstruksi/ *Asset Under Construction*	14.300.656.146	5.959.301.205	-	7.217.422.448	13.042.534.903
Sub Jumlah/*Sub Total*	**27.149.713.383**				**40.674.830.850**
Akumulasi Amortisasi/ *Amortization Accumulated*					
Perangkat lunak/*Software*	3.840.878.977	6.525.526.870	3.391.666	-	10.363.014.181
HGB/*Building Rights*	1.618.714.233	257.471.916	-	-	1.876.186.149
Sub Jumlah/*Sub Total*	**5.459.593.210**	**6.782.998.786**	**3.391.666**	**-**	**12.239.200.330**
Nilai Buku/*Book Value*	**21.690.120.172**				**28.435.630.520**

17. ASET TIDAK LANCAR LAINNYA / *17. OTHER NON CURRENT ASSETS*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Biaya Perolehan:			***Acquisition Cost:***
Piutang Usaha Tak Tertagih	79.429.884.594	81.551.664.401	*Account Receivable Not Collectible*
Aset Tetap Tidak Berfungsi	35.417.294.688	30.018.336.764	*Fixed Assets Damage*
Lainnya	1.599.818.960	1.716.501.980	*Other*
Persediaan Tidak Dapat Digunakan	1.097.502.578	1.736.484.272	*Inventory Damaged*
Jumlah	**117.544.500.820**	**115.022.987.417**	***Total***
Akumulasi Penyusutan dan Penurunan Nilai			***Accumulated Depreciation and Impairment***
Piutang Usaha Tak Tertagih	(79.429.884.594)	(81.551.664.401)	*Account Receivable Not Collectible*
Aset Tetap Tidak Berfungsi	(35.310.270.379)	(29.955.360.833)	*Fixed Assets Damage*
Lainnya	(1.474.999.900)	(1.474.999.900)	*Others*
Persediaan Tidak Dapat Digunakan	(1.097.502.578)	(1.735.284.272)	*Inventory Damaged*
Jumlah	**(117.312.657.451)**	**(114.717.309.406)**	***Total***
Nilai Buku	**231.843.369**	**305.678.011**	***Book Value***

Piutang usaha yang tercatat pada aset tidak lancar lainnya merupakan piutang usaha tidak tertagih milik entitas induk sebesar Rp77.787.210.372 dan entitas anak (PT Pelita Indonesia Djaya) sebesar Rp1.642.674.222.

Trade receivables recorded on other uncurrent assets are uncollectible business receivables belonging to the parent entity amounting to Rp77,787,210,372 and subsidiary (PT Pelita Indonesia Djaya) amounting to Rp1,642,674,222.

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17. ASET TIDAK LANCAR LAINNYA (lanjutan)

Aset tetap tidak produktif yang tercatat pada aset tidak lancar lainnya merupakan aset tetap yang tidak digunakan milik entitas induk sebesar Rp31.578.848.967 dan entitas anak (PT Sarana Bandar Nasional) sebesar Rp3.664.452.299.

Meningkatnya aset tetap tidak produktif merupakan reklasifikasi dari aset tetap milik entitas induk sebesar Rp4.902.951.625 nilai perolehan dan akumulasi penyusutan aset tetap tidak produktif merupakan reklasifikasi dari aset tetap.

17. OTHER NON CURRENT ASSETS *(continued)*

An unproductive fixed asset recorded on other uncurrent assets is a permanent asset that is not used belonging to the parent entity amounting to Rp31,578,848,967 and a subsidiary (PT Sarana Bandar Nasional) of Rp3,664,452,299.

Increasing the value of turnover and accumulated depreciation of fixed assets is not productive is the reclassification of fixed assets.

18. UTANG USAHA

Rincian utang usaha berdasarkan pemasok, sebagai berikut:

18. ACCOUNTS PAYABLE

a. Details of the accounts payable by supplier, as follows:

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Pihak Berelasi:			***Related Parties:***
PT Pelindo I, II, III dan IV (Persero)	14.290.072.070	6.934.380.740	*PT Pelindo I, II, III dan IV (Persero)*
PT Industri Kapal Indonesia (Persero)	2.876.903.152	1.643.282.730	*PT Industri Kapal Indonesia (Persero)*
PT Pertamina (Persero)	2.540.175.000	725.832.000	*PT Pertamina (Persero)*
Otoritas Kepelabuhanan	1.770.099.480	2.682.447.668	*Port Authority*
PT Jasa Raharja (Persero)	768.282.000	67.234.000	*PT Jasa Raharja (Persero)*
PT Sucofindo (Persero)	734.700.000	1.034.200.000	*PT Sucofindo (Persero)*
PT Biro Klasifikasi Indonesia (Persero)	688.362.100	780.442.900	*PT Biro Klasifikasi Indonesia (Persero)*
PT Sarana Gama Sejahtera	645.258.571	2.213.779.431	*PT Sarana Gama Sejahtera*
PT Garuda Indonesia (Persero)	640.287.800	-	*PT Garuda Indonesia (Persero)*
PT Asuransi Jasa Indonesia (Persero)	600.428.332	-	*PT Asuransi Jasa Indonesia (Persero)*
PT Perusahaan Listrik Negara (Persero)	554.182.650	-	*PT Perusahaan Listrik Negara (Persero)*
PT Kereta Api Indonesia (Persero)	204.121.373	-	*PT Kereta Api Indonesia (Persero)*
PT Asuransi Jiwasraya (Persero)	-	6.212.488.067	*PT Asuransi Jiwasraya (Persero)*
PT PAL Indonesia (Persero)	-	2.703.782.582	*PT PAL Indonesia (Persero)*
Ditjen Perhubungan Laut	-	111.185.825	*Ditjen Perhubungan Laut*
Lainnya (dibawah Rp200 Juta)	361.869.602	1.903.231.710	*Others (below Rp200 Million)*
Sub Jumlah	**26.674.742.130**	**27.012.287.653**	***Sub Total***
Pihak Ketiga:			***Thrid Parties:***
PMI DKI Jakarta	9.992.860.000	6.045.850.000	*PMI DKI Jakarta*
Koperasi Sehat Sejahtera	6.637.758.100	3.167.443.200	*Koperasi Sehat Sejahtera*
Pembelian Barang Dagangan Pelnimart	6.497.603.425	4.264.639.648	*Pembelian Barang Dagangan Pelnimart*
PT Anugerah Pharmindo Lestari	5.822.226.174	5.901.276.489	*PT Anugerah Pharmindo Lestari*
PT Cahaya Samoedra Bersaudara	5.168.602.153	5.957.527.235	*PT Cahaya Samoedra Bersaudara*
PT Dalekesa Asri Cemerlang	4.686.914.304	1.486.571.516	*PT Dalekesa Asri Cemerlang*
Anugrah Argon Medica	4.511.249.802	2.281.467.553	*Anugrah Argon Medica*
PT Nugra Karsera	3.666.317.164	11.888.798	*PT Nugra Karsera*
PT Tele Net	3.030.240.000	1.531.738.273	*PT Tele Net*
PT Segara Permai	2.925.232.912	1.256.235.186	*PT Segara Permai*
PT Indomedika Duta Mandiri	2.427.234.755	2.364.014.101	*PT Indomedika Duta Mandiri*
PT Adhitrans Prima	2.238.191.151	-	*PT Adhitrans Prima*
PT Enseval Putra Megatrading	2.071.222.836	618.866.541	*PT Enseval Putra Megatrading*
Saldo dipindahkan	**59.675.652.776**	**34.887.518.540**	***Carried forward balance***

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18. UTANG USAHA (lanjutan) ***18. ACCOUNTS PAYABLE*** *(continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Pihak Ketiga: (lanjutan)			***Thrid Parties:*** *(continued)*
Saldo pindahan	**59.675.652.776**	**34.887.518.540**	***Brought forward balance***
PT Parit Padang	1.945.601.909	117.348.070	*PT Parit Padang*
PT Merapi Utama Farma	1.792.990.967	381.045.640	*PT Merapi Utama Farma*
PT Sinar Kencana	1.744.895.801	1.109.116.540	*PT Sinar Kencana*
PT Global Marinedo Safety Indonesia	1.717.781.370	360.012.740	*PT Global Marinedo Safety Indonesia*
PT Telkom Enterprise	1.624.644.587	2.876.383.931	*PT Telkom Enterprise*
PT Jasaraharja Putera	1.536.564.000	1.968.244.000	*PT Jasaraharja Putera*
Anara Trisakti Medika	1.470.604.984	316.986.836	*Anara Trisakti Medika*
PT GE Operations Indonesia	1.445.960.000	1.627.670.000	*PT GE Operations Indonesia*
PT Bina San Prima	1.417.898.225	271.376.396	*PT Bina San Prima*
PT Araya Internusa	1.338.338.855	6.438.924.069	*PT Araya Internusa*
PT Janata Marina Indah	1.324.322.970	-	*PT Janata Marina Indah*
PT Sinar Roda Utama	1.305.555.545	935.785.510	*PT Sinar Roda Utama*
PT Eastern	1.164.573.630	1.408.682.455	*PT Eastern*
PT Cardig Anugra Sarana Bersama	1.143.749.750	831.279.900	*PT Cardig Anugra Sarana Bersama*
PT Prima Jaya	1.129.430.788	1.833.370.636	*PT Prima Jaya*
PT Eastern Citra Bamantara	998.487.641	2.336.971.358	*PT Eastern Citra Bamantara*
PT Cipta karya Mandiri Insani	969.783.645	-	*PT Cipta karya Mandiri Insani*
PT Citas Otis Elevator	958.878.600	-	*PT Citas Otis Elevator*
PT Eastern Indotech Multitama	956.207.250	956.207.250	*PT Eastern Indotech Multitama*
PT Central Marine Indonesia	955.175.756	749.908.668	*PT Central Marine Indonesia*
PT Balato Indonesia	903.219.877	-	*PT Balato Indonesia*
PT Pioneer	871.980.369	326.051.548	*PT Pioneer*
PT Gading Mas Murni Utama	859.474.315	-	*PT Gading Mas Murni Utama*
PT Tawada Healthcare	792.509.938	-	*PT Tawada Healthcare*
PT Metito Indonesia	785.850.000	535.990.000	*PT Metito Indonesia*
PT Wartsila Indonesia	764.030.097	1.012.283.962	*PT Wartsila Indonesia*
CV Makassar Teknik Abadi	696.685.509	1.749.295.328	*CV Makassar Teknik Abadi*
PT Citra Shipyard	653.531.019	-	*PT Citra Shipyard*
PT ITI Marine & Oilfield Utama	652.516.500	-	*PT ITI Marine & Oilfield Utama*
PT Daya Radar Utama	624.130.565	-	*PT Daya Radar Utama*
Apotek Medika Graha Utama	619.150.100	814.536.400	*Apotek Medika Graha Utama*
PT Hoka Karya	617.128.816	1.628.717.488	*PT Hoka Karya*
PT Kimiko Kimberly Indonesia	611.938.400	1.706.412.614	*PT Kimiko Kimberly Indonesia*
PT Kebayoran Farma	602.084.607	360.796.090	*PT Kebayoran Farma*
PT Dinani Abadi	548.757.793	-	*PT Dinani Abadi*
PT Karimun Marine Shipyard	498.136.967	-	*PT Karimun Marine Shipyard*
CV Sinar Terang	490.295.462	477.448.775	*CV Sinar Terang*
PT Sarana Makmur Bersaudara	488.853.837	-	*PT Sarana Makmur Bersaudara*
ISS Facility Services	463.760.000	498.787.847	*ISS Facility Services*
PT Sigma Solusi Integrasi	461.460.973	-	*PT Sigma Solusi Integrasi*
Saba Indomedika	461.317.127	1.141.593.382	*Saba Indomedika*
PT ISA TELKOM	454.000.000	172.000.000	*PT ISA TELKOM*
PT Bahtera Biru	438.353.974	1.524.823.487	*PT Bahtera Biru*
PT Bahtera Global Perkasa	428.160.300	-	*PT Bahtera Global Perkasa*
Hospi Medik Indonesia	418.318.450	1.150.815.500	*Hospi Medik Indonesia*
PT Sumber Mas Intinusa	416.809.689	1.136.337.333	*PT Sumber Mas Intinusa*
PT Iti Marine & Oifield Utama	410.038.860	-	*PT Iti Marine & Oifield Utama*
PT Surya Segara Safety Marine	402.141.612	-	*PT Surya Segara Safety Marine*
Saldo dipindahkan	**103.051.734.205**	**73.642.722.293**	***Carried forward balance***

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	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Pihak Ketiga: (lanjutan)			***Thrid Parties:*** *(continued)*
Saldo pindahan	**103.051.734.205**	**73.642.722.293**	***Brought forward balance***
PT Anugrah Sukses Marine	381.683.224	-	*PT Anugrah Sukses Marine*
PT Palka Sarana Utama	372.132.316	-	*PT Palka Sarana Utama*
PT Gamter Jaya	357.202.590	-	*PT Gamter Jaya*
PPM Management	355.938.500	601.355.000	*PPM Management*
Safitri Rejeki	335.832.705	-	*Safitri Rejeki*
PT Ferindo Sakti	333.446.200	1.234.748.125	*PT Ferindo Sakti*
Koperasi Karya Sejahtera	332.670.770	608.351.900	*Koperasi Karya Sejahtera*
PT Agiva Indonesia	330.090.324	-	*PT Agiva Indonesia*
PT Portal Indonesia Kreasi	328.800.000	-	*PT Portal Indonesia Kreasi*
PT Pancura Cahaya Wahyu	302.405.024	-	*PT Pancura Cahaya Wahyu*
PT Bilgit	300.000.000	300.000.000	*PT Bilgit*
PT CLS Agros Indonesia	297.913.298	-	*PT CLS Agros Indonesia*
Koperasi Bina Sejahtera	297.381.171	4.761.672.336	*Koperasi Bina Sejahtera*
PT Dos Ni Roha	293.631.208	508.363.387	*PT Dos Ni Roha*
PT Surgika Alkesindo	293.236.481	556.906.400	*PT Surgika Alkesindo*
PT Segara Lanjutan Dibya	286.446.003	386.696.460	*PT Segara Lanjutan Dibya*
PT SWTS Indonesia	276.817.650	-	*PT SWTS Indonesia*
PT Exeed Indo Jaya	267.952.000	-	*PT Exeed Indo Jaya*
CV Graha Rekayasa Gemilang	267.876.497	-	*CV Graha Rekayasa Gemilang*
De Bil Bunkering	257.784.204	250.790.998	*De Bil Bunkering*
PT Santhi Dharma Artha	253.863.225	1.405.981.825	*PT Santhi Dharma Artha*
CV Nagamas	248.949.818	-	*CV Nagamas*
PT Turbo Indonesia Utama	235.995.500	235.995.500	*PT Turbo Indonesia Utama*
PT Kartika Jasa Karya	233.833.361	333.577.761	*PT Kartika Jasa Karya*
PT Cikami Tata Udara	232.391.863	-	*PT Cikami Tata Udara*
PT Pahala Artha Lestari	231.055.298	-	*PT Pahala Artha Lestari*
PT Indra Karya	215.969.432	18.247.900	*PT Indra Karya*
PT Inko Artha Samudra	180.983.950	980.122.200	*PT Inko Artha Samudra*
PT Samudra Marine Indonesia	166.300.000	1.475.690.025	*PT Samudra Marine Indonesia*
Goltens	158.186.210	355.278.910	*Goltens*
Karya Mandiri Makmur Sejati	137.068.300	1.398.587.100	*Karya Mandiri Makmur Sejati*
PT Manunggal Indah Lestari	135.786.736	719.909.018	*PT Manunggal Indah Lestari*
CV Surya Lestari	99.383.120	274.788.420	*CV Surya Lestari*
PT Meditrans Indonesia	97.821.429	1.287.542.475	*PT Meditrans Indonesia*
PT Sukanda Jaya	82.639.265	454.360.030	*PT Sukanda Jaya*
PT Astra Graphia	33.439.560	862.088.800	*PT Astra Graphia*
PT Mitra Sistematika Global	-	3.682.448.000	*PT Mitra Sistematika Global*
PT Insan Kencana Perdana	-	2.679.021.765	*PT Insan Kencana Perdana*
PT Pancuracahaya Wahyu	-	1.874.085.555	*PT Pancuracahaya Wahyu*
PT Harapan Abadi Niagatama	-	1.424.810.794	*PT Harapan Abadi Niagatama*
MPC Munchmeyer Petersen Marine GmbH	-	1.332.103.500	*MPC Munchmeyer Petersen Marine GmbH*
PT Pertalube Nusajaya	-	1.177.377.816	*PT Pertalube Nusajaya*
PT Peruri Digital Security	-	1.100.094.252	*PT Peruri Digital Security*
PT Berdikari Alam Surya	-	975.839.785	*PT Berdikari Alam Surya*
PT Arcelindo Lestari	-	525.636.964	*PT Arcelindo Lestari*
PT Solusi Integrasi Utama	-	517.072.788	*PT Solusi Integrasi Utama*
PT Mitra Karya Utama	-	738.558.539	*PT Mitra Karya Utama*
Saldo dipindahkan	**112.064.641.437**	**108.680.826.621**	***Carried forward balance***

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18. UTANG USAHA (lanjutan) / ***18. ACCOUNTS PAYABLE*** *(continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Pihak Ketiga: (lanjutan)			***Thrid Parties:*** *(continued)*
Saldo pindahan	**112.064.641.437**	**108.680.826.621**	***Brought forward balance***
PT Gendhis Mitra Kinarya	-	473.461.065	*PT Gendhis Mitra Kinarya*
MAN Diesel & Turbo Indonesia	-	468.095.138	*MAN Diesel & Turbo Indonesia*
PT Daya Dimensi Indonesia	-	428.064.000	*PT Daya Dimensi Indonesia*
PT Dinamis Intermaster	-	374.850.000	*PT Dinamis Intermaster*
PT Mitra Cipta Mandiri	-	358.537.410	*PT Mitra Cipta Mandiri*
PT Safitri Rejeki	-	351.003.051	*PT Safitri Rejeki*
CV Tirta Dimas & Co	-	285.285.105	*CV Tirta Dimas & Co*
PT Kenawa Energi	-	282.240.000	*PT Kenawa Energi*
Berkah Mulia Makmur	-	280.467.100	*Berkah Mulia Makmur*
CV Serlon Teknik Agape	-	271.985.000	*CV Serlon Teknik Agape*
PT Karya Deli Steelindo	-	227.880.000	*PT Karya Deli Steelindo*
Taufik Hais & Associates	-	227.181.818	*Taufik Hais & Associates*
PT Asuransi Purna Artha Nugraha	-	204.470.726	*PT Asuransi Purna Artha Nugraha*
PT Bangun Papan Idaman	-	1.093.950.000	*PT Bangun Papan Idaman*
Setio Harto	-	1.033.881.200	*Setio Harto*
Firza Rana Azzam Medika	-	445.935.875	*Firza Rana Azzam Medika*
PT Berkah Cahaya Pratama	-	3.299.633.220	*PT Berkah Cahaya Pratama*
PT Sinar Maritim Sukses	-	3.505.669.764	*PT Sinar Maritim Sukses*
PT Bumi Surya Nusantara	-	890.633.444	*PT Bumi Surya Nusantara*
UD Subandar	-	399.833.163	*UD Subandar*
PT Aisyah Ilham Jaya	-	206.247.500	*PT Aisyah Ilham Jaya*
UD Alam Jaya	-	309.939.936	*UD Alam Jaya*
PT Intaz	-	269.407.645	*PT Intaz*
PT Lintas Nusantara	-	415.884.688	*PT Lintas Nusantara*
Lainnya (dibawah Rp200 Juta)	51.343.293.625	12.648.528.402	*Others (below Rp200 Million)*
Sub Jumlah	**163.407.935.062**	**137.433.891.871**	***Sub Total***
Jumlah	**190.082.677.192**	**164.446.179.524**	***Total***

19. BEBAN AKRUAL / ***19. ACCRUED EXPENSES***

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Induk:			***Parent entity:***
Usaha Perkapalan	56.814.281.851	7.538.743.168	*Shipping*
Lainnya	24.013.119.873	11.271.107.962	*Other*
Sub Jumlah	**80.827.401.724**	**18.809.851.130**	***Sub Total***
Entitas Anak:			***Subsidiary:***
PT Pelita Indonesia Djaya	67.242.821.135	28.251.312.192	*PT Pelita Indonesia Djaya*
PT Sarana Bandar Nasional	21.030.725.035	12.870.887.929	*PT Sarana Bandar Nasional*
PT Rumah Sakit Pelni	859.054.261	24.735.939.856	*PT Rumah Sakit Pelni*
Sub Jumlah	**89.132.600.431**	**65.858.139.977**	***Sub Total***
Jumlah	**169.960.002.155**	**84.667.991.107**	***Total***

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19. BEBAN AKRUAL (lanjutan)

Beban akrual yang tercatat pada entitas anak (PT Pelita Indonesia Djaya) merupakan transaksi untuk usaha permakanan, usaha jasa dan lainnya.

Beban akrual yang tercatat pada entitas anak (PT Sarana Bandar Nasional) merupakan transaksi untuk operasional bongkar muat.

19. ACCRUED EXPENSES *(continued)*

The accrual expenses in subsidiaries (PT Pelita Indonesia Djaya) are transactions for the business of food, service business and others.

The accrual expenses in the subsidiary (PT Sarana Bandar Nasional) is a transaction for the operation of loading and unloading.

20. PENDAPATAN DITERIMA DIMUKA DAN UANG MUKA DITERIMA

20. PREPAID REVENUES AND ADVANCE RECEIVED

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Pendapatan Diterima Dimuka			***Prepaid Revenues***
Entitas Induk:			*Parent entity:*
Tambang pasasi dan muatan	84.040.000	902.667.000	*Ticket and Freight*
Sewa	680.652.726	821.112.806	*Rental*
Lainnya	2.260.524.354	1.556.979.713	*Others*
Sub Jumlah	**3.025.217.080**	**3.280.759.519**	***Sub Total***
Entitas Anak:			*Subsidiary:*
PT Sarana Bandar Nasional	1.059.620.526	2.115.531.216	*PT Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	395.167.010	1.007.370.940	*PT Pelita Indonesia Djaya*
PT Rumah Sakit Pelni	3.282.942.352	1.465.807.487	*PT Rumah Sakit Pelni*
Sub Jumlah	**4.737.729.888**	**4.588.709.643**	***Sub Total***
Jumlah Pendapatan Diterima Dimuka	**7.762.946.968**	**7.869.469.162**	***Total Prepaid Revenues***
Uang Muka Diterima			***Advance Received***
Entitas Induk:			***Parent entity:***
Usaha Perkapalan	20.201.685.230	10.879.609.073	*Shipping*
Uang Jaminan	11.513.858.038	13.288.467.378	*Deposits*
Lainnya	6.867.957.396	1.612.702.814	*Others*
Usaha Keagenan	6.263.355.497	7.392.717.017	*Agency*
Usaha Sampingan	32.900.001	26.000.000	*Side Business*
Sub Jumlah	**44.879.756.162**	**33.199.496.282**	***Sub Total***
Entitas Anak:			***Subsidiary:***
PT Sarana Bandar Nasional	14.396.229.567	9.959.717.156	*PT Sarana Bandar Nasional*
PT Pelita Indonesia Djaya	647.353.776	109.728.859	*PT Pelita Indonesia Djaya*
PT Rumah Sakit Pelni	311.237.078	244.818.228	*PT Rumah Sakit Pelni*
Sub Jumlah	**15.354.820.421**	**10.314.264.243**	***Sub Total***
Jumlah Uang Muka Diterima	**60.234.576.583**	**43.513.760.525**	***Total Advance Received***
Jumlah	**67.997.523.551**	**51.383.229.687**	***Total***

20. PENDAPATAN DITERIMA DIMUKA DAN UANG MUKA DITERIMA (lanjutan)

Pendapatan diterima dimuka dan uang muka yang tercatat di entitas induk meliputi:

a. Uang jaminan diterima merupakan uang muka/deposit sebagai jaminan atas hubungan kerja sesuai kontrak/ketentuan, dan akan dikembalikan sekaligus atau bertahap sesuai dengan kesepakatan/ketentuan yang berlaku, meliputi uang deposit agen/biro perjalanan dan uang jaminan rekanan.

b. Uang muka diterima usaha perkapalan merupakan uang muka yang diterima sehubungan dengan kegiatan usaha perkapalan, meliputi tambang pasasi, tambang muatan, charter kapal, sewa ruang kapal, wisata bahari dan lainnya.

c. Pendapatan diterima di muka tambang pasasi dan muatan merupakan penerimaan hasil penjualan tiket penumpang dan muatan pada suatu jadwal keberangkatan kapal untuk beberapa tujuan pelabuhan singgah.

d. Pendapatan diterima dimuka lainnya merupakan anatara lain pendapatan atas pelayanan kegiatan wisata bahari, pendapatan subsidi kapal rede, kapal ternak dan tol laut.

Pendapatan diterima dimuka yang tercatat pada entitas anak (PT Rumah Sakit Pelni) merupakan pendapatan sewa ruang dari PT Bank Rakyat Indonesia (Persero), Tbk, PT Bank Mandiri (Persero), Tbk dan area kantin.

Pendapatan diterima dimuka yang tercatat pada entitas anak (PT Sarana Bandar Nasional) merupakan pendapatan diterima dimuka atas pelayanan usaha kepelabuhanan, termasuk didalamnya uang muka usaha pemuatan dan pembongkaran serta uang jaminan berkenaan dengan pelayanan kepelabuhanan.

20. PREPAID REVENUES AND ADVANCE RECEIVED *(continued)*

Prepaid revenues and advances recorded on the parent entity include:

a. The deposit is received as deposit for security of the contractual / contractual relationship, and will be refunded at once or gradually in accordance with the applicable agreement, including the deposit of the agent / travel agency and the security deposit of the counterparty.

b. Advances received by the shipping business are advances received in connection with shipping business activities, including pasang mines, cargo mines, boat charter, space rental vessels, marine tourism and others.

c. Prepaid income of the pasasi mine and the cargo shall be the proceeds of the sale of passenger tickets and cargo on a scheduled departure of the vessel for some of the transit port purposes.

d. Other income received in advance includes, among other things, revenue from services for marine tourism activities, income from subsidized rede ships,livestock vessels, and sea tolls.

Prepaid Revenues in subsidiaries (PT Rumah Sakit Pelni) is the lease income of the space of PT Bank Rakyat Indonesia (Persero), Tbk, PT Bank Mandiri (Persero), Tbk and canteen area.

Prepaid revenues in the subsidiaries (PT Sarana Bandar Nasional) is an acceptable income on the business services of port, including the advance of loading and disassembling business as well as collateral money regarding the service of the port.

21. LIABILITAS KEUANGAN JANGKA PENDEK LAINNYA / ***21. OTHER SHORT TERM FINANCIAL LIABILITIES***

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Entitas Induk:			***Parent Entity:***
Pihak Berelasi			*Related Parties*
Otoritas Pelabuhan	7.590.504.069	2.222.079.723	*Port Authority*
PT Pelabuhan Indonesia II (Persero)	5.356.219.592	726.560.080	*PT Pelabuhan Indonesia II (Persero)*
PT Pelabuhan Indonesia III (Persero)	2.451.590.820	1.517.114.893	*PT Pelabuhan Indonesia III (Persero)*
PT Pelabuhan Indonesia IV (Persero)	1.733.337.751	5.344.299.333	*PT Pelabuhan Indonesia IV (Persero)*
PT Pelabuhan Indonesia I (Persero)	1.526.486.450	5.707.446.435	*PT Pelabuhan Indonesia I (Persero)*
Saldo dipindahkan	**18.658.138.682**	**15.517.500.464**	***Carried forward balance***

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21. LIABILITAS KEUANGAN JANGKA PENDEK LAINNYA (lanjutan)

21. OTHER SHORT TERM FINANCIAL LIABILITIES *(continued)*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Entitas Induk: (lanjutan)			***Parent Entity:*** *(continued)*
Pihak Berelasi (lanjutan)			***Related Parties*** *(continued)*
Saldo pindahan	**18.658.138.682**	**15.517.500.464**	***Brought forward balance***
BPJS Ketenagakerjaan	864.961.560	864.607.560	*BPJS Ketenagakerjaan*
Yayasan Kesehatan Pensiunan Pelni	780.096.161	797.640.161	*Pelni Pensioners Health Foundation*
Yayasan Dana Pensiunan Pelni	393.506.081	173.342.684	*Pelni Pension Fund Foundation*
Lainnya	820.231.750	3.060.214.052	*Others*
Sub Jumlah	**21.516.934.234**	**20.413.304.921**	***Sub Total***
Pihak Ketiga			***Related Parties***
PT Asuransi Purna Artanugraha	3.463.782.027	2.759.443.788	*PT Asuransi Purna Artanugraha*
PT Citra Bayu Adhiguna	2.469.020.679	10.131.465.032	*PT Citra Bayu Adhiguna*
PT Dekatama Centra	1.356.167.946		*PT Dekatama Centra*
PT Asuransi Jasa Raharja Putera	1.354.207.184	-	*PT Asuransi Jasa Raharja Putera*
PT Liandra Kreasi Gemilang	933.941.500		*PT Liandra Kreasi Gemilang*
PT Sumber Subur Santosa	-	664.500.000	*PT Sumber Subur Santosa*
PT Saga Retailindo	-	590.060.216	*PT Saga Retailindo*
PT Radio Mustika Abadi	-	428.848.000	*PT Radio Mustika Abadi*
PT Delano Gemilang Abadi	-	370.816.153	*PT Delano Gemilang Abadi*
Dream Tours & Travel	-	91.465.450	*Dream Tours & Travel*
Lainnya	12.582.624.025	4.758.431.554	*Others*
Sub Jumlah	**22.159.743.361**	**19.795.030.193**	***Sub Total***
Sub Jumlah Entitas Induk	**43.676.677.595**	**40.208.335.115**	***Sub Total Parent Entity***
Entitas Anak:			***Subsidiaries:***
PT Sarana Bandar Nasional	24.385.736.850	5.886.705.381	*PT Sarana Bandar Nasional*
PT Rumah Sakit Pelni	4.948.850.951	1.802.137.647	*PT Rumah Sakit Pelni*
PT Pelita Indonesia Djaya	195.500.020	683.356.400	*PT Pelita Indonesia Djaya*
Sub Jumlah Entitas Anak	**29.530.087.821**	**8.372.199.428**	***Sub Total Subsidiaries***
Jumlah	**73.206.765.416**	**48.580.534.542**	***Total***

Utang kepada PT Citra Bayu Adhiguna merupakan Kerja Sama Operasi (KSO) dalam pengembangan kapal PT Pelayaran Nasional Indonesia (Persero) Dobonsolo dan Ciremai, sesuai dengan Surat Perjanjian No. TH.94/SS/VIII/2009 dan No. TH.07.1-3/SS/2013 tanggal 20 Agustus 2009 dan 27 Maret 2013 tentang usaha optimalisasi kapasitas ruang muat kapal penumpang.

