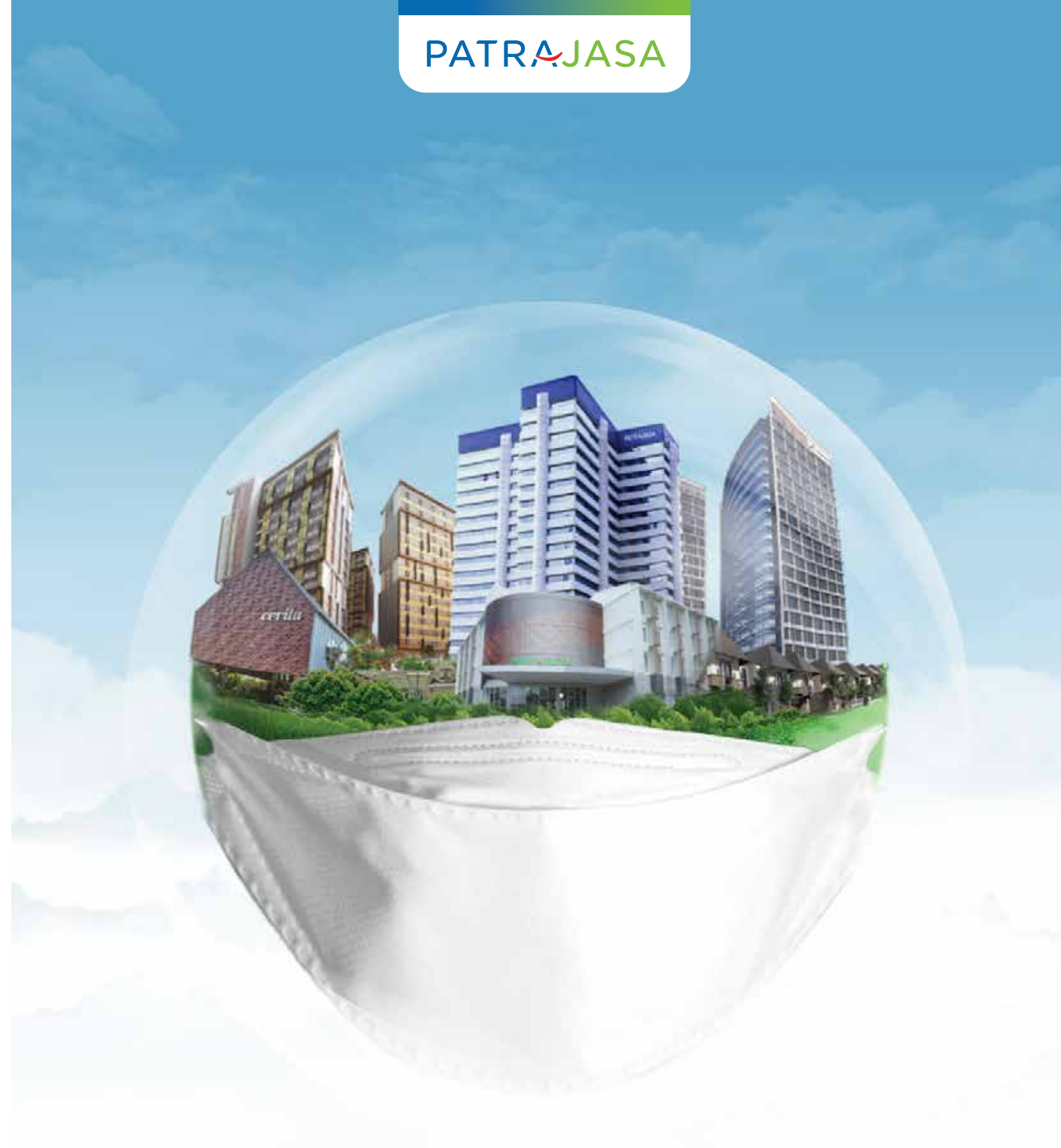




# EMBRACING NEW NORMAL

## BY LEVERAGING OUR STRENGTHS

Laporan Tahunan **2020** Annual Report

# TENTANG LAPORAN TAHUNAN 2020 PT PATRA JASA

## About Annual Report 2020 of PT Patra Jasa

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Laporan Tahunan 2020 Patra Jasa beserta entitas anak usaha kali ini bertemakan “Embracing New Normal by Leveraging Our Strengths” Tema tersebut dipilih berdasarkan kajian dan fakta dari perkembangan bisnis Perseroan pada 2020 serta masa depan keberlanjutan bisnis Perseroan.

Tujuan penyusunan Laporan Tahunan ini untuk meningkatkan keterbukaan informasi Perseroan kepada seluruh pemangku kepentingan. Laporan Tahunan Patra Jasa tahun buku yang berakhir pada 31 Desember 2020 ini diterbitkan sesuai dengan kondisi Perseroan sepanjang tahun 2020.

Laporan Tahunan 2020 ini menjadi sumber dokumentasi komprehensif yang berisikan informasi kinerja Perseroan dalam setahun. Informasi tersebut memuat dokumentasi lengkap yang menggambarkan profil; kinerja operasional, pemasaran dan keuangan; informasi tentang tugas, peran, serta fungsi struktural organisasi Perusahaan yang menerapkan konsep *best practices* dan prinsip-prinsip *corporate governance*.

Selain itu, Laporan Tahunan ini juga bertujuan untuk membangun pemahaman dan kepercayaan tentang Perseroan dengan menyediakan informasi yang tepat, seimbang, dan relevan. Para pemegang saham serta seluruh pemangku kepentingan lainnya dapat memperoleh informasi yang memadai terkait kebijakan yang telah dilakukan serta kesuksesan pencapaian Perseroan pada 2020. Sesuai ketentuan yang berlaku, Laporan Tahunan 2020 ini disajikan dalam dua bahasa, yaitu bahasa Indonesia dan bahasa Inggris dengan menggunakan jenis dan ukuran huruf yang mudah dibaca dan dicetak dengan kualitas yang baik. Laporan Tahunan Patra Jasa dapat dilihat dan diunduh di situs resmi Perseroan [www.patra-jasa.com](http://www.patra-jasa.com).

The Annual Report 2020 of Patra Jasa and subsidiaries are themed “Embracing New Normal by Leveraging Our Strengths”. The theme was chosen based on studies and facts of the Company’s business development in 2020 and the future of the Company’s business sustainability.

The purpose of preparing this Annual Report is to increase the disclosure of information about the Company to all stakeholders. This Patra Jasa Annual Report which ended on December 31st 2020 was published in accordance with the conditions of the Company throughout 2020.

This 2020 Annual Report is a comprehensive documentation containing information on the Company’s performance in a year. This information contains complete documentation describing the profile; operational, marketing and financial performance; duty information, roles and functions of the Company’s organizational structure that applies the concept of best practices and principles of corporate governance.

In addition, this Annual Report also aims to build understanding and trust about the Company by providing accurate, balanced and relevant information. Shareholders and all other stakeholders can obtain adequate information regarding the policies that have been carried out and the success of the Company’s achievements in 2020. In accordance with applicable regulations, this 2020 Annual Report is presented in two languages, Indonesian and English with using the type and size letters that are easy to read and print with good quality. Patra Jasa Annual Report can be viewed and downloaded on the Company’s official website [www.patra-jasa.com](http://www.patra-jasa.com).



# TEMA LAPORAN TAHUNAN 2020

## Theme of Annual Report 2020

### MENYAMBUT ERA NEW NORMAL DENGAN MEMANFAATKAN KEKUATAN INTERNAL

### EMBRACING NEW NORMAL BY LEVERAGING OUR STRENGTHS



Tahun 2020 merupakan tahun yang penuh dengan dinamika bisnis dan tantangan. Dampak merebaknya wabah virus Covid-19 ke seluruh negara-negara di dunia termasuk Indonesia menyebabkan Pemerintah harus menerapkan pembatasan sosial berskala besar sehingga memberikan dampak yang cukup besar ke hampir seluruh sektor bisnis, tidak terkecuali sektor bisnis Perseroan. Namun, Perseroan secara aktif dan responsif berupaya mengatasi segala tantangan yang ada melalui serangkaian langkah strategis dan sigap beradaptasi di era normal baru dengan memanfaatkan kekuatan yang dimiliki. Sehingga secara keseluruhan Perseroan berhasil melewati tahun 2020 dengan cukup baik dan optimis dengan prospek bisnis di tahun-tahun mendatang.

2020 is a year filled with business dynamics and challenges. The impact of the outbreak of the Covid-19 virus to all countries in the world including Indonesia has caused the Government to implement large-scale social restrictions so that it has a large enough impact on almost all business sectors, including the Company's business sector. However, the Company actively and responsively strives to overcome all existing challenges through a series of strategic steps and readily adapts to the new normal era by utilizing its strengths. So that overall the Company has managed to get through 2020 quite well and is optimistic about the business prospects in the coming years.

# KESINAMBUNGAN TEMA

## LAPORAN TAHUNAN

## Annual Report Theme Continuity

### 2019 Adaptation and Innovation Towards Company's Growth and Sustainability



Patra Jasa menyadari bahwa hampir semua perusahaan menghadapi dinamika ekonomi dan industri yang semakin menantang seiring dengan ketidakpastian dan perubahan teknologi. Setiap tahun Perseroan memaksimalkan usaha untuk memformulasikan strategi yang sesuai dengan tuntutan pasar, teknologi terkini dan perilaku konsumen. Di Tahun 2019, Perseroan membuktikan adaptasinya dengan gencar menghasilkan terobosan-terobosan inovasi 4.0 berbasis ICT (*Information & Communication Technology*) dan platform relevan lainnya, yang mendukung pertumbuhan dan keberlanjutan Perseroan.

Patra Jasa realizes that almost all companies face economic and industrial dynamics that are increasingly challenging along with uncertainty and technological changes. Every year the Company optimizes its efforts to formulate strategies in accordance with market demands, the latest technology and consumer behavior. In 2019, the Company has proven its adaptation by aggressively innovating breakthroughs in ICT-based 4.0 innovations (Information & Communication Technology) and other relevant platforms, which support the Company's growth and sustainability.

### 2018 Going Beyond, Ever Onward



Seiring dengan proses transformasi yang tengah berjalan, Patra Jasa terus mengayuh komitmen dan inisiatif guna memenuhi ekspektasi Pemangku Kepentingan. Tahun 2018 ini, Perseroan mampu membukukan laba usaha yang signifikan yaitu sebesar tumbuh 15,6% dan melampaui target yang telah dicanangkan. "Going Beyond" merepresentasikan keberhasilan menggali dan meningkatkan potensi diri melampaui batasan-batasan pribadi menjadi kekuatan sinergis, sehingga mampu melahirkan inovasi produk dan layanan yang berbeda, istimewa, unik serta melampaui ekspektasi seluruh Pemangku Kepentingan.

Along with the ongoing transformation process, Patra Jasa continues to realize its commitments and initiatives to meet the expectations of stakeholders. In 2018, the Company was able to book a significant operating profit, by growing 15.6% and exceeding the target that had been set. "Going Beyond" represents the success of exploring and increasing its potential beyond the boundaries into a synergistic strengths, to be able to create product and service innovations that are different, special, unique and exceed the expectations of all Stakeholders.

### 2017 Building Forward



Kondisi perekonomian yang dinamis mendorong Perseroan melanjutkan proses perubahan positif ke arah yang lebih baik dengan melakukan penataan ulang strategi bisnis, perbaikan Manajemen, peningkatan kualitas sumber daya manusia dalam rangka peningkatan kinerja dan pencapaian optimal. Tahun 2017 Perseroan fokus menerapkan 3S, yaitu Sumber Daya Manusia, Sistem dan Skill, sebagai landasan kuat untuk mencapai pertumbuhan berkelanjutan serta kesinambungan di masa depan. Perseroan melakukan beberapa terobosan besar, antara lain: pengembangan lini bisnis menjadi Tiga Pilar (*Property & Development, Hotels & Resorts* dan *Services*) melalui penambahan produk dan jasa, mengeksekusi program *Re-branding*, penguatan modal, optimalisasi aset dan partisipasi dalam proyek-proyek Kementerian BUMN.

Dynamic economic conditions had driven the Company to continue the process of positive change towards better direction by redefining its business strategies, improving management, improving the quality of human resources in order to improve performance and achieve optimal results. In 2017, the Company focused on implementing the 3S, namely Human Resources, Systems and Skills, as a strong foundation for achieving sustainable growth and sustainability in the future. The Company made several major breakthroughs, including: developing business lines into the Three Pillars (Property & Development, Hotels & Resorts and Services) through adding products and services, executing the Re-branding program, strengthening capital, optimizing assets and participating in Ministry of SOEs projects.



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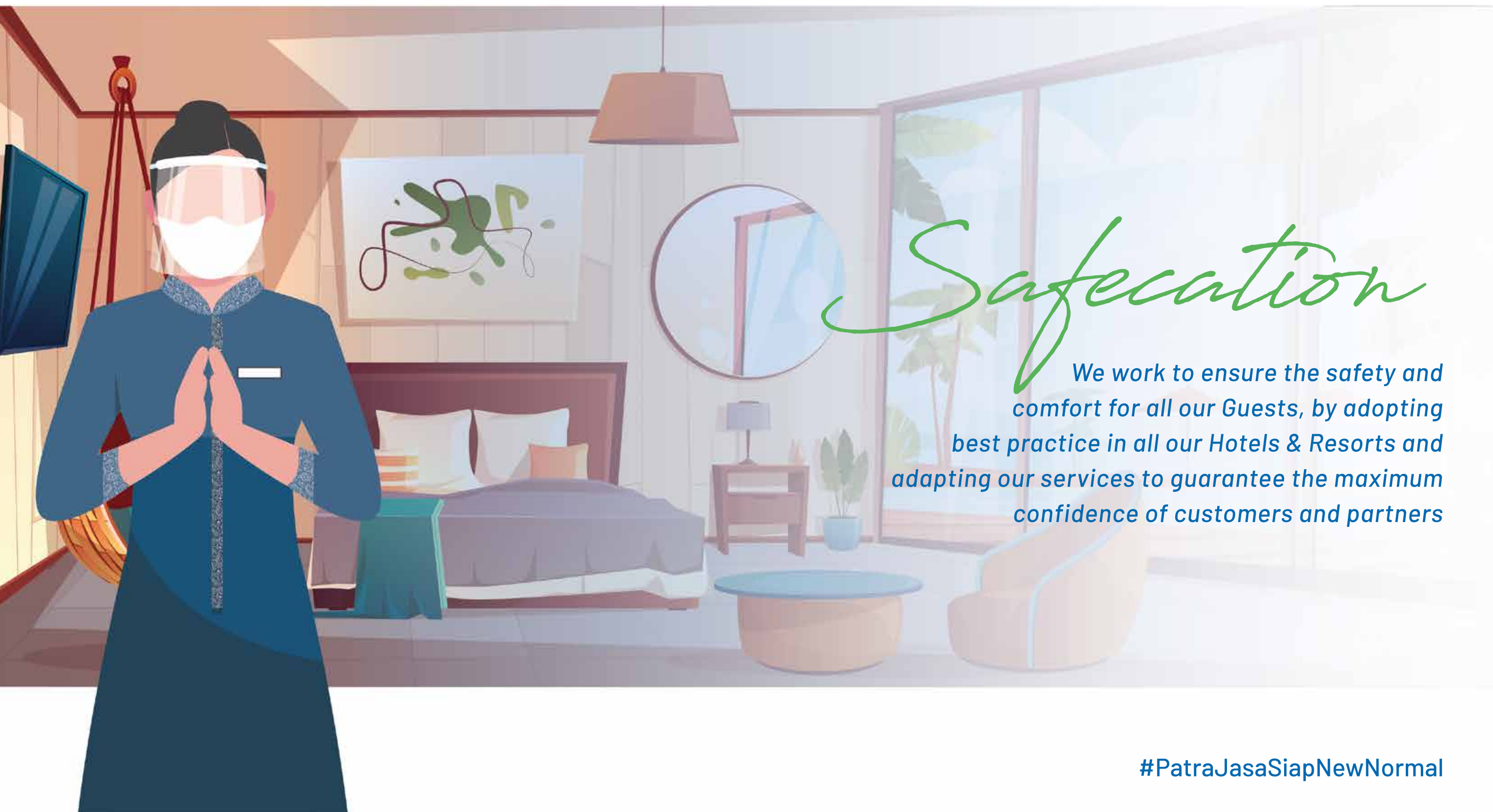
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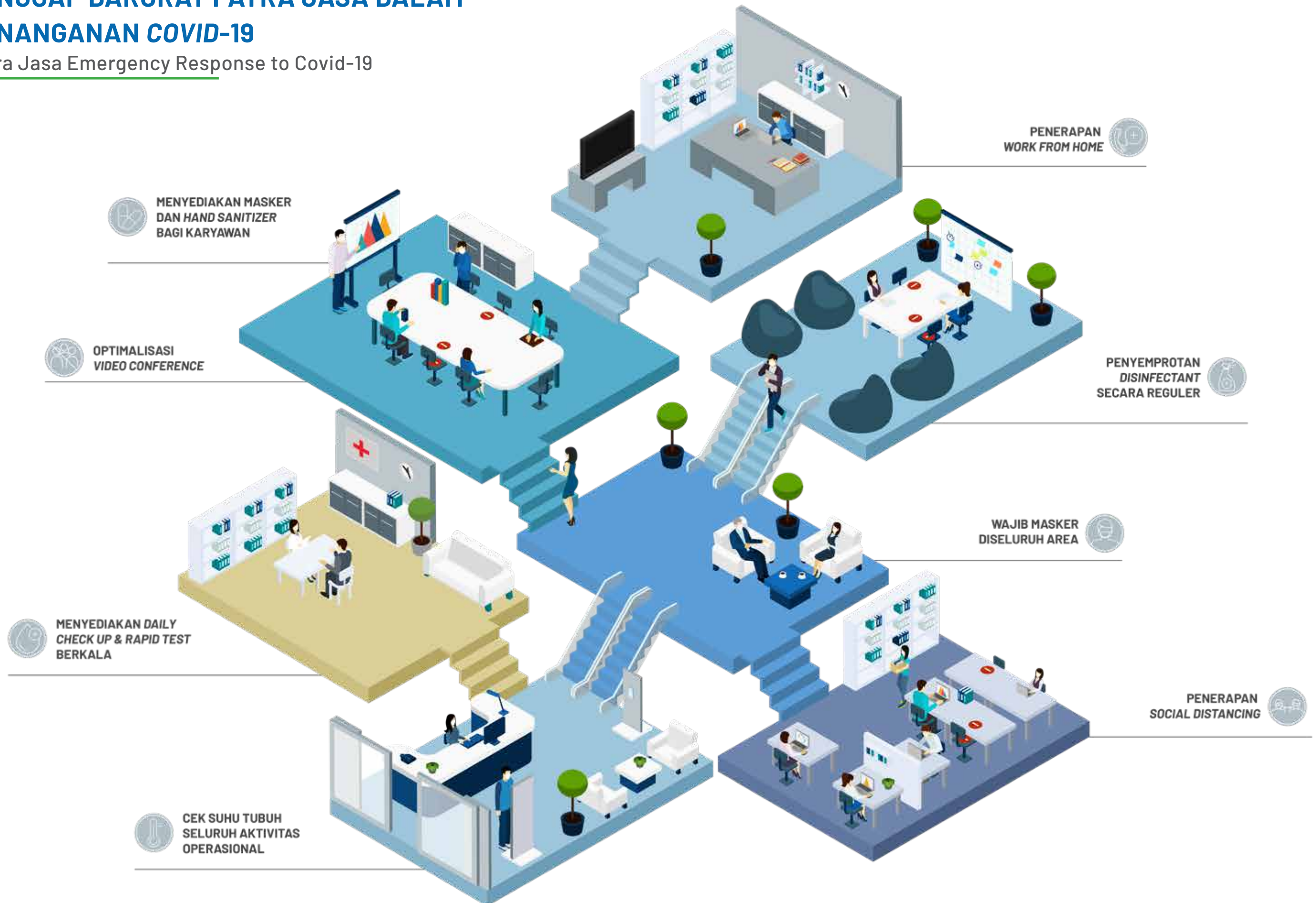
### Financial Statements



#PatraJasaSiapNewNormal

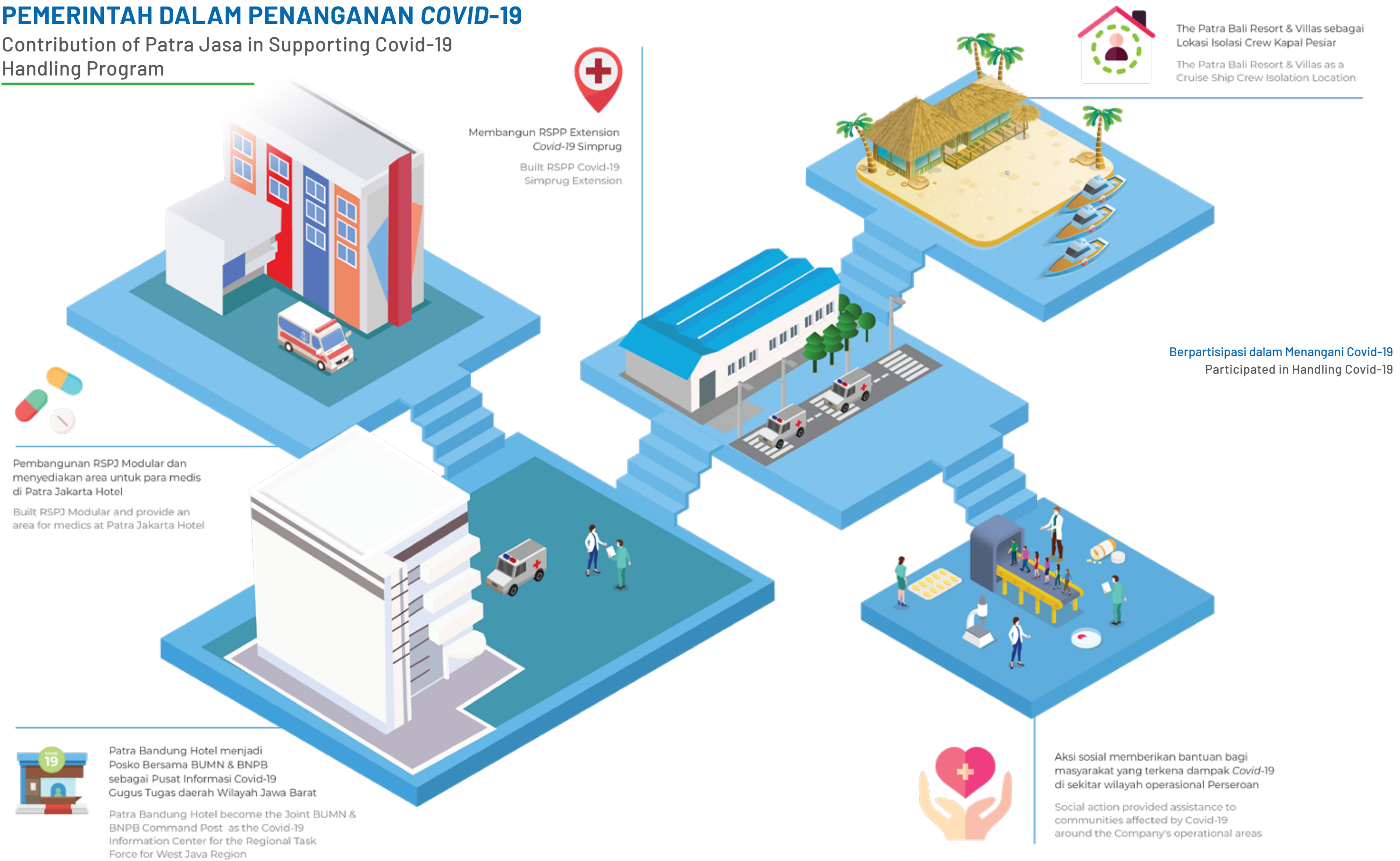
# TANGGAP DARURAT PATRA JASA DALAM PENANGANAN COVID-19

Patra Jasa Emergency Response to Covid-19



KONTRIBUSI PATRA JASA MENDUKUNG PROGRAM  
PEMERINTAH DALAM PENANGANAN COVID-19

Contribution of Patra Jasa in Supporting Covid-19  
Handling Program





# PERJALANAN TRANSFORMASI KAMI

## Our Transformation Journey

### 1975-2014

Perseroan telah melalui banyak perubahan dalam manajemen bisnisnya. Semula fokus bisnis Perseroan hanya terbatas di bisnis Perhotelan (Hospitality).

The Company has been through a lot of changes in its business management. At first, the focus of Company's business was limited only in hospitality business.

### 2014

Perseroan mulai melakukan proses transformasi yaitu melalui penambahan lini bisnis properti, sehingga secara lengkap bisnis Perseroan terdiri dari hospitality, catering dan properti. Selain itu Perseroan juga menambah bisnis sewa kendaraan dengan membentuk Anak Perusahaan, PT Prima Armada Raya.

The Company started to conduct the transformation process, which was to add property as its line of business, so that the Company's business consisted of hospitality, catering, and property. Furthermore, the Company also added vehicle rent as its Subsidiary, PT Prima Armada Raya.

### 2015

Perseroan terus melakukan perubahan termasuk dengan dilakukannya perubahan Jajaran Dewan Komisaris yang berasal dari dunia profesional pada tahun tersebut. Perseroan juga memulai kiprahnya di bisnis properti dengan pengembangan dan penjualan properti yang di antaranya adalah *landed house* yang berlokasi di Tangerang Selatan.

The Company continued to transform, included the change in Board of Commissioners who came from professional world. The Company also started its property business with property sales and development, such as landed house located in South Tangerang.

### 2016

Perseroan melakukan perubahan manajemen dengan masuknya profesional berpengalaman dari industri properti, keuangan dan pengelolaan aset. Manajemen baru kemudian mengusung perubahan Rencana Jangka Panjang Perusahaan (RJPP), termasuk melakukan perubahan Visi, Misi serta Tata Nilai Perusahaan. Manajemen juga melakukan perubahan wajah atau citra Perseroan melalui perubahan logo serta aktivitas rebranding lainnya.

Berdasarkan Rencana Jangka Panjang Perusahaan tersebut, Perseroan diproyeksikan akan tumbuh enam kali lipat dari sisi aset melalui Tiga Pilar Bisnis Perusahaan, yaitu Property & Development, Hotels & Resorts, dan Services, dalam lima tahun pertama. Tentunya Rencana Jangka Panjang Perusahaan ini dapat terwujud melalui dukungan kerja sama yang baik dengan grup Perusahaan Induk, BUMN dan pihak relevan lainnya.

Dalam mewujudkan Visi yang baru, Perseroan juga menerapkan 8 Prioritas yang dibahas dan disetujui bersama Pemegang Saham untuk mulai diterapkan pada tahun 2017.

The Company did some changes in management alongside the inclusion of experienced professional from property, finance, and asset management industries. The new management brought a change in Company's Long-Term Work Plan (RJPP), included the changes in Vision, Mission, and Corporate Values. Management also rebranded Company's image through new logo and other rebranding activities.

In accordance with Company's Long-term Work Plan, the Company's assets were projected to grow sixfold through three business pillars, namely Property & Development, Hotels & Resorts, and Services, in the first five years. This plan was able to be achieved through support and cooperation with the Parent Company, SOEs, and other relevant parties.

To achieve the new Vision, the Company also applied 8 Priorities which were discussed and approved by shareholders, to be implemented in 2017.

### 2018

Perseroan melakukan sinergi pendayagunaan aset PT Pertamina (Persero) dan Anak Perusahaan dan melakukan kerjasama dengan BUMN dan swasta.

Perseroan merealisasikan program kerja sebagai perusahaan *property development* dengan melakukan penjualan properti *nonrecurring* untuk Patraland Urbano Apartment, Patraland Amarta Apartment dan Ruko Cirebon.

The Company performed a synergy of Assets Utilization of PT Pertamina and its Subsidiaries and Signing of the Cooperation Agreement with State-Owned Enterprises (BUMN).

The Company also performed non-recurring property sales for Patraland Urbano Apartment, Patraland Amarta Apartment and Cirebon Shophouse.

### 2017

Perseroan mendapatkan penambahan modal senilai Rp1,48 triliun dari PT Pertamina (Persero) untuk mendukung pengembangan bisnis Perseroan.

Proses transformasi Perseroan berpusat pada strategi 3S (Sumber Daya Manusia, Sistem, dan Skill) yang tercermin dari diversifikasi bisnis Perseroan menjadi Tiga Pilar Bisnis yaitu Property & Development, Hotels & Resorts, dan Services.

The Company received capital injection of Rp1.48 trillion from PT Pertamina (Persero) to support the Company's business expansion.

The Company's transformation process was focused on 3S strategy (human resources, System, and skill), which presented in the Company's business diversification to Three Business Pillars, namely Property & Development, Hotels & Resorts, and Services.

## 2020

- **Patra Jasa menerapkan protokol kesehatan yang ketat di seluruh kegiatan bisnisnya untuk mengurangi paparan virus Covid-19 dan memastikan kesehatan serta keselamatan seluruh Pkerjanya**
- **Pembangunan RSPJ Modular dan menyediakan area untuk para medis di Patra Jakarta Hotel**
- **Patra Bandung Hotel menjadi Posko Bersama BUMN & BNPB sebagai Pusat Informasi Covid-19 Gugus Tugas daerah Wilayah Jawa Barat**
- **Membangun RSPP Extension Covid-19 Simprug**
- **The Patra Bali Resort & Villas sebagai Lokasi Isolasi Crew Kapal Pesiar**

- **Patra Jasa implemented strict health protocol to reduce exposure on Covid-19 virus and ensure the health and safety of its employees.**
- **Building RSPJ Modular and provide an area for medics at Patra Jakarta Hotel**
- **Patra Bandung Hotel has become the Joint BUMN & BNPB Command Post as the Covid-19 Information Center for the Regional Task Force for West Java Region**
- **Building RSPP Covid-19 Simprug Extension**
- **The Patra Bali Resort & Villas as a Cruise Ship Crew Isolation Location**

### 2019

Patra Jasa bersama PT Wijaya Karya Bangunan Gedung Tbk dan PT Wijaya Karya Realty membentuk Joint Venture (JV) bernama PT Patra Wijaya Realtindo.

Patra Jasa together with PT Wijaya Karya Bangunan Gedung Tbk and PT Wijaya Karya Realty formed a Joint Venture (JV) named PT Patra Wijaya Realtindo.



# RENCANA JANGKA PANJANG PERUSAHAAN 2017-2021

## The Company's Long Term Work Plan 2017-2021



Kerjasama dan sinergi dengan group Pertamina, BUMN, dan pihak relevan lainnya untuk implementasi proyek, pendanaan serta hal-hal strategis.  
Collaboration and Synergy with Pertamina Group, SOE and other Relevant Parties.



Patra Parapat Hotel



# KINERJA 2020

## 2020 Performance

Patra Jasa selalu berupaya memberikan keunggulan kinerja demi pertumbuhan Perseroan yang berkelanjutan di masa depan.

Patra jasa always strives to deliver performance excellence for the Company's sustainable growth in the future.





# IKHTISAR KEUANGAN

## Financial Highlights

### LAPORAN LABA RUGI KOMPREHENSIF

#### COMPREHENSIVE STATEMENT OF PROFIT OR LOSS

Dalam jutaan Rupiah / In million Rupiah

| Uraian                                              | Pertumbuhan<br>Growth<br>%<br>(2020-2019) | 2020      | 2019      | 2018      | 2017      | 2016      | Description                         |
|-----------------------------------------------------|-------------------------------------------|-----------|-----------|-----------|-----------|-----------|-------------------------------------|
| Pendapatan Usaha                                    | 5,78                                      | 1.853.234 | 1.751.954 | 1.392.837 | 1.011.411 | 584.994   | Revenues                            |
| Laba Kotor                                          | (37,53)                                   | 505.025   | 808.398   | 572.564   | 456.812   | 241.858   | Gross Profit                        |
| Beban Usaha                                         | 1,37                                      | (482.245) | (475.719) | (395.879) | (202.336) | (229.628) | Cost of Revenues                    |
| Laba Sebelum Pajak Penghasilan                      | (93,15)                                   | 22.780    | 332.679   | 176.684   | 152.234   | 26.698    | Profit Before Income Tax            |
| Beban Pajak Penghasilan                             | (97,42)                                   | (715)     | (27.698)  | (43.470)  | (12.773)  | 1.342     | Tax Expense                         |
| Laba Tahun Berjalan                                 | (92,77)                                   | 22.065    | 304.981   | 133.214   | 118.232   | 13.572    | Income For the Year                 |
| Penghasilan Komprehensif Tahun Berjalan             | (93,39)                                   | 19.858    | 300.421   | 145.291   | 99.426    | 9.111     | Comprehensive Income For the Year   |
| Laba yang Dapat Distribusikan Kepada:               | (92,77)                                   | 22.065    | 304.981   | 133.214   | 114.461   | 13.572    | Income Attributable to:             |
| a. Pemilik entitas induk; dan                       | (92,70)                                   | 22.244    | 304.625   | 132.593   | 114.440   | 13.561    | a. Net Working Capital              |
| b. Kepentingan non pengendali                       | (150,28)                                  | (179)     | 356       | 621       | 21        | 11        | b. Non-Controlling Interest         |
| Penghasilan Komprehensif Dapat Distribusikan kepada | (93,39)                                   | 19.858    | 300.421   | 145.291   | 99.426    | 9.111     | Comprehensive Income                |
| a. Pemilik entitas induk; dan                       | (93,32)                                   | 20.042    | 300.063   | 144.652   | 99.405    | 9.100     | a. Owners of the Parent Entity; and |
| b. Kepentingan non pengendali                       | (151,40)                                  | (184)     | 358       | 639       | 21        | 11        | b. Non-Controlling Interest         |
| Laba Bersih per Saham (dalam Rupiah)                | (92,70)                                   | 14.471    | 198.169   | 94.517    | 64.680    | 247.097   | Earnings per Share (in Rupiah)      |

### LAPORAN POSISI KEUANGAN

#### STATEMENT OF FINANCIAL POSITION

Dalam jutaan Rupiah / In million Rupiah

| Uraian                        | Pertumbuhan<br>Growth<br>%<br>2020 - 2019 | 2020      | 2019      | 2018      | 2017      | 2016      | Description                  |
|-------------------------------|-------------------------------------------|-----------|-----------|-----------|-----------|-----------|------------------------------|
| Aset Lancar                   | -7,34%                                    | 1.817.032 | 1.961.019 | 1.926.294 | 1.991.380 | 333.837   | Current Assets               |
| Aset Tidak Lancar             | 25,32%                                    | 2.917.016 | 2.327.699 | 1.566.146 | 1.200.111 | 928.964   | Non-Current Assets           |
| Total Aset                    | 10,38%                                    | 4.734.048 | 4.288.718 | 3.492.440 | 3.191.491 | 1.262.801 | Total Assets                 |
| Liabilitas Jangka Pendek      | -8,72%                                    | 1.133.238 | 1.241.559 | 774.843   | 660.023   | 429.581   | Current Liabilities          |
| Liabilitas Jangka Panjang     | 122,06%                                   | 1.003.600 | 451.946   | 614.561   | 550.583   | 437.914   | Non-Current Liabilities      |
| Total Liabilitas              | 26,18%                                    | 2.136.838 | 1.693.505 | 1.389.404 | 1.210.606 | 867.495   | Total Liabilities            |
| Jumlah Ekuitas                | 0,08%                                     | 2.597.210 | 2.595.213 | 2.103.036 | 1.980.885 | 395.306   | Total Equity                 |
| Jumlah Liabilitas dan Ekuitas | 10,38%                                    | 4.734.048 | 4.288.718 | 3.492.440 | 3.191.491 | 1.262.801 | Total Liabilities and Equity |

### RASIO KEUANGAN

#### FINANCIAL RATIOS (%)

Dalam Persen / In Percentage

| Uraian                             | Pertumbuhan<br>Growth<br>%<br>2020 - 2019 | 2020   | 2019   | 2018   | 2017   | 2016   | Description                       |
|------------------------------------|-------------------------------------------|--------|--------|--------|--------|--------|-----------------------------------|
| Marjin Laba Bersih                 | (93,16)                                   | 1,19   | 17,41  | 9,56   | 11,69  | 2,32   | Net Profit Margin                 |
| Current Ratio                      | 1,57                                      | 160,34 | 162,90 | 248,60 | 301,71 | 77,71  | Current Ratio                     |
| Rasio Laba Bersih terhadap Ekuitas | (92,77)                                   | 0,85   | 11,75  | 6,33   | 5,97   | 3,43   | Net Income to Equity Ratio        |
| Rasio Laba Bersih terhadap Aset    | (93,39)                                   | 0,47   | 7,11   | 3,81   | 3,70   | 1,07   | Net Income to Assets Ratio        |
| Debt to Equity Ratio               | 20,54                                     | 82,27  | 65,25  | 66,07  | 61,11  | 219,45 | Debt to Equity Ratio              |
| Total Liabilities to Total Assets  | 14,31                                     | 45,14  | 39,49  | 39,78  | 37,93  | 68,70  | Total Liabilities to Total Assets |
| Total Asset to Total Debt          | (12,52)                                   | 221,54 | 253,25 | 251,36 | 263,63 | 145,57 | Total Asset to Total Debt         |





## GRAFIK IKHTISAR KEUANGAN

### Chart of Financial Performance Highlights



#### Pendapatan Revenue

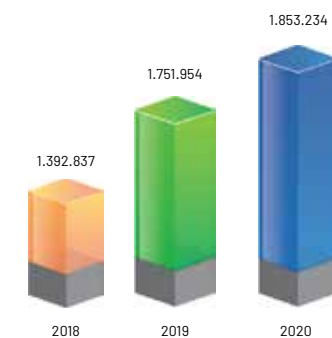
**5,78 %**

Pendapatan usaha Perseroan tercatat meningkat 5,78% atau Rp101,28 miliar dari Rp1,75 triliun di tahun 2019 menjadi Rp1,85 triliun di tahun 2020.

The Company's revenue increased by 5.78% or Rp101.28 billion from Rp1.75 trillion in 2019 to Rp1.85 trillion in 2020.

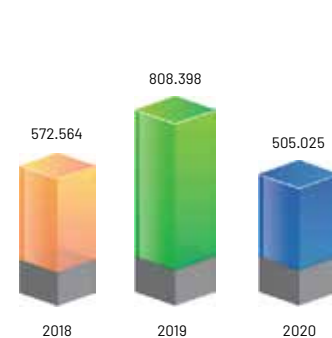
#### PENDAPATAN REVENUE

Rpjuta Rpmillion



#### LABA KOTOR GROSS PROFIT

Rpjuta Rpmillion



#### ASET ASSETS

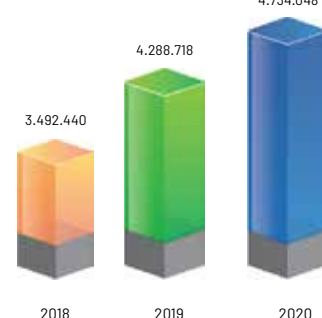
**10,38 %**

Perseroan mencatatkan jumlah aset sebesar Rp4,73 triliun pada tahun 2020, meningkat 10,38% dibandingkan dengan tahun 2019.

The Company recorded total assets amounted to Rp4.73 trillion in 2020, increased by 10.38% compared to 2019.

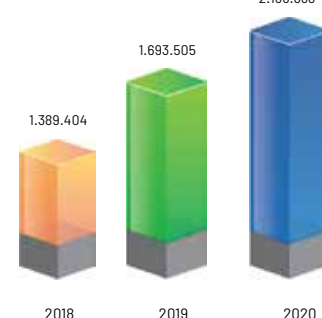
#### JUMLAH ASET TOTAL ASSETS

Rpjuta Rpmillion



#### JUMLAH LIABILITAS TOTAL LIABILITIES

Rpjuta Rpmillion



#### EKUITAS EQUITY

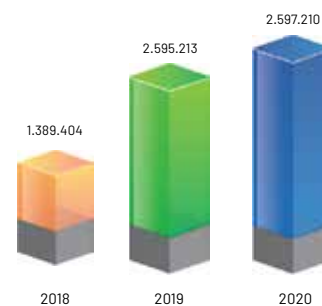
**0,08 %**

Secara keseluruhan jumlah ekuitas pada tahun 2020 tercatat sedikit meningkat sebesar 0,08% menjadi Rp2,60 triliun dibandingkan dengan tahun 2019.

Overall, total equity in 2020 was recorded slightly increased by 0.08% to Rp2.60 trillion compared to 2019.

#### JUMLAH EKUITAS TOTAL EQUITY

Rpjuta Rpmillion



## INFORMASI SAHAM DAN OBLIGASI

### Information on Stock and Obligation

#### IKHTISAR SAHAM

Sampai dengan akhir tahun 2020 dan 2019, Patra Jasa belum melakukan aktivitas perdagangan saham di Bursa Efek Indonesia, sehingga tidak terdapat informasi mengenai:

- (1) Jumlah saham yang beredar;
- (2) Kapitalisasi pasar;
- (3) Harga saham tertinggi, terendah, dan penutupan; dan
- (4) Volume perdagangan.

#### IKHTISAR OBLIGASI, SUKUK ATAU OBLIGASI KONVERSI

Sampai dengan akhir tahun 2020 dan 2019, Patra Jasa belum menerbitkan obligasi, sukuk atau obligasi konversi sehingga tidak terdapat informasi mengenai:

- (1) Jumlah obligasi/sukuk/obligasi konversi yang beredar (*outstanding*)
- (2) Tingkat bunga/imbalan
- (3) Tanggal jatuh tempo
- (4) Peringkat obligasi/sukuk tahun 2020 dan 2019.

#### SUMMARY OF STOCK

Until the end of 2020 and 2019, Patra Jasa did not yet conduct stock trading activities on the Indonesia Stock Exchange, so there was no information regarding:

- (1) Number of outstanding shares;
- (2) Market capitalization;
- (3) The highest, lowest and closing stock prices; and
- (4) Trading volume.

#### SUMMARY OF BONDS, SUKUK OR CONVERTIBLE BONDS

As of the end of 2020 and 2019, Patra Jasa did not yet issue Bonds, Sukuk or Convertible Bonds, so there was no information regarding:

- (1) Number of outstanding Bonds / Sukuk / Convertible Bonds
- (2) Interest / return rate
- (3) Due date
- (4) Bonds / Sukuk rating for 2020 and 2019.





# KPI PT PATRA JASA 2020

## KPI PT Patra Jasa 2020

### KESEPAKATAN KINERJA PT PERTAMINA (PERSERO) PERFORMANCE AGREEMENT

TAHUN / YEAR : 2020

POSISI / POSITION : PT PATRA JASA

PERIODE / PERIOD : Januari - Desember / January - December

| Nama KPI<br>Name of KPI                                                                                              | Bobot<br>Weight % | Satuan<br>Unit       | Target<br>2020 | Realisasi / Realization |           |        |           |         |           |        |           | Per-<br>formance<br>TW I | Per-<br>formance<br>TW II | Per-<br>formance<br>TW III | Per-<br>formance<br>TW IV |
|----------------------------------------------------------------------------------------------------------------------|-------------------|----------------------|----------------|-------------------------|-----------|--------|-----------|---------|-----------|--------|-----------|--------------------------|---------------------------|----------------------------|---------------------------|
|                                                                                                                      |                   |                      |                | TW I                    | Deviation | TW II  | Deviation | TW III  | Deviation | TW IV  | Deviation |                          |                           |                            |                           |
| Group KPIs                                                                                                           | 10                |                      |                |                         |           |        |           |         |           |        |           | 11,00                    | 11,00                     | 10,98                      | 9,64                      |
| 1. EBITDA Margin                                                                                                     | 30                | %                    | 27,76          | 19,69                   | 110,00    | 21,06  | 110,00    | 22,73   | 107,76    | 22,93  | 82,61     | 33,00                    | 33,00                     | 32,33                      | 24,78                     |
| 2. Debt to EBITDA                                                                                                    | 20                | %                    | 207,33         | 981,02                  | 110,00    | 596,52 | 110,00    | 510,58  | 106,14    | 186,24 | 110,00    | 22,00                    | 22,00                     | 21,23                      | 22,00                     |
| 3. Return on Investment                                                                                              | 20                | %                    | 11,10          | 2,20                    | 110,00    | 4,43   | 110,00    | 6,36    | 110,00    | 9,24   | 83,25     | 22,00                    | 22,00                     | 22,00                      | 16,65                     |
| 4. Current Ratio                                                                                                     | 30                | %                    | 91,42          | 166,91                  | 110,00    | 136,17 | 110,00    | 132,92  | 110,00    | 170,88 | 110,00    | 33,00                    | 33,00                     | 33,00                      | 33,00                     |
| Division KPIs                                                                                                        | 90                |                      |                |                         |           |        |           |         |           |        |           | 97,47                    | 98,01                     | 86,28                      | 96,36                     |
| Financial                                                                                                            | 10                |                      |                |                         |           |        |           |         |           |        |           | 11,00                    | 11,00                     | 11,00                      | 9,09                      |
| 1. Operating Cash Flow to Sales                                                                                      | 20                | %                    | 34,87          | 16,06                   | 110,00    | 19,43  | 110,00    | 27,06   | 110,00    | 4,99   | 14,31     | 22,00                    | 22,00                     | 22,00                      | 2,86                      |
| 2. Effective Tax Ratio                                                                                               | 40                | %                    | 37,00          | 22,26                   | 110,00    | 16,54  | 110,00    | 22,06   | 110,00    | 6,01   | 110,00    | 44,00                    | 44,00                     | 44,00                      | 44,00                     |
| 3. Revenue Growth                                                                                                    | 40                | %                    | (30,10)        | 13,08                   | 110,00    | 13,20  | 110,00    | 5,67    | 110,00    | 5,78   | 110,00    | 44,00                    | 44,00                     | 44,00                      | 44,00                     |
| Operational Excellence                                                                                               | 60                |                      |                |                         |           |        |           |         |           |        |           | 64,50                    | 65,40                     | 52,09                      | 65,40                     |
| 1. Laba Bersih / Net Operating Profit                                                                                | 20                | IDR Miliar / Billion | 1,43           | 1,62                    | 110,00    | 2,63   | 110,00    | (26,02) | 0,00      | 22,07  | 110,00    | 22,00                    | 22,00                     | -                          | 22,00                     |
| 2. Ketepatan waktu dan akurasi data operasi keuangan / Timeliness and accuracy of financial operations data          | 10                | %                    | 100,00         | 100                     | 100,00    | 100    | 100,00    | 98,21   | 98,21     | 100,00 | 100,00    | 10,00                    | 10,00                     | 9,82                       | 10,00                     |
| 3. Optimalisasi Aset Pertamina / Optimizing Pertamina Assets                                                         | 15                | Project              | 4              | -                       | 100,00    | 2      | 110,00    | 3       | 110,00    | 5      | 110,00    | 15,00                    | 16,50                     | 16,50                      | 16,50                     |
| 4. Penjualan Property / Property Sales                                                                               | 10                | Unit                 | 126            | 109                     | 110,00    | 141    | 110,00    | 200     | 110,00    | 249    | 110,00    | 11,00                    | 11,00                     | 11,00                      | 11,00                     |
| 5. Rata-rata Tingkat Hunian Hotel, Perkantoran, Perumahan / Average Occupancy Rates of Hotels, Offices, Housing      | 10                | %                    | 61,50          | 74,98                   | 110,00    | 73,89  | 110,00    | 73,21   | 110,00    | 72,56  | 110,00    | 11,00                    | 11,00                     | 11,00                      | 11,00                     |
| 6. Bisnis Multi Jasa / Multi Services Business                                                                       | 35                |                      |                |                         |           |        |           |         |           |        |           | 38,50                    | 38,50                     | 38,50                      | 38,50                     |
| a. Total Word Order Sewa Kendaraan / Total Work Order Vehicle Rental                                                 | 30                | Work Order           | 4              | 12                      | 110,00    | 14     | 110,00    | 15      | 110,00    | 97     | 110,00    | 33,00                    | 33,00                     | 33,00                      | 33,00                     |
| b. Total Kontrak Pengelolaan Gedung dan Residential (FMS) / Total Building and Residential Management Contract (FMS) | 70                | Kontrak / Contract   | 24             | 6                       | 110,00    | 11     | 110,00    | 19      | 110,00    | 31     | 110,00    | 77,00                    | 77,00                     | 77,00                      | 77,00                     |

| Nama KPI<br>Name of KPI                                              | Bobot<br>Weight % | Satuan<br>Unit     | Target<br>2020 | Realisasi / Realization |           |        |           |        |           |       |           | Per-<br>formance<br>TW I | Per-<br>formance<br>TW II | Per-<br>formance<br>TW III | Per-<br>formance<br>TW IV |
|----------------------------------------------------------------------|-------------------|--------------------|----------------|-------------------------|-----------|--------|-----------|--------|-----------|-------|-----------|--------------------------|---------------------------|----------------------------|---------------------------|
|                                                                      |                   |                    |                | TW I                    | Deviation | TW II  | Deviation | TW III | Deviation | TW IV | Deviation |                          |                           |                            |                           |
| Growth & Governance                                                  | 30                |                    |                |                         |           |        |           |        |           |       |           | 32,80                    | 32,50                     | 32,78                      | 32,58                     |
| 1. Sinergi Pertamina Group & BUMN / Pertamina Group & BUMN Synergy   | 40                | Kontrak / Contract | 7              | 9                       | 110,00    | 14     | 110,00    | 18     | 110,00    | 19    | 110,00    | 44,00                    | 44,00                     | 44,00                      | 44,00                     |
| 2. Realisasi Investasi / Investment Realization                      | 20                |                    |                |                         |           |        |           |        |           |       |           | 22,00                    | 22,00                     | 22,00                      | 20,89                     |
| a. Anggaran Belanja Investasi (ABI) / investment Expenditures Budget | 50                | %                  | 85,00          | 127,84                  | 110,00    | 120,35 | 110,00    | 122,73 | 110,00    | 85,78 | 100,92    | 55,00                    | 55,00                     | 55,00                      | 50,46                     |
| b. Progres Fisik / Physical Progress                                 | 50                | %                  | 90,00          | 141,40                  | 110,00    | 117,17 | 110,00    | 103,79 | 110,00    | 97,21 | 108,02    | 55,00                    | 55,00                     | 55,00                      | 54,01                     |
| 3. Customer Satisfaction Index Eksternal Customer Hospitality        | 10                | Likert Scale       | 3,75           | 4,18                    | 110,00    | 3,75   | 100,00    | 4,10   | 109,33    | 4,19  | 110,00    | 11,00                    | 10,00                     | 10,93                      | 11,00                     |
| 4. HSSE Excellence                                                   | 10                |                    |                |                         |           |        |           |        |           |       |           | 10,70                    | 10,70                     | 10,70                      | 10,70                     |
| a. Total Recordable Incident Rate (TRIR)                             | 30                | Nominal            | 0,44           | 0,0                     | 100,00    | 0,0    | 100,00    | 0,0    | 100,00    | 0,0   | 100,00    | 30,00                    | 30,00                     | 30,00                      | 30,00                     |
| b. Health & Safety Participation                                     | 70                | Point              | 200            | 110                     | 110,00    | 175    | 110,00    | 240    | 110,00    | 305   | 110,00    | 77,00                    | 77,00                     | 77,00                      | 77,00                     |
| 5. GCG Implementation & Compliance                                   | 10                | %                  | 89             | 24                      | 110,00    | 48     | 110,00    | 73     | 110,00    | 98    | 110,00    | 11,00                    | 11,00                     | 11,00                      | 11,00                     |
| 6. Pipeline Utilisation                                              | 10                | %                  | 80             | 85                      | 106,25    | 85     | 106,25    | 85     | 106,25    | 89    | 110,00    | 10,63                    | 10,63                     | 10,63                      | 11,00                     |
| Total KPI                                                            |                   |                    |                |                         |           |        |           |        |           |       |           | 108,47                   | 109,01                    | 97,14                      | 106,00                    |

Secara umum pencapaian KPI adalah hijau kecuali untuk beberapa indikator merah dengan penjelasan sebagai berikut:

- EBITDA Margin di bawah target (merah) karena adanya kenaikan biaya operasi dan peningkatan biaya Pomec & Energi yang tidak berimbang dengan kenaikan revenue.
- Return On Investment (merah) karena bertambahnya investasi namun belum menghasilkan revenue.
- Operating Cash Flow to Sales (merah) dikarenakan Collection period yang tidak tercapai sehingga berdampak pada penerimaan cash yang lebih kecil dari target RKAP dan adanya peningkatan investasi yang mengakibatkan meningkatnya pembayaran kepada pihak ketiga.

In general, KPI achievement was green except for a few red indicators with the following explanation:

- EBITDA Margin was below target (red) due to an increase in operating costs and an increase in Pomec & Energi costs which are not balanced with the increase in revenue.
- Return On Investment (red) due to increased investment but not yet generating revenue.
- Operating Cash Flow to Sales (red) due to the unreachable collection period, resulting in lower cash receipts than the RKAP target and an increase in investment resulting in increased payments to third parties.