Debt to PT Citra Bayu Adhiguna is a Joint Operation (KSO) in the development of PT Pelayaran Nasional Indonesia (Persero) ship of Dobonsolo and Ciremai, pursuant to Letter of Agreement No .: TH.94 / SS / VIII / 2009 and No. TH.07.1 -3 / SS / 2013 dated August 20, 2009 and March 27, 2013 on efforts to optimize the capacity of passenger vessel loading.

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22. UTANG NON USAHA JANGKA PANJANG

22. LONG TERM DEBT NON BUSINESS

31 Desember/*December* 2019					
Nama Kreditur/ *Creditur*	**Tingkat Bunga / *Interest Rate***	**Jatuh Tempo Tahun / *Maturity Year***	**Saldo 31 Des 2019 / *Balance Dec 31, 2019***	**Bagian Lancar Utang Jangka Panjang / *Current Portion for Long Term Debt *)***	**Bagian Jatuh Tempo Lebih dari Setahun / *Long Term Portion Maturity***
KFW - *Spare parts*	1,25%	2025	21.204.085.320	3.480.658.332	17.723.426.988
KFW - KM Labobar	1,25%	2025	9.290.883.267	1.959.722.021	7.331.161.246
Jumlah			**30.494.968.587**	**5.440.380.353**	**25.054.588.234**

31 Desember/*December* 2018					
Nama Kreditur/ *Creditur*	**Tingkat Bunga / *Interest Rate***	**Jatuh Tempo Tahun / *Maturity Year***	**Saldo 31 Des 2018 / *Balance Dec 31, 2018***	**Bagian Lancar Utang Jangka Panjang/ *Current Portion for Long Term Debt *)***	**Bagian Jatuh Tempo Lebih dari Setahun / *Long Term Portion Maturity***
KFW - *Spare parts*	1,25%	2025	23.386.735.918	3.480.658.331	19.906.077.587
KFW - KM Labobar	1,25%	2025	13.167.484.595	1.959.722.022	11.207.762.573
Jumlah			**36.554.220.513**	**5.440.380.353**	**31.113.840.160**

***) Bagian Lancar Utang Jangka Panjang lihat catatan 23**

****) Current Portion for Long Term Debt see notes 23***

KFW Spareparts- Pemerintah Republik Indonesia: SLA-1144/DP3/2001 - Nilai Pinjaman DM 44,000,000

Pinjaman kepada *Kreditanstalt fur Wiederaufbau* (KFW) merupakan pinjaman Pemerintah RI kepada KFW sebesar DM 44.000.000 sesuai dengan *Loan Agreement* 1999 66 383 tanggal 31 Juli 2000 yang diteruskan kepada PT Pelayaran Nasional Indonesia (Persero) melalui surat Menteri Keuangan No. S-047/MK.17/2001 tanggal 15 Januari 2001 sebagai *Project Executing Agency* dan *Sub Borrower* dalam rangka pengadaan *Spareparts* untuk kapal penumpang yang dituangkan dalam Perjanjian SLA No.1144/DP3/2001 tanggal 25 Februari 2001 antara Pemerintah RI dengan PT Pelayaran Nasional Indonesia (Persero) dan menunjuk PT Bank DKI Jakarta sebagai perantara dalam pelunasan pokok pinjaman dan biaya bunga, dengan rincian pinjaman sebagai berikut:

a. Bagian A sebesar DM 28,600,000 sebagai pinjaman lunak dengan tingkat bunga sebesar 1,25% per tahun.

b. Bagian B sebesar DM 15,400,000 sebagai pinjaman komersil dengan tingkat bunga sebesar 9,54% per tahun.

KFW Spareparts- Government of Republic Indonesia : SLA-1144/DP3/2001 - Value of Loan DM 44,000,000

Loans to the Kreditanstalt fur Wiederaufbau (KFW) is the Government of Indonesia to the KFW loan amounting to DM 44 million according to the 1999 66 383 Loan Agreement dated July 31, 2000 which was forwarded to PT Pelayaran Nasional Indonesia (Persero) through the Ministry of Finance letter No. S-047 / MK.17 / 2001 dated January 15, 2001 as Project Executing Agency and Sub-borrower in order to procure Spare parts for passenger ships as outlined in the Agreement SLA No.1144 / DP3 / 2001 dated February 25, 2001 between the Government of Indonesia with PT Pelayaran Nasional Indonesia (Persero) and PT Bank DKI Jakarta appoint as an intermediary in the payment of principal and interest costs, with details of the loan as follows:

a. Part A of DM 28,600,000 as soft loans with an interest rate of 1.25% per year.

b. Part B of DM 15,400,000 as a commercial loan with an interest rate of 9.54% per year.

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22. UTANG NON USAHA JANGKA PANJANG (lanjutan)

KFW Spareparts- Pemerintah Republik Indonesia: SLA-1144/DP3/2001 - Nilai Pinjaman DM 44,000,000 (lanjutan)

Berdasarkan Berita Acara Rekonsiliasi Dalam Rangka menyelesaian Piutang Negara yang bersumber dari Naskah Perjanjian Penerusan Pinjaman (NPPP) pada PT Pelayaran Nasional Indonesia No. 33/PB4.1/PT Bank DKI/2007 tanggal 22 Mei 2007 dilakukan rekonsiliasi pinjaman dengan menetapkan *cut off date* pada tanggal 31 Maret 2007 dengan jumlah liabilitas PT Pelayaran Nasional Indonesia (Persero) sebesar DM 28,468,125 atau setara dengan Euro 14,555,521 untuk pinjaman lunak yang berakhir pada tanggal 30 Juni 2040 dan DM 15,328,990 atau setara dengan Euro 7,837,588 untuk pinjaman komersil yang berakhir pada tanggal 30 Juni 2014.

Berdasarkan Perjanjian Perubahan (Amandemen) terhadap Naskah Perjanjian Penerusan Pinjaman Nomor SLA-1144/DP3/2001 tanggal 25 Februari 2001 antara Pemerintah Republik Indonesia dan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor ; AMA-488/SLA-1144/DSMI/2015 tanggal 1 Desember 2015, diubah menjadi:

KFW Kapal Penumpang - Pemerintah Republik Indonesia: SLA - 1151/DP3/2002 - Nilai Pinjaman Euro 16,361,340

a. Kewajiban pokok pinjaman senilai EUR22,393,109.43 dijadikan Penyertaan Modal Negara melalui proses sesuai ketentuan peraturan perundang-undangan, yang terdiri dari:

   1) pinjaman lunak sebesar EUR14,555,521.09.
   2) pinjaman komersil sebesar EUR7,837,588.34.

b. Kewajiban non pokok senilai EUR2,457,823.45 dibayarkan selama 10 tahun dai tahun 2016 sampai dengan 2015 yang terdiri dari:

   1) pinjaman lunak sebesar EUR431,540.19.
   2) pinjaman komersil sebesar EUR2,026,283.26.

Dengan terbitnya Peraturan Pemerintah Republik Indonesia Nomor 87 Tahun 2016 tanggal 30 Desember 2016 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, maka sisa pinjaman kepada Pemerintah Republik Indonesia (SLA-1144/DP3/2001) sebesar EUR2,457,823.45. (Lihat Catatan 25)

22. LONG TERM DEBT NON BUSINESS *(continued)*

KFW Spareparts- Government of Republic Indonesia : SLA-1144/DP3/2001 - Value of Loan DM 44,000,000 *(continued)*

Based on the Minutes of Reconciliation in the Context menyelesaian sourced from the State Receivables Manuscript Subsidiary Loan Agreement (NPPP) PT Pelayaran Nasional Indonesia No. 33 / PB4.1 / PT Bank DKI / 2007 dated May 22, 2007 to be reconciliation loan by setting the cut-off date of March 31, 2007 with total liabilities of the PT Pelayaran Nasional Indonesia (Persero) amounting to DM 28,468,125 or equivalent to Euro 14,555,521 to soft loans ended June 30, 2040 and DM 15,328,990, equivalent to Euro 7,837,588 for commercial loans ended June 30, 2014.

Based on the Amendment Agreement (Amendment) on the Loan Settlement Agreement No. SLA-1144 / DP3 / 2001 dated February 25, 2001 between the Government of the Republic of Indonesia and company PT Pelayaran Nasional Indonesia (Persero) Number; AMA-488 / SLA-1144 / DSMI / 2015 dated December 1, 2015, changed to:

KFW Passenger ship - Government of Republic Indonesia: SLA-1151/DP3/2002 - Value of Loan Euro 16,361,340

a. The principal liability of EUR 22,393,109.43 is made into State Equity Participation through the process in accordance with the provisions of the law, which consists of:

   1) a soft loan of EUR 14,555,521,09.
   2) a commercial loan of EUR 7,837,588.34.

b. Non principal liabilities of EUR 2,457,823.45 are payable for 10 years from 2016 to 2015 consisting of:

   1) a soft loan of EUR 431,540.19.
   2) a commercial loan of EUR 2,026,283.26.

With the issuance of Government Regulation of the Republic of Indonesia Number 87 Year 2016 dated December 30, 2016 concerning the Addition of State Equity Participation of the Republic of Indonesia into Capital of Limited Liability Company (Persero) of PT Pelayaran Nasional Indonesia, the remaining loan to the Government of the Republic of Indonesia (SLA-1144 / DP3 / 2001) of EUR2,457,823.45. (See Note 25)

22. UTANG NON USAHA JANGKA PANJANG (lanjutan)

KFW Kapal Penumpang - Pemerintah Republik Indonesia: SLA - 1151/DP3/2002 - Nilai Pinjaman Euro 16,361,340 (lanjutan)

Pinjaman kepada *Kreditanstalt fur Wiederaufbau* (KFW) merupakan pinjaman Pemerintah RI kepada KFW sebesar Euro 81,806,700 sesuai dengan Loan Agreement 2001 65 159 tanggal 1 Februari 2002 yang diteruskan kepada PT Pelayaran Nasional Indonesia (Persero) melalui surat Menteri Keuangan No. S-115/MK.17/2002 tanggal 22 April 2002 sebesar Euro 16,361,340 dalam rangka pengadaan Kapal Penumpang Nomor 23 Pelni yang dituangkan dalam Perjanjian SLA No.1151/DP3/2002 tanggal 30 Mei 2002 antara Pemerintah RI dengan PT Pelayaran Nasional Indonesia (Persero) dan menunjuk PT Bank Rakyat Indonesia (Persero) Tbk. (BRI) sebagai perantara dalam pelunasan pokok pinjaman dan biaya bunga, dengan rincian pinjaman sebagai berikut:

a. Bagian A sebesar Euro 8,180,670 sebagai pinjaman lunak dengan tingkat bunga sebesar 1,25% per tahun.

b. Bagian B sebesar Euro 8,180,670 sebagai pinjaman komersil dengan tingkat bunga sebesar 6,39% per tahun.

Berdasarkan Berita Acara Rekonsiliasi Dalam Rangka Penyelesaian Piutang Negara yang bersumber dari Naskah Perjanjian Penerusan Pinjaman (NPPP) pada PT Pelayaran Nasional Indonesia No. 34/PB4.1/PT Bank DKI/2007 tanggal 22 Mei 2007 dilakukan rekonsiliasi pinjaman dengan menetapkan *cut-off date* pada tanggal 31 Maret 2007 dengan jumlah liabilitas PT Pelayaran Nasional Indonesia (Persero) sebesar Euro 7,469,800 untuk pinjaman lunak yang berakhir pada tanggal 30 Juni 2042 dan Euro 7,460,000 untuk pinjaman komersil yang berakhir pada tanggal 30 Juni 2015.

Berdasarkan Perjanjian Perubahan (Amandemen) terhadap Naskah Perjanjian Penerusan Pinjaman Nomor SLA-1151/DP3/2002 tanggal 30 Mei 2002 antara Pemerintah Republik Indonesia dan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor ; AMA-489/SLA-1151/DSMI/2015 tanggal 1 Desember 2015, diubah menjadi:

a. Kewajiban pokok pinjaman senilai EUR14,929,800 dijadikan Penyertaan Modal Negara melalui proses sesuai ketentuan peraturan perundang-undangan, yang terdiri dari:

   1) pinjaman lunak sebesar EUR7,469,800.
   2) pinjaman komersil sebesar EUR7,460,000.

22. LONG TERM DEBT NON BUSINESS *(continued)*

KFW Passenger ship - Government of Republic Indonesia: SLA-1151/DP3/2002 - Value of Loan Euro 16,361,340 *(continued)*

Loans to the Kreditanstalt fur Wiederaufbau (KFW) is the Government of Indonesia to the KFW loan amounting to Euro 81,806,700 according to the 2001 65 159 Loan Agreement dated February 1, 2002 which was forwarded to PT Pelayaran Nasional Indonesia (Persero) through the Ministry of Finance letter No. S-115 / MK.17 / 2002 April 22, 2002 amounted to Euro 16,361,340 in order to procure Passenger Vessel No. 23 Pelni as outlined in the Agreement SLA No.1151 / DP3 / 2002 dated May 30, 2002 between the Government of Indonesia with PT Pelayaran Nasional Indonesia (Persero) and appointed PT Bank Rakyat Indonesia (Persero) Tbk. (BRI) as an intermediary in the payment of principal and interest costs, with details of the loan as follows:

a. Part A of Euro 8,180,670 as a soft loan with an interest rate of 1.25% per year.

b. Section B of Euro 8,180,670 as a commercial loan with an interest rate of 6.39% per year.

Based on the Minutes of Settlement Reconciliation in the Context of State Receivables sourced from Manuscript Subsidiary Loan Agreement (NPPP) PT Pelayaran Nasional Indonesian No. 34 / PB4.1 / PT Bank DKI / 2007 dated May 22, 2007 to be reconciliation loan by setting the cut-off date of March 31, 2007 with total liabilities of the PT Pelayaran Nasional Indonesia (Persero) amounting to Euro 7,469,800 for soft loans ended June 30, 2042 and Euro 7,460,000 for commercial loans ended June 30, 2015.

Based on the Amended Agreement (Amendment) to the Loan Forwarding Agreement Number SLA-1151 / DP3 / 2002 dated 30 May 2002 between the Government of the Republic of Indonesia and the Company (Persero) PT Pelayaran Nasional Indonesia Number; AMA-489 / SLA-1151 / DSMI / 2015 dated December 1, 2015, changed to:

a. The principal liability of EUR 14,929,800 is made into State Equity Participation through the process in accordance with the provisions of the law, which consists of:

   1) a soft loan of EUR 7,469,800.
   2) a commercial loan of EUR 7,460,000.

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22. UTANG NON USAHA JANGKA PANJANG (lanjutan)

KFW Kapal Penumpang - Pemerintah Republik Indonesia: SLA-1151/DP3/2002 - Nilai Pinjaman Euro 16,361,340 (lanjutan)

Berdasarkan Perjanjian Perubahan (Amandemen) terhadap Naskah Perjanjian Penerusan Pinjaman Nomor SLA-1151/DP3/2002 tanggal 30 Mei 2002 antara Pemerintah Republik Indonesia dan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia Nomor ; AMA-489/SLA-1151/DSMI/2015 tanggal 1 Desember 2015, diubah menjadi: (lanjutan)

b. Kewajiban non pokok senilai EUR1,383,833.45 dibayarkan selama 10 tahun dai tahun 2016 sampai dengan 2015 yang terdiri dari:

1) pinjaman lunak sebesar EUR220,414.14.
2) pinjaman komersil sebesar EUR1,163,419.31.

Dengan terbitnya Peraturan Pemerintah Republik Indonesia Nomor 87 Tahun 2016 tanggal 30 Desember 2016 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, maka sisa pinjaman kepada Pemerintah Republik Indonesia (SLA-1151/DP3/2002) sebesar EUR1,383,833,45. (Lihat Catatan 25)

22. LONG TERM DEBT NON BUSINESS *(continued)*

KFW Passenger ship - Government of Republic Indonesia: SLA-1151/DP3/2002 - Value of Loan Euro 16,361,340 *(continued)*

Based on the Amended Agreement (Amendment) to the Loan Forwarding Agreement Number SLA-1151 / DP3 / 2002 dated 30 May 2002 between the Government of the Republic of Indonesia and the Company (Persero) PT Pelayaran Nasional Indonesia Number; AMA-489 / SLA-1151 / DSMI / 2015 dated December 1, 2015, changed to: (continued)

b. Non principal liabilities of EUR 1,383,833.45 are payable for 10 years from 2016 to 2015 consisting of:

1) a soft loan of EUR 220,414.14.
2) a commercial loan of EUR 1,163,419.31.

With the issuance of Government Regulation of the Republic of Indonesia Number 87 Year 2016 dated December 30, 2016 concerning the Addition of State Equity Participation of the Republic of Indonesia into Capital of Limited Liability Company (Persero) of PT Pelayaran Nasional Indonesia, the remaining loan to the Government of the Republic of Indonesia (SLA-1151 / DP3 / 2002) of EUR 1,383,833.45. (See Note 25)

23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS

31 Desember/*December* 2019					
Nama Kreditur/ *Creditur*	**Tingkat Bunga/ *Interest Rate***	**Jatuh Tempo Tahun / *Maturity Year***	**Saldo 31 Des 2019/ *Balance Dec 31, 2019***	**Bagian Lancar Utang Jangka Panjang / *Current Portion for Long Term Debt *)***	**Bagian Jatuh Tempo lebih dari Setahun / *Long Term Maturity***
PT Bank Syariah Mandiri	12,75%	2021	3.312.950.652	1.861.806.083	1.451.144.569
PT Bank Syariah Mandiri	12,75%	2021	2.301.889.933	1.221.857.971	1.080.031.962
PT Bank Syariah Mandiri	12,75%	2021	1.242.032.147	592.032.859	649.999.288
PT Bank Syariah Mandiri	12,75%	2022	4.152.885.963	1.318.974.172	2.833.911.791
PT Bank Syariah Mandiri	9,00%	2028	45.251.540.000	2.321.250.150	42.930.289.850
PT Bank Syariah Mandiri	9,00%	2024	8.424.584.939	1.426.439.220	6.998.145.719
PT Bank Syariah Mandiri	9,00%	2020	42.513.098.643	42.513.098.643	-
PT Bank Syariah Mandiri	9,00%	2020	30.000.000.000	30.000.000.000	-
PT Bank Syariah Mandiri	9,00%	2020	30.000.000.000	30.000.000.000	-
Sewa Pembiayaan / *Financial Lease*			5.276.327.000	1.861.787.000	3.414.540.000
Jumlah/*Total*			**172.475.309.276**	**113.117.246.097**	**59.358.063.180**

***) Bagian Lancar Utang Jangka Panjang lihat catatan 22**

****) Current Portion for Long Term Debt see notes 22***

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23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

31 Desember/*December* 2018					
Nama Kreditur/ *Creditur*	**Tingkat Bunga / *Interest Rate***	**Jatuh Tempo Tahun / *Maturity Year***	**Saldo 31 Des 2018 / *Balance Dec 31, 2018***	**Bagian Lancar Utang Jangka Panjang / *Current Portion for Long Term Debt *)***	**Bagian Jatuh Tempo Lebih dari Setahun / *Long Term Maturity***
PT Bank Negara Indonesia (Persero), Tbk	14,00%	2019	1.772.222.222	1.772.222.222	-
PT Bank Negara Indonesia (Persero), Tbk	13,75%	2019	- 422.222.222	422.222.222	-
PT Bank Syariah Mandiri	9,00%	2021	4.854.881.616	1.541.930.965	3.312.950.652
PT Bank Syariah Mandiri	9,00%	2021	3.313.821.657	1.011.931.724	2.301.889.933
PT Bank Syariah Mandiri	9,00%	2021	1.732.348.408	490.316.261	1.242.032.147
PT Bank Syariah Mandiri	9,00%	2022	5.245.248.448	1.092.362.484	4.152.885.963
PT Bank Syariah Mandiri	9,00%	2028	45.263.540.000	12.000.000	45.251.540.000
PT Bank Syariah Mandiri	9,00%	2024	8.757.781.884	333.196.945	8.424.584.939
PT Bank Syariah Mandiri	9,00%	2019	38.845.500.330	38.845.500.330	-
Sewa Pembiayaan / *Financial Lease*			5.860.120.600	3.414.540.000	2.445.580.600
Jumlah/*Total*			**116.067.687.387**	**48.936.223.153**	**67.131.464.234**

***) Bagian Lancar Utang Jangka Panjang lihat catatan 22**

****) Current Portion for Long Term Debt see notes 22***

PT Bank Negara Indonesia (Persero), Tbk

Utang bank merupakan fasilitas pinjaman modal kerja dan investasi entitas anak (PT Rumah Sakit Pelni) yang diperoleh dari lembaga keuangan perbankan dengan uraian sebagai berikut:

Pinjaman kepada PT Bank Negara Indonesia (Persero) Tbk. merupakan perjanjian kredit antara Entitas Anak PT Rumah Sakit PELNI dengan PT Bank Negara Indonesia (Persero), Tbk., dengan rincian sebagai berikut:

a. Perjanjian Kredit Nomor: MRC/06/0611/R

Perjanjian Kredit No. MRC/06/0611/R, tanggal 10 Nopember 2014 dengan jangka waktu 60 (enam puluh) bulan, terhitung sejak 14 November 2014 sampai dengan 13 November 2019, maksimum Kredit yang diberikan sebesar Rp.8.700.000.000 atau setara dengan USD715.460,53, Kurs USD tertinggi = Rp 12.160. Bank memberikan fasilitas berupa kredit investasi dengan tujuan untuk keperluan pembelian alat kesehatan berupa 1 (satu) unit Brivo MR355 Inspire 1,5 T, dengan rincian sebagai berikut :

Taksasi	Rp	12.439.680.000	(100%)
Dana Sendiri	Rp	3.739.680.000	(30%)
Pembiayaan	Rp	8.700.000.000	(70%)

PT Bank Negara Indonesia (Persero), Tbk

Bank loans are a working capital and investment Facility for subsidiaries (PT Rumah Sakit Pelni) obtained from banking financial institutions with the following descriptions:

Loans to PT Bank Negara Indonesia (Persero) Tbk. a credit agreement between the Subsidiary PT Rumah Sakit Pelni with PT Bank Negara Indonesia (Persero), Tbk., the details are as follows:

a. Credit Contract Nomor: MRC/06/0611/R

Credit Agreement No. MRC / 06/0611 / R, dated November 10, 2014 with a period of 60 (sixty) months, starting from November 14, 2014 to November 13, 2019, the maximum amount of Credit extended is Rp8,700,000,000 or equivalent to USD715,460.53 , The highest USD exchange rate = Rp12,160. The bank provides facilities in the form of investment loans with the aim of purchasing medical devices in the form of 1 (one) unit of Brivo MR355 Inspire 1.5 T, with the following details:

Assessed	*Rp*	*12,439,680,000*	*(100%)*
Self Financing	*Rp*	*3,739,680,000*	*(30%)*
Financing	*Rp*	*8,700,000,000*	*(70%)*

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23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Bank Negara Indonesia (Persero), Tbk (lanjutan)

a. Perjanjian Kredit Nomor: MRC/06/0611/R (lanjutan)

Aset yang diserahkan sebagai agunan berupa :

1) Alat kesehatan berupa 1 (satu) unit Brivo MR355 *Inspire* 1.5 T senilai Rp12.439.680.000.

2) Persediaan berbagai macam obat-obatan senilai Rp.5.597.000.000 sesuai dengan Akta Jaminan Fidusia No. 07, tanggal 03 Nopember 2011.

(Lihat Catatan 9 dan 15)

b. Perjanjian Kredit Nomor: 2014/MRC/063

Perjanjian dibuat tanggal 26 Mei 2014. Jumlah kredit yang disetujui sebesar Rp5.700.000.000 dengan jangka waktu 60 (enam puluh) bulan, terhitung sejak 26 Mei 2014 sampai dengan 25 Mei 2019.

Fasilitas kredit berupa kredit investasi dengan tujuan pembelian berbagai macam alat kesehatan dengan rincian sebagai berikut:

Taksasi	Rp	8.143.905.000	(100%)
Dana Sendiri	Rp	2.443.905.000	(30%)
Pembiayaan	Rp	5.700.000.000	(70%)

Aset yang diserahkan sebagai agunan berupa :

1) 1 (satu) unit optima CT660 P2.5 (Hino) & OEC Brivo 785 Essential C-ARM senilai Rp8.143.905.000;

2) Persediaan berbagai macam obat-obatan senilai Rp5.597.000.000.

(Lihat Catatan 9 dan 15)

PT Bank Syariah Mandiri Tbk.

a. Perjanjian Kredit Nomor: 45.- LD1833428722.

Maksimum Kredit yang diberikan sebesar Rp9.694.200.000 dana yang dicairkan sebesar Rp8.757.781.884 dengan tujuan untuk keperluan investasi pembelian alat kesehatan diluar *Merial Tower*, dengan rincian sebagai berikut:

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Negara Indonesia (Persero), Tbk *(continued)*

a. Credit Contract Nomor: MRC/06/0611/R (continued)

Assets submitted as collateral in the form of:

1) Health equipment in the form of 1 (one) unit Brivo MR355 Inspire 1.5 T worth Rp12,439,680,000.

2) Inventory of various kinds of medicines worth Rp5,597,000.000 according to Fiduciary Guarantee Deed No. 07, date November 3, 2011.

(See Note 9 and 15)

b. Credit Contract Nomor: 2014/MRC/063

This contract created on May 26, 2014. The number of loans approved for Rp5,700,000,000 with a period of 60 (sixty) months, starting from May 26, 2014 until May 25, 2019.

Credit facility in the form of investment credit for the purpose of the purchase of medical equipment with details as follows:

Assessed	*Rp*	*8,143,905,000*	*(100%)*
Self Financing	*Rp*	*2,443,905,000*	*(30%)*
Financing	*Rp*	*5,700,000,000*	*(70%)*

Assets submitted as collateral in the form of:

1) 1 (one) CT660 P2.5 (Hino) & OEC Brivo 785 Essential C-ARM optima unit worth Rp8,143,905,000;

2) Inventory of various kinds of medicines worth Rp5,597,000,000.

(See Note 9 and 15)

PT Bank Syariah Mandiri Tbk.

a. Agreement Number: 45.-LD1833428722

The maximum loan amounting to Rp9,694,200,000 disbursed funds amounting to Rp8,757,781,884 for the purpose of investing in the purchase of medical devices outside the Merial Tower, with details as follows:

23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Bank Syariah Mandiri Tbk. (lanjutan)

a. Perjanjian Kredit Nomor: 45.- LD1833428722 (lanjutan)

Operating Table + Acessories package	Rp	600.000.000	*Operating Table + Acessories package*
Complette Set Bubble CPAP + Air-02 Mixer, *Combined With Optiflow and Compressor*	Rp	208.000.000	*Complette Set Bubble CPAP + Air-02 Mixer, Combined With Optiflow and Compressor*
USG (*Probe convex + Endocavity*) *Merk* : Mindray / China *Type* DCN-6	Rp	211.200.000	*USG (Probe convex + Endocavity) Merk : Mindray / China Type DCN-6*
Laser Mata	Rp	338.250.000	*Laser eye*
USG (*Probe convex + linier + sector + dycom*) *Merk* : Ben-Q/ Taiwan Type UP 200	Rp	176.000.000	*USG (Probe convex + linier + sector + dycom) Merk : Ben-Q/ Taiwan Type UP 200*
Endoscopy Evis Exera III Series 190	Rp	2.067.762.400	*Endoscopy Evis Exera III Series 190*
MSCT 32 SLICE / RESOLUTION ACT	Rp	2.431.680.000	*MSCT 32 SLICE / RESOLUTION ACT*
Instrument Bedah Jantung	Rp	34.089.484	*Cardiac Surgery Instrument*
Dental Chair	Rp	95.600.000	*Dental Chair*
Hearth Lung Machine	Rp	2.403.200.000	*Hearth Lung Machine*
Heater Cooler Machine	Rp	212.000.000	*Heater Cooler Machine*
Pembiayaan	**Rp**	**8.777.781.884**	***Financing***

Sifat kredit adalah kredit investasi *Non Revolving* dengan schedule angsuran pokok sebagai berikut angsuran bulan ke-1 s/d ke-72 Rp177.230.309. Kredit diberikan selama jangka waktu 72 bulan sejak pencairan kredit, termasuk grace period 6 (enam) bulan, dikenakan bunga sebesar 9% per tahun atau sesuai tarif suku bunga yang berlaku di BSM pada saat penandatangan Perjanjian Kredit dan selanjutnya akan direview setiap saat untuk di sesuaikan dengan tarif suku bunga yang berlaku di BSM.

Aset yang diserahkan sebagai agunan berupa :

1) Agunan saat efektif fasilitas 1 :

   Sesuai dengan eksisting diikuti dengan pelepasan agunan deposito bank senilai Rp26.315.789.474.

2) Dengan tambahan agunan:

   a) Piutang usaha efektif dan potensi piutang usaha PT Rumah Sakit PELNI senilai Rp53.000.000.000. (Lihat Catatan 7).

   b) Tanah dan Bangunan Rumah Sakit Pelni dengan sertifikat Hak Guna dan Bangunan Nomor 620/Slipi, seluas 60.601 M2 yang diuraikan dalam surat ukur nomor 14/2004, tanggal 07 Mei 2004, dikeluarkan oleh Kepala Kantor Pertanahan Kota Jakarta Barat tertanggal 19 Mei 2004 yang tercatat atas nama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia disingkat PT Pelni (Persero). (Lihat Catatan 15)

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Syariah Mandiri Tbk. (continued)

a. Agreement Number: 45.-LD1833428722 (continued)

The nature of credit is Non-Revolving investment credit with a schedule of principal installments as follows: installments of the 1st month to 72nd month Rp177,230,309. Credit is given for a period of 72 months from credit disbursement, including a grace period of 6 (six) months, bears interest at 9% per year or according to the interest rate applicable at BSM at the time of signing the Credit Agreement and will be reviewed at any time to be adjusted with the interest rate applicable at BSM.

Assets submitted as collateral in the form of:

1) Collateral when effective facility 1:

   In accordance with the existing followed by the release of collateral for bank deposits valued at Rp26,315,789,474.

2) With additional collateral:

   a) Effective account receivables and potential trade receivables of PT Rumah Sakit Pelni worth Rp53,000,000,000. (See Note 7)

   b) The Land and Building of the Rumah Sakit Pelni with the Certificate of Building Rights Number 620 / Slipi, covering an area of 60,601 M2, described in letter number 14/2004, dated May 7, 2004, issued by the Head of West Jakarta City Land Office dated May 19, 2004 the name of the Company (Persero) of PT Pelayaran Nasional Indonesia as PT Pelni (Persero). (See Note 15)

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PT Bank Syariah Mandiri Tbk. (lanjutan)

a. Perjanjian Kredit Nomor: 45.- LD1833428722 (lanjutan)

3) Agunan setelah selesainya proses balik nama Sertifikat Hak Guna Bangunan nomor 620/Slipi menjadi atas nama PT Rumah Sakit Pelni (fasilitas II sampai degan fasilitas V dapat efektif): (Lihat Catatan 15)

a) 1 set alat *Angiography/cathlab* merek GE *Healthcare* tipe Innova IGS 520 Gen2 Tahun 2015.

b) Tanah dan Bangunan Rumah Sakit Pelni dengan sertifikat Hak Guna dan Bangunan Nomor 620/Slipi, seluas 60.601 M2 yang diuraikan dalam surat ukur nomor 14/2004, tanggal 07 Mei 2004, dikeluarkan oleh Kepala Kantor Pertanahan Kota Jakarta Barat tertanggal 19 Mei 2004 yang tercatat atas nama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia disingkat PT Pelni (Persero).

c) Seluruh alat kesehatan yang akan dibeli dan dibiayai oleh bank.

d) Piutang usaha efektif dan potensi piutang usaha PT RS Pelni senilai Rp.53.000.000.000.

Sertifikat Hak Guna Bangunan (SHGB) No. 620 telah beralih dari PT Pelni (Persero) kepada PT Rumah Sakit Pelni sebagaimana tercantum dalam Lembar Tambahan untuk Buku Sertifikat Hak Guna Bangunan No.620, efektif tanggal 20 Agustus 2018.

b. Perjanjian Kredit No. 37.- LD1815170377

Perjanjian No. 37.- LD1815170377 perihal persetujuan Pembiayaan berdasarkan prinsip *Musyarakah Muntanaqishah (Non Revolving)* pada tanggal 31 Mei 2018, dengan jumlah pokok terutang sebesar Rp45.270.540.000 dan *margin* yang ditetapkan 9,00% per anum. Pembayaran dilakukan secara cicilan selama 120 bulan, terhitung sejak tanggal pencairan pembiayaan. Fasilitas pembiayaan akan digunakan untuk Refinancing Bangunan dan sarana Pendukung *Existing* Rumah Sakit Pelni (selain Bangunan *New Bougenville*).

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Syariah Mandiri Tbk. (continued)

a. Agreement Number: 45.-LD1833428722 (continued)

3) Collateral after the completion of the process of turning the name of the Certificate of Building Rights 620 / Slipi becomes on behalf of PT Rumah Sakit Pelni (facility II to facility V can be effective): (See Note 15)

a) 1 set of GE Healthcare brand Angiography / cath tool type Innova IGS 520 Gen2 in 2015.

b) The Land and Building of the Rumah Sakit Pelni with the Certificate of Building Rights Number 620 / Slipi, covering an area of 60,601 M2, described in letter number 14/2004, dated May 7, 2004, issued by the Head of West Jakarta City Land Office dated May 19, 2004 the name of the Company (Persero) of PT Pelayaran Nasional Indonesia as PT Pelni (Persero).

c) All medical devices that will be purchased and financed by the bank.

d) Effective trade receivables and trade receivables potential PT RS Pelni worth Rp.53.000.000.000.

Building Rights Certificate No. 620 has switched from PT Pelni (Persero) to PT Rumah Sakit Pelni as stated in the Additional Sheet for Building Rights Certificate No.620, effective on August 20, 2018.

b. Agreement Number: 37.- LD1815170377

Agreement No. 37.- LD1815170377 concerning Financing approval based on the Musyarakah Muntanaqishah (Non Revolving) principle on May 31, 2018, with the outstanding principal amounting to Rp45,270,540,000 and the margin set at 9.00% per annum. Payments are made in installments for 120 months, starting from the date of disbursement of funds. The financing facility will be used to refit buildings and existing supporting facilities for Rumah Sakit Pelni (other than the New Bougenville Building).

23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Bank Syariah Mandiri Tbk. (lanjutan)

b. Perjanjian Kredit No. 37.- LD1815170377 (lanjutan)

Aset yang diserahkan sebagai agunan berupa :

1) Agunan saat efektif fasilitas 1 :

Sesuai dengan *existing* diikuti dengan pelepasan agunan deposito bank senilai Rp26.315.789.474.

2) Dengan tambahan agunan:

a) Piutang usaha efektif dan potensi piutang usaha PT Rumah Sakit PELNI senilai Rp53.000.000.000. (Lihat Catatan 7)

b) Tanah dan Bangunan Rumah Sakit Pelni dengan sertifikat Hak Guna dan Bangunan Nomor 620/Slipi, seluas 60.601 M2. (Lihat Catatan 15)

3) Agunan setelah selesainya proses balik nama Sertifikat Hak Guna Bangunan nomor 620/Slipi menjadi atas nama PT Rumah Sakit Pelni (fasilitas II sampai degan fasilitas V dapat efektif): (Catatan 7 dan 15)

a) Satu set alat *Angiography/cathlab* merek GE *Healthcare* tipe Innova IGS 520 Gen2 Tahun 2015.

b) Tanah dan Bangunan Rumah Sakit Pelni dengan sertifikat Hak Guna dan Bangunan Nomor 620/Slipi, seluas 60.601 M2.

c) Seluruh alat kesehatan yang akan dibeli dan dibiayai oleh bank.

d) Piutang usaha efektif dan potensi piutang usaha PT RS Pelni senilai Rp53.000.000.000.

Sertifikat Hak Guna Bangunan (SHGB) No. 620 telah beralih dari PT Pelni (Persero) kepada PT Rumah Sakit Pelni sebagaimana tercantum dalam Lembar Tambahan untuk Buku Sertifikat Hak Guna Bangunan No.620, efektif tanggal 20 Agustus 2018.

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Syariah Mandiri Tbk. *(continued)*

b. Agreement Number: 37.- LD1815170377 (continued)

Assets submitted as collateral in the form of:

1) Collateral when effective facility 1:

In accordance with the existing followed by the release of collateral for bank deposits valued at Rp26,315,789,474.

2) With additional collateral:

a) Effective account receivables and potential trade receivables of PT Rumah Sakit Pelni worth Rp53,000,000,000. (See Note 7)

b) The Land and Building of the Rumah Sakit Pelni with the Certificate of Building Rights Number 620 / Slipi, covering an area of 60,601 M2. (See Note

3) Collateral after the completion of the process of turning the name of the Certificate of Building Rights 620 / Slipi becomes on behalf of PT Rumah Sakit Pelni (facility II to facility V can be effective): (See Note 7 and 15)

a) 1 set of GE Healthcare brand Angiography / cath tool type Innova IGS 520 Gen2 in 2015.

b) The Land and Building of Rumah Sakit Pelni with the Certificate of Building Rights Number 620 / Slipi, covering an area of 60,601 M2.

c) All medical devices that will be purchased and financed by the bank.

d) Effective trade receivables and trade receivables potential PT RS Pelni worth Rp53,000,000,000.

Building Rights Certificate No. 620 has switched from PT Pelni (Persero) to PT Rumah Sakit Pelni as stated in the Additional Sheet for Building Rights Certificate No.620, effective on August 20, 2018.

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23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Bank Syariah Mandiri Tbk. (lanjutan)

c. Perjanjian No. 02.- 7117838573

Berdasarkan Surat Nomor 02.- LD1527546276 Tanggal 7 Maret 2018 perihal persetujuan pembiayaan a.n PT Rumah Sakit PELNI. Perusahaan memperoleh jenis fasilitas pembiayaan *Musyarakah* (pembiayaan dana berputar), dengan *limit* pembiayaan sebesar Rp53.000.000.000, pinjaman yang dapat dicairkan sebesar Rp38.845.500.330. Proyeksi penjualan tahun 2018 sebesar Rp565.535.230.323. Tujuan pembiayaan untuk modal kerja usaha rumah sakit, dengan jangka waktu penarikan 12 bulan.

Aset yang diserahkan sebagai agunan berupa :

1) Agunan saat efektif fasilitas 1 :

Sesuai dengan existing diikuti dengan pelepasan agunan deposito bank senilai Rp26.315.789.474.

2) Dengan tambahan agunan:

a) Piutang usaha efektif dan potensi piutang usaha PT Rumah Sakit PELNI senilai Rp53.000.000.000. (Lihat Catatan 7)

b) Tanah dan Bangunan Rumah Sakit Pelni dengan sertifikat Hak Guna dan Bangunan Nomor 620/Slipi, seluas 60.601 M2. (Lihat Catatan 15)

3) Agunan setelah selesainya proses balik nama Sertifikat Hak Guna Bangunan nomor 620/Slipi menjadi atas nama PT Rumah Sakit Pelni (fasilitas II sampai degan fasilitas V dapat efektif): (Lihat Catatan 7 dan 15)

a) Satu set alat *Angiography/cathlab* merek GE *Healthcare* tipe Innova IGS 520 Gen2 Tahun 2015.

b) Tanah dan Bangunan Rumah Sakit Pelni dengan sertifikat Hak Guna dan Bangunan Nomor 620/Slipi, seluas 60.601 M2.

c) Seluruh alat kesehatan yang akan dibeli dan dibiayai oleh bank.

d) Piutang usaha efektif dan potensi piutang usaha PT RS pelni senilai Rp53.000.000.000.

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Syariah Mandiri Tbk. *(continued)*

c. Agreement Number: 02.- 7117838573

Based on Letter Number 02.- LD1527546276 dated March 7, 2018 concerning the financing agreement a.n PT Rumah Sakit PELNI. The company obtained a type of Musyarakah financing facility (revolving fund financing), with a financing limit of Rp53,000,000,000, a loan that could be disbursed in the amount of Rp38,845,500,330. The sales projection for 2018 is Rp565,535,230,323. The financing objectives for working capital of a hospital business, with a withdrawal period of 12 months.

Assets submitted as collateral in the form of:

1) Collateral when effective facility 1:

In accordance with the existing followed by the release of collateral for bank deposits valued at Rp26,315,789,474.

2) With additional collateral:

a) Effective account receivables and potential trade receivables of PT Rumah Sakit Pelni worth Rp53,000,000,000. (See Note 7)

b) The Land and Building of the Rumah Sakit Pelni with the Certificate of Building Rights Number 620 / Slipi, covering an area of 60,601 M2. (See Note 15)

3) Collateral after the completion of the process of turning the name of the Certificate of Building Rights 620 / Slipi becomes on behalf of PT Rumah Sakit Pelni (facility II to facility V can be effective): (See Note 7 and 15)

a) 1 set of GE Healthcare brand Angiography / cath tool type Innova IGS 520 Gen2 in 2015.

b) The Land and Building of Rumah Sakit Pelni with the Certificate of Building Rights Number 620 / Slipi, covering an area of 60,601 M2.

c) All medical devices that will be purchased and financed by the bank.

d) Effective trade receivables and trade receivables potential PT RS Pelni worth Rp53,000,000,000.

23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Bank Syariah Mandiri Tbk. (lanjutan)

c. Perjanjian No. 02.- 7117838573 (lanjutan)

Sertifikat Hak Guna Bangunan (SHGB) No. 620 telah beralih dari PT Pelni (Persero) kepada PT Rumah Sakit Pelni sebagaimana tercantum dalam Lembar Tambahan untuk Buku Sertifikat Hak Guna Bangunan No.620, efektif tanggal 20 Agustus 2018.

d. Perjanjian No. 17/0114/0741/0058/VIII/MRBH

Berdasarkan Perjanjian No. 17/0114/0741/0058/VIII/MRBH perihal persetujuan Pembiayaan *Al-Murabahah* dengan fasilitas *Wakalah* (*Swing Line Facility - Non Revolving*) pada tanggal 01 juli 2015, dengan jumlah pokok terutang sebesar Rp8.584.468.750 dan margin yang ditetapkan Rp3.022.734.968. Pembayaran dilakukan secara cicilan selama 39 bulan, terhitung sejak tanggal pencairan pembiayaan.

Bank menyediakan fasilitas pembiayaan kepada nasabah yang akan digunakan untuk membeli obyek *murabahah* yaitu berupa alat kesehatan *cathlab/angiography* GE *healthcare* tipe innova IGS 520 gen 2.

Aset yang diserahkan sebagai agunan berupa :

1) Bangunan ruang rawat inap yang direnovasi.

2) 1 set alat Angiography/Cath Lab Angiography/Cath Lab merek GE Healthcare tipe Innova IGS 520 Gen2 atau spesifikasi lain dengan fungsi sama yang dibeli.

3) 1 set alat *Ultrasonography* (USG) merek Hitachi tipe *Hi Vision Avius* atau spesifikasi lain dengan fungsi sama yang dibeli.

4) 1 set alat *Endoscopy* merek Olympus atau spesifikasi lain dengan fungsi yang dibeli.

5) Kumpulan aset eksisting PT RS Pelni sejumlah 86 (delapan puluh enam) item sebagaimana tercantum dalam daftar pengikatan fidusia alat dan perlengkapan PT Rumah Sakit Pelni tertanggal 01 Juli 2015.

(Lihat Catatan 15)

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Syariah Mandiri Tbk. *(continued)*

c. Agreement Number: 02.- 7117838573 (continued)

Building Rights Certificate No. 620 has switched from PT Pelni (Persero) to PT Rumah Sakit Pelni as stated in the Additional Sheet for Building Rights Certificate No.620, effective on August 20, 2018.

d. Agreement No . 17/0114/0741/0058 / VIII / MRBH

Based on Agreement No. 17/0114/0741/0058 / VIII / MRBH regarding Al-Murabahah Financing approval with Wakalah facility (Swing Line Facility - Non Revolving) on July 1, 2015, with the principal amount owed Rp8,584,468,750 and the margin set at Rp3,022,734,968. Payments are made in installments for 39 months, starting from the date of disbursement of funds.

The bank provides financing facilities to customers that will be used to buy murabahah objects, namely cathlab / angiography medical devices GE healthcare innova type IGS 520 gen 2.

Assets submitted as collateral in the form of:

1) Remodeled inpatient building.

2) 1 set of Angiography / Cath Lab Angiography / Cath Lab tools brand GE Healthcare type Innova IGS 520 Gen2 or other specifications with the same function purchased.

3) 1 set of Ultrasonography (USG) tools of Hitachi brand type Hi Vision Avius or other specifications with the same function purchased.

4) 1 set of Olympus Endoscopy tools or other specifications with functions purchased.

5) The collection of existing assets of PT RS Pelni is 86 (eighty six) items as listed in the fiduciary binding list of equipment and supplies of PT Rumah Sakit Pelni dated July 1, 2015.

(See Note 15)

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23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Bank Syariah Mandiri Tbk. (lanjutan)

e. Perjanjian No. 18/0201/0741/0058/VIII/MRBH

Berdasarkan Perjanjian Kredit No.18/0201/0741/0058/VIII/MRBH, tanggal 03 Agustus 2016, a.n. PT Rumah Sakit Pelni tentang akad pembiayaan untuk renovasi dan pembangunan ruang rawat inap tahap IV berdasarkan prinsip *murabahah* . Bank dengan ini menyediakan fasilitas pembiayaan kepada nasabah yang akan digunakan untuk membeli obyek *murabahah* , dan nasabah dengan ini menerima penyediaan fasilitas pembiayaan tersebut dari bank sejumlah Rp11.108.062.958, sebagai harga jual yang berasal dari :

Harga beli	Rp	6.415.531.250
Margin	Rp	4.692.531.708
Harga jual	Rp	11.108.062.958
Jumlah Kewajiban	**Rp**	**11.108.062.958**

Aset yang diserahkan sebagai agunan berupa :

1) Bangunan ruang rawat inap yang direnovasi.
2) 1 set alat *Angiography/Cath Lab* yang dibeli.
3) Kumpulan aset *existing* PT RS Pelni antara lain:
   a) Mobil *Ambulance* KIA K2700
   b) Mobil Avanza Veloz 1.5 M/T
   c) Genset *Type Perkirns Prime Power* 500KVA
   d) *Diagnostic Ultrasound System Merk* Aloka
   e) Radiologi *Type Mars* 40/CS/RAD
   f) *Color Dopler Ultrasound System Merk* Aloka
   g) *Ventilator Neonate to Adult Type Respironics*
   h) *Ventilator Pediatric to Adult Type* C *Merk* Hamilton
   i) Meja Operasi Merk Medifa
   j) Kumpulan perlengkapan/alat Rumah Sakit sejumlah 86 items yang diperoleh selama 28 Oktober 2013 s.d. 17 April 2015.
   k) 118 *set patient bed* dan perlengkapan penunjang lainnya.

(Lihat Catatan 15)

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Syariah Mandiri Tbk. *(continued)*

e. Agreement No .18/0201/0741/0058/VIII/MRBH

Based on the Credit Agreement No.18 / 0201/0741/0058 / VIII / MRBH, August 3, 2016, a.n. PT Rumah Sakit Pelni regarding financing agreements for renovation and construction of stage IV inpatient rooms based on the murabahah principle. The Bank hereby provides financing facilities to customers that will be used to purchase murabahah objects, and customers hereby accept the provision of these financing facilities from the bank in the amount of Rp11,108,062,958, as the selling price derived from:

Purchase price	*Rp*	*6,415,531,250*
Margin	*Rp*	*4,692,531,708*
Selling price	*Rp*	*11,108,062,958*
Total Liabilities	***Rp***	***11,108,062,958***

Assets submitted as collateral in the form of:

1) Remodeled inpatient building.
2) 1 set of Angiography / Cath Lab tools purchased.
3) The collection of existing assets of PT RS Pelni includes:
   a) KIA K2700 Ambulance
   b) Avanza Veloz 1.5 M / T
   c) Genset Type Perkirns Prime Power 500KVA
   d) Diagnostic Ultrasound System Merk Aloka
   e) Radiologi Type Mars 40/CS/RAD
   f) Color Dopler Ultrasound System Merk Aloka
   g) Ventilator Neonate to Adult Type Respironics
   h) Ventilator Pediatric to Adult Type C Merk Hamilton
   i) Medifa Brand Operating Table
   j) A collection of equipment / hospital equipment for 86 items obtained during October 28, 2013.d. April 17, 2015.
   k) 118 sets of patient beds and other supporting equipment.

(See Note 15)

23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Bank Syariah Mandiri Tbk. (lanjutan)

f. Perjanjian No.: 21/438/X/RWB III - Thamrin/QARDH / LD1935406004

Berdasarkan syarat dan ketentuan di dalam Akad ini, Bank setuju untuk memberikan dana talangan (*Qardh)* kepada Pemohon sebesar nilai *Accepted Invoice* sebagaimana tercantum di dalam Aplikasi Permohonan *iB Supplier Financing* yaitu Rp30.000.000.000. Bank menyetujui permohonan pemohon berdasarkan *invoice* yang telah diakseptasi oleh BPJS Kesehatan.

Jangka Waktu dan Pelunasan

Jangka Waktu pemberian dana talangan ini adalah sejak tanggal 31 Oktober 2019 sampai dengan tanggal 31 Januari 2020.

Pemohon dengan ini menyatakan berhutang kepada Bank sebesar nilai *Accepted Invoice* dan berjanji akan melunasi secara seketika pada saat jatuh tempo dana talangan sebagaimana dimaksud dalam Pasal 2 ayat (1) diatas.

Pelunasan dilakukan dengan melakukan debet terhadap rekening No.7120753667 a.n. PT Rumah Sakit Pelni milik s*upplier.*

Berdasarkan prinsip *Wakalah Bil Ujrah* , Bank setuju untuk menjadi wakil dari pemohon untuk melakukan penagihan kepada *Buyer* (BPJS Kesehatan) yang disepakati oleh Para Pihak dalam suatu transaksi yang dilakukan oleh Pemohon dengan *Buyer* tersebut, dimana *Buyer* berkewajiban melakukan pembayaran tagihan kepada pemohon. Penagihan oleh Bank dilakukan sampai jumlah setinggi-tingginya sebagaimana disebutkan pada Aplikasi *iB Supplier Financing* ini. Bank akan melakukan penagihan kepada *Buyer* tersebut saat jatuh tempo pembayaran berdasarkan *invoice* yang diterima oleh Bank dari pemohon.

Untuk maksud tersebut di atas, Bank berhak memperoleh *Ujrah/Fee* dan pemohon berkewajiban membayar *Ujrah/Fee* sebesar Rp690.431.104 dan biaya administrasi sebesar Rp150.000 untuk Bank melakukan pengurusan dokumen penjualan kemudian menagih piutang kepada *Buyer* (BPJS Kesehatan).

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Syariah Mandiri Tbk. *(continued)*

f. Agreement No .21/438/X/RWB III - Thamrin/QARDH / LD1935406004

Based on the terms and conditions in this agreement, the Bank agrees to give the applicant a bailout (Qardh) to the applicants for the value of Accepted Invoice as stated in the application for the iB Supplier Financing, namely Rp30,000,000,000. The Bank approves the applicant's application based on invoices that have been approved by BPJS Kesehatan.

Term and settlement

The term of the awarding Fund is from October 31, 2019 until January 31, 2020.

The applicant hereby declares a debt to the Bank at the value of Accepted Invoice and promises to settle in real time at the maturity of the bailouts as referred to in article 2 paragraph (1) above.

The settlement is done by debit against the account No. 7120753667 a.n. PT Rumah Sakit Pelni supplier.

Based on the Wakalah Bil Ujrah principle, the Bank agrees to be a representative of the applicant to bill the Buyer (BPJS Kesehatan) agreed by the parties in a transaction conducted by the applicant with the Buyer, where Buyer is obliged to pay bills to the applicant. Billing by the Bank is done until the amount of highest mentioned in this iB Supplier Financing application. The bank will collect the Buyer when the payment is due based on the invoice received by the Bank from the applicant.

For the purposes above, the Bank is entitled to obtain Ujrah/Fee and the applicant is obliged to pay Ujrah/Fee amounting to Rp690,431,104 and the administrative fee of Rp150,000 for Baank to conduct sales documents and then bill the receivables to Buyer (BPJS Kesehatan).

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23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Bank Syariah Mandiri Tbk. (lanjutan)

g. Perjanjian No.: 21/476/X/RWB III - Thamrin/QARDH / LD1933360887

Berdasarkan syarat dan ketentuan di dalam Akad ini, Bank setuju untuk memberikan dana talangan (*Qardh* kepada Pemohon sebesar nilai *Accepted Invoice* sebagaimana tercantum di dalam Aplikasi Permohonan *iB Supplier Financing* yaitu Rp30.000.000.000. Bank menyetujui permohonan pemohon berdasarkan *invoice* yang telah diakseptasi oleh BPJS Kesehatan.

Jangka Waktu dan Pelunasan

Jangka Waktu pemberian dana talangan ini adalah sejak tanggal 29 November 2019 sampai dengan tanggal 29 Februari 2020.

Pemohon dengan ini menyatakan berhutang kepada Bank sebesar nilai *Accepted Invoice* dan berjanji akan melunasi secara seketika pada saat jatuh tempo dana talangan sebagaimana dimaksud dalam Pasal 2 ayat(1) diatas.

Pelunasan dilakukan dengan melakukan debet terhadap rekening No.7120753667 a.n. PT Rumah Sakit Pelni milik *supplier* .

Berdasarkan prinsip *Wakalah Bil Ujrah* , Bank setuju untuk menjadi wakil dari pemohon untuk melakukan penagihan kepada *Buyer* (BPJS Kesehatan) yang disepakati oleh Para Pihak dalam suatu transaksi yang dilakukan oleh Pemohon dengan Buyer tersebut, dimana *Buyer* berkewajiban melakukan pembayaran tagihan kepada pemohon. Penagihan oleh Bank dilakukan sampai jumlah setinggi-tingginya sebagaimana disebutkan pada Aplikasi *iB Supplier Financing* ini. Bank akan melakukan penagihan kepada Buyer tersebut saat jatuh tempo pembayaran berdasarkan *invoice* yang diterima oleh Bank dari pemohon.

Untuk maksud tersebut di atas, Bank berhak memperoleh *Ujrah/Fee* dan pemohon berkewajiban membayar *Ujrah/Fee* sebesar Rp666.105.271 dan biaya administrasi sebesar Rp150.000 untuk Baank melakukan pengurusan dokumen penjualan kemudian menagih piutang kepada Buyer (BPJS Kesehatan).

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Bank Syariah Mandiri Tbk. *(continued)*

g. Agreement No.: 21/476/X/RWB III - Thamrin/QARDH / LD1933360887

Based on the terms and conditions in this agreement, the Bank agrees to give the applicant a bailout (Qardh) to the applicants for the value of Accepted Invoice as stated in the application for the iB Supplier Financing, namely Rp30,000,000,000. The Bank approves the applicant's application based on invoices that have been approved by BPJS Kesehatan.

Term and settlement

The term of the awarding Fund is November 29, 2019 until February 29, 2020.

The applicant hereby declares a debt to the Bank at the value of Accepted Invoice and promises to settle in real time at the maturity of the bailouts as referred to in article 2 paragraph (1) above.

The settlement is done by debit against the account No. 7120753667 a.n. PT Rumah Sakit Pelni supplier.

Based on the Wakalah Bil Ujrah principle, the Bank agrees to be a representative of the applicant to bill the Buyer (BPJS Kesehatan) agreed by the parties in a transaction conducted by the applicant with the Buyer, where Buyer is obliged to pay bills to the applicant. Billing by the Bank is done until the amount of highest mentioned in this iB Supplier Financing application. The bank will collect the Buyer when the payment is due based on the invoice received by the Bank from the applicant.

For the purposes above, the Bank is entitled to obtain Ujrah/Fee and the applicant is obliged to pay Ujrah/Fee amounting to Rp666,105,271 and the administrative fee of Rp150,000 for Baank to conduct sales documents and then bill the receivables to Buyer (BPJS Kesehatan).

23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

PT Tunas Finance Mandiri

Merupakan utang sewa pembiayaan antara entitas anak PT Pelita Indonesia Djaya dengan PT Tunas Finance Mandiri atas pengadaan 3 Unit Toyota Vios 1.5G A/T tahun 2015 jangka waktu 60 bulan, 12 Unit Toyota Inova G2.0M/T tahun 2015 jangka waktu 60 bulan.

Entitas induk memperoleh fasilitas pinjaman modal kerja dari PT Bank Negara Indonesia (Persero), Tbk, namun sampai saat ini fasilitas tersebut belum dimanfaatkan dan telah diterbitkan perjanjian Kredit antara PT Pelayaran Nasional Indonesia (Persero) dengan PT Bank Negara Indonesia (Persero), Tbk dengan uraian sebagai berikut:

Perjanjian Kredit PT Pelni (Persero) No.005/BIN/PK-KMK/2019

Perjanjian No.005/BIN/PK-KMK/2019 tanggal 26 Juli 2019 perihal perjanjian kredit antara PT Bank Negara Indonesia (Persero) Tbk dengan PT Pelayaran Nasional Indonesia (Persero). Fasilitas kredit yang diberikan berupa Kredit Modal Kerja dengan tujuan modal kerja untuk operasional/aktivitas usaha perusahaan dibidang pelayaran. Bentuk sifat kredit adalah *plafond/recolving* KMK dengan sublimit NCL serta KMK *Post Financing/TR.*

Maksimum kredit yang diberikan sebesar Rp300.000.000.000 (seratus lima belas miliar rupiah). Jangka waktu permohonan fasilitas kredit tidak langsung dapat diajukan selama 12 (dua belas) bulan sejak penandatangan perjanjian ini atau terhitung sejak tanggal 26 Jui 2019 - 25 Juli 2020.

Aset yang menjadi agunan berupa Sertifikat Hak Guna Bangunan (SHGB) Nomor 1864 tanggal 28 Agustus 2007, seluas 16.293 M2 sesuai Surat Ukur Nomor 00026/2007 tanggal 18 April 2007, terdaftar atas nama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia disingkat PT Pelni (Persero) berkedudukan di Jakarta, terletak di Kelurahan Petojo Utara, Kecamatan Gambir, Kota Jakarta Pusat, Provinsi DKI Jakarta, berikut bangunan, tanaman dan hasil karya yang telah dan/atau akan ada, berdiri dan tertanam yang merupakan satu kesatuan dengan tanah tersebut, yang menurut sifat, maksud dan peruntukannya serta ketentuan perundang-undangan dianggap sebagai benda tidak bergerak berikut segala turutan-turutannya, akan dibebani Hak Tanggungan Peringkat I (Pertama) dengan nilai sebesar Rp437.500.000 (empat ratus tiga puluh tujuh miliar lima ratus juta rupiah).

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

PT Tunas Finance Mandiri

Represents a debt financing lease between subsidiaries of PT Pelita Indonesia Djaya and PT Tunas Finance Mandiri on the procurement of 3 units of Toyota Vios 1.5GA / T in 2015 for 60 months, 12 units of Toyota Inova G2.0M / T 2015 period of 60 months.