# TINGKAT KESEHATAN

## Health Level

Tingkat Kesehatan Perusahaan Audited 2020 sebesar 65,50 "Sehat A", lebih tinggi dibandingkan anggaran.

The Company's Audited Health Level of 2020 was 65.5- "Health A", higher than the budget.

Pencapaian tersebut terutama, dikontribusikan oleh Aspek Kinerja Keuangan yang lebih tinggi dari anggaran, terutama pada Rasio Kas, Rasio Lancar, dan Perputaran Persediaan.

The achievement, was mainly, contributed by Financial Performance Aspect that was higher than the budget, especially on Cash Ratio, Current Ratio, and Inventory Turnover.

| INDIKATOR KINERJA PERUSAHAAN |                                                                                      |    | Audited 2019                |           | RKAP 2020 Revisi            |           | Audited 2020                |           |
|------------------------------|--------------------------------------------------------------------------------------|----|-----------------------------|-----------|-----------------------------|-----------|-----------------------------|-----------|
|                              |                                                                                      |    | Sasaran / Target            |           | Sasaran / Target            |           | Sasaran / Target            |           |
|                              |                                                                                      |    | Point (a)                   | Nilai (b) | Point (a)                   | Nilai (b) | Point (a)                   | Nilai (b) |
| KEUANGAN / FINANCE           | 1. Return on Equity (ROE)                                                            | %  | 13,32                       | 20,00     | 0,05                        | 0,00      | 0,86                        | -         |
|                              | 2. Return on Investment (ROI)                                                        | %  | 16,93                       | 15,00     | 11,10                       | 15,00     | 9,24                        | 15,00     |
|                              | 3. Operating Profit Margin (OPM)                                                     | %  | 24,52                       | 3,00      | 8,55                        | 2,50      | 9,54                        | 2,50      |
|                              | 4. Net Profit Margin (NPM)                                                           | %  | 17,41                       | 3,00      | 0,12                        | 1,00      | 1,19                        | 1,00      |
|                              | 5. Rasio Kas / Cash Ratio                                                            | %  | 24,40                       | 3,00      | 12,40                       | 2,00      | 16,86                       | 3,00      |
|                              | 6. Rasio Lancar / Current Ratio                                                      | %  | 162,90                      | 5,00      | 91,42                       | 3,00      | 160,34                      | 5,00      |
|                              | 7. Collection Period (CP)                                                            | hr | 132,89                      | -         | 92,43                       | 1,50      | 41,45                       | 3,00      |
|                              | 8. Perputaran Persediaan (ITO) / Inventory Turn Over (ITO)                           | hr | 519,08                      | 2,00      | 1076,34                     | 1,00      | 188,88                      | 3,00      |
|                              | 9.Perputaran Total Asset (TATO) / Total Asset Turn Over (TATO)                       | %  | 48,53                       | 2,50      | 41,58                       | 2,00      | 40,58                       | 2,50      |
|                              | 10.Equity to total Asset (ETA)                                                       | %  | 60,51                       | 6,00      | 59,94                       | 6,00      | 54,86                       | 7,00      |
|                              | 11.Time Interest Earned Ratio (TIER)                                                 | X  | 7,81                        | 3,00      | 3,52                        | 2,50      | 3,69                        | 2,50      |
|                              | SUB TOTAL (NKK)                                                                      |    | 62,50                       |           | 36,50                       |           | 44,50                       |           |
|                              | KLARIFIKASI TINGKAT KINERJA KEUANGAN / CLARIFICATION OF FINANCIAL PERFORMANCE LEVELS |    | Sehat / Healthy             |           | Kurang Sehat / Less Healthy |           | Kurang Sehat / Less Healthy |           |
| PERTUMBUHAN / GROWTH         | 1. Asset Productivity Growth (ASPG)                                                  | %  | 45,47                       | 2,00      | (79,27)                     | 0,00      | (66,77)                     | -         |
|                              | 2. Sales Growth (SALG)                                                               | %  | 25,78                       | 2,00      | (30,10)                     | 0,00      | 5,78                        | 1,00      |
|                              | 3. Net Profit Margin Growth (NPMG)                                                   | %  | 84,05                       | 2,00      | (99,33)                     | 0,00      | (93,16)                     | -         |
|                              | 4. Sales to Total Asset Growth (STAG)                                                | %  | 2,43                        | 1,00      | (30,79)                     | 0,00      | (4,17)                      | -         |
|                              | 5. Net Profit Growth (NPG)                                                           | %  | 128,94                      | 2,00      | (99,53)                     | 0,00      | (92,76)                     | -         |
|                              | SUB TOTAL (NKP)                                                                      |    | 9,00                        |           | -                           |           | 1,00                        |           |
|                              | KLARIFIKASI TINGKAT KINERJA PERTUMBUHAN / CLARIFICATION OF GROWTH PERFORMANCE LEVELS |    | Tumbuh Tinggi / High Growth |           | Kurang Tumbuh / less growth |           | Kurang Tumbuh / less growth |           |

| INDIKATOR KINERJA PERUSAHAAN                                                                  |                                                                                                                           |                                                     | Audited 2019            |                  | RKAP 2020 Revisi                    |                  | Audited 2020            |           |
|-----------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------|-------------------------|------------------|-------------------------------------|------------------|-------------------------|-----------|
|                                                                                               |                                                                                                                           |                                                     | Sasaran / Target        |                  | Sasaran / Target                    |                  | Sasaran / Target        |           |
|                                                                                               |                                                                                                                           |                                                     | Point (a)               | Nilai (b)        | Point (a)                           | Nilai (b)        | Point (a)               | Nilai (b) |
| OPERASIONAL / OPERATIONAL                                                                     | 1. Rata-Rata Tingkat Hunian Hotel, Perkantoran, Perumahan / Average Occupancy Rates of Hotels, Offices, Housing           | %                                                   | 105,00                  | 2,00             | 105,00                              | 2,00             | 110,00                  | 2,00      |
|                                                                                               | 2. Total Work Order Sewa Kendaraan / Total Wok Order for Vehicle Rental                                                   | WO                                                  | 105,00                  | 2,00             | 105,00                              | 2,00             | 110,00                  | 2,00      |
|                                                                                               | 3. Total kontrak gedung dan residential yang dikelola (FMS) / Total contracts for Buildings and residential managed (FMS) | Kontrak                                             | 105,00                  | 2,00             | 105,00                              | 2,00             | 110,00                  | 2,00      |
|                                                                                               | 4. Total Recordable Incident Rate (TRIR)                                                                                  | Nominal                                             | 100,00                  | 0,80             | 100,00                              | 2,00             | 100,00                  | 2,00      |
|                                                                                               | 5. Health & Safety Participation                                                                                          | Point                                               | 105,00                  | 2,00             | 105,00                              | 2,00             | 110,00                  | 2,00      |
|                                                                                               | SUB TOTAL (NKO)                                                                                                           |                                                     | 8,80                    |                  | 10,00                               |                  | 10,00                   |           |
|                                                                                               | KLARIFIKASI TINGKAT KINERJA OPERASIONAL / CLARIFICATION OF OPERATIONAL PERFORMANCE LEVELS                                 |                                                     | Sangat Baik / Very Good |                  | Sangat Baik / Very Good             |                  | Sangat Baik / Very Good |           |
|                                                                                               | ADMINISTRASI / ADMINISTRATION                                                                                             | 1. Lap. Keuangan Bulanan / Monthly Financial Report |                         | <7 hari          | 2,00                                | ≤ 7 Hr           | 2,00                    | ≤ 7 Hr    |
| 1. Lap. Manajemen Bulanan / Monthly Management Report                                         |                                                                                                                           |                                                     | < 16 Hr                 | 2,00             | ≤ 12 Hr                             | 2,00             | ≤ 12 Hr                 | 2,00      |
| 3. Lap. Hasil Perhitungan Tahunan Audited / Audited Annual Calculation Results Report         |                                                                                                                           |                                                     | Maret                   | 2,00             | Februari                            | 3,00             | Februari                | 3,00      |
| 4. Rancangan RKAP / RKAP Budget                                                               |                                                                                                                           |                                                     | Agustus                 | 3,00             | Agustus                             | 3,00             | Agustus                 | 3,00      |
| SUB TOTAL (NKA)                                                                               |                                                                                                                           | 9,00                                                |                         | 10,00            |                                     | 10,00            |                         |           |
| KLARIFIKASI TINGKAT KINERJA ADMINISTRASI / CLARIFICATION OF ADMINISTRATIVE PERFORMANCE LEVELS |                                                                                                                           | Tertib / Orderly                                    |                         | Tertib / Orderly |                                     | Tertib / Orderly |                         |           |
| TOTAL : NKK + NKP + NKO + NKA                                                                 |                                                                                                                           | 89,30                                               |                         | 56,50            |                                     | 65,50            |                         |           |
| TINGKAT KESEHATAN PERUSAHAAN / PERFORMANCE LEVEL OF THE COMPANY                               |                                                                                                                           |                                                     | Sehat AA / Healthy AA   |                  | Kurang Sehat BBB / Less Healthy BBB |                  | Sehat A / Healthy A     |           |

### LAPORAN SINERGI PERSEROAN DENGAN PT PERTAMINA (PERSERO), ANAK PERUSAHAAN DAN AFILIASINYA 2020

### REPORT OF THE COMPANY'S SYNERGY WITH PT PERTAMINA (PERSERO), SUBSIDIARY AND ITS AFFILIATES IN 2020

| No         | Partner Sinergi        | Aktifitas                                                                                                                                                                                                                                     | 2019      | 2020      | %   | Justifikasi                                                                                                     |
|------------|------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----|-----------------------------------------------------------------------------------------------------------------|
| Pendapatan |                        |                                                                                                                                                                                                                                               |           |           |     |                                                                                                                 |
| 1          | PT Pertamina (Persero) | Pendapatan atas Sewa Hotel, Sewa Perkantoran, Sewa Kendaraan, Tours & Travel, Residential, dan FMS. Hotel revenue, office and vehicle rent revenue, tours & travel revenue, residence revenue, and facility management services (FMS) revenue | 1.159.516 | 1.385.744 | 120 | Kenaikan pendapatan Sewa Perkantoran, FMS dan Sewa Kendaraan an increase in office rent revenue and FMS revenue |



| No | Partner Sinergi                          | Aktifitas                                                                                                                                                                     | 2019   | 2020   | %      | Justifikasi                                                                                                                                                                                                                                       |
|----|------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------|--------|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2  | PT Pertamina EP                          | Pendapatan atas Sewa Hotel, Sewa Perkantoran dan Apartemen Balikpapan, Tours & Travel.<br>Hotel revenue, Balikpapan office and apartment rent revenue, tours & travel revenue | 45.338 | 40.722 | 90     | Kenaikan pendapatan Sewa Perkantoran & Apartemen Balikpapan, namun penurunan pendapatan Tours & Travel<br>An increase in hotel revenue and tours & travel revenue, but a decrease in FSM revenue and Balikpapan office and apartment rent revenue |
| 3  | PT Pertamina Geothermal Energy           | Pendapatan atas Sewa Hotel, Sewa Kendaraan, Tours & Travel.<br>Hotel revenue, vehicle rent revenue, tours & travel revenue                                                    | 1.042  | 116    | 11     | Kenaikan pendapatan Sewa Hotel, namun penurunan pendapatan Sewa Kendaraan dan Tours & Travel<br>An increase in vehicle rent revenue, but a decrease in hotel rent revenue and tours & travel revenue                                              |
| 4  | PT Pelita Air Service                    | Pendapatan atas Sewa Kendaraan.<br>Vehicle rent revenue                                                                                                                       | 595    | 659    | 111    | Kenaikan pendapatan Sewa Kendaraan<br>A decrease in Vehicle rent revenue                                                                                                                                                                          |
| 5  | PT Pertamina Bina Medika                 | Pendapatan atas Sewa Hotel, Sewa Perkantoran, dan Tours & Travel.<br>Hotel revenue, vehicle rent revenue, tours & travel revenue                                              | 2.516  | 6.910  | 275    | Kenaikan pendapatan Sewa Hotel, Sewa Perkantoran, namun penurunan pendapatan Tours & Travel<br>An increase in hotel revenue, office rent revenue, and tours & travel revenue                                                                      |
| 6  | PT Pertamina Hulu Energi                 | Pendapatan atas Sewa Hotel, Sewa Kendaraan, Tours & Travel.<br>Hotel revenue, vehicle rent revenue, tours & travel revenue                                                    | 42.990 | 50.998 | 119    | Kenaikan pendapatan Sewa Kendaraan, namun penurunan pendapatan Sewa Hotel dan Tours & Travel<br>An increase in hotel revenue, office rent revenue, and tours & travel revenue                                                                     |
| 7  | PT Pertamina Retail                      | Pendapatan atas Sewa Perkantoran dan Sewa Hotel.<br>Office rent revenue, hotel revenue                                                                                        | 2      | 744    | 40.960 | Kenaikan pendapatan atas Sewa kendaraan, namun penurunan pendapatan Sewa Hotel<br>An increase in hotel revenue, but a decrease in office rent revenue                                                                                             |
| 8  | PT Pertamina Training & Consulting       | Pendapatan atas Sewa Hotel, FMS, Sewa Kendaraan, dan Tours & Travel.<br>Hotel revenue, FMS revenue, vehicle rent revenue and tours & travel revenue                           | 8.908  | 6.286  | 71     | Kenaikan pendapatan FMS dan Sewa Kendaraan, namun penurunan pendapatan Sewa Hotel dan Tours & Travel<br>An increase in FMS revenue, vehicle rent revenue, but a decrease in hotel revenue, and tours & travel revenue                             |
| 9  | PT Tugu Pratama Indonesia                | Pendapatan atas Premi Asuransi dan Tours & Travel.<br>Insurance premium revenue and tours & travel revenue                                                                    | 10.514 | 8.277  | 79     | Kenaikan pendapatan FMS, namun penurunan pendapatan Tours & Travel<br>An increase in tours & travel revenue                                                                                                                                       |
| 10 | PT Pertamina Drilling Services Indonesia | Pendapatan atas Sewa Hotel.<br>Hotel revenue                                                                                                                                  | 352    | 266    | 76     | Penurunan pendapatan Sewa Hotel, namun kenaikan pendapatan Tours & Travel<br>A decrease in hotel revenue                                                                                                                                          |
| 11 | PT Pertamina Lubricants                  | Pendapatan atas Sewa Hotel, Sewa Kendaraan, Tours & Travel.<br>Hotel revenue, vehicle rent revenue, tours & travel revenue                                                    | 21.405 | 34.342 | 160    | Kenaikan pendapatan Tours & Travel, namun penurunan pendapatan Sewa Kendaraan dan Sewa Hotel<br>An increase in hotel revenue, but a decrease in vehicle rent revenue, and tours & travel revenue                                                  |
| 12 | PT Pertamina Internasional EP            | Pendapatan atas Sewa Hotel, Sewa Perkantoran, Sewa Kendaraan, dan Tours & Travel.<br>Hotel revenue, office rent revenue, vehicle rent revenue, tours & travel revenue         | 13.942 | 17.622 | 126    | Kenaikan pendapatan Tours & Travel, namun penurunan pendapatan Sewa Hotel dan Sewa Perkantoran<br>An increase in hotel revenue, office rent revenue, tours & travel revenue, but a decrease in vehicle rent revenue                               |
| 13 | PT Pertamina EP Cepu ADK                 | Pendapatan atas Sewa Perkantoran, Tours & Travel.<br>Office rent revenue and tours & travel revenue                                                                           | 2.248  | 1.206  | 54     | Penurunan pendapatan Sewa Perkantoran dan Tours & Travel<br>An increase in office rent revenue, but a decrease in tours & travel revenue                                                                                                          |
| 14 | PT Pertamina EP Cepu                     | Pendapatan atas Sewa Hotel, Sewa Perkantoran, Sewa Kendaraan, dan Tours & Travel.<br>Hotel revenue, office rent revenue, vehicle rent revenue, tours & travel revenue         | 32.664 | 42.240 | 129    | Kendaraan dan Tours & Travel, namun penurunan pendapatan Sewa Hotel<br>An increase in vehicle rent revenue, tours & travel revenue, but a decrease in hotel revenue, and office rent revenue                                                      |
| 15 | PT Pertamina International Shipping      | Pendapatan atas Sewa Hotel, Sewa Perkantoran, Sewa Kendaraan, dan Tours & Travel.<br>Hotel revenue, office rent revenue, vehicle rent revenue, and tours & travel revenue     | 10.452 | 10.565 | 101    | Kenaikan pendapatan Sewa Perkantoran dan Sewa Kendaraan, namun penurunan Sewa Hotel dan Tours & Travel<br>An increase in hotel revenue, office rent revenue, vehicle rent revenue, and tours & travel revenue                                     |

| No | Partner Sinergi                   | Aktifitas                                                                                                                                                                                   | 2019      | 2020      | %   | Justifikasi                                                                                                                                                                                                                                                       |
|----|-----------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 16 | PT Pertamina Hulu Indonesia       | Pendapatan atas Sewa Hotel, Sewa Perkantoran, FMS, Sewa Kendaraan, dan Tours & Travel.<br>Hotel revenue, office rent revenue, FMS revenue, vehicle rent revenue, and tours & travel revenue | 37.194    | 67.419    | 181 | Kenaikan pendapatan Sewa Hotel, Sewa Perkantoran, FMS, Sewa Kendaraan, namun penurunan pendapatan Sewa Hotel, Sewa Perkantoran dan Tours & Travel<br>An increase in hotel revenue, office rent revenue, FMS revenue, vehicle rent revenue, tours & travel revenue |
| 17 | Perusahaan Gas Negara             | Pendapatan atas Sewa Hotel, Sewa Perkantoran, Sewa Kendaraan.<br>Hotel revenue, office rent revenue, vehicle rent revenue                                                                   | 18.044    | 17.077    | 95  | Kenaikan pendapatan Sewa Perkantoran, namun penurunan pendapatan Sewa Hotel dan Sewa Kendaraan<br>An increase in hotel revenue, office rent revenue, and vehicle rent revenue                                                                                     |
| 18 | PT Pertamina Patra Niaga          | Pendapatan atas Sewa Hotel, Sewa Kendaraan, dan Tours & Travel.<br>Hotel revenue, vehicle rent revenue, and tours & travel revenue                                                          | 9.742     | 12.197    | 125 | Kenaikan pendapatan Tours & Travel, namun penurunan pendapatan Sewa Kendaraan dan Sewa Hotel<br>An increase in hotel revenue, vehicle rent revenue, tours & travel revenue                                                                                        |
| 19 | PT Pertamina Trans Kontinental    | Pendapatan atas Sewa Hotel dan Tours & Travel.<br>Hotel revenue, and tours & travel revenue                                                                                                 | 2.111     | 1.310     | 62  | Penurunan pendapatan Sewa Hotel dan Tours & Travel<br>An increase in hotel revenue, and tours & travel revenue                                                                                                                                                    |
| 20 | PT Kilang Pertamina International | Pendapatan atas Sewa Perkantoran, Sewa Kendaraan dan Tours & Travel<br>Office rent, vehicle rent and Tours & Travel                                                                         | -         | 1.924     | 100 | Kenaikan pendapatan atas Sewa Perkantoran, Sewa Kendaraan dan Tours & Travel<br>An increase in office rent, vehicle rent and Tours & Travel revenues                                                                                                              |
| 21 | PT Elnusa                         | Pendapatan atas Tours & Travel<br>Tours & Travel revenue                                                                                                                                    | -         | 4.611     | 100 | Kenaikan pendapatan atas Tours & Travel<br>An increase in Tours & Travel revenues                                                                                                                                                                                 |
| 22 | PT Pertamina Hulu Rokan           | Pendapatan atas Sewa Kendaraan<br>Vehicle rent revenue                                                                                                                                      | -         | 589       | 100 | Kenaikan pendapatan atas Sewa Kendaraan<br>An increase in vehicle rent revenues                                                                                                                                                                                   |
| 23 | PT Nusantara Regas                | Pendapatan atas Tours & Travel<br>Tours & Travel revenue                                                                                                                                    | -         | 213       | 100 | Kenaikan pendapatan atas Tours & Travel<br>An increase in Tours & Travel revenues                                                                                                                                                                                 |
|    |                                   |                                                                                                                                                                                             | 1.419.577 | 1.712.039 | 121 |                                                                                                                                                                                                                                                                   |

| No    | Partner Sinergi                    | Aktifitas                                                         | 2019   | 2020   | %   | Justifikasi                                                                                         |
|-------|------------------------------------|-------------------------------------------------------------------|--------|--------|-----|-----------------------------------------------------------------------------------------------------|
| Biaya |                                    |                                                                   |        |        |     |                                                                                                     |
| 1     | PT Pertamina (Persero)             | Biaya ERP& SAP, Asuransi.<br>ERP& SAP cost, insurance expense     | 2.240  | 1.605  | 72  | Penurunan biaya ERP& SAP, Asuransi<br>A decrease in ERP& SAP costs, insurance expense               |
| 2     | PT Pelita Air Service              | Biaya Charter Pesawat.<br>Flight charter cost                     | 177    | 253    | 143 | Kenaikan biaya penerbangan<br>There is flight cost                                                  |
| 3     | PT Pertamina Bina Medika           | Biaya Pengobatan.<br>Medical expense                              | 559    | 1.186  | 212 | Kenaikan biaya Pengobatan<br>A decrease in Medical expense                                          |
| 4     | PT Pertamina Training & Consulting | Biaya Outsourcing.<br>Outsourcing cost                            | 1.290  | 6.205  | 481 | Kenaikan biaya Outsourcing<br>An increase in outsourcing cost                                       |
| 5     | PT Tugu Pratama Indonesia          | Biaya Asuransi.<br>Insurance expense                              | 1.582  | 1.112  | 70  | Penurunan biaya asuransi Property All Risk<br>A decrease in insurance expense for property all risk |
| 6     | PT Pratama Mitra Sejati            | Biaya Sewa Kendaraan.<br>Vehicle rent cost                        | 4.191  | 115    | 3   | Penurunan biaya sewa kendaraan ringan penumpang<br>A decrease in Vehicle rent cost                  |
| 7     | PT Pertamina Trans Kontinental     | Biaya Galon Air<br>Gallon Water Fee                               | -      | 10     | 100 | Adanya Biaya Air Galon<br>There is Water Gallon cost                                                |
| 8     | Perusahaan Gas Negara              | Biaya Gas Gedung Patra Jasa.<br>Gas Costs for Patra Jasa Building | 4.087  | 3.885  | 95  | Penurunan biaya Gas Gedung Patra Jasa<br>A decrease in Gas Costs for Patra Jasa Building            |
| 9     | PT Pertamina Patra Niaga           | Biaya Pengecatan Residential.<br>Residential painting cost        | 25     | -      | -   | Adanya biaya pengecatan residential<br>There is Residential painting cost                           |
|       |                                    |                                                                   | 14.151 | 14.371 | 102 |                                                                                                     |



# LAPORAN MANAJEMEN

## Management Report

Pencapaian yang berhasil diraih Patra Jasa di tahun yang penuh tantangan ini adalah buah kerjasama dan dedikasi kita semua.

Performance achieved by Patra Jasa in this challenging year is the result of teamwork and dedication from all of us.





Patra Jasa tetap menjaga sinergi dan kerjasama yang baik serta saling bahu-membahu untuk menyongsong masa depan. Mari kita sambut kenormalan baru dengan mensinergikan seluruh kekuatan yang kita miliki sehingga kita memiliki fondasi yang solid dan tangguh dalam menyongsong masa depan yang penuh tantangan dengan optimis.

Patra Jasa maintains synergy and teamwork as well as work hand in hand to face the future. Let us embrace the new normal by leveraging our strengths so that we have a solid and strong foundation to embrace a future full of challenges with optimism.

## LAPORAN DEWAN KOMISARIS

### Board of Commissioners Report

Pemegang Saham yang kami hormati,

To our Respected Shareholders,

Puji syukur kami panjatkan kehadiran Allah SWT, Tuhan Yang Maha Esa, yang telah memberikan banyak karunia kepada kita semua, sehingga kita bisa mengarungi tahun 2020 ini dengan baik di tengah kondisi pandemi Covid-19 yang terjadi.

Praise and gratitude to Allah SWT, God Almighty, upon His blessing, we have been able to go through the year 2020 well in the midst of Covid-19 pandemic that took place.

Melalui Laporan Tahunan ini, Dewan Komisaris sesuai dengan fungsinya mengungkapkan fungsi pengawasan yang dilakukan sepanjang tahun buku 2020. Tahun 2020 merupakan tahun yang penuh tantangan terutama dengan adanya pandemi Covid-19 yang terjadi hampir di seluruh belahan dunia. Kebijakan-kebijakan yang dikeluarkan oleh seluruh pemerintah negara-negara berkaitan dengan penanganan pandemi tersebut dengan membatasi pergerakan manusia dan barang memiliki dampak yang luar biasa bagi hampir seluruh sektor industri. Dampak yang berkelanjutan tersebut tentunya terlihat dari pencapaian kinerja keuangan dan operasional yang terkoreksi dibandingkan dengan pencapaian di tahun sebelumnya. Namun, Patra Jasa berhasil melalui tantangan yang berat tersebut dengan cukup baik melalui serangkaian langkah strategis yang telah dilakukan dan kami berharap peningkatan kinerja dapat terlihat di tahun mendatang.

Through this Annual Report, the Board of Commissioners, following its function, presented the oversight function carried out throughout the 2020 financial year. 2020 was a year full of challenges, especially with the Covid-19 pandemic that occurred in almost all parts of the world. The policies issued by all the governments of these countries relating to the handling of the pandemic by limiting the movement of people and goods have had a tremendous impact on almost all industrial sectors. The impact of those events can be seen from the financial and operational performance achievement that decreased compared to the achievement in the previous year. However, Patra Jasa managed to get through these tough challenges quite well through a series of strategic actions that have been taken and we hope that performance improvements can be seen in the coming year.

**SOERJANINGSIH**

**Komisaris**  
Commissioner

**EMIR KRESNA WARDANA**

**Komisaris**  
Commissioner



## PENILAIAN ATAS KINERJA DIREKSI

Dewan Komisaris merupakan Organ Perusahaan yang menjalankan fungsi pengawasan (*oversight*) dan pemberian nasihat bagi Direksi. Berbagai mekanisme dilakukan untuk melakukan fungsi pengawasan melalui berbagai mekanisme seperti rapat dengan Direksi, tanggapan dan persetujuan atas usulan yang disampaikan Direksi. Selain itu, Dewan Komisaris juga menyerap berbagai aspirasi yang disampaikan oleh Pemangku Kepentingan dalam rangka memberikan masukan terhadap jalannya pengurusan Patra Jasa oleh Direksi.

Tahun 2020 merupakan tahun yang cukup berat bagi seluruh sektor usaha. Pandemi *Covid-19* yang melanda hampir di seluruh negara di dunia telah menyebabkan adanya perlambatan pertumbuhan perekonomian baik secara global maupun nasional. Patra Jasa juga tidak terhindar dari dampak yang disebabkan oleh pandemi yang terjadi tersebut. Namun terlepas dari kondisi yang di luar kendali Perseroan, Dewan Komisaris sangat mengapresiasi langkah cepat yang dilakukan oleh Direksi dalam merespon tantangan tersebut. Keselamatan seluruh Pekerja merupakan salah satu prioritas yang diutamakan oleh Perseroan di sepanjang tahun 2020 dan Direksi telah dengan baik menerapkan beberapa kebijakan untuk memastikan seluruh keselamatan dan kesehatan Pekerja di tengah pandemi ini seperti kebijakan protokol kesehatan yang ketat, *work from home*, hingga menyediakan fasilitas kesehatan yang berkaitan dengan *Covid-19*.

Selain itu, Dewan Komisaris juga menilai Direksi telah berhasil mengakomodir upaya-upaya penanggulangan *Covid-19* secara nasional bersama dengan pihak-pihak terkait seperti membangun RSPJ Modular dan menyediakan akomodasi untuk tenaga medis RSPJ di Patra Jakarta, menjadikan Patra Bandung sebagai Posko Bersama BUMN & BNPB untuk Pusat Informasi *Covid-19* Gugus Tugas Wilayah Jawa Barat, dan membangun RSPSP Extension *Covid-19* Simprug. Langkah-langkah yang telah dijalankan oleh Perseroan tersebut menunjukkan komitmen Patra Jasa yang patut diapresiasi dalam berpartisipasi secara aktif menanggulangi pandemi yang terjadi ini.

Kondisi yang terjadi tentunya memberikan dampak yang cukup besar pada kinerja keuangan Perseroan secara keseluruhan. Namun, Dewan Komisaris menilai Direksi telah melakukan upaya terbaiknya untuk memastikan kegiatan operasional Perseroan dapat berjalan dengan baik di tengah kondisi yang sulit tersebut. Hal tersebut terlihat dari perolehan pencapaian laba usaha yang masih positif di tahun 2020 sebesar Rp22,7 miliar. Hal tersebut tidak terlepas dari upaya-upaya efisiensi yang dilakukan oleh Direksi dan juga optimalisasi kinerja segmen bisnisnya di sepanjang tahun 2020. Pendapatan penjualan kendaraan bekas

## ASSESSMENT ON THE BOARD OF DIRECTORS PERFORMANCE

The Board of Commissioners is the Organ of the Company that carries out oversight and advisory functions for the Board of Directors. Various mechanisms were taken to conduct the oversight function through multiple mechanisms, including meeting with the Board of Directors, feedback, and approval on proposals submitted by the Board of Directors. Besides, the Board of Commissioners also absorbed various aspirations conveyed by Stakeholders to provide recommendations on Patra Jasa's management conducted by the Board of Directors.

2020 was a tough year for all business sectors. The Covid-19 pandemic that hit almost all countries in the world has caused a slowdown in economic growth, both globally and nationally. Patra Jasa also could not avoid the impact caused by the pandemic that occurred. However, regardless of conditions beyond the Company's control, the Board of Commissioners highly appreciates the swift steps taken by the Board of Directors in responding to these challenges. The safety of all employees is one of the Company's priorities throughout 2020 and the Board of Directors has properly implemented several policies to ensure all employee safety and health in the midst of this pandemic, such as strict health protocol policies, work from home, to providing health facilities that are related to covid-19.

In addition, the Board of Commissioners also assesses that the Board of Directors has succeeded in accommodating efforts to tackle Covid-19 nationally together with related parties such as building a Modular RSPJ and providing accommodation for RSPJ medical personnel at Patra Jakarta, making Patra Bandung a Joint BUMN Post. & BNPB for the West Java Regional Task Force Covid-19 Information Center, and built the RSPSP Extension Covid-19 Simprug. The steps that have been taken by the Company demonstrate Patra Jasa's commitment which should be appreciated in actively participating in overcoming this pandemic.

The conditions that occurred certainly had a sizeable impact on the Company's overall financial performance. However, the Board of Commissioners considers that the Board of Directors has made its best efforts to ensure that the Company's operational activities can run well in the midst of these difficult conditions. This can be seen from the achievement of a positive operating profit in 2020 amounting to Rp22.7 billion. This is inseparable from the efficiency efforts made by the Board of Directors and also maximizing the performance of its business segments throughout 2020. The revenues from sales of used vehicles increased by 495.35% to

sewa tercatat meningkat 495,35% menjadi Rp134,28 miliar dan pendapatan jasa manajemen fasilitas meningkat 98,86% menjadi Rp318 miliar serta pendapatan sewa lainnya meningkat 23,94% menjadi Rp967,76 miliar di tahun 2020 yang memberikan kontribusi pada pendapatan usaha Perseroan. Hal ini tentunya merupakan prestasi yang sangat membanggakan mengingat kondisi sulit yang dihadapi oleh hampir seluruh sektor di sepanjang tahun 2020, namun Perseroan berhasil mencatatkan peningkatan kinerjanya. Meskipun Perseroan mencatatkan pertumbuhan pada pendapatan sewa lainnya, namun belum mampu mengimbangi penurunan yang terjadi pada pendapatan di sektor lainnya sehingga Perseroan membukukan penurunan pada laba tahun berjalan dibandingkan tahun sebelumnya.

Secara keseluruhan, meskipun terdapat beberapa kinerja yang masih belum mencapai target Revisi RKAP yang telah disusun dan mengalami penurunan dibandingkan dengan tahun sebelumnya, namun Dewan Komisaris memberikan apresiasi kepada Direksi atas upayanya untuk tetap mencatatkan laba tahun berjalan yang positif dan peningkatan pendapatan di salah satu sektor bisnisnya meskipun menghadapi tantangan yang sangat sulit di tahun 2020.

## PANDANGAN ATAS PROPSEK USAHA

Dewan Komisaris melihat respon Pemerintah dalam menanggulangi pandemi *Covid-19* yang cukup baik dan *progress* vaksinasi yang secara bertahap telah dilakukan memberikan optimisme terhadap prospek usaha Perseroan secara umum. Dewan Komisaris juga memandang prospek usaha yang disusun oleh Direksi sudah cukup realistis dan optimisme pada pertumbuhan bisnis Patra Jasa di masa depan dapat diterima dengan memperhitungkan risiko-risiko dan tantangan yang akan dihadapi di masa mendatang. Dewan Komisaris meyakini, dengan manajemen bisnis yang baik, didukung berbagai kebijakan ekonomi dan pembangunan nasional akan memberikan dampak positif bagi prospek usaha Patra Jasa.

Dewan Komisaris senantiasa mengingatkan Direksi untuk terus menerapkan efisiensi secara menyeluruh di semua lini bisnis dan juga terus berinovasi dalam mengembangkan bisnisnya dan menyediakan layanan yang prima kepada seluruh pemangku kepentingan. Melihat beberapa kondisi yang di luar kontrol Perseroan seperti beragam kebijakan Pemerintah terkait Pembatasan Sosial Berskala Besar selama masa pandemi yang tentunya berdampak utamanya pada sektor bisnis *Property & Development* dan *Hotels & Resort*, Dewan Komisaris menilai penting bagi Patra Jasa untuk terus melakukan inovasi dan menerapkan serangkaian inisiatif strategis mulai dari strategi pemasaran hingga pelayanan dengan mengoptimalkan penggunaan teknologi digital. Sementara dari sektor bisnis *Services* yang memberikan kinerja sangat baik di sepanjang tahun 2020, Dewan Komisaris

Rp134.28 billion and facility management services that increased by 98.86% to Rp318 billion as well as other rental revenues increased by 23.94% in 2020 have contributed to the Company's revenues. This is certainly a very encouraging achievement considering the difficult conditions faced by almost all sectors throughout 2020, however the Company managed to record an increase in its performance. Although the Company recorded growth in other rental income, it has not been able to compensate for the decline in revenue in other sectors so that the Company posted a decrease in profit for the current year compared to the previous year.

Overall, although there are some performances that have not yet reached the Revised RKAP target that has been prepared and have decreased compared to the previous year, the Board of Commissioners appreciates the Board of Directors for its efforts to continue to record positive profit for the year and increase in revenue in one of its business sectors despite facing the most difficult challenges in 2020.

## VIEWS ON THE BUSINESS PROSPECTS

The Board of Commissioners sees that the Government's response in overcoming the Covid-19 pandemic is quite good and the progress of vaccinations that has been carried out gradually gives optimism to the Company's business prospects in general. The Board of Commissioners also views that the business prospects prepared by the Board of Directors are quite realistic and optimism for the future growth of Patra Jasa's business is acceptable by taking into account the risks and challenges that will be faced in the future. The Board of Commissioners believes that good business management, supported by various economic policies and national development will have a positive impact on Patra Jasa's business prospects.

The Board of Commissioners always reminds the Board of Directors to continue to implement efficiency comprehensively in all lines of business and to continue to innovate in developing its business and providing excellent service to all stakeholders. Seeing a number of conditions beyond the Company's control, such as various Government policies related to Least Social Restrictions during the pandemic, which of course have a major impact on the property & development and hotels & resort business sectors, the Board of Commissioners considers it important for Patra Jasa to continue to innovate and implement a series of initiatives strategic ranging from marketing strategies to services by optimizing the use of digital technology. Meanwhile, from the Services business sector which provided excellent performance throughout 2020, the Board of Commissioners considers it necessary for the Board

menilai perlu bagi Direksi untuk terus mempertahankan kinerja sektor tersebut serta secara jeli melihat beragam peluang-peluang yang ada agar dapat meningkatkan kinerjanya di tahun-tahun mendatang.

## PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Penerapan *Good Corporate Governance* (GCG) memiliki peranan penting dalam pengelolaan perusahaan karena dapat memberikan kontribusi dalam mempertahankan kinerja serta meningkatkan kelangsungan usaha yang sehat dan kompetitif dalam jangka panjang atau *sustainable* serta meningkatkan kepercayaan para pemegang saham dan pemangku kepentingan lain. Dewan Komisaris dalam kapasitas fungsi pengawasan dan pemberian nasihat, sepenuhnya mendukung komitmen dan program kerja yang dilaksanakan Direksi terkait dengan penerapan prinsip-prinsip GCG dan Etika Bisnis termasuk mendukung upaya-upaya agar GCG dapat berjalan efektif.

Dewan Komisaris menilai penerapan GCG yang telah dilakukan oleh Patra Jasa telah efektif yang terlihat dari pencapaian penilaian penerapan GCG yang meningkat dari tahun ke tahun. Selain itu, Patra Jasa juga telah mendapatkan beragam penghargaan terkait penerapan GCG seperti penghargaan Anugerah BUMN yang menunjukkan wujud nyata dari komitmen Patra Jasa untuk terus meningkatkan penerapan GCG di seluruh kegiatan usahanya.

Pada tahun 2020, Patra Jasa juga sudah melakukan pendalaman kajian dan memulai proses audit terkait sertifikasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan yang tentunya ke depan dapat meningkatkan penerapan GCG Patra Jasa secara keseluruhan.

## PENERAPAN WBS

Patra Jasa telah memiliki *Whistleblowing System* (WBS) yang memfasilitasi laporan pihak luar Patra Jasa dan pihak internal atas berbagai dugaan pelanggaran. Penerapan WBS ini sudah dilakukan dengan baik melalui infrastruktur yang tersedia dan telah sesuai dengan kebijakan yang sudah dimiliki Perseroan yang mengacu kepada kebijakan dan pedoman yang diterapkan di Pertamina Grup. Dewan Komisaris menilai penerapan WBS yang efektif akan mendorong terbentuknya kultur Patra Jasa berbasis prinsip-prinsip GCG dan penerapan bisnis beretika. Sistem ini memfasilitasi semua pihak baik pimpinan, Pekerja, maupun pihak luar yang terkait dengan Perseroan untuk melakukan pelaporan dugaan pelanggaran.

of Directors to continue to maintain the performance of this sector and be observant of the various opportunities that exist in order to improve its performance in the coming years.

## IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE

The implementation of Good Corporate Governance (GCG) plays an important role in company management because it can contribute to maintaining performance and enhancing healthy and competitive business continuity in the long term (sustainable) and increasing the trust of shareholders and other stakeholders. The Board of Commissioners, in the capacity of the supervisory and advisory function, fully supports the commitments and work programs carried out by the Board of Directors in relation to the application of GCG principles and Business Ethics, including supporting efforts so that GCG can run effectively.

The Board of Commissioners assesses that the implementation of GCG that has been carried out by Patra Jasa has been effective as seen from the achievement of the assessment of GCG implementation which has increased from year to year. In addition, Patra Jasa has also received various awards related to the implementation of GCG such as Anugerah BUMN award which shows a concrete realization of Patra Jasa's commitment to continuously improve the implementation of GCG in all of its business activities.

In 2020, Patra Jasa has also conducted a deepening of the study and started an audit process related to the ISO 37001: 2016 Anti-Bribery Management System certification, which of course in the future can improve the implementation of Patra Jasa GCG as a whole.

## WBS IMPLEMENTATION

Patra Jasa already has a whistleblowing system (WBS) that facilitates reports from outside Patra Jasa and internal parties regarding various alleged violations. The implementation of this WBS has been carried out well through the available infrastructure and is in accordance with the policies owned by the Company which refer to the policies and guidelines applied in Pertamina Group. The Board of Commissioners considers that the effective implementation of WBS will encourage the formation of a Patra Jasa culture based on GCG principles and ethical business applications. This system facilitates all parties, including leaders, employees, and external parties related to the Company to report suspected violations.

## PENILAIAN KOMITE DEWAN KOMISARIS

Selama tahun 2020, dengan banyaknya tantangan yang dihadapi oleh Patra Jasa khususnya terkait dampak pandemi terhadap kinerja Perseroan, Komite Audit, Komite Investasi serta Komite Nominasi dan Remunerasi selaku komite di bawah pengawasan Dewan Komisaris senantiasa memberikan masukan dan rekomendasi kepada Dewan Komisaris serta membantu Dewan Komisaris dalam melaksanakan fungsi dan perannya dalam mengawasi jalannya Perseroan.

Dewan Komisaris menilai bahwa seluruh komite telah melaksanakan tugas dan tanggung jawabnya dengan baik sepanjang tahun 2020 melalui beberapa rapat rutin yang dilakukan dalam memberikan masukan kepada Dewan Komisaris dalam setiap keputusan yang diambil.

Komite Audit telah melaksanakan pengendalian internal yang cukup efektif di sepanjang tahun 2020 dari aspek keuangan dan berkoordinasi dengan internal audit serta eksternal audit, sehingga Dewan Komisaris dapat memberikan arahan kepada Direksi dalam menghadapi berbagai masalah yang muncul. Komite Investasi juga dengan baik memberikan penilaiannya terkait kegiatan investasi yang dilakukan oleh Perseroan. Komite Nominasi dan Remunerasi juga telah membantu Dewan Komisaris di tahun 2020 dalam hal memberikan masukan terkait perbaikan yang dapat dilakukan dalam hal nominasi dan remunerasi.

## PERUBAHAN KOMPOSISI DEWAN KOMISARIS

Pada tahun 2020, terdapat perubahan komposisi Dewan Komisaris sesuai Keputusan Rapat Umum Pemegang Saham Perseroan dimana terjadi pergantian Dewan Komisaris. Perubahan komposisi Dewan Komisaris sepanjang tahun 2020 adalah sebagai berikut:

1 Januari - 13 Maret 2020

|                 |                        |
|-----------------|------------------------|
| Komisaris Utama | : Lelin Eprianto       |
| Komisaris       | : Torang M. Napitupulu |
| Komisaris       | : Emir Kresna Wardana  |
| Komisaris       | : Soerjaningsih        |

13 Maret - 24 November 2020

|           |                       |
|-----------|-----------------------|
| Komisaris | : Emir Kresna Wardana |
| Komisaris | : Soerjaningsih       |
| Komisaris | : Arudji Wahyono      |

24 November - 31 Desember 2020

|           |                       |
|-----------|-----------------------|
| Komisaris | : Emir Kresna Wardana |
| Komisaris | : Soerjaningsih       |

## ASSESSMENT OF BOARD OF COMMISSIONERS COMMITTEES

Throughout 2020, with many challenges faced by Patra Jasa in particular related to the impact of the pandemic on the Company's performance, the Audit Committee, Investment Committee and Nomination and Remuneration Committee as committees under the supervision of the Board of Commissioners always provide input and recommendations to the Board of Commissioners and assist the Board of Commissioners in carry out its functions and roles in supervising the operations of the Company.

The Board of Commissioners considers that all committees have carried out their duties and responsibilities well throughout 2020 through periodic meetings conducted in providing input to the Board of Commissioners in each decision taken.

The Audit Committee has implemented internal control which was quite effective throughout 2020 from the aspects of finance and closely coordinated with internal audit and external audit, so that the Board of Commissioners can provide direction to the Board of Directors in facing various issues that occurred. The Investment Committee has also provided good assessment regarding the investment activities carried out by the Company. The Nomination and Remuneration Committee has also assisted the Board of Commissioners in 2020 in providing input regarding improvements that can be made in terms of nominations and remuneration.

## CHANGES IN THE COMPOSITON OF THE BOARD OF COMMISSIONERS

In 2020, there were changes in the composition of the Board of Commissioners based on Resolution of General Meeting of Shareholders on the changes of the Board of Commissioners. Changes in the composition of the Board of Commissioner during 2020 is as follows:

January 1 - March 13, 2020

|                        |                        |
|------------------------|------------------------|
| President Commissioner | : Lelin Eprianto       |
| Commissioner           | : Torang M. Napitupulu |
| Commissioner           | : Emir Kresna Wardana  |
| Commissioner           | : Soerjaningsih        |

March 13 - November 24, 2020

|              |                       |
|--------------|-----------------------|
| Commissioner | : Emir Kresna Wardana |
| Commissioner | : Soerjaningsih       |
| Commissioner | : Arudji Wahyono      |

November 24 - December 31, 2020

|              |                       |
|--------------|-----------------------|
| Commissioner | : Emir Kresna Wardana |
| Commissioner | : Soerjaningsih       |



## APRESIASI PEMANGKU KEPENTINGAN

Tahun 2020 yang penuh dengan tantangan telah berhasil dilalui dengan cukup baik oleh Patra Jasa. Atas nama Dewan Komisaris, kami memberikan apresiasi kepada Direksi dan jajaran manajemen serta seluruh pekerja atas keuletan, semangat, kerja keras dalam melaksanakan tugas dan tanggung jawab masing-masing serta mendukung upaya untuk mewujudkan Visi dan Misi Patra Jasa dengan bahu-membahu tanpa mengenal lelah.

Ucapan terima kasih dan penghargaan tak lupa juga kami sampaikan kepada para Pemegang Saham dan pemangku kepentingan lainnya, atas kepercayaan dan dukungan yang diberikan kepada Patra Jasa selama ini sehingga kami mampu menjalankan tugas dan tanggung jawab dengan sebaik-baiknya.

Kami juga mengucapkan terima kasih dan apresiasi kepada seluruh mitra kerja, mitra usaha serta konsumen atas dukungan, kepercayaan dan kerjasamanya yang telah terjalin dengan baik selama ini baik dalam masa yang baik maupun yang sulit.

Sebagai penutup, Dewan Komisaris mengajak kepada semua Jajaran Patra Jasa untuk tetap menjaga sinergi dan kerjasama yang baik serta saling bahu-membahu untuk menyongsong masa depan. Mari kita sambut kenormalan baru dengan mensinergikan seluruh kekuatan yang kita miliki sehingga kita memiliki fondasi yang solid dan tangguh dalam menyongsong masa depan yang penuh tantangan dengan optimis.

Atas nama Dewan Komisaris  
On behalf of the Board of Commissioners

Soerjaningsih

Komisaris / Commissioner

Emir Kresna Wardana

Komisaris / Commissioner

## ACKNOWLEDGEMENT TO STAKEHOLDERS

Patra Jasa has successfully passed 2020 which was full of challenges. On behalf of the Board of Commissioners, we give our appreciation to the Board of Directors and management as well as all employees for their tenacity, enthusiasm, hard work in carrying out their respective duties and responsibilities as well as supporting efforts to realize Patra Jasa's Vision and Mission hand in hand without stopping.

We also convey our thanks and appreciation to the Shareholders and other stakeholders, for the trust and support given to Patra Jasa so far so that we are able to carry out our duties and responsibilities as well as possible.

We also express our gratitude and appreciation to all work partners, business partners and consumers for their support, trust and cooperation that has been well established during good and difficult times.

In closing, the Board of Commissioners invites all Patra Jasa levels to maintain synergy and teamwork as well as work hand in hand to face the future. Let us embrace the new normal by leveraging our strengths so that we have a solid and strong foundation to embrace a future full of challenges with optimism.



Patraland Amarta Apartment



TEDDY KURNIAWAN GUSTI

Plt. Direktur Utama  
Act. President Director



Tahun 2020 merupakan tahun yang sangat menantang bagi hampir seluruh sektor bisnis, tidak terkecuali Perseroan. Beragam kebijakan diberlakukan dan kita semua harus mulai menerapkan new normal. Namun, Patra Jasa mampu melalui tahun 2020 dengan tetap membukukan kinerja yang positif.

2020 was a very challenging year for almost all business sectors, including the Company. Various policies were enforced and we all had to start implementing the new normal. However, Patra Jasa was able to get through 2020 while still posting positive performance.

## LAPORAN DIREKSI

### Board of Directors Report

Pemegang Saham dan Pemangku Kepentingan yang terhormat,  
Dear Honored Shareholders and Stakeholders,

Pada kesempatan ini, perkenankan kami atas nama Direksi menyampaikan laporan pertanggungjawaban atas kinerja usaha PT Patra Jasa Tahun Buku 2020. Tahun 2020 merupakan tahun yang sangat menantang bagi hampir seluruh sektor bisnis, tidak terkecuali Perseroan. Beragam kebijakan baru diberlakukan dan kita semua harus mulai menerapkan kondisi *New Normal*. Namun, atas rahmat dan karunia Allah SWT, Tuhan Yang Maha Esa dan ketahanan atau *resilience* Perseroan, Patra Jasa mampu melalui tahun 2020 dengan tetap membukukan kinerja yang positif.

On this occasion, allow us on behalf of the Board of Directors to submit an accountability report for Patra Jasa's business performance for the 2020 Financial Year. 2020 was a very challenging year for almost all business sectors, including the Company. Various policies were enforced and we all had to start implementing the new normal. However, with the grace and blessing of Allah SWT, God Almighty, and the resilience of the Company, Patra Jasa was able to get through 2020 while still posting positive performance.

#### TINJAUAN EKONOMI DAN INDUSTRI

Pandemi Covid-19 memberikan pengaruh yang luar biasa kepada dinamika perekonomian dunia di tahun 2020, termasuk Indonesia. Perkembangan kurang menguntungkan kepada perekonomian global ini tidak dapat dihindari sebagai akibat penerapan kebijakan pembatasan mobilitas untuk mengurangi penyebaran Covid-19. Berbagai indikator menunjukkan aktivitas konsumsi, investasi dan produksi di banyak negara tertekan tajam dan mengakibatkan penurunan perdagangan internasional. Tekanan berat juga sempat terjadi di pasar keuangan sejalan ketidakpastian prospek global, yang bila terus berlanjut akan berisiko memberikan dampak ramatan pada stabilitas sistem keuangan.

#### ECONOMIC AND INDUSTRY OVERVIEW

The Covid-19 pandemic has had a tremendous impact on the dynamics of the world economy in 2020, including Indonesia. This unfavorable development for the global economy cannot be avoided as a result of the implementation of mobility restriction policies to reduce the spread of Covid-19. Various indicators show that consumption, investment and production activities in many countries were under shaRppressure and resulted in a decline in international trade. There was also heavy pressure on the financial market in line with the uncertainty over the global outlook, which if it continues will have the risk of having a spillover effect on financial system stability.



Covid-19 juga memberikan tekanan kuat kepada perekonomian Indonesia 2020 dengan sumber gejolak yang belum pernah dialami sebelumnya. Sebagaimana kondisi dunia, gejolak bersumber dari permasalahan kesehatan dan kemanusiaan, yang kemudian merambat ke permasalahan ekonomi. Respons segera Pemerintah untuk mengurangi penyebaran Covid-19 melalui PSBB tidak dapat dihindari menurunkan kinerja perekonomian. Kebijakan untuk mengatasi penyebaran Covid-19 telah mengurangi mobilitas manusia serta aktivitas barang dan jasa. Konsumsi, investasi, transportasi, pariwisata, produksi, dan keyakinan pelaku ekonomi menurun signifikan, yang pada akhirnya membuat pertumbuhan ekonomi turun dengan tajam.

## MENYAMBUK NEW NORMAL

Seiring kebijakan-kebijakan yang diberlakukan oleh Pemerintah berkaitan dengan penanganan Covid-19, tentunya memberikan dampak bagi Perseroan. Kebijakan Pembatasan Sosial Berskala Besar (PSBB) serta arahan Pemerintah terkait *Work From Home* (WFH) yang diterapkan di seluruh unit operasi Perseroan berpengaruh pada produktivitas dan kinerja pekerja. Selain itu, upaya Perseroan untuk beradaptasi dengan *New Normal* menyebabkan biaya-biaya meningkat seperti adanya pemeriksaan regular baik *rapid* ataupun *swab test* kepada pekerja dan pembersihan unit operasi dengan *disinfectant* secara berkala, penyediaan sanitasi seperti masker dan *hand sanitizer* serta suplemen kesehatan kepada seluruh pekerja, penyediaan *safe-house* dan biaya perawatan bagi pekerja yang terinfeksi serta penyediaan *air-purifier* dan *filter* HEPA untuk beberapa unit operasi.

Meskipun dari sisi biaya meningkat, namun hal tersebut merupakan komitmen Perseroan, karena bagi kami, kesehatan dan keselamatan pekerja menjadi prioritas. Adaptasi terhadap *new normal* juga terus kami lakukan meskipun memerlukan waktu, namun kami tetap fokus pada pencapaian target dan beberapa proyek penting berhasil terselesaikan di tahun 2020.

## KEBIJAKAN STRATEGIS

Sepanjang tahun 2020, terlepas dari kendala yang dihadapi, Perseroan tetap berkomitmen untuk menyelesaikan beberapa proyek prioritas.

Perseroan mendapat penugasan dari Pertamina Grup untuk melakukan optimalisasi aset berupa pembangunan RSPJ Modular di Patra Jakarta Hotel sebagai bagian upaya aktif Perseroan dan Pertamina Grup dalam membantu Pemerintah dalam menangani pandemi Covid-19.

Perseroan berhasil menyelesaikan pembangunan RSPP Extension Covid-19 di area Simprug. Penyelesaian pembangunan

Covid-19 has also put strong pressure on the Indonesian economy in 2020 with a source of turmoil that has never been experienced before. As in world conditions, the turmoil originates from health and humanitarian problems, which then spread to economic problems. The government's immediate response to reduce the spread of Covid-19 through the PSBB inevitably reduces economic performance. Policies to deal with the spread of Covid-19 have reduced human mobility and activities of goods and services. Consumption, investment, transportation, tourism, production, and the confidence of economic actors decreased significantly, which in turn caused economic growth to fall sharply.

## EMBRACING NEW NORMAL

Along with the policies enforced by the Government regarding the handling of Covid-19, of course, have an impact on the Company. The Large-Scale Social Restriction Policy (PSBB) as well as Government directives regarding Work From Home (WFH) which are implemented in all of the Company's operating units have an effect on employee productivity and performance. In addition, the Company's efforts to adapt to the new normal have caused costs to increase, such as regularly conducting rapid inspections or swab tests for employees and cleaning the operating unit with disinfectants regularly, providing sanitation such as masks and hand sanitizers as well as health supplements to all employees, providing *safe -house* and maintenance costs for infected employees as well as the provision of air-purifiers and HEPA filters for some operating units.

Although in terms of increasing costs, this is part of the Company's commitment because for us the health and safety of our employees is a priority. We also continue to adapt to the new normal even though it takes time, but we remain focused on achieving targets and several important projects has successfully completed in 2020.

## STRATEGIC POLICIES

Throughout 2020, despite the obstacles faced, the Company remains committed to completing several priority projects.

The Company received an assignment from the Pertamina Group to optimize assets in the form of the construction of RSPJ Modular at Patra Jakarta Hotel as part of the active efforts of the Company and Pertamina Group in assisting the Government in dealing with the Covid-19 pandemic.

The company successfully completed the construction of the Covid-19 Extension RSPP in the Simprug area. Completion of the

RS ini merupakan prioritas utama sekaligus komitmen Patra Jasa sebagai anak Perusahaan PT Pertamina (Persero), yang mendukung penuh upaya Pemerintah Indonesia dalam tanggap darurat Covid-19.

Beberapa proyek strategis lainnya juga telah dimulai dengan adanya penandatanganan kerjasama antara Perseroan dengan Pemerintah setempat, seperti dalam Proyek Hauling Road dengan Pemerintah Provinsi Kalimantan dan Proyek Kenten dengan Pemerintah Provinsi Sumatera Selatan.

Perseroan juga merampungkan pembangunan gedung perkantoran Grha Pertamina di Jakarta Pusat yang akan digunakan oleh beberapa anak Perusahaan PT Pertamina (Persero). Selain itu, Perseroan juga meresmikan pembukaan dan memulai operasional Patra Dumai Hotel dan Patra Malioboro Hotel. Hal tersebut tentunya merupakan sebuah pencapaian dimana Perseroan tetap berkomitmen untuk menjalankan rencana bisnis di tengah tantangan yang menghadang dan berhasil menyelesaikan proyek-proyek strategis tersebut.

## TANTANGAN BISNIS

Pada tahun 2020, Perseroan mengalami kendala yang berdampak pada kinerja di tiap segmen bisnis, utamanya pada segmen *hospitality* dan *property* yang terkena dampak paling besar dari pandemi yang terjadi. Kebijakan Pemerintah untuk memberlakukan pembatasan perjalanan dan pembatasan sosial berskala besar (PSBB) sangat memberikan dampak yang besar pada industri terutama bidang perhotelan dan properti.

Pada segmen *hospitality*, dengan adanya kebijakan PSBB yang diberlakukan oleh Pemerintah, maka *demand* di segmen ini juga sempat mengalami penurunan. Namun saat Pemerintah mulai memberikan kelonggaran, kendala lain yakni persaingan harga yang sangat kompetitif juga dihadapi segmen ini. Selain itu, kendala lainnya adalah terkait proses administrasi penagihan kepada mitra strategis yang juga memerlukan waktu.

Pada segmen *property re-curring*, dengan kebijakan WFH, maka penyewaan ruang kantor cukup terpengaruh dan terjadi *over supply* pada gedung perkantoran. Selain itu perubahan perilaku konsumen yang lebih memilih berinvestasi ke *liquid investment* menyebabkan turunnya *demand* yang berpengaruh cukup besar terhadap bisnis *property non-recurring*.

Sementara pada segmen *services*, yang menjadi *back-bone* dari Perseroan karena memiliki sifat *captive-market* di tahun 2020 tidak menghadapi kendala yang berarti bahkan mampu menopang kinerja Perseroan di tahun berjalan. Segmen *services* juga tetap

construction of this hospital is a top priority as well as Patra Jasa's commitment as a subsidiary of PT Pertamina (Persero), which fully supports the Indonesian Government's efforts in the Covid-19 emergency response.

Several other strategic projects have also been started with the signing of a collaboration between the Company and the local government, such as the Hauling Road Project with the Kalimantan Provincial Government and the Kenten Project with the South Sumatra Provincial Government.

The company has also completed the construction of the Grha Pertamina office building in Central Jakarta which will be used by several subsidiaries of PT Pertamina (Persero). In addition, the Company also officially opened and started the operations of Patra Dumai and Patra Malioboro. This is certainly an achievement where the Company remains committed to carrying out a business plan amidst the challenges that confront and successfully completing these strategic projects.

## BUSINESS CHALLENGES

In 2020, the Company experienced obstacles that impacted the performance of each business segment, especially in the hospitality and property segments that were the most affected by the pandemic that occurred. Government policy that imposed travel restriction and large scale social restriction (PSBB) has severe impacts on industries mainly in hospitality and properties.

In the hospitality segment, with the PSBB policy imposed by the Government, the demand in this segment also experienced a decline. However, when the Government began to make concessions, another obstacle, namely very competitive price competition, was also faced by this segment. In addition, another obstacle is related to the administrative process of invoicing to strategic partners which also takes time.

In the property re-curring segment, with the WFH policy, office space leasing was quite affected and there is an over supply of office buildings. In addition, changes in consumer behavior that prefer to invest in liquid investments have resulted in a decrease in demand for property non-recurring business.

Meanwhile, in the services segment, which is the backbone of the Company because it has a captive-market nature in 2020, it did not face any significant obstacles and was even able to support the Company's performance in the current year. The services segment



mewujudkan komitmennya dalam memberikan layanan yang prima kepada pelanggan sehingga mampu membukukan kinerja yang sangat baik.

## PENCAPAIAN TAHUN 2020

Perseroan berhasil membukukan pendapatan sebesar Rp1.853,2 miliar pada tahun 2020, meningkat 5,8% dari Rp1.752,0 miliar di tahun 2019 atau tumbuh 51,3% dari target RKAP 2020 Revisi. Pendapatan pada segmen Multi Services memberikan kontribusi terbesar terhadap pendapatan Perseroan di tahun 2020.

Pendapatan segmen Multi Services sebesar Rp1.257,3 miliar, tumbuh 54,2% dari RKAP 2020 Revisi dan 38,8% dari tahun 2019. Pencapaian ini, terutama, atas kontribusi pendapatan *Facility Management Service* (FMS) sebesar Rp336,7 miliar yang meningkat sebesar 116,8%, masing-masing, terhadap RKAP 2020 Revisi dan tahun 2019, sesuai dengan pertumbuhan bisnis pengelolaan gedung dan rumah dinas di Pertamina grup. Pendapatan anak perusahaan, PT Prima Armada Raya (PAR), sebesar Rp779,1 miliar, tumbuh 28,5%, masing-masing, dari RKAP 2020 Revisi dan tahun 2019, terutama atas kenaikan pendapatan sewa kendaraan dan resale kendaraan. Selain itu, pendapatan anak perusahaan, PT Mitra Tours & Travel (MTT), sebesar Rp141,6 miliar, tumbuh 165,3% dari RKAP 2020 Revisi dan mencapai 98,1% dari tahun 2019, terutama, atas optimalisasi pendapatan dari EO & MICE, walaupun adanya penurunan penjualan tiket dan jasa tour akibat kebijakan *travel banned* di masa pandemi *Covid-19*.

Pendapatan segmen *Hospitality* sebesar Rp113,4 miliar, tumbuh 34,4% dari RKAP 2020 Revisi dan mencapai 57,1% dari tahun 2019. Hal ini, terutama, karena hampir seluruh kegiatan operasi hotel dihentikan selama masa pandemi *Covid-19* dan mulai dioperasikan kembali secara bertahap pada pertengahan Juni 2020 dengan penerapan protokol *New Normal* dan efisiensi biaya, serta dilakukannya pembukaan 2 hotel bintang 3 baru, yaitu: Patra Dumai Hotel dan Patra Malioboro Hotel di akhir tahun 2020. Adapun dalam rangka mendukung pemerintah dalam menangani pandemi, Patra Jakarta tetap beroperasi dengan dialihfungsikan menjadi RS Darurat Khusus *Covid-19*.

Pendapatan segmen *Property Recurring* sebesar Rp191,3 miliar, tumbuh 6,5% dari RKAP 2020 Revisi dan 3,7% di atas tahun 2019. Pencapaian ini, terutama, atas kontribusi peningkatan pendapatan Balikpapan Residence dan dilakukannya strategi penerapan harga sesuai kebutuhan pasar perkantoran dan perumahan.

Pendapatan segmen *Property Non-Recurring* sebesar Rp291,2 miliar, tumbuh 100,3% dari RKAP 2020 Revisi dan mencapai 62,9% dari tahun 2019. Hal ini, terutama, dikontribusikan atas

also continues to realize its commitment to providing excellent service to the head of customers so that it is able to record excellent performance.

## ACHIEVEMENT IN 2020

The company managed to record revenue of Rp1,853.2 billion in 2020, an increase of 5.8% from Rp1,752.0 billion in 2019 or an increase of 51.3% from the target of the 2020 Revised RKAP. Revenue in the Multi Services segment provided the largest contribution to the Company's revenue in 2020.

Multi Services segment revenue amounted to Rp1,257.3 billion, growing 54.2% from the Revised 2020 RKAP and 38.8% from 2019. This achievement was mainly due to the contribution of Facility Management Service (FMS) revenue of Rp336.7 billion, increased by 116.8%, respectively, against the Revised RKAP 2020 and 2019, in line with the growth in the business of building management and official housing in the Pertamina group. Revenue of its subsidiary, PT Prima Armada Raya (PAR), amounted to Rp779.1 billion, growing 28.5%, respectively, from the Revised 2020 RKAP and 2019, especially from the increase in vehicle rental and vehicle resale income. In addition, the revenue of the subsidiary, PT Mitra Tours & Travel (MTT), amounted to Rp141.6 billion, growing 165.3% from the Revised 2020 RKAP and reaching 98.1% from 2019, mainly due to revenue optimization from EO & MICE. , despite the decline in ticket sales and tour services due to travel policies being banned during the Covid-19 pandemic.

Hospitality segment revenue amounted to Rp113.4 billion, growing 34.4% from the Revised 2020 RKAP and reaching 57.1% from 2019. This was mainly because almost all hotel operations were stopped during the Covid-19 pandemic and began to operate again gradually in mid-June 2020 with the implementation of the New Normal protocol and cost efficiency, as well as the opening of 2 new 3-star hotels, namely: Patra Dumai Hotel and Patra Malioboro Hotel at the end of 2020. As for supporting the government in dealing with the pandemic, Patra Jakarta continues to operate with converted into a Covid-19 Special Emergency Hospital.

Property Recurring segment revenue amounted to Rp191.3 billion, growing 6.5% from the Revised 2020 RKAP and 3.7% above 2019. This achievement was primarily due to the contribution of Balikpapan Residence's increased revenue and the implementation of pricing strategies according to the needs of the office market and housing.

The Property Non-Recurring segment revenue amounted to Rp291.2 billion, growing 100.3% from the Revised 2020 RKAP and reaching 62.9% from 2019. This was mainly contributed to the sales

penjualan Patra Residence sebanyak 1-unit dan penjualan RS Modular Simprug untuk penanganan *Covid-19*. Adapun pencapaian penjualan Apartemen dan Ruko masih terpengaruh kondisi pasar properti yang belum pulih akibat *Covid-19* dan penerapan aturan PSAK 72 atas pengakuan pendapatan properti jual.

Dengan pencapaian tersebut dan adanya kendala yang dihadapi, Perseroan mencatatkan laba bersih tahun 2020 sebesar Rp22,1 miliar, mencapai 7,2% dari laba bersih tahun 2019 sebesar Rp305,0 miliar, namun tumbuh lebih baik sebesar 1.447,3% di atas target RKAP 2020 Revisi. Pencapaian laba bersih tersebut, terutama, atas dampak pandemi *Covid-19*, penerapan kebijakan PSAK 72, serta kenaikan pada biaya bunga pinjaman dan depresiasi, seiring dengan pengembangan usaha. EBITDA Perseroan tahun 2020 tercatat sebesar Rp424,9 miliar, mencapai 68,7% dari EBITDA tahun 2019 yang sebesar Rp618,7 miliar dan tumbuh 25,0% dari RKAP 2020 Revisi, sejalan dengan pertumbuhan pendapatan.

## PROSPEK KE DEPAN

Ke depannya, Perseroan berupaya untuk terus mengembangkan bisnisnya di 3 (tiga) pilar segmen utamanya yakni *Property & Development*, *Hotels & Resorts*, dan *Services* agar dapat meningkatkan kinerja dan memberikan imbal hasil yang optimal kepada seluruh pemangku kepentingan. Selain itu, Perseroan juga akan terus meningkatkan daya saing Perusahaan melalui peningkatan kualitas dan layanan dan penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance/ GCG*). Seluruh upaya tersebut merujuk pada Rencana Kerja Anggaran Perusahaan (RKAP) yang disusun setiap tahunnya.

Sementara terkait rencana jangka panjang, Perseroan melakukan perencanaan RJPP dengan prioritas optimalisasi aset milik Perusahaan dan Pertamina Grup atau mitra strategis. Agar Perseroan dapat terus mengembangkan bisnisnya, peningkatan daya saing dengan terus melakukan peningkatan kualitas dan kapabilitas Sumber Daya Manusia (SDM) yang dimiliki juga menjadi salah satu fokus Perseroan ke depan. Selain itu, Perseroan juga akan terus memperkuat citra Perusahaan dan penerapan standar layanan baru serta senantiasa meningkatkan kualitas produk dan layanan yang dimiliki. Perseroan juga akan terus mencari peluang bisnis dan melakukan ekspansi dan di sisi lain tetap melakukan optimalisasi kinerja keuangan, dengan memperkuat sistem pendanaan dan melakukan efisiensi di segala bidang.

## PENERAPAN GCG

Penerapan GCG merupakan salah satu hal yang menjadi faktor pendukung dalam meningkatkan daya saing Perseroan dan mempertahankan keberlangsungan bisnis Perseroan, sehingga Perseroan senantiasa berupaya untuk terus meningkatkan penerapan GCG di seluruh kegiatan operasionalnya. Penerapan

of 1-unit Patra Residence and the sales of Simprug Modular Hospital for the handling of Covid-19. The sales achievement of apartments and shophouses was still affected by the condition of the property market that has not recovered due to Covid-19 and the application of the PSAK 72 rules on the recognition of sales property income.

With this achievement and the obstacles faced, the Company recorded a net profit of Rp22.1 billion in 2020, reaching 7.2% of the 2019 net profit of Rp305.0 billion, but growing better by 1,447.3% above the Revised 2020 RKAP target. The net profit achievement was mainly due to the impact of the Covid-19 pandemic, the implementation of the PSAK 72 policy, as well as an increase in loan interest costs and depreciation, in line with business development. The Company's 2020 EBITDA was recorded at Rp424.9 billion, reaching 68.7% of 2019 EBITDA which amounted to Rp618.7 billion and growing 25.0% from the Revised 2020 RKAP, in line with revenue growth.

## FUTURE PROSPECT

Going forward, the Company strives to continue to develop its business in 3 (three) main segment pillars of Property, Hospitality and Multi-Service in order to improve performance and provide optimal returns to all stakeholders. In addition, the Company will also continue to improve its competitiveness through quality and service improvements and the implementation of Good Corporate Governance (GCG). All of these efforts refer to the Corporate Budget Work Plan (RKAP) which is prepared annually.

Meanwhile, in relation to long-term plans, the Company conducts RJPP planning with the priority of optimizing assets of the Company and Pertamina Group or strategic partners. So that the Company can continue to develop its business, increasing competitiveness by continuously improving the quality and capability of its Human Resources (HR) is also one of the Company's focuses in the future. In addition, the Company will also continue to strengthen the Company's image and implement new service standards as well as continuously improve the quality of its products and services. The company will also look for business opportunities and carry out expansion and on the other hand, continue to optimize financial performance by strengthening the funding system and carrying out efficiency in all areas.

## GCG IMPLEMENTATION

The implementation of GCG has become one of the Company's competitive advantage, so that the Company always strives to continue to improve the implementation of GCG in all of its operational activities. The implementation of GCG is carried out by referring to the Company's vision to become a leading company



GCG dilakukan dengan mengacu pada visi Perseroan untuk menjadi perusahaan yang terdepan dalam industri *Property & Development, Hotels & Resorts*, dan *Services* serta misi Perseroan untuk membangun bisnis yang berkesinambungan secara jangka panjang dan menerapkan tata kelola perusahaan, tanggung jawab sosial, manajemen mutu, risiko dan keuangan yang baik.

Pada tahun 2020, Perseroan juga mengadopsi tata nilai baru, AKHLAK, sebagai bagian dari upaya Perseroan untuk menyelaraskan tata nilai dengan Induk Perusahaan yakni Pertamina. Tata nilai baru tersebut terdiri dari Amanah yang berarti memegang teguh kepercayaan yang diberikan, Kompeten, yang berarti terus belajar dan mengembangkan kapabilitas, Harmonis yang berarti saling peduli dan menghargai perbedaan, Loyal yang berarti berdedikasi dan mengutamakan kepentingan bangsa dan negara, Adaptif yang berarti terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan, dan Kolaboratif yang berarti membangun Kerjasama yang sinergis.

Selain itu, Perseroan juga memiliki pedoman GCG dan pedoman perilaku dan etika bisnis yang senantiasa menjadi acuan dalam menerapkan GCG bagi seluruh pekerja Patra Jasa. Perseroan juga memiliki pedoman pengendalian gratifikasi yang menjelaskan secara khusus terkait Gratifikasi sehingga Perseroan bisa terbebas dari segala bentuk Korupsi, Kolusi dan Nepotisme (KKN). Pedoman Gratifikasi juga dilengkapi dengan *Compliance Online System*, sebuah sistem yang mengakomodir pelaporan penerimaan, pemberian dan permintaan gratifikasi yang dialami oleh pekerja Patra Jasa. Sistem ini juga digunakan juga sebagai perangkat untuk memonitor kepatuhan yang menjadi parameter pemenuhan KPI *Compliance Implementation* Patra Jasa. Seluruh pekerja Patra Jasa juga dapat menyalurkan pengaduan/penyingkapan apabila terdapat dugaan kegiatan yang tidak sesuai dengan pedoman perilaku Perseroan melalui *Whistleblowing System*. Perseroan dalam hal ini memastikan kerahasiaan pelapor dan laporan, dan menindaklanjuti setiap laporan yang diterima.

Komitmen Perseroan dalam menerapkan GCG pada tahun 2020 juga diperkuat dengan adanya penugasan VP Legal & Compliance sebagai *Chief Compliance Officer* (CCO) yang mempunyai tugas, tanggung jawab dan wewenang untuk merencanakan, membuat, memeriksa, mensosialisasikan, memonitor dan mengevaluasi pelaksanaan program kepatuhan Perseroan dan Pekerja Patra Jasa pada Peraturan perundang-undangan serta peraturan internal dalam menjalankan kegiatannya. Di samping itu, Perseroan juga terus melakukan sosialisasi GCG kepada seluruh pekerja Patra Jasa untuk meningkatkan pemahaman mengenai pentingnya pelaksanaan kegiatan Perusahaan yang berdasarkan prinsip-prinsip Tata Kelola Perusahaan yang baik, pemahaman pengendalian gratifikasi, konflik kepentingan dan tata perilaku dan etika.

in the Property & Development, hotels & Resorts, and Services industry as well as the Company's mission to build a long-term sustainable business and implement corporate governance, social responsibility, quality management, risk, and good finances.

In 2020, the Company also adopts a new core values, AKHLAK, as part of the Company's efforts to align values with its parent company, namely Pertamina. The new values consist of Amanah which means upholding the trust given, Kompeten, which means continuing to learn and developing capabilities, Harmonis which means caring and appreciating differences, Loyal which means being dedicated and prioritizing the interests of the nation and state, Adaptif which means continuing to innovate and enthusiastic in moving or facing change, and Kolaboratif which means building synergistic cooperation.

In addition, the Company also has a GCG guideline and a code of conduct which always serve as a reference in implementing GCG for all Patra Jasa Individuals. The Company also has gratification control guidelines that specifically describes Gratification so that the Company can be free from all forms of Corruption, Collusion and Nepotism (KKN). The Gratification Guidelines are also equipped with a Compliance Online System, a system that accommodates reporting of receipt, giving and requests for gratuities experienced by Patra Jasa Individuals. This system is also used as a tool to monitor compliance, which is a parameter to fulfill the Patra Jasa KPI Compliance Implementation. All Patra Jasa individuals can also submit complaints/disclosures if there are allegations of activity that are not in accordance with the Company's code of conduct through the Whistleblowing System. The Company in this case ensures the confidentiality of the reporters and reports, and follows up on any reports received.

The Company's commitment to implementing GCG in 2020 is also strengthened by the assignment of VP Legal & Compliance as Chief Compliance Officer (CCO) who has the duties, responsibilities and authority to plan, create, examine, socialize, monitor and evaluate the implementation of the Company's compliance programs and Patra Jasa Individuals according to prevailing laws and regulations as well as internal regulations in carrying out its activities. In addition, the Company also continues to disseminate GCG to all Patra Jasa Individuals to increase understanding of the importance of implementing Company activities based on the principles of good corporate governance, understanding of gratification control, conflict of interest and behavior and ethics of Patra Jasa individuals.

Seluruh penerapan GCG yang dilakukan oleh Perseroan setiap tahunnya dievaluasi melalui kegiatan penilaian GCG oleh konsultan Independen dimana penilaian tersebut meliputi enam aspek pokok pengukuran yaitu aspek komitmen terhadap penerapan GCG secara berkelanjutan, aspek pemegang saham dan RUPS, aspek Dewan Komisaris, aspek Direksi, aspek pengungkapan informasi dan transparansi, serta aspek lainnya. Patra Jasa selalu mendapatkan predikat sangat baik dan mengalami kenaikan pencapaian *Assessment* GCG dibandingkan pencapaian tahun sebelumnya. Peningkatan pencapaian ini terjadi karena Perseroan selalu melakukan perbaikan untuk meningkatkan kepatuhan atas prinsip-prinsip Tata Kelola Perusahaan yang baik (GCG). Pada tahun 2020, hasil penilaian GCG Perseroan mencapai skor 91,14, meningkat dibandingkan tahun sebelumnya yang mencapai skor 90,87.

## KOMITMEN TERKAIT BISNIS BERKELANJUTAN

Dengan adanya pandemi yang terjadi, topik terkait keberlanjutan bisnis menjadi salah satu hal yang menjadi perhatian publik, termasuk pemangku kepentingan Perseroan. Perseroan senantiasa berupaya untuk menjaga keberlanjutan bisnisnya dengan serangkaian strategi yang mencakup aspek *people, planet and profit* atau 3P.

Dari aspek *people*, Perseroan terus berupaya menyebarkan manfaat bagi masyarakat di sekitar wilayah operasi Perseroan melalui beragam program. Pada tahun 2020, selain kegiatan rutin yang bersifat filantropi seperti bantuan sosial sembako dan partisipasi pada beberapa acara dan pembangunan sarana dan prasarana keagamaan, Perseroan juga melakukan bantuan terkait kemasyarakatan melalui kegiatan pembuatan dupa alami berbudaya Bali serta penyediaan alat kerja dan perlengkapan usaha rumah difabel. Perseroan juga memberikan pelatihan kepariwisataan kepada siswa SMK/Karang Taruna sehingga mereka dapat melatih keterampilan di bidang pariwisata. Selain itu, Perseroan juga secara aktif memberikan bantuan terkait penanganan *Covid-19* kepada masyarakat sekitar dan kegiatan donor darah.

Dari aspek *planet*, pada tahun 2020 Perseroan telah melakukan beberapa program di sekitar wilayah operasinya yang tersebar di beberapa daerah. Program-program tersebut antara lain adalah pengelolaan maggot sampah menjadi pakan ternak dan alat transportasi angkut sampah, pembuatan sistem air bersih dengan metode *zoning*, pembuatan sumur air bersih kepada kelompok nelayan pantai, dan bantuan bencana banjir.

Dari aspek *profit*, dengan kondisi perlambatan ekonomi yang terjadi, Perseroan berupaya melakukan pengendalian biaya, optimalisasi sinergi antar grup Pertamina, serta penguatan

All GCG implementation carried out by the Company is evaluated annually through GCG assessment activities by independent consultants where the assessment includes six main aspects of measurement, namely aspects of commitment to sustainable GCG implementation, aspects of shareholders and GMS, aspects of the Board of Commissioners, aspects of the Board of Directors, aspects of information disclosure and transparency, and other aspects. Patra Jasa always received a very good predicate and experienced an increase in the achievement of GCG Assessment compared to the previous year's achievement. This increase in achievement occurred because the Company always made improvements to increase compliance with the principles of Good Corporate Governance (GCG). In 2020, the results of the Company's GCG assessment reached a score of 90.52, an increase compared to the previous year which reached a score of 90.87.

## COMMITMENT ON SUSTAINABLE BUSINESS

With the pandemic that occurred, topics related to business sustainability have become one of the concerns of the public, including the Company's stakeholders. The Company always strives to maintain the sustainability of its business with a series of strategies that cover the aspects of people, planet, and profit or 3P.

From the people aspect, the Company continues to strive to spread benefits to the communities around the Company's operational areas through various programs. In 2020, in addition to routine philanthropic activities such as basic food assistance and participation in several events and construction of religious facilities and infrastructure, the Company also Providing support related to communities through making natural incense with Balinese culture and providing work tools and home business equipment for people with disabilities. The company also provided tourism training to students of SMK/Karang Taruna so that they can train skills in the tourism sector. In addition, the Company was also actively providing assistance related to the handling of Covid-19 to the surrounding community and blood donation activities.

From the planet aspect, in 2020 the Company has carried out several programs around its operational areas which are spread across several regions. These programs include the management of waste maggots into animal feed and means of transporting garbage, making clean water systems using the zoning method, making clean water wells for coastal fishermen groups, and flood disaster relief.

From the profit aspect, with the economic slowdown that has occurred, the Company seeks to control costs, optimize synergies between the Pertamina group, and strengthen funding sources

sumber pendanaan di sepanjang tahun 2020. Ketiga aspek tersebut merupakan bagian dari komitmen Perseroan terkait keberlanjutan bisnis Perseroan ke depan.

## PERUBAHAN KOMPOSISI DIREKSI

Pada tahun 2020 terjadi perubahan komposisi Direksi sesuai Keputusan Rapat Umum Pemegang Saham Perseroan dimana terjadi pergantian Direktur Keuangan & Umum serta Direktur Teknik dan Direktur Pemasaran dan Operasi. Perubahan komposisi Direksi sepanjang tahun 2020 adalah sebagai berikut:

1 Januari – 28 Juni 2020

Direktur Utama: Dani Adriananta

PJ. Direktur Keuangan dan Umum: Muhammad Shabran Fauzani

PJ. Direktur Pengembangan Bisnis: Teddy Kurniawan Gusti

Direktur Teknik: Ferry Febrianto

29 Juni 2020 – 26 Oktober 2020

Direktur Utama: Dani Adriananta

PJ. Direktur Pengembangan Bisnis: Teddy Kurniawan Gusti

Direktur Pemasaran dan Operasi: Litta Indriya Ariesca

27 Oktober – 16 Desember 2020

Direktur Utama: Dani Adriananta

Direktur Keuangan dan Umum: Iswina Dwi Yunanto

PJ. Direktur Pengembangan Bisnis: Teddy Kurniawan Gusti

Direktur Pemasaran dan Operasi: Litta Indriya Ariesca

16 Desember – 31 Desember 2020

Direktur Keuangan dan Umum: Iswina Dwi Yunanto

PJ. Direktur Pengembangan Bisnis: Teddy Kurniawan Gusti

Direktur Pemasaran dan Operasi: Litta Indriya Ariesca

throughout 2020. These three aspects are part of the Company's commitment to the sustainability of the Company's business going forward.

## CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS

In 2020, there was a change in the composition of the Board of Directors according to the Decision of the General Meeting of Shareholders of the Company where there was a change in the Director of Finance & General Affairs as well as the Director of Engineering and the Director of Marketing and Operations. Changes in the composition of the Board of Directors during 2020 is as follows:

January 1 – June 28, 2020

President Director: Dani Adriananta

Act. Director of Finance and General Affairs: Muhammad Shabran Fauzani

Act. Director of Business Development: Teddy Kurniawan Gusti

Director of Technical: Ferry Febrianto

June 29 – October 26, 2020

President Director: Dani Adriananta

Act. Director of Business Development: Teddy Kurniawan Gusti

Director of Marketing and Operations Litta Indriya Ariesca

October 27 – December 16, 2020

President Director: Dani Adriananta

Director of Finance & General Affairs: Iswina Dwi Yunanto

Act. Director of Business Development: Teddy Kurniawan Gusti

Director of Marketing and Operations Litta Indriya Ariesca

December 16 – December 31, 2020

Director of Finance & General Affairs: Iswina Dwi Yunanto

Act. Director of Business Development: Teddy Kurniawan Gusti

Director of Marketing and Operations Litta Indriya Ariesca

## APRESIASI

Atas nama Direksi, kami memberikan apresiasi yang setinggi-tingginya kepada Pemegang Saham yang selalu mendukung langkah Perseroan dalam meraih kinerja yang positif. Keberhasilan Perseroan dalam meraih pertumbuhan kinerja yang baik merupakan hasil kerja sama sinergis antara Direksi, Dewan Komisaris, dan seluruh Pemangku Kepentingan. Oleh sebab itu, kami mengucapkan terima kasih kepada Dewan Komisaris atas kepercayaan, arahan, serta dukungan yang tiada henti demi menghasilkan kinerja Perseroan yang lebih baik. Kami juga memberikan apresiasi yang tinggi kepada seluruh Pekerja yang telah berupaya secara optimal, serta mewujudkan visi dan misi Perseroan dan meraih pertumbuhan bisnis yang berkelanjutan. Tidak lupa, kami berterima kasih atas dukungan dari mitra bisnis dan seluruh Pemangku Kepentingan lainnya yang turut memberikan andil atas pencapaian kami di tahun 2020 ini. Ke depan, kami siap menyambut *New Normal* dengan mensinergikan seluruh kekuatan yang kami miliki sehingga dapat menghasilkan kinerja yang lebih baik lagi bagi seluruh Pemangku Kepentingan.

## ACKNOWLEDGEMENT

On behalf of the Board of Directors, we would like to express the highest appreciation to Shareholders who always support the Company's steps in achieving positive performance. The Company's success in achieving positive performance growth is the result of the synergistic collaboration between the Board of Directors, the Board of Commissioners, and all Stakeholders. Therefore, we would like to thank the Board of Commissioners for their continued trust, direction, and support in order to improve better performance for the Company. We would like to express our appreciation to all employees who have put in their best efforts, as well as realizing the Company's vision and mission and achieving sustainable business growth. We are also grateful for the support from business partners and all other Stakeholders who contributed to our achievements in 2020. Going forward, we are ready to embrace the new normal by leveraging our strengths so that we will be able to deliver better performance for all Stakeholders.

Atas nama Direksi,

On behalf of the Board of Directors,



**Teddy Kurniawan Gusti**

Plt. Direktur Utama

Act. President Director



## SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2020 PT PATRA JASA

Statement of the Members of Board of Commissioners and Directors on the Responsibility for the 2020 Annual Report of PT Patra Jasa

Kami yang bertanda tangan di bawah ini menyatakan bahwa semua informasi dalam Laporan Tahunan PT Patra Jasa tahun 2020 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan dan Laporan Keuangan Perusahaan.

We, the undersigned, testify that all information in the 2020 Annual Report of PT Patra Jasa is presented in its entirety and we are fully responsible for the correctness of the contents of the Annual Report and Financial Statements of the Company.

Demikian pernyataan ini dibuat dengan sebenarnya. This statement is hereby made in all truthfulness. Jakarta, 2021  
Jakarta, 2021

**Dewan Komisaris**  
Board of Commissioners

**Lelin Eprianto**

Komisaris Utama / President Commissioner  
1 Januari 2020 sampai dengan 13 Maret 2020  
January 1, 2020 until March 13, 2020



**Emir Kresna Wardana**  
Komisaris / Commissioner

1 Januari 2020 sampai dengan 31 Desember 2020  
January 1, 2020 until December 31, 2020

**Torang M Napitupulu**

Komisaris / Commissioner

1 Januari 2020 sampai dengan 13 Maret 2020  
January 1, 2020 until March 13, 2020



**Soerjaningsih**  
Komisaris / Commissioner

1 Januari 2020 sampai dengan 31 Desember 2020  
January 1, 2020 until December 31, 2020

**Arudji Wahyono**

Komisaris / Commissioner

13 Maret 2020 sampai dengan 24 November 2020  
March 13, 2020 until November 24, 2020

## SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS DAN DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2020 PT PATRA JASA

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Demikian pernyataan ini dibuat dengan sebenarnya. This statement is hereby made in all truthfulness. Jakarta, 2021  
Jakarta, 2021

**Direksi**  
Board of Directors

**Dani Adriananta**

Direktur Utama / President Director  
1 Januari 2020 sampai dengan 16 Desember 2020  
January 1, 2020 until December 16, 2020



**Muhammad Shabran Fauzani**  
P.J. Direktur Keuangan dan Umum

Acting Director of Finance and General Affairs  
1 Januari 2020 sampai dengan 29 Juni 2020  
January 1, 2020 until June 29, 2020



**Iswina Dwi Yunanto**  
Direktur Keuangan dan Umum

Director of Finance and General Affairs  
27 Oktober 2020 sampai dengan 31 Desember 2020  
October 27, 2020 until December 31, 2020



**Teddy Kurniawan Gusti**  
P.J. Direktur Pengembangan Bisnis

Acting Director of Business Development  
1 Januari 2020 sampai dengan 31 Desember 2020  
January 1, 2020 until December 31, 2020

**Ferry Febrianto**

Direktur Teknik / Technical Director  
1 Januari 2020 sampai dengan 5 Juni 2020  
January 1, 2020 until June 5, 2020



**Litta Indriya Ariesca**  
Direktur Pemasaran dan Operasi

Director of Marketing and Operations  
29 Juni 2020 sampai dengan 31 Desember 2020  
June 29, 2020 until December 31, 2020



# PROFIL PERUSAHAAN

## Company Profile

Patra Jasa selalu berinovasi dan mengembangkan bisnisnya untuk menangkap setiap peluang bisnis yang ada.

Patra Jasa is always innovating and developing its business to grab any existing business opportunities.





# JEJAK LANGKAH

## Milestones

PT Patra Jasa telah mengukir rekam jejak keberhasilan selama hampir setengah abad, dan kini sukses menuntaskan transformasi bisnis yang akan mendorong keberhasilan selanjutnya di tahun-tahun mendatang.

PT Patra Jasa has compiled milestones spanning almost half a century and has recently completed a business transformation that will serve to drive further successes in the coming years.

PT Patra Jasa melakukan perubahan Anggaran Dasar perusahaan dan mulai merambah bisnis baru sebagai pengembang dan pengelola properti serta pengembangan satu anak perusahaan baru yaitu PT Prima Armada Raya, yang bergerak di bidang penyewaan kendaraan.

PT Patra Jasa amended its Articles of Association and entered a new business line as a property developer and management company, also establishing a new subsidiary company, PT Prima Armada Raya which operates in transportation rental services.

Cikal bakal PT Patra Jasa berdiri dengan nama Vacantie Cord Puntjak N.V.

The precursor of PT Patra Jasa was established under the name of Vacantie Cord Puntjak N.V.

Tanggal 17 Juli 1975 diperingati sebagai hari jadi Perseroan, ditandai dengan adanya perubahan nama Vacantie Cord Puntjak N.V. menjadi PT Patra Jasa, untuk mengelola aset hotel dan gedung perkantoran milik PT Pertamina (Persero).

July 17, 1975 was considered as the inception of the Company, by the changed of the name of Vacantie Cord Puntjak N.V. into PT Patra Jasa, operating to manage the hotels and office building assets belonging to PT Pertamina (Persero).

PT Pertamina (Persero) menyerahkan kepemilikan aset hotel dan gedung perkantoran sebagai bentuk penyertaan modal di PT Patra Jasa.

PT Pertamina (Persero) made ownership transfer of its hotel and office building assets as a form of equity placement in PT Patra Jasa.

PT Patra Jasa, PT Wijaya Karya Bangunan Gedung Tbk dan PT Wijaya Karya Realty membentuk *Joint Venture* (JV) bernama PT Patra Wijaya Realtindo. Patra Jasa juga memiliki cucu perusahaan melalui PT Mitra Tours and Travel bernama PT Manajemen CBT Nusantara.

PT Patra Jasa, PT Wijaya Karya Bangunan Gedung Tbk and PT Wijaya Karya Realty formed a Joint Venture (JV) named PT Patra Wijaya Realtindo. Patra Jasa also has a secondtier of subsidiary through PT Mitra Tours and Travel named PT Manajemen CBT Nusantara.

PT Patra Jasa melakukan rebranding bisnisnya menjadi 3 pilar yaitu *Property & Development*, *Hotels & Resorts*, dan *Services*.

PT Patra Jasa engaged in a business rebranding, introducing the 3 pillars of Property & Development, Hotels & Resorts, and Services.

PT Patra Jasa ikut berperan aktif dalam memerangi penyebaran virus Covid-19 di Indonesia, salah satunya dengan penugasan dari PT Pertamina (Persero) membangun Rumah Sakit Pertamina Jaya (RSPJ) Modular yang berada di Patra Jakarta Hotel, Patra Bandung Hotel menjadi POSKO BERSAMA BUMN & BNPB, dan membangun Rumah Sakit Pertamina Pusat (RSPP) *Extension Covid-19* di Kawasan Simprug.

PT Patra Jasa has played an active role in fighting the spread of the Corona virus in Indonesia, one of which is the assignment of PT Pertamina (Persero) to build Pertamina Jaya Hospital (RSPJ) Modular in Patra Jakarta Hotel, Patra Bandung Hotel to become POSKO BERSAMA BUMN & BNPB, and build Central Pertamina Hospital (RSPP) Covid-19 Extension in the Simprug Area.

**Pada tahun ini, PT Patra Jasa berhasil membuka dua hotel, yaitu Patra Dumai Hotel pada tanggal 18 November 2020 dan Patra Malioboro Hotel pada tanggal 28 Desember 2020.**

In this year, PT Patra Jasa successfully opened two hotels, namely Patra Dumai Hotel on November 18, 2020 and Patra Malioboro Hotel on December 28, 2020.

Sinergi Pendayagunaan Aset PT Pertamina (Persero) dan Anak Perusahaan dan Penandatanganan Kerjasama dengan BUMN dan swasta mendirikan anak perusahaan PT Mitra Tours and Travel (MTT).

Synergy of Assets Utilization of PT Pertamina (Persero) and its Subsidiaries and Signing of the Cooperation Agreement with State-Owned Enterprises (BUMN) and private company establishing a subsidiary named PT Mitra Tours and Travel (MTT).





## HOTELS & RESORTS

Pada tahun 2020, bisnis Hotels & Resorts memiliki dan mengelola hotel-hotel di Indonesia, yaitu:

1. Hotel bintang 5, yaitu The Patra Bali Resort & Villas
2. Hotel bintang 4, yaitu Patra Semarang Hotel & Convention serta Patra Cirebon Hotel & Convention
3. Hotel bintang 3, yaitu, Patra Bandung, Patra Jakarta, Patra Anyer, Patra Parapat, Patra Dumai, dan Patra Malioboro

Selain itu, Hotels & Resorts mengelola:

1. Patra Palembang, yang merupakan pengelolaan aset milik PT Pertamina (Persero) dengan bentuk Kerja Sama Operasi (KSO).
2. Pertamina Simprug Residence.
3. Cerita Café, Jakarta.

Perseroan direncanakan akan mengelola hotel-hotel milik BUMN lain melalui anak perusahaan yang dibentuk di tahun 2019 serta menambah jumlah hotel yang dimiliki dan/atau akan dikelola sesuai Rencana Jangka Panjang Perusahaan.

## Hotels & Resorts

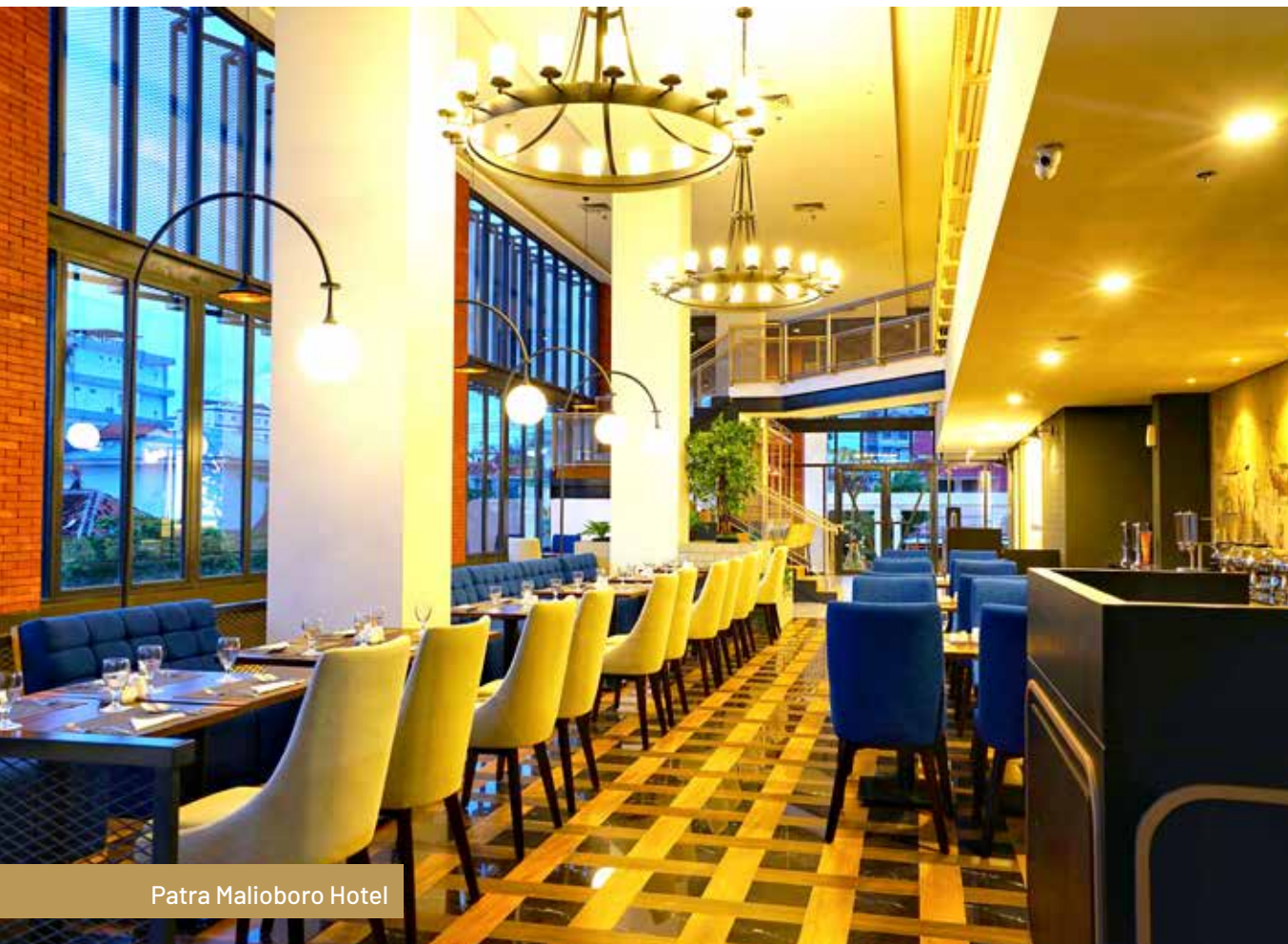
In 2020, Hotels & Resorts owned and managed the Company's hotels in Indonesia, namely:

1. 5-star hotel, namely The Patra Bali Resorts & Villas
2. 4-star hotel, namely Patra Semarang Hotel & Convention and Patra Cirebon Hotel & Convention
3. 3-star hotels, namely, Patra Bandung, Patra Jakarta, Patra Anyer, Patra Parapat, Patra Dumai, and Patra Malioboro

Additionally, Hotels & Resorts also managed:

1. Patra Palembang, which is an asset management owned by PT Pertamina (Persero) with the form of Operation Cooperation (KSO).
2. Pertamina Simprug Residence.
3. Cerita Café, Jakarta.

The Company is set to manage hotels owned by other SOEs through subsidiaries established in 2019 and increased the number of hotels owned and/or will be managed according to the Company's Long Term Plan.



Patra Malioboro Hotel

# BRAND KAMI

## Our Brands

LOGO PERSEROAN  
CORPORATE BRAND

**PATRAJASA**

TIGA PILAR BISNIS  
Three Business Pillars

PROPERTY &  
DEVELOPMENT

**PATRA LAND**  
amarta  
APARTMENT

**PATRA LAND**  
urban  
APARTMENT

**PATRA RESIDENCE**  
PALAZZO

**PATRA LAND**  
SOHO  
PATRAPARK

**PATRA LAND**  
PURI JAYASRI  
RESIDENCES

Grha Pertamina  
Patra Jasa Office Tower  
Patraland Kuningan Residential

HOTELS &  
RESORTS

THE **PATRA**

**PATRA**

**PATRA**

SERVICES

**PATRA**  
FACILITY MANAGEMENT

**PATRA**  
FOOD SERVICES

ANAK PERUSAHAAN  
Subsidiaries

**PAR**  
PRIMA AGNAGA RAYA

**MITRA**  
TOURS & TRAVEL

JOINT VENTURE

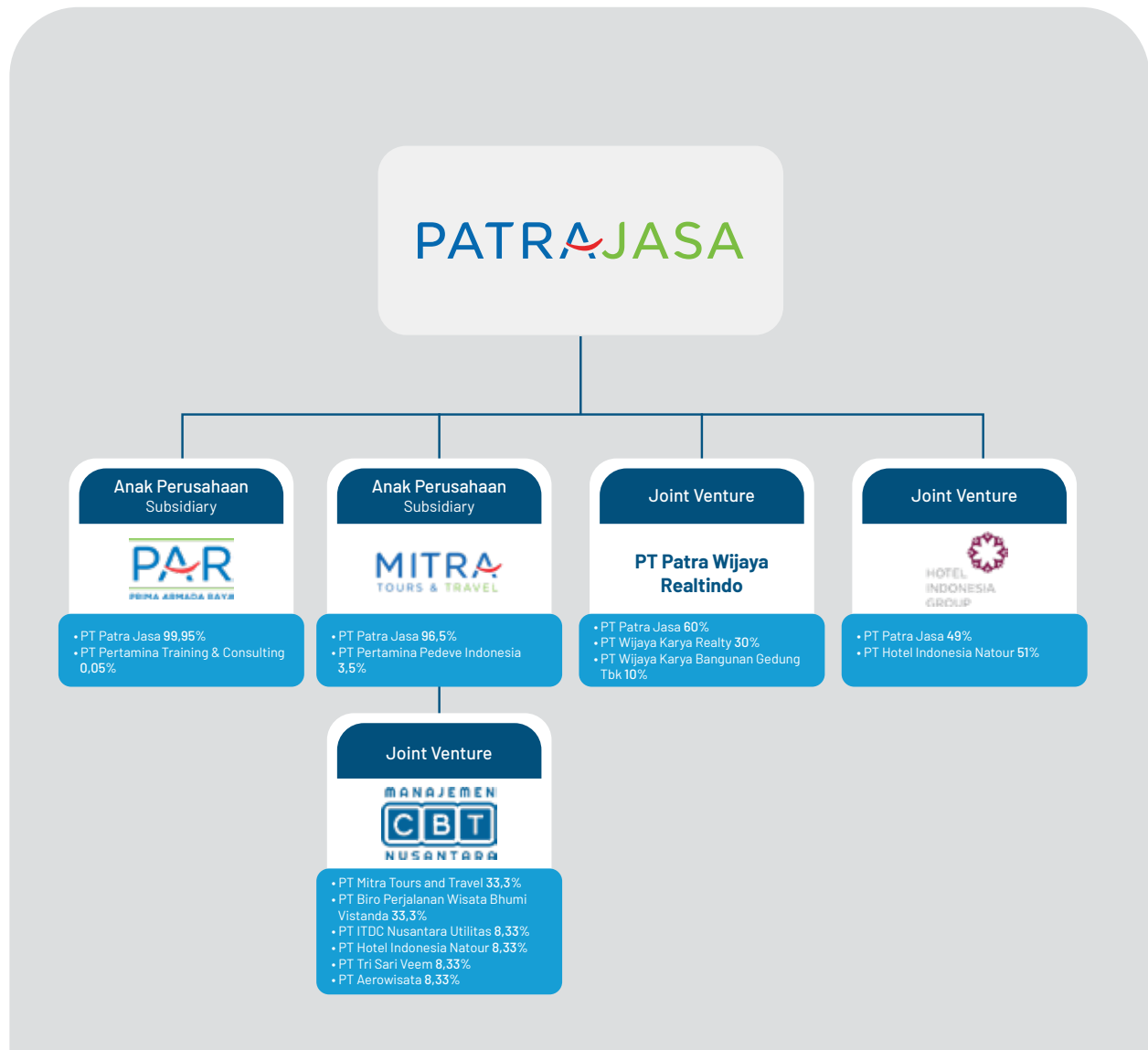
Patra Wijaya Realtindo

**HOTEL**  
INDONESIA  
GROUP

MANAJEMEN  
**CBT**  
NUSANTARA

# STRUKTUR GRUP PERUSAHAAN

## Corporate Group Structure



### KOMPOSISI PEMEGANG SAHAM PERSEROAN

Perseroan belum menjadi Perusahaan Terbuka, sehingga kepemilikan saham masih didominasi oleh perusahaan induk yaitu PT Pertamina (Persero) sebesar 99,999% dan PT Pertamina Pedeve Indonesia sebesar 0,001%.

Perseroan tidak dapat menampilkan data kelompok pemegang saham masyarakat dengan kepemilikan saham di bawah 5% sebagaimana Perseroan tidak menerbitkan saham kepada publik dan tidak berstatus sebagai perusahaan terbuka, Sehingga tidak ada Anggota Direksi dan Dewan Komisaris yang memiliki persentase saham secara langsung ataupun tidak langsung.

### COMPOSITION OF SHAREHOLDERS

The company has not yet become a public company, so the share ownership is still dominated by the parent company, PT Pertamina (Persero) of 99.999% and PT Pertamina Pedeve Indonesia of 0.001%.

The Company cannot disclose data of public shareholders with share ownership below 5% as the Company does not yet issue shares to the public or not a public company, so there are no Members of the Board of Directors and the Board of Commissioners who have a direct or indirect percentage of shares.