The parent entity has obtained a capital loan facility from PT Bank Negara Indonesia (Persero), TBK, but until now the facility has not been utilized and has been issued a credit agreement between PT Pelayaran Nasional Indonesia (Persero) and PT Bank Negara Indonesia (Persero), TBK with the following description:

Credit Agreement PT Pelni (Persero) Number: 005/BIN/PK-KMK/2019

Agreement No.005 / BIN / PK-KMK / 2019 dated July 26, 2019 regarding the credit agreement between PT Bank Negara Indonesia (Persero) Tbk and PT Pelayaran Nasional Indonesia (Persero). Credit facilities provided in the form of Working Capital Loans with the aim of working capital for the company's operational / business activities in the shipping field. The nature of the credit is the KMK ceiling / recolving with NCL sublimit and KMK Post Financing / TR.

The maximum credit is Rp300,000,000,000 (one hundred and fifteen billion rupiah). The application period for indirect credit facilities can be submitted for 12 (twelve) months from the signing of this agreement or starting from July 26, 2019 - July 25, 2020.

Assets which become collateral in the form of Certificate of Building Rights (SHGB) Number 1864 dated August 28, 2007, covering an area of 16,293 M2 in accordance with Measurement Letter Number 00026/2007 dated April 18, 2007, registered under the name of PT Pelayaran Nasional Indonesia Company abbreviated as PT Pelni (Limited) domiciled in Jakarta, located in North Petojo Sub-District, Gambir Sub-District, Central Jakarta City, DKI Jakarta Province, including buildings, plants and works that have been and / or will be existing, standing and embedded which constitute a unity with the said land, which according to their nature, purpose and designation as well as statutory provisions considered to be immovable objects along with all their derivatives, shall be burdened with a Mortgage Right of I (First) with a value of Rp437,500,000 (four hundred thirty seven billion five hundred million rupiah).

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23. UTANG BANK DAN LEMBAGA KEUANGAN JANGKA PANJANG (lanjutan)

Perjanjian Kredit PT Pelni (Persero) No.007/PPFDL/BIN/2019

Perjanjian No.007/PPFDL/BIN/2019 tanggal 26 Juli 2019 perihal perjanjian kredit antara PT Bank Negara Indonesia (Persero) Tbk dengan PT Pelayaran Nasional Indonesia (Persero). Fasilitas kredit yang diberikan berupa *Pagu Forex* atau *Derivative Line* .

Maksimum kredit yang diberikan sebesar USD1.500.000 (satu juta lima ratus ribu Dollar Amerika Serikat) untuk keperluan batas maksimum/limit/line transaksi *forex forward* , *swap* dan atau dalam rangka lindung nilai (*hedging* terhadap risiko nilai tukar valas serta tidak untuk tujuan spekulasi. pemberian *Pagu Forex* atau *Derivati Line* . Jangka waktu permohonan fasilitas kredit tidak langsung dapat diajukan selama 12 (dua belas) bulan sejak penandatangan perjanjian ini atau terhitung sejak tanggal 26 Jui 2019 - 25 Juli 2020.

Aset yang menjadi agunan berupa Sertifikat Hak Guna Bangunan (SHGB) Nomor 1864 tanggal 28 Agustus 2007, seluas 16.293 M2 sesuai Surat Ukur Nomor 00026/2007 tanggal 18 April 2007, terdaftar atas nama Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia disingkat PT Pelni (Persero) berkedudukan di Jakarta, terletak di Kelurahan Petojo Utara, Kecamatan Gambir, Kota Jakarta Pusat, Provinsi DKI Jakarta, berikut bangunan, tanaman dan hasil karya yang telah dan/atau akan ada, berdiri dan tertanam yang merupakan satu kesatuan dengan tanah tersebut, yang menurut sifat, maksud dan peruntukannya serta ketentuan perundang-undangan dianggap sebagai benda tidak bergerak berikut segala turutan-turutannya, akan dibebani Hak Tanggungan Peringkat I (Pertama) dengan nilai sebesar Rp437.500.000 (empat ratus tiga puluh tujuh miliar lima ratus juta rupiah).

23. LONG TERM FINANCIAL INSTITUTIONS AND BANK LOANS *(continued)*

Credit Agreement PT Pelni (Persero) Number: 007/PPFDL/BIN/2019

Agreement No.007 / PPFDL / BIN / 2019 dated July 26, 2019 regarding the credit agreement between PT Bank Negara Indonesia (Persero) Tbk and PT Pelayaran Nasional Indonesia (Persero). Credit facilities provided in the form of Forex Ceiling or Derivative Line.

The maximum credit is USD 1,500,000 (one million five hundred thousand United States Dollars) for the purposes of the maximum limit / limit / line of forex forward transactions, swaps and or in the context of hedging against foreign exchange risk and not for speculative purposes . giving Forex Ceiling or Derivative Line. The application period for indirect credit facilities can be submitted for 12 (twelve) months from the signing of this agreement or starting from July 26, 2019 - July 25, 2020.

Assets which become collateral in the form of Certificate of Building Use Rights (SHGB) Number 1864 dated August 28, 2007, covering an area of 16,293 M2 in accordance with Measurement Letter Number 00026/2007 dated April 18, 2007, registered under the name of PT Pelayaran Nasional Indonesia Company abbreviated as PT Pelni (Limited) domiciled in Jakarta, located in North Petojo Sub-District, Gambir Sub-District, Central Jakarta City, DKI Jakarta Province, including buildings, plants and works that have been and / or will be existing, standing and embedded which constitute a unity with the said land, which according to their nature, purpose and designation as well as statutory provisions considered to be immovable objects along with all their derivatives, shall be burdened with a Mortgage Right of I (First) with a value of Rp437,500,000 (four hundred thirty seven billion five hundred million rupiah).

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24. LIABILITAS IMBALAN KERJA JANGKA PANJANG

Perseroan memberikan imbalan kerja jangka panjang kepada karyawan sesuai dengan imbalan berdasarkan Undang-undang Ketenagakerjaan No. 13/2003. Imbalan tersebut tidak didanai. Tabel berikut menyajikan komponen dari beban imbalan neto yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasi dan jumlah yang diakui dalam laporan posisi keuangan konsolidasi untuk liabilitas diestimasi imbalan kerja yang dihitung oleh aktuaris independen, untuk tahun yang berakhir pada tanggal-tanggal 31 Desember 2019 dan 2018, berdasarkan laporannya masing-masing No. 379-A/PSAK/DAT/I/2020, No. 379-B/PSAK/DAT/I/2020, No. 379-C/PSAK/DAT/I/2020, No. 379-D/PSAK/DAT/I/2020 dan No. 587-A/PSAK/DAT/III/2019, No. 587-B/PSAK/DAT/III/2019, No. 587-C/PSAK/DAT/III/2019, No. 587-D/PSAK/DAT/III/2019.

24. LIABILITIES OF LONG TERM EMPLOYEE BENEFITS

The Company provides long-term benefits to employees in accordance with the rewards based on Labor Law No. 13/2003. The benefits are not funded. The following table presents the components of benefits expense net recognized in the income statement consolidation and the amounts recognized in our consolidated balance sheet for the estimated liabilities for employee benefits are calculated by an independent actuary, for the period / year ended December 31, 2019 and 2018, based on the report No. 379-A/PSAK/DAT/I/2020, No. 379-B/PSAK/DAT/I/2020, No. 379-C/PSAK/DAT/I/2020, No. 379-D/PSAK/DAT/I/2020 and No. 587-A/PSAK/DAT/III/2019, No. 587-B/PSAK/DAT/III/2019, No. 587C/PSAK/DAT/III/2019, No. 587-D/PSAK/DAT/III/2019.

Perhitungan aktuaris menggunakan metode "*Projected Unit Credit*" dengan asumsi-asumsi sebagai berikut:

The actuarial calculation uses the "Projected Unit Credit" method with the following assumptions:

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Tingkat diskonto	6,80%	8,10%	*Discount Rate*
Tingkat proyeksi kenaikan gaji	3%	3%	*The Projected rate of salary Increase*
Usia pensiun normal	56 Tahun	56 Tahun	*Normal retirement age*
Tingkat mortalita	Indonesia - III (2011)	Indonesia - III (2011)	*Mortality Rate*
Tingkat cacat tetap	0,02% per tahun	0,02% per tahun	*Permanent disability rate*

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Cadangan (Biaya Dibayar Dimuka) awal periode	23.972.162.010	27.105.991.652	*Reserves (Prepaid Expenses) at beginning of period*
Pembayaran imbalan pada tahun berjalan	(7.735.289.689)	(7.022.440.000)	*Benefit payments in the current year*
Beban (pendapatan) imbalan pada Laba Rugi	(30.194.647.471)	(27.827.646.449)	*(Benefit) Expenses on the Profit and Loss*
Pendapatan (Beban) pada Penghasilan Komprehensif lain (Other	(125.055.690.867)	(109.634.269.110)	*Benefits (Expenses) on other Comprehensive Income*
Iuran Pemberi kerja	(13.565.620.290)	(43.049.240.364)	*Employer Contributions*
Cadangan (Biaya Dibayar Dimuka) akhir periode	**157.921.590.369**	**114.496.226.847**	*Reserves (Prepaid Expenses) at end of period*
Entitas Anak	18.133.425.549	11.257.365.536	*Subsidiaries*
Jumlah	**176.055.015.918**	**125.753.592.383**	***Total***

Rincian beban yang diakui di laporan laba rugi:

Details of the expense recognized in the income statement:

	31 Desember/ *December 2019*	**31 Desember/ *December 2018***	
Biaya Jasa Kini	9.073.756.892	10.063.351.596	*Current service cost*
Biaya Bunga	36.924.280.660	29.713.171.866	*Interest Cost*
Pendapatan Bunga atas Aset	(27.650.086.285)	(21.561.895.680)	*Interest Income on Assets*
Jumlah	**18.347.951.267**	**18.214.627.782**	***Total***

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25. MODAL SAHAM / *25. CAPITAL STOCK*

Modal dasar, ditempatkan dan disetor penuh masing-masing pada tanggal 31 Desember 2019 dan 2018, sebagai berikut:

Authorized Capital, issued and fully paid respectively on December 31, 2019 and 2018, are as follows:

Pemegang Saham/ Shareholders	Lembar Saham/ Shares	Nilai Nominal per Lembar Saham/ *Nominal Value per Share*	Persentase kepemilikan/ *Percentage of ownership*	Jumlah nilai saham/ *Total value of shares*
Negara Republik Indonesia/ *Republic of Indonesia*	7.065.092	1.000.000	100%	7.065.092.000.000
Jumlah	**7.065.092**	**1.000.000**	**100%**	**7.065.092.000.000**

Modal saham yang disetor ke Entitas merupakan 100% penyertaan Pemerintah sesuai dengan Akta No. 1 tanggal 1 Februari 2016, Notaris Ida Adiningsih, S.H., tentang Persetujuan Menteri Badan Usaha Milik Negara Republik Indonesia selaku Rapat Umum Pemegang Saham Perusahaan Perseroan Persero PT Pelayaran Nasional Indonesia. 100% dari nilai nominal setiap saham yang ditempatkan atau seluruhnya berjumlah Rp7.065.092.000.000 telah disetor penuh oleh Negara Republik Indonesia (Pemegang Saham) dengan cara sebagai berikut:

The paid up capital stock to the Company represents 100% Government investment in accordance with Deed No. 1 dated February 1, 2016, Notary Ida Adiningsih, S.H., concerning Approval of Minister of State Owned Enterprises of the Republic of Indonesia as General Meeting of Shareholders of Persero of PT Pelayaran Nasional Indonesia. 100% of the total nominal value of each share placed or fully amounting to Rp7,065,092,000,000 has been fully paid by the Republic of Indonesia (Shareholder) in the following manner:

a. sebesar Rp6.565.092.000.000 merupakan setoran modal lama sesuai dengan Akta No. 1, tanggal 16 Januari 2013, yang dibuat dihadapan Notaris Nanda Fauz Iwan, SH., yang telah memperoleh pengesahan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-02312.AH.01.02.TH 2013, tanggal 23 Januari 2013.

a. amounting to Rp6,565,092,000,000 representing an initial capital contribution in accordance with Deed No. 1 dated January 16, 2013, drawn up before Notary Nanda Fauz Iwan, SH., Which has been approved by the Minister of Justice and Human Rights of the Republic of Indonesia No. AHU-02312.AH.01.02.TH 2013, January 23, 2013.

b. sebesar Rp500.000.000.000 yang berasal dari Anggaran Pendapatan dan Belanja Negara Tahun 2015 sebagaimana ditetapkan dalam Peraturan Pemerintah No. 111 Tahun 2015.

b. of Rp500,000,000,000 derived from the State Budget of 2015 as stipulated in Government Regulation no. 111 Year 2015.

26. PENYERTAAN MODAL PEMERINTAH / *26. GOVERNMENT CAPITAL*

Landasan Hukum/ *Legal Foundation*	Penyertaan Modal Pemerintah / *Goverment Capital*	Pengalihan/ *Redirect*	Jumlah / *Total*
PP. RI No. 40 Tahun 1992	309.143.585.642	309.000.000.000	143.585.642
PP. RI No. 87 Tahun 2016	564.807.589.000	-	564.807.589.000
Jumlah / *Total*	**873.951.174.642**	**309.000.000.000**	**564.951.174.642**

26. PENYERTAAN MODAL PEMERINTAH (lanjutan)

Pada tahun 2016 terdapat penambahan Penyertaan Modal Pemerintah Non Tunai berdasarkan Peraturan Pemerintah Republik Indonesia Nomor 87 Tahun 2016 Tentang Penambahan Penyertaan Modal Negara Republik Indonesia Ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia dengan nilai sebesar Rp564.807.589.000, bersumber dari Anggaran Pendapatan dan Belanja Negara Tahun 2016 melalui konversi Utang *Soft Loan Agreement* (SLA) Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia kepada Negara Republik Indonesia berdasarkan Perjanjian Penerusan Pinjaman Nomor 1144/DP3/2001 tanggal 25 Februari 2001 dan Nomor 1151/DP3/2002 tanggal 30 Mei 2002.

26. GOVERNMENT CAPITAL *(continued)*

In 2016 there is the addition of the Government of Non-Cash by the Indonesian Government Regulation No. 87 Year 2016 About the Addition of Investment of the Republic of Indonesia in Capital Shares Owned Company (Persero) PT Pelayaran Nasional Indonesia with a value of Rp564,807,589,000, sourced from budget of the State 2016 through the conversion of debt Soft Loan Agreement (SLA) Limited Liability Company (Persero) PT Pelayaran Nasional Indonesia to the Republic of Indonesia under the Agreement Subsidiary Loan No. 1144 / DP3 / 2001 dated February 25, 2001 and No. 1151 / DP3 / 2002 dated May 30, 2002.

27. CADANGAN

Merupakan cadangan yang dibentuk berdasarkan Rapat Umum Pemegang Saham dari laba setelah pajak yang belum ditentukan peruntukkannya sebagai berikut:

27. RESERVE

It is a proposal formed based on the general meeting of shareholders of the income after the unspecified tax as follows:

	31 Desember/ ***December 2019***	**31 Desember/** ***December 2018***	
Saldo awal	689.012.343.749	412.593.309.421	*Beginning balance*
Penggunaan Laba tahun lalu	203.631.186.048	276.419.034.328	*Distribution of Profit Previous Year*
Saldo akhir	**892.643.529.797**	**689.012.343.749**	***Ending balance***

(Lihat Catatan 28) *(See Note 28)*

28. SALDO RUGI/DEFISIT

Merupakan akumulasi laba tahun berjalan sampai dengan 31 Desember 2019 dan 2018 sebagai berikut:

28. RETAINED EARNING/DEFICITS

Is the accumulated profit of the year running up to 31 December 2019 and 2018 as follows:

	31 Desember/ ***December 2019***	**31 Desember/** ***December 2018***	
Saldo awal	(2.323.451.656.541)	(2.250.844.492.728)	*Beginning balance*
Distribusi Saldo Laba Tahun Lalu:			*Distribution of Retained Earnings:*
Cadangan	(203.631.186.048)	(276.419.034.329)	*Reserve*
Laba Tahun Berjalan	205.108.931.712	203.811.870.516	*Profit of Current Year*
Saldo akhir	**(2.321.973.910.877)**	**(2.323.451.656.541)**	***Ending balance***

Penggunaan laba tahun buku 2018 dan 2017 masing-masing sesuai dengan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia No. 11 tanggal 27 Mei 2019, dihadapan Notaris Nanda Fauz Iwan, SH, M.Kn., dan Akta Berita Acara Rapat Umum Pemegang Saham Tahunan Perusahaan Perseroan (Persero) PT Pelayaran Nasional Indonesia, No. 11 tanggal 16 Mei 2018, dihadapan Notaris Nanda Fauz Iwan, SH, M.Kn.

(Lihat Catatan 27)

The use of earnings for the fiscal year 2018 and 2017 is respectively in accordance with the Deed of the Annual General Meeting of Shareholders of the Company (Persero) of PT Pelayaran Nasional Indonesia No. 11 dated May 27, 2019, before Notary Nanda Fauz Iwan, SH, M.Kn., and Deed of Minutes of PT Pelayaran Nasional Indonesia's Annual General Meeting of Shareholders of PT. 11 on May 16, 2018, before the Notary Nanda Fauz Iwan, SH, M.Kn.

(See Note 27)

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29. KOMPONEN EKUITAS LAINNYA / *29. OTHER COMPONENT EQUITY*

	31 Desember/ *December 2019*	31 Desember/ *December 2018*	
Saldo awal	(104.755.741.217)	(89.998.650.964)	*Beginning balance*
Keuntungan (Kerugian) dari:			*Profit (Loss) from:*
- Aktuaria Tahun Berjalan	(40.825.515.796)	(14.859.069.566)	*Current Actuarial -*
- Nilai Wajar Aset	73.371.291.771	-	*Fair Value of Assets -*
- Efek Pajak	337.585.095	101.979.313	*Tax Effect -*
Saldo akhir	**(71.872.380.147)**	**(104.755.741.217)**	***Ending balance***

30. KEPENTINGAN NON PENGENDALI / *30. NON-CONTROLLING INTERESTS*

31 Desember/*December* 2019					
Pemegang Saham / *Shareholders*	**% Penyertaan / *Participation***	**Bagian dari pemilik saham kepentingan non-pengendali (awal) / *Part of the owners of shares of non controlling interests (beginning)***	**Dividen/ Koreksi Cadangan/ Setoran Modal / *Dividend / Correction Reserves / Deposits Capital***	**Bagian Laba (Rugi) Tahun Berjalan / *Profit (Loss) Current Year***	**Bagian dari pemilik saham kepentingan non-pengendali (akhir) / *Part of shareholders of non controlling interests (end)***
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0,53% in SBN	80.000.000	1.469.731.329	322.628.469	1.872.359.798
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0,50% in PIDC	10.050.000	437.353.371	295.539.763	742.943.134
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0,02% in RS PELNI	25.000.000	27.747.363	2.534.581	55.281.944
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	2,00 % in PBN	5.000.000	99.927.233	10.697.117	115.624.350
Koperasi Sabanas/ *Cooperative Sabanas*	1,01 % in SBL	3.800.000	76.191.612	23.292.863	103.284.475
PT Citra/ *Citra, PT*	0,05% in PANI	150.000.000	-	3.531.992	153.531.992
Jumlah/*Total*		**273.850.000**	**2.110.950.908**	**658.224.785**	**3.043.025.693**

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30. KEPENTINGAN NON PENGENDALI (lanjutan)

30. NON-CONTROLLING INTERESTS *(continued)*

31 Desember/December 2018					
Pemegang Saham / *Shareholders*	**% Penyertaan / *Participation***	**Bagian dari pemilik saham kepentingan non-pengendali (awal) / *Part of the owners of shares of non controlling interests (beginning)***	**Dividen/ Koreksi Cadangan/ Setoran Modal / *Dividend / Correction Reserves / Deposits Capital***	**Bagian Laba (Rugi) Tahun Berjalan / *Profit (Loss) Current Year***	**Bagian dari pemilik saham kepentingan non-pengendali (akhir) / *Part of shareholders of non controlling interests (end)***
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0,53% di SBN	80.000.000	1.205.879.964	267.302.612	1.553.182.576
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0,50% di PIDC	10.050.000	382.358.370	201.588.898	593.997.268
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	0,02% di RS PELNI	25.000.000	18.356.076	9.346.142	52.702.218
Yayasan Kesehatan Pensiunan Pelni / *Pensioners Health Foundation Pelni*	2,00 % di PBN	5.000.000	88.800.346	11.126.888	104.927.234
Koperasi Sabanas/ *Cooperative Sabanas*	1,01 % di SBL	3.800.000	23.043.271	53.148.341	79.991.612
Jumlah/*Total*		**123.850.000**	**1.718.438.027**	**542.512.881**	**2.384.800.908**

31. PENDAPATAN USAHA

31. OPERATING REVENUES

Pendapatan usaha merupakan penjualan jasa pelayaran dan jasa lainnya, terdiri dari:

Operating revenues represent the sale of shipping services and other services, consisting of:

	2019	**2018**	
Pendapatan Usaha, Bruto:			***Gross Operating Revenue:***
Penugasan Pemerintah	2.677.763.686.340	2.403.998.420.099	*Government Assignments*
Tambang Pasasi	1.336.980.495.814	950.638.152.538	*Ticketing*
Usaha Pelayanan Kesehatan	607.850.344.252	439.088.892.384	*Health Service Business*
Tambang Muatan	347.533.326.439	330.608.794.184	*Cargo*
Usaha Perkapalan Lainnya	59.112.746.815	48.401.983.144	*Other Shipping Business*
Usaha Perbengkelan	11.309.785.542	18.099.289.077	*Workshop Business*
Usaha Perhotelan	6.738.392.227	5.572.693.541	*Hospitality Business*
Usaha Keagenan	3.535.743.223	3.661.157.279	*Agency Business*
Usaha Wisata Bahari	1.391.705.518	1.277.049.050	*Marine Tourism Business*
Usaha Penunjang Lainnya	512.980.940.363	407.888.778.826	*Other Supporting Enterprises*

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Sub Jumlah Dipindahkan	**5.565.197.166.533**	**4.609.235.210.122**	***Carried Forward Sub Total***

31. PENDAPATAN USAHA (lanjutan) ***31. OPERATING REVENUES*** *(continued)*

	2019	**2018**	
Sub Jumlah Pindahan	**5.565.197.166.533**	**4.609.235.210.122**	***Brought Forward Sub Total***
Dikurangi:			*Less:*
Reduksi Tambang pasasi	3.512.859.800	15.885.383.696	*Ticketing Reduction*
Reduksi Tambang Muatan	8.285.000	36.747.600	*Cargo Reduction*
Sub Jumlah	**3.521.144.800**	**15.922.131.296**	***Sub Total***
Jumlah Pendapatan Usaha, Bersih	**5.561.676.021.733**	**4.593.313.078.826**	***Total Revenue, Net***

Pendapatan Penugasan Pemerintah merupakan kompensasi yang diterima dari Pemerintah Republik Indonesia melalui Kementerian Perhubungan - Direktorat Jenderal Perhubungan Laut atas penyelenggaraan penugasan Kewajiban Pelayanan Publik *(Public Service Obligation - PSO)* dan subsidi, meliputi:

a. Angkutan Laut untuk Penumpang Kelas Ekonomi;
b. Kegiatan Pengoperasian Kapal Ternak;
c. Angkutan Barang di Laut (Tol Laut);
d. Kapal Perintis Milik Negara: dan
e. Kapal Rede.

a. Angkutan Laut untuk Penumpang Kelas Ekonomi;

Pendapatan penugasan penyelenggaraan kewajiban pelayanan publik angkutan laut untuk penumpang kelas ekonomi didasarkan pada Perjanjian Penyelenggaraan Kewajiban Pelayanan Publik Bidang Angkutan Laut untuk Penumpang Kelas Ekonomi Tahun Anggaran 2019 Nomor: HK.201/2/II/DJPL/2019 dan Nomor: TH.01.21-01/SS/2019, serta Nomor: HK.107/1/8/DJPL-18 dan Nomor: TH.2.26-01/SS/2018 tanggal 26 Februari 2018 untuk Tahun Anggaran 2018.

Nilai perjanjian penyelenggaraan kewajiban pelayanan publik bidang angkutan laut untuk penumpang kelas ekonomi yang bersumber dari dana APBN tahun anggaran 2019 sebesar Rp1.817.909.075.000 berdasarkan Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor Daftar Isian Pelaksanaan Anggaran Bendahara Umum Negara Tahun Anggaran 2019 Nomor : SP DIPA-999.07.1.985120/2019 tanggal 28 Desember 2018 dan untuk tahun anggaran 2018 sebesar Rp1.867.769.738.000 sesuai dengan Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor DIPA-999.07.1.98120/2018 tanggal 29 Desember 2017.

Government Assignment Revenue is compensation received from the Government of the Republic of Indonesia through the Ministry of Transportation - Directorate General of Sea Transportation for the implementation of Public Service Obligation (PSO) and subsidies assignments, including:

a. Sea Freight for Economy Class Passengers;
b. Activities of Operation of Livestock Ships;
c. Freight in the Sea (Sea Toll);
d. State owned Pioneer ships; and
e. Rede Ships.

a. Sea Freight for Economy Class Passengers;

The revenue assignment for carrying out the obligations of public services for sea transportation for economy class passengers is based on the Agreement on the Implementation of Obligatory Services for Sea Transport for Economy Class Passengers for Fiscal Year 2019 number: HK. 201/2/II/DJPL/2019 and Number: TH. 01.21-01/SS/2019 and Number: HK. 107/1/8/DJPL-18 and number: TH. 2.26-01/SS/2018 dated February 26, 2018 for the Fiscal Year 2018.

The value of the agreement on the implementation of public service obligations in the field of sea transportation for economy class passengers sourced from the state budget for 2019 in the amount of Rp1,817,909,075,000 based on the Budget Implementation List (DIPA) of the State General Treasurer Budget Implementation Registration Number 2018 Number: SP DIPA- 999.07.1.985120/2019 on December 28, 2018 and for the 2017 fiscal year amounting to Rp1,867,769,738,000 in accordance with the Budget Implementation List (DIPA) Number DIPA-999.07.1.98120/2018 dated December 29, 2017.

31. PENDAPATAN USAHA (lanjutan)

a. Angkutan Laut untuk Penumpang Kelas Ekonomi; (lanjutan)

Jumlah trip dan kompensasi per unit kapal yang melaksanakan Kewajiban Pelayanan Publik Bidang Angkutan Laut untuk Penumpang Kelas Ekonomi Tahun Anggaran 2019 dan 2018 sebagai berikut:

31. OPERATING REVENUES *(continued)*

a. Sea Freight for Economy Class Passengers; *(continued)*

The number of trips and compensation per unit of ship carrying out the Sea Transport Sector Public Service Obligations for Economy Class Passengers for Fiscal Year 2019 and 2018 are as follows:

No.	Nama Kapal/ *Name of Ship*	Jumlah Trip/ *Total Voyage*		JumlahKompensasi/ *Total* Compensation(Rp)	
		2019	2018	2019	2018
1.	KM. Umsini	23	23	110.367.253.510	97.612.565.407
2.	KM Tidar	23	23	95.184.890.310	82.428.435.470
3.	KM Bukit Siguntang	23	23	80.405.496.151	94.168.842.821
4.	KM Lambelu	23	23	84.819.030.989	93.488.486.762
5.	KM Sinabung	23	23	102.660.945.951	97.796.584.928
6.	KM Kelud	46	46	87.320.187.522	74.042.057.341
7.	KM Dorolonda	23	23	119.101.026.266	129.714.615.266
8.	KM Nggapulu	23	23	108.275.973.816	125.228.276.390
9.	KM Labobar	23	23	117.648.802.564	127.406.426.583
10.	KM Kelimutu	23	23	53.648.025.658	34.324.483.209
11.	KM Lawit	23	23	54.912.299.187	48.571.149.113
12.	KM Tatamailau	23	23	54.100.953.537	46.369.113.186
13.	KM Sirimau	12	12	56.671.495.614	43.676.802.572
14.	KM Awu	23	23	47.002.170.797	41.863.065.176
15.	KM Leuser	12	12	59.133.727.641	48.536.893.277
16.	KM Binaiya	23	23	53.865.762.856	46.647.417.024
17.	KM Bukit Raya	23	23	59.465.547.489	52.861.247.863
18.	KM Tilongkabila	23	23	50.044.280.070	40.979.556.365
19.	KM Pangrango	23	23	39.473.931.225	32.380.685.727
20.	KM Sangiang	23	23	41.983.272.740	40.267.236.711
21.	KM Wilis	23	23	40.526.125.529	31.498.084.369
22.	KM Gunung Dempo	23	23	74.245.416.590	112.946.638.934
23.	KM Ciremai	23	23	53.733.303.803	83.579.071.148
24.	KM Dobonsolo	23	23	55.434.199.964	79.788.192.172
25.	KM Egon	23	23	50.405.031.767	54.474.888.507
26.	KM Jet Liner	46	46	67.479.923.456	107.118.921.681
Jumlah		**622**	**622**	**1.817.909.075.002**	**1.867.769.738.002**
Jumlah Pembulatan				**1.817.909.075.000**	**1.867.769.739.000**

b. Kegiatan Pengoperasian Kapal Ternak;

Pendapatan penugasan penyelenggaraan subsidi pengoperasian kapal ternak didasarkan pada Perjanjian Penyelenggaraan Kegiatan Subsidi Pengoperasian Kapal Ternak Tahun Anggaran 2019 Tahap I Nomor: 01/Satkerlala/RT-1/1/2019 dan Nomor: TH.01.31-02/SS/2019 tanggal 31 Januari 2019 dan Tahap II dengan Nomor 02/Satkerlala/RT-1/VIII/2019 dan Nomor: TH.08.1-04/SS/2019 tanggal 01 Agustus 2019 serta Nomor: 01/Satkerlala/RT.1-2/IV/2018 dan Nomor: TH.04.12-

b. Activities of Operation of Livestock Ships;

Assignment income for subsidizing operation of livestock vessels is based on the implementation of subsidization activities subsidy operation of livestock vessel year 2019 phase I Number: 01/Satkerlala/RT-1/1/2019 and Number: TH. 01.31-02/SS/2019 dated January 31, 2019 and Phase II with number 02/Satkerlala/RT-1/VIII/2019 and number TH. 08.1-04/SS/2019 dated August 01, 2019 and Number: 01/Satkerlala/RT. 1-2/IV/2018 and Number: TH. 04.12-

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31. PENDAPATAN USAHA (lanjutan)

b. Kegiatan Pengoperasian Kapal Ternak; (lanjutan)

Pekerjaan penyelenggaraan kegiatan subsidi pengoperasian kapal ternak berdasarkan jaringan trayek tetap dan teratur (*liner*) sesuai Keputusan Direktur Jenderal Perhubungan Laut Nomor AL.107/6/11/DJPL-2018 tanggal 26 Desember 2018 dan lama waktu pelayaran kapal maksimal dalam 1 (satu) *round voyage* sesuai dengan trayek yang ditetapkan dalam Surat Keputusan Direktur Jenderal Perhubungan Laut, terhitung dimulai sejak kapal tiba di pelabuhan pangkal *(home base)* sampai dengan kapal tiba kembali di pelabuhan pangkal, setelah berlayar menurut urutan pelabuhan yang telah ditetapkan.

Kapal yang digunakan dalam penyelenggaraan kegiatan subsidi pengoperasian kapal ternak adalah KM. Camara Nusantara 1, tanpa menggunakan kapal pengganti, kode Trayek: RT-1, yaitu Kupang - Waingapu - Tanjung Priok - Cirebon - Kupang. Waktu pelaksanaan kegiatan KM. Camara Nusantara 1 Tahap I selama 155 hari sejak NOR (*Notice of Readiness*) terhitung paling lambat mulai tanggal 16 Januari 2019 sampai dengan 20 Juni 2019 dan Tahap II selama 153 hari sejak NOR terhitung paling lambat mulai tanggal 01 Agustus 2019 sampai dengan 31 Desember 2019.

Nilai perjanjian penyelenggaraan kegiatan subsidi pengoperasian Kapal Ternak tahun anggaran 2019 sebesar Rp4.843.750.000 (Tahap I), dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-022.04.1.439454/2019 tanggal 5 Desember 2018 Anggaran Pendapatan dan Belanja Negara (APBN) Tahun Anggaran 2019 dan Rp 5.240.950.000 dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Revisi ke 03.022.04.1.439454/2019 pada tanggal 15 Agustus 2019 Anggaran Pendapatan dan Belanja Negara (APBN) Tahun Anggaran 2019 beserta perubahannya.Tahun anggaran 2018 sebesar Rp16.008.262.000, dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor: SP DIPA-022.04.1.439454/2018 tanggal 5 Desember 2017.

Tarif penyelenggaraan kegiatan subsidi pengoperasian kapal ternak tahun anggaran 2019 berdasarkan Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 109 Tahun 2018 tentang Perubahan Keempat atas Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 182 Tahun 2015 tentang Tarif Muatan untuk Kegiatan Subsidi Pengoperasian Kapal Ternak.

02/SS/2018 dated April 12, 2018 for fiscal year 2018.

31. OPERATING REVENUES *(continued)*

b. Activities of Operation of Livestock Ships; *(continued)*

The work of organizing subsidy activities for the operation of livestock vessels is based on a fixed and regular route network according to the Decree of the Director General of Sea Transportation Number AL.107/6/11/DJPL-2018 dated Desember 26, 2018 and the length of ship shipping takes a maximum of one round voyage in accordance with the route stipulated in the Decree of the Director General of Sea Transportation, starting from the time the ship arrives at the base port (home base) until the ship arrives back at the base port, after sailing according to the specified port order.

The vessel used in the activities of subsidizing operation of livestock vessels is KM. Camara Nusantara 1, without the use of a replacement vessel, the code of route: RT-1, namely Kupang-Waingapu-Tanjung Priok-Cirebon-Kupang. The execution time of KM. Camara Nusantara 1 Tahap I for 155 days since NOR (Notice of Readiness) is counted for the latest from January 16, 2019 to June 20, 2019 and phase II for 153 days since NOR counted from August 01, 2019 to December 31, 2019.

The value of the activity of subsidizing operations of livestock vessel operation year 2019 amounted to Rp4,843,750,000 (phase I), is charged to the Register of Budget (DIPA) registration number: SP DIPA-022.04.1.439454/2019 dated December 5, 2018 state budget of revenue and Expenditure (APBN) year budget 2019 and Rp5,240,950,000 are charged in the Register for implementation of budget (DIPA) revised to 03.022.04.1.439454/2019 on August 15, 2019 state budget of revenues and Expenditure (APBN) year 2019 and its changes. The fiscal year 2018 amounted to Rp16,008,262,000, charged to the Register of budget Implementation (DIPA) Number: SP DIPA-022.04.1.439454/2018 dated December 5, 2017.

Rates implementation of the activities of livestock vessels operating subsidy of fiscal year 2019 based on Regulation of the Minister of Transportation Republic of Indonesia Number 109 Year 2018 concerning PM third amendment to the Regulation of the Minister of Communications of the Republic of Indonesia Number PM 182 Year 2015 on Freight rates for Ships Operating Subsidies Livestock Event.

31. PENDAPATAN USAHA (lanjutan)

c. Angkutan Barang di Laut (Tol Laut);

Pendapatan penugasan penyelenggaraan kewajiban pelayanan publik untuk angkutan barang di laut didasarkan pada Perjanjian Penyelenggaraan Kewajiban Pelayanan Publik untuk Angkutan Barang di Laut Tahun Anggaran 2019 Tahap I Nomor: 01/Kontrak-TL/PPK/PELNI/I/Ditlala-2019 dan Nomor: TH.1.31-01/SS/2019 tanggal 31 Januari 2019, Tahap II Nomor 02/Kontrak-TL/PPK/PELNI/IX/DITLALA-2019 dan Nomor : TH.09.10-03/SS/2019, Tahap III dengan Nomor 03/Kontrak-TL/PPK/PELNI/IX/DITLALA-2019 dan Nomor : TH.9.16-0/SS/2019, Tahap IV Nomor : 04/Kontrak-TL/PPK/PELNI/Ditlala-2019 dan Nomor TH.9.23-02/SS/2019. Nomor: 01/Kontrak-TL/PELNI/PPK/V/Ditlala-2018 dan Nomor: TH.5.31-02/SS/2018 tanggal 31 Mei 2018 untuk Tahun Anggaran 2018.

Penyelenggaraan pelayanan publik untuk angkutan barang di laut Tahun Anggaran 2018 ke seleruh pelosok tanah air dengan jaringan trayek tetap dan teratur (liner) berdasarkan surat Keputusan Direktur Jenderal Perhubungan Laut Nomor UM.002/109/2/DJPL tanggal 14 Desember 2018, menggunakan 3 (tiga) kapal utama, 2 (dua) kapal penghubung dan 5 (lima) kapal pengganti.

Sedangkan untuk Tahun Anggaran 2018 berdasarkan surat Keputusan Direktur Jenderal Perhubungan Laut Nomor AL.108/5/17/DJPL-17 tanggal 20 Desember 2017 menggunakan 6 (enam) kapal utama, 1 (satu) kapal penghubung dan 1 (satu) kapal pengganti.

Nilai perjanjian penyelenggaraan kewajiban pelayanan publik angkutan barang di laut tahun anggaran 2019 Tahap I sebesar Rp66.750.681.541, dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-022.04.1.439454/2019 tanggal 5 Desember 2018 Anggaran Pendapatan dan Belanja Negara (APBN) Tahun Anggaran 2019, Tahap II sebesar Rp14.385.817.359, dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-revisi ke 03 022.04.1.439454/2019 Tanggal 15 Agustus 2019, Tahap III sebesar Rp 5.734.675.414 dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-revisi ke 03 022.04.1.439454/2019 Tanggal 15 Agustus, Tahap IV sebesar Rp 19.128.668.489 dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-revisi ke 03 022.04.1.439454/2019 Tanggal 15 Agustus 2019 Anggaran Pendapatan dan Belanja Negara (APBN) Tahun Anggaran 2019 dan untuk tahun anggaran 2018 sebesar Rp207.292.435.000, dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor: SP DIPA-

31. OPERATING REVENUES *(continued)*

c. Freight in the Sea (Sea Toll);

Income assignment for the implementation of public service obligation for freight in the sea is based on the agreement of Public service obligation to transport goods in the Sea year budget 2019 phase I Number: 01/Contract-TL/PPK/PELNI/I/Ditlala-2019 and Number: TH. 1.31-01/SS/2019 dated January 31, 2019, Stage II No. 02/Contract-TL/PPK/PELNI/IX/DITLALA-2019 and Number: TH. 09.10-03/SS/2019, Stage III with number 03/contract-TL/PPK/PELNI/IX/DITLALA-2019 and Number: TH. 9.16-0/SS/2019, Stage IV number: 04/Contract-TL/PPK/PELNI/Ditlala-2019 and TH. 9.23-02/SS/2019. Number: 01/Contract-TL/PELNI/PPK/V/Ditlala-2018 and Number: TH. 5.31-02/SS/2018 dated May 31, 2018 for fiscal year 2018.

The implementation of public services for freight transport in the sea year 2018 budget to the touch of corners of the homeland with a network of fixed and orderly routes (liner) based on decree of the Director general of Sea Transportation number UM. 002/109/2/DJPL dated December 14, 2018, using 3 (three) main vessels, 2 (two) connecting vessels and 5 (five)

As for the fiscal year 2018 based on the decree of the Director general of Sea Transportation number AL. 108/5/17/DJPL-17 dated December 20, 2017 using 6 (six) main vessels, 1 (one) connecting vessel and 1 (one) replacement vessel.

The value of the agreement on the implementation of the public service obligation to transport goods at sea in fiscal year 2019 Phase I amounting to Rp66,750,681,541, charged to the Budget Implementation Registration List (DIPA) Number: SP DIPA-022.04.1.439454 / 2019 dated 5 December 2018 State Budget (APBN) Fiscal Year 2019, Phase II amounting to Rp14,385,817,359, charged to the Budget Implementation Registration List (DIPA) Number: SP DIPA-revised 03 03 02.04.1.439454/2019 Date of August 15, 2019, Phase III amounting to Rp 5,734,675,414 charged to the Budget Implementation Registration List (DIPA) Number: SP revised DIPA 03 022.04.1.439454/2019 On August 15, Phase IV in the amount of Rp19,128,668,489 charged to the Budget Implementation Registration List (DIPA) Number: revised SP 03 022.04.1.439454/2019 Dated August 15, 2019 State Revenue and Expenditure Budget (APBN) for the 2019 Fiscal Year and for the 2018 fiscal year amounting to Rp207,292,435,000, charged to the Budget Implementation Entry List (DIPA)) Number: SP

Isian Pelaksanaan Anggaran (DIPA) Nomor: SP DIPA-022.04.1.439454/2018 tanggal 5 Desember 2017.

Budget Implementation Entry List (DIPA) Number: SP DIPA-022.04.1.439454 / 2018 dated December 5, 2017.

31. PENDAPATAN USAHA (lanjutan)

31. OPERATING REVENUES *(continued)*

c. Angkutan Barang di Laut (Tol Laut); (lanjutan)

Jumlah trip dan kompensasi per unit kapal dan kode trayek yang melaksanakan Kewajiban Pelayanan Publik Angkutan Barang di Laut Tahun Anggaran 2019 dan 2018 sebagai berikut:

c. Freight in the Sea (Sea Toll); *(continued)*

The number of trips and compensation per unit of ship and route code that carry out the Public Service Transport Obligations in the Sea in the Fiscal Year 2018 and 2017 are as follows:

No.	Nama Kapal/ *Name of Ship*	Kode Trayek/ *Route Code*		Jumlah Trip/ *Total Voyage*		Jumlah Kompensasi/ *Total* Compensation (Rp)	
		2019	2018	2019	2018	2019	2018
1.	KM. Logistik Nusantara I	H-1	T-4	11	18	23.671.792.633	44.294.946.000
2.	KM. Kendhaga Nusantara 1	T-5	T-4	11	18	8.891.411.175	19.082.803.000
3.	KM. Kendhaga Nusantara 7	T-10		11		9.647.161.045	
4.	KM. Caraka Jaya Niaga III-22	T-3	T-6	14	19	11.678.013.241	28.760.532.000
5.	KM. Caraka Jaya Niaga III-32	T-1	T-6	18	19	13.433.657.813	
6.	KM. Caraka Jaya Niaga III-4		T-2		19		26.935.307.000
7.	KM. Logistik Nusantara III		T-13		22		29.415.762.000
8.	KM. Logistik Nusantara IV		T-14		16		27.489.723.000
9.	KM. Logistik Nusantara II		T-15		20		31.313.362.000
Jumlah/*Total*						**67.322.035.907**	**207.292.435.000**

d. Kapal Perintis Milik Negara

Pendapatan penugasan penyelenggaraan kegiatan pelayanan publik kapal perintis milik Negara didasarkan pada Perjanjian Penyelenggaraan Kegiatan Pelayanan Publik Kapal Perintis Milik Negara Tahun Anggaran 2019 Nomor: 01/Satkerlala/Altis/VI/2019 dan Nomor: TH.06.12-01/SS/2019 tanggal 12 Juni 2019, dan Nomor: 01/Satkerlala/Altis/III/2018 dan Nomor: TH.3.22-01/SS/2018 tanggal 22 Maret 2018 untuk Tahun Anggaran 2018.

Nilai perjanjian penyelenggaraan kegiatan pelayanan publik kapal perintis milik Negara tahun anggaran 2019 sebesar Rp308.920.000.000 termasuk PPN 10%, dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-022.04.1.439454/2019 tanggal 5 Desember 2018, dan untuk tahun anggaran 2018 sebesar Rp309.418.630.360, dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor: SP DIPA-022.04.1.439454/2018 tanggal 5 Desember 2017.

d. State owned Pioneer ships; and

The assignment income for public service activities of the State owned pioneer ship is based on the agreement on Organizing public service activities of the State owned pioneer ship fiscal year 2019 Number: 01/Satkerlala/Altis/VI/2019 and Number: TH. 06.12-01/SS/2019 dated June 12, 2019, and Number: 01/Satkerlala/Altis/III/2018 and Number: TH. 3.22-01/SS/2018 dated March 22, 2018 for the fiscal year 2018.

The value of the agreement on the implementation of public service activities of pioneering vessels belonging to the State in 2019 fiscal year amounting to Rp308,920,000,000, including 10% VAT, is charged to the Budget Implementation Entry List (DIPA) Number: SP DIPA-022.04.1.439454 / 2019 dated December 5, 2018, and for fiscal year 2018 amounting to Rp309,418,630,360, charged to the Budget Implementation Entry List (DIPA) Number: SP DIPA-022.04.1.439454 / 2018 dated December 5, 2017.

e. Kapal Rede

Pendapatan Kapal Rede didasarkan pada Perjanjian Penyelenggaraan Kegiatan Angkutan Perairan Pelabuhan dengan Menggunakan Kapal Milik Negara (Kapal Rede) Tahun Anggaran 2019 Nomor: 01/KTRK-

e. Rede Ships

Rede Ships revenue is based on the Treaty Ports Water Transport Organization by Using State Owned Ship (Rede Ship) Fiscal Year 2019 Number 01/KTRK-REDE/VI/DITLALA-2019 and No. TH.06.12-03/SS/2019

REDE/VI/DITLALA-2019 dan Nomor: TH.06.12-03/SS/2019 tanggal 12 Juni 2019.

dated June 12, 2019.

31. PENDAPATAN USAHA (lanjutan)

31. OPERATING REVENUES *(continued)*

e. Kapal Rede (lanjutan)

Nilai perjanjian penyelenggaraan kegiatan pelayanan angkutan perairan pelabuhan dengan menggunakan Kapal Milik Negara (Kapal Rede) tahun anggaran 2019 sebesar Rp38.223.805.809 termasuk PPN 10%, dibebankan pada Daftar Isian Pelaksanaan Anggaran (DIPA) Nomor : SP DIPA-022.04.1.439454/2019 tanggal 5 Desember 2018.

e. Rede Ships *(continued)*

The value of the agreement for the operation of port water transportation services using State Owned Vessels (Rede Ship) in the fiscal year 2019 is Rp38.223.805.809 including 10% VAT, charged to the Budget Implementation Registration Number (DIPA) Number: SP DIPA-022.04.1.439454 / 2019 December 5, 2018.

Mendasar pada Berita Acara Perhitungan Penyelenggaraan Kewajiban Pelayanan Publik Bidang Angkutan Laut untuk Penumpang Kelas Ekonomi/PSO pada PT Pelayaran Nasional Indonesia (Persero) Tahun Anggaran 2019 oleh Badan Pemeriksa Keuangan Republik Indonesia tanggal 23 April 2020, pengajuan klaim atas penyelenggaraan pelayanan publik untuk penumpang kelas ekonomi selama tahun 2019 sebesar Rp2.195.049.977.399,67 terkoreksi sebesar Rp64.769.102.371,26 sehingga pengakuan pendapatan pelayanan penumpang kelas ekonomi menjadi Rp2.130.280.875.028,41. Sehingga Perseroan membukukan pendapatan usaha penugasan khusus Pemerintah (PSO dan Subsidi) sebagai berikut:

Based on the Minutes of Calculation of the Implementation of Sea Transport Sector Public Service Obligations for Economy Class Passengers/PSO at PT Pelayaran Nasional Indonesia (Persero) Fiscal Year 2019 by the Republic of Indonesia Supreme Audit Agency on April 23, 2020, submitting claims for organizing public services for economy class passengers during the year 2019 amounting to Rp2,195,049,977,399.67 corrected by Rp64,769,102,371.26 so that the recognition of economy class passenger service revenues became Rp2,130,280,875,028.41. So that the Company posted a special Government assignment income (PSO and Subsidies), as follow:

a. Kapal Penumpang Kelas Ekonomi	Rp	2.130.280.875.028	*Economy Class Passenger Ships*
b. Subsidi - Kapal Perintis	Rp	417.235.830.782	*Subsidies - Pioneer Ships*
c. Subsidi - Kapal Tol Laut	Rp	103.381.382.456	*Subsidies - Sea Toll Ship*
d. Subsidi - Kapal Ternak	Rp	8.900.912.880	*Subsidies - Cattle Ships*
e. Subsidi - Kapal Rede	Rp	17.964.685.194	*Subsidies - Rede Ships*
Jumlah	**Rp**	**2.677.763.686.340**	***Total***

Mendasar pada hasil Pemeriksaan Perhitungan Dana Penyelenggaraan Kewajiban Pelayanan Publik/PSO PT Pelayaran Nasional Indonesia (Persero) Tahun Anggaran 2018 oleh Badan Pemeriksa Keuangan Republik Indonesia tanggal 18 April 2019, Perseroan membukukan pendapatan atas pelaksanaan Kewajiban Pelayanan Publik sebagai berikut:

Based on the results of the Examination of Funding for the Implementation of Public Service Obligations of PT Pelayaran Nasional Indonesia (Persero) for the 2018 Budget Year by the Supreme Audit Board of the Republic of Indonesia on April 18, 2019, in 2018 the Company posted revenues for the implementation of Public Service Obligations, as follow:

a. Kapal Penumpang Kelas Ekonomi	Rp	1.877.169.078.655	*Economy Class Passenger Ships*
b. Subsidi - Kapal Perintis	Rp	352.354.135.862	*Subsidies - Pioneer Ships*
c. Subsidi - Kapal Tol Laut	Rp	156.577.304.164	*Subsidies - Sea Toll Ship*
d. Subsidi - Kapal Ternak	Rp	16.004.287.770	*Subsidies - Cattle Ships*
e. Subsidi - Kapal Ternak	Rp	1.893.613.648	*Subsidies - Rede Ships*
Jumlah	**Rp**	**2.403.998.420.099**	***Total***

(Lihat Catatan 7 dan 8)

See Note 7 and 8.

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32. BEBAN POKOK PENDAPATAN USAHA / *32. COST OF REVENUES*

	2019	2018	
Perkapalan	1.537.170.122.214	1.548.961.377.624	*Shipping*
Pegawai	940.675.699.165	1.029.693.841.121	*Employee*
Pemeliharaan dan Perbaikan	698.318.083.334	418.657.198.844	*Maintenance and Repair*
Penyusutan dan Amortisasi (Catatan 14,15,16)	375.945.384.892	342.929.763.416	*Depreciation and Amortization (Notes 16,17,18)*
Penumpang	388.547.391.888	321.865.725.456	*Passenger*
Pelayanan Kesehatan	396.069.813.800	267.085.931.583	*Health Services*
Asuransi	52.002.106.050	56.229.788.955	*Insurance*
Muatan Ternak	23.373.889.295	20.372.340.749	*Livestock Cargo*
Perbengkelan	7.278.656.112	11.871.775.628	*Workshop*
Kendali Mutu Pelayanan	10.623.772.893	8.502.836.732	*Quality Service Control*
Perhotelan	3.086.655.389	2.875.966.285	*Hospitality*
Sewa	1.199.375.820	968.673.100	*Rent*
Pajak dan Retribusi	86.407.703	216.401.321	*Taxes and Levies*
Beban Pokok Lainnya	342.239.998.521	766.242.323	*Other Cost of Revenues*
Jumlah	**4.776.617.357.076**	**4.030.997.863.137**	***Total***

33. BEBAN PEMASARAN DAN DISTRIBUSI / *33. MARKETTING AND DISTRIBUTION EXPENSES*

	2019	2018	
Penjualan	9.016.619.048	21.569.973.517	*Sales*
Kehumasan	9.123.832.091	6.977.241.672	*Public Relations*
Promosi dan Periklanan	7.922.339.033	6.648.507.869	*Promotion and Advertising*
Pemasaran Lainnya	2.126.431.607	322.606.527	*Others Marketing*
Jumlah	**28.189.221.779**	**35.518.329.585**	***Total***

34. BEBAN UMUM DAN ADMINISTRASI / *34. GENERAL AND ADMINISTRATIVE EXPENSES*

	2019	2018	
Pegawai	354.989.155.392	306.474.622.649	*Employees*
Pemeliharaan dan Perbaikan	43.184.769.918	41.038.001.732	*Maintenance and Repair*
Rumah Tangga	29.854.829.479	23.169.415.196	*Household*
Imbalan Paska Kerja	8.477.664.219	1.986.451.076	*Post Employment Benefits*
Adminsitrasi Perkantoran	26.767.119.756	19.413.519.706	*Office administration*
Penyusutan dan Amortisasi	12.105.979.868	15.914.971.505	*Amortization and Depreciation*
Konsultan dan Audit	28.351.157.449	16.258.382.118	*Audit and Consultant*
Sewa	6.172.287.743	9.276.027.383	*Rent*
Pajak dan Restribusi	7.860.755.643	8.702.681.481	*Taxes and Levies*
Asuransi	6.066.768.671	6.465.171.766	*Insurance*
Keamanan dan Keselamatan	9.922.428.716	3.664.818.350	*Security and Safety*
PKBL	4.064.890.939	3.209.827.821	*PKBL*
Denda/Klaim	357.374.234	2.658.814.598	*Penalties / Claims*
Provisi Penurunan Nilai Piutang	2.623.348.775	1.187.091.873	*Provision of Impairment of Receivables*
Perencanaan dan Pengembangan	1.669.247.976	927.490.357	*Development and Planning*
Olah Raga dan Kesenian	825.439.862	858.880.900	*Sport and Art*
Sumbangan	552.618.071	221.250.059	*Donations*
Kerugian Penurunan Nilai Aset Non Keuangan	441.317.549	412.780.461	*Loss on Impairment of Non-Financial Assets*

Lainnya	9.278.852.312	10.614.061.240	*Others*
Jumlah	**553.566.006.572**	**472.454.260.271**	***Total***

35. PENDAPATAN (BEBAN) NON USAHA

35. NON OPERATING INCOME (EXPENSES)

	2 0 1 9	**2 0 1 8**	
a. Pendapatan Non Usaha:			***a. Non-Operating Revenues:***
Keuntungan Perubahan Nilai Wajar Aset Non Keuangan (lihat cat.13)	55.446.445.689	121.549.701.953	*Gains of changing Fair Value of non-financial assets (Notes 13)*
Bunga	38.387.674.436	31.727.502.257	*Interest*
Pemulihan Iuran Program Dana Pensiun	-	25.251.286.891	*Recovery of Pension Fund Program Fees*
Sewa	17.482.092.811	15.018.454.422	*Rent*
Klaim Asuransi	5.113.220.723	9.083.796.709	*Insurance Claim*
Jasa Administrasi	12.699.299.642	8.119.909.566	*Administration Services*
Jasa Giro	4.802.893.708	5.251.677.217	*Current account service*
Keuntungan Selisih Kurs	1.833.471.607	2.357.708.569	*Foreign Exchange Gains*
Denda	343.406.502	569.757.866	*Penalties*
Pelunasan Piutang Dihapuskan	694.114.174	71.976.771	*Repayment of Accounts Receivable*
Keuntungan Penjualan Aset	453.454.545	-	*Gains of Asset Sale*
Lainnya	14.153.576.621	37.381.648.829	*Others*
Sub Jumlah	**151.409.650.458**	**256.383.421.050**	***Sub Total***
b. Beban Non Usaha:			***b. Non-Operating Expenses:***
Administrasi Bank	2.497.713.371	5.712.219.058	*Bank Administration*
Kerugian Penjualan Aset Keuangan	-	-	*Loss on Sale of Financial Assets*
Kerugian Selisih Kurs	3.995.296.383	2.098.921.561	*Foreign Exchange Losses*
Beban Keuangan	3.123.186.162	3.641.085.183	*Financial Expenses*
Lainnya	27.480.059.996	8.386.614.433	*Others*
Sub Jumlah	**37.096.255.912**	**19.838.840.235**	***Sub Total***
Jumlah Pendapatan Non Usaha, Bersih	**114.313.394.546**	**236.544.580.815**	***Total Non Operating Income, Net***

Keuntungan perubahan nilai wajar aset non keuangan merupakan kenaikan perubahan nilai wajar properti investasi tanah dan gedung. (Lihat Catatan 13)

The gains of changing the fair value of non-financial assets is an increase in the fair value of investment property of land and buildings. (See Note 13)

Pemulihan iuran program dana pensiun merupakan kelebihan iuran program manfaat pasti dana pensiun yang telah dibayarkan oleh perusahaan jika dibandingkan dengan kewajiban yang seharusnya berdasarkan perhitungan aktuaria.

The recovery of pension fund program contributions is an excess of defined benefit program pension contributions that have been paid by the company when compared to the obligations that should be based on actuarial calculations.

36. INFORMASI SEGMEN USAHA

36. SEGMENT INFORMATION

a. Pendapatan usaha bersih menurut wilayah

a. Net operating income by region.

	2019		**2018**		
	Rp	**%**	**Rp**	**%**	
Sumatera	124.063.653.989	2,23%	73.905.169.516	1,68%	*Sumatera*
Jawa	4.230.993.453.138	76,07%	3.547.672.150.533	78,53%	*Jawa*
Kalimantan	151.265.632.194	2,72%	127.658.619.370	2,60%	*Kalimantan*
Bali dan Nustra	145.383.159.523	2,61%	147.610.947.350	2,73%	*Bali dan Nustra*
Sulawesi, Maluku dan					*Sulawesi, Maluku dan*

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Papua	909.970.122.889	16,36%	696.466.192.057	14,46%	*Papua*
Jumlah	**5.561.676.021.733**	**100%**	**4.593.313.078.826**	**100,00%**	***Total***

36. INFORMASI SEGMEN USAHA (lanjutan) ***36. SEGMENT INFORMATION*** *(continued)*

b. Hasil usaha laba (rugi) kotor menurut wilayah — *b. Results of gross operations income (loss) by region*

	2019		2018		
	Rp	%	Rp	%	
Sumatera	63.862.078.150	8,13%	36.751.432.867	5,73%	Sumatera
Jawa	320.292.745.401	40,80%	269.075.946.127	67,49%	Jawa
Kalimantan	105.914.606.587	13,49%	89.522.070.203	10,69%	Kalimantan
Bali dan Nustra	67.884.423.315	8,65%	72.276.325.456	9,51%	Bali dan Nustra
Sulawesi, Maluku dan Papua	227.104.811.204	28,93%	94.689.441.035	6,58%	Sulawesi, Maluku dan Papua
Jumlah	**785.058.664.657**	**100%**	**562.315.215.689**	**100,00%**	***Total***

c. Aset menurut wilayah — *c. Assets by region*

	2019		2018		
	Rp	%	Rp	%	
Sumatera	168.507.141.100	2,39%	112.036.836.680	0,97%	Sumatera
Jawa	6.073.218.481.218	91,83%	5.973.418.595.191	91,83%	Jawa
Kalimantan	276.680.589.811	1,59%	178.397.561.382	1,59%	Kalimantan
Bali dan Nustra	201.367.178.004	1,26%	144.562.821.062	1,26%	Bali dan Nustra
Sulawesi, Maluku dan Papua	341.508.919.672	4,50%	175.241.572.578	4,50%	Sulawesi, Maluku dan Papua
Jumlah	**7.061.282.309.805**	**100%**	**6.583.657.386.893**	**100,00%**	***Total***

d. Aset Tetap menurut wilayah — *d. Fixed assets by region*

	2019		2018		
	Rp	%	Rp	%	
Sumatera	2.096.680.046	0,06	57.822.711.646	0,05	*Sumatera*
Jawa	3.380.690.105.208	97,19	3.676.129.185.436	97,82	*Jawa*
Kalimantan	24.328.466.974	0,70	83.314.872.538	0,49	*Kalimantan*
Bali dan Nustra	9.942.282.025	0,29	24.370.834.769	0,20	*Bali dan Nustra*
Sulawesi, Maluku dan Papua	61.543.153.373	1,77	(356.268.115.775)	1,44	*Sulawesi, Maluku dan Papua*
Jumlah	**3.478.600.687.626**	**100%**	**3.485.369.488.614**	**100%**	***Total***

e. Biaya penyusutan menurut wilayah — *e. Depreciation costs by region*

	2019		2018		
	Rp	%	Rp	%	
Sumatera	282.595.485	7,37%	260.642.824	0,07	Sumatera
Jawa	376.964.607.519	98,26%	354.370.923.300	99,04	Jawa
Kalimantan	682.786.366	0,18%	663.321.420	0,19	Kalimantan
Bali dan Nustra	492.738.929	0,13%	461.612.027	0,13	Bali dan Nustra
Sulawesi, Maluku dan Papua	5.235.795.560	1,36%	2.065.775.677	0,58	Sulawesi, Maluku dan Papua
Jumlah	**383.658.523.859**	**100%**	**357.822.275.248**	**100%**	***Total***

36. INFORMASI SEGMEN USAHA (lanjutan)

36. SEGMENT INFORMATION *(continued)*

f. Liabilitas menurut wilayah

f. Liabilities by region.