# ENTITAS ANAK PERUSAHAAN

## Subsidiaries

| Jenis Usaha<br>Type of Business                                                                                                                 | Status<br>Status        | Persentase Kepemilikan Saham Perseroan<br>Percentage of Share Ownership                                                                                                                                   | Informasi Perusahaan<br>Company Information                                                                                                                                                                                        |
|-------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| PT Prima Armada Raya                                                                                                                            |                         |                                                                                                                                                                                                           |                                                                                                                                                                                                                                    |
| Penyewaan transportasi dan tenaga kerja<br>Transportation Rental and Manpower Outsourcing                                                       | Beroperasi<br>Operating | PT Patra Jasa 99,95%<br>PT Pertamina Training & Consulting 0,05%                                                                                                                                          | Patra Jasa Office Tower Lt. 1 Jl. Jend. Gatot Subroto Kav. 32-34 Jakarta 12950 Indonesia<br>Tel. : (62-21) 529 00021<br>Fax : (62-21) 529 00020                                                                                    |
| PT Mitra Tours and Travel                                                                                                                       |                         |                                                                                                                                                                                                           |                                                                                                                                                                                                                                    |
| Penyediaan Jasa Perjalanan Wisata<br>Tourist Travel Services                                                                                    | Beroperasi<br>Operating | PT Patra Jasa 96,5%<br>PT Pertamina Pedeve Indonesia 3,5%                                                                                                                                                 | Patra Jasa Office Tower<br>Ground Floor<br>Jl. Jend. Gatot Subroto Kav. 32-34<br>Jakarta Selatan 12950                                                                                                                             |
| JOINT VENTURE                                                                                                                                   |                         |                                                                                                                                                                                                           |                                                                                                                                                                                                                                    |
| PT PATRA WIJAYA REALTINDO                                                                                                                       |                         |                                                                                                                                                                                                           |                                                                                                                                                                                                                                    |
| Pembangunan, Developer, Properti<br>Construction (Development), Developer, Property                                                             | Beroperasi<br>Operating | PT Patra Jasa 60%<br>PT Wijaya Karya Realty 30%<br>PT Wijaya Karya Bangunan Gedung Tbk 10%                                                                                                                | Patra Jasa Office Tower<br>Jl. Jend.Gatot Subroto Kav. 32-34                                                                                                                                                                       |
| HOTEL INDONESIA GROUP                                                                                                                           |                         |                                                                                                                                                                                                           |                                                                                                                                                                                                                                    |
| Operator hotel bagi jaringan hotel milik BUMN<br>Hotel operators for state-owned hotel chains                                                   | Beroperasi<br>Operating | PT Hotel Indonesia Natour (Persero) 51%<br>PT Patra Jasa 49%                                                                                                                                              | Jl. Prof. Dr. Soepomo No. 8 Tebet Barat,<br>Jakarta Selatan - 12810                                                                                                                                                                |
| PT MANAJEMEN CBT NUSANTARA                                                                                                                      |                         |                                                                                                                                                                                                           |                                                                                                                                                                                                                                    |
| Perdagangan Jasa & Pendamping<br>Program Balkondes di Kec. Borobudur<br>Service Trading & Balkondes Program<br>Assistance in Borobudur District | Beroperasi<br>Operating | PT Mitra Tours and Travel 33,3%<br>PT Biro Perjalanan Wisata Bhumi Vistanda 33,3%<br>PT ITDC Nusantara Utilitas 8,33%<br>PT Hotel Indonesia Natour 8,33%<br>PT Tri Sari Veem 8,33%<br>PT Aerowisata 8,33% | Jl. Ring Road Utara No 66 Maguwoharjo,<br>Depok, Kab Sleman, Yogyakarta<br><br>Alamat Operasional Kantor<br>Operational Office Address<br>Jalan Wanurejo Dusun 2 Borobudur,<br>Kec. Borobudur, Kab. Magelang,<br>Jawa Tengah 56553 |

# SITUS PERUSAHAAN

## Company Website

Sebagai wujud dari komitmen Perseroan untuk menjadi perusahaan yang jujur dan transparan, Perseroan memiliki situs resmi yang dapat diakses oleh seluruh Pemangku Kepentingan. Situs resmi Perseroan berisi informasi yang menyangkut kegiatan korporat, aktivitas bisnis dan pemasaran, produk dan jasa, informasi lainnya.

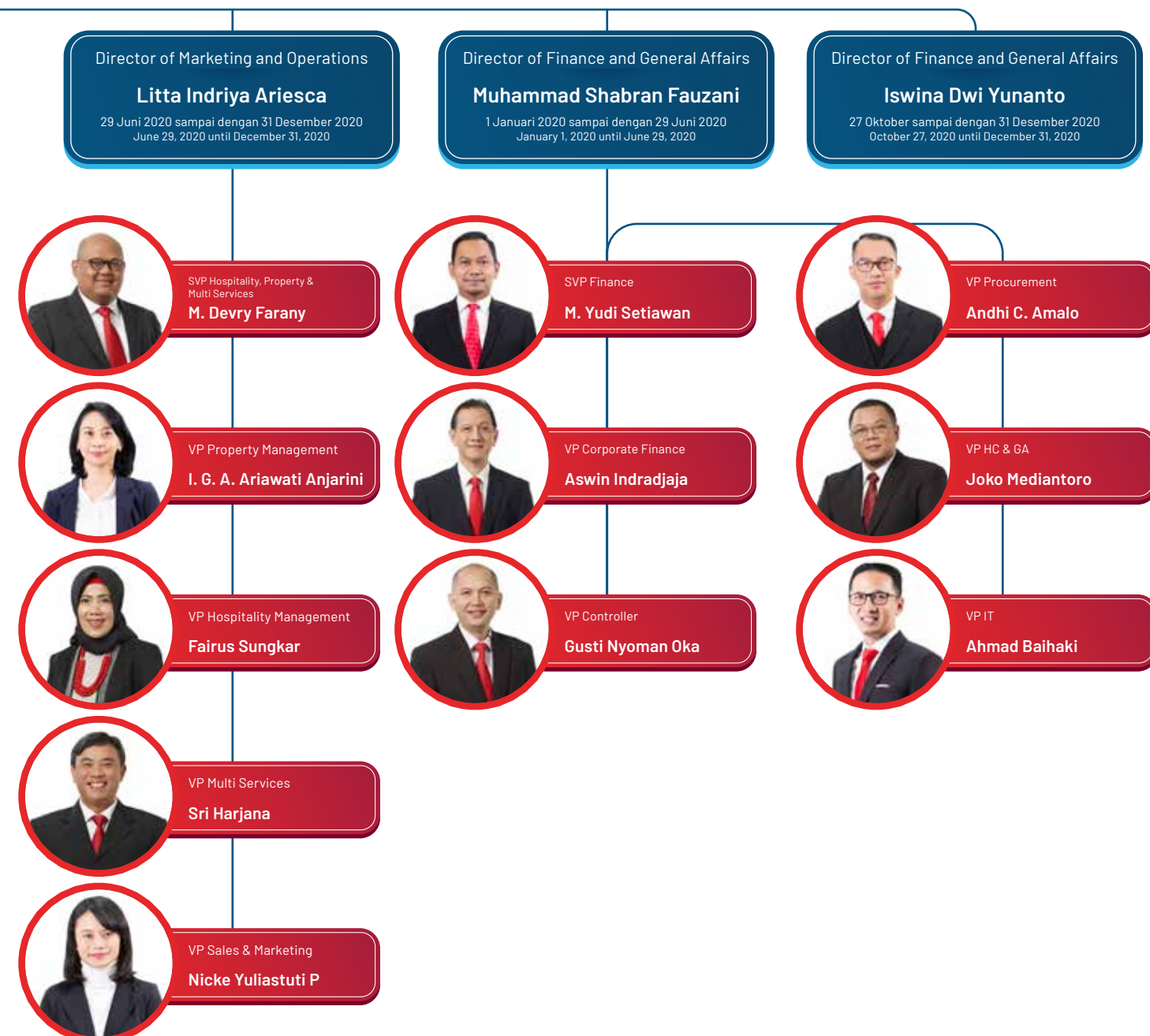
As a manifestation of the Company's commitment to be an honest and transparent company, the Company has an official website that can be accessed by all Stakeholders. The Company's official website contains information concerning corporate activities, business activities and marketing, products and services, as well as other information.





## STRUKTUR ORGANISASI

### Organization Structure





# PROFIL DEWAN KOMISARIS

## Board of Commissioners Profile



**Torang M. Napitupulu**  
Komisaris  
Commissioner

**Lelin Eprianto**  
Komisaris Utama  
President Commissioner

**Emir Kresna Wardana**  
Komisaris  
Commissioner

**Soerjaningsih**  
Komisaris  
Commissioner

**Arudji Wahyono**  
Komisaris  
Commissioner



1 Januari 2020 sampai dengan 13 Maret 2020  
January 1,2020 until March 13, 2020

**Lelin Eprianto**  
Komisaris Utama  
President Commissioner

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Usia<br>Age                                                                | 53 tahun per 31 Desember 2020<br>53 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Tanggal Lahir<br>Date of Birth                                             | 21 April 1967<br>April 21, 1967                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Diangkat sebagai Komisaris Utama PT Patra Jasa sejak tanggal 1 November 2019 berdasarkan Keputusan Pemegang Saham PT Patra Jasa Secara Sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 14 tanggal 12 November 2019 Notaris: Relawati, SH.<br>Appointed as President Commissioner of PT Patra Jasa since November 1, 2019, based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No. 14 dated November 12, 2019 Notary: Relawati SH.                                                                |
| Riwayat Pendidikan<br>Education Background                                 | <ul style="list-style-type: none"><li>• Sarjana Ekonomi dari jurusan Manajemen Universitas Jendral Soedirman pada tahun 1989<br/>Bachelor of Economics from the Department of Management, Jendral Soedirman University in 1989</li><li>• Master Ekonomi Manajemen Keuangan - IBII, tahun 2000<br/>Master of Financial Management Economics - IBII in 2000</li></ul>                                                                                                                                                                                                                                            |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"><li>• PT Pertamina (Persero) sebagai <i>SVP Corporate HSSE</i> (2017-sekarang)<br/>SVP Corporate HSSE of PT Pertamina (Persero)(2017-present)</li><li>• Direktur Utama PT Pertamina Drilling Services Indonesia (PDSI)(April 2015-Agustus 2017)<br/>President Director of PT Pertamina Drilling Services Indonesia (PDSI)(2015-August 2017)</li><li>• Direktur Pemasaran dan Pengembangan PT Pertamina Drilling Services Indonesia (PDSI)(2014-2015)<br/>Director of Marketing and Development of PT Pertamina Drilling Services Indonesia (PDSI)(2014-April 2015)</li></ul> |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



1 Januari 2020 sampai dengan 13 Maret 2020  
January 1,2020 until March 13, 2020

**Torang M. Napitupulu**  
Komisaris  
Commissioner

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Usia<br>Age                                                                | 56 tahun per 31 Desember 2020<br>56 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Tanggal Lahir<br>Date of Birth                                             | 6 September 1964<br>September 6, 1964                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Diangkat sebagai Komisaris PT Patra Jasa sejak tanggal 1 November 2019 berdasarkan Keputusan Pemegang Saham PT Patra Jasa secara sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No 14 tanggal 12 November 2019 Notaris: Relawati SH.<br>Appointed as Commissioner of PT Patra Jasa since November 1, 2019, based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No. 14 dated November 12, 2019 Notary: Relawati SH.                                                                                       |
| Riwayat Pendidikan<br>Education Background                                 | <ul style="list-style-type: none"><li>• <i>Master of Business Administration</i> (MBA) Universitas Gajah Mada (UGM) dan Rotterdam School of Management (RSM)-Erasmus University, Belanda tahun 1998<br/>Master of Business Administration (MBA) from Gadjah Mada University (UGM) and Rotterdam School of Management (RSM) – Erasmus University, Netherland in 1998</li><li>• Sarjana Ekonomi Akuntansi dari Fakultas Ekonomi Universitas Sumatera Utara tahun 1988<br/>Bachelor of Economics in Accounting from the Faculty of Economics, University of North Sumatera in 1988</li></ul>                           |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"><li>• <i>SVP Human Capital Development</i> di PT Pertamina (Persero)(Juli 2019-sekarang)<br/>SVP Human Capital Development at PT Pertamina (Persero)(July 2019-present)</li><li>• <i>Vice President (VP) Human Capital Policy</i> di PT Pertamina (Persero)(Juni 2018-Juli 2019)<br/>Vice President (VP) of Human Capital Policy at PT Pertamina (Persero)(June 2018-July 2019)</li><li>• <i>Deputi Direktur bidang Korporat</i> di PT Donggi-Senoro LNG (DSLNG) tahun 2013-2018<br/>Deputy Director of Corporate Affairs at PT Donggi-Senoro LNG (DS-LNG) in 2013-2018</li></ul> |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |



1 Januari 2020 sampai dengan 31 Desember 2020  
January 1, 2020 until December 31, 2020

### Emir Kresna Wardana

Komisaris  
Commissioner

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |
|----------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Usia<br>Age                                                                | 39 tahun per 31 Desember 2020<br>39 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Tanggal Lahir<br>Date of Birth                                             | 27 November 1981<br>November 27, 1981                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Dasar Hukum Penunjukan<br>Legal Basis of Appointment                       | Diangkat sebagai Komisaris sejak tanggal 31 Agustus 2018 berdasarkan Keputusan Pemegang Saham PT Patra Jasa secara sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 7 tanggal 10 September 2018 Notaris: Relawati, SH.<br>Appointed as Commissioner since August 31, 2018 based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No. 7 dated September 10, 2018 Notary: Relawati, SH. |
| Riwayat Pendidikan<br>Education Background                                 | <ul style="list-style-type: none"> <li>S2 Ilmu Komunikasi di Universitas Muhammadiyah Sumatera Utara<br/>Master of Communication Sciences at Muhammadiyah University, North Sumatera</li> <li>Sekolah Tinggi Informatika dan Komputer Indonesia jurusan Teknik Informatika di Malang (2004)<br/>Indonesian State College of Informatics and Computers in Malang, majoring Informatics Engineering (2004)</li> </ul>                                                                             |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"> <li>Sekretariat Kabinet (2015-Sekarang), Jabatan : Staf Khusus I Sekretaris Kabinet Republik Indonesia<br/>Cabinet Secretariat (2015-present), position: Special Staff I of Cabinet Secretariat of the Republic of Indonesia</li> <li>DPR-RI, Komisi I, jabatan: Tenaga Ahli Komisi I (2014-2015)<br/>The House of Representatives of the Republic of Indonesia, Commission I, position: The Expert of Commission I (2014-2015)</li> </ul>                   |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                      |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |



1 Januari 2020 sampai dengan 31 Desember 2020  
January 1, 2020 until December 31, 2020

### Soerjaningsih

Komisaris  
Commissioner

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Usia<br>Age                                                                | 54 tahun per 31 Desember 2020<br>54 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Tanggal Lahir<br>Date of Birth                                             | 14 Mei 1966<br>May 14, 1966                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Dasar Hukum Penunjukan<br>Legal Basis of Appointment                       | Diangkat sebagai Komisaris sejak tanggal 10 Desember 2018 berdasarkan Keputusan Pemegang Saham PT Patra Jasa secara sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta Notaris No.15 tanggal 18 Desember 2018 Notaris: Relawati, SH.<br>Appointed as Commissioner since December 10, 2018 based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No.15 dated December 18, 2018 Notary: Relawati, SH. |
| Riwayat Pendidikan<br>Education Background                                 | <ul style="list-style-type: none"> <li>S2 Magister Keselamatan dan Kesehatan Kerja, Universitas Indonesia<br/>Master of Occupational Safety and Health, University of Indonesia</li> <li>S1 MIPA-Kimia Universitas Airlangga<br/>Bachelor of Natural Sciences and Mathematics majoring Chemistry, Airlangga University</li> </ul>                                                                                                                                                                        |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"> <li>Direktur Pembina Usaha Hilir Minyak dan Gas Bumi, Ditjen Migas (2018)<br/>Director of Downstream Oil and Gas Business Development, Directorate General of Oil and Gas (2018)</li> <li>Direktur Teknik dan Lingkungan Minyak dan Gas Bumi, Ditjen Migas (2018)<br/>Director of Engineering and Environment of Oil and Gas, Directorate General of Oil and Gas (2018)</li> </ul>                                                                                    |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                               |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



13 Maret 2020 sampai dengan 24 November 2020  
March 13, 2020 until November 24, 2020

### Arudji Wahyono

Komisaris  
Commissioner

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|----------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Usia<br>Age                                                                | 62 tahun per 31 Desember 2020<br>62 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Tanggal Lahir<br>Date of Birth                                             | 5 Februari 1958<br>February 5, 1958                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Diangkat sebagai Komisaris sejak tanggal 13 Maret 2020 berdasarkan Keputusan Pemegang Saham PT Patra Jasa Secara Sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 6 tanggal 9 April 2020 Notaris: Miryany Usman, SH.<br>Appointed as Commissioner since March 13, 2020 based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No.6 dated April 9, 2020 Notary: Miryany Usman, SH. |
| Riwayat Pendidikan<br>Education<br>Background                              | <ul style="list-style-type: none"><li>Fakultas Teknik, Jurusan Teknik Kimia, Universitas Gadjah Mada<br/>Faculty of Engineering, Majoring in Chemical Engineering, Gadjah Mada University</li></ul>                                                                                                                                                                                                                                                                                         |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"><li>Direktur Utama PT Budimas Pundinusa (2016-2019)<br/>President Director of PT Budimas Pundinusa (2016-2019)</li><li>Senior Advisor Compliance and Advocacy, Chevron IndoAsia Business Unit (2009-2016)<br/>Senior Advisor Compliance and Advocacy, Chevron IndoAsia Business Unit (2009-2016)</li></ul>                                                                                                                                                |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                  |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |



Patra Malioboro Hotel



# PROFIL DIREKSI

## Board of Directors Profile



**Ferry Febrianto**  
Direktur Teknik  
Technical Director

**Muhammad Shabran Fauzani**  
PJ Direktur Keuangan dan Umum  
PJ Director of Finance and General Affairs

**Dani Adriananta**  
Direktur Utama  
President Director

**Teddy Kurniawan Gusti**  
PJ. Direktur Pengembangan Bisnis  
Acting Director of Business Development

**Litta Indriya Ariesca**  
Direktur Pemasaran dan Operasi  
Director of Marketing and Operations

**Iswina Dwi Yunanto**  
Direktur Keuangan dan Umum  
Director of Finance and General Affairs



1 Januari 2020 sampai dengan 16 Desember 2020  
January 1, 2020 until December 16, 2020

**Dani Adriananta**  
Direktur Utama  
President Director

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|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| Usia<br>Age                                                                | 51 tahun per 31 Desember 2020<br>51 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Tanggal Lahir<br>Date of Birth                                             | 29 Januari 1969<br>January 29, 1969                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Diangkat sebagai Direktur Utama sejak tanggal 29 Oktober 2019 berdasarkan Keputusan Pemegang Saham PT Patra Jasa secara sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 13 tanggal 12 November 2019 Notaris: Relawati, SH<br>Appointed as President Director since October 29, 2019 based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No.13 dated November 12, 2019 Notary: Relawati, SH |
| Riwayat Pendidikan<br>Education<br>Background                              | <ul style="list-style-type: none"><li>MBA di HEC – Universite De Montreal – Canada dan lulus pada tahun 2001</li><li>MBA at HEC – Universite De Montreal – Canada and graduated in 2001</li><li>Teknik Mesin Universitas Indonesia pada tahun 1992</li><li>Bachelor of Mechanical Engineering, University of Indonesia in 1992</li></ul>                                                                                                                                                                 |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"><li>Direktur Utama PT Pelita Air Service (PAS)(2015–2019)</li><li>President Director of PT Pelita Air Service (PAS)(2015–2019)</li><li>Direktur Pemasaran PT Pelita Air Service (PAS)(2015–2017)</li><li>Marketing Director of PT Pelita Air Service (PAS)(2015–2017)</li><li>VP Aviation PT Pertamina (Persero)(2014–2015)</li><li>VP of Aviation of PT Pertamina (Persero)(2014–2015)</li></ul>                                                                      |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                               |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |



1 Januari 2020 sampai dengan 29 Juni 2020  
January 1, 2020 until June 29, 2020

**Muhammad Shabran Fauzani**

PJ. Direktur Keuangan dan Umum  
PJ. Director of Finance and General Affairs

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Usia<br>Age                                                                | 46 tahun per 31 Desember 2020<br>46 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Tanggal Lahir<br>Date of Birth                                             | 19 April 1974<br>April 19, 1974                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Diangkat sebagai PJ. Direktur Keuangan dan SDM sejak tanggal 8 Mei 2018 berdasarkan Keputusan Pemegang Saham PT Patra Jasa secara sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 10 tanggal 11 Mei 2018 Notaris: Relawati, SH.<br><br>Mengalihkan Penugasan yang semula PJ. Direktur Keuangan dan SDM menjadi PJ. Direktur Keuangan dan Umum tanggal 29 Oktober 2019 berdasarkan Keputusan Pemegang Saham PT Patra Jasa secara sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 13 tanggal 12 Nopember 2019 Notaris: Relawati, SH.<br><br>Appointed as Acting Director of Finance and Human Resources since May 8, 2018 based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No. 10 dated May 11, 2018 Notary: Relawati, SH.<br><br>Switched the assignments originally as acting Director of Finance and Human Capital into acting Director of Finance and General Affairs on October 29, 2019, based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No. 13 on November 12, 2019, Notary: Relawati, SH. |
| Riwayat Pendidikan<br>Education Background                                 | <ul style="list-style-type: none"><li>Master of Applied Finance dari Monash University, 2001</li><li>Master of Applied Finance from Monash University, 2001</li><li>Sarjana Ekonomi dari Universitas Trisakti, 1997</li><li>Bachelor of Economics from Trisakti University, 1997</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"><li>Corporate Financing Manager PT Pertamina (Persero)(2018)</li><li>Corporate Financing Manager of PT Pertamina (Persero)(2018)</li><li>Head of Finance Investment Bank Permata (2008)</li><li>Head of Finance Investment of Bank Permata (2008)</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



1 Januari 2020 sampai dengan 5 Juni 2020  
January 1, 2020 until June 5, 2020

**Ferry Febrianto**  
Direktur Teknik  
Technical Director

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|----------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Usia<br>Age                                                                | 55 tahun per 31 Desember 2020<br>55 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Tanggal Lahir<br>Date of Birth                                             | 21 Februari 1965<br>February 21, 1965                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Mengalihkan Penugasan yang semula Direktur Operasi menjadi Direktur Teknik berdasarkan Keputusan Pemegang Saham PT Patra Jasa secara sirkuler tanggal 29 Oktober 2019 dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 13 tanggal 12 Nopember 2019 Notaris: Relawati, SH.<br>Switched the assignments originally as Director of Operations into Technical Director on October 29, 2019, based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No. 13 on November 12, 2019, Notary: Relawati, SH. |
| Riwayat Pendidikan<br>Education<br>Background                              | <ul style="list-style-type: none"><li>Teknologi Beton di Saint-Gaudens, Perancis, 1993</li><li>Master of Concrete Technology, Saint-Gaudens, France, 1993</li><li>Teknik Sipil, Universitas Diponegoro, 1991</li><li>Bachelor of Civil Engineering, Diponegoro University, 1991</li></ul>                                                                                                                                                                                                                                                                                                          |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"><li>Direktur Manajemen Aset PT Pegadaian (Persero)(2013–2018)</li><li>Director of Asset Management of PT Pegadaian (Persero)(2013–2018)</li><li>Direktur Utama PT Adhi Persada Realty (2012–2013)</li><li>President Director of PT Adhi Persada Realty (2012–2013)</li></ul>                                                                                                                                                                                                                                                                                     |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |



1 Januari 2020 sampai dengan 31 Desember 2020  
January 1, 2020 until December 31, 2020

**Teddy Kurniawan Gusti**  
P.J. Direktur Pengembangan  
Bisnis  
P.J. Acting Director of  
Business Development

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Usia<br>Age                                                                | 46 tahun per 31 Desember 2020<br>46 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Tanggal Lahir<br>Date of Birth                                             | 25 Maret 1974<br>March 25, 1974                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Diangkat sebagai P.J. Direktur Pengembangan Bisnis sejak tanggal 26 April 2018 berdasarkan Keputusan Pemegang Saham PT Patra Jasa secara sirkuler dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 05 tanggal 4 Juni 2018 Notaris: Relawati, SH.<br>Appointed as Acting Director of Business Development since April 26, 2018 based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No. 05 dated June 4, 2018 Notary: Relawati, SH.                                                            |
| Riwayat Pendidikan<br>Education<br>Background                              | <ul style="list-style-type: none"><li>Magister <i>Total Quality Management</i>, ITB, 2001</li><li>Master of Industrial Engineering, Bandung Institute of Technology, 2001</li><li>Magister Manajemen Bisnis dan Administrasi dan Teknologi, ITB, 2000</li><li>Master of Business Management and Administration dan Technology, Bandung Institute of Technology, 2000</li><li>Sarjana Teknik di bidang Manajemen Industri di Institut Teknologi Nasional (ITENAS), 1997</li><li>Bachelor's of Engineering majoring Industry Management, Nasional Institute of Technology (ITENAS), 1997</li></ul> |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"><li>Manajer Kemitraan, menangani Pengembangan Komersial dan Bisnis Perusahaan, Pertamina (2016)</li><li>Partnership Manager, handling corporate commercial and business development of Pertamina (2016)</li><li>Divisi Perencanaan Strategi Perusahaan Direktorat Keuangan, Pertamina (2015)</li><li>Corporate Strategy Planning Division, Finance Directorate of Pertamina (2015)</li></ul>                                                                                                                                                                   |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |



27 Oktober 2020 sampai dengan 31 Desember 2020  
October 27, 2020 until December 31, 2020

Iswina Dwi Yunanto  
Direktur Keuangan dan  
Umum  
Director of Finance and  
General Affairs

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
|----------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
| Usia<br>Age                                                                | 54 tahun per 31 Desember 2020<br>54 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Tanggal Lahir<br>Date of Birth                                             | 15 Juni 1966<br>June 15, 1966                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Diangkat sebagai sejak tanggal 1 November 2019 berdasarkan Keputusan Pemegang Saham Secara Sirkuler PT Patra Jasa dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 11 tanggal 18 November 2020. Notaris: Miryany Usman, SH.<br>Appointed as Director since November 1, 2019 based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No.11 dated November 18, 2020 Notary: Miryany Usman, SH.                                   |
| Riwayat Pendidikan<br>Education<br>Background                              | <ul style="list-style-type: none"> <li>S1 Ekonomi Manajemen, Universitas Airlangga Bachelor of Management Economy, Airlangga University</li> <li>S2 Pengendalian Manajemen, Universitas Diponegoro Master of Management Control, Diponegoro University</li> </ul>                                                                                                                                                                                                                                                              |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"> <li>Direktur Keuangan PT Pertamina International Shipping (PIS)(2019-2020)</li> <li>President Director of PT Pertamina International Shipping (PIS)(2019-2020)</li> <li>Direktur Keuangan PT Pertamina Training &amp; Consulting (PTC)(2018-2019)</li> <li>Financial Director of PT Pertamina Training &amp; Consulting (PTC)(2018-2019)</li> <li>Manager Accounts Receivables PT Pertamina (Persero)</li> <li>Manager Accounts Receivables of PT Pertamina (Persero)(2016-2018)</li> </ul> |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                     |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                              |



29 Juni 2020 sampai dengan 31 Desember 2020  
June 29, 2020 until December 31, 2020

Litta Indriya Ariesca  
Direktur Pemasaran dan  
Operasi  
Director of Marketing and  
Operations

|                                                                            |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Kewarganegaraan<br>Nationality                                             | Indonesia                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Usia<br>Age                                                                | 49 tahun per 31 Desember 2020<br>49 years old as of December 31, 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Tanggal Lahir<br>Date of Birth                                             | 8 April 1971<br>April 8, 1971                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
| Dasar Hukum<br>Penunjukan<br>Legal Basis of<br>Appointment                 | Diangkat sebagai Direktur Pemasaran dan Operasi sejak tanggal 29 Juni 2020 berdasarkan Keputusan Pemegang Saham Secara Sirkuler PT Patra Jasa dan didaftarkan Kementerian Hukum dan HAM sesuai Akta No. 21 tanggal 17 Juli 2020. Notaris: Miryany Usman, SH.<br>Appointed as Director of Marketing and Operations since June 29, 2020 based on Circular Decisions of PT Patra Jasa's Shareholders and registered at the Ministry of Justice and Human Rights in accordance with Deed No. 21 dated July 17, 2020 Notary: Miryany Usman, SH.                                                          |
| Riwayat Pendidikan<br>Education<br>Background                              | <ul style="list-style-type: none"> <li>Teknik Arsitektur, Universitas Trisakti Architectural Engineering, Trisakti University</li> <li>Investment &amp; Management, University of Manchester, Institute of Science and Technology</li> <li>Investment &amp; Management, University of Manchester, Institute of Science and Technology</li> </ul>                                                                                                                                                                                                                                                    |
| Pengalaman Kerja<br>Work Experience                                        | <ul style="list-style-type: none"> <li>Corporate Head Strategic Planning &amp; Portofolio PT Pertamina (Persero)(2012-2020)</li> <li>Corporate Head Strategic Planning &amp; Portofolio of PT Pertamina (Persero)(2012-2020)</li> <li>Business Initiatives Manager PT Pertamina (Persero)(2012-2020)</li> <li>Business Initiatives Manager of PT Pertamina (Persero)(2012-2020)</li> <li>Senior Management Investment Strategist PT SMART Tbk – Sinarmas Group, Jakarta(2007-2012)</li> <li>Senior Management Investment Strategist of PT SMART Tbk – Sinarmas Group, Jakarta(2007-2012)</li> </ul> |
| Hubungan Afiliasi<br>Affiliated Relationship                               | Tidak memiliki hubungan afiliasi dengan pemegang saham utama<br>Has no affiliation with major shareholders                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Domisili<br>Domicile                                                       | Jakarta                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| Jumlah Kepemilikan Saham PT Patra Jasa<br>Share Ownership in PT Patra Jasa | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |





## PERISTIWA PENTING

### Event Highlights



1 Januari 2020 | January 1, 2020

Memberikan CSR berupa Bantuan Pembuatan Sumur Air Bersih di The Patra Bali Resort & Villas.

Providing CSR in the form of Assistance for the Construction of Clean Water at The Patra Bali Resort & Villas.



3 Januari 2020 | January 3, 2020

Memberikan bantuan paket sembako kepada korban bencana banjir di Patra Jakarta dan Patraland Urbano, Bekasi.

Providing food packages to flood victims in Patra Jakarta and Patraland Urbano, Bekasi.



27 Januari 2020 | January 27, 2020

Kick Off Meeting Konsultasi Sistem Manajemen Terpadu ISO 9001, ISO 45001, ISO 14001 dan SMP Perkap 24/7 di Kantor Pusat Patra Jasa.

Kick Off Meeting for Integrated Management System Consultation ISO 9001, ISO 45001, ISO 14001 and SMP Perkap 24/7 at Patra Jasa Head Office.



6, 7 dan 24 Februari 2020 | February 6, 7 and 24, 2020

Kegiatan Donor Darah dan lomba P3K.

Blood Donation Activities and First Aid Contest.



5 dan 11 Februari 2020 | February 5 and 11, 2020

Kegiatan rutin donor darah bersama Palang Merah Indonesia (PMI) setempat.

Blood donation routine activities with the local Indonesian Red Cross (PMI).



17 – 19 Februari 2020 | February 17 – 19, 2020

Mengadakan Rapat Koordinasi seluruh unit bisnis maupun Anak Perusahaan.

Organizing Coordination Meetings of all business units and Subsidiaries.



20 Februari 2020 | February 20, 2020

Acara Penandatanganan Bersama Pemenuhan Kewajiban (PPK) antara Pemerintah Provinsi DKI Jakarta dan Pemegang Izin Prinsip Pemanfaatan Ruang (IPPR).

The Joint Signing Ceremony of the Fulfillment of Obligations (PPK) between the DKI Jakarta Provincial Government and the Space Utilization Principle Permit (IPPR).



20 – 21 Februari 2020 | February 20 – 21, 2020

Sosialisasi Standarisasi Pelayanan & RKAP 2020.

Socialization of Service Standards & RKAP 2020.



25 Februari 2020 | February 25, 2020

Penandatanganan Perjanjian Kerja Bersama (PKB) ini dilaksanakan di Patra Parapat.

Signing the Collective Labor Agreement (PKB) which was held at Patra Parapat.



3 Maret 2020 | March 3, 2020

GM Patra Semarang Hotel & Convention – I Gusti Made Juniarta berhasil meraih penghargaan sebagai Industry Marketing Champion 2020 di Kota Semarang untuk Sektor *Tourism* dan *Hospitality*.

GM Patra Semarang Hotel & Convention – I Gusti Made Juniarta won the award as Industry Marketing Champion 2020 in Semarang City for the Tourism and Hospitality Sector.



11 Maret 2020 | March 11, 2020

Kunjungan Menteri BUMN ke RSPJ dan rapat pembahasan yang dipimpin oleh Direktur SDM PT Pertamina (Persero).

The BUMN Minister's visit to RSPJ and a discussion meeting chaired by the HR Director of PT Pertamina (Persero).



16 Maret 2020 | March 16, 2020

Rapat Mitigasi Pencegahan Covid-19 bersama Direktur Manajemen Asset PT Pertamina (Persero).

Covid-19 Prevention Mitigation Meeting with the Director of Asset Management of PT Pertamina (Persero).



28 Maret 2020 | March 28, 2020

Patra Jasa melalui lini bisnis usahanya Patra Bandung terpilih menjadi Posko Bersama BUMN dan BNPB dalam Pencegahan Covid-19 di wilayah Jawa Barat.

Patra Jasa through its business line Patra Bandung was selected to become the Joint BUMN and BNPB Joint Command Post in the Prevention of Covid-19 in the West Java region.



6 April 2020 | April 6, 2020

Kunjungan Menteri BUMN – Erick Thohir ke RSPJ dan Patra Jakarta.

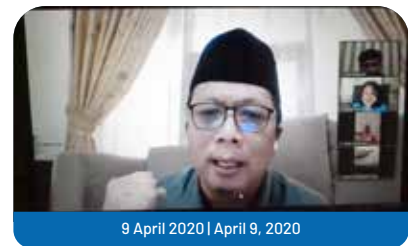
Visit from the Minister of BUMN – Erick Thohir to RSPJ and Patra Jakarta.



6 April 2020 | April 6, 2020

Patra Bandung menjadi pusat informasi beserta 6 BUMN dan BNPB lainnya yang menyediakan fasilitas dan informasi yang dapat digunakan oleh masyarakat untuk mengetahui informasi terbaru penyebaran Covid-19 di Jawa Barat.

Patra Bandung became an information center along with 6 other BUMN and BNPBs that provide facilities and information that can be used by the public to find out the latest information on the spread of Covid-19 in West Java.



9 April 2020 | April 9, 2020

Kegiatan *Town Hall Meeting* Pertamina dengan merangkap tema “Satukan Energi Pertamina Pulihkan Bangsa”, dengan diikuti lebih dari 4.500 Pekerja PT Pertamina (Persero) dan Anak Perusahaan.

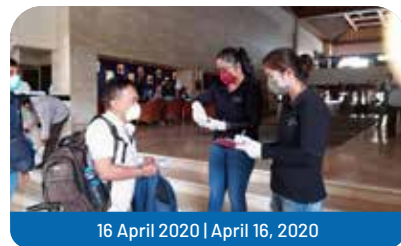
The Pertamina Town Hall meeting with the theme “Unite Pertamina’s energy to restore the nation”, was attended by more than 4500 employees of PT Pertamina (Persero) and its subsidiaries.



16 April 2020 | April 16, 2020

Kegiatan *Demo Prototype Ventilator* di Patra Jakarta.

Ventilator Prototype Demo Activity at Patra Jakarta.



16 April 2020 | April 16, 2020

The Patra Bali Resort & Villas mendapat kesempatan sebagai tempat singgah bagi para Pekerja Migran Indonesia (PMI) yang berlabuh di Teluk Benoa.

The Patra Bali Resort & Villas had the opportunity as a stopover for Indonesian Migrant Workers (PMI) who anchored in Benoa Bay.



17 April 2020 | April 17, 2020

Rapat Umum Pemegang Saham Tahunan (RUPST) Tahun Buku 2019 yang dilaksanakan secara sirkuler.

The Annual General Meeting of Shareholders (AGMS) for the 2019 Fiscal Year was held in a circular manner.



19 April 2020 | April 19, 2020

Bantuan kepada masyarakat sekitar yang membutuhkan dan dilakukan sebagai kesadaran akan penyebaran Covid-19.

Assistance to surrounding communities in need and carried out as awareness of the spread of Covid-19.



22 April 2020 | April 22, 2020

Pembangunan RS Darurat Covid-19.

Covid-19 Emergency Hospital Development.



2 Mei 2020 | May 2, 2020

Pembangunan Rumah Sakit Tanggap Darurat Covid-19 di area Simprug dan kunjungan media cetak dan TV dalam kegiatan tersebut.

Construction of a Covid-19 Emergency Response Hospital in the Simprug area and visits by print and TV media in these activities.



5 Mei 2020 | May 5, 2020

Penghargaan sebagai *Top Product & Innovation in Hotel & Property service* dalam ajang *iTech Award 2020*.

Award as Top Product & Innovation in Hotel & Property service at the 2020 iTech Award.



6 – 7 Mei 2020 | May 6 – 7, 2020

Santunan Anak Yatim & Bantuan Sembako kepada masyarakat di Patraland Urbano Apartment, Patra Jakarta, Patra Jasa Office Tower, dan Patra Residensial Kuningan.

Donation for Orphans & Basic Food Assistance to the community at Patraland Urbano Apartment, Patra Jakarta, Patra Jasa Office Tower, and Patra Residential Kuningan.



8 Mei 2020 | May 8, 2020

Bantuan sosial berupa sembako kepada para pekerja yang mendapatkan penghasilan harian di sekitar Patra Palembang.

Social assistance in the form of basic necessities for workers who earn daily income around Patra Palembang.



11 Mei 2020 | May 11, 2020

Tausiyah *Online* sebagai rangkaian dari Program Safari Ramadhan 1441 H.

Tausiyah Online as a series of the Ramadhan 1441 H.



13 Mei 2020 | May 13, 2020

Khataman Al-Qur'an *Online* yang diadakan oleh PT Pertamina (Persero).

Khataman Al-Qur'an Online which was held by PT Pertamina (Persero).



15 Mei 2020 | May 15, 2020

Meninjau langsung proyek pembangunan RSPP Extension Covid-19 di area Simprug.

Directly inspected the RSPP Extension Covid-19 construction project in the Simprug area.



20 Mei 2020 | May 20, 2020

Patra Jasa berhasil menyelesaikan pembangunan RSPP Extension Covid-19 di area Simprug.

Patra Jasa has successfully completed the construction of RSPP Covid-19 Extension in the Simprug area.



29 Mei 2020 | May 29, 2020

Halal bihalal *Virtual* yang diadakan oleh PT Pertamina (Persero) melalui aplikasi Microsoft Teams.

Virtual Halal bihalal activities held by PT Pertamina (Persero) through the Microsoft Teams application.



29 Mei 2020 | May 29, 2020

Meninjau langsung kesiapan progress pembangunan proyek Grha Pertamina.

Directly reviewed the progress readiness of the Pertamina Grha project development.



30 Mei 2020 | May 30, 2020

Penandatanganan Berita Acara Serah Terima Kunci RSPP Extension Covid-19 di Pertamina Simprug.

Signing of Minutes of Handover of Key RSPP Extension Covid-19 at Pertamina Simprug.



6 Juni 2020 | June 6, 2020

Direksi Patra Jasa beserta Direksi Pertamedika IHC menjadi host kegiatan *site visit* Direksi PT Pertamina (Persero) ke RSPP Extension Covid-19 di Simprug, Jakarta.

Patra Jasa Board of Directors and Pertamedika Board of Directors IHC hosted the site visit for the Directors of PT Pertamina (Persero) to the RSPP Covid-19 Extension at Simprug, Jakarta.



Live event Town Hall Meeting PT Pertamina (Persero) melalui aplikasi *Microsoft Teams*.

Live event of the Town Hall Meeting of PT Pertamina (Persero) through the *Microsoft Teams* application.

Pengukuhan Bapak Harnawan Santoso sebagai Direktur Operasi PT Prima Armada Raya.

Inauguration ceremony of Mr. Harnawan Santoso as Operation Director of PT Prima Armada Raya.

Pengukuhan Ibu Litta Indriya Ariesca sebagai PJ. Direktur Pemasaran dan Operasi PT Patra Jasa.

Inauguration ceremony of Mrs. Litta Indriya Ariesca as PJ. Director of Marketing and Operation of PT Patra Jasa.



Kunjungan Direktur Pemasaran dan Operasi ke Patraland Urbano Apartment, Bekasi.

Director of Marketing and Operations visited to Patraland Urbano Apartment, Bekasi

Peninjauan proyek pembangunan hotel Patra Malioboro dan proyek Patra Residence Palagan dan kunjungan ke Patraland Amarta Apartment, Yogyakarta.

An overview of the Patra Malioboro hotel development project and the Patra Residence Palagan project and a visit to the Patraland Amarta Apartment, Yogyakarta.

Kunjungan ke Patra Semarang Hotel & Convention dan melihat kesiapan Hotel untuk menerapkan protokol Kesehatan.

Visited the Patra Semarang Hotel & Convention and see the readiness of the hotel to implement the Health protocol.



Penghargaan dalam ajang 'Anugerah BUMN 2020' dengan kategori "Tata Kelola Perusahaan (GCG) Terbaik Ke-II".

Received an award in the 'Anugerah BUMN 2020' event with the category "Second Best Corporate Governance (GCG)".

Kunjungan Direktur Pemasaran dan Operasi ke Kawasan Patra Park Cirebon.

Director Marketing and Operation visited Patra Park Cirebon area.

Kegiatan 'Pisah Sambut Direksi Patra Jasa dan Syukuran HUT ke-45 Patra Jasa' secara *Live Streaming* melalui aplikasi *Microsoft Teams*.

'Farewell and Welcoming The Board of Directors of Patra Jasa and Celebration for Patra Jasa's 45th Anniversary' by Live Streaming via the *Microsoft Teams* application.



Kegiatan *Corporate Social Responsibility* (CSR), yaitu Edukasi dan Pelatihan Pembuatan Dupa Alami Patra Werdhi Rahayu dengan jumlah peserta sebanyak 15 orang yang dilaksanakan di Banjar Danginsema, Tumbak Bayuh, Mengwi, Badung.

Corporate Social Responsibility (CSR) activities, namely Education and Training for the Making of Natural Incense Patra Werdhi Rahayu with a total of 15 participants held in Banjar Danginsema, Tumbak Bayuh, Mengwi, Badung.

Kegiatan *Corporate Social Responsibility* (CSR) dengan mengangkat tema Penyuluhan Pengelolaan Maggot.

Social Responsibility (CSR) activities with the theme Maggot Management Counseling.

Relay video conference Town Hall Meeting PT Pertamina (Persero) secara *streaming* menggunakan *Microsoft Teams*.

Relay video conference Town Hall Meeting of PT Pertamina (Persero) using *Microsoft Teams*.



Program CSR sebagai sinergi antara PT Pertamina (Persero) dengan Patra Jasa.

CSR program as a synergy between PT Pertamina (Persero) and Patra Jasa.

Program Sinergi CSR dengan memberikan pelatihan kepada murid Sekolah Kejuruan untuk mengikuti pelatihan kepariwisataan.

CSR Synergy program by providing training for Vocational School students to take part in tourism training.

Kegiatan memperingati HUT ke - 75 RI yang diikuti seluruh pekerja di Patra Jasa Group.

The activity to commemorate the 75th anniversary of the Republic of Indonesia which was attended by all workers at Patra Jasa Group.



Relay video conference Live Event Special Hari Kemerdekaan Pertamina Group.

Relay video conference Live Event Special Pertamina Group Independence Day.

Mengkoordinasikan materi dan mengikuti video conference melalui *Microsoft Teams* terkait BOC-BOD Meeting PT Pertamina (Persero).

Coordinating the material and participating in a video conference through *Microsoft Teams* related to the BOC-BOD Meeting of PT Pertamina (Persero).

Kegiatan program CSR di Pondok Auman - Banjar Auman, Desa Pelaga Petang, Kabupaten Badung-Bali.

CSR program activities at Pondok Auman - Banjar Auman, Pelaga Petang Village, Badung Regency-Bali.



4 September 2020 | September 4, 2020

Sharing session, Up Close Personal, Direktur Penunjang Bisnis PT Pertamina (Persero) secara *streaming* menggunakan *Microsoft Teams*.

Sharing session, Up Close Personal, Director of Business Support of PT Pertamina (Persero) by streaming using *Microsoft Teams*.

9 September 2020 | September 9, 2020

Penandatanganan Perjanjian Kredit Investasi Grha Pertamina antara PT Patra Jasa dengan PT Bank Tabungan Negara (Persero) Tbk.

The signing of the Grha Pertamina Investment Credit Agreement between PT Patra Jasa and PT Bank Tabungan Negara (Persero) Tbk.

11 September 2020 | September 11, 2020

Survei ke H Island dan Pulau Seribu dalam bagian pengembangan bisnis PT Patra Jasa.

Survey to H Island and Thousand Islands in the business development section of PT Patra Jasa.



24 September 2020 | September 24, 2020

Kegiatan Rapat Pleno Terbuka Pillars Kota Semarang di Patra Semarang Hotel & Convention

Pillars Open Plenary Meeting Activity of Semarang City at Patra Semarang Hotel & Convention

14 September 2020 | September 14, 2020

Video conference acara Penandatanganan MoU Holding Hotel BUMN Tahap I.

Video conference of the signing of the MoU Holding Hotel BUMN Phase I.

30 September 2020 | September 30, 2020

Webinar yang diselenggarakan oleh SKK Migas dan berkerja sama dengan Kontraktor Kontrak Kerja Sama (KKKS).

Webinar event organized by SKK Migas and collaborates with Cooperation Contract Contractors (KKKS).



12 Oktober 2020 | October 12, 2020

Syukuran *soft opening* Patra Dumai dengan *Live event* melalui *Microsoft Teams*.

Syukuran for patra dumai's *soft opening* with a *live event* through *Microsoft Teams*

19 Oktober 2020 | October 19, 2020

PT Patra Jasa melalui unit bisnis usaha – The Patra Bali Resort & Villas berhasil menjadi kandidat kembali penerima penghargaan BUMN CSR Award 2020.

PT Patra Jasa through its business unit – The Patra Bali Resort & Villas has succeeded in becoming a candidate again for the recipient of the 2020 BUMN CSR Award.

27 Oktober 2020 | October 27, 2020

Pengangkatan Bapak Iswina Dwi Y sebagai Direktur Keuangan dan Umum PT Patra Jasa yang dilangsungkan secara *virtual*.

The appointment of Mr. Iswina Dwi Y as Director of Finance and General Affairs of PT Patra Jasa which took place *virtually*.



9 November 2020 | November 9, 2020

Wawancara eksklusif dengan Tim Liputan Energia Pertamina dan masuk ke dalam rubrik *Management Insight* Pertamina Energia Weekly bulan November 2020.

Interview session with Pertamina's Energia Reporting Team and entered the Pertamina Energia Weekly Management Insight rubric in November 2020.

9 November 2020 | November 9, 2020

Kompetisi "The Asset Manager 2020" yang diselenggarakan oleh Lembaga Manajemen Aset Negara (LMAN).

Competition "The Asset Manager 2020" organized by the State Asset Management Institute (LMAN).

10 Desember 2020 | December 10, 2020

Live event acara Syukuran HUT PT Pertamina (Persero) ke – 63 melalui *Microsoft Teams*

Live event of the 63rd Anniversary of PT Pertamina (Persero) through *Microsoft Teams*.



16 Desember 2020 | December 16, 2020

PT Patra Jasa mengadakan kegiatan 'Pisah Sambut BOC BOD' secara *live event* melalui *Microsoft Teams*.

PT Patra Jasa held a 'Farewell and Welcome BOC BOD' activity as a *live event* through *Microsoft Teams*.

21 Desember 2020 | December 21, 2020

Pengukuhan Bapak Anjas Jati Kesuma sebagai Direktur Keuangan dan SDM PT Prima Armada Raya melalui *Microsoft Teams*.

Inauguration ceremony of Mr. Anjas Jati Kesuma as Director of Finance and Human Resources of PT Prima Armada Raya through *Microsoft Teams*.

28 Desember 2020 | December 28, 2020

Kegiatan 'Opening Patra Malioboro Hotel' secara *live event* melalui *Microsoft Teams*.

Event 'Opening Patra Malioboro Hotel' through *Microsoft Teams*.



PENGHARGAAN DAN SERTIFIKASI

Awards and Certifications

BALI

Pertamina Covid Safe Building

Pertamina Covid Safe Building



Sertifikat CHSE Kemenparekraf

CHSE Certificate from Kemenparekraf



Gold Award dalam penganugerahan BUMN CSR Award ke-3 Provinsi Bali 2020

Gold Award in the 3rd BUMN CSR Award Province of Bali 2020



Sertifikat dari Dinas Pariwisata Provinsi Bali untuk penerapan Protokol Kesehatan

Certificate from the Bali Provincial Tourism Office for the application of the Health Protocol



Agoda 2020 Customer Review Awards

Agoda 2020 Customer Review Awards



Booking.com Traveller Review Awards 2020

Booking.com Traveller Review Awards 2020

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PT Patra Jasa Laporan Tahunan 2020

Annual Report 2020 PT Patra Jasa

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Semarang

Pertamina Covid Safe Building

Pertamina Covid Safe Building



Sertifikat CHSE Kemenparekraf

CHSE Certificate from Kemenparekraf



Tripadvisor Travellers Choice 2020

Tripadvisor Travellers Choice 2020

Cirebon

Pertamina Covid Safe Building

Pertamina Covid Safe Building



Sertifikat CHSE Kemenparekraf

CHSE Certificate from Kemenparekraf



Agoda 2020 Customer Review Awards

Agoda 2020 Customer Review Awards

## Bandung

Pertamina Covid Safe Building

Pertamina Covid Safe Building



Agoda 2020 Customer Review Awards

Agoda 2020 Customer Review Awards



Sertifikat CHSE Kemenparekraf

CHSE Certificate from Kemenparekraf

## Anyer

Pertamina Covid Safe Building

Pertamina Covid Safe Building



Sertifikat CHSE Kemenparekraf

CHSE Certificate from Kemenparekraf

## Palembang

Pertamina Covid Safe Building

Pertamina Covid Safe Building





## Parapat

Sertifikat CHSE Kemenparekraf

CHSE Certificate from Kemenparekraf



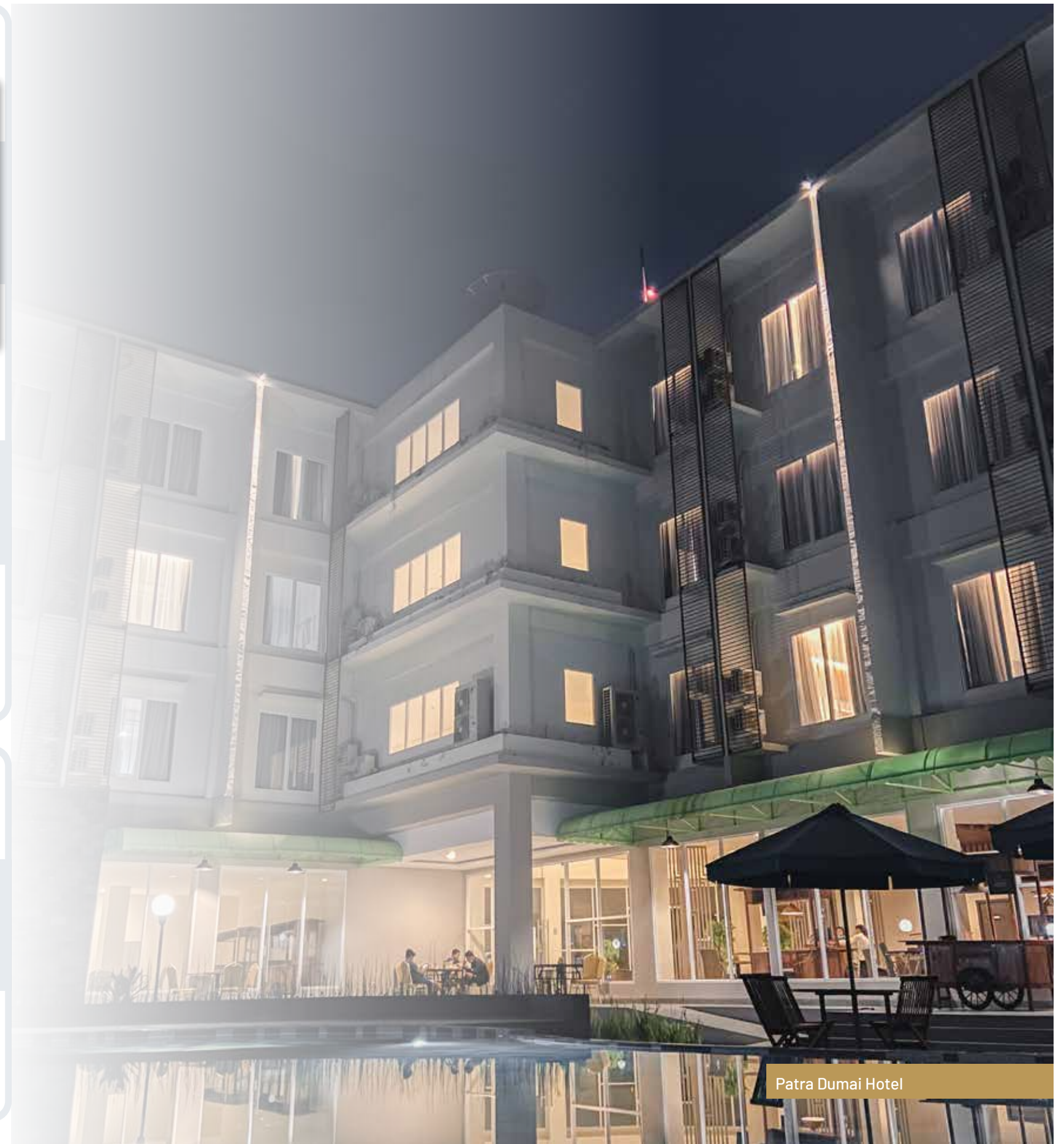
Pertamina Covid Safe Building

Pertamina Covid Safe Building

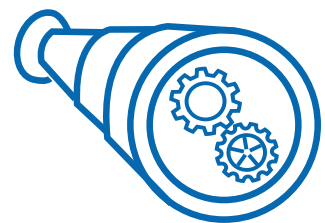
## Dumai

Sertifikat CHSE Kemenparekraf

CHSE Certificate from Kemenparekraf



Patra Dumai Hotel



# TINJAUAN PENDUKUNG BISNIS

Business Supporting Review

Sumber Daya Manusia adalah salah satu aset berharga kami yang harus terus dikembangkan dengan kapabilitas dan kompetensi yang tepat.

Human Resources is one of our greatest assets that we need to nourish and develop with the right capabilities and competencies.





# SUMBER DAYA MANUSIA

## Human Resources

Di tengah kondisi dan tantangan bisnis yang semakin bergejolak, Sumber Daya Manusia (SDM) yang tangguh memegang peranan kunci guna mewujudkan visi dan misi Perusahaan. Setiap SDM yang dimiliki oleh Perusahaan merupakan aset berharga yang secara berkelanjutan perlu ditingkatkan dalam hal kompetensi dan sikap kerja, kompetitif serta profesionalismenya. Hal tersebut dilakukan melalui program pengembangan kompetensi Perseroan yang dilakukan berdasarkan analisa kebutuhan dan penerapan seluruh tata nilai Perusahaan dalam kegiatan sehari-hari. Hal tersebut sangat penting untuk memperkuat kesiapan Perseroan dalam mengatasi dan menyelesaikan setiap permasalahan dan tantangan yang mungkin akan muncul.

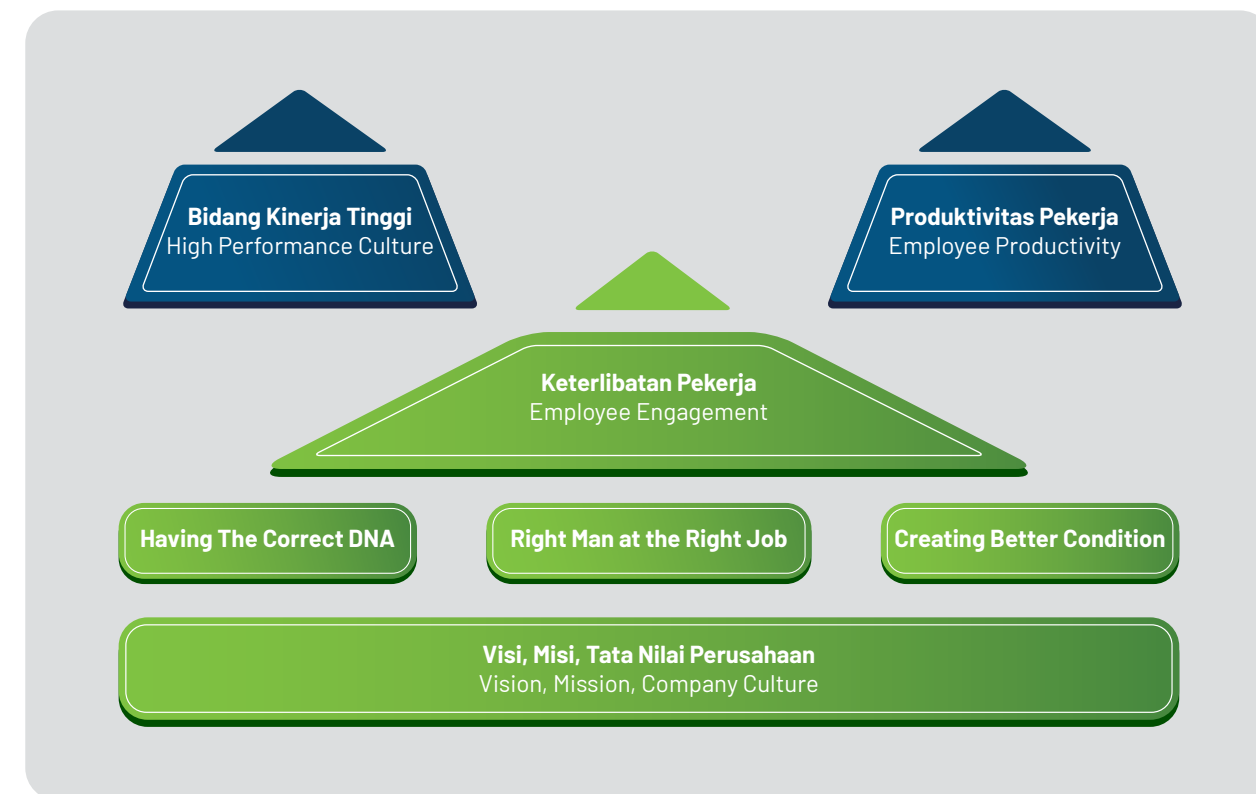
*Human Capital* dan *General Affair* membantu mengembangkan strategi dalam mencari dan mendapatkan SDM yang tepat, mengelola, melatih, mengembangkan serta mempertahankan pekerja-pekerja terbaik dalam organisasi. Kami telah memetakan kualitas dan keahlian penting yang diperlukan untuk mencapai tujuan strategis jangka menengah hingga jangka panjang perusahaan.

Sesuai dengan Rencana Jangka Panjang Perusahaan 2017-2021 dan RKAP 2020, Perseroan telah melakukan perbaikan kualitas dan kapasitas sumber daya manusia sebagai salah satu rencana kerja dalam strategi meningkatkan daya saing. Terkait dengan delapan prioritas yang telah disepakati bersama Induk Perusahaan dalam meningkatkan produktivitas Pekerja yang salah satunya diukur dengan rasio total pendapatan dibagi jumlah Pekerja. Untuk pelaksanaan dari rencana kerja di atas dan mencapai rasio produktivitas yang diinginkan, maka Perseroan telah menyusun tiga strategi turunan.

In the midst of dynamic condition and business challenges, a firm Human Resources (HR) plays important role to achieve the Company's vision and mission. Each HR owned by the Company is precious assets that need to be improved sustainably in the aspect of its competencies and work behavior, competitiveness as well as professionalism. Those can be undertaken through the Company's competency development program based on needs analysis and implementation of all the Company's core values in their daily activities. That really matters to strengthen the Company's readiness in handling and solving each issues and challenges that might arise.

Human Capital and General Affairs help develop strategies in finding and getting the right human resources, managing, training, developing, and retaining the best employees in the organization. We have carried out the mapping of the necessary quality and expertise needed to achieve the Company's mid-term and long-term strategic goals.

Following the Long-Term Corporate Plan 2017-2021 and 2020 RKAP, the Company has improved the quality and capacity of human resources as one of the work plans in a strategy to improve competitiveness. Related to eight priorities that have been agreed upon with the Parent Company in increasing employee productivity, one of which is measured by the ratio of total revenues divided by several employees. For the implementation of the above work plan and to achieve the desired productivity ratios, the Company has formulated three derivative strategies.



Strategi *Creating Better Condition* diimplementasikan melalui perbaikan tunjangan dan kompensasi Pekerja, termasuk pembaharuan skala gaji serta penerapan dan harmonisasi PRL (Pertamina Reference Level) dengan perusahaan induk. Perseroan juga senantiasa mereview dan memperbaharui Perjanjian Kerja Bersama (PKB). Selain itu, Perseroan bekerja sama dengan pihak eksternal untuk membantu pengawasan dan pendampingan untuk realisasi KPI Pekerja.

### PROFIL SUMBER DAYA MANUSIA

Perseroan memiliki jumlah Pekerja sebanyak 861 Pekerja hingga akhir tahun 2020, dimana jumlah tersebut meningkat dari tahun sebelumnya yang berjumlah 825 Pekerja. Bagi Perseroan, orientasi pengembangan sumber daya manusia tidak difokuskan pada jumlah, namun kualitas setiap Pekerja yang dimiliki. Sehingga, dengan adanya sumber daya manusia yang lebih berkualitas tersebut, strategi Perseroan dapat berjalan dengan efisien dan efektif di tahun 2020.

Rincian komposisi Pekerja Perseroan berdasarkan level organisasi, tingkat pendidikan, dan status kepegawaian komparatif 3 (tiga) tahun adalah sebagai berikut:

The *Creating Better Condition* strategy was implemented through improved employee benefits and compensations, including salary scale renewal as well as implementation and harmonization of the PRL (Pertamina Reference Level) with the parent company. The Company also continuously reviewed and renewed the Joint Working Agreement. Additionally, the Company cooperates with external parties to assist oversight and assistance for the realization of employees' KPI.

### PROFILE OF HUMAN RESOURCES

The Company has total of 861 employees until the end of 2020, which increased compared to previous year with total of 825 employees. For the Company, human resources is oriented not on the quantity, but on the quality of each employee owned. Therefore, with more capable human resources owned, the Company's strategies could be performed efficiently and effectively in 2020.

Details of the Company's employee composition by level or organization, education level, and employment status comparatively for 3 (three) years are as follows:

## Komposisi Pekerja Berdasarkan Level Organisasi

### Employee Composition by Level of Organization

| Uraian            | 2020 | 2019 | 2018 | Description        |
|-------------------|------|------|------|--------------------|
| Direksi           | 3    | 4    | 4    | Board of Directors |
| Staf Ahli         | -    | -    | 3    | Expert Staff       |
| SVP               | 4    | 3    | 2    | SVP                |
| VP                | 17   | 15   | 14   | VP                 |
| General Manager   | 11   | -    | -    | General Manager    |
| Manager           | 91   | 94   | 77   | Manager            |
| Assistant Manager | 133  | 138  | 136  | Assistant Manager  |
| Supervisor        | 296  | 309  | 324  | Supervisor         |
| Officer           | 306  | 262  | 299  | Officer            |
| Jumlah            | 861  | 825  | 859  | Total              |

## Komposisi Pekerja Berdasarkan Tingkat Pendidikan

### Employee Composition by Education Level

| Uraian  | 2020 | 2019 | 2018 | Description          |
|---------|------|------|------|----------------------|
| < SMA   | 288  | 263  | 309  | < Senior High School |
| Diploma | 234  | 232  | 239  | Diploma              |
| S1      | 310  | 307  | 286  | Bachelor Degree      |
| S2      | 29   | 23   | 25   | Master Degree        |
| Jumlah  | 861  | 825  | 859  | Total                |

## Komposisi Pekerja Berdasarkan Status Kepegawaian

### Employee Composition by Employment Status

| Uraian     | 2020 | 2019 | 2018 | Description |
|------------|------|------|------|-------------|
| Perbantuan | 3    | 3    | -    | Seconded    |
| PWTT       | 486  | 474  | 469  | Permanent   |
| PWT        | 372  | 348  | 390  | Contract    |
| Jumlah     | 861  | 825  | 859  | Total       |

### PENGEMBANGAN KARIR

Pengembangan karir dapat dipahami sebagai pendekatan formal dalam upaya peningkatan atau perbaikan, pertumbuhan, kepuasan kerja, pengetahuan dan kemampuan pekerja agar dapat memastikan bahwa orang-orang yang berkualifikasi dan pengalaman yang tepat tersedia ketika dibutuhkan, dengan demikian perencanaan dan pengembangan karir yang jelas akan membantu pekerja dan organisasi dalam meraih sukses.

Secara umum tujuan pengembangan karir adalah pengembangan yang efektif dari talenta yang ada, serta kepuasan terhadap kebutuhan pengembangan secara spesifik bagi Pekerja, tidak hanya dari sisi promosi tetapi juga dari sisi peningkatan

### CAREER DEVELOPMENT

Career development can be understood as a formal approach to enhancement or improvement, growth, job satisfaction, knowledge, and ability of employees to ensure that the right qualified and experienced people are available when needed. Thus, precise career planning and development will help employees and organizations in achieving success.

In general, career development goals are effective development of existing talents, as well as satisfaction with specific development needs for employees, not only in terms of promotion but also in terms of enhancing capabilities, expanding authority, individual



kapabilitas, perluasan kewenangan, pengembangan individu dan peningkatan remunerasi. Selain itu, pengembangan karir juga bertujuan untuk meningkatkan performa keseluruhan dari organisasi, meningkatkan loyalitas dan motivasi Pekerja, serta membantu menetapkan kebutuhan training di masa mendatang.

Pencapaian target bisnis hanya dapat dicapai dengan kinerja terbaik dari para seluruh pekerja yang ada di dalamnya, baik di unit kerja bisnis maupun support dan operasional. Kinerja yang baik tentunya didukung pula oleh *corporate culture* yang dimiliki dan dilaksanakan secara konsisten dalam keseharian pekerja.

### PROGRAM MAGANG

Perseroan mengadakan program magang secara rutin setiap tahun. Program magang diikuti oleh sebagian besar murid-murid Sekolah Menengah Kejuruan (SMK) dan juga mahasiswa dari berbagai universitas. Perekrutan anak magang dilakukan dengan mengevaluasi permohonan yang masuk ke Perseroan serta menyesuaikan dengan kebutuhan internal. Perseroan juga memberikan kesempatan luas bagi para pemegang untuk berkontribusi dan mengembangkan talentanya di bidang *hospitality*.

### PENDIDIKAN DAN PELATIHAN

Dewasa ini persaingan bisnis membutuhkan dukungan dan kehandalan SDM. Patra Jasa berkomitmen untuk meningkatkan kualitas dan daya saing SDM di seluruh proses bisnis sehingga mampu mendorong peningkatan kinerja operasional dan keunggulan daya saing berkelanjutan.

development, and increasing remuneration. Besides, career development also aims to improve the overall performance of the organization, increase employee loyalty and motivation, and help determine training needs in the future.

Achieving business targets can only be achieved with the best performance of all employees in it, both in the business work unit as well as support and operations. Excellent performance is certainly also supported by a corporate culture that is owned and implemented consistently in the daily lives of employees.

### INTERNSHIP PROGRAM

The Company holds a regular internship program every year. The internship program is mostly attended by students of Vocational High School (SMK) as well as students from various universities. Recruitment for the internship program is conducted by evaluating internship applications received, in line with the Company's internal needs. The Company also provides extensive opportunities for apprentices to contribute and develop their talents in the hospitality business.

### EDUCATION AND TRAINING

Nowadays, business competition requires HR support and reliability. Patra Jasa is committed to improving HR quality and competitiveness in all business processes to encourage the improvement of operational performance and sustainable competitive advantage.



Seiring perkembangan perusahaan, Patra Jasa menyesuaikan pengelolaan dan pengembangan pekerja agar dapat memenuhi kebutuhan terkini dunia bisnis. Komitmen tersebut diimplementasikan melalui program pengembangan kompetensi Pekerja yang intensif dan terarah. Kompetensi SDM yang memadai dan desain organisasi yang sesuai akan meningkatkan *competitive advantage* perseroan.

Pada tahun 2020, Patra Jasa mengeluarkan biaya sebesar Rp246.212.728 untuk pelaksanaan kegiatan pengembangan kompetensi pekerja. Patra Jasa telah melakukan berbagai program pengembangan kompetensi.

In line with the Company's development, Patra Jasa adjusts the employees' management and development to meet the current needs in the business industry. That commitment is also implemented through the intensive and directed employee competency development program. Adequate HR competency and appropriate organizational design will enhance the Company's competitive advantage.

In 2020, Patra Jasa spent a total of RP246,212,728 on the implementation of employees competency development activities. Patra Jasa has carried out various competency development programs.



| Realisasi / MHT Training 2020 |                                                                                                                                                                                                                                                                                                                     |                                     |                                  |                                         |                                         |                                                     |
|-------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------|-----------------------------------------|-----------------------------------------|-----------------------------------------------------|
| No.                           | Nama Training<br>Training Program                                                                                                                                                                                                                                                                                   | Jumlah Peserta<br>Total Participant | Jumlah Pekerja<br>Total Employee | Tanggal<br>Date                         |                                         | Tempat/Vendor<br>Training Location                  |
|                               |                                                                                                                                                                                                                                                                                                                     |                                     |                                  | Mulai<br>Start                          | Selesai<br>End                          |                                                     |
| A                             | B                                                                                                                                                                                                                                                                                                                   | D                                   | E                                | F                                       | G                                       | M N                                                 |
| 1.                            | Executive Coaching<br>Executive Coaching                                                                                                                                                                                                                                                                            | 3                                   | 172                              | 20 Januari 2020<br>January 20, 2020     | 20 Januari 2020<br>January 20, 2020     | 116836364 R. Rapat lt. 2/Mata Hati Visi Kreasi      |
|                               |                                                                                                                                                                                                                                                                                                                     | 5                                   | 172                              | 21 Januari 2020<br>January 21, 2020     | 21 Januari 2020<br>January 21, 2020     |                                                     |
|                               |                                                                                                                                                                                                                                                                                                                     | 1                                   | 172                              | 22 Januari 2020<br>January 22, 2020     | 22 Januari 2020<br>January 22, 2020     |                                                     |
|                               |                                                                                                                                                                                                                                                                                                                     | 1                                   | 172                              | 29 Januari 2020<br>January 29, 2020     | 29 Januari 2020<br>January 29, 2020     |                                                     |
| 2.                            | Executive Coaching<br>Executive Coaching                                                                                                                                                                                                                                                                            | 1                                   | 172                              | 12 Februari 2020<br>February 12, 2020   | 12 Februari 2020<br>February 12, 2020   | 116836364 R. Rapat lt. 2/Mata Hati Visi Kreasi      |
|                               |                                                                                                                                                                                                                                                                                                                     | 7                                   | 172                              | 14 Februari 2020<br>February 14, 2020   | 14 Februari 2020<br>February 14, 2020   |                                                     |
|                               |                                                                                                                                                                                                                                                                                                                     | 1                                   | 172                              | 20 Februari 2020<br>February 20, 2020   | 20 Februari 2020<br>February 20, 2020   |                                                     |
|                               |                                                                                                                                                                                                                                                                                                                     | 1                                   | 172                              | 24 Februari 2020<br>February 24, 2020   | 24 Februari 2020<br>February 24, 2020   |                                                     |
|                               |                                                                                                                                                                                                                                                                                                                     | 1                                   | 172                              | 25 Februari 2020<br>February 25, 2020   | 25 Februari 2020<br>February 25, 2020   |                                                     |
| 3.                            | Dasar-dasar Internal Auditing untuk Anggota Tim<br>Internal Auditing Basic for Team Member                                                                                                                                                                                                                          | 1                                   | 172                              | 17 Februari 2019<br>February 17, 2020   | 19 Februari 2019<br>February 19, 2020   | 5.000.000 Yayasan Pendidikan Internal Audit         |
| 4.                            | Quantity Surveying<br>Quantity Surveying                                                                                                                                                                                                                                                                            | 2                                   | 172                              | 07 Maret 2020<br>March 07, 2020         | 07 Maret 2020<br>March 07, 2020         | 1.600.000 Ikatan Quantity Surveyor Indonesia (IOSI) |
| 5.                            | Basic Drone<br>Basic Drone                                                                                                                                                                                                                                                                                          | 4                                   | 172                              | 14 Maret 2020<br>March 14, 2020         | 14 Maret 2020<br>March 14, 2020         | - Asosiasi Pilot Drone Indonesia (APDI)             |
| 6.                            | Executive Coaching<br>Executive Coaching                                                                                                                                                                                                                                                                            | 3                                   | 171                              | 14 April 2020<br>April 14, 2020         | 14 April 2020<br>April 14, 2020         | Mata Hati Visi Kreasi                               |
|                               |                                                                                                                                                                                                                                                                                                                     | 2                                   | 171                              | 15 April 2020<br>April 15, 2020         | 15 April 2020<br>April 15, 2020         |                                                     |
| 7.                            | Koruptor go to Hell - Gurita<br>Korupsi di Indonesia<br>Corruptor go to Hell - Corruption in Indonesia                                                                                                                                                                                                              | 2                                   | 171                              | 16 April 2020<br>April 16, 2020         | 16 April 2020<br>April 16, 2020         | - Forum Ekselen BUMN                                |
| 8.                            | Peran Auditor Internal dalam mengawal Proses Perubahan Organisasi menuju e-Business & e-Government pada Era Digital & Pandemi Covid-19<br>The role of Internal Auditor in assisting Organization Transformation Process towards e-Business & e-Government on Digital Wra & Covid-19 Pandemic                        | 1                                   | 171                              | 17 April 2020<br>April 17, 2020         | 17 April 2020<br>April 17, 2020         | - Yayasan Pendidikan Internal Audit                 |
| 9.                            | Seminar Outlook Ekonomi dan Industri Indonesia menghadapi Wabah Covid-19 dan Ancaman Krisis Ekonomi 2020 untuk menyiapkan Kebangkitan pada Tahun 2021<br>Seminar on Indonesia's Economic and Industrial Outlook facing the Covid-19 Outbreak and the Threat of the 2020 Economic Crisis to prepare for Awakening in | 1                                   | 171                              | 13 Mei 2020<br>May 13, 2020             | 13 Mei 2020<br>May 13, 2020             | - Persatuan Insinyur Indonesia                      |
| 10.                           | Training Awareness & Risk ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 & SMP                                                                                                                                                                                                                                       | 14                                  | 172                              | 23 Juli 2020<br>July 23, 2020           | 23 Juli 2020<br>July 23, 2020           | - PT Sigma Bina Solusi                              |
| 11.                           | Training Awareness & Risk ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 & SMP                                                                                                                                                                                                                                       | 8                                   | 172                              | 28 Juli 2020<br>July 28, 2020           | 28 Juli 2020<br>July 28, 2020           |                                                     |
| 12.                           | -                                                                                                                                                                                                                                                                                                                   | -                                   | -                                | -                                       | -                                       | - -                                                 |
| 13.                           | Risk Management System<br>Risk Management System                                                                                                                                                                                                                                                                    | 22                                  | 172                              | 28 September 2020<br>September 28, 2020 | 28 September 2020<br>September 28, 2020 | - PT Sigma Bina Solusi                              |

| Realisasi / MHT Training 2020 |                                                                                                                                                                                                                        |                                     |                                  |                                       |                                       |                                                |
|-------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|----------------------------------|---------------------------------------|---------------------------------------|------------------------------------------------|
| No.                           | Nama Training<br>Training Program                                                                                                                                                                                      | Jumlah Peserta<br>Total Participant | Jumlah Pekerja<br>Total Employee | Tanggal<br>Date                       |                                       | Tempat/Vendor<br>Training Location             |
|                               |                                                                                                                                                                                                                        |                                     |                                  | Mulai<br>Start                        | Selesai<br>End                        |                                                |
| 14.                           | Hazard Identification Risk Assessment Determining Control & Identification of Environmental Aspect Impact<br>Hazard Identification Risk Assessment Determining Control & Identification of Environmental Aspect Impact | 1                                   | 172                              | 02 Oktober 2020<br>October 02, 2020   | 02 Oktober 2020<br>October 02, 2020   | - PT Sigma Bina Solusi                         |
| 15                            | Internal Audit Training Management System based on ISO 19011:2018<br>Internal Audit Training Management System based on ISO 19011:2018                                                                                 | 22                                  | 172                              | 15 Oktober 2020<br>October 15, 2020   | 16 Oktober 2020<br>October 16, 2020   | -                                              |
| 16                            | Pelatihan Joint Operation & Bentuk Kerjasama Usaha (Aspek Akuntansi dan Perpajakan)<br>Joint Operation Training & Business Cooperation (Accounting and Taxation Aspects)                                               | 4                                   | 172                              | 10 November 2020<br>November 10, 2020 | 11 November 2020<br>December 11, 2020 | 5.940.000 Ikatan Akuntan Indonesia             |
| 17                            | Enhancing Communication & Collaboration: Learning From the Pandemic<br>Enhancing Communication & Collaboration: Learning From the Pandemic                                                                             | 1                                   | 172                              | 02 Desember 2020<br>December 02, 2020 | 03 Desember 2020<br>December 03, 2020 | - The Institute of Internal Auditors Indonesia |

## PROGRAM KONTRAK PEKERJA PENYANDANG DISABILITAS

Pada tahun 2020, Perseroan memberikan program kerja secara kontrak untuk penyandang disabilitas. Program tersebut diikuti oleh 6 orang penyandang disabilitas, yang terbagi di The Patra Bali Resort & Villas, Patra Semarang Hotel & Convention, Patra Bandung, dan Patra Jakarta. Perekrutan pekerja penyandang disabilitas disesuaikan berdasarkan UU No. 8 Tahun 2016 tentang Penyandang Disabilitas yang disesuaikan dengan kebutuhan internal. Dalam kesempatan ini, Perseroan memberikan kesempatan luas bagi para penyandang disabilitas untuk dapat berkontribusi dan mengembangkan talentanya di bidang hospitality.

## PERNYATAAN PERSAMAAN HAK

Perseroan memperlakukan setiap Pekerja dengan adil dan objektif. Setiap Pekerja memiliki hak asasi yang sama dan mengemban kewajiban sesuai dengan level jabatan. Hak dan kewajiban Pekerja tertera dalam Peraturan Perusahaan dan telah disosialisasikan kepada seluruh Pekerja.

Perseroan berkomitmen dengan mewujudkan kesejahteraan Pekerja baik selama aktif di Perseroan maupun di masa pensiun. Sebagai wujud komitmen tersebut, Perseroan menyusun standar minimum upah Pekerja dengan mengacu pada Upah Minimum Regional (UMR) yang ditetapkan pemerintah disesuaikan dengan wilayah kerja di mana Perseroan melakukan kegiatan usahanya.

## CONTRACT PROGRAM FOR WORKERS WITH DISABILITIES

In 2020, the Company provides a contract work program for persons with disabilities. The program was attended by 6 people with disabilities, which were divided into The Patra Bali Resort & Villas, Patra Semarang Hotel & Convention, Patra Bandung, and Patra Jakarta. The recruitment of workers with disabilities is adjusted according to Law no. 8 of 2016 concerning Persons with Disabilities adjusted to internal needs. On this occasion, the Company provides ample opportunities for persons with disabilities to be able to contribute and develop their talents in the hospitality sector.

## EQUAL RIGHTS STATEMENT

The Company treats all employees fairly and objectively. Each individual has the same human rights and carries obligations in accordance with their respective job positions. Employee rights and obligations are stated in the Company's regulations and have been socialized to all employees.

The Company is committed to achieving its employees' welfare both during their employment and retirement period. As a manifestation of this commitment, the Company determines the employee's wage standard by referring to the Regional Minimum Wage (UMR) stipulated by the government following the working area where the Company carries out its business activities.



## TEKNOLOGI INFORMASI

### INFORMATION TECHNOLOGY

Patra Jasa sangat memahami bahwa perkembangan teknologi informasi (TI) sangat pesat dan dinamis. Perseroan tidak hanya dituntut untuk dapat beradaptasi dengan perkembangan tersebut, namun hal tersebut menjadi sebuah kebutuhan agar pengelolaan operasional dapat berjalan efektif dan efisien serta meningkatkan produktivitas, utamanya di sepanjang tahun 2020 dimana Perseroan menerapkan kebijakan *work from home* seiring pandemi yang terjadi. Kehadiran TI berperan penting dalam pengambilan, pengumpulan, pengolahan, penyimpanan, penyebaran, dan penyajian informasi di Perseroan.

#### Pengembangan Sistem Teknologi Informasi Tahun 2020

Perseroan berkomitmen untuk terus melakukan pengembangan dan pemutakhiran sistem TI yang dimiliki. Hal tersebut bertujuan untuk mengakomodir kebutuhan Perseroan dan mendukung kegiatan operasional dalam rangka meningkatkan efisiensi waktu dan produktivitas sumber daya manusia yang dimiliki oleh Perseroan.

Pada tahun 2020, Perseroan telah melakukan serangkaian pengembangan sistem TI antara lain:

- Implementasi sarana infrastruktur dan operasional teknologi informasi berbasis konektivitas SD-WAN untuk *Head Office*, Patra Bali Resorts & Villas, Patra Semarang Hotel & Convention, Patra Cirebon Hotel & Convention, dan Patra Bandung.
- Optimalisasi terhadap penggunaan *Microsoft Office 365* untuk mendukung kegiatan *Work from Home* (WFH) dengan penggunaan *Microsoft Teams*, *Microsoft Form*, *Microsoft Power Apps*, *Microsoft Shared Point*, dan *One Drive*.
- Implementasi Hotel Sistem dan perangkat Infrastruktur Jaringan di Patra Dumai Hotel dan Patra Malioboro Hotel.
- Implementasi sistem *Smart Building* pada Grha Pertamina.
- Menerapkan pola sinergi dengan anak Perseroan PT PAR dan PT MTT (sarana infrastruktur jaringan dan penggunaan Aplikasi *Office 365*).
- Implementasi teknologi *smart building* dan infrastruktur GPON di Grha Pertamina.

Patra Jasa fully understands that information technology (IT) development is very rapid and dynamic. The Company not only required to adapt with the development, but also it becomes needs of the Company so that the operations management can be run effectively and efficiently as well as improve its productivity, especially during 2020 where the Company implemented work from home policy due to pandemic outbreak. The existence of IT has important roles in collecting, acquiring, processing, storing, distributing, and presenting information in the Company.

#### Information Technology System Development in 2020

The Company is committed to continuously developing and updating the IT system owned. It aims to accommodate the Company's needs and support the operational activities to improve time efficiency and human resources productivity owned by the Company.

In 2020, the Company has conducted a series of IT system development as follows:

- Implementation of infrastructure and operational facilities for information technology based on SD-WAN connectivity for the Head Office, Patra Bali Resorts & Villas, Patra Semarang Hotel & Convention, Patra Cirebon Hotel & Convention, and Patra Bandung.
- Optimization of the use of Microsoft Office 365 to support Work from Home (WFH) activities with the use of Microsoft Teams, Microsoft Forms, Microsoft Power Apps, Microsoft Shared Points, and One Drive.
- Implementation of Hotel Systems and Network Infrastructure equipment at Patra Dumai Hotel and Patra Malioboro Hotel.
- Implementation of the Smart Building system at Grha Pertamina.
- Implementing a synergy pattern with subsidiaries PT PAR and PT MTT (network infrastructure facilities and use of Office 365 applications).
- Implementation of smart building technology and GPON infrastructure at Grha Pertamina.

#### Rencana Pengembangan Teknologi Informasi

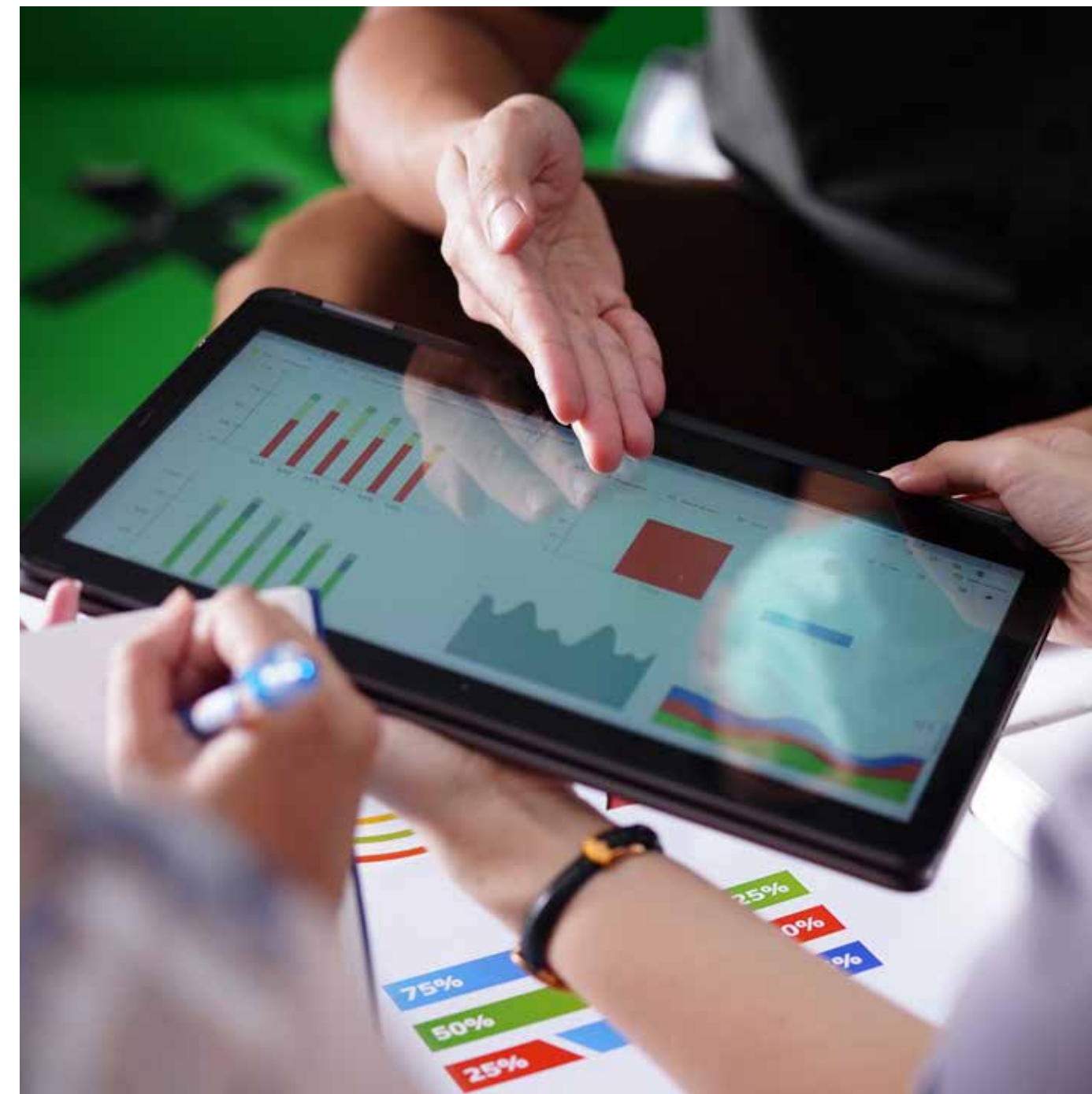
Untuk beberapa tahun mendatang, Perseroan berupaya untuk meningkatkan aspek TI dengan beberapa rencana pengembangan antara lain adalah sebagai berikut:

- Peremajaan *Server*, *Network Attached Storage* (NAS) dan *Uninterruptable Power Supply* (UPS) di Kantor Pusat.
- Implementasi *Network Management System* (NMS).
- Implementasi *Asset Management System*.
- Implementasi *Integrated Management Report Dashboard* untuk kebutuhan *management report* secara *real time*.
- Implementasi *Finance Management System*.

#### Information Technology Development Plan

For the upcoming years, the Company tries to improve IT aspect with several development plans as follows:

- Server Rejuvenation, Network Attached Storage (NAS) and Uninterruptable Power Supply (UPS) at Headquarters.
- Implementation of Network Management System (NMS).
- Implementation of Asset Management System.
- Implementation of Integrated Management Report Dashboard for real time management report needs.
- Implementation of the Finance Management System.



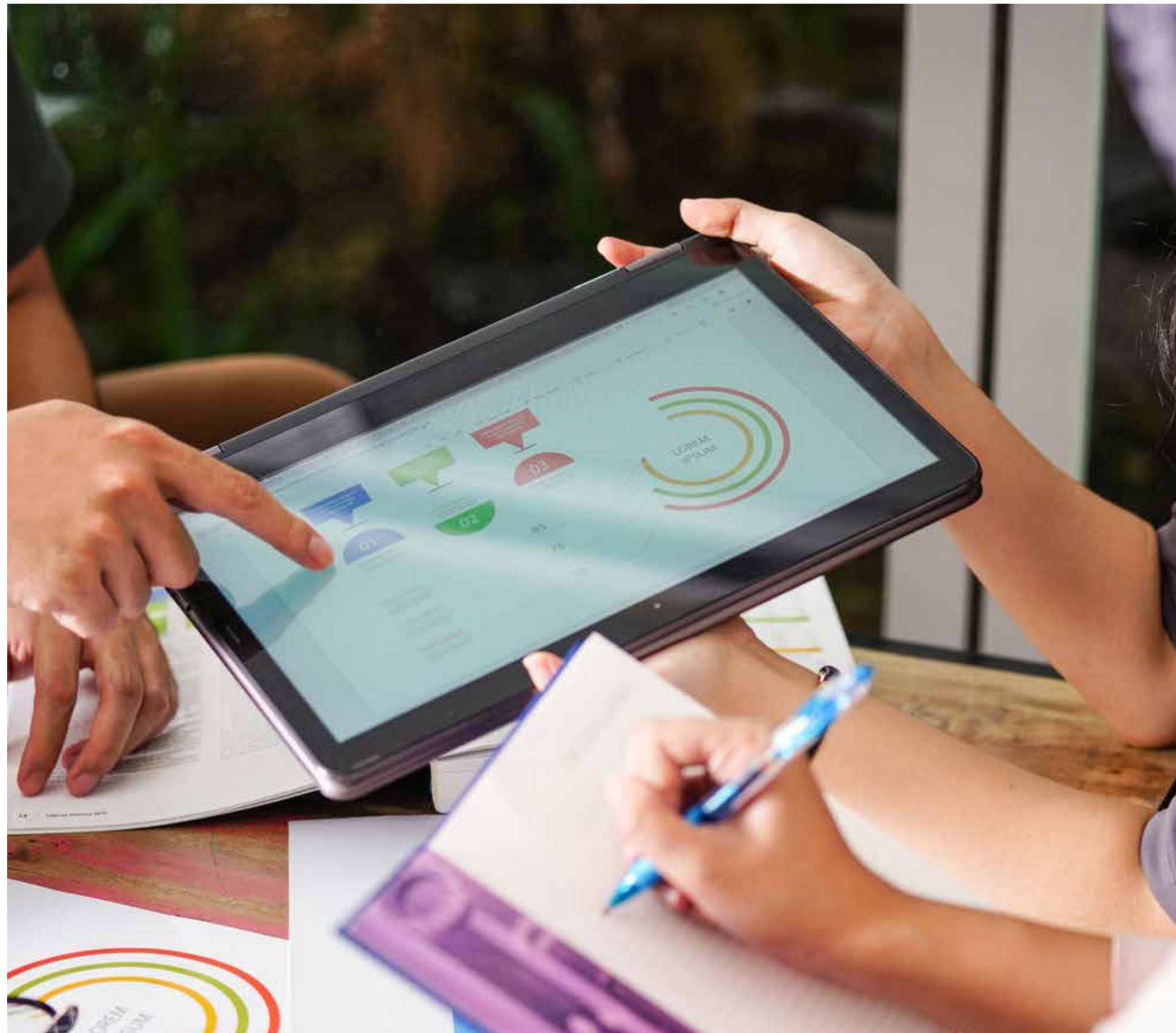


# ANALISA DAN PEMBAHASAN MANAJEMEN

Management Discussion and Analysis

Pengembangan bisnis di semua segmen senantiasa dilakukan Patra Jasa agar dapat terus mengoptimalkan kinerjanya dan memberikan nilai lebih kepada seluruh pemangku kepentingan.

Business development in all segments is continuously taken by Patra Jasa to optimize its performance and deliver added values to all stakeholders.



# TINJAUAN OPERASI PER SEGMENT USAHA

## OPERATIONAL REVIEW PER BUSINESS SEGMENT

**PT Patra Jasa (Perseroan) sebagai salah satu anak usaha yang dimiliki oleh PT Pertamina (Persero), merupakan perusahaan yang telah melayani masyarakat sejak tahun 1975, beroperasi pertama kali di industri perhotelan.**

**PT Patra Jasa (the Company), as one of the subsidiaries owned by PT Pertamina (Persero), is a company that has been serving the community since 1975, operating for the first time in the hospitality industry.**

Setelah melalui perubahan AD/ART perusahaan pada tahun 2014, Patra Jasa kemudian melebarkan sayap dan mulai bergerak pada industri pengembangan properti dan kawasan.

After going through changes in the Company's Articles of Association/Household Budget (AD/ART) in 2014, PT Patra Jasa then expanded and began to move in the property and regional development industry.

Saat ini, kegiatan usaha Perseroan adalah di bidang usaha pengembangan *Property & Development, Hotels & Resorts* dan *Services* dengan merek usaha masing-masing, diantaranya, Patraland, Patra Hotels & Resorts, dan Patra Services.

At present, the Company's business activities are in the business of developing *Property & Development, Hotels & Resorts* and *Services* with business brands respectively, Patraland, Patra Hotels & Resorts, and Patra Services.

### SEGMENT PENGEMBANGAN PROPERTI

Kegiatan Perseroan di segmen properti terbagi menjadi properti *recurring* dan *non-recurring*. Properti *recurring* meliputi usaha penyewaan gedung perkantoran Patra Jasa Office Tower, penyewaan perumahan Patra Residential di Kuningan, Jakarta, dan pengelolaan Balikpapan Residence. Properti *non-recurring* meliputi pembangunan *cluster* perumahan Puri Jayasri di Sarua, Tangerang Selatan, Patra Park di Cirebon, dan Patraland Urbano Apartment di Bekasi serta Patraland Amarta Apartment di Yogyakarta.

### PROPERTY DEVELOPMENT SEGMENT

The Company's line of business in the property segment is divided into *recurring* and *non-recurring* properties. The *recurring* property includes leasing of Patra Jasa Office Tower, house rent of Patra Residential in Kuningan, Jakarta, and the management of Balikpapan Residence. The *non-recurring* property consists of the construction of the Puri Jayasri housing cluster in Sarua, South Tangerang, Patra Park in Cirebon, and Patraland Urbano Apartment in Bekasi as well as Patraland Amarta Apartment in Yogyakarta.

### KINERJA SEGMENT PENGEMBANGAN PROPERTI

Sebagai dampak dari pandemi yang terjadi, kinerja property *recurring* pada tahun 2020 terkoreksi dibandingkan dengan tahun sebelumnya dimana *Average Room Revenue* ("ARR") Perkantoran tercatat tumbuh 2,7%, demikian pula dengan tingkat hunian yang juga tumbuh 4,0% dibandingkan dengan tahun 2019. Secara anggaran, pencapaian ARR dan tingkat hunian, masing-masing tercatat menurun sebesar 0,4% dan tumbuh sebesar 11,5%.

### PROPERTY DEVELOPMENT SEGMENT PREFORMANCE

As the impact of pandemic that took place, the performance of *recurring* property in 2020 decreased compared to previous year which the Office *Average Room Revenue* ("ARR") was recorded increased by 2.7%, as well as occupancy rate, which also increased by 4.0% compared to 2019. In term of budget, ARR achievement and occupancy rates, respectively, also decreased by 0.4% and increased by 11.5%.

Sedangkan kinerja properti *recurring* untuk unit Perumahan, pada tahun 2020 mencatatkan ARR sebesar 79,1% dari pencapaian tahun 2019, dan 79,3% dari target yang ditetapkan, sementara untuk tingkat hunian mencapai 75,6%, tumbuh 17,7% dari tahun 2019, dan tumbuh 26,1% di atas target yang ditetapkan. Hal tersebut karena kondisi pandemi yang terjadi di sepanjang tahun 2020 dan juga kondisi pasar cenderung memilih hunian sewa tipe apartemen dan masih perlunya renovasi beberapa unit rumah untuk dapat disewakan.

Meanwhile, the *recurring* property performance for the Housing unit, in 2020 recorded an ARR of 79.1% of the 2019 achievement, and 79.3% of the set target, while the occupancy rate reached 75.6%, growing 17.7% from 2019, and grew 26.1% above the target set. and also market conditions that tended to choose apartment type rental housing and the need for renovation of several housing units to be rented out.

Untuk properti *non-recurring*, total *recognize* penjualan apartemen dari apartemen Patraland Amarta dan Patraland Urbano adalah sebanyak 234 Unit dengan perolehan sebesar Rp42,3 Miliar. Penjualan properti *non-recurring* berupa apartemen mengalami penurunan dibandingkan penjualan di tahun 2019 sebagai imbas dari kondisi pandemi di tahun 2020.

For non *recurring* properties, the total recognition of apartment sales from Patraland Amarta and Patraland Urbano apartments was 234 units amounted to Rp42.3 billion. Sales of non-*recurring* property in the form of apartments have decreased compared to sales in 2019 as a result of the pandemic conditions in 2020.

### KEGIATAN SEGMENT PENGEMBANGAN PROPERTI

Patra Jasa akan senantiasa memegang komitmen untuk membangun tepat waktu dan juga memenuhi ekspektasi konsumen yang mengharapkan kenaikan nilai investasi.

### ACTIVITIES OF PROPERTY DEVELOPMENT SEGMENT

Patra Jasa will always hold a commitment to build on time and also meet the expectations of consumers who expect an increase in the investment value.

Sepanjang tahun 2020, beberapa kegiatan yang telah dilakukan adalah:

1. Pembangunan Masjid sebagai fasilitas RDP di Patraland Balikpapan
2. Pembangunan Marketing Lounge di Patraland Kuningan
3. Pekerjaan Penggantian Chiller Absorption di Patra Jasa Office Tower
4. Pre Ops unit Grha Pertamina
5. Pengembangan properti *landed* baru, yaitu Palagan Residence di Yogyakarta
6. Branding Patraland secara lebih aktif dan agresif di media sosial
7. Mengikuti kegiatan *open table, flyering canvasing* dan promosi *media social* untuk pemasaran Patraland Urbano Apartment, Patraland Amarta Apartment, dan Patra Park Cirebon.
8. Mengikuti sertifikasi Covid Safe Building dari Pertamina

Throughout 2020, some of the activities that have been carried out were:

1. Construction of a mosque as an RDP facility at Patra Land Balikpapan
2. Construction of a Marketing Lounge at Patra Land Kuningan
3. Chiller Absorption Replacement Work at Patra Jasa Office Tower
4. Pre Ops Grha Pertamina unit
5. Development of a new *landed* property, namely Palagan Residence in Yogyakarta
6. More active and aggressive Patra Land branding on social media
7. Participating in *open table* activities, *flyering canvasing* and social media promotion for marketing of Patraland Urbano Apartment, Patraland Amarta Apartment, and SOHO.
8. Participated in Covid Safe Building certification from Pertamina

### PENDAPATAN DAN PROFITABILITAS SEGMENT PENGEMBANGAN PROPERTI

Pendapatan dari segmen pengembangan properti tahun 2020 sebesar Rp482,5 miliar, menurun sebesar Rp164,8 miliar atau mencapai 74,5% dari pendapatan segmen pengembangan properti tahun 2019 sebesar Rp647,3 miliar. Dari aspek profitabilitas, segmen pengembangan properti tahun 2020 mencapai laba bersih Rp105,1 miliar, mencapai 29,3% dibandingkan laba bersih segmen pengembangan properti tahun 2019 yang tercatat sebesar Rp359,3 miliar.

### REVENUES AND PROFITABILITY OF THE PROPERTY DEVELOPMENT SEGMENT

Revenue from the property development segment in 2020 amounted to Rp482.5 billion, decreased by Rp164.8 billion or reached 74.5% of the property development segment revenue in 2019 of Rp647.3 billion. From the profitability aspect, the property development segment in 2020 achieved a net profit of Rp105.1 billion, reaching 29.3% compared to the net profit of the property development segment in 2019 which was recorded at Rp359.3 billion.

### SEGMENT PERHOTELAN

Kegiatan Perseroan di segmen perhotelan terdiri atas 3 Brand yaitu Bintang 5, Bintang 4, dan Bintang 3. Untuk Bintang 5 : The Patra Bali Resort & Villas. Bintang 4 : Patra Semarang Hotel & Convention dan Patra Cirebon Hotel & Convention, Bintang 3 : Patra : Bandung, Jakarta, Anyer, Parapat, Dumai, Malioboro, dan pengelolaan aset milik PT Pertamina (Persero) dengan skema Kerja Sama Operasi (KSO) di Palembang yang diberi merek Patra.

### HOSPITALITY SEGMENT

The Company's activities in the hotel segment consist of 3 brands, namely 5 stars, 4 stars and 3 stars. For 5 Stars: The Patra Bali Resort & Villas; 4 stars: Patra Semarang Hotel & Convention, Patra Cirebon Hotel & Convention; 3 stars: Patra: Bandung, Jakarta, Anyer, Parapat, Dumai, Malioboro, and asset management owned by PT Pertamina (Persero) with the Joint Operation Cooperation (KSO) scheme in Palembang with Patra brand.

## KINERJA SEGMENT PERHOTELAN

Pada tahun 2020, tingkat hunian hotel tercatat menurun 49,9% dibandingkan dengan tahun 2019 dan mencapai 175,5% dari anggaran. Kinerja yang menurun tersebut tentunya tidak lepas dari dampak kebijakan pembatasan sosial berskala besar yang dikeluarkan oleh Pemerintah untuk mengurangi penularan wabah virus *Covid-19* yang terjadi di tahun 2020 sehingga menurunkan jumlah kunjungan wisatawan.

## KEGIATAN SEGMENT PERHOTELAN

Terlepas dari tantangan yang ada di sepanjang tahun 2020, Patra Jasa tetap berkomitmen untuk memberikan pelayanan prima dan menerapkan protokol kesehatan yang ketat sesuai peraturan yang berlaku di seluruh hunian hotel yang dimiliki.

Beberapa kegiatan yang telah dilakukan di tahun 2020 antara lain adalah:

1. Pembukaan hotel baru bintang 3, yaitu Patra Dumai Hotel dan Patra Malioboro Hotel
2. Mengikuti sertifikasi *Covid Safe Building* dari Pertamina
3. Mengikuti sertifikasi CHSE dari Kementerian Pariwisata & Ekonomi Kreatif
4. The Patra Bali Resort & Villas mendapatkan BUMN CSR Award Provinsi Bali 2020

## PENDAPATAN DAN PROFITABILITAS SEGMENT PERHOTELAN

Pendapatan dari segmen perhotelan tahun 2020 sebesar Rp113,41 miliar, atau mencapai 57,1% dari pendapatan segmen hotel di tahun 2019 yang tercatat sebesar Rp198,56 miliar. Dari aspek profitabilitas, laba bersih segmen hotel tahun 2020 mencapai negatif Rp44,89 miliar atau menurun 747,5% dari tahun 2019 yang tercatat sebesar Rp6,93 miliar.

Kontribusi dari kegiatan F&B yang diperoleh dari penjualan melalui Cerita Café selama tahun 2020 adalah sebesar Rp2,39 miliar dengan jumlah cover sebanyak 29.652 pax, atau mencapai 36,7% dari penjualan di tahun 2019 yang mencapai Rp6,53 miliar, dengan jumlah cover sebanyak 77.404 pax.

## SEGMENT MULTI JASA

Kegiatan Perseroan di segmen multi jasa meliputi tiga bidang usaha antara lain bidang *Facility Management Services* (FMS) dengan brand Patra *Facility Management* yang menyediakan jasa antara lain *cleaning, housekeeping, engineering, gardening & support services* di gedung-gedung perkantoran Pertamina Group, penyewaan kendaraan melalui anak perusahaan PT Prima Armada Raya, dan jasa *tour* dan *travel* melalui anak perusahaan PT Mitra Tours and Travel.

## HOSPITALITY SEGMENT PERFORMANCE

In 2020, the hotel occupancy rate decreased by 49.9% compared to 2019 and reached 175.5% from the target. The decreasing performance was affected by the impact of policies on large scale social restrictions imposed by the Government to reduce the exposure of Covid-19 virus that took place in 2020 which resulting in a decrease of tourist visits.

## ACTIVITIES OF HOSPITALITY SEGMENT

Apart from the challenges existed throughout 2020, Patra Jasa is committed in providing excellent services and implementing strict health protocol in accordance with prevailing regulations across its hotels.

Some of the activities that have been carried out in 2020 include:

1. Opening of new 3-star hotels, namely Patra Dumai Hotel and Patra Malioboro Hotel
2. Following the Covid Safe Building certification from Pertamina
3. Following the CHSE certification from the Ministry of Tourism & Creative Economy
4. The Patra Bali Resort & Villas received the 2020 Bali Province BUMN CSR Award

## REVENUES AND PROFITABILITY OF THE HOSPITALITY SEGMENT

Revenues from the hospitality segment in 2020 amounted to Rp113.41 billion, or 57.1% of the hospitality segment revenues in 2019 amounted to Rp198.56 billion. From profitability aspects, the income before income tax of the hospitality segment in 2020 reached negative Rp44.89, or decreased by 747.5% of the achievement in 2020 of Rp6.93 billion.

The contribution from F&B activities obtained from sales through Cerita Cafe during 2020 was amounting to Rp2.39 billion with a total of 29,652 pax covers pax, or reached 36.7% of sales in 2019 that was amounted to Rp6.53 billion, with total of 77,404 covers pax.