	2019		2018		
	Rp	%	Rp	%	
Sumatera	12.307.031.014	1,32	12.248.850.273	1,77	Sumatera
Jawa	853.648.894.192	91,83	619.900.912.088	89,76	Jawa
Kalimantan	11.773.682.068	1,27	10.032.891.535	1,45	Kalimantan
Bali dan Nustra	9.451.721.393	1,02	9.168.889.183	1,33	Bali dan Nustra
Sulawesi, Maluku dan Papua	42.398.226.499	4,56	39.253.606.741	5,68	Sulawesi, Maluku dan Papua
Jumlah	**929.579.555.166**	**100%**	**690.605.149.820**	**100,00%**	***Total***

37. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI

37. RELATED PARTY TRANSACTION

Sifat hubungan dan jenis transaksi yang material dengan pihak - pihak berelasi dengan rincian sebagai berikut:

The nature of relationship and type of material transactions with parties who have a special relationship with the following details:

No.	Pihak-Pihak Berelasi/ *Related Parties*	Sifat Hubungan Pihak-Pihak Berelasi/ *Nature of relationship Related Parties*	Transaksi/*Transactions*
1.	PT Bank Mandiri (Persero), Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R.I. / *Financial Institution Controlled by Goverment of The Republic of Indonesia*	Setara Kas, Piutang / *Cash Equivalent, Receivable*
2.	PT Bank Rakyat Indonesia (Persero), Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R.I. / *Financial Institution Controlled by Goverment of The Republic of Indonesia*	Setara Kas, Piutang / *Cash Equivalent, Receivable*
3.	PT Bank Negara Indonesia (Persero), Tbk	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R.I. / *Financial Institution Controlled by Goverment of The Republic of Indonesia*	Setara Kas / *Cash equivalent*
4.	Bank Indonesia	Institusi Keuangan yang Dikendalikan Oleh Pemerintah R.I. / *Financial Institution Controlled by Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
5.	Satuan Kerja Direktorat Lalu Lintas Angkutan Laut	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
6.	PT Pelabuhan Indonesia I, II,III dan IV (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
7.	PT ASDP Indonesia Ferry (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
8.	PT Krakatau Steel (Persero) Tbk	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
9.	PT Pos Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
10.	PT Pertamina (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of*	Utang Piutang / *Receivable - Payable*

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		Indonesia	*Payable*

37. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan) ***37. RELATED PARTY TRANSACTION*** *(continued)*

No.	Pihak-Pihak Berelasi/ *Related Parties*	Sifat Hubungan Pihak-Pihak Berelasi/ *Nature of relationship Related Parties*	Transaksi/*Transactions*
11.	JKN-BPJS	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
12.	PT Nindya Karya (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
13.	PT Pupuk Kaltim (Pesero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
14.	PT Asuransi Jasa Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
15.	PT Perusahaan Listrik Negara (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
16.	PT Industri Kapal Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
17.	PT Jasa Raharja (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
18.	PT Sucofindo (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
19.	PT Biro Klasifikasi Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
20.	PT Garuda Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
21.	PT Kereta Api Indonesia (Persero)	Entitas yang dikelola oleh Pemerintah R.I. / *Entity Controlled by the Goverment of The Republic of Indonesia*	Utang Piutang / *Receivable - Payable*
22.	Yayasan Kesehatan Pensiunan Pelni	Personil Kunci / *Common Key Management*	Utang Piutang / Receivable - Payable
23.	PT Sarana Gama Sejahtera	Personil Kunci / *Common Key Management*	Utang Piutang / Receivable - Payable

Jumlah tansaksi dengan pihak-pihak berelasi tahun 2019 sebagai berikut:

The amount of transactions with related parties in year 2019 is as follows:

No.	Pihak-Pihak Berelasi/ *Related Parties*	Jenis Transaksi/*Transaction Type*	Jumlah (Rp)/ *Amount (Rp)*
1.	PT Bank Mandiri (Persero), Tbk	Kas dan Setara Kas/*Cash and CashEquivalents*	419.033.951.841
		Kas dan Setara Kas yang Dibatasi Penggunaannya/ *Restricted Cash and Cash Equivalent*	166.328.152.858
		Piutang Usaha/*Accounts Receivable*	537.522.344
2.	PT Bank Rakyat Indonesia	Kas dan Setara Kas/*Cash and Cash Equivalents*	528.480.985.253

	(Persero), Tbk	Kas dan Setara Kas yang Dibatasi Penggunaannya/ *Restricted Cash and Cash Equivalent*	342.391.990
		Piutang Usaha/*Accounts Receivable*	456.763.904

37. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan) ***37. RELATED PARTY TRANSACTION*** *(continued)*

No.	Pihak-Pihak Berelasi/ *Related Parties*	Jenis Transaksi/*Transaction Type*	Jumlah (Rp)/ *Amount (Rp)*
3.	PT Bank Negara Indonesia (Persero), Tbk	Kas dan Setara Kas/*Cash and Cash Equivalents*	672.545.084.473
		Kas dan Setara Kas yang Dibatasi Penggunaannya/ *Restricted Cash and Cash Equivalent*	935.460.637
4.	Bank Indonesia	Piutang Usaha/*Accounts Receivable*	276.284.091
5.	Satuan Kerja Direktorat Lalu Lintas Angkutan Laut	Piutang Usaha/*Accounts Receivable*	16.706.944.877
6.	PT Pelabuhan Indonesia I, II,III dan IV (Persero)	Piutang Usaha/*Accounts Receivable*	617.811.014
		Utang Usaha/*Account Payable*	14.290.072.070
		Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Short Term Financial Liabilities*	11.067.634.613
7.	PT ASDP Indonesia Ferry (Persero)	Piutang Usaha/*Accounts Receivable*	436.028.750
8.	PT Krakatau Steel (Persero) Tbk	Piutang Usaha/*Accounts Receivable*	860.817.498
9.	PT Pos Indonesia (Persero)	Piutang Usaha/*Accounts Receivable*	338.164.144
10.	PT Pertamina (Persero)	Utang Usaha/*Account Payable*	2.540.175.000
11.	JKN - BPJS	Piutang Usaha/*Accounts Receivable*	103.381.379.581
		Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Short Term Financial Liabilities*	864.961.560
12.	PT Nindya Karya (Persero)	Piutang Usaha/*Accounts Receivable*	2.873.587.500
13.	PT Pupuk Kaltim (Pesero)	Piutang Usaha/*Accounts Receivable*	939.985.408
14.	PT Asuransi Jasa Indonesia (Persero)	Piutang Usaha/*Accounts Receivable*	813.735.563
		Utang Usaha/*Account Payable*	600.428.332
15.	PT Perusahaan Listrik Negara (Persero)	Piutang Usaha/*Accounts Receivable*	396.993.582
		Utang Usaha/*Account Payable*	554.182.650
16.	PT Industri Kapal Indonesia (Persero)	Utang Usaha/*Account Payable*	2.876.903.152
17.	PT Jasa Raharja (Persero)	Utang Usaha/*Account Payable*	768.282.000
18.	PT Sucofindo (Persero)	Utang Usaha/*Account Payable*	734.700.000
19.	PT Biro Klasifikasi Indonesia (Persero)	Utang Usaha/*Account Payable*	688.362.100
20.	PT Garuda Indonesia (Persero)	Utang Usaha/*Account Payable*	640.287.800

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21.	PT Kereta Api Indonesia (Persero)	Utang Usaha/*Account Payable*	204.121.373

37. TRANSAKSI DENGAN PIHAK-PIHAK BERELASI (lanjutan) ***37. RELATED PARTY TRANSACTION*** *(continued)*

No.	Pihak-Pihak Berelasi/ *Related Parties*	Jenis Transaksi/*Transaction Type*	Jumlah (Rp)/ *Amount (Rp)*
22.	Yayasan Kesehatan Pensiunan Pelni	Piutang Usaha/*Accounts Receivable*	19.001.214.242
		Liabilitas Keuangan Jangka Pendek Lainnya/ *Other Short Term Financial Liabilities*	780.096.161
23.	PT Sarana Gama Sejahtera	Piutang Usaha/*Accounts Receivable*	609.461.953
		Utang Usaha/*Account Payable*	645.258.571

38. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN ***38. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES***

Berikut ikhtisar nilai tercatat dan estimasi nilai wajar instrumen keuangan Perusahaan yang dinyatakan dalam laporan posisi keuangan:

Here's an overview of the carrying value and the estimated fair value of financial instruments are stated in the statement of financial position:

	31 Desember/*December 31, 2019*		
	Nilai Tercatat/ *Carrying Value*	Nilai Wajar/ *Fair Value*	
Aset Keuangan:			***Financial Assets:***
Kas dan Setara Kas	1.666.914.538.163	1.666.914.538.163	*Cash and Cash Equivalent*
Piutang Usaha	232.488.270.948	232.488.270.948	*Account Receivable*
Aset Keuangan Lancar Lainnya	761.807.625.933	761.807.625.933	*Other Current Financial Assets*
Jumlah	**2.661.210.435.044**	**2.661.210.435.044**	***Total***
Liabilitas Keuangan:			***Financial Liability:***
Utang Usaha	190.082.677.192	190.082.677.192	*Account Payables*
Beban Akrual	169.960.002.155	169.960.002.155	*Accrued Expenses*
Bagian Lancar atas Liabilitas Jangka Panjang	118.557.626.450	118.557.626.450	*Current Portion for Long Term Liabilities*
Pendapatan Diterima Dimuka/ Deposit/Uang Jaminan	67.997.523.551	67.997.523.551	*Prepaid Income/Deposits/ Deposit Guarantee*
Liabiltias Keuangan Jangka Pendek Lainnya	73.206.765.416	73.206.765.416	*Other Short Term Financial Liabilities*
Utang Non Usaha Jangka Panjang	25.054.588.234	25.054.588.234	*Other Long Term Non Business Debt*
Utang Bank dan Lembaga Keuangan Jangka Panjang	59.358.063.180	59.358.063.180	*Long Term Financial Institution and Bank Loan*
Jumlah	**704.217.246.178**	**704.217.246.178**	***Total***

	31 Desember/*December 2018*		
	Nilai Tercatat/ *Carrying Value*	Nilai Wajar/ *Fair Value*	
Aset Keuangan:			***Financial Assets:***
Kas dan Setara Kas	1.521.886.980.235	1.521.886.980.235	*Cash and Cash Equivalent*
Piutang Usaha	253.601.377.657	253.601.377.657	*Account Receivable*

Aset Keuangan Lancar Lainnya	491.606.698.167	491.606.698.167	*Non-Current Financial Assets - Others*
Jumlah	**2.267.095.056.059**	**2.267.095.056.059**	***Total***

38. NILAI WAJAR ASET DAN LIABILITAS KEUANGAN (lanjutan)

38. FAIR VALUE OF FINANCIAL ASSETS AND LIABILITIES *(continued)*

	31 Desember/*December 2018*		
	Nilai Tercatat/ *Carrying Value*	**Nilai Wajar/ *Fair Value***	
Liabilitas Keuangan:			***Financial Liability:***
Utang Usaha	164.446.179.524	164.446.179.524	*Account Payables*
Beban Akrual	84.667.991.107	84.667.991.107	*Accrued Expenses*
Bagian Lancar atas Liabilitas Jangka Panjang	54.376.603.506	54.376.603.506	*Current Portion for Long Term Liabilities*
Pendapatan Diterima Dimuka/ Deposit/Uang Jaminan	51.383.229.687	51.383.229.687	*Prepaid Income/Deposits/ Deposit Guarantee*
Liabiltias Keuangan Jangka Pendek Lainnya	48.580.534.542	48.580.534.542	*Other Short Term Financial Liabilities*
Utang Non Usaha Jangka Panjang	31.113.840.160	31.113.840.160	*Other Long Term Non Business Debt*
Utang Bank dan Lembaga Keuangan Jangka Panjang	67.131.464.234	67.131.464.234	*Long Term Financial Institution and Bank Loan*
Jumlah	**501.699.842.761**	**501.699.842.761**	***Total***

39. PERIKATAN

a. Perjanjian Kerjasama dengan PT Indah Karya (Persero)

Pada tanggal 27 April 2018, Entitas Anak PT Rumah Sakit Pelni menandatangani Perjanjian Kerjasama dengan PT Indah Karya (Persero) tentang Pengelolaan Manajemen Rumah Sakit Royal Biringkanaya Makasar No. U.4/03/03/IV/2018 dan No. 022/HKM/IKA/IV/2018. Ruang lingkup dalam perjanjian tersebut adalah PIHAK PERTAMA memberikan hak Pengelolaan Manajemen Rumah Sakit Royal Biringkanaya Makassar kepada PIHAK KEDUA dan PIHAK KEDUA melaksanakan hak pengelolaan tersebut dalam bentuk sebagai berikut:

a. Pendampingan Pendirian Rumah Sakit Royal Biringkanaya Makassar, meliputi beberapa item pekerjaan sebagai berikut:

1) Evaluasi studi kelayakan;
2) Evaluasi *master* plan dan bangunan;
3) *Meeting* perencanaan *project*;
4) Perencanaan dan konsultasi pemilihan alat-alat medis.

b. Penyiapan Pra Operasional Rumah Sakit Royal Biringkanaya Makassar, meliputi beberapa item pekerjaan sebagai berikut:

1) Perencanaan struktur organisasi;

39. ENGAGEMENT

a. Cooperation Agreement with PT Indah Karya (Persero)

On April 27, 2018, the Subsidiary of PT Rumah Sakit Pelni signed a Cooperation Agreement with PT Indah Karya (Persero) concerning Management of Hospital Management at Royal Biringkanaya Makassar No. U.4 / 03/03 / IV / 2018 and No. 022 / HKM / IKA / IV / 2018. The scope of the agreement is that the FIRST PARTY gives the Management of the Royal Biringkanaya Makassar Hospital Management to the SECOND PARTY and the SECOND PARTY to carry out the management rights in the following:

a. Assistance for the Establishment of Royal Biringkanaya Makassar Hospital, covering several work items as follows:

1) Evaluation of feasibility studies;
2) Evaluation of master plan and building;
3) Project planning meeting;
4) Planning and consulting for the selection of medical devices.

b. Pre-operational Preparation of Royal Biringkanaya Makassar Hospital, includes several work items as follows:

1) Organizational structure planning;

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39. PERIKATAN (lanjutan)

a. Perjanjian Kerjasama dengan PT Indah Karya (Persero) (lanjutan)

b. Penyiapan Pra Operasional Rumah Sakit Royal Biringkanaya Makassar, meliputi beberapa item pekerjaan sebagai berikut: (lanjutan)

2) Instalasi *Software* Informasi Teknologi (RS Pelni *Operating System*), meliputi:

- Sistem informasi rawat jalan;
- Sistem informasi rawat inap;
- Sistem informasi persediaan;
- Sistem informasi rekam medis;
- Sistem informasi kepegawaian;
- Sistem informasi aplikasi akuntansi;
- Instalasi hardware informasi teknologi.

3) Transfer BOD dengan 4 (empat) calon Direksi;
4) Rekrutmen pegawai;
5) Pembuatan kebijakan, SOP dan Instruksi Kerja;
6) Transportasi, akomodasi dan uang saku;
7) Pembuatan formularium.

c. Pelaksanaan Operasional Rumah Sakit Royal Biringkanaya Makassar, meliputi item pekerjaan sebagai berikut:

1) Pengelolaan Manajerial Medis;
2) Pengelolaan Manajerial Non Medis;
3) Pengelolaan Manajerial Administrasi, Keuangan dan Aset;
4) Pengelolaan Sumber Daya Manusia;
5) Pengelolaan Perijinan yang terkait dengan rumah sakit;
6) Pengelolaan Pencapaian Penetapan Kelas, Akreditasi Nasional maupun Internasional;
7) Pengelolaan hubungan baik dengan *stakeholder* Pemerintah setempat, rekanan kerja rumah sakit dan masyarakat;
8) Pengelolaan penyiapan penyerahan Pengelolaan Manajemen Rumah Sakit Royal Biringkanaya dari PIHAK KEDUA kepada PIHAK PERTAMA;
9) Pengelolaan manajerial lainnya yang terkait dengan Rumah Sakit Royal Biringkanaya

Dalam melaksanakan perjanjian ini PIHAK PERTAMA membayar Biaya *Fee* kepada PIHAK KEDUA, atas Pengelolaan Rumah Sakit Royal Biringkanaya Makasar sebesar Rp8.170.000.000 dengan rincian:

a. Biaya tahap pendampingan pendirian Rumah Sakit Royal Biringkanaya Makassar sebesar

39. ENGAGEMENT *(continued)*

a. Cooperation Agreement with PT Indah Karya (Persero) *(continued)*

b. Pre-operational Preparation of Royal Biringkanaya Makassar Hospital, includes several work items as follows: (continued)

2) Installation of Information Technology Software (RS Pelni Operating System), includes:

- Outpatient information system;
- Inpatient information system;
- Inventory information system;
- Medical record information system;
- Personnel information system;
- Accounting application information system;
- Installing information technology hardware.

3) Transfer of BOD with 4 (four) prospective Directors;
4) Employee recruitment;
5) Policy making, SOP and Work Instruction;
6) Transportation, accommodation and pocket money;
7) Making a formulary.

c. The Operational Implementation of Royal Biringkanaya Makassar Hospital includes work items as follows:

1) Managerial Medical Management;
2) Managerial Non Medical Management;
3) Managerial Administration, Finance and Assets Management;
4) Human Resource Management;
5) Management of Licenses related to hospitals;
6) Management of Achieving Class Determination, National and International Accreditation;
7) Managing good relations with stakeholders Local government, hospital and community work partners;
8) Management of preparation of the submission of Management of the Royal Biringkanaya Hospital from the SECOND PARTY to the FIRST PARTY;
9) Other managerial management related to Royal Biringkanaya Makassar Hospital.

In implementing this agreement, the FIRST PARTY pays the Fee for the SECOND PARTY, for the Management of the Royal Biringkanaya Makasar Hospital in the amount of Rp8,170,000,000 with details:

a. The cost of assisting the establishment of the Royal Biringkanaya Makassar Hospital amounted to

Rp5.670.000.000;

b. Biaya Branding *Fee* PT Rumah Sakit Pelni untuk 5 tahun pertama sebesar Rp2.500.000.000;

39. PERIKATAN (lanjutan)

a. Perjanjian Kerjasama dengan PT Indah Karya (Persero) (lanjutan)

Dalam melaksanakan perjanjian ini PIHAK PERTAMA membayar Biaya *Fee* kepada PIHAK KEDUA, atas Pengelolaan Rumah Sakit Royal Biringkanaya Makasar sebesar Rp8.170.000.000 dengan rincian: (lanjutan)

c. Management *Fee* dihitung berdasarkan jumlah omzet neto setiap bulan yang diperoleh Rumah Sakit Royal Biringkanaya, dengan ketentuan sebagai berikut:

1) Pencapaian omzet minimal 50% dari bisnis plan, maka besar *fee* yang dibayarkan PIHAK PERTAMA kepada PIHAK KEDUA sebesar Rp200.000.000;

2) Pencapaian omzet diatas 50% s.d. 75% dari bisnis *plan*, maka besar *fee* yang dibayarkan PIHAK PERTAMA kepada PIHAK KEDUA sebesar 3% dari jumlah omzet per bulan;

3) Pencapaian omzet diatas 75% dari bisnis *plan* maka besar *fee* yang dibayarkan PIHAK PERTAMA kepada PIHAK KEDUA sebesar 2% dari jumlah omzet per bulan;

Pembayaran biaya fee diatur sebagai berikut:

a. Pembayaran tahap Pendampingan Pendirian Rumah Sakit Royal Biringkanaya Makassar sampai dengan tahap Pra Operasional kepada PIHAK KEDUA dilakukan secara bertahap berdasarkan pencapaian progres dengan produk laporan (*product deliverable*) sesuai rincian biaya terlampir dalam Perjanjian Kerjasama ini;

b. Pembayaran *Branding Fee* PT Rumah Sakit Pelni sebesar Rp2.500.000.000 dibayarkan sebanyak dua kali, yaitu:

1) Termin I 60%, yaitu sebesar Rp1.500.000.000 dibayarkan kepada PIHAK KEDUA saat Rumah Sakit Royal Biringkanaya Makassar dapat dioperasionalkan;
2) Termin II 40%, yaitu sebesar Rp1.000.000.000 dibayarkan kepada PIHAK KEDUA satu tahun setelah Rumah Sakit Royal Biringkanaya Makassar telah dioperasionalkan.

c. Pembayaran *Management Fee* atas pengelolaan Manajemen Rumah Sakit Royal Biringkanaya Makassar, dibayarkan setiap bulan setelah laporan

Rp5,670,000,000;

b. Branding Fee for PT Rumah Sakit Pelni for the first 5 years amounting to Rp2,500,000,000;

39. ENGAGEMENT *(continued)*

a. Cooperation Agreement with PT Indah Karya (Persero) *(continued)*

In implementing this agreement, the FIRST PARTY pays the Fee for the SECOND PARTY, for the Management of the Royal Biringkanaya Makasar Hospital in the amount of Rp8,170,000,000 with details: (continued)

c. Management Fee is calculated based on the amount of net turnover each month obtained by Royal Biringkanaya Hospital, with the following conditions:

1) Achievement of a minimum turnover of 50% of the business plan, the amount paid is FIRST PARTY to the SECOND PARTY of Rp.200.000.000;

2) Achievement of turnover above 50% up to 75% of the business plan, then the fee paid FIRST PARTY to the SECOND PARTY is 3% of the total turnover per month;

3) Achievement of turnover above 75% of the business plan, then the fee paid is FIRST PARTY to the SECOND PARTY of 2% of the total turnover per month;

Payment of fee is arranged as follows:

a. Payment for the stage of Mentoring of the Establishment of Royal Biringkanaya Makassar Hospital up to the Pre-Operational stage for the SECOND PARTY is carried out in stages based on the progress of the product report (product deliverable) according to the detailed costs attached to this Cooperation Agreement;

b. Branding Fee of PT Rumah Sakit Pelni in the amount of Rp2,500,000,000 is paid twice, namely:

1) The first term is 60%, which is equal to Rp1,500,000,000 paid to the SECOND PARTY when the Royal Biringkanaya Makassar Hospital can be operated;
2) Termination 40%, which is equal to Rp1,000,000,000, is paid to the SECOND PARTY one year after the Royal Biringkanaya Makassar Hospital has been operated.

c. Payment of Management Fee for management of the Royal Biringkanaya Makassar Hospital is paid monthly after the management and financial

kinerja manajemen dan keuangan disusun dan diserahkan oleh PIHAK KEDUA kepada PIHAK PERTAMA dengan batas waktu akhir bulan berikutnya.

performance reports are prepared and submitted by the SECOND PARTY to the FIRST PARTY with the deadline for the following month.

39. PERIKATAN (lanjutan)

a. Perjanjian Kerjasama dengan PT Indah Karya (Persero) (lanjutan)

Jangka waktu penyelesaian pekerjaan diatur sebagai berikut:

a. Pekerjaan Pendampingan Pendirian Rumah Sakit Royal Biringkanaya Makassar dan Penyiapan Pra Operasional Rumah Sakit Royal Biringkanaya Makassar, akan diselesaikan oleh PIHAK KEDUA selama kurang lebih 1 (satu) tahun setelah perjanjian ini ditandatangani atau maksimal 3 bulan sebelum operasional Rumah Sakit Royal Biringkanaya Makassar.
b. *Branding Fee* dan *Management Fee* berlaku selama 5 (lima) tahun, terhitung sejak dimulainya operasional Rumah Sakit Royal Biringkanaya Makassar.

Perjanjian kerjasama ini berlaku 5 (lima) tahun, terhitung sejak dimulainya operasional Rumah Sakit Royal Biringkanaya Makassar. Sampai dengan terbitnya laporan keuangan ini, progres pembangunan Rumah Sakit Royal Biringkanaya Makassar masih dalam tahap *land clearing* .

b. Perjanjian Kerjasama dengan PT Kawasan Berikat Nusantara (Persero)

Pada tanggal 15 Agustus 2018, Perusahaan menandatangani Perjanjian Kerjasama antara PT Kawasan Berikat Nusantara (Persero) dengan PT Rumah Sakit PELNI tentang Pengelolaan Rumah Sakit Umum dan Pekerja No. 040/SPKS/DRT.5.3/08/2018 dan No. 074/Hkm/PT.KBN/VIII/2018. Ruang lingkup dalam perjanjian tersebut adalah PIHAK PERTAMA memberikan hak untuk mengelola Rumah Sakit Umum dan Pekerja (RSUP) kepada PIHAK KEDUA dan PIHAK KEDUA melaksanakan hak pengelolaan tersebut dengan memberikan jasa pengelolaan dalam operasional RSUP yang meliputi:

1) Mengajukan Rencana Kerja dan Anggaran Perusahaan yang disusun bersama dengan PIHAK PERTAMA;

2) Melakukan pengelolaan seluruh operasional RSUP sesuai dengan kaidah pengelolaan rumah sakit yang berlaku secara umum sebagaimana telah diatur dalam peraturan yang berlaku di Indonesia;

3) Rekrutmen, pengaturan jadwal praktek dan seluruh aktivitas atas pengelolaan paran dokter untuk

39. ENGAGEMENT *(continued)*

a. Cooperation Agreement with PT Indah Karya (Persero) *(continued)*

The period of completion of work is arranged as follows:

a. Job Assistance for Establishment of Royal Biringkanaya Makassar Hospital and Pre-Operational Preparation of Royal Biringkanaya Makassar Hospital, will be completed by the SECOND PARTY for more than 1 (one) year after the agreement is signed or a maximum of 3 months before the operation of Royal Biringkanaya Makassar Hospital.
b. Branding Fee and Management Fee are valid for 5 (five) years, starting from the commencement of the operation of the Royal Biringkanaya Makassar Hospital.

This cooperation agreement is valid for 5 (five) years, starting from the commencement of the operation of the Royal Biringkanaya Makassar Hospital. Until the issuance of this financial report, the progress of the construction of the Royal Biringkanaya Makassar Hospital is still in the land clearing stage.

b. Cooperation Agreement with PT Kawasan Berikat Nusantara (Persero)

On August 15, 2018, the company signed a cooperation agreement between the PT Kawasan Berikat Nusantara (Persero) and PT Rumah Sakit PELNI about the management of public hospitals and workers No. 040/SPKS/DRT. 5.3/08/2018 and No. 074/Hkm/PT. KBN/VIII/2018. The scope of the agreement is that the FIRST PARTY grants the right to administer the public and Worker hospitals (RSUP) to the SECOND PARTY and the SECOND party carries out the rights of management by providing management services in RSUP operations which include:

1) *Submitting work plans and company budgets compiled together with the FIRST PARTY;*

2) *To manage all RSUP operations in accordance with the general prevailing hospital management rules as stipulated in the prevailing regulations in Indonesia;*

3) *Recruitment, arrangement of practice schedules and all activities on the management of doctors to fulfill*

memenuhi pelayanan kesehatan;

health care services;

39. PERIKATAN (lanjutan)

b. Perjanjian Kerjasama dengan PT Kawasan Berikat Nusantara (Persero) (lanjutan)

4) Penempatan jajaran Direksi dan Manajemen dalam struktural RSUP, tanpa mengabaikan prinsip manfaat dan pengendalian biaya yang akan dibebankan kepada RSUP;

5) Penempatan tim kerja paruh waktu yang akan bekerja berdasarkan *project* yang dinilai penting untuk mendukung produktivitas RSUP;

6) Penempatan sistem pelayanan dan adminstrasi yang berbasis Teknologi Informasi yang akan diatur dalam perjanjian tersendiri;

7) Standarisasi peralatan medis dan non medis pada Rumah Sakit berdasarkan efisiensi biaya;

8) Standarisasi kompensasi dan manfaat berbasis kinerja untuk pekerja Rumah Sakit;

9) Kerjasama dalam pemberian *training/upskilling* yang dibutuhkan;

10) Melakukan pelaporan kinerja produksi maupun keuangan setiap 1 (satu) bulan kepada Dewan Pengawas yang dibentuk oleh PARA PIHAK.