## MULTI SERVICES SEGMENT

The Company's activities in the multi-services segment covered three fields of businesses include Facility Management Services (FMS) with the Patra Facility Management brand that provided services including cleaning, housekeeping, engineering, gardening & support services in Pertamina Group office buildings, vehicle rentals through a subsidiary of PT Prima Armada Raya, and tour and travel services through a subsidiary of PT Mitra Tours and Travel.

## KINERJA SEGMENT MULTI JASA

Sehubungan dengan kegiatan FMS, sampai dengan akhir tahun 2020, Patra Facility Management telah mengelola gedung sebanyak 200 unit, yang terdiri dari area Jakarta 34 unit, area Jawa 38 unit, area Sumatera 56 unit, area Kalimantan 41 unit, area Sulawesi 26 unit, dan area Papua 5 unit. Kinerja pengelolaan tersebut mengalami peningkatan jika dibandingkan dengan tahun 2019 yang hanya mengelola sebanyak 89 unit (Jakarta 34 unit; Sumatera 7 unit; Jawa 8 unit; Kalimantan 17 unit, Sulawesi 19 unit, dan Papua 4 unit).

Pencapaian pendapatan jasa penyewaan kendaraan sebesar Rp779,09 miliar tumbuh 28,5% dari realisasi tahun 2019 sebesar Rp606,50 miliar. Realisasi tersebut mencapai 128,5%, dari target yang ditetapkan dalam RKAP 2020, yaitu sebesar Rp606,50 miliar.

Kontribusi pertumbuhan pendapatan terbesar berasal dari kegiatan FMS, yaitu sebesar Rp336,66 miliar, meningkat 116,8% dari realisasi tahun 2019 sebesar Rp155,30 miliar. Realisasi tersebut mencapai 216,8% dari target yang ditetapkan dalam RKAP 2020, yaitu sebesar Rp155,30 miliar.

## KEGIATAN SEGMENT MULTI JASA

Segmen multijasa senantiasa berupaya untuk melakukan beragam terobosan untuk meningkatkan penjualan.

Beberapa kegiatan yang telah dilakukan sepanjang tahun 2020 antara lain adalah:

1. Pelaksanaan kontrak FMS baru di PT Pertamina International Shipping & PT Pertamina Hulu Sanga - Sanga
2. Perpanjangan kontrak FMS di seluruh wilayah MOR dan RU PT Pertamina (Persero)
3. Mengikuti Synergy Forum Pertamina yang diadakan oleh PT Pertamina (Persero)
4. Training Pekerja, pengadaan peralatan & seragam baru dalam rangka meningkatkan standar pelayanan di setiap area

## PENDAPATAN DAN PROFITABILITAS SEGMENT MULTI JASA

Pendapatan dari segmen multi jasa tahun 2020 tercatat sebesar Rp1.257,31 miliar, meningkat sebesar Rp351,23 miliar atau 38,8% dari pendapatan segmen multi jasa tahun 2019, sebesar Rp906,08 miliar. Dari aspek profitabilitas, segmen multi jasa tahun 2020 mencapai laba bersih Rp108,12 miliar, tumbuh 25,9% dari pencapaian laba bersih segmen multi jasa tahun 2019, sebesar Rp85,88 miliar.

## MULTI SERVICES SEGMENT PERFORMANCE

In connection with FMS activities, until now, the Patra Facility Management has managed 200 units of buildings, consisting of 34 units in the Jakarta area, 38 units in the Java area, 56 units in the Sumatera area, 41 units in Kalimantan area, 26 units in Sulawesi area and 5 units in Papua area. The management performance experienced an increase/decrease compared to 2019, which only managed 89 units (Jakarta 34 units; Sumatera 7 units; Java 8 units; Kalimantan 17 units, Sulawesi 19 units, and Papua 4 units).

Achievement of revenues from vehicle rental service amounted to Rp779.09 billion, increased by 28.5% from the realization in 2019, which was Rp606.50 billion. The realization was 128.5%, above/below the set target in RKAP 2020, which amounted to Rp606.50 billion.

The biggest revenue contributor came from FMS activities, which amounted to Rp336.66 billion, increased by 116.8% of the realization in 2019 of Rp155.30 billion. The realization reached 216.8% of the target stipulated in the 2020 RKAP, amounted to Rp155.30 billion.

## ACTIVITIES OF MULTI SERVICES SEGMENT

Multi services segment continuously trying to create various innovations to improve sales.

Several activities taken throughout 2020 are as follows:

1. Implementation of new FMS contracts at PT Pertamina International Shipping & PT Pertamina Hulu Sanga - Sanga
2. Extension of FMS contracts in all areas of MOR and RU of PT Pertamina (Persero)
3. Participating in the Pertamina Synergy Forum held by PT Pertamina (Persero)
4. Employee training, procurement of new equipment & uniforms in order to improve service standards in each area

## REVENUES AND PROFITABILITY OF THE MULTI SERVICES SEGMENT

Revenues from multi-services segment in 2020 amounted to Rp1,257.31 billion, increased/decreased by Rp351.23 billion or 38.8% of the multi-service segment revenues in 2019 of Rp906.08 billion. In terms of profitability, the multi-services segment in 2020 reached Rp108.12 billion, or 25.9% of net profit achievement of the multi service segment in 2019, of Rp85.88 billion.

# TINJAUAN KINERJA KEUANGAN

## FINANCIAL PERFORMANCE REVIEW

Analisa kinerja keuangan komprehensif ini dibuat berdasarkan informasi yang diperoleh dari Laporan Keuangan Patra Jasa untuk periode yang berakhir pada tanggal 31 Desember 2020 yang telah diaudit oleh Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan (member of Pricewaterhouse Coopers PwC), memperoleh opini wajar, dalam semua hal yang material, posisi keuangan Patra Jasa dan entitas anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

Pemahaman atas uraian tinjauan keuangan ini tetap memperhatikan penjelasan pada catatan Laporan Keuangan Konsolidasian sebagai bagian yang tidak terpisahkan dari Laporan Tahunan ini.

Dalam tahun berjalan, Entitas telah menerapkan standar akuntansi keuangan ("SAK") dan intepretasi standar akuntansi keuangan ("ISAK") baru dan revisi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia yang dianggap relevan dengan kegiatan operasinya dan mempengaruhi laporan keuangan tanggal 31 Desember 2020.

### LAPORAN POSISI KEUANGAN

Pada tahun 2020, posisi keuangan Perseroan mencatatkan jumlah aset sebesar Rp4,73 triliun, meningkat 10,38% dibandingkan dengan tahun 2019 yang tercatat sebesar Rp4,29 triliun. Peningkatan tersebut didorong oleh peningkatan pada aset tidak lancar sebesar 25,32%. Sementara dari posisi liabilitas dan ekuitas di tahun 2020 juga tercatat meningkat masing-masing sebesar 26,17% dan 0,08% dibandingkan dengan realisasi di tahun sebelumnya.

#### Tabel Laporan Posisi Keuangan

Table of Statements of Financial Position

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description     | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|---------------------------|-----------|-----------|-----------------------|--------------------------|
|                           |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Aset<br>Assets            | 4.734.048 | 4.288.718 | 445.330               | 10,38                    |
| Liabilitas<br>Liabilities | 2.136.838 | 1.693.505 | 443.333               | 26,17                    |

This comprehensive financial performance analysis was made based on information obtained from the Patra Jasa Financial Statement for the period ended December 31, 2020, which has been audited by Public Accounting Firm Tanudiredja, Wibisana, Rintis & Rekan (a member of Pricewaterhouse Coopers PwC), obtained fair opinion, in all material respects, the financial position of Patra Jasa and its subsidiaries on December 31, 2020, and the financial performance and consolidated cash flows for the year ending on that date, in accordance with Financial Accounting Standards in Indonesia.

An understanding of the financial review in consideration of the accompanying Notes to the Consolidated Financial Statements as an integral part of this Annual Report.

In the current year, the Entity has implemented Financial Accounting Standards ("FAS") and new and revised Interpretations of Financial Accounting Standards ("IFAS") issued by Indonesian Financial Accounting Standards Board of the Indonesian Accountants Association (DSAK-IAI) which are considered relevant to the Company's operations and impact financial statements dated of December 31, 2020.

### STATEMENTS OF FINANCIAL POSITION

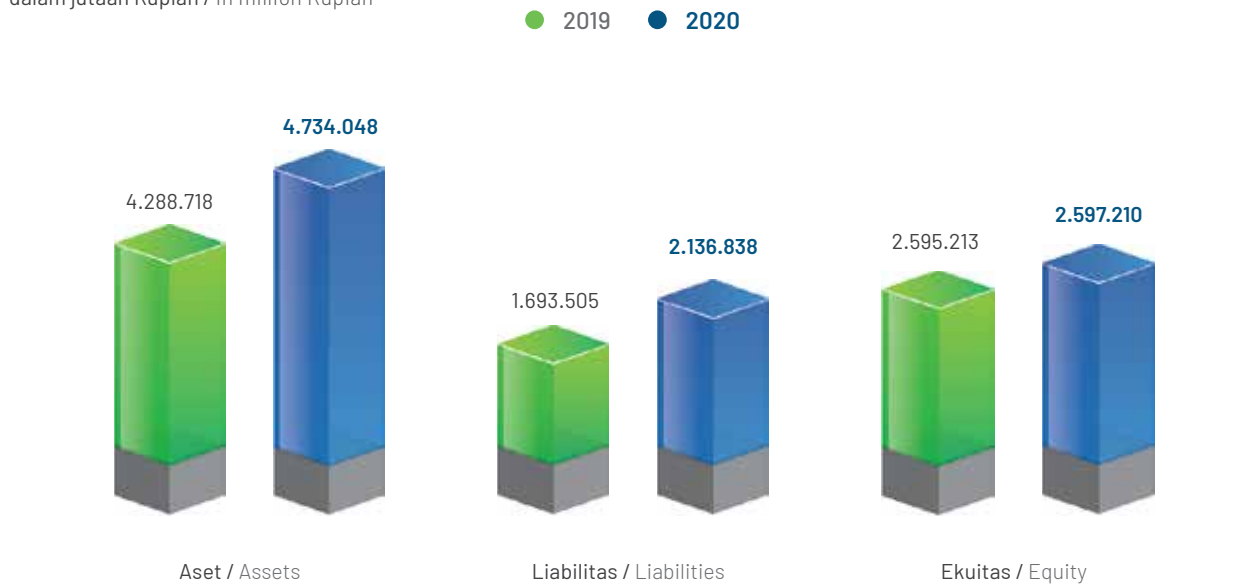
In 2020, the Company's financial position recorded total assets amounted to Rp4.73 trillion, increased by 10.38% compared to 2019 that was recorded Rp4.29 trillion. The increase was driven by the increase on non-current assets by 25.32%. Meanwhile the liabilities and equity in 2020 also increased compared to realization in previous year by 26.17% and 0.08% respectively.

| Uraian<br>Description                            | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|--------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                  |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Ekuitas<br>Equity                                | 2.597.210 | 2.595.213 | 1.997                 | 0,08                     |
| Liabilitas dan Ekuitas<br>Liabilities and Equity | 4.734.048 | 4.288.718 | 445.330               | 10,38                    |

#### Grafik Laporan Posisi Keuangan

Chart of Statements of Financial Position

dalam jutaan Rupiah / in million Rupiah



#### ASSET

Perseroan mencatatkan jumlah aset sebesar Rp4,73 triliun pada tahun 2020, meningkat 10,38% dibandingkan dengan tahun 2019. Peningkatan tersebut dipengaruhi oleh peningkatan pada aset tidak lancar sebesar 25,32% atau Rp589,32 miliar dari Rp2,33 triliun di tahun 2019 menjadi Rp2,92 triliun di tahun 2020.

#### ASSETS

The Company recorded total assets amounted to Rp4.73 trillion in 2020, increased by 10.38% compared to 2019. The increase was from the increase of non-current assets by 25.32% or Rp589.32 billion from Rp2.33 trillion in 2019 to Rp2.92 trillion in 2020.

#### Tabel Aset (dalam jutaan Rupiah)

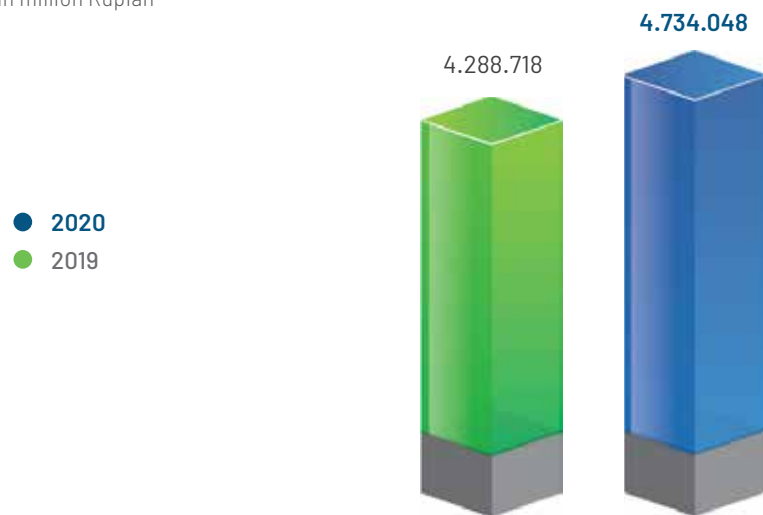
Table of Assets (in million Rupiah)

| Uraian<br>Description                   | 2020             | 2019             | Pertumbuhan<br>Growth |                          |
|-----------------------------------------|------------------|------------------|-----------------------|--------------------------|
|                                         |                  |                  | Nominal<br>Nominal    | Persentase<br>Percentage |
| Aset Lancar<br>Current Assets           | 1.817.032        | 1.961.019        | (143.987)             | (7,34)                   |
| Aset Tidak Lancar<br>Non-current Assets | 2.917.016        | 2.327.699        | 589.317               | 25,32                    |
| <b>Jumlah Aset<br/>Total Assets</b>     | <b>4.734.048</b> | <b>4.288.718</b> | <b>445.330</b>        | <b>10,38</b>             |

## Grafik Asset

### Chart of Assets

dalam jutaan Rupiah / in million Rupiah



## ASSET LANCAR

Pada tahun 2020, jumlah aset lancar Perseroan menurun 7,34% atau Rp143,99 miliar dibandingkan dengan tahun 2019 dari Rp1,96 triliun menjadi Rp1,82 triliun. Penurunan tersebut terjadi seiring penurunan pada piutang usaha serta kas dan setara kas masing-masing sebesar 42,22% dan 36,90%. dan diimbangi dengan kenaikan aset kontrak sebesar 34.72%

### Tabel Aset Lancar

#### Table of Current Assets

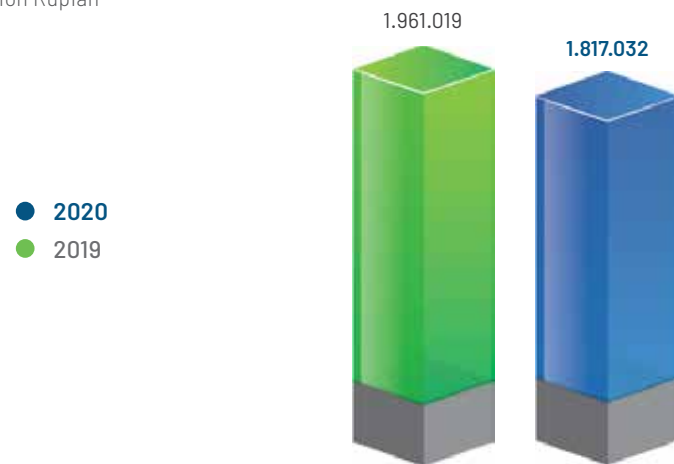
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                           | 2020             | 2019             | Pertumbuhan<br>Growth |                          |
|-----------------------------------------------------------------|------------------|------------------|-----------------------|--------------------------|
|                                                                 |                  |                  | Nominal<br>Nominal    | Persentase<br>Percentage |
| Kas dan setara kas<br>Cash and cash equivalents                 | 191.114          | 302.887          | (111.773)             | (36,90)                  |
| Piutang usaha<br>Trade receivables                              | 210.431          | 364.185          | (153.754)             | (42,22)                  |
| Aset kontrak<br>Contract assets                                 | 368.685          | 273.670          | 95.015                | 34,72                    |
| Piutang lain-lain<br>Other receivables                          | 4.498            | 6.337            | (1.839)               | (29,02)                  |
| Persediaan<br>Inventories                                       | 958.991          | 940.594          | 18.397                | 1,96                     |
| Pajak dibayar di muka<br>Prepaid taxes                          | 4.517            | 5.129            | (612)                 | (11,93)                  |
| Uang muka dan beban dibayar di muka<br>Advances and prepayments | 68.730           | 60.667           | 8.063                 | 13,29                    |
| Aset lancar lainnya<br>Other current assets                     | 10.066           | 7.550            | 2.516                 | 33,32                    |
| <b>Jumlah aset lancar<br/>Total current assets</b>              | <b>1.817.032</b> | <b>1.961.019</b> | <b>(143.987)</b>      | <b>(7,34)</b>            |

## Grafik Aset Lancar

### Chart of Current Assets

dalam jutaan Rupiah / in million Rupiah



## KAS DAN SETARA KAS

Secara keseluruhan, jumlah kas dan setara kas Perseroan menurun 36,90% atau Rp111,77 miliar di tahun 2020 dari Rp302,89 miliar di tahun 2019 menjadi Rp191,11 miliar. Penurunan tersebut berasal dari penurunan kas di bank yang menurun dari Rp202,44 miliar di tahun 2019 menjadi Rp86,70 miliar di tahun 2020.

### Tabel Kas dan Setara Kas

#### Table of Cash and Cash Equivalents

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                | 2020           | 2019           | Pertumbuhan<br>Growth |                          |
|----------------------------------------------------------------------|----------------|----------------|-----------------------|--------------------------|
|                                                                      |                |                | Nominal<br>Nominal    | Persentase<br>Percentage |
| Kas<br>Cash on Hand                                                  | 1.578          | 345            | 1.233                 | 357,39                   |
| Kas di bank<br>Cash in banks                                         | 86.701         | 202.442        | (115.741)             | (57,17)                  |
| Deposito berjangka<br>Time deposit                                   | 102.835        | 100.100        | 2.735                 | 2,73                     |
| <b>Jumlah kas dan setara kas<br/>Total cash and cash equivalents</b> | <b>191.114</b> | <b>302.887</b> | <b>(111.773)</b>      | <b>(36,90)</b>           |

## CASH AND CASH EQUIVALENTS

Overall, total cash and cash equivalents of the Company decreased by 36.90% or Rp111.77 billion in 2020 from Rp302.89 billion in 2019 to Rp191.11 billion. The decrease was from the decrease in cash in banks that decreased from Rp202.44 billion in 2019 to Rp86.70 billion in 2020.



## PERSEDIAAN

Jumlah persediaan Perseroan pada tahun 2020 tercatat sebesar Rp958,99 miliar, meningkat sebesar Rp18,40 miliar atau 1,96% dari Rp940,59 miliar di tahun 2019. Persediaan lainnya yakni kendaraan tercatat meningkat sebesar 358,02% dan persediaan hotel dan aset real estat tercatat menurun masing-masing sebesar 22,98% dan 1,30% pada tahun 2020.

### Tabel Persediaan

#### Table of Inventories

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                              | 2020           | 2019           | Pertumbuhan<br>Growth |                          |
|--------------------------------------------------------------------|----------------|----------------|-----------------------|--------------------------|
|                                                                    |                |                | Nominal<br>Nominal    | Persentase<br>Percentage |
| Persediaan hotel<br>Hotel inventories                              |                |                |                       |                          |
| Perlengkapan penunjang<br>Material and supplies                    | 1.635          | 2.146          | (511)                 | (23,81)                  |
| Makanan dan minuman<br>Food and beverages                          | 1.204          | 1.540          | (336)                 | (21,82)                  |
| Sub-total<br>Sub-total                                             | 2.839          | 3.686          | (847)                 | (22,98)                  |
| Aset real estat<br>Real estate assets                              |                |                |                       |                          |
| Persediaan tersedia untuk dijual<br>Available for sale inventories |                |                |                       |                          |
| Apartemen<br>Apartment                                             | 784.185        | 804.081        | (19.896)              | (2,47)                   |
| Kavling tanah<br>Land lots                                         | 73.794         | 29.256         | 44.538                | 152,24                   |
| Unit bangunan<br>Building units                                    | 12.515         | 18.210         | (5.695)               | (31,27)                  |
| Tanah untuk pengembangan<br>Lands under development                | 45.604         | 76.616         | (31.012)              | (40,48)                  |
| Sub-total<br>Sub-total                                             | 916.098        | 928.163        | (12.065)              | (1,30)                   |
| Persediaan lainnya<br>Other inventories                            |                |                |                       |                          |
| Kendaraan<br>Vehicles                                              | 40.054         | 8.745          | 31.309                | 358,02                   |
| Sub-total<br>Sub-total                                             | 40.054         | 8.745          | 31.309                | 358,02                   |
| <b>Jumlah persediaan<br/>Total inventories</b>                     | <b>958.991</b> | <b>940.594</b> | <b>18.397</b>         | <b>1,96</b>              |

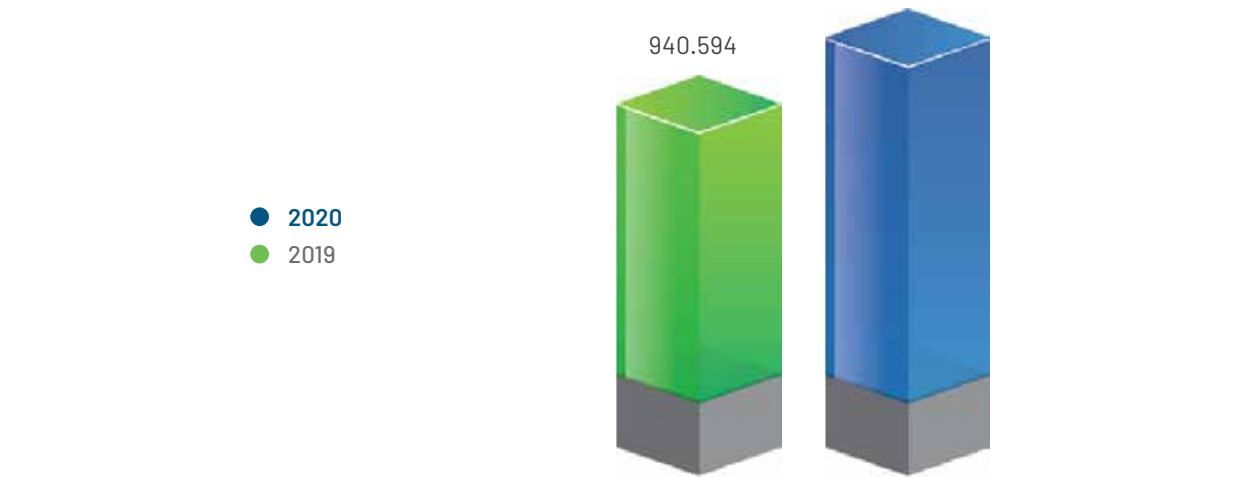
## INVENTORIES

The Company's total inventories in 2020 was recorded amounted to Rp598.99 billion, increased by Rp18.40 billion or 1.96% from Rp940.59 billion in 2019. Hotel inventories and real estate assets was recorded decreased by 22.98% and 1.30% respectively, however other inventories of vehicle increased by 358.02% in 2020.

## Grafik Persediaan

### Chart of Inventories

dalam jutaan Rupiah / in million Rupiah



## PAJAK DIBAYAR DI MUKA

Jumlah pajak dibayar di muka pada tahun 2020 tercatat sebesar Rp4,52 miliar. Angka tersebut menurun sebesar 11,93% atau Rp0,61 miliar dibandingkan dengan jumlah pajak dibayar di muka pada tahun 2019 yang tercatat sebesar Rp5,13 miliar.

### Tabel Pajak Dibayar di Muka

#### Table of Prepaid Taxes

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                 | 2020         | 2019         | Pertumbuhan<br>Growth |                          |
|-------------------------------------------------------|--------------|--------------|-----------------------|--------------------------|
|                                                       |              |              | Nominal<br>Nominal    | Persentase<br>Percentage |
| Pajak penghasilan badan<br>Corporate income tax       | 17.512       | 5.987        | 11.525                | 192,50                   |
| Pajak lain-lain<br>Other taxes                        | 107.855      | 32.437       | 75.418                | 232,51                   |
| <b>Jumlah pajak dibayar di muka<br/>Total prepaid</b> | <b>4.517</b> | <b>5.129</b> | <b>(612)</b>          | <b>(11,93)</b>           |

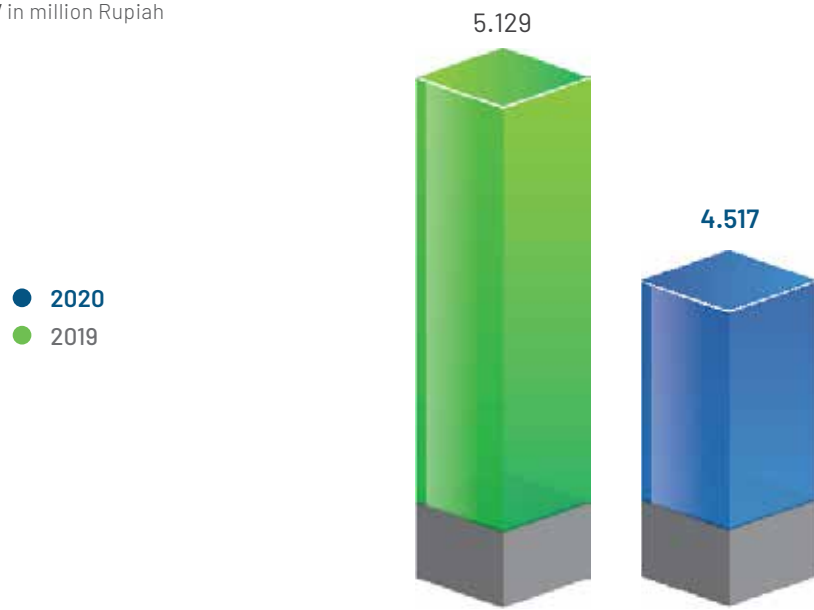
## PREPAID TAXES

Total prepaid taxes in 2020 was recorded amounted to Rp4.52 billion. The number decreased by 11.93% or Rp0.61 billion compared to total prepaid taxes in 2019 that was recorded Rp5.13 billion.

### Grafik Pajak Dibayar di Muka

#### Chart of Prepaid Taxes

dalam jutaan Rupiah / in million Rupiah



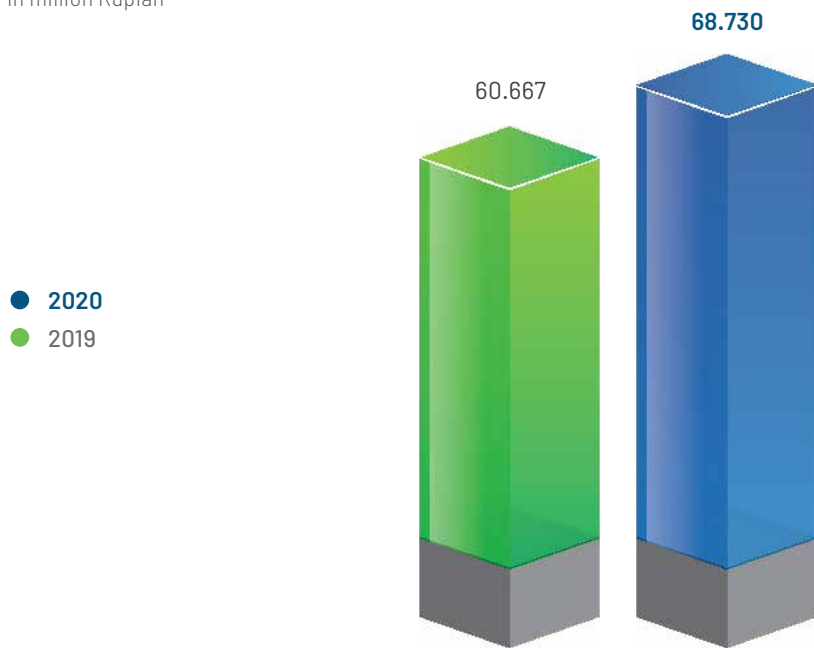
### UANG MUKA DAN BEBAN DIBAYAR DI MUKA

Terjadi peningkatan pada uang muka dan beban dibayar di muka pada tahun 2020 sebesar Rp8,06 miliar atau 13,29% dari Rp60,67 miliar di tahun 2019 menjadi Rp68,73 miliar.

#### Grafik Uang Muka dan Beban Dibayar di Muka

##### Chart of Advances and Prepayments

dalam jutaan Rupiah / in million Rupiah



### ADVANCES AND PREPAYMENTS

There was an increase in advances and prepayments in 2020 by Rp8.06 billion or 13.29% from Rp60.67 billion in 2019 to Rp68.73 billion.

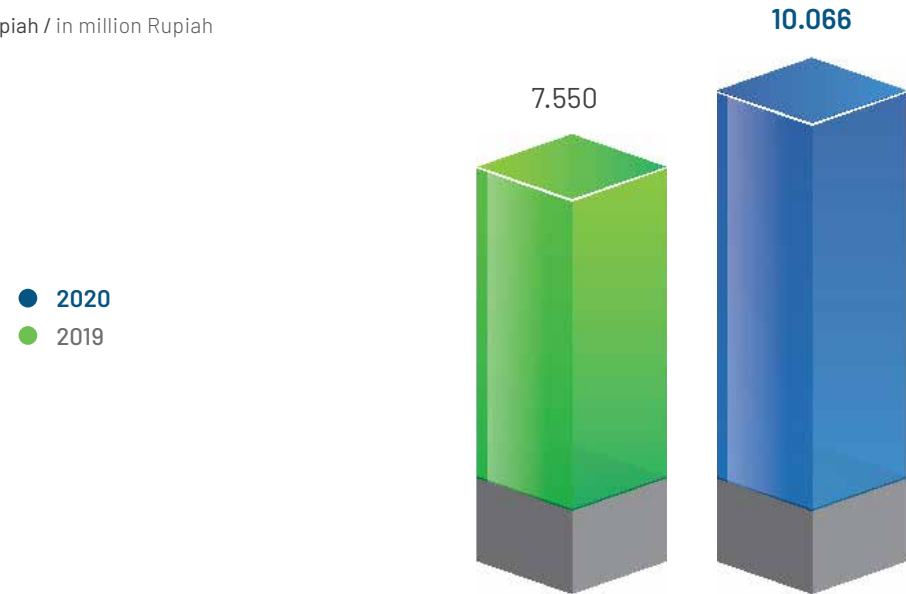
### ASET LANCAR LAINNYA

Jumlah aset lancar lainnya pada tahun 2020 tercatat sebesar Rp10,07 miliar. Angka tersebut meningkat jika dibandingkan dengan jumlah aset lancar lainnya pada tahun 2019 yang tercatat sebesar Rp7,55 miliar. Peningkatan yang terjadi sebesar Rp2,52 miliar atau 33,32%.

#### Grafik Aset Lancar Lainnya

##### Chart of Other Current Assets

dalam jutaan Rupiah / in million Rupiah



### OTHER CURRENT ASSETS

Total other current assets in 2020 was Rp10.07 billion. The number increased compared to total other current assets in 2019 that amounted to Rp7.55 billion. The number increased by Rp2.52 billion or 33.32%.

### ASET TIDAK LANCAR

Terdapat peningkatan pada aset tidak lancar Perseroan di tahun 2020 sebesar 25,32% atau Rp589,32 miliar dari Rp2,33 triliun di tahun 2019 menjadi Rp2,92 triliun. Peningkatan tersebut didorong oleh peningkatan beberapa faktor seperti meningkatnya property investasi sebesar Rp290,20 miliar, pajak dibayar di muka sebesar Rp87,56 miliar dan adanya aset hak guna di tahun 2020 sebesar Rp101,85 miliar.

#### Tabel Aset Tidak Lancar

##### Table of Non-Current Assets

dalam jutaan Rupiah / in million Rupiah

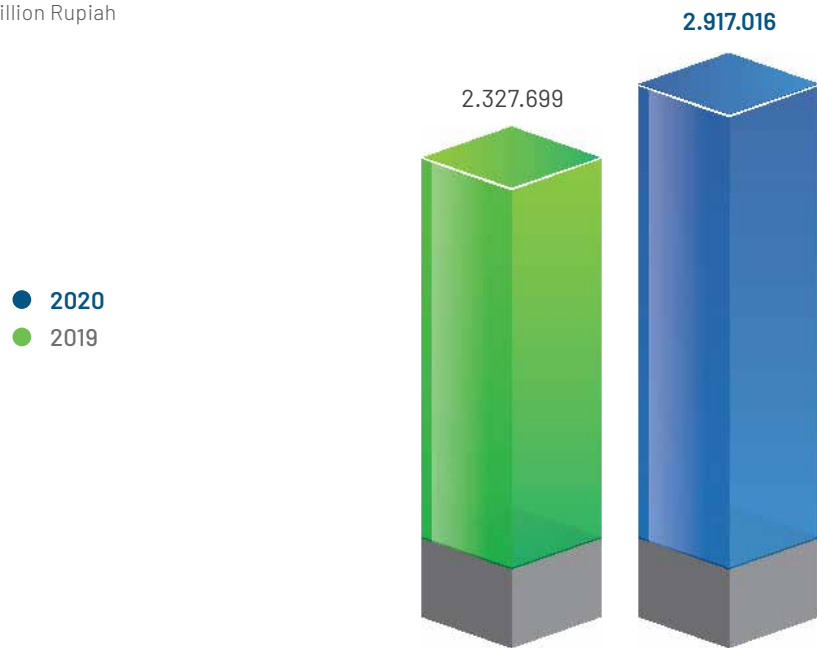
| Uraian<br>Description                                           | 2020    | 2019   | Pertumbuhan<br>Growth |                          |
|-----------------------------------------------------------------|---------|--------|-----------------------|--------------------------|
|                                                                 |         |        | Nominal<br>Nominal    | Persentase<br>Percentage |
| Uang muka dan beban dibayar di muka<br>Advances and prepayments | 54.717  | 29.574 | 25.143                | 85,02                    |
| Investasi pada entitas asosiasi<br>Investment in associates     | 1.097   | 2.679  | (1.582)               | (59,05)                  |
| Pajak dibayar di muka<br>Prepaid taxes                          | 120.850 | 33.295 | 87.555                | 262,97                   |
| Aset pajak tangguhan<br>Deferred tax assets                     | 31.280  | 42.077 | (10.797)              | (25,66)                  |

| Uraian<br>Description                                        | 2020             | 2019             | Pertumbuhan<br>Growth |                          |
|--------------------------------------------------------------|------------------|------------------|-----------------------|--------------------------|
|                                                              |                  |                  | Nominal<br>Nominal    | Persentase<br>Percentage |
| Properti investasi<br>Investment properties                  | 977.468          | 687.272          | 290.196               | 42,22                    |
| Aset tetap<br>Fixed assets                                   | 1.499.364        | 1.448.183        | 51.181                | 3,53                     |
| Aset hak-guna<br>Right-of-use assets                         | 101.854          | -                | 101.854               | 100,00                   |
| Tanah untuk pengembangan<br>Land for development             | 109.934          | 68.428           | 41.506                | 60,66                    |
| Aset tak berwujud<br>Intangible assets                       | 465              | 11.178           | (10.713)              | (95,84)                  |
| Aset tidak lancar lainnya<br>Other non-current assets        | 19.987           | 5.013            | 14.974                | 298,70                   |
| <b>Jumlah aset tidak lancar<br/>Total non-current assets</b> | <b>2.917.016</b> | <b>2.327.699</b> | <b>589.317</b>        | <b>25,32</b>             |

### Grafik Aset Tidak Lancar

#### Chart of Non-Current Assets

dalam jutaan Rupiah / in million Rupiah



### UANG MUKA DAN BEBAN DIBAYAR DI MUKA

Uang muka dan beban dibayar di muka pada tahun 2020 tercatat sebesar Rp54,72 miliar yang meningkat sebesar Rp25,14 miliar atau 85,02% dibandingkan dengan tahun 2019 yang tercatat sebesar Rp29,57 miliar.

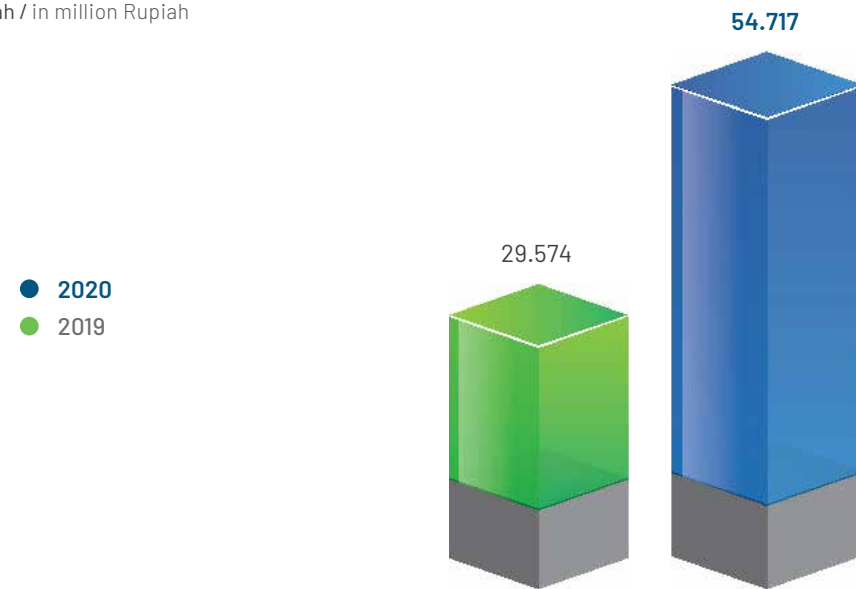
### ADVANCES AND PREPAYMENTS

Advances and prepayments in 2020 was recorded Rp54.72 billion, increased by Rp25.14 billion or 85.02% compared to 2019 that was recorded Rp29.57 billion.

### Grafik Uang Muka dan Beban Dibayar di Muka

#### Chart of Advances and Prepayments

dalam jutaan Rupiah / in million Rupiah



### INVESTASI PADA ENTITAS ASOSIASI

Perseroan mencatatkan investasi pada entitas asosiasi sebesar Rp1,1 miliar di tahun 2020, terjadi penurunan sebesar 59,05% dibandingkan dengan tahun 2019 yang tercatat sebesar Rp2,68 miliar. Penurunan tersebut utamanya berasal dari penurunan investasi pada HI Group sebesar 68,85% dan PT Manajemen CBT Nusantara sebesar 42,60%.

### INVESTMENT IN ASSOCIATES

The Company recorded investment in associates amounted to Rp1.1 billion in 2020, there was a decrease of 59.05% compared to 2019 that amounted to Rp2.68 billion. The decrease was mainly from the decrease of investment on HI Group by 68.85% and PT Manajemen CBT Nusantara by 42.60%.

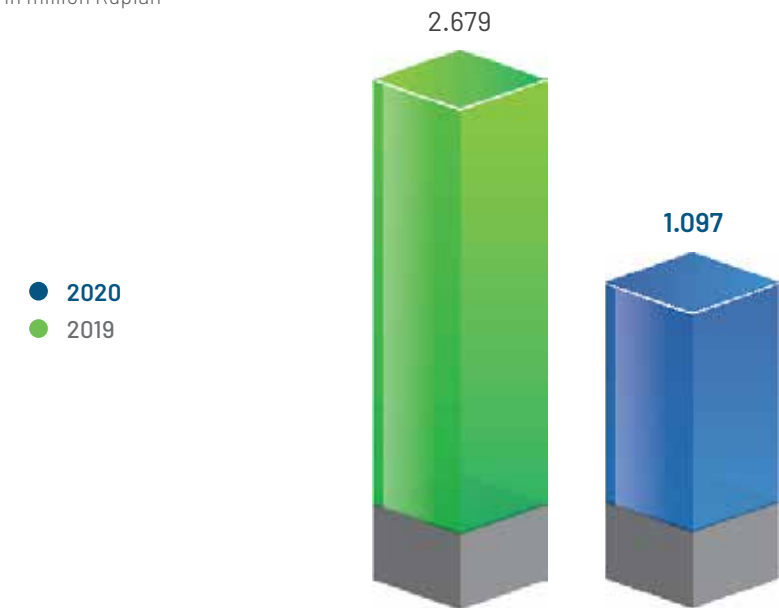
### Tabel Investasi pada Entitas Asosiasi

#### Table of Investment in Associates

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                               | 2020         | 2019         | Pertumbuhan<br>Growth |                          |
|-------------------------------------------------------------------------------------|--------------|--------------|-----------------------|--------------------------|
|                                                                                     |              |              | Nominal<br>Nominal    | Persentase<br>Percentage |
| PT Patra Indonesia<br>PT Patra Indonesia                                            | 238          | 238          | -                     | -                        |
| PT HI Group<br>PT HI Group                                                          | 523          | 1.470        | (1.156)               | (68,85)                  |
| PT Manajemen CBT Nusantara<br>PT Manajemen CBT Nusantara                            | 574          | 1.209        | (426)                 | (42,60)                  |
| Dikurangi: Cadangan kerugian penurunan nilai<br>Less: Allowance for impairment loss | (238)        | (238)        | -                     | -                        |
| <b>Jumlah investasi pada entitas asosiasi<br/>Total investment in associates</b>    | <b>1.097</b> | <b>2.679</b> | <b>(1.582)</b>        | <b>(59,05)</b>           |

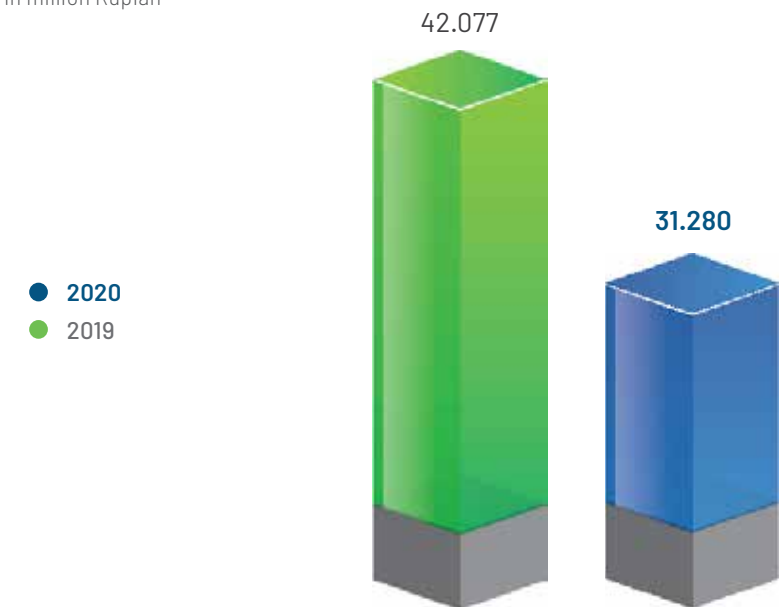
Grafik Investasi pada Entitas Asosiasi  
Chart of Investment in Associates  
dalam jutaan Rupiah / in million Rupiah



ASET PAJAK TANGGUHAN

Aset pajak tangguhan mengalami penurunan sebesar 25,66% atau Rp10,80 miliar dari Rp42,08 miliar di tahun 2019 menjadi Rp31,28 miliar di tahun 2020. Penurunan tersebut berasal dari aset pajak tangguhan liabilitas imbalan kerja yang menurun sebesar 19,13% atau Rp6,86 miliar dari Rp35,83 miliar di tahun 2019 menjadi Rp28,98 miliar di tahun 2020.

Grafik Aset Pajak Tangguhan  
Chart of Deferred Tax Assets  
dalam jutaan Rupiah / in million Rupiah



DEFERRED TAX ASSETS

The deferred tax assets decreased by 25.66% or Rp10.80 billion from Rp42.08 billion in 2019 to Rp31.28 billion in 2020. The decrease was from deferred tax assets employee benefits liabilities that decreased by 19.13% or Rp6.86 billion from Rp35.83 billion in 2019 to Rp28.98 billion in 2020.

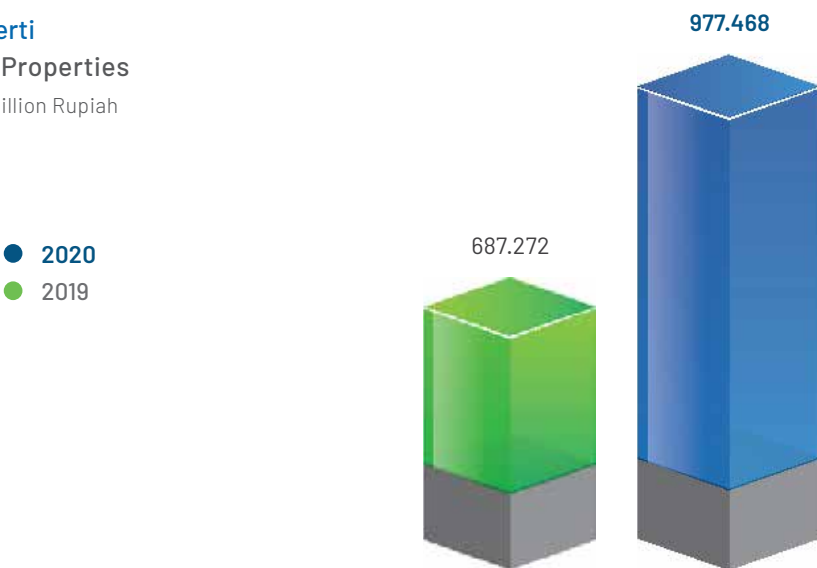
PROPERTI INVESTASI

Nilai buku properti investasi Perseroan pada tahun 2020 tercatat meningkat sebesar 42,22% atau Rp290,20 miliar dari Rp687,27 miliar di tahun 2019 menjadi Rp977,47 miliar. Peningkatan tersebut dikontribusikan oleh penambahan aset dalam pembangunan 54,44%.

Tabel Properti Investasi  
Table of Investment Properties  
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                   | 2020      | 2019    | Pertumbuhan<br>Growth |                          |
|-------------------------------------------------------------------------|-----------|---------|-----------------------|--------------------------|
|                                                                         |           |         | Nominal<br>Nominal    | Persentase<br>Percentage |
| Harga perolehan<br>Acquisition cost                                     |           |         |                       |                          |
| Tanah<br>Land                                                           | 20.497    | 20.497  | -                     | -                        |
| Pengembangan tanah<br>Land improvement                                  | 236       | 236     | -                     | -                        |
| Bangunan<br>Building                                                    | 324.731   | 308.569 | 16.162                | 5,24                     |
| Aset dalam pembangunan: Bangunan<br>Assets under construction: Building | 830.355   | 537.654 | 292.701               | 54,44                    |
| Sub-total<br>Sub-total                                                  | 1.175.819 | 866.956 | 308.863               | 35,63                    |
| Akumulasi penyusutan<br>Accumulated depreciation                        |           |         |                       |                          |
| Pengembangan tanah<br>Land improvement                                  | 116       | 260     | (144)                 | (55,38)                  |
| Bangunan<br>Building                                                    | 198.235   | 179.424 | 18.811                | 10,48                    |
| Sub-total<br>Sub-total                                                  | 198.351   | 179.684 | 18.667                | 10,39                    |
| Nilai buku properti investasi<br>Book value of investment properties    | 977.468   | 687.272 | 290.196               | 42,22                    |

Grafik Investasi Properti  
Chart of Investment Properties  
dalam jutaan Rupiah / in million Rupiah



## ASET TETAP

Nilai buku aset tetap Perseroan pada tahun 2020 tercatat meningkat sebesar 3,53% atau Rp51,18 miliar dari Rp1,45 triliun di tahun 2019 menjadi Rp1,50 triliun. Peningkatan tersebut dikontibusikan oleh kenaikan harga perolehan aset dalam pembangunan sebesar Rp128,2 miliar dan kendaraan sebesar Rp65,4 miliar serta mesin dan peralatan berat sebesar Rp30,2 miliar.

### Tabel Aset Tetap

#### Table of Fixed Assets

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                         | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                               |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Harga perolehan<br>Acquisition cost                           |           |           |                       |                          |
| Tanah<br>Land                                                 | 26.682    | 26.682    | -                     | -                        |
| Pengembangan tanah<br>Land improvement                        | 5.373     | 5.373     | -                     | -                        |
| Bangunan<br>Building                                          | 576.196   | 585.627   | (9.431)               | (1,61)                   |
| Kendaraan<br>Vehicles                                         | 1.214.927 | 1.149.527 | 65.400                | 5,69                     |
| Mesin dan peralatan berat<br>Machinery and heavy equipments   | 321.363   | 291.151   | 30.212                | 10,38                    |
| Perabot dan peralatan kantor<br>Office furniture and fixtures | 3.486     | 1.256     | 2.230                 | 177,55                   |
| Aset dalam pembangunan<br>Assets under construction           |           |           |                       |                          |
| Bangunan<br>Building                                          | 130.546   | 95.319    | 35.227                | 36,96                    |
| Aset bergerak<br>Movable assets                               | 6.346     | 1.819     | 4.527                 | 248,87                   |
| Sub-total<br>Sub-total                                        | 2.284.919 | 2.156.754 | 128.165               | 5,94                     |
| Akumulasi penyusutan<br>Accumulated depreciation              |           |           |                       |                          |
| Pengembangan tanah<br>Land improvement                        | 3.489     | 3.359     | 130                   | 3,87                     |
| Bangunan<br>Building                                          | 256.321   | 221.949   | 34.372                | 15,49                    |
| Kendaraan<br>Vehicles                                         | 309.044   | 291.440   | 17.604                | 6,04                     |
| Mesin dan peralatan berat<br>Machinery and heavy equipments   | 215.718   | 191.389   | 24.329                | 12,71                    |
| Perabot dan peralatan kantor<br>Office furniture and fixtures | 983       | 435       | 548                   | 126,21                   |
| Sub-total<br>Sub-total                                        | 785.555   | 708.571   | 76.984                | 10,86                    |
| Nilai buku aset tetap<br>Book value of fixed assets           | 1.499.364 | 1.448.183 | 51.181                | 3,53                     |

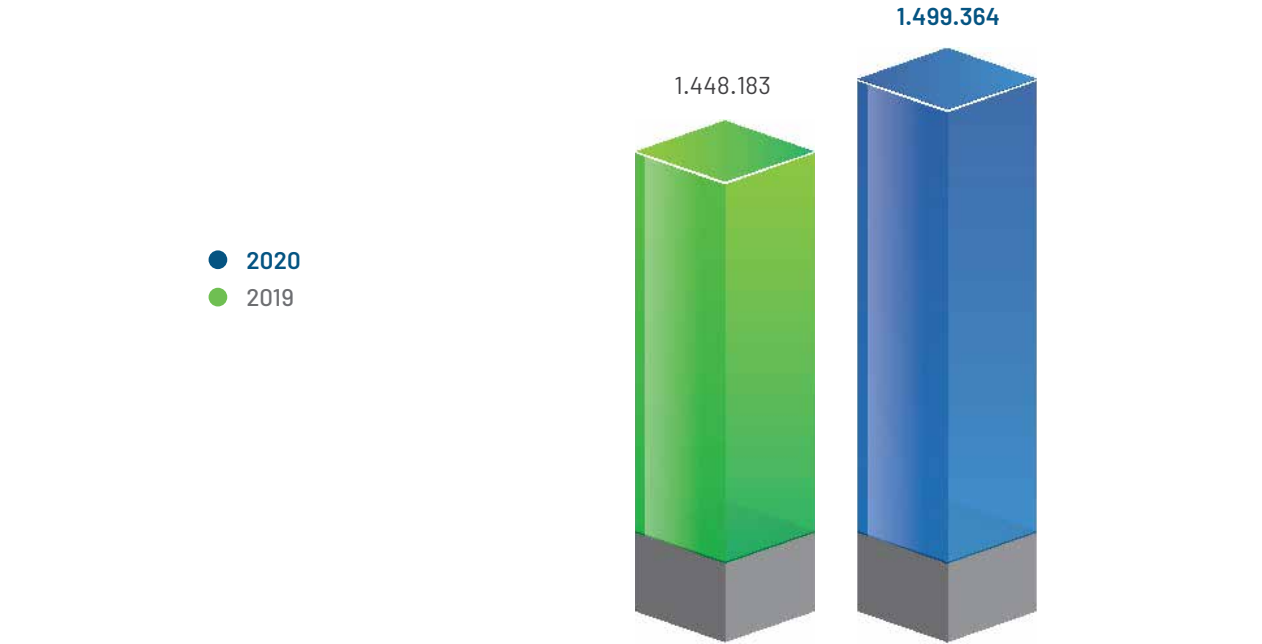
## FIXED ASSETS

The Company's book value of fixed assets in 2020 increased by 3.53% or Rp51.18 billion from Rp1.45 trillion in 2019 to Rp1.50 trillion. The increase occurred because there was an increase in acquisition cost of assets under construction by Rp128.2 billion and vehicles by Rp65.4 billion as well as machinery and heavy equipments by Rp30.2 billion.

## Grafik Aset Tetap

### Chart of Fixed Assets

dalam jutaan Rupiah / in million Rupiah



## ASET HAK GUNA

Pada tahun 2020, terdapat aset hak guna yang tercatat sebesar Rp101,85 miliar dari harga perolehan tanah dan bangunan sebesar Rp122,35 miliar dan akumulasi penyusutan tanah dan bangunan sebesar Rp20,50 miliar.

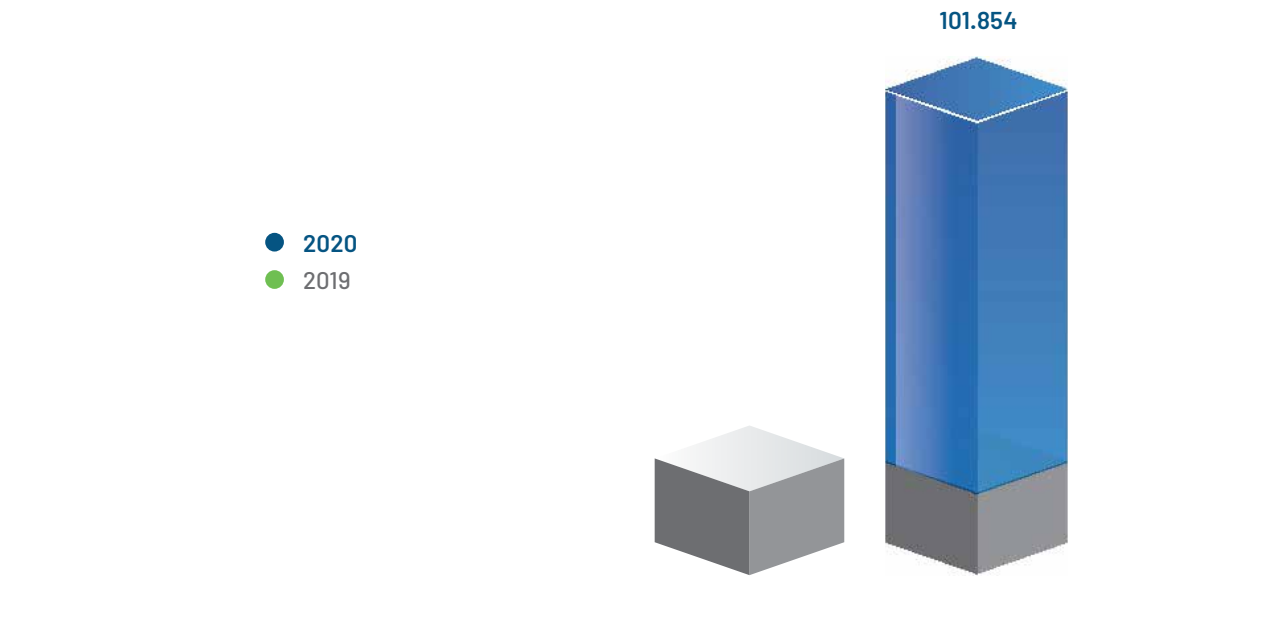
## RIGHT-OF-USE ASSETS

In 2020, there was right-of-use assets that amounted to Rp101.85 billion obtained from acquisition cost of land and building amounted to Rp122.35 billion and accumulated depreciation of land and building amounted to Rp20.50 billion.

### Grafik Aset Hak Guna

#### Chart of Right-of-use Assets

dalam jutaan Rupiah / in million Rupiah



## TANAH UNTUK PENGEMBANGAN

Jumlah biaya perolehan tanah untuk pengembangan pada tahun 2020 tercatat meningkat 60,66% atau Rp41,51 miliar menjadi Rp109,93 miliar dari Rp68,43 miliar di tahun 2019. Peningkatan tersebut terjadi seiring adanya biaya perolehan tanah untuk pengembangan di Cirebon sebesar Rp36,44 miliar di tahun 2020 dan peningkatan biaya perolehan tanah untuk pengembangan di Surabaya dan Lombok masing-masing sebesar 24,86% dan 1,67%.

### Tabel Tanah untuk Pengembangan

#### Table of Land for Development

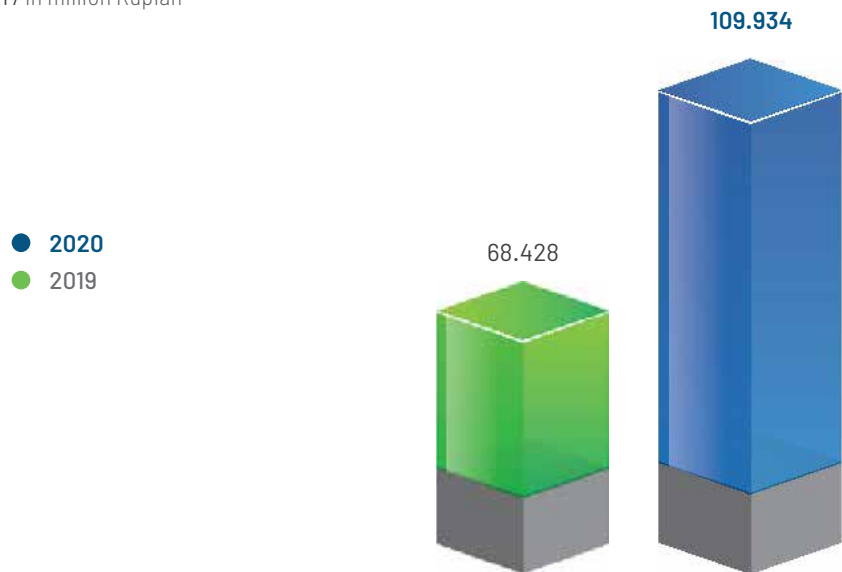
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                             | 2020    | 2019   | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------------------------------------------------------|---------|--------|-----------------------|--------------------------|
|                                                                                                   |         |        | Nominal<br>Nominal    | Persentase<br>Percentage |
| Biaya perolehan<br>Acquisition cost                                                               |         |        |                       |                          |
| Surabaya<br>Surabaya                                                                              | 44.342  | 35.512 | 8.830                 | 24,86                    |
| Lombok<br>Lombok                                                                                  | 7.417   | 7.295  | 122                   | 1,67                     |
| Pulau Bira<br>Bira Island                                                                         | 21.000  | 21.000 | -                     | -                        |
| Jakarta (Perumahan)<br>Jakarta (Residential)                                                      | -       | 3.890  | (3.890)               | (100,00)                 |
| Semarang<br>Semarang                                                                              | 731     | 731    | -                     | -                        |
| Cirebon<br>Cirebon                                                                                | 36.444  | -      | 36.444                | 100,00                   |
| Jumlah biaya perolehan tanah<br>untuk pengembangan<br>Total acquisition cost land for development | 109.934 | 68.428 | 41.506                | 60,66                    |

### Grafik Tanah untuk Pengembangan

#### Chart of Land for Development

dalam jutaan Rupiah / in million Rupiah



## LAND FOR DEVELOPMENT

Total acquisition land for development in 2020 was recorded increased by 60.66% or Rp41.51 billion to Rp109.93 billion from Rp68.43 billion in 2019. The increase occurred due to acquisition cost land for development in Cirebon amounted to Rp36.44 billion in 2020 and increase of acquisition cost land for development in Surabaya and Lombok by 24.86% and 1.67% respectively.

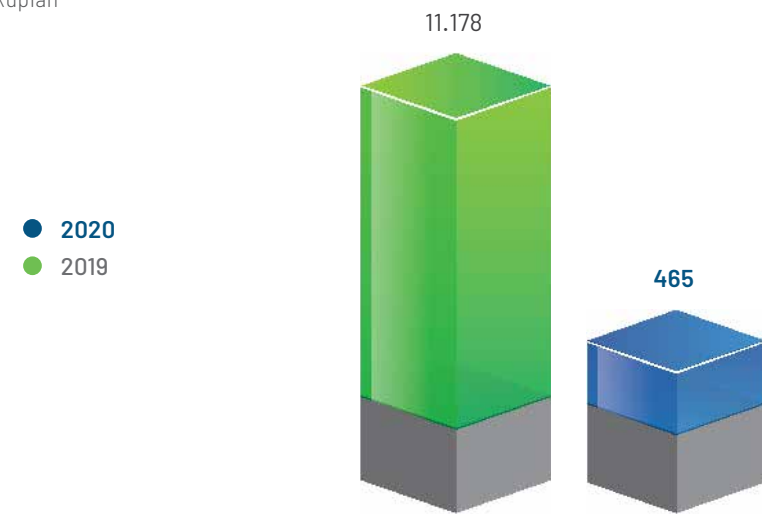
## ASET TAK BERWUJUD

Aset tak berwujud Perseroan di tahun 2020 tercatat sebesar Rp645 juta, yang menurun sebesar 95,84% atau Rp10,71 miliar dibandingkan dengan tahun 2019 yang tercatat sebesar RP11,18 miliar. Penurunan tersebut disebabkan adanya reklasifikasi biaya sertifikat hak guna bangunan ke aset tidak lancar lainnya.

### Grafik Aset Tak Berwujud

#### Chart of Intangible Assets

dalam jutaan Rupiah / in million Rupiah



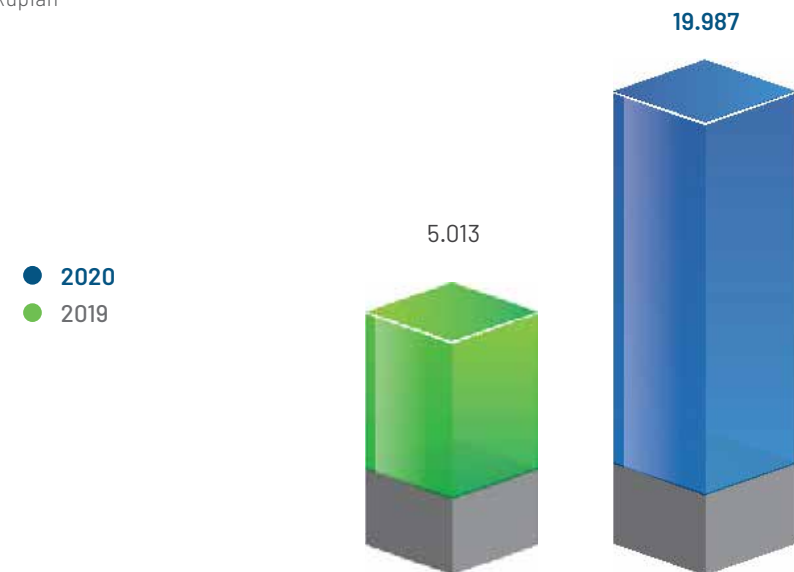
## ASET TIDAK LANCAR LAINNYA

Perseroan mencatatkan peningkatan aset tidak lancar lainnya sebesar Rp14,97 miliar atau 298,70% dari Rp5,01 miliar di tahun 2019 menjadi Rp19,99 miliar di tahun 2020.

### Grafik Aset Tidak Lancar Lainnya

#### Chart of Other Non-current Assets

dalam jutaan Rupiah / in million Rupiah



## INTANGIBLE ASSETS

Intangible assets of the Company in 2020 amounted to Rp645 million, which decreased by 95.84% or Rp10.71 billion compared to 2019 that was recorded amounted to Rp11.18 billion. The decrease was due to reclassified of right to build certification to other non-current assets.

## OTHER NON-CURRENT ASSETS

The Company recorded an increase of other non-current assets by Rp14.97 billion or 298.70% from Rp5.01 billion in 2019 to Rp19.99 billion in 2020.

## LIABILITAS

Jumlah liabilitas pada tahun 2020 tercatat meningkat sebesar 26,18% atau Rp443,33 miliar dari Rp1,69 triliun di tahun 2019 menjadi Rp2,14 triliun. Peningkatan terjadi seiring adanya peningkatan pada liabilitas jangka panjang sebesar 122,06% atau Rp551,65 miliar dari Rp451,95 miliar di tahun 2019 menjadi Rp1,00 triliun di tahun 2020.

### Tabel Liabilitas

#### Table of Liabilities

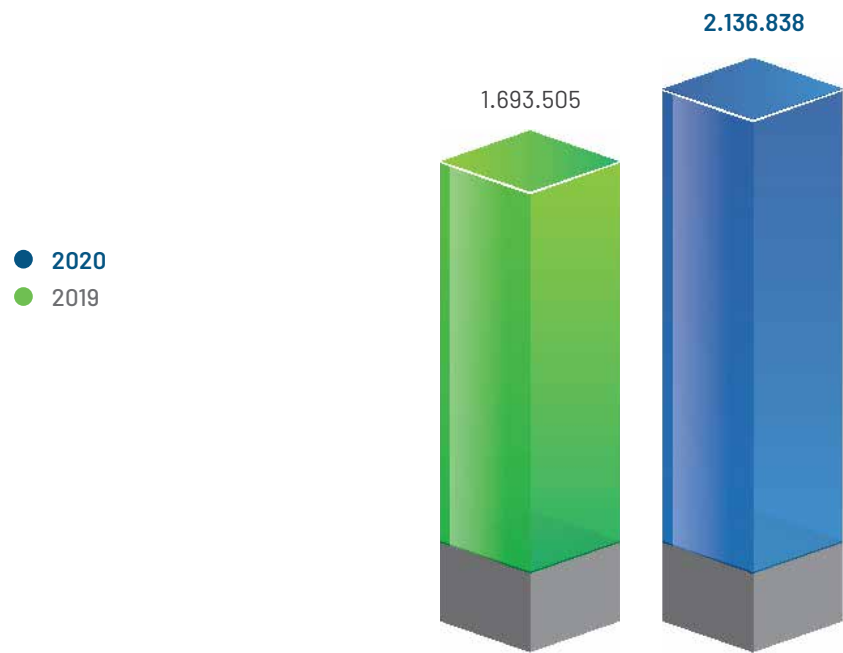
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                | 2020             | 2019             | Pertumbuhan<br>Growth |                          |
|------------------------------------------------------|------------------|------------------|-----------------------|--------------------------|
|                                                      |                  |                  | Nominal<br>Nominal    | Persentase<br>Percentage |
| Liabilitas jangka pendek<br>Current liabilities      | 1.133.238        | 1.241.559        | (108.321)             | (8,72)                   |
| Liabilitas jangka panjang<br>Non-current liabilities | 1.003.600        | 451.946          | 551.654               | 122,06                   |
| <b>Jumlah liabilitas</b><br>Total liabilities        | <b>2.136.838</b> | <b>1.693.505</b> | <b>443.333</b>        | <b>26,18</b>             |

### Grafik Liabilitas

#### Chart of Liabilities

dalam jutaan Rupiah / in million Rupiah



## LIABILITIES

Total liabilities in 2020 was recorded increased by 26.18% or Rp443.33 billion from Rp1.69 trillion in 2019 to Rp2.14 trillion The increase occurred as the increase on non-current liabilities by 122.06% or Rp551.65 billion from Rp451.95 billion in 2019 to Rp1.00 trillion in 2020.

## LIABILITAS JANGKA PENDEK

Liabilitas jangka pendek Perseroan pada tahun 2020 tercatat menurun sebesar 8,72% atau Rp108,32 miliar dari Rp1,24 triliun di tahun 2019 menjadi Rp1,13 triliun. Penurunan terbesar pada utang pembiayaan konsumen yang jatuh tempo dalam satu tahun dan utang usaha masing-masing sebesar 82,33% dan 72,34%. Dan adanya peningkatan Pinjaman Bank jangka pendek sebesar 82,06% pada tahun 2020

### Tabel Liabilitas Jangka Pendek

#### Table of Current Liabilities

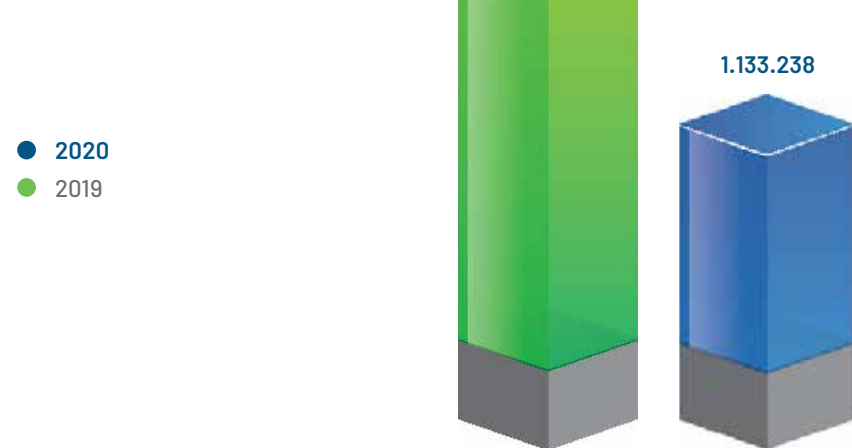
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                                    | 2020             | 2019             | Pertumbuhan<br>Growth |                          |
|----------------------------------------------------------------------------------------------------------|------------------|------------------|-----------------------|--------------------------|
|                                                                                                          |                  |                  | Nominal<br>Nominal    | Persentase<br>Percentage |
| Utang usaha<br>Trade payables                                                                            | 103.239          | 373.216          | (269.977)             | (72,34)                  |
| Jaminan pelanggan<br>Customer deposits                                                                   | 10.529           | 9.447            | 1.082                 | 11,45                    |
| Biaya yang masih harus dibayar<br>Accrued expenses                                                       | 80.676           | 94.656           | (13.980)              | (14,77)                  |
| Bagian lancar dari liabilitas kontrak<br>Current portion of contract liabilities                         | 166.262          | 152.263          | 13.999                | 9,19                     |
| Pinjaman bank<br>Bank loans                                                                              | 668.324          | 367.084          | 301.240               | 82,06                    |
| Utang pembiayaan konsumen yang jatuh tempo dalam satu tahun<br>Current portion of consumer finance loans | 34.304           | 194.152          | (159.848)             | (82,33)                  |
| Utang pajak<br>Taxes payable                                                                             | 27.833           | 29.427           | (1.594)               | (5,42)                   |
| Liabilitas lancar lainnya<br>Other current liabilities                                                   | 16.069           | 21.314           | (5.245)               | (24,61)                  |
| Bagian lancar dari liabilitas sewa<br>Current portion of lease liabilities                               | 26.002           | -                | 26.002                | 100,00                   |
| <b>Jumlah liabilitas jangka pendek</b><br>Total current liabilities                                      | <b>1.133.238</b> | <b>1.241.559</b> | <b>(108.321)</b>      | <b>(8,72)</b>            |

### Grafik Liabilitas Jangka Pendek

#### Chart of Current Liabilities

dalam jutaan Rupiah / in million Rupiah



## UTANG USAHA

Utang usaha pada tahun 2020 tercatat sebesar Rp103,24 miliar atau menurun sebesar 72,34 % dibandingkan tahun 2019 sebesar Rp373,22 miliar. Penurunan tersebut dikontribusikan oleh penurunan utang usaha pihak berelasi dan pihak ketiga masing-masing sebesar 87,81% dan 24,40%.

### Tabel Utang Usaha

#### Table of Trade Payable

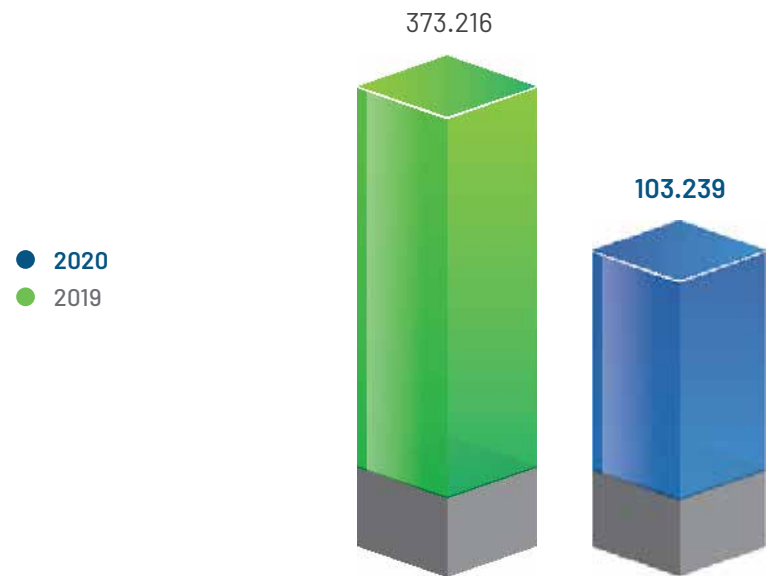
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                             | 2020           | 2019           | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------|----------------|----------------|-----------------------|--------------------------|
|                                                   |                |                | Nominal<br>Nominal    | Persentase<br>Percentage |
| Pihak berelasi<br>Related parties                 | 34.406         | 282.162        | (247.756)             | (87,81)                  |
| Pihak ketiga<br>Third parties                     | 68.833         | 91.054         | (22.221)              | (24,40)                  |
| <b>Jumlah utang usaha</b><br>Total trade payables | <b>103.239</b> | <b>373.216</b> | <b>(269.977)</b>      | <b>(72,34)</b>           |

### Grafik Utang Usaha

#### Chart of Trade Payables

dalam jutaan Rupiah / in million Rupiah



## JAMINAN PELANGGAN

Pada tahun 2020, jaminan pelanggan tercatat sebesar Rp10,53 miliar atau meningkat sebesar Rp1,08 miliar atau 11,45% dari jaminan pelanggan sebesar Rp9,45 miliar di tahun 2019.

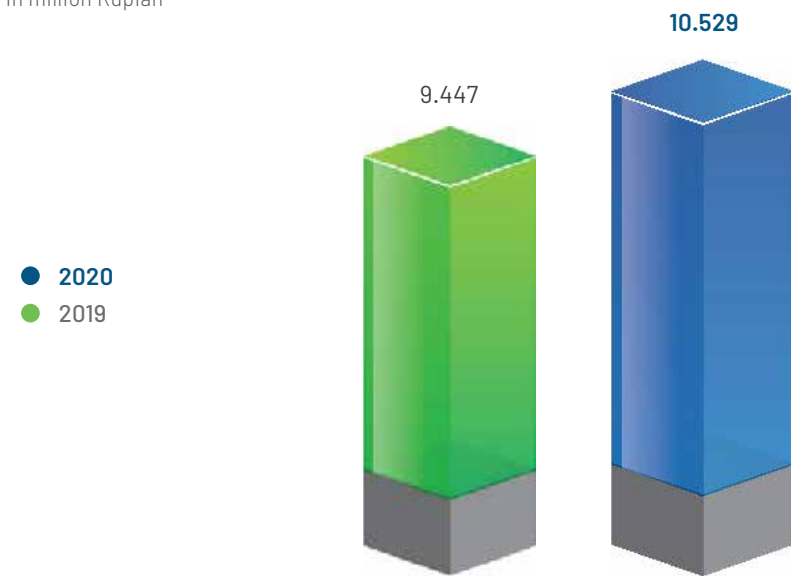
## TRADE PAYABLES

Trade payables in 2020 was recorded Rp103.24 billion, or decreased by 72.34% compared to 2019 that amounted to Rp373.22 billion. The decrease was caused by the decrease in trade payables of related parties and third parties by 87.81% and 24.40% respectively.

## Grafik Jaminan Pelanggan

### Chart of Customer Deposits

dalam jutaan Rupiah / in million Rupiah



## BIAYA YANG MASIH HARUS DIBAYAR

Jumlah biaya yang masih harus dibayar Perseroan pada tahun 2020 tercatat menurun sebesar 14,77% atau Rp13,98 miliar dari Rp94,66 miliar di tahun 2019 menjadi Rp80,68 miliar. Penurunan pada biaya bonus dan insentif sebesar 65,13% menjadi Rp15,81 miliar dan utilitas dan pemeliharaan sebesar 56,24% menjadi Rp4,98 miliar pada tahun 2020 turut menyebabkan penurunan pada biaya yang masih harus dibayar Perseroan tersebut.

### Tabel Biaya yang Masih Harus Dibayar

#### Table of Accrued Expenses

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                  | 2020          | 2019          | Pertumbuhan<br>Growth |                          |
|------------------------------------------------------------------------|---------------|---------------|-----------------------|--------------------------|
|                                                                        |               |               | Nominal<br>Nominal    | Persentase<br>Percentage |
| Asuransi<br>Insurance                                                  | 22.980        | 13.617        | 9.363                 | 68,76                    |
| Gaji<br>Salaries                                                       | 20.832        | 11.023        | 9.809                 | 88,99                    |
| Bonus dan insentif<br>Bonus and incentives                             | 15.809        | 45.342        | (29.533)              | (65,13)                  |
| Utilitas dan pemeliharaan<br>Utilities and maintenance                 | 4.975         | 11.368        | (6.393)               | (56,24)                  |
| Lainnya<br>Others                                                      | 16.081        | 13.306        | 2.775                 | 20,85                    |
| <b>Jumlah biaya yang masih harus dibayar</b><br>Total accrued expenses | <b>80.676</b> | <b>94.656</b> | <b>(13.980)</b>       | <b>(14,77)</b>           |

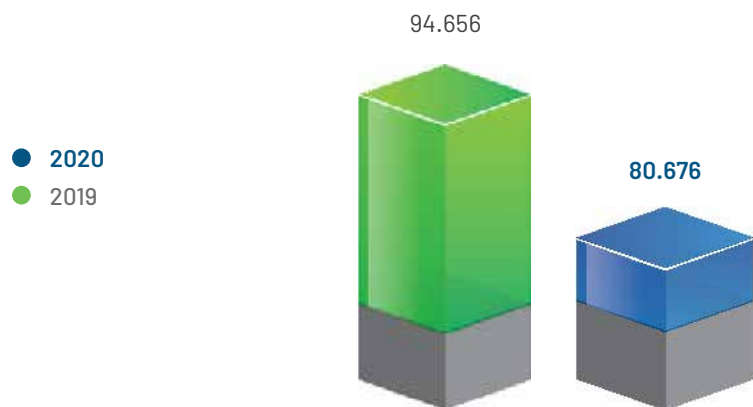
## ACCRUED EXPENSES

Total accrued expenses of the Company in 2020 was recorded decreased by 14.77% or Rp13.98 billion from Rp94.66 billion in 2019 to Rp80.68 billion. The decrease on bonus and incentives expenses by 65.13% to Rp15.81 billion and utilities and maintenance by 56.24% to Rp4.98 billion in 2020 has caused the decrease on the Company's accrued expenses.

## Grafik Biaya yang Masih Harus Dibayar

### Chart of Accrued Expenses

dalam jutaan Rupiah / in million Rupiah



## PINJAMAN BANK

Terdapat peningkatan pinjaman bank Perseroan di tahun 2020 sebesar 82,06% atau Rp301,24 miliar dari Rp367,08 miliar di tahun 2019 menjadi Rp668,32 miliar. Peningkatan tersebut berasal dari peningkatan pada utang bank jangka pendek Perseroan yang meningkat sebesar 165,19% atau Rp354,71 miliar dari Rp214,72 miliar di tahun 2019 menjadi Rp569,43 miliar di tahun 2020.

### Tabel Pinjaman Bank

#### Table of Bank Loans

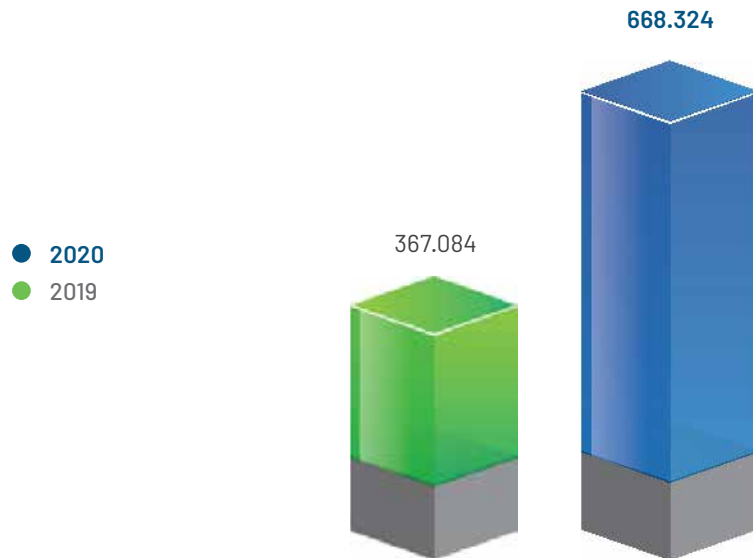
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                   | 2020           | 2019           | Pertumbuhan<br>Growth |                          |
|-----------------------------------------------------------------------------------------|----------------|----------------|-----------------------|--------------------------|
|                                                                                         |                |                | Nominal<br>Nominal    | Persentase<br>Percentage |
| Utang bank jangka pendek<br>Short-term bank loans                                       | 569.428        | 214.723        | 354.705               | 165,19                   |
| Bagian lancar dari utang bank jangka panjang<br>Current portion of long-term bank loans | 98.896         | 152.361        | (53.465)              | (35,09)                  |
| <b>Jumlah pinjaman bank</b><br>Total bank loans                                         | <b>668.324</b> | <b>367.084</b> | <b>301.240</b>        | <b>82,06</b>             |

## Grafik Pinjaman Bank

### Chart of Bank Loans Deposits

dalam jutaan Rupiah / in million Rupiah



## UTANG BANK JANGKA PENDEK

Utang bank jangka pendek Perseroan yang meningkat sebesar 165,19% atau Rp354,71 miliar dari Rp214,72 miliar di tahun 2019 menjadi Rp569,43 miliar dipengaruhi oleh peningkatan utang entitas berelasi dengan pemerintah dan pihak ketiga masing-masing sebesar 184,98% dan 100%.

### Tabel Utang Bank Jangka Pendek

#### Table of Short-term Bank Loans

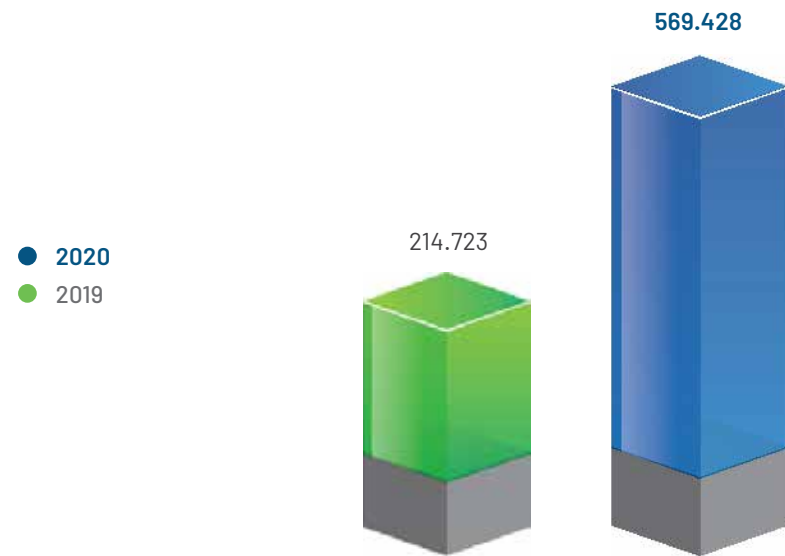
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                 | 2020           | 2019           | Pertumbuhan<br>Growth |                          |
|-----------------------------------------------------------------------|----------------|----------------|-----------------------|--------------------------|
|                                                                       |                |                | Nominal<br>Nominal    | Persentase<br>Percentage |
| Entitas berelasi dengan Pemerintah<br>Government-related entities     | 469.428        | 164.723        | 304.705               | 184,98                   |
| Pihak ketiga<br>Third parties                                         | 100.000        | 50.000         | 50.000                | 100                      |
| <b>Jumlah Utang Bank Jangka Pendek</b><br>Total Short-term Bank Loans | <b>569.428</b> | <b>214.723</b> | <b>354.705</b>        | <b>165,19</b>            |

### Grafik Utang Bank Jangka Pendek

#### Chart of Short-term Bank Loans

dalam jutaan Rupiah / in million Rupiah



### BAGIAN LANCAR DARI UTANG BANK JANGKA PANJANG

Pada tahun 2020, bagian lancar dari utang bank jangka panjang Perseroan tercatat sebesar Rp98,90 miliar, dimana terjadi penurunan sebesar Rp53,67 miliar atau 35,09% dari utang bank jangka panjang di tahun 2019 yang tercatat sebesar Rp152,36 miliar.

## SHORT-TERM BANK LOANS

The Company's short-term bank loans that increased by 165.19% or Rp354.71 billion from Rp214.72 billion in 2019 to Rp569.43 billion that was affected by the increase in loans of government-related entities and third parties by 184.98% and 100% respectively.

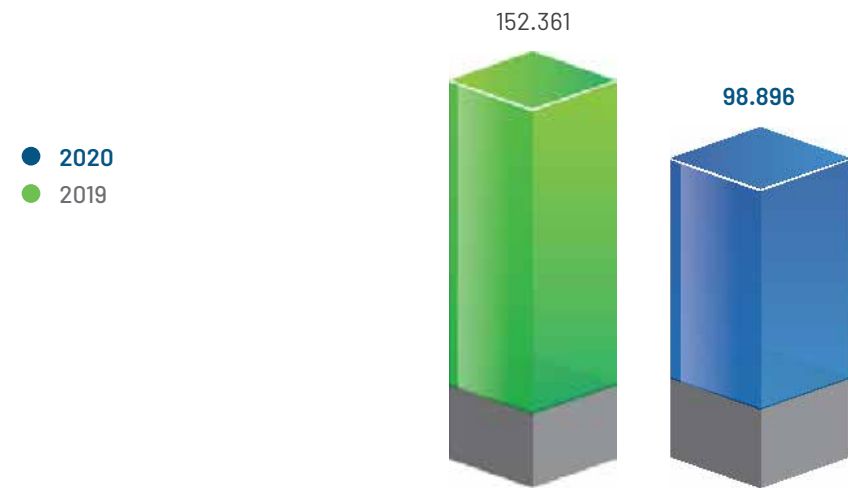
### CURRENT PORTION OF LONG-TERM BANK LOANS

In 2020, current portion of long-term bank loans of the Company was recorded Rp98.90 billion, which there was a decrease of Rp53.67 billion or 35.09% from the current portion of long-term bank loans in 2019 that was recorded Rp152.36 billion.

Grafik Bagian Lancar dari Utang Bank Jangka Panjang

Chart of Current Portion of Long-term Bank Loans

dalam jutaan Rupiah / in million Rupiah



UTANG PEMBIAYAAN KONSUMEN YANG  
JATUH TEMPO DALAM SATU TAHUN

Pada tahun 2020, utang pembiayaan konsumen yang jatuh tempo dalam satu tahun Perseroan tercatat sebesar Rp34,30 miliar, dimana terjadi penurunan sebesar Rp159,85 miliar atau 82,33% dari tahun 2019 yang tercatat sebesar Rp194,15 miliar.

Tabel Utang Pembiayaan Konsumen yang Jatuh Tempo Dalam Satu Tahun

Table of Current Portion of Consumer Finance Loans

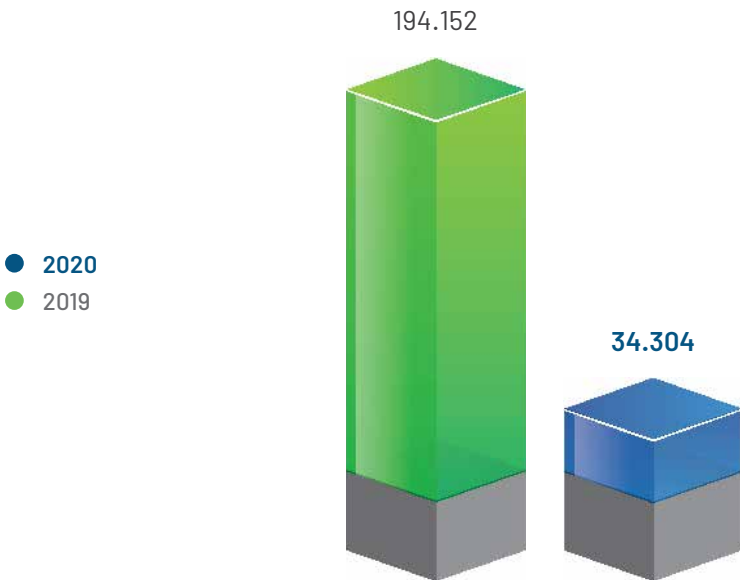
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                                | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|------------------------------------------------------------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                                                                      |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Entitas berelasi dengan Pemerintah<br>Government-related entities                                    | 45.987    | 127.152   | (81.165)              | (63,83)                  |
| Pihak ketiga<br>Third parties                                                                        | 353.622   | 182.107   | 171.515               | 94,18                    |
| Dikurangi: Bagian tidak lancar<br>Less: Non-current potion                                           | (365.305) | (115.107) | (250.198)             | (217,36)                 |
| Jumlah bagian lancar<br>utang pembiayaan konsumen<br>Total current portion of consumer finance loans | 34.304    | 194.152   | (159.848)             | (82,33)                  |

Grafik Utang Pembiayaan Konsumen

Chart of Consumer Finance Loans

dalam jutaan Rupiah / in million Rupiah



UTANG PAJAK

Utang pajak pada tahun 2020 tercatat menurun sebesar 5,42% atau Rp1,59 miliar dari Rp29,43 miliar di tahun 2019 menjadi Rp27,83 miliar. Penurunan tersebut seiring dengan tidak adanya pajak penghasilan badan pada tahun 2020.

Tabel Utang Pajak

Table of Taxes Payable

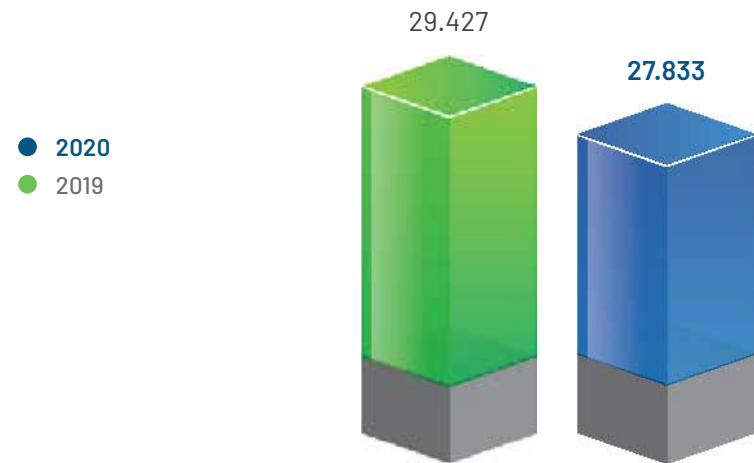
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                           | 2020   | 2019   | Pertumbuhan<br>Growth |                          |
|-------------------------------------------------|--------|--------|-----------------------|--------------------------|
|                                                 |        |        | Nominal<br>Nominal    | Persentase<br>Percentage |
| Pajak penghasilan badan<br>Corporate income tax | -      | 2.454  | (2.454)               | (100,00)                 |
| Pajak lain-lain<br>Other taxes                  | 27.833 | 26.973 | 860                   | 3,19                     |
| Jumlah utang pajak<br>Total taxes payable       | 27.833 | 29.427 | (1.594)               | (5,42)                   |

Grafik Utang Pajak

Chart of Taxes Payable

dalam jutaan Rupiah / in million Rupiah



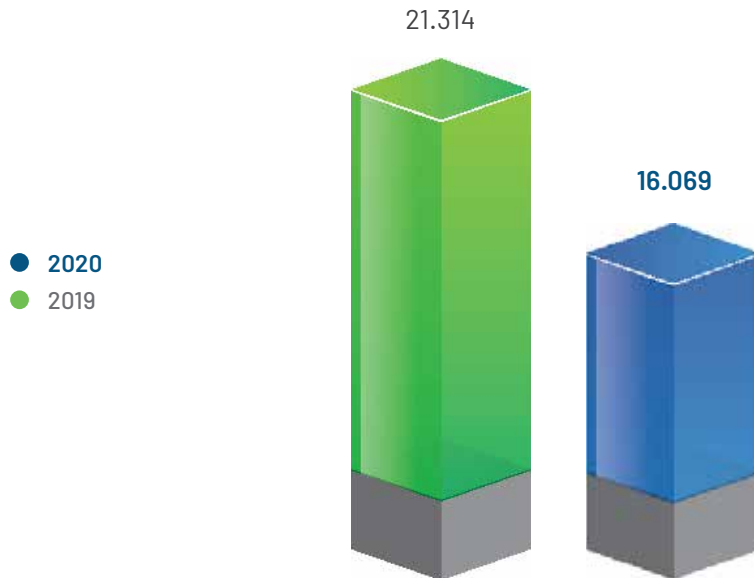
LIABILITAS LANCAR LAINNYA

Jumlah liabilitas lancar lainnya pada tahun 2020 tercatat sebesar Rp16,07 miliar, menurun sebesar Rp5,25 miliar atau 24,61% dari Rp16,07 miliar di tahun 2019.

Grafik Liabilitas Lancar Lainnya

Chart of Other Non-current Liabilities

dalam jutaan Rupiah / in million Rupiah



OTHER NON-CURRENT LIABILITIES

Total other non-current liabilities in 2020 was recorded rp16.07 billion, decreased by Rp5.25 billion or 24.61% from Rp16.07 billion in 2019.

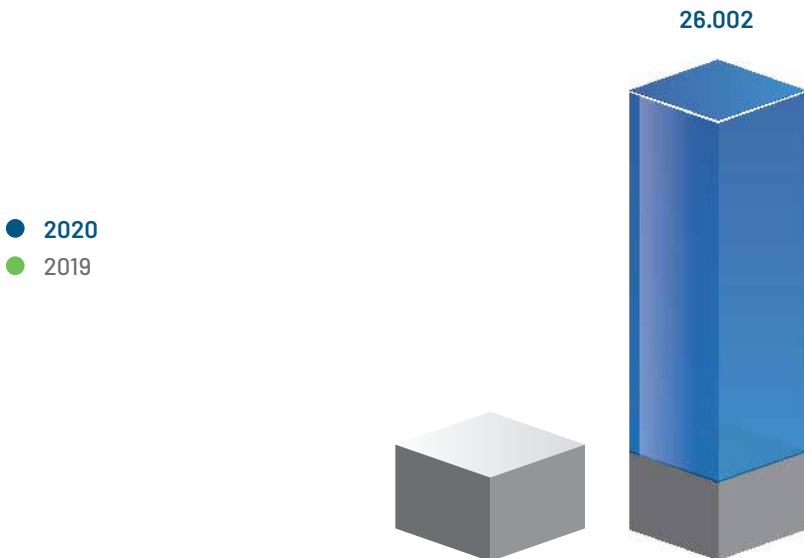
BAGIAN LANCAR DARI LIABILITAS SEWA

Pada tahun 2020, Perseroan mencatatkan adanya bagian lancar dari liabilitas sewa sebesar Rp26,00 miliar.

Grafik Bagian Lancar dari Liabilitas Sewa

Chart of Current Portion of Lease Liabilities

dalam jutaan Rupiah / in million Rupiah



CURRENT PORTION OF LEASE LIABILITIES

In 2020, the Company recorded there was current portion of lease liabilities amounted to Rp26.00 billion.

LIABILITAS JANGKA PANJANG

Liabilitas jangka panjang Perseroan pada tahun 2020 tercatat meningkat sebesar 122,06% atau Rp551,65 miliar dari Rp451,95 miliar di tahun 2019 menjadi Rp1,00 triliun. Peningkatan tersebut disebabkan oleh meningkatnya utang bank jangka panjang – setelah dikurangi bagian lancar sebesar 222,48%, utang pembiayaan sewa konsumen setelah dikurangi bagian lancar sebesar 217,36% dan liabilitas sewa dikurangi bagian yang jatuh tempo dalam satu tahun sebesar 100%.

NON-CURRENT LIABILITIES

The Company's non-current liabilities in 2020 was recorded increased by 122.06% or Rp551.65 billion from Rp451.95 billion in 2019 to Rp1.00 trillion. The increase was caused by the increase in long-term bank loans – net of current portion by 222.48%, obligations under consumer finance loans – net of current portion by 217.36%, and lease liabilities, net of current portion by 100%.

Tabel Utang Pembiayaan Konsumen yang Jatuh Tempo Dalam Satu Tahun

Table of Current Portion of Consumer Finance Loans

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                                                                 | 2020    | 2019    | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------------------------------------------------------------------------------------------|---------|---------|-----------------------|--------------------------|
|                                                                                                                                       |         |         | Nominal<br>Nominal    | Persentase<br>Percentage |
| Utang bank jangka panjang – setelah dikurangi bagian lancar<br>Long-term bank loans – net of current portion                          | 314.180 | 97.425  | 216.755               | 222,48                   |
| Utang pembiayaan sewa konsumen – setelah dikurangi bagian lancar<br>Obligations under consumer finance loans – net of current portion | 365.305 | 115.107 | 250.198               | 217,36                   |
| Liabilitas pajak tangguhan<br>Deferred tax liabilities                                                                                | 56.037  | 68.111  | (12.074)              | (17,73)                  |



## Tabel Utang Pembiayaan Sewa Konsumen

### Table of Obligations under Consumer Finance Loans

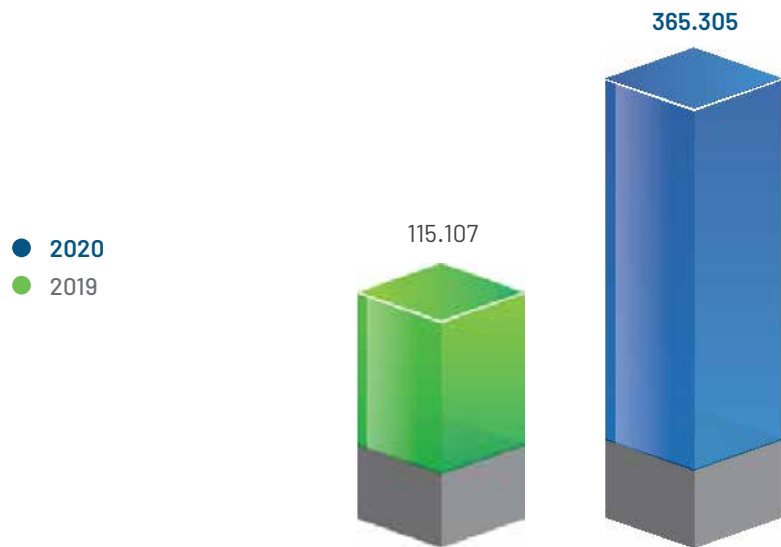
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                                                     | 2020           | 2019           | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------------------------------------------------------------------------------|----------------|----------------|-----------------------|--------------------------|
|                                                                                                                           |                |                | Nominal<br>Nominal    | Persentase<br>Percentage |
| Entitas berelasi dengan Pemerintah<br>Government-related entities                                                         | 45.987         | 127.152        | (81.165)              | (63,83)                  |
| Pihak ketiga<br>Third parties                                                                                             | 353.622        | 182.107        | 171.515               | 94,18                    |
| Dikurangi: Bagian lancar<br>Less: Current potion                                                                          | (34.304)       | (194.152)      | (159.848)             | (82,33)                  |
| <b>Jumlah bagian tidak lancar<br/>utang pembiayaan konsumen</b><br>Total non-current portion of<br>consumer finance loans | <b>365.305</b> | <b>115.107</b> | <b>250.198</b>        | <b>217,36</b>            |

## Grafik Utang Pembiayaan Konsumen

### Chart of Consumer Finance Loans Liabilities

dalam jutaan Rupiah / in million Rupiah



## LIABILITAS PAJAK TANGGUHAN

Liabilitas pajak tangguhan Perseroan pada tahun 2020 tercatat sebesar Rp56,04 miliar, yang menurun sebesar 17,73% atau Rp12,07 miliar dari Rp68,11 miliar di tahun 2019. Penurunan tersebut berasal dari penurunan liabilitas pajak tangguhan aset tetap sebesar 17,29% atau Rp11,98 miliar dari Rp69,31 miliar di tahun 2019 menjadi Rp57,33 miliar di tahun 2020.

## DEFERRED TAX LIABILITIES

The Company's deferred tax liabilities in 2020 was recorded Rp56.04 billion, that decreased by 17.73% or Rp12.07 billion from Rp68.11 billion in 2019. The decrease was from the decrease in deferred tax liabilities of fixed assets by 17.29% or Rp11.98 billion from Rp69.31 billion in 2019 to Rp57.33 billion in 2020.

## Tabel Liabilitas Pajak Tangguhan

### Table of Deferred Tax Liabilities

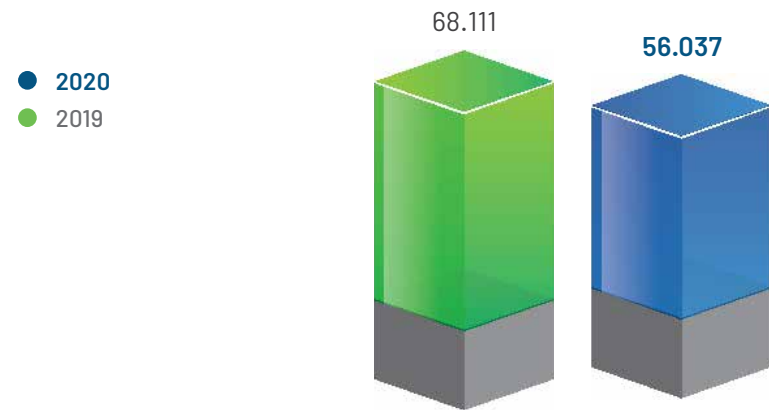
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                               | 2020    | 2019    | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------------------------|---------|---------|-----------------------|--------------------------|
|                                                                     |         |         | Nominal<br>Nominal    | Persentase<br>Percentage |
| Entitas Anak<br>Subsidiary                                          |         |         |                       |                          |
| Piutang usaha<br>Trade receivables                                  | (21)    | -       | (21)                  | (100,00)                 |
| Aset tetap<br>Fixed assets                                          | 57.330  | 69.312  | (11.982)              | (17,29)                  |
| Tantiem & bonus<br>Tantiem & bonus                                  | (1.273) | (1.202) | (71)                  | (5,91)                   |
| Beban ditangguhkan<br>Deferred charges                              | 1       | 1       | -                     | -                        |
| Jumlah liabilitas pajak tangguhan<br>Total deferred tax liabilities | 56.037  | 68.111  | (12.074)              | (17,73)                  |

## Grafik Liabilitas Pajak Tangguhan

### Chart of Deferred Tax Liabilities

dalam jutaan Rupiah / in million Rupiah



## LIABILITAS KONTRAK SETELAH DIKURANGI BAGIAN LANCAR

Jumlah liabilitas kontrak tercatat meningkat sebesar 70,37% atau Rp16,74 miliar dari Rp23,79 miliar di tahun 2019 menjadi Rp40,53 miliar di tahun 2020. Peningkatan tersebut utamanya disebabkan oleh liabilitas kontrak sewa kendaraan.

## CONTRACT LIABILITIES

Total contract liabilities after less current portion was recorded increased by 70.37% or Rp16.74 billion from Rp23.79 billion in 2019 to Rp40.53 billion in 2020. The increase was mainly caused by contract liabilities of vehicles.

## Tabel Liabilitas Kontrak

### Table of Contract Liabilities

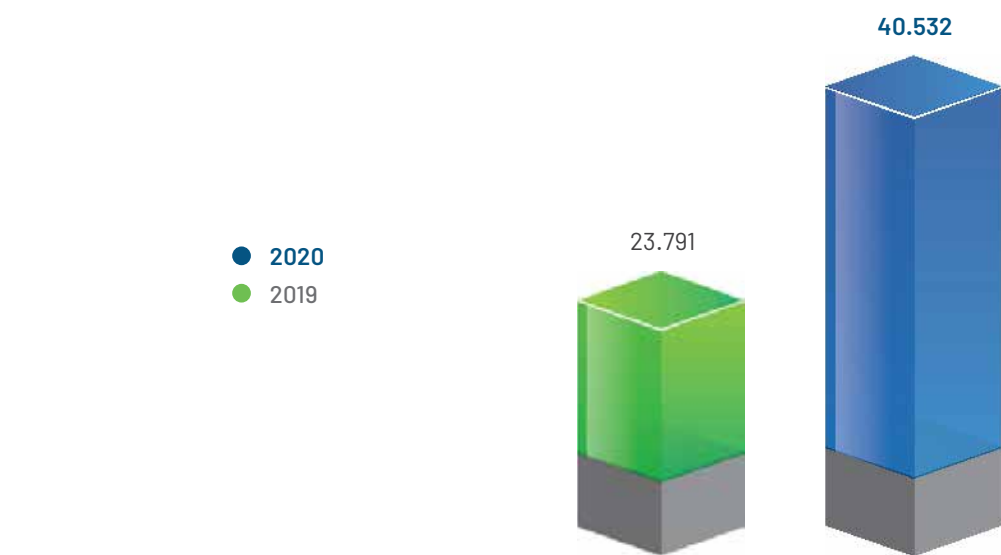
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                          | 2020          | 2019          | Pertumbuhan<br>Growth |                          |
|----------------------------------------------------------------|---------------|---------------|-----------------------|--------------------------|
|                                                                |               |               | Nominal<br>Nominal    | Persentase<br>Percentage |
| Sewa kendaraan<br>Vehicle rent                                 | 110.688       | 100.153       | 10.535                | 10,52                    |
| Unit apartemen<br>Apartment unit                               | 39.518        | 11.104        | 28.414                | 255,89                   |
| Unit perkantoran<br>Office tower unit                          | 26.189        | 34.645        | (8.456)               | (24,41)                  |
| Unit perumahan<br>Residential unit                             | 13.947        | 16.129        | (2.182)               | (13,53)                  |
| Unit hospitality dan FMS<br>Hospitality and FMS unit           | 13.603        | 7.234         | 6.369                 | 88,04                    |
| Uang muka tur & travel<br>Advance tour & travel                | 2.849         | 6.789         | (3.940)               | (58,04)                  |
| Dikurangi: Bagian lancar<br>Less: Current portion              | (166.262)     | (152.263)     | 13.999                | 9,19                     |
| <b>Jumlah liabilitas kontrak</b><br>Total contract liabilities | <b>40.532</b> | <b>23.791</b> | <b>16.741</b>         | <b>70,37</b>             |

## Grafik Liabilitas Kontrak

### Chart of Contract Liabilities

dalam jutaan Rupiah / in million Rupiah



## LIABILITAS SEWA SETELAH DIKURANGI BAGIAN YANG JATUH TEMPO SATU TAHUN

Pada tahun 2020, Perseroan mencatatkan adanya liabilitas sewa dikurangi bagian yang jatuh tempo dalam satu tahun sebesar Rp79,24 miliar.