Dalam melaksanakan perjanjian ini PIHAK PERTAMA membayar Management Fee kepada PIHAK KEDUA, atas Pengelolaan RSUP dengan rincian:

1) Placement Fee biaya pengurusan SIP (Surat Ijin Praktek) akan dibayarkan dari RSUP kepada PIHAK KEDUA sebesar Rp20.000.000 per orang untk periode 1 (satu) kali pengurusan SIP dengan masa berlaku 5 (lima) tahun;

2) Biaya yang muncul dari penempatan jajaran manajemen purna waktu PIHAK KEDUA akan dibebankan kepada opersional RSUP dan dibayarkan langsung kepada pegawai yang ditempatkan sesuai stadarisasi kompensasi dan fasilitas layanan kesehatan dari PIHAK KEDUA;

3) Asisten Fee untuk tim manajemen yang diperbantukan tidak penuh waktu akan dikenakan tarif sebesar Rp2.000.000 per hari untuk level manager dan Rp6.000.000 per hari untuk level Direksi, dengan total maksimum sebesar Rp144.000.000 dalam waktu 3 (tiga) bulan pertama, untuk bulan berikutnya dan

39. ENGAGEMENT *(continued)*

b. Cooperation Agreement with PT Kawasan Berikat Nusantara (Persero) *(continued)*

4) *Placement of Board of directors and management in structural RSUP, without neglecting the principle of benefits and control of costs that will be charged to RSUP;*

5) *A part-time team placement that will work based on projects assessed is important to support RSUP productivity;*

6) *The placement of service and administration systems based on information technology to be governed by a separate agreement;*

7) *Standardization of medical and non-medical equipment at hospitals based on cost efficiency;*

8) *Standardizing compensation and performance-based benefits for hospital workers;*

9) *Cooperation in the provision of training/upskilling required;*

10) *Reporting the production and financial performance every 1 (one) month to the Board of Trustees established by THE PARTIES.*

In carrying out this agreement the FIRST PARTY pays the Management Fee to the SECOND PARTY, the management of RSUP with the details:

1) *Placement Fee of SIP management fee (practice permit) will be paid from RSUP to SECOND PARTY of Rp20,000,000 per person, 1 (one) time period of SIP management with validity period of 5 (five) years;*

2) *The fees arising from the placement of the SECOND PARTY's full-time management range will be charged to RSUP operationand payable directly to officers placed IN accordance with the compensation and health care facilities of the SECOND PARTY;*

3) *Assistant Fee for the fully-stocked management team will be charged Rp2,000,000 per day for Level manager and Rp6,000,000 per day for board level, with a maximum total of Rp144,000,000 within the first 3 (three) months, for the following month and so on for a maximum of Rp28,800,000. Payment will be*

seterusnya maksimum Rp28.800.000. Pembayaran akan dilakukan oleh RSUP kepada PIHAK KEDUA maksimal tanggal 10 di setiap bulan berikutnya;

made by RSUP to the SECOND PARTY maximum on 10th of each subsequent month;

39. PERIKATAN (lanjutan)

b. Perjanjian Kerjasama dengan PT Kawasan Berikat Nusantara (Persero) (lanjutan)

4) Untuk tim manajemen PIHAK KEDUA yang ditempatkan penuh waktu akan diberikan imbalan mengkuti standar yang berlaku di PT Rumah Sakit Pelni;

5) Institutional Fee untuk kerjasama pengelolaan sebesar Rp200.000.000 per bulan dibayarkan oleh RSUP kepada PIHAK KEDUA dibayarkan apabila profit dan cash flow memungkinkan dan dibayarkan Pihak RSUP paling lambat setiap tanggal 20 di setiap bulan berikutnya. Apabila kondisi profit dan cash flow tidak memungkinkan, maka kewajiban pembayaran institutional fee tetap diberlakukan, namun belum dibayarkan kepada PIHAK KEDUA, sehingga selanjutnya dicatat sebagai hutang RSUP kepada PIHAK KEDUA;

6) Semua biaya tersebut dibayar PIHAK PERTAMA di luar konsekuensi beban pajak yang timbul karenanya;

7) Kebutuhan pengadaan alat kesehatan yang membutuhkan investasi dana diatas Rp500.000.000 harus diajukan kepada PIHAK PERTAMA untuk diteruskan kepada Pemegang Saham PIHAK PERTAMA;

Perjanjian kerjasama ini berlaku untuk kurun waktu 1 (satu) tahun sejak ditandatangani perjanjian ini oleh PARA PIHAK, yaitu terhitung sejak tanggal 15 Agustus 2018 sampai dengan tanggal 14 Agustus 2019.

Sejak tanggal 16 September 2018 pengelolaan Rumah Sakit Umum dan pekerja PT Kawasan Berikat Nusantara (Persero) telah diambil alih dibawah kelolaan Rumah Sakit Pelni.

c. Kesepakatan Bersama antara Pemerintah Kabupaten Gianyar dengan PT Rumah Sakit Pelni Nomor: 006/8/KSB/BK.Tapem/II/2019 dan 010/HKM/KSB.RSGIANYAR/II/2019, tanggal 8 Februari 2019

Ruang lingkup kesepakatan bersama ini meliputi:

1) Pengembangan sistem informasi kesehatan;
2) Pengembangan sumber daya manusia dibidang

39. ENGAGEMENT *(continued)*

b. Cooperation Agreement with PT Kawasan Berikat Nusantara (Persero) *(continued)*

4) The SECOND PARTY management team that is placed full-time will be rewarded with standards that apply to the PT Rumah Sakit Pelni;

5) Institutional Fee for management cooperation of Rp200,000,000 per month paid by RSUP to SECOND PARTY is paid when the profit and cash flow allows and is payable by the RSUP party at the latest on the 20th of each subsequent month. If the condition of profit and cash flow is not possible, the institutional fee payment obligation remains enforced, but not paid to the SECOND PARTY, so that it is further recorded as RSUP payable to the SECOND PARTY;

6) All such fees are paid by the FIRST PARTY outside of the consequences of the tax burden arising therefrom;

7) The need for medical equipment procurement that requires investment of funds above Rp500,000,000 must be submitted to the FIRST PARTY to be forwarded to the FIRST PARTY shareholders;

The cooperation agreement is valid for the period of 1 (one) year since THE PARTIES HAVE signed this agreement, which is calculated from August 15, 2018 until August 14, 2019.

Since September 16, 2018 management of General Hospital and workers of PT Kawasan Berikat Nusantara (Persero) has been taken over under the run of Rumah Sakit Pelni.

c. Joint agreement between Gianyar Regency and PT Rumah Sakit Pelni number: 006/8/KSB/BK. TAPEM/II/2019 and 010/HKM/KSB. RSGIANYAR/II/2019, dated February 8, 2019

The scope of this joint agreement includes:

1) Development of health information systems;
2) Human resources development in the field of health

informasi kesehatan dan teknologi; dan

3) Peningkatan sarana prasarana dibidang informasi kesehatan dan teknologi.

and technology information; and

3) Improvement of infrastructure in the field of health and technology information.

39. PERIKATAN (lanjutan)

b. Perjanjian Kerjasama dengan PT Kawasan Berikat Nusantara (Persero) (lanjutan)

Jangka waktu kesepakatan ini berlaku untuk jangka waktu 12 (duabelas) bulan sejak ditandatangani para pihak.

Potensi pendapatan yang akan diraih oleh PT Rumah Sakit Pelni sesuai draft Berita Acara Kesepakatan adalah sebesar Rp4.680.000.000 termasuk Pajak Pertambahan Nilai.

39. ENGAGEMENT *(continued)*

b. Cooperation Agreement with PT Kawasan Berikat Nusantara (Persero) *(continued)*

The term of this agreement is valid for a period of 12 (twelve) months since the parties signed.

The potential revenue to be achieved by PT Rumah Sakit Pelni Pursuant to the draft news event agreement is Rp4,680,000,000 including value added tax.

40. PERKARA-PERKARA LITIGASI

a. Perkara Perdata Kasus Sdr. Johanis J. Latuihamallo & Sdr. Christina Mailoa di Pengadilan Hubungan Industrial (Tingkat Kasasi).

Pegawai Perjanjian Kerja Laut (PKL) sejak bulan Januari 2016 dengan jabatan sebagai Mualim II pada KM. Sabuk Nusantara 33 yang telah habis masa kontraknya dan mengajukan gugatan hubungan industrial (Sdr. Johanis J. Latuihamallo).

Status hukum: PT Pelni (Persero) kalah di tingkat Pengadilan Negeri, menang di tingkat Mahkamah Agung.

Pegawai Perjanjian Kerja Laut (PKL) sejak tanggal 16 Januari 2016 dengan jabatan sebaga Mualim I pada KM. Sabuk Nusantara 33 yang telah habis masa kontraknya dan mengajukan gugatan hubungan industrial (Sdr. Christian Mailoa).

Status hukum: PT Pelni (Persero) kalah di Pengadilan Negeri, kalah di Mahkamah Agung.

b. Perkara Perdata Sorong No. Registrasi 1/Pdt.G/2019/PN Son.

Sengketa atas tanah yang terletak di Jalan Yapeng Kampung Baru Sorong dengan luas 311 M2 (tiga ratus sebelas meter persegi) antara PT. PELNI (Persero) selaku tergugat dengan drg. Adelina Napitupulu selaku penggugat.

Status hukum: PT Pelni (Persero) Menang di tingkat Pengadilan Negeri.

40. LITIGATION CASE

a. *Case civil lawsuit Sdr. Johanis J. Latuihamallo & Sdr. Christina Mailoa in the Court of Industrial relations (rate of casation).*

The Marine Work Agreement (PKL) employee since January 2016 with the position as converts II on KM. Sabuk Nusantara 33 that have expired his contract and filed an industrial relation lawsuit (SDR. Johanis J. Latuihamallo).

Legal Status: PT Pelni (Persero) lost in the district court, won in the Supreme Court.

The Marine Work Agreement (PKL) employee since January 16, 2016 with the position of the title of Mualim I on KM. Sabuk Nusantara 33 which has expired in his contract and filed an industrial relation lawsuit (Sdr. Christian Mailoa).

Legal Status: PT Pelni (Persero) lost in the District court, losing to the Supreme Court.

b. *Civil litigants No. Registration 1/PDT. G/2019/PN Son.*

Dispute over land located in Jalan Yapeng Kampung Baru Sorong with an area of 311 M2 (three hundred eleven square meters) between PT. PELNI (Persero) as defendant with DRG. Adelina Napitupulu as plaintiff.

Legal Status: PT Pelni (Persero) wins at district Court level.

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
DAN ENTITAS ANAK
CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN
Tanggal 31 Desember 2019, dan
untuk Tahun yang Berakhir pada Tanggal Tersebut
(Dengan Perbandingan Tanggal 31 Desember 2018, dan
untuk Tahun yang Berakhir pada Tanggal Tersebut)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
AND IT'S SUBSIDIARIES
NOTES TO CONSOLIDATED FINANCIAL STATEMENTS
As of December 31, 2019, and
for the Year Then Ended
(With Comparative As of December 31, 2018, and
for the Year Then Ended)
(Expressed In Full Rupiah, Unless Otherwise Stated)

40. PERKARA-PERKARA LITIGASI (lanjutan)

c. Perkara Pidana terkait tindak pidana yang dilakukan oleh Sdr. Abdul Karim Bin Lambe.

PELNI melaporkan Sdr. Abdul Karim sebagaimana Surat Laporan Polisi Nomor : LPB/154/IV/2018/SPKT tanggal 17 April 2018 terhadap dugaan tindak Pidana Sdr. Abdul Karim atas penggunaan akte palsu sebagaimana dimaksud didalam Pasal 226 ayat (2) KUH Pidana dugaan tindak pidana membuat surat palsu dan menempatkan keterangan palsu ke dalam akta otentik, dimana ybs telah ditetapkan sebagai tersangka dan berkas dilimpahkan ke Kejaksaan Tinggi Sulawesi Selatan, di Kejaksaan berkas telah dinyatakan lengkap (P-21).

Status hukum: sudah memasuki proses peradilan di Pengadilan Negeri.

d. Perkara Pidana Pasca Putusan Kasasi atas Aset PT PELNI (Persero) Jln. Angkasa No. 18 Kemayoran DKI Jakarta.

Permohonan penundaan eksekusi aset atas Putusan Kasasi dengan pertimbangan PT PELNI (Persero) melakukan upaya hukum Pidana dan PT PELNI (Persero) merupakan BUMN yang 100% sahamnya dimiliki oleh Negara sehingga eksekusi dapat mengakibatkan kerugian Negara dan berakibat hukum di kemudian hari.

Status hukum Pengadilan Negeri Sudah Menjawab Surat PT PELNI (Persero) yang pada intinya dilakukan penundaan eksekusi.

e. Dugaan Pidana oleh Pihak lain yang merugikan PT PELNI (Persero).

PT PELNI (Persero) membuat laporan Polisi Nomor : LPB/25/V/2019/SUS/JATIM tanggal 2 Mei 2019, dengan terlapor Sdri. Marita Sani yang merupakan istri pegawai, dimana yang berangkutan diduga melakukan tindak pidana Informasi dan Transaksi Elektronik dengan sengaja dan membuat dapat diaksesnya Informasi Elektronik dan/ atau Dokumen Elektronik yang memiliki muatan penghinaan dan/ atau pencemaran nama baik dan/ atau ancaman dan laporan dimaksud.

Status hukum: Telah diputus oleh Majelis Hakim

40. LITIGATION CASE *(continued)*

c. *Criminal Matters related to criminal acts by Sdr. Abdul Karim Bin Lambe.*

Pelni reported Sdr. Abdul Karim as a police report letter number: LPB/154/IV/2018/SPKT on 17 April 2018 against alleged criminal offence. Abdul Karim for the use of false deeds referred to in article 226 paragraph (2) KUH Pidana dugaan criminal acts make a false letter and put false information into the authentic deed, where she has been designated as a suspect and the file is delegated to the high attorney of South Sulawesi, in prosecutors the file has been declared complete (P-21).

Legal Status: has entered into judicial proceedings in the District Court.

d. *Criminal case after the Kasasi decision on the asset of PT PELNI (Persero) Jln. Angkasa No. 18 Kemayoran DKI Jakarta.*

The application for suspension of asset execution on the Kasasi decision in consideration of PT. PELNI (Persero) committed criminal law and PT. PELNI (Persero) is a state owned SOE 100% owned by the state so that the execution could result in the loss of the state and a legal result in the later days.

Status: The District Court Has Responded to a Letter from PT PELNI (Persero) which in essence carried out a postponement of the execution.

e. *Criminal Allegations by Other Parties that harm PT PELNI (Persero).*

PT PELNI (Persero) made a police report number: LPB/25/V/2019/SUS/JATIM on May 2, 2019, with Sdri reported. Marita Sani, who is the wife of the officer, in which the carriage allegedly commits electronic criminal information and transactions intentionally and makes the access of electronic information and/or electronic documents that have the content of insults and/or defamation and/or threats and reports mentioned.

Legal Status: By the Assembly of judges of the

Pengadilan Negeri Surabaya dengan hukuman penjara 1 tahun 6 bulan dan Menguatkan Putusan Pengadilan Negeri Surabaya ke Pengadilan Tinggi.

Surabaya District Court with a prison sentence of 1 year 6 months and to strengthen the decision of the Surabaya District Court to the High Court.

40. PERKARA-PERKARA LITIGASI (lanjutan)

f. Penyelesaian Aset Bermasalah PT PELNI (Persero) di Jln. Talang Kerangga No. 51 Palembang (Luas 805m²).

PT PELNI (Persero) memiliki aset yang terletak di Jl. Talang Kerangga, Palembang yang hingga saat ini akan dikuasai oleh pihak ketiga (Maucu). PT PELNI (Persero) bekerjasama dengan konsultan hukum untuk melakukan eksekusi terhadap penghuni tersebut. Proses selanjutnya adalah laporan ke kepolisian setempat, untuk tindaklanjut. Saat ini masih dalam proses penerbitan Surat Kuasa dari Biro Hukum.

Status hukum: Tidak ada proses pengadilan.

g. Penyelesaian Sertifikasi Atas Aset PT PELNI (Persero) di Desa Sei Tabuk Keramat, Kabupaten Banjar, Kalimantan Selatan (Lahan sewa seluas 22,437m²).

PT. PELNI (Persero) Memiliki aset di Desa Sei Tabuk, Banjarmasin seluas +- 99.537 m2. Pada tahun 2011 masa berlaku Sertifikat tersebut telah habis dan tidak dapat diperpanjang karena telah berubah menjadi pemukiman penduduk dan fasilitas umum setempat. Pekerjaan ini telah selesai dan telah terbit sertifikat.

Status hukum: belum ada proses pengadilan.

h. Eksekusi Aset PT PELNI (Persero) Surabaya di Jln. Jambi No. 61.

PT PELNI memilik aset di Jl, Jambi No 61, dimana PT PELNI telah menang di PN, PT Kasasi selanjutnya dilakukan upaya eksekusi atas aset dimaksud sehingga dapat dikuasai pelni secara *defacto* dan *dejure* .

Status hukum: menang di Pengadilan Negeri, Pengadilan Tinggi dan Mahkamah Agung.

i. Kontra Memori Peninjauan Kembali dari Termohon Peninjauan Kembali II atas perkara No. 48/Srt.Pdt.PK/2019/PN. Jkt. Pst Jo No. 110/Pdt. Plw/2015/2015/PN. Jkt. Pst.

40. LITIGATION CASE *(continued)*

f. *Settlement of problematic assets PT PELNI (Persero) at Jln. Talang Kerangga No. 51 Palembang (Area 805m ²).*

PT PELNI (Persero) owns the assets located on Jl. Talang Kerangga, Palembang which until now will be ruled by a third party (Maucu). PT PELNI (Persero) in cooperation with legal consultants to execute the occupants. The next process is a report to the local police, for further action. Currently still in the process of issuing power from the Bureau of Law.

Legal Status: No court proceedings

g. *On the completion of PT PELNI (Persero) assets in Sei Tabuk Keramat village, Banjar Regency, South Kalimantan (22, 437m ²).*

PT. PELNI (Persero) has assets in the village of Sei Tabuk, area of +-99,537 m2. In 2011 the validity period of the certificate has expired and cannot be renewed as it has been transformed into local settlements and public facilities. This work has been completed and the sertifikat has been published.

Legal Status: No court proceedings

h. *Legal consultation services for the asset execution of PT PELNI (Persero) Surabaya at Jln. Jambi No. 61.*

PT PELNI has assets on Jl, Jambi No. 61, where PT PELNI has won in PN, PT Kasasi then carried out execution effort of the intended asset so that it can be controlled by defacto and dejure.

Legal Status: Win in Pengadilan Negeri, Pengadilan Tinggi dan Mahkamah Agung.

i. *Cons Memory review from the respondent reconsideration II of the case No. 48/Srt. Pdt. PK/2019/PN. Jkt. Pst Jo No. 110/PDT. PLW/2015/2015/PN.Jkt.Pst.*

40. PERKARA-PERKARA LITIGASI (lanjutan)

Upaya Hukum Perlawanan (Derden Verzet) terkait Aset milik PT PELNI (Persero) di Jl. Angkasa No 18 Kemayoran, dengan Luas obyek 3.658 m2, dimana hal ini karena Hasan Ismail yang mengaku sebagai ahli waris Geo Carol Lijnis Huffenreutur dulunya pemilik tanah seluas 36.370 m2 berdasarkan Sertifikat Hak Milik Nomor 116/Pasar Baru tanggal 23 Maret 1964, mengajukan gugatan Perdata atas Perbuatan Melawan Hukum terhadap PT.PELNI (Persero) atas penguasaan Tanah d Jl. Angkasa No 18, Kemayoran dengan objek Sertifikat HGB Nomor 1179/Gunung Sahari Selatan dengan luas tanah 3.658 m2 atas nama PT PELNI (Persero).

Status hukum: kalah Pengadilan Negeri, Pengadilan Tinggi dan Mahkamah Agung.

j. Perkara Perdata Nomor: 10/Pdt.G/2019/PN.Dob di Pengadilan Negeri Dobo.

PT PELNI digugat atas Perbuatan Melawan Hukum atas penguasaan aset oleh Yayasan Budi Luhur Jargaria.

Status hukum: PT Pelni (Persero) menang di tingkat Pengadilan Negeri.

40. LITIGATION CASE *(continued)*

Resistance (Derden Verzet) related assets belonging to PT PELNI (Persero) at Jl. Angkasa No 18 Kemayoran, with an area of 3,658 m2, where this is because Hasan Ismail who claimed to be the heir of Geo Carol Lijnis Huffenreutur was formerly a landowner of 36,370 m2 based on certificate of Rights No. 116/New Market on March 23, 1964, filing a civil lawsuit against law against PT. PELNI (Persero) for the mastery of the land D Jl. Angkasa No 18, Kemayoran with the object of HGB Certificate No. 1179/Gunung Sahari Selatan with land area 3,658 m2 on behalf of PT PELNI (Persero).

Legal Status: Lose, Pengadilan Negeri, Pengadilan Tinggi and Mahkamah Agung.

j. *Civil Case Number: 10 / Pdt.G / 2019 / PN.Dob in the Dobo District Court.*

Legal Consultant Services regarding article number: 10/PDT. G/2019/PN. Dob in the Dobo District Court.

Legal Status: PT Pelni (Persero) wins at district Court level.

41. PERISTIWA SETELAH TANGGAL LAPORAN POSISI KEUANGAN

1. Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan dalam Penanganan Pandemi Covid-19

Pada tanggal 31 Maret 2020, Presiden Republik Indonesia menerbitkan Peraturan Pemerintah Pengganti Undang-Undang Republik Indonesia mengenai Kebijakan Keuangan Negara dan Stabilitas Sistem Keuangan dalam Penanganan Pandemi Covid-19 dan/atau dalam Menghadapi Ancaman yang Membahayakan Stabilitas Sistem Perekonomian dan/atau Stabilitas Sistem Keuangan Nasional (“PERPPU No. 1/2020") yang berlaku efektif pada tanggal 31 Maret 2020.

41. SUBSEQUENT EVENTS

1. National Financial Policy and Financial System Stability in the Handling of Pandemic Covid-19

On March 31, 2020, the President of the Republic of Indonesia issued a government regulation in lieu of the Republic of Indonesia Law on national finance policy and financial system stability in the handling of pandemic Covid-19 and/or in the face of threats that harm the stability of the economic system and/or national financial system stability ("PERPPU No. 1/2020") which is effective March 31, 2020.

41. PERISTIWA SETELAH TANGGAL LAPORAN POSISI KEUANGAN (lanjutan)

Kebijakan sektor perpajakan berdasarkan PERPPU No. 1/2020 membahas, sebagai berikut:

- Penyesuaian tarif Pajak Penghasilan Wajib Pajak badan dalam negeri dan bentuk usaha tetap,sebagai berikut :

  1. Penurunan tarif menjadi 22% yang berlaku padaTahun Pajak 2020 dan Tahun 2021 ;

  2. Penurunan tarif menjadi 20% yang berlaku pada Tahun Pajak 2022 ;

  3. Wajib Pajak dalam negeri berbentuk Perseroan Terbuka dengan jumlah keseluruhan saham yang disetor diperdagangkan pada Bursa Efek Indonesia paling sedikit 40% memperoleh tarif 3 persen lebih rendah dari poin 1 dan 2 di atas (dan apabila memenuhi syarat tertentu).

Operasi Entitas Usaha dapat terdampak secara merugikan oleh wabah *Corona Virus Disease* (Covid-19). Dampak merugikan dari Covid-19 terhadap perekonomian global dan Indonesia meliputi dampak negatif pada pertumbuhan ekonomi, penurunan pasar modal, peningkatan risiko kredit, pelemahan kurs tukar terhadap mata uang asing dan gangguan operasi bisnis. Dampak masa depan dari wabah Covid-19 terhadap Indonesia serta Kelompok Usaha belum dapat dijelaskan untuk saat ini. Peningkatan jumlah infeksi Covid-19 atau wabah yang berkepanjangan dapat berdampak buruk pada Indonesia serta Usaha Entitas. Namun, dampak masa depan juga akan bergantung pada efektivitas kebijakan tanggapan yang dikeluarkan oleh Pemerintah Republik Indonesia.

Sampai dengan tanggal laporan keuangan ini, telah terjadi pelemahan Indeks Harga Saham Gabungan Bursa Efek Indonesia ("IHSG"), Indonesian Composite Index ("ICBI") dan kurs tukar Rupiah terhadap mata uang asing yang terkontribusi oleh dampak Covid-19. Namun, dampak spesifik terhadap bisnis, pendapatan dan nilai terpulihkan dari aset dan liabilitas Entitas Usaha belum memungkinkan untuk ditentukan pada tahap ini. Dampak-dampak tersebut akan dilaporkan dalam laporan keuangan konsolidasian saat dampak tersebut dapat diketahui dan diestimasi.

41. SUBSEQUENT EVENTS *(continued)*

Taxation sector policy based on PERPPU No. 1/2020 discussing, as follows:

- *Adjustment on income tax rates of the domestic corporate taxpayerand permanent establishment, as follows:*

  1. *Decrease the tax rates to 22% effective for the Fiscal Years 2020 and 2021 ;*

  2. *Decrease the tax rates to 20% effective for the Fiscal Year 2022 ;*

  3. *Domestic corporate taxpayer in the form of publicly-listed entity with total number of shares of at least 40% traded at the Indonesian Stock Exchange which obtain 3% tax rate lower than in points 1 and 2 above (and when certain conditions are met).*

The Entity's operations may be adversely impacted by the outbreak of Corona Virus Disease ("Covid-19"). The adverse effects of Covid-19 to the global and Indonesia economy includes negative effect to economic growth, decline in capital markets, increase in credit risk, depreciation of foreign currency exchange rates and disruption of business operation. The future effects of the outbreak of Covid-19 to Indonesia and the Entity are unclear at this time. A significant rise in the number of Covid-19 infections or prolongation of the outbreak could have severe affect to Indonesia and the Entity. However, future effects will also depend on the effectiveness of policy responses issued by the Government of the Republic of Indonesia in response to the pandemic.

As of the date of these financial statements, there has been a decline in the Indonesia Stock Exchange Composite Bond Index ("IHSG"), Indonesia Composite Bond Index ("ICBI") and Rupiah foreign currency exchange rates which contributed by the impact of Covid-19. However, specific impact to the Entity's businesses, earnings, recoverability of assets and liabilities are not possible to be determined as this stage. Such effects will be reported when they are known and can be estimated.

41. PERISTIWA SETELAH TANGGAL LAPORAN POSISI KEUANGAN (lanjutan)

2. Penjualan dan Penerbitan Saham Bersyarat di PT Rumah Sakit Pelni

Berdasarkan Berita Acara Pemenuhan Kondisi Prasyarat Perjanjian Penjualan dan Penerbitan Saham Bersyarat di PT Rumah Sakit Pelni yang dibuat dan ditandatangani pada tanggal 31 Maret 2020 oleh PT Pertamina Bina Medika IHC, PT Pelayaran Nasional Indonesia (Persero) dan PT Rumah Sakit Pelni.

Menerangkan:

Bahwa Para Pihak telah menandatangani Perjanjian Penjualan dan Penerbitan Saham Bersyarat di PT Rumah Sakit Pelni pada tanggal 4 Oktober 2019 yang telah beberapa kali diubah yaitu melalui Amandemen Perjanjuan Penjualan dan Penerbitan Saham Bersyarat di PT Rumah Sakit Pelni pada tanggal 30 Desember 2019 dan Amandemen kedua pada tanggal 28 Januari 2020, dimana PBM-IHC bermaksud untuk melakukan pengambilalihan Perseroan yang dilakukan melalui pembelian sebagian saham Perseroan milik Pelni dan mengambil sejumlah saham-saham baru yang dikeluarkan oleh Perseroan, yang mengakibatkan PBM-IHC memiliki saham mayoritas dalam Perseroan.

Bahwa pada tanggal 30 Desember 2019, Para Pihak juga telah menandatangani Berita Acara Negosiasi Valuasi PT Rumah Sakit Pelni guna menyepakati nilai valuasi saham untuk penyelesaian Transaksi ("Berita Acara Valuasi Negosiasi Valuasi PT Rumah Sakit Pelni").

Bahwa pada tanggal 28 Februari 2020, Para Pihak juga telah menandatangani Berita Acara Negosiasi Valuasi PT Rumah Sakit Pelni Tanpa Proyek Merial Tower guna menyepakati nilai valuasi saham untuk penyelesaian Transaksi tanpa Proyek Merial Tower ("Berita Acara Valuasi Tanpa Proyek Merial").

Bahwa berdasarkan Pasal 2.4 Perjanjian, Para Pihak sepakat untuk berupaya dengan sebaik- baiknya untuk melaksanakan Transaksi setelah dipenuhinya atau dikesampingkannya oleh PBM-IHC dan disetujui oleh Pelni dan Perusahaan, Kondisi Prasyarat sebagaimana diatur dalam Pasal 2.3 Perjanjian paling lambat pada Tanggal Penyelesaian yaitu tanggal 31 Maret 2020 atau tanggal lain yang disepakati oleh Para Pihak.

41. SUBSEQUENT EVENTS *(continued)*

2. Sale and Issuance of Conditional Shares in PT Rumah Sakit Pelni

Based on the Minutes of Fulfilling Conditions of Prerequisites for the Agreement on the Sale and Issuance of Conditional Shares in PT Rumah Sakit Pelni which was made and signed on March 31, 2020 by PT Pertamina Bina Medika IHC, PT Pelayaran Nasional Indonesia (Persero) and PT Rumah Sakit Pelni.

Explain:

That the Parties have signed the Agreement on the Issuance and Issuance of Conditional Shares in PT Rumah Sakit Pelni on October 4, 2019 which has been amended several times, namely through the Amendment to the Sale and Issuance of Conditional Shares at PT Rumah Sakit Pelni on December 30, 2019 and the second Amendment on the date January 28, 2020, where PBM-IHC intends to take over the Company by buying part of the Company's shares owned by Pelni and taking a number of new shares issued by the Company, resulting in PBM-IHC having a majority stake in the Company.

That on December 30, 2019, the Parties also signed the Minutes of PT Rumah Sakit Pelni Valuation Negotiations to agree on the value of share valuations for the completion of the Transaction ("Minutes of Valuation Negotiation of PT Rumah Sakit Pelni Valuation").

That on February 28, 2020, the Parties have also signed the Minutes of PT Rumah Sakit Pelni Valuation Negotiation without the Merial Tower Project to agree on the value of share valuation for the completion of Transactions without the Merial Tower Project ("Minutes of Valuation Without Merial Projects").

That based on Article 2.4 of the Agreement, the Parties agree to try their best it is good to carry out the Transaction after it is fulfilled or ruled out by PBM-IHC and approved by Pelni and the Company, the Prerequisite Conditions as regulated in Article 2.3 of the Agreement at the latest on the Settlement Date which is March 31, 2020 or other date agreed by the Parties.

Dengan mempertimbangkan hal-hal tersebut di atas, Para Pihak sepakat untuk mengadakan Berita Acara ini guna mendokumentasikan pemenuhan Kondisi Prasyarat yang berlaku dalam Transaksi dengan ketentuan sebagai berikut:

Taking into account the foregoing, the Parties agree to hold this Minutes to document the fulfillment of the Prerequisite Conditions that apply in the Transaction with the following conditions:

41. PERISTIWA SETELAH TANGGAL LAPORAN POSISI KEUANGAN (lanjutan)

41. SUBSEQUENT EVENTS *(continued)*

2. Penjualan dan Penerbitan Saham Bersyarat di PT Rumah Sakit Pelni (lanjutan)

2. Sale and Issuance of Conditional Shares in PT Rumah Sakit Pelni *(continued)*

Para Pihak telah berupaya dengan sebaik-baiknya untuk memenuhi Kondisi Prasyarat yang berlaku dalam Transaksi sebagaimana diatur dalam Pasal 2.3 Perjanjian. Namun demikian, sampai dengan Tanggal Penyelesaian, masih terdapat Kondisi Prasyarat terkait Proyek Merial Tower yang belum terpenuhi yaitu Izin Mendirikan Bangunan dan Izin Lingkungan yang diperlukan untuk pembangunan Proyek Merial Tower ("Kondisi Prasyarat Proyek Merial Tower").

The Parties have made their best efforts to fulfill the Prerequisite Conditions that apply in the Transaction as regulated in Article 2.3 of the Agreement. However, until the Completion Date, there are still pre-requisite Conditions related to the Merial Tower Project which have not been fulfilled namely Building Permit and Environmental Permit required for the construction of the Merial Tower Project ("Prerequisite Conditions for the Merial Tower Project").

Sehubungan dengan Kondisi Prasyarat Proyek Merial Tower tersebut, maka dengan memperhatikan ketentuan Pasal 3.2 butir (ii) dan (iii) Perjanjian dan Berita Acara Valuasi Tanpa Proyek Merial, PBM-IHC setuju untuk mengesampingkan Kondisi Prasyarat Proyek Merial Tower tersebut dan tetap melakukan penyelesaian Transaksi dengan ketentuan-ketentuan sebagai berikut:

In connection with the Prerequisite Conditions for the Merial Tower Project, taking into account the provisions of Article 3.2 points (ii) and (iii) Agreement and Minutes of Valuation without a Merial Project, PBM-IHC agrees to waive the Conditions for the Merial Tower Project and continue to complete the Transaction with the following conditions:

a) Nilai Transaksi

Nilai Transaksi sebesar Rp703.800.000.000,- (tujuh ratus tiga miliar delapan ratus juta Rupiah) merupakan nilai yang telah memperhitungkan Proyek Merial apabila Kondisi Prasyarat Pokok Merial Tower dipenuhi. Dengan belum terpenuhinya Kondisi Prasyarat Proyek Merial Tower, maka nilai yang akan dibayarkan PBM-IHC adalah sesuai dengan ketentuan sebagai berikut:

1) Nilai Transaksi yang Dibayarkan PBM-IHC pada Tanggal Penyelesaian.

Nilai transaksi yang akan dibayarkan oleh PBM-IHC pada Tanggal Penyelesaian adalah sebesar Rp604.800.000.000,- (enam ratus empat miliar delapan ratus juta Rupiah) untuk kepemilikan 51% (lima puluh satu persen) oleh PBM-IHC, dengan rincian sebagai berikut:

(i) Nilai Transaksi atas Penjualan Saham Lama

Nilai yang akan dibayarkan oleh PBM-IHC

a) Transaction Value

The Transaction Value of Rp703,800,000,000 (seven hundred three billion eight hundred million Rupiah) is the value that has taken into account the Merial Project if the Merial Tower Principal Conditions are met. With the Merial Tower Project Prerequisites not being fulfilled, the values that PBM-IHC will pay are in accordance with the following provisions:

1) Transaction Value Paid by PBM-IHC on the Settlement Date.

The transaction value to be paid by PBM-IHC on the Settlement Date is Rp604,800,000,000 (six hundred four billion eight hundred million Rupiah) for 51% (fifty one percent) ownership by PBM-IHC, with details as follows :

(i) Transaction Value of Selling Old Shares

The value to be paid by the PBM-IHC to

kepada Pelni atas penjualan dan pemindahan hak atas Saham Lama, yaitu sejumlah 42.721 (empat puluh dua ribu tujuh ratus dua puluh satu) saham adalah sebesar Rp 503.800.000.000,- (lima ratus tiga miliar delapan ratus juta Rupiah); dan

Pelni for the sale and transfer of rights to the Old Shares, in the amount of 42,721 (forty two thousand seven hundred twenty one) shares amounting to Rp503,800,000,000 (five hundred three billion eight hundred million Rupiah); and

41. PERISTIWA SETELAH TANGGAL LAPORAN POSISI KEUANGAN (lanjutan)

41. SUBSEQUENT EVENTS *(continued)*

2. Penjualan dan Penerbitan Saham Bersyarat di PT Rumah Sakit Pelni (lanjutan)

a) Nilai Transaksi (lanjutan)

1) Nilai Transaksi yang Dibayarkan PBM-IHC pada Tanggal Penyelesaian. (lanjutan)

(ii) Nilai Transaksi atas Penerbitan dan Penyetoran Saham Baru

Nilai penyetoran atas Saham Baru yang akan dibayarkan oleh PBM-IHC kepada Perusahaan, yaitu sejumlah 16.959 (enam belas ribu sembilan ratus lima puluh sembilan) saham adalah sebesar Rp101.000.000.000,- (seratus satu miliar Rupiah).

2) Nilai Transaksi yang akan ditempatkan dalam Rekening Penampungan

Para Pihak sepakat bahwa selisih antara Nilai Transaksi dan nilai transaksi tanpa Proyek Merial Tower yaitu sebesar Rp 99.000.000.000,- (sembilan puluh sembilan miliar) akan ditempatkan ke dalam suatu rekening penampungan dalam jangka waktu paling lambat 30 (tiga puluh) hari sejak Tanggal Penyelesaian dan akan dicairkan kepada Perusahaan apabila Kondisi Prasyarat Proyek Merial Tower telah terpenuhi paling lambat tanggal 30 Juni 2020 ("Selisih Nilai Transaksi"). Ketentuan terkait rekening penampungan sebagaimana dimaksud dalam butir ini akan diatur dalam suatu perjanjian rekening penampungan yang akan disepakati dan ditandatangani oleh bank yang ditunjuk, PBM-IHC dan Perusahaan.

b) Kondisi Tak Terpenuhinya Pemenuhan Kondisi Prasyarat Proyek Merial Tower

PBM-IHC sepakat untuk memberikan waktu kepada Perusahaan sampai dengan tanggal 30 Juni 2020 untuk memenuhi Kondisi Prasyarat Proyek Merial Tower ("Tanggal Pelaksanaan Terakhir"). Apabila sampai dengan Tanggal Pelaksanaan Terakhir yang ditentukan Perusahaan belum dapat memenuhi Kondisi Prasyarat Merial Tower, maka Selisih Nilai

2. Sale and Issuance of Conditional Shares in PT Rumah Sakit Pelni *(continued)*

a) Transaction Value (continued)

1) Transaction Value Paid by PBM-IHC on the Settlement Date. (continued)

(ii) Transaction Value of the Issuance and Deposit of New Shares

The deposit value of the New Shares that will be paid by PBM-IHC to the Company, which is 16,959 (sixteen thousand nine hundred fifty-nine) shares is Rp101,000,000,000 (one hundred and one billion Rupiah).

2) Transaction Value to be placed in the Escrow Account

The Parties agree that the difference between the Transaction Value and the transaction value without the Merial Tower Project in the amount of Rp99,000,000,000 (ninety nine billion) will be placed in a holding account within a period of no later than 30 (thirty) days from the Settlement Date and will be disbursed to the Company if the Conditions of the Merial Tower Project Prerequisites have been fulfilled no later than June 30, 2020 ("Difference in Transaction Value"). Provisions relating to the holding account as referred to in this item will be regulated in a holding account agreement that will be agreed upon and signed by the designated bank, PBM-IHC and the Company.

b) Unfulfilled Conditions Fulfilling the Prerequisite Conditions for the Merial Tower Project

PBM-IHC agreed to allow the Company until June 30, 2020 to fulfill the Prerequisite Conditions for the Merial Tower Project ("Last Implementation Date"). If up to the Last Implementation Date determined the company has not been able to meet the Merial Tower Prerequisite Conditions, the Transaction Value Difference will be returned to PBM-IHC. To

Transaksi akan dikembalikan kepada PBM-IHC. Untuk menghindari keragu-raguan, porsi kepemilikan saham PBM-IHC dalam Perusahaan tidak akan berkurang apabila Kondisi Prasyarat Proyek Merial Tower tidak terpenuhi pada Tanggal Pelaksanaan Terakhir.

avoid doubts, the portion of PBM-IHC share ownership in the Company will not be reduced if the Conditions of the Merial Tower Project are not fulfilled on the Last Implementation Date.

41. PERISTIWA SETELAH TANGGAL LAPORAN POSISI KEUANGAN (lanjutan)

41. SUBSEQUENT EVENTS *(continued)*

2. Penjualan dan Penerbitan Saham Bersyarat di PT Rumah Sakit Pelni (lanjutan)

Perjanjian Pemegang Saham Antara PT Pertamina Bina Medika IHC, PT Pelayaran Nasional Indonesia (Persero), Yayasan Kesehatan Pensiunan Pelni Dan PT Rumah Sakit Pelni Nomor 0385/A00000/2020-S0 dan Nomor TH.03.31-01/SS/2020, tanggal 31 Maret 2020.

Syarat-syarat dan ketentuan-ketentuan yang diatur dalam Perjanjian ini:

1) Pasal 1, Pengelolaan Perseroan
2) Pasal 2, Efektifitas
3) Pasal 3, Kegiatan Usaha
4) Pasal 4, Struktur Permodalan dan Kepemilikan Saham

4.1. Struktur permodalan Perseroan sejak tanggal penyelesaian transaksi sebagai berikut:

Modal dasar	Rp	237.920.000.000
Modal ditempatkan	Rp	117.019.000.000
Modal disetor	Rp	117.019.000.000

4.2. Komposisi kepemilikan saham Perseroan sejak tanggal penyelesaian transaksi sebagai berikut:

2. Sale and Issuance of Conditional Shares in PT Rumah Sakit Pelni *(continued)*

Shareholder agreement between PT Pertamina Bina Medika IHC, PT Pelayaran Nasional Indonesia (Persero), the Pension Health Foundation Pelni and PT Rumah Sakit Pelni number 0385/A00000/2020-S0 and number TH. 03.31-01/SS/2020, dated March 31, 2020.

Terms and conditions set out in this agreement:

1) Article 1, Management of the company
2) Article 2, Effectiveness
3) Article 3, Business activity
4) Article 4, Capital Structure and Shareholding

4.1. The company's capital structure since the completion date of the transaction as follows:

Capital base	*Rp*	*237,920,000,000*
Capital placed	*Rp*	*117,019,000,000*
Paid up capital	*Rp*	*117,019,000,000*

4.2. Composition of the company's shareholding since the completion date of transaction as follows:

Pemegang Saham/*Shareholders*	**Jumlah Saham/ *Shares***	**Nilai Nominal / *Par Value* (Rp)**	**% (Persentase)**
PT Pertamina Bina Medika IHC (PBM-IHC)	59.680	59.680.000.000	51,00
PT Pelayaran Nasional Indonesia (Persero)	57.314	57.314.000.000	48,98
Yayasan Kesehatan Pensiunan Pelni	25	25.000.000	0,02
	117.019	**117.019.000.000**	**100,00**

3. Pengembalian dana Subsidi (Subsidi Kapal Perintis) ke Kemenhub atas kegiatan tahun 2018

Berdasarkan Surat Kementrian Perhubungan Direktorat Jendral Perhubungan Laut Nomor: PR/101/9/17/DA.-2020

3. Refund of PSO (Pioneer Ship Subsidy) funds to the Ministry of Transportation for 2018 activities

Based on the letter of Ministry of Transportation Directorate General of Sea Transportation number:

perihal tindak lanjut hasil Audit Dengan Tujuan Tertentu (ADTT) Inspektur Jendral Kementrian Perhubungan kepada PT Pelni (Persero).

PR/101/9/17/DA.-2020 regarding the follow-up of Audit results with a specific purpose (ADTT) inspector General of the Ministry of Transportation to PT Pelni (Persero).

41. PERISTIWA SETELAH TANGGAL LAPORAN POSISI KEUANGAN (lanjutan)

41. SUBSEQUENT EVENTS *(continued)*

3. Pengembalian dana Subsidi (Subsidi Kapal Perintis) ke Kemenhub atas kegiatan tahun 2018 (lanjutan)

Berdasarkan Surat Direktur Jendral Perhubungan Laut Nomor: KU.102//I/8/DJPL/2020 tanggal 28 Januari 2020 perihal pembuatan komitmen kapal perintis agar memerintahkan PT Pelni (Persero) menyetor kelebihan pembayaran.

Sehubungan hal tesebut diinstruksikan kepada Operator PT Pelni (Persero) untuk segera menyetorkan ke Kas Negara atas kelebihan pembayaran kegiatan Subsidi Angkutan Laut Perintis Kapal Milik Negara Triwulan IV TA 2018 senilai Rp42.745.259.943.- (empat puluh milyar tujuh ratus empat puluh lima juta dua ratus lima puluh sembilan ribu sembilan ratus empat puluh tiga rupiah).

Berdasar hasil Tindak Lanjut perihal pengembalian kelebihan pembayaran kegiatan Subsidi Angkutan Laut Perintis Kapal MIlik Negara tersebut, Perseroan berencana untuk meminta verifikasi terhadap kekurangan pembayaran Pekerjaan Kewajiban Pelayanan Kewajiban Publik Angkutan Barang Kapal Perintis Triwulan IV Tahun Anggaran 2018 sehingga hasil verifikasi tersebut dapat dikompensasikan sebagai pengurang atas kelebihan pembayaran tersebut.

3. Refund of PSO (Pioneer Ship Subsidy) funds to the Ministry of Transportation for 2018 activities *(continued)*

Based on letter of director General of Sea Transportation number: KU. 102//I/8/DJPL/2020 dated January 28, 2020 concerning the making of the pilot vessel commitment to order PT Pelni (Persero) to deposit excess payment.

In the event that it is instructed to the Operator of PT Pelni (Persero) to immediately deposit to the state treasury for the excess payment subsidy of the land transport pioneer of the state owned quarterly IV TA 2018 Worth Rp42,745,259,943.- (forty billion seven hundred forty five million two hundred fifty nine thousand nine hundred forty three Rupiah).

Based on the results of the follow-up on the return of overpayment of marine transport subsidy activities of the State, the company plans to request verification against the shortage of payment of employment obligations services Public liability transport goods Pioneer Quarter IV year budget 2018 so that the verification results can be compensated as a deduction for the excess payment.

42. TANGGUNG JAWAB MANAJEMEN DAN PERSETUJUAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN

Penyusunan dan penyajian wajar laporan keuangan konsolidasian merupakan tanggung jawab manajemen dan telah disetujui oleh Direksi untuk diterbitkan pada tanggal 24 April 2020.

42. MANAGEMENT RESPONSIBILITY AND APPROVAL OF CONSOLIDATED FINANCIAL STATEMENTS

The preparation and fair presentation of the consolidated financial statements are the responsibility of management and have been approved by the Board of Directors for issue on the date April 24, 2020.

INFORMASI TAMBAHAN/
ADDITIONAL INFORMATION

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN POSISI KEUANGAN - INDUK SAJA
Tanggal 31 Desember 2019
(Dengan Perbandingan Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENTS OF FINANCIAL POSITION - PARENT ONLY
As of December 31, 2019
(With Comparative as of December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	31 Desember/ *December* 2019	31 Desember/ *December* 2018	
ASET				***ASSETS***
Aset Lancar				***Current Assets***
Kas dan Setara Kas	4c;4d;4e;4h;6	1.492.485.214.756	1.304.740.249.968	*Cash and Cash Equivalent*
Piutang Usaha	4d;4h;7	68.083.445.637	79.746.449.868	*Accounts Receivables*
(Setelah dikurangi provisi penurunan nilai tanggal 31 Desember 2019 dan 2018 masing-masing sebesar Rp4.478.223.744 dan Rp3.098.956.587)				*(Net of provision for impairment as of December 31, 2019 and 2018, respectively Rp 4,478,223,744 and Rp3,098,956,587)*
Aset Keuangan Lancar Lainnya	4d;4f;4h;8	545.078.836.754	455.754.494.355	*Other Current Financial Assets*
(Setelah dikurangi provisi penurunan nilai tanggal 31 Desember 2019 dan 2018, masing-masing sebesar Rp358.015.157 dan Rp176.105.864)				*(Net of provision provision for impairment as of December 31, 2019 and 2018, respectively Rp358,015,157 and Rp176,105,864)*
Persediaan	4l;9	413.941.490.597	445.738.060.116	*Inventories*
Pajak Dibayar Dimuka	4w; 10a	16.106.430.254	18.332.904.321	*Prepaid Taxes*
Uang Muka	4m; 11	33.548.618.547	40.333.669.836	*Advances Payment*
Biaya Dibayar Dimuka	4m; 12	23.015.575.030	18.298.101.829	*Prepaid Expenses*
Akun Antar Entitas Dalam 1 Grup Pelni	13	62.186.809.350	23.347.043.890	*Inter-Entity Account in 1 PELNI Group*
Jumlah Aset Lancar		**2.654.446.420.925**	**2.386.290.974.183**	***Total Current Assets***
Aset Tidak Lancar				***Non - Current Assets***
Investasi Pada Entitas Asosiasi	4g;14	718.625.394.398	618.756.661.229	*Investment in Associated Entities*
Properti Investasi	4n;4p;15	108.366.500.000	108.366.500.000	*Invesment Properties*
Alat Produksi	4o;4p;16	3.004.629.880.354	3.048.365.774.736	*Production Equipment*
(Setelah dikurangi akumulasi penyusutan tanggal 31 Desember 2019 dan 2018, masing-masing sebesar Rp5.533.091.752.306 dan Rp5.197.459.401.632)				*(Net of accumulated depreciation as of December 31, 2019 and 2018, respectively Rp5,533,091,752,306 and Rp5,197,459,401,632)*
Aset Tetap	4o;4p;17	150.320.334.194	130.942.794.420	*Fixed Assets*
(Setelah dikurangi akumulasi penyusutan tanggal 31 Desember 2019 dan 2018, masing - masing sebesar Rp216.772.128.641 dan Rp213.690.161.868)				*(Net of accumulated depreciation as of December 31, 2019 and 2018, respectively Rp216,772,128,641 and Rp213,690,161,868)*
Aset Takberwujud	4p;4q;18	15.988.854.703	23.102.352.078	*Intangible Assets*
Aset Tidak Lancar Lainnya	4l;4n;4o;19	193.327.297	305.678.011	*Other Non Current Assets*
Aset Pajak Tangguhan	4w;10e	23.333.909.458	39.087.707.791	*Deferred Tax Assets*
Jumlah Aset Tidak Lancar		**4.021.458.200.404**	**3.968.927.468.265**	***Total Non Current Assets***
TOTAL ASET		**6.675.904.621.329**	**6.355.218.442.448**	***TOTAL ASSETS***

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN POSISI KEUANGAN - INDUK SAJA
Tanggal 31 Desember 2019
(Dengan Perbandingan Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENTS OF FINANCIAL POSITION - PARENT ONLY
As of December 31, 2019
(With Comparative as of December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Catatan/ *Notes*	31 Desember/ *December* 2019	31 Desember/ *December* 2018	
LIABILITAS DAN EKUITAS				***LIABILITIES AND EQUITY***
Liabilitas Jangka Pendek				***Short-Term Liabilities***
Utang Usaha	4d; 4i;20	130.339.879.269	128.227.332.996	*Accounts Payable*
Beban Akrual	4i;21	176.856.957.050	69.954.217.925	*Accrued Expenses*
Utang pajak	4w;10b	29.200.890.315	37.028.567.097	*Tax Payable*
Bagian Lancar atas Liabilitas Jangka Panjang	4d;4i;24	5.440.380.353	5.440.380.353	*Current Portion of Long term Liabilities*
Pendapatan Diterima Dimuka/ Deposit/Uang Jaminan	4i;4r;22	47.904.973.242	36.480.255.801	*Perpaid Revenues/ Deposit/Deposit Guarantee*
Liabilitas Keuangan Jangka Pendek Lainnya	4d;4i;23	45.725.486.798	40.208.335.115	*Other Short Term Financial Liabilities*
Sub Jumlah		**435.468.567.027**	**317.339.089.287**	***Sub Total***
Liabilitas Jangka Panjang				***Long-Term Liabilities***
Utang Non Usaha Jangka Panjang	4d;4i;24	25.054.588.234	31.113.840.160	*Long-Term Non Operating Payables*
Liabilitas Imbalan Paska Kerja Jangka Panjang	4v;25	157.921.590.369	114.496.226.847	*Long Term Employee Benefits*
Sub Jumlah		**182.976.178.603**	**145.610.067.007**	***Sub Total***
Jumlah Liabilitas		**618.444.745.630**	**462.949.156.294**	***Total Liabilities***
Ekuitas				***Equity***
Modal Saham - nilai nominal Rp1.000.000 per saham, Modal dasar 13.000.000 saham Modal ditempatkan dan disetor penuh - 7.065.092 saham per 31 Desember 2019 dan 2018	1.1.3;26	7.065.092.000.000	7.065.092.000.000	*Capital Stock - par value of Rp1,000,000 per share, Authorized - 13.000.000 share Issued and fully paid - 7.065.092 shares as of December 31, 2019 and 2018*
Penyertaan Modal Pemerintah	27	564.951.174.642	564.951.174.642	*Government Equity*
Cadangan	4x;28	892.643.529.797	689.012.343.749	*Reserves*
Saldo Laba (Rugi)	4x;29	(2.322.154.595.345)	(2.323.632.341.009)	*Retained Earnings (Defisits)*
Komponen Ekuitas Lainnya	4v;30	(143.072.233.395)	(103.153.891.227)	*Other Component Equity*
Jumlah Ekuitas		**6.057.459.875.699**	**5.892.269.286.154**	***Total Equity***
TOTAL LIABILITAS DAN EKUITAS		**6.675.904.621.329**	**6.355.218.442.448**	***TOTAL EQUITY AND LIABILITIES***

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN LABA RUGI DAN
PENGHASILAN KOMPREHENSIF LAIN - INDUK SAJA
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2019
(Dengan Perbandingan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENTS OF PROFIT OR LOSS AND
OTHER COMPREHENSIVE INCOME - PARENT ONLY
For The Year Ended December 31, 2019
(With Comparative for the Year Ended December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	2019	Catatan/ *Notes*	2018	
Pendapatan Usaha	4.444.603.344.576	4s;31	3.762.344.809.512	*Operating Revenues*
Reduksi Pendapatan Usaha	(3.521.144.800)	4s;31	(15.922.131.296)	*Reduction in Operating Revenues*
Pendapatan Usaha Bersih	**4.441.082.199.776**		**3.746.422.678.216**	***Net Operating Revenues***
Beban Pokok Usaha	3.958.678.341.919	4s;32	3.499.515.785.816	*Operating Expenses*
Laba Kotor	**482.403.857.857**		**246.906.892.400**	***Gross Profit***
Beban Pemasaran dan Distribusi	36.050.172.823	4s;33	31.360.529.673	*Distribution and Marketing Expenses*
Beban Umum dan Administrasi	363.430.355.399	4s;34	295.390.795.711	*General and Administrative Expenses*
Laba Usaha	**82.923.329.635**		**(79.844.432.984)**	***Operating Profit***
Pendapatan Non Usaha, Bersih	187.750.793.648	4s;35	328.433.571.077	*Non Operating Income, Net*
Laba Sebelum Pajak	**270.674.123.283**		**248.589.138.093**	***Profit Before Tax***
Manfaat (Beban) Pajak	(65.565.191.571)	4w;10c;10d	(44.957.952.045)	***Tax Benefits (Expense)***
Jumlah Beban Pajak	**(65.565.191.571)**		**(44.957.952.045)**	***Total Tax Expenses***
Laba Tahun Berjalan	**205.108.931.712**		**203.631.186.048**	***Profit for the Current Year***
Penghasilan Komprehensif Lain				***Other Comprehensive Income***
Pos-pos yang Tidak akan Direklasifikasi ke Laba Rugi:				*Items That Will Not Be Reclassified Subsequently To Profit Or Loss*
- Keuntungan (Kerugian) Akturia	(39.918.342.168)	4w	(14.343.264.876)	*Actuaria Gain (Loss) -*
Jumlah Laba Komprehensif Tahun Berjalan	**165.190.589.544**		**189.287.921.172**	***Total Comprehensive Income of The Current Year***
Laba Bersih Per Saham Dasar	**29.031,32**	4z	**28.822,16**	***Basic Earnings Per Share***

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

The accompanying notes to the financial statements form an integral part of these financial statements taken as a whole

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN PERUBAHAN EKUITAS - INDUK SAJA
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2019
(Dengan Perbandingan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENTS OF CHANGES IN EQUITY - PARENT ONLY
For the Year Ended December 31, 2019
(With Comparative for the Year Ended December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	Modal Ditempatkan dan Disetor Penuh/ Additional Paid In Capital	***Penyertaan Modal Pemerintah/ Goverment Capital***	***Cadangan/ Reserve***	**Saldo Rugi (Defisit)/ *Retained Earnings (Defisits)***	**Komponen Ekuitas lainnya/ *Other Equity Components***	***Jumlah Ekuitas/ Total Equity***
Saldo Awal per 01 Januari 2018/*Beginning Balance as of January 01, 2018*	**7.065.092.000.000**	**564.951.174.642**	**412.593.309.421**	**(2.250.844.492.729)**	**(88.810.626.351)**	**5.702.981.364.983**
Laba Tahun Berjalan/*Profit for the Current Year*	-	-	-	203.631.186.048	-	203.631.186.048
Cadangan/*Reserve*	-	-	276.419.034.328	(276.419.034.328)	-	-
Kerugian Aktuaria/*Actuarial Losses*	-	-	-	-	(14.343.264.876)	(14.343.264.876)
Saldo Akhir per 31 Desember 2018/*Ending Balance as of December 31, 2018*	**7.065.092.000.000**	**564.951.174.642**	**689.012.343.749**	**(2.323.632.341.009)**	**(103.153.891.227)**	**5.892.269.286.155**
Laba Tahun Berjalan/*Profit for the Current Year*	-	-	-	205.108.931.712	-	205.108.931.712
Cadangan/*Reserve*	-	-	203.631.186.048	(203.631.186.048)	-	-
Kerugian Aktuaria/*Actuarial Losses*	-	-	-	-	(39.918.342.168)	(39.918.342.168)
Saldo Akhir per 31 Desember 2019/*Ending Balance as of December 31, 2019*	**7.065.092.000.000**	**564.951.174.642**	**892.643.529.797**	**(2.322.154.595.345)**	**(143.072.233.395)**	**6.057.459.875.699**

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

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PT PELAYARAN NASIONAL INDONESIA (PERSERO)
LAPORAN ARUS KAS - INDUK SAJA
Untuk Tahun yang Berakhir pada Tanggal 31 Desember 2019
(Dengan Perbandingan untuk Tahun yang Berakhir pada Tanggal 31 Desember 2018)
(Dalam Rupiah Penuh, kecuali Dinyatakan Lain)

PT PELAYARAN NASIONAL INDONESIA (PERSERO)
STATEMENT OF CASH FLOWS - PARENT ONLY
As of December 31, 2019
(With Comparative as of December 31, 2018)
(Expressed In Full Rupiah, Unless Otherwise Stated)

	2019	2018	
Arus Kas dari Aktivitas Operasi			***Cash Flows from Operating Activities***
Penerimaan Kas dari Pelanggan	1.431.084.295.248	1.342.352.887.517	*Receipt from Customer*
Penerimaan Public Service Obligation & Subsidi	2.677.763.686.340	2.403.998.420.099	*Receipt from Public Service Obligation*
Pembayaran Kepada Pemasok	(3.573.920.536.787)	(2.959.600.518.681)	*Payment to Suppliers*
Penerimaan dari Aktivitas Operasi Lainnya	121.090.037.578	67.018.115.871	*Receipt of Other Operating Activities*
Pembayaran Biaya Operasional	(250.776.838.167)	(357.302.530.484)	*Payment of Operating Expenses*
Pembayaran Biaya Overhead	(36.050.172.823)	(23.257.049.546)	*Payment of Overhead Expenses*
Pengeluaran dari Aktivitas Operasi Lainnya	(16.463.713.046)	(15.682.974.311)	*Payment of Other Operating Expenses*
Penerimaan Uang Jaminan dari Pelanggan	11.424.717.441	3.823.358.528	*Receipt of Cash Collateral from Customer*
Pembayaran Pajak	(47.659.837.321)	(54.691.041.978)	*Tax Payment*
Jumlah Arus Kas Bersih Diperoleh dari Aktivitas Operasi	**316.491.638.463**	**406.658.667.015**	***Net Cash Provided from Operating Activities***
Arus Kas dari Aktivitas Investasi			***Cash Flows from Operating Activities***
Penerimaan Bunga	35.702.669.704	25.911.026.417	*Interest Receipt*
Investasi Entitas Asosiasi	(99.846.493.313)	-	*Investment Entity Associations*
Perolehan Aset Tetap	(276.984.673.576)	(236.565.790.582)	*Purchase of Fixed Assets*
Perolehan Aset Dalam Konstruksi	(33.396.506.611)	(10.938.221.761)	*Construction in Progress*
Perolehan Aset Takberwujud	(294.052.170)	(13.633.924.009)	*Purchase of Intangible Assets*
Pembelian Aset Lain-lain	-	(241.501.980)	*Purchase of Assets*
Jumlah Arus Kas Bersih digunakan untuk Aktivitas Investasi	**(374.819.055.966)**	**(235.468.411.915)**	***Net Cash Used in Investing Activities***
Arus Kas dari Aktivitas Pendanaan	-	-	***Cash Flows from Financing Activities***
Jumlah Arus Kas Bersih Aktivitas Pendanaan	**-**	**-**	***Net Cash from Financing Activities***
PENURUNAN BERSIH KAS DAN SETARA KAS	**(58.327.417.503)**	**171.190.255.100**	***INCREASE IN CASH AND CASH EQUIVALENT***
KAS DAN SETARA KAS AWAL TAHUN	**1.717.916.995.654**	**1.546.726.740.554**	***CASH AND CASH EQUIVALENTS AT BEGINNING***
KAS DAN SETARA KAS AKHIR TAHUN	**1.659.589.578.151**	**1.717.916.995.654**	***CASH AND CASH EQUIVALENTS AT ENDING***
Saldo akhir kas dan setara kas terdiri dari:			*Cash end balances and cash equivalents consist of:*
Kas dan setara kas	1.492.485.214.756	1.304.740.249.968	*Cash and cash equivalents*
Kas dan setara kas yang dibatasi penggunaannya disajikan di akun aset keuangan lancar lainnya	167.104.363.395	413.176.745.686	*Restricted Cash and cash equivalents Presented in other current financial asset accounts*
Jumlah	**1.659.589.578.151**	**1.717.916.995.654**	***Total***

Catatan atas laporan keuangan merupakan bagian yang tidak terpisahkan dari laporan keuangan secara keseluruhan

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LAPORAN TAHUNAN
ANNUAL REPORT
2019

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