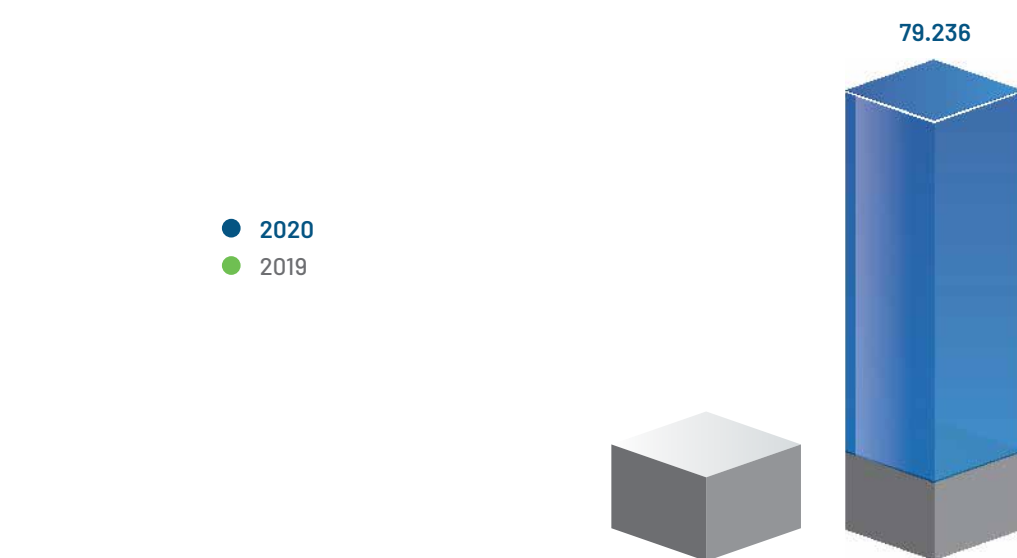
## LEASE LIABILITIES NET OF CURRENT PORTION

In 2020, the Government recorded there was lease liabilities, net of current portion amounted to Rp79.24 billion.

## Grafik Liabilitas Sewa

### Chart of Lease Liabilities

dalam jutaan Rupiah / in million Rupiah



## LIABILITAS IMBALAN KERJA

Jumlah liabilitas imbalan kerja Perseroan pada tahun 2020 tercatat sebesar Rp144,90 miliar, terdapat peningkatan sebesar 0,46% dari tahun 2019 yang tercatat sebesar Rp144,24 miliar.

## EMPLOYEE BENEFITS LIABILITIES

Total employee benefits liabilities of the Company in 2020 was recorded Rp144.90 billion, there was an increase by 0.46% from 2019 that was recorded Rp144.24 billion.

## Tabel Liabilitas Imbalan Kerja

### Table of Employee Benefits Liabilities

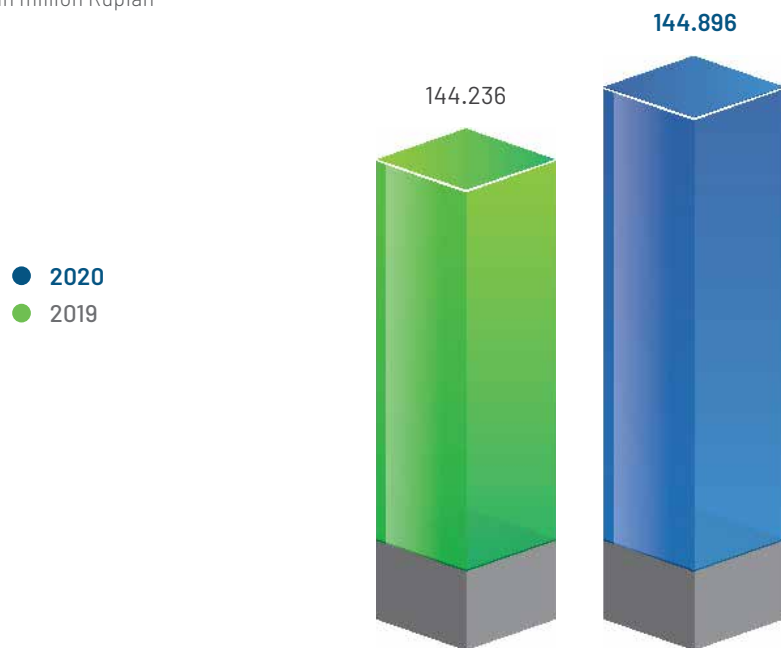
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                         | 2020           | 2019           | Pertumbuhan<br>Growth |                          |
|-------------------------------------------------------------------------------|----------------|----------------|-----------------------|--------------------------|
|                                                                               |                |                | Nominal<br>Nominal    | Persentase<br>Percentage |
| Imbalan pasca kerja<br>Post-employment benefit                                | 133.716        | 116.104        | 17.612                | 15,17                    |
| Imbalan pasca kerja jangka panjang<br>Other long-term employment benefit      | 11.180         | 28.132         | (16.952)              | (60,26)                  |
| <b>Jumlah liabilitas imbalan kerja</b><br>Total employee benefits liabilities | <b>144.896</b> | <b>144.236</b> | <b>660</b>            | <b>0,46</b>              |

## Grafik Liabilitas Imbalan Kerja

### Chart of Employee Benefits Liabilities

dalam jutaan Rupiah / in million Rupiah



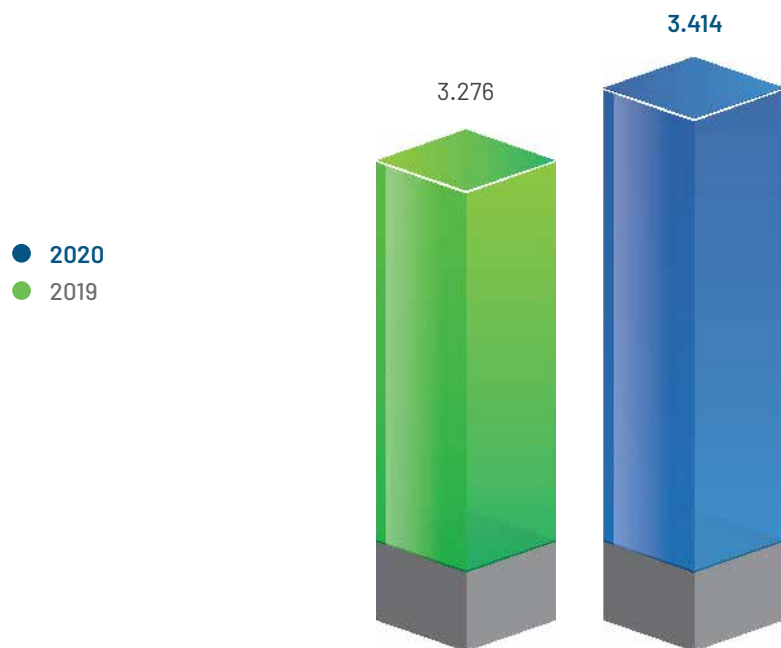
## LIABILITAS JANGKA PANJANG LAINNYA

Liabilitas jangka panjang lainnya pada tahun 2020 tercatat sebesar Rp3,41 miliar, terjadi peningkatan sebesar 4,21% dari liabilitas jangka panjang lainnya di tahun 2019 yang tercatat sebesar Rp3,28 miliar.

### Grafik Liabilitas Jangka Panjang Lainnya

#### Chart of Other Long-term Liabilities

dalam jutaan Rupiah / in million Rupiah



## OTHER LONG-TERM LIABILITIES

Other long-term liabilities in 2020 was recorded Rp3.41 billion, there was an increase of 4.21% from other long-term liabilities in 2019 that was amounted to Rp3.28 billion.

## EKUITAS

Secara keseluruhan jumlah ekuitas pada tahun 2020 tercatat sedikit meningkat sebesar 0,08% menjadi Rp2,60 triliun dibandingkan dengan tahun 2019. Dari jumlah ekuitas tersebut, saldo laba yang ditentukan tercatat sebesar Rp192,61 miliar dan yang tidak ditentukan sebesar Rp660,51 miliar. Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk di tahun 2020 tercatat sebesar Rp2,39 triliun dan kepentingan non-pengendali sebesar Rp208,47 miliar.

### Tabel Ekuitas

#### Table of Equity

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                                                                                                                                                                       | 2020             | 2019             | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------|------------------|-----------------------|--------------------------|
|                                                                                                                                                                                                                                             |                  |                  | Nominal<br>Nominal    | Persentase<br>Percentage |
| Modal saham – ditempatkan dan disetor penuh 1.537.195 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham<br>Share capital – issued and fully paid 1,537,195 shares at a par value of Rp1,000,000 (full amount) per share | 1.537.195        | 1.537.195        | -                     | -                        |
| Tambahan modal disetor<br>Additional paid-in capital                                                                                                                                                                                        | (1.368)          | (1.368)          | -                     | -                        |
| Saldo laba<br>Retained earnings                                                                                                                                                                                                             |                  |                  |                       |                          |
| Ditentukan<br>Appropriated                                                                                                                                                                                                                  | 192.606          | 192.606          | -                     | -                        |
| Tidak ditentukan<br>Unappropriated                                                                                                                                                                                                          | 660.306          | 658.125          | 2.181                 | 0,33                     |
| Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk<br>Total equity attributable to owners of the parent entity                                                                                                            | 2.388.739        | 2.386.558        | 2.181                 | 0,33                     |
| Kepentingan non-pengendali<br>Non-controlling interests                                                                                                                                                                                     | 208.471          | 208.655          | (184)                 | (0,09)                   |
| <b>Jumlah ekuitas<br/>Total equity</b>                                                                                                                                                                                                      | <b>2.597.210</b> | <b>2.595.213</b> | <b>1.997</b>          | <b>0,08</b>              |

## EQUITY

Overall, total equity in 2020 was recorded slightly increased by 0.08% to Rp2.60 trillion compared to 2019. From that total equity, the appropriated retained earning amounted to Rp192.61 billion and the unappropriated amounted to Rp660.51 billion. Total equity attributable to owners of the parent entity was recorded Rp2.39 trillion and non-controlling interest amounted to Rp208.47 billion.

## LAPORAN LABA RUGI KOMPREHENSIF

Pada tahun 2020 karena dampak pandemic Covid -19, perusahaan hanya dapat meningkatkan pendapatan sebesar Rp101,28 miliar (5,78%) menjadi Rp1,85 triliun. Namun pada saat yang sama beban pokok pendapatan meningkat sebesar 42,89% di tahun 2020 yang menyebabkan laba kotor terkoreksi sebesar 37,53% menjadi Rp505,03 miliar.

Efisiensi biaya operasi yang dilakukan perusahaan belum dapat mengimbangi terkoreksi nya laba kotor sehingga Perseroan mencatatkan penurunan pada laba tahun berjalan di tahun 2020 menjadi Rp22,07 miliar.

## COMPREHENSIVE STATEMENTS OF PROFIT AND LOSS

In 2020, due to covid-19 pandemic, the Company recorded an increase in revenues by Rp101.28 billion (5.78%) to Rp1.85 trillion. However, at the same time there was an increase in cost of revenue by 42.89% in 2020 that caused a decrease in gross profit by 37.53% to Rp505.03 billion.

Operating cost efficiency taken by the Company could not balance out the decrease in gross profit, therefore the Company recorded a decrease in profit for the year 2020 to Rp22.07 billion.

**Tabel Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian**  
**Table of Consolidated Statement of Profit or Loss and Other Comprehensive Income**  
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                              | 2020        | 2019      | Pertumbuhan<br>Growth |                          |
|------------------------------------------------------------------------------------|-------------|-----------|-----------------------|--------------------------|
|                                                                                    |             |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Pendapatan<br>Revenue                                                              | 1.853.234   | 1.751.954 | 101.280               | 5,78                     |
| Beban pokok pendapatan<br>Cost of revenue                                          | (1.348.209) | (943.556) | (404.653)             | (42,89)                  |
| Laba kotor<br>Gross profit                                                         | 505.025     | 808.398   | (303.373)             | (37,53)                  |
| Beban usaha<br>Operating expenses                                                  | (482.245)   | (475.719) | 6.526                 | 1,37%                    |
| Laba sebelum pajak penghasilan<br>Profit before income tax                         | 22.780      | 332.679   | (309.899)             | (93,15)                  |
| Beban pajak penghasilan<br>Income tax expenses                                     | (715)       | (27.698)  | (26.983)              | (97,42)                  |
| Laba tahun berjalan<br>Profit for the year                                         | 22.065      | 304.981   | (282.916)             | (92,77)                  |
| Jumlah laba komprehensif tahun berjalan<br>Total comprehensive income for the year | 19.858      | 300.421   | (280.563)             | (93,39)                  |
| Jumlah laba yang dapat diatribusikan kepada:<br>Profit attributable to:            |             |           |                       |                          |
| Pemilik entitas induk<br>Owner of the parent                                       | 22.244      | 304.625   | (282.381)             | (92,70)                  |
| Kepentingan non-pengendali<br>Non-controlling interest                             | (179)       | 356       | 356                   | (150,28)                 |

## PENDAPATAN USAHA

Pendapatan usaha Perseroan tercatat meningkat 5,78% atau Rp101,28 miliar dari Rp1,75 triliun di tahun 2019 menjadi Rp1,85 triliun di tahun 2020. Peningkatan ini berasal dari pendapatan penjualan kendaraan bekas sewa yang tercatat meningkat 495,35% menjadi Rp134,28 miliar serta pendapatan jasa manajemen fasilitas yang meningkat 98,86% menjadi Rp318 miliar di tahun 2020.

Peningkatan pendapatan tersebut dapat mengimbangi penurunan pendapatan bisnis hotel sebesar 35,30% menjadi Rp132 miliar dan bisnis property sebesar 37,09% menjadi Rp291 miliar di tahun 2020.

Peningkatan pada pendapatan sewa lainnya sebesar 23,94% dari Rp780,83 miliar di tahun 2019 menjadi Rp967,76 miliar di tahun 2020 memberikan kontribusi pada peningkatan pada pendapatan usaha Perseroan tersebut. Pendapatan sewa lainnya terbesar berasal dari penjualan kendaraan yang tercatat meningkat 495,35% dari Rp22,56 miliar di tahun 2019 menjadi Rp134,28 miliar di tahun 2020.

## REVENUE

The Company's revenue increased by 5.78% or Rp101.28 billion from Rp1.75 trillion in 2019 to Rp1.85 trillion in 2020. The increase was from sales of used vehicles that increased by 495.35% to Rp134.28 billion and facility management services that increased by 98.86% to Rp318 billion in 2020.

The increase in revenue can offset the decline in hotel business revenue by 35.30% to Rp132 billion and property business by 37.09% to Rp291 billion in 2020.

The increase in other rental income by 23.94% from Rp780.83 billion in 2019 to Rp967.76 billion in 2020 contributed to the increase in the Company's operating income. Another largest rental income came from vehicle sales, which increased by 495.35% from Rp22.56 billion in 2019 to Rp134.28 billion in 2020.

**Tabel Pendapatan Usaha**  
**Table of Revenue**  
dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                   | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|-------------------------------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                                         |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Pendapatan kontrak dengan pelanggan<br>Revenue contracts from customers |           |           |                       |                          |
| Jasa manajemen fasilitas<br>Facility management services                | 318.044   | 159.935   | 158.109               | 98,86                    |
| Properti<br>Property                                                    | 291.173   | 462.834   | (171,66)              | (37,09)                  |
| Tur dan travel<br>Tours and travel                                      | 141.562   | 144.282   | (2.720)               | (1,89)                   |
| Hotel dan catering<br>Hotel and catering                                | 132.035   | 204.067   | (72.032)              | (35,30)                  |
| Lainnya<br>Other                                                        | 2.659     | 6         | 2.653                 | 44.216,67                |
| Sub-total<br>Sub-total                                                  | 885.473   | 971.124   | (85.651)              | (8,82)                   |
| Pendapatan sewa lainnya<br>Rent and other revenues                      |           |           |                       |                          |
| Sewa kendaraan<br>Vehicles rent                                         | 642.147   | 583.937   | 58.210                | 9,97                     |
| Penjualan kendaraan<br>Vehicles sales                                   | 134.282   | 22.555    | 111.727               | 495,35                   |
| Perkantoran<br>Offices                                                  | 112.836   | 104.709   | 8.127                 | 7,76                     |
| Perumahan<br>Residence                                                  | 78.496    | 69.629    | 8.867                 | 12,73                    |
| Sub-total<br>Sub-total                                                  | 967.761   | 780.830   | 186.931               | 23,94                    |
| Jumlah pendaptan usaha<br>Total revenue                                 | 1.853.234 | 1.751.954 | 101.280               | 5,78                     |

## BEBAN POKOK PENDAPATAN

Beban pokok pendapatan pada tahun 2020 tercatat sebesar Rp1,35 triliun, atau meningkat 42,89% dari Rp943,56 miliar di tahun 2019. Peningkatan tersebut terjadi seiring adanya peningkatan pada beban pokok pendapatan dan beban langsung masing-masing sebesar 62,20% dan 26,94% menjadi Rp692,00 miliar dan Rp656,21 miliar.

## COST OF REVENUE

Cost of revenue in 2020 was recorded Rp1.35 trillion, or increased by 42.89% from Rp943.56 billion in 2019. The increase occurred due to an increase in cost of revenue and direct costs by 62.20% and 26.94% to Rp692.00 billion and Rp656.21 billion respectively.



## Tabel Beban Pokok Pendapatan

### Table of Cost of Revenue

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                  | 2020      | 2019    | Pertumbuhan<br>Growth |                          |
|------------------------------------------------------------------------|-----------|---------|-----------------------|--------------------------|
|                                                                        |           |         | Nominal<br>Nominal    | Persentase<br>Percentage |
| Beban pokok pendapatan:<br>Cost of revenue:                            |           |         |                       |                          |
| Properti<br>Properties                                                 | 223.697   | 131.626 | 92.071                | 69,95                    |
| Jasa manajemen fasilitas<br>Facility management services               | 139.234   | 70.085  | 69.149                | 98,66                    |
| Tur dan travel<br>Tours and travel                                     | 133.522   | 137.236 | (3.714)               | (2,71)                   |
| Penjualan kendaraan bekas<br>Used vehicles sold                        | 119.559   | 21.424  | 98.135                | 458,06                   |
| Hotel dan catering<br>Hotel and catering                               | 46.115    | 40.398  | 5.717                 | 14,15                    |
| Sewa kendaraan<br>Vehicle rental                                       | 29.876    | 25.858  | 4.018                 | 15,54                    |
| Sub-total<br>Sub-total                                                 | 692.003   | 426.627 | 265.376               | 62,20                    |
| Beban langsung:<br>Direct costs:                                       |           |         |                       |                          |
| Gaji dan tunjangan<br>Salaries and wages                               | 326.257   | 263.874 | 62.383                | 23,64                    |
| Penyusutan aset tetap<br>Depreciation of fixed assets                  | 220.571   | 175.615 | 44.956                | 25,60                    |
| Perbaikan dan perawatan<br>Repair and maintenance                      | 21.252    | 26.329  | (5.077)               | (19,28)                  |
| Penyusutan aset hak guna<br>Depreciation of right-of-use assets        | 20.500    | -       | 20.500                | 100,00                   |
| Perlengkapan operasional<br>Operation supplies                         | 18.739    | 11.928  | 6.811                 | 57,10                    |
| Penyusutan properti investasi<br>Depreciation of investment properties | 18.811    | 13.666  | 5.145                 | 37,65                    |
| Peralatan operasional<br>Operation equipment                           | 9.119     | 10.775  | (1.656)               | (15,37)                  |
| Listrik, air dan gas<br>Electricity, water and gas                     | 9.023     | 8.344   | 679                   | 8,14                     |
| Sewa<br>Rental                                                         | 2.753     | 3.722   | (969)                 | (26,03)                  |
| Seragam<br>Uniform                                                     | 2.571     | 1.394   | 1.177                 | 84,43                    |
| Lainnya<br>Others                                                      | 6.610     | 1.282   | 5.328                 | 415,60                   |
| Sub-total<br>Sub-total                                                 | 656.206   | 516.929 | 139.277               | 26,94                    |
| Jumlah beban pokok pendapatan<br>Total cost of revenue                 | 1.348.209 | 943.556 | 404.653               | 42,89                    |

## LABA KOTOR

Dengan adanya peningkatan pada beban pokok pendapatan sebesar 42,89%, laba kotor Perseroan terkoreksi 37,53% menjadi Rp505,03 miliar dari Rp808,40 miliar di tahun 2019.

## BEBAN USAHA

Pada tahun 2020, Perseroan mencatatkan beban usaha sebesar Rp328,15 miliar dimana terjadi penurunan sebesar 14,06% dibandingkan dengan perolehan pada tahun 2019 yang tercatat sebesar Rp381,84 miliar. Penurunan tersebut terjadi karena adanya efisiensi dalam operasi perusahaan seiring kebijakan *work from home* dan pembatasan sosial berskala besar yang ditetapkan oleh Pemerintah di tahun 2020 dalam kondisi pandemi Covid 19.

### Tabel Beban Usaha

#### Table of Operating Expenses

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                            | 2020    | 2019    | Pertumbuhan<br>Growth |                          |
|----------------------------------------------------------------------------------|---------|---------|-----------------------|--------------------------|
|                                                                                  |         |         | Nominal<br>Nominal    | Persentase<br>Percentage |
| Gaji, bonus dan tunjangan<br>Salaries, bonus and allowances                      | 193.262 | 189.231 | 4.031                 | 2,13                     |
| Pajak dan perizinan<br>Tax and permits                                           | 44.213  | 51.032  | (6.819)               | (13,36)                  |
| Listrik, air dan gas<br>Electricity, water and gas                               | 16.539  | 21.580  | (5.041)               | (23,36)                  |
| Jasa laundry, keamanan dan kebersihan<br>Laundry, security and cleaning services | 13.907  | 34.272  | (20.365)              | (59,42)                  |
| Jasa profesional<br>Professional fee                                             | 11.053  | 10.627  | 426                   | 4,01                     |
| Sewa<br>Rent                                                                     | 10.206  | 24.547  | (14.341)              | (58,42)                  |
| Medis dan K3L<br>Medical and SHE                                                 | 9.193   | 2.551   | 6.642                 | 260,37                   |
| Iklan dan promosi<br>Advertising and promotions                                  | 6.589   | 18.554  | (11.955)              | (64,43)                  |
| Denda<br>Penalty                                                                 | 4.756   | -       | 4.756                 | 100,00                   |
| Beban piutang tak tertagih<br>Bad debt expense                                   | 3.471   | 2.982   | 489                   | 16,40                    |
| Penyusutan aset tetap<br>Depreciation of fixed assets                            | 3.462   | 3.186   | 276                   | 8,66                     |
| Perjalanan dan transportasi<br>Travelling and transportation                     | 3.291   | 18.048  | (14.757)              | (81,77)                  |
| Lainnya<br>Others                                                                | 8.197   | 5.232   | 2.965                 | 56,67                    |
| Jumlah beban usaha<br>Total operating expenses                                   | 328.149 | 381.842 | (53.693)              | (14,06)                  |

## GROSS PROFIT

With the increase in cost of revenue by 42.89%, the Company's gross profit decreased by 37.53% to Rp505.03 billion from Rp808.40 billion in 2019.

## OPERATING EXPENSES

In 2020, the Company recorded operating expenses amounted to Rp328.15 billion which there was a decrease of 14.06% compared to operating expenses in 2019 that amounted to Rp381.84 billion. The decrease occurred due to efficiency in the Company's operations in line with work from home and large-scale social restriction policies imposed by the Government in 2020 in response to Covid-19 pandemic.

## LABA SEBELUM PAJAK PENGHASILAN DAN PAJAK FINAL

Dengan adanya penurunan pada laba kotor, maka laba sebelum pajak penghasilan dan pajak final Perseroan juga mengalami penurunan sebesar Rp309,90 miliar atau 93,15% dari Rp332,68 miliar di tahun 2019 menjadi Rp22,78 miliar di tahun 2020.

### BEBAN PAJAK PENGHASILAN

Pada tahun 2020, Perseroan mencatatkan beban pajak penghasilan sebesar Rp0,72 miliar, menurun 97,42% atau Rp26,98 miliar dari tahun 2020 yang tercatat sebesar Rp27,70 miliar seiring adanya penurunan pada beban pajak penghasilan kini sebesar 81,85%.

#### Tabel Beban Pajak Penghasilan

##### Table of Income Tax Expenses

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                              | 2020    | 2019     | Pertumbuhan<br>Growth |                          |
|--------------------------------------------------------------------|---------|----------|-----------------------|--------------------------|
|                                                                    |         |          | Nominal<br>Nominal    | Persentase<br>Percentage |
| Beban pajak penghasilan<br>Income tax expenses                     |         |          |                       |                          |
| Kini<br>Current                                                    | (1.369) | (7.541)  | (6.172)               | (81,85)                  |
| Tangguhan<br>Deferred                                              | 654     | (20.157) | 20.811                | 103,24                   |
| <b>Jumlah beban pajak penghasilan</b><br>Total income tax expenses | (715)   | (27.698) | (26.983)              | (97,42)                  |

## LABA TAHUN BERJALAN

Laba tahun berjalan Perseroan pada tahun 2020 tercatat sebesar Rp22,07 miliar, menurun 92,77% dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp304,98 miliar. Dari jumlah tersebut, laba tahun berjalan yang diatribusikan kepada pemilik entitas induk di tahun 2020 adalah sebesar Rp22,24 miliar.

#### Tabel Laba Tahun Berjalan

##### Table of Profit for the Year

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                       | 2020   | 2019    | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------------------------------------------------|--------|---------|-----------------------|--------------------------|
|                                                                                             |        |         | Nominal<br>Nominal    | Persentase<br>Percentage |
| Laba tahun berjalan<br>Profit for the year                                                  | 22.065 | 304.981 | (282.916)             | (92,77)                  |
| Diatribusikan kepada pemilik entitas induk<br>Attributable to owner of the parent           | 22.244 | 304.625 | (282.381)             | (92,70)                  |
| Diatribusikan kepada kepentingan non-pengendali<br>Attributable to non-controlling interest | (179)  | 356     | (535)                 | (150,28)                 |

## INCOME BEFORE INCOME TAX AND FINAL TAX

With the decrease in gross profit, the income before income tax and final tax of the Company also decreased by Rp309,90 billion or 93,15% from Rp332.68 billion in 2019 to Rp22.78 billion in 2020.

### INCOME TAX EXPENSES

In 2020, the Company recorded income tax expenses of Rp0.72 million, decreased by 97.42% or Rp26.98 billion from 2020 that was recorded Rp27.70 billion along with the decrease in current income tax expenses by 81.85%.

## PROFIT FOR THE YEAR

Profit for the year of the Company in 2020 amounted to Rp22.07 billion, decreased by 92.77% compared to previous year that was recorded Rp304.98 billion. From that total , the profit for the year attributable to pwner of the parent in 2020 amounted to Rp22.24 billion.

## PENGHASILAN KOMPREHENSIF TAHUN BERJALAN

Penghasilan komprehensif tahun berjalan Perseroan pada tahun 2020 tercatat sebesar Rp19,86 miliar, menurun 93,39% dari Rp300,42 miliar di tahun 2019. Dari jumlah tersebut penghasilan komprehensif tahun berjalan yang diatribusikan kepada pemilik entitas induk adalah sebesar Rp20,04 miliar di tahun 2020.

#### Tabel Penghasilan Komprehensif Tahun Berjalan

##### Table of Comprehensive Income for the Year

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                       | 2020   | 2019    | Pertumbuhan<br>Growth |                          |
|---------------------------------------------------------------------------------------------|--------|---------|-----------------------|--------------------------|
|                                                                                             |        |         | Nominal<br>Nominal    | Persentase<br>Percentage |
| Penghasilan komprehensif tahun berjalan<br>Comprehensive income for the year                | 19.858 | 300.421 | (280.563)             | (93,39)                  |
| Diatribusikan kepada pemilik entitas induk<br>Attributable to owner of the parent           | 20.042 | 300.063 | (280.021)             | (93,32)                  |
| Diatribusikan kepada kepentingan non-pengendali<br>Attributable to non-controlling interest | (184)  | 358     | (542)                 | (150,40)                 |

## LABA PER SAHAM

Laba bersih per saham yang dapat diatribusikan kepada pemilik entitas induk pada tahun 2020 tercatat sebesar Rp14,47 miliar, dimana angka tersebut menurun dibandingkan dengan tahun sebelumnya yang tercatat sebesar Rp198,17 miliar.

## ARUS KAS

Perseroan mencatatkan adanya penurunan pada arus kas dari aktivitas operasi sebesar 80,27% di tahun 2020 dari Rp468,82 miliar di tahun sebelumnya menjadi Rp92,49 miliar. Arus kas dari aktivitas investasi juga mengalami penurunan sebesar 9,02% menjadi Rp483,40 miliar di tahun 2020. Sementara arus kas dari aktivitas pendanaan tercatat meningkat 354,37% dari Rp61,43 miliar di tahun 2019 menjadi Rp279,13 miliar di tahun 2020. Hal tersebut mengakibatkan adanya penurunan pada kas dan setara kas akhir tahun sebesar 36,90% atau Rp111,77 miliar dari Rp302,89 miliar di tahun 2019 menjadi Rp191,11 miliar di tahun 2020.

## COMPREHENSIVE INCOME FOR THE YEAR

The Company's comprehensive income for the year in 2020 was recorded Rp19.86 billion, decreased by 93.39% from Rp300.42 billion in 2019. From that amount, comprehensive income for the year attributable to owner of the parent was recorded Rp20.04 billion in 2020.

## EARNINGS PER SHARE

Earning per share attributable to the owners of the parent entity in 2020 was recorded Rp14.47 billion, which decreased compared to previous year that was recorded Rp198.17 billion.

## CASH FLOWS

The Company recorded there was a decrease in cash flows from operating activities by 80.27% in 2020 from Rp468.82 billion in previous year to Rp92.49 billion. Cash flows from investing activities also decreased by 9.02% to Rp483.40 billion in 2020. Meanwhile cash flows from financing activities increased by 354.37% from Rp61.43 billion in 2019 to Rp279.13 billion in 2020. Those had caused a decrease in cash and cash equivalent at the end of the year by 36.90% or Rp111.77 billion from Rp302.89 billion in 2019 to Rp191.11 billion in 2020.

## Tabel Arus Kas

### Table of Cash Flows

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                        | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|----------------------------------------------------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                                                              |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Arus kas dari aktivitas operasi<br>Cash flows from operating activities                      | 92.494    | 468.816   | (376.322)             | (80,27)                  |
| Arus kas dari aktivitas investasi<br>Cash flows from investing activities                    | (483.401) | (531.306) | (47.905)              | (9,02)                   |
| Arus kas dari aktivitas pendanaan<br>Cash flows from financing activities                    | 279.134   | 61.433    | 217.701               | 354,37                   |
| Penurunan bersih dari kas dan setara kas<br>Net decrease in cash and cash equivalents        | (111.773) | (1.057)   | (110.716)             | (10.474,55)              |
| Kas dan setara kas pada awal tahun<br>Cash and cash equivalents at the beginning of the year | 302.887   | 303.944   | (1.057)               | (0,35)                   |
| Kas dan setara kas pada akhir tahun<br>Cash and cash equivalents at the end of the year      | 191.114   | 302.887   | (111.773)             | (36,90)                  |

## ARUS KAS DARI AKTIVITAS OPERASI

Penurunan yang terjadi pada arus kas dari aktivitas operasi dari Rp468,82 miliar di tahun 2019 menjadi Rp92,49 miliar di tahun 2020 meskipun terdapat kenaikan penerimaan pelanggan 23,38% sebesar Rp1,9 triliun namun terjadi kenaikan pembayaran kepada pemasok 112% sebesar Rp962 miliar dan pembayaran kepada Pekerja 37,61% sebesar Rp681 miliar.

### Tabel Arus Kas dari Aktivitas Operasi

#### Table of Cash Flows from Operating Activities

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                            | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|--------------------------------------------------------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                                                                  |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Penerimaan dari pelanggan<br>Receipts from customers                                             | 1.922.683 | 1.558.325 | 364.358               | 23,38                    |
| Pembelian kendaraan untuk disewakan<br>Acquisition of rental vehicles                            | (40.336)  | (42.384)  | (2.048)               | (4,83)                   |
| Pembayaran kepada Pekerja<br>Payments to employees                                               | (681.144) | (494.966) | (186.178)             | (37,61)                  |
| Pembayaran kepada pemasok dan pihak ketiga lainnya<br>Payments to vendor and other third parties | (962.450) | (453.810) | (580.640)             | (112,08)                 |
| Pembayaran bunga<br>Payments for interest                                                        | (107.227) | (79.449)  | (27.778)              | (34,96)                  |
| Penerimaan pendapatan bunga<br>Receipts from interest income                                     | 6.010     | 17.330    | (11.320)              | (65,32)                  |
| Pembayaran pajak penghasilan dan pajak final<br>Payments for income tax and final tax            | (45.042)  | (36.230)  | (8.812)               | (24,32)                  |
| Arus kas bersih diperoleh dari aktivitas operasi<br>Net cash generated from operating activities | 92.494    | 468.816   | (376.322)             | (80,27)                  |

## ARUS KAS DARI AKTIVITAS INVESTASI

Perseroan mencatatkan penurunan arus kas dari aktivitas investasi sebesar 9,02% atau Rp47,91 miliar dari Rp531,31 miliar di tahun 2019 menjadi Rp483,40 miliar di tahun 2020. Penurunan tersebut disebabkan menurunnya perolehan aset tetap sebesar Rp334,8 miliar dan peningkatan perolehan properti investasi sebesar Rp300 miliar di tahun 2020.

### Tabel Arus Kas Aktivitas Investasi

#### Table of Cash Flows from Investing Activities

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                                        | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|----------------------------------------------------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                                                              |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Perolehan aset tetap<br>Acquisition of fixed assets                                          | (173.895) | (508.693) | (334.798)             | (65,82)                  |
| Perolehan tanah untuk pengembangan<br>Acquisition of land for development                    | (8.952)   | (19.579)  | (10.627)              | (54,28)                  |
| Perolehan entitas anak<br>Acquisition of new subsidiary                                      | -         | (2.470)   | (2.470)               | (100,00)                 |
| Perolehan properti investasi<br>Acquisition of investment properties                         | (300.554) | (564)     | (299.990)             | (53.189,72)              |
| Arus kas bersih digunakan untuk aktivitas investasi<br>Net cash used in investing activities | (483.401) | (531.306) | (47.905)              | (9,02)                   |

## ARUS KAS DARI AKTIVITAS PENDANAAN

Sementara dari sisi aktivitas pendanaan, terdapat peningkatan yang signifikan pada arus kas dari aktivitas pendanaan sebesar 354,30% atau Rp217,69 miliar dari Rp61,43 miliar di tahun 2019 menjadi Rp279,13 miliar di tahun 2020. Peningkatan tersebut utamanya disebabkan oleh adanya penerimaan dari pinjaman jangka panjang pada tahun 2020 sebesar Rp310,00 miliar dan penerimaan dari peningkatan pinjaman jangka pendek sebesar 97,30% dari Rp386,57 miliar di tahun 2019 menjadi Rp726,71 miliar di tahun 2020.

### Tabel Arus Kas Aktivitas Pendanaan

#### Table of Cash Flows from Financing Activities

dalam jutaan Rupiah / in million Rupiah

| Uraian<br>Description                                                   | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|-------------------------------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                                         |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Penerimaan dari pinjaman jangka pendek<br>Proceeds of short-term loan   | 726.705   | 386.566   | 376.139               | 97,30                    |
| Pembayaran dari pinjaman jangka pendek<br>Repayments of short-term loan | (372.000) | (382.890) | 10.290                | 2,69                     |
| Penerimaan dari pinjaman jangka panjang<br>Proceeds from long-term loan | 310.000   | -         | 310.000               | 100,00                   |



| Uraian<br>Description                                                                                                   | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|-------------------------------------------------------------------------------------------------------------------------|-----------|-----------|-----------------------|--------------------------|
|                                                                                                                         |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Pembayaran dari pinjaman jangka panjang<br>Repayments of long-term loan                                                 | (146.710) | (106.856) | (39.854)              | (37,30)                  |
| Penerimaan utang pembiayaan konsumen<br>Proceeds from consumer finance loan                                             | 104.559   | 87.237    | 17.322                | 19,86                    |
| Pembayaran utang pembiayaan konsumen<br>Repayments for obligations under consumer finance loans                         | (328.142) | (114.380) | (213.762)             | (186,89)                 |
| Setoran modal di entitas anak oleh pemegang saham minoritas<br>Paid up capital at subsidiaries by the minority interest | -         | 205.015   | (205.015)             | (100,00)                 |
| Pembayaran liabilitas sewa<br>Repayment of lease liabilities                                                            | (7.250)   | -         | (7.250)               | (100,00)                 |
| Pembayaran beban keuangan<br>Payment of finance costs                                                                   | (8.028)   | -         | (8.028)               | (100,00)                 |
| Dividen<br>Dividends                                                                                                    | -         | (13.259)  | 13.259                | 100,00                   |
| Arus kas bersih yang diperoleh dari aktivitas pendanaan<br>Net cash generated from financing activities                 | 279.134   | 61.433    | 217.691               | 354,30                   |

## KEMAMPUAN MEMBAYAR UTANG DAN KOLEKTIBILITAS PIUTANG

Kemampuan Membayar Utang Perusahaan untuk membayar kewajiban-kewajibannya dipengaruhi oleh tingkat likuiditas dan solvabilitas Perseroan yang tercermin pada rasio-rasio berikut:

### KEMAMPUAN MEMBAYAR UTANG JANGKA PENDEK (RASIO LIKUIDITAS)

Menggambarkan kemampuan Perseroan untuk membayar kewajiban yang harus segera dipenuhi (Utang Jangka Pendek). Kemampuan membayar Utang Jangka Pendek dicerminkan dengan Rasio Likuiditas. Tingkat likuiditas dilihat dari Rasio Lancar (*Current Ratio*).

#### Tabel Aset

##### Table of Assets

(dalam jutaan Rupiah / in million Rupiah)

| Uraian<br>Description         | 2020      | 2019      | Pertumbuhan<br>Growth |                          |
|-------------------------------|-----------|-----------|-----------------------|--------------------------|
|                               |           |           | Nominal<br>Nominal    | Persentase<br>Percentage |
| Keluhan<br>Complaint          | 1.817.032 | 1.961.019 | (143.987)             | (7,34)                   |
| Permintaan<br>Request         | 1.133.238 | 1.241.559 | (108.321)             | (8,72)                   |
| Rasio<br>Ratio                |           |           |                       |                          |
| Rasio Lancar<br>Current Ratio | 1,60      | 1,58      | 0,02                  | 1,27%                    |

### SOLVABILITY AND RECEIVABLES COLLECTABILITY

The ability to pay the Company's debt, to pay its obligations is influenced by the level of liquidity and solvency of the Company, as reflected in the following ratios:

### ABILITY TO PAY CURRENT LIABILITIES (LIQUIDITY RATIO)

Describes the Company's ability to pay obligations that must be fulfilled immediately (Current Liabilities). The ability to pay Current Liabilities is reflected in the Liquidity Ratio. The level of liquidity can be seen from the Current Ratio.

Dari angka rasio likuiditas tersebut terlihat bahwa pada tahun 2020 rasio lancar meningkat 1,27% seiring menurunnya aset lancar dan liabilitas jangka pendek, yang menunjukkan Perseroan masih mampu membayar kewajiban jangka pendeknya dengan menggunakan aset lancarnya.

### KEMAMPUAN MEMBAYAR UTANG JANGKA PANJANG (RASIO SOLVABILITAS)

Adalah rasio yang menggambarkan kemampuan perusahaan dalam memenuhi segala kewajibannya baik jangka pendek maupun jangka panjang apabila perusahaan dilikuidasi.

| Uraian<br>Description                                        | 2020      | 2019      |
|--------------------------------------------------------------|-----------|-----------|
| Total Aset<br>Total Assets                                   | 4.734.048 | 4.288.718 |
| Total Liabilitas<br>Total Liabilities                        | 2.136.838 | 1.693.505 |
| Ekuitas<br>Equity                                            | 2.597.210 | 2.595.213 |
| Beban Keuangan<br>Finance Cost                               | (8.028)   | -         |
| Rasio<br>Ratio                                               |           |           |
| Debt to Equity Ratio ("DER")<br>Debt to Equity Ratio ("DER") | 82,27%    | 65,25%    |
| Debt Ratio<br>Debt Ratio                                     | 45,14%    | 39,49%    |
| Interest Coverage Ratio<br>Interest Coverage Ratio           | 283,76%   | 559,45%   |

Dari angka rasio *debt to equity/leverage* baik pada tanggal 31 Desember 2020 maupun 31 Desember 2019 tersebut di atas terlihat bahwa sebagian besar pembiayaan aset didanai dengan menggunakan ekuitas, dengan tingkat DER sebesar 82,27% pada tanggal 31 Desember 2020 dan 65,25% pada tanggal 31 Desember 2019, dapat disimpulkan bahwa perusahaan memiliki kemampuan yang sangat baik untuk membayar utangutangnya.

#### PIUTANG

Pada posisi 31 Desember 2020, Perusahaan mencatat adanya piutang usaha netto sebesar Rp210,43 miliar yang sebagian besar tertanam dalam bentuk piutang usaha pada pihak berelasi yaitu sebesar Rp168,19 miliar atau 79,93% dari total piutang usaha.

Manajemen berpendapat bahwa cadangan kerugian penurunan nilai cukup untuk menutupi kemungkinan kerugian penurunan nilai piutang usaha. Manajemen juga berpendapat bahwa tidak terdapat risiko yang terkonsentrasi secara signifikan atas piutang.

The liquidity ratio showed that in 2020, the current ratio increased by 1.27% as the decrease in current assets and current liabilities, that showed the Company was still able to pay its current liabilities using its current assets.

### ABILITY TO PAY CURRENT AND NON-CURRENT LIABILITIES (SOLVENCY RATIO)

It is a ratio that describes the Company's ability to fulfill all obligations, both current liabilities, and non-current liabilities, if the Company is liquidated.

From the debt to equity/leverage ratio figured as at December 31, 2020, and December 31, 2019, above, it appeared that most of the asset financing was funded using equity, with a DER level of 82.27% as of December 31, 2020, and 65.25% as of December 31, 2019. It could be concluded that the Company had an excellent ability to pay its liabilities.

#### TRADE RECEIVABLES

As of December 31, 2020, the Company recorded net trade receivables amounting to Rp210.43 billion, which were mostly embedded in the form of trade receivables to related parties, amounting to Rp168.19 billion or 79.93 of total trade receivables.

Management believes that the allowance for impairment loss is adequate to cover the possible risk of losses on accounts receivable. Management also believes that no risk is significantly concentrated on trade receivables.

## Tabel Analisa Umur Piutang

### Table of Receivables Maturity Analysis

(dalam jutaan Rupiah / in million Rupiah)

| Uraian<br>Description                                                                  | 2020     | 2019    | Pertumbuhan<br>Growth |                          |
|----------------------------------------------------------------------------------------|----------|---------|-----------------------|--------------------------|
|                                                                                        |          |         | Nominal<br>Nominal    | Persentase<br>Percentage |
| Lewat jatuh tempo<br>Overdue                                                           |          |         |                       |                          |
| 1 – 30 hari / days                                                                     | 48.696   | 120.172 | (71.476)              | (59,48)                  |
| 31 – 90 hari / days                                                                    | 31.457   | 66.201  | (34.744)              | (52,48)                  |
| 91 – 365 hari / days                                                                   | 95.126   | 142.011 | (46.885)              | (33,02)                  |
| Lebih dari 365 hari<br>Over 365 days                                                   | 64.955   | 44.079  | 20.876                | 47,36                    |
| Jumlah<br>Total                                                                        | 240.234  | 372.463 | (132.229)             | (35,50)                  |
| Dikurangi: cadangan kerugian penurunan<br>nilai<br>Less: allowance for impairment loss | (29.803) | (8.278) | (21.525)              | (260,03)                 |
| Jumlah<br>Total                                                                        | 210.431  | 364.185 | (153.754)             | (42,22)                  |

## STRUKTUR MODAL

Struktur modal merupakan perimbangan antara penggunaan modal sendiri dengan pinjaman/hutang yang terdiri dari hutang jangka pendek dan hutang jangka panjang. Dari informasi tersebut di atas terlihat bahwa perusahaan membiayai sebagian besar kegiatan usahanya dengan menggunakan modal.

Gambaran struktur modal pada tanggal 31 Desember 2020 adalah sebagai berikut:

### Tabel Struktur Modal

#### Table of Receivables Maturity Analysis

(dalam jutaan Rupiah / in million Rupiah)

| Uraian<br>Description                                | 2020             | 2019             | Pertumbuhan<br>Growth |                          |
|------------------------------------------------------|------------------|------------------|-----------------------|--------------------------|
|                                                      |                  |                  | Nominal<br>Nominal    | Persentase<br>Percentage |
| Liabilitas jangka pendek<br>Current liabilities      | 1.133.238        | 1.241.559        | (108.321)             | (8,72)                   |
| Liabilitas jangka panjang<br>Non-current liabilities | 1.003.600        | 451.946          | 551.654               | 122,06                   |
| <b>Jumlah liabilitas<br/>Total liabilities</b>       | <b>2.136.838</b> | <b>1.693.505</b> | <b>443.333</b>        | <b>26,18</b>             |
| <b>Ekuitas<br/>Equity</b>                            | <b>2.597.210</b> | <b>2.595.213</b> | <b>1.997</b>          | <b>0,08</b>              |

## CAPITAL STRUCTURE

Capital structure is a balance between the use of own capital and loans/debt consisting of short-term debt and long-term debt. From the information above, it can be seen that the company finances most of its business activities using capital.

The description of capital structure as of 31 December 2020 was as follows:

| Uraian<br>Description                                                                          | 2020   | 2019   | Pertumbuhan<br>Growth |                          |
|------------------------------------------------------------------------------------------------|--------|--------|-----------------------|--------------------------|
|                                                                                                |        |        | Nominal<br>Nominal    | Persentase<br>Percentage |
| Rasio<br>Ratio                                                                                 |        |        |                       |                          |
| Rasio Liabilitas Jangka Pendek terhadap<br>Ekuitas<br>Current Liabilities to Equity Ratio      | 43,63% | 47,84% | (4,21%)               | (8,80%)                  |
| Rasio Liabilitas Jangka Panjang terhadap<br>Ekuitas<br>Non-current Liabilities to Equity Ratio | 38,64% | 17,41% | 21.23%                | 121,94%                  |
| Rasio Total Liabilitas terhadap Ekuitas<br>Total Liabilities to Equity Ratio                   | 82,27% | 65,25% | 17,02%                | 26,08%                   |

## KEBIJAKAN STRUKTUR MODAL

Pengelolaan modal Perusahaan dilakukan untuk memastikan bahwa Perusahaan mempertahankan rasio modal yang sehat dalam rangka mendukung bisnis dan memaksimalkan nilai pemegang saham. Perusahaan mengelola struktur modal dan membuat penyesuaian struktur modal sesuai dengan perubahan kondisi ekonomi.

Direksi Perusahaan secara berkala melakukan *review* struktur permodalan Perusahaan dengan dasar kebijakan menjaga *leverage* sekitar 1 atau dibawah 1. Sebagai bagian dari *review* ini, Direksi mempertimbangkan biaya permodalan dan risiko yang berhubungan.

## IKATAN MATERIAL UNTUK INVESTASI BARANG MODAL

Ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir adalah sebagai berikut:

Tujuan Ikatan material yang dimiliki oleh Perusahaan bertujuan sebagai komitmen pembelian barang modal yang telah direncanakan dalam Rencana Bisnis Perseroan.

Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut berasal dari internal perusahaan.

Mata uang yang menjadi denominasi adalah Rupiah, dan karena seluruh transaksi pengikatan dan belanja modal dilakukan dalam mata uang Rupiah, maka Perusahaan tidak perlu melakukan perlindungan atas risiko perlindungan atas mata uang.

## CAPITAL STRUCTURE POLICY

The corporate capital management is carried out to ensure that the Company maintains a healthy capital ratio to support its business and maximize shareholders' values. The Company manages the capital structure and makes adjustments to the capital structure following the changes in economic conditions.

The Board of Directors of the Company periodically reviews the Company's capital structure based on policies to maintain leverage around 1 (one) or below 1 (one). As part of this review, the Board of Directors considers the cost of capital and related risks.

## MATERIAL BONDS FOR INVESTMENT IN CAPITAL GOODS

Material bond for capital goods investment (not funding bond) in the last fiscal year was as followed:

The material bond owned by the Company is intended as a commitment to purchase the capital goods which have been planned in the Company's Business Plan.

The source of funds expected to fulfill these bonds comes from the internal Company.

The currency that is the denomination is Rupiah, and because all binding transactions and capital expenditures are made in Rupiah, then the Company does not need currency risk protection.



## Data proyek, vendor, dan nilai kontrak pada tahun 2020

### Project, vendor and contract value data in 2020

| No. | Nama Vendor<br>Vendor Name   | Jumlah<br>Total | Jumlah Kontrak<br>Total Contract |
|-----|------------------------------|-----------------|----------------------------------|
| 1   | Arriefian Rikha Prasetyawan  | 1               | 99.017.100                       |
| 2   | Bina Anafi                   | 2               | 835.636.228                      |
| 3   | Bumame & Associate Law Firm  | 1               | 1.425.000.000                    |
| 4   | CV Ciri Surya Interindo      | 1               | 214.700.000                      |
| 5   | CV Defari                    | 2               | 3.089.483.650                    |
| 6   | CV RIZKY JAYA MANDIRI        | 1               | 55.000.000                       |
| 7   | CV Sam's Kids                | 1               | 228.800.000                      |
| 8   | CV Wira Guna                 | 1               | 712.130.000                      |
| 9   | CV. Estungkara               | 1               | 320.000.000                      |
| 10  | CV. Hanatama                 | 1               | 1.450.000.000                    |
| 11  | CV. Inovasi Global           | 1               | 588.000.000                      |
| 12  | CV. Karwindo Technical       | 1               | 660.843.150                      |
| 13  | CV. Putra Sala Group         | 1               | 969.210.000                      |
| 14  | CV. Real Borneo              | 1               | 2.142.000.000                    |
| 15  | Hofftmen Cleanindo           | 1               | 366.776.290                      |
| 16  | KJPP ANTONIUS SETIADY        | 1               | 24.000.000                       |
| 17  | KJPP HERMAN MEIRIZKI         | 1               | 19.415.550                       |
| 18  | Miryany Usman, SH            | 1               | 9.000.000                        |
| 19  | MTT                          | 1               | 836.792.465                      |
| 20  | NOTARIS & PPAT MIRYANY USMAN | 1               | 17.500.000                       |
| 21  | PT AIRTECH                   | 2               | 807.500.000                      |
| 22  | PT ANGKASA JAYA PERTIWI      | 1               | 1.500.000.000                    |
| 23  | PT Borneo Jaya               | 3               | 663.300.000                      |
| 24  | PT Bornes Citra Nusantara    | 2               | 392.296.000                      |
| 25  | PT CAKRA SATYA INTERNUSA     | 1               | 108.021.765                      |
| 26  | PT CALMIC INDONESIA          | 2               | 289.860.499                      |
| 27  | PT CIPTA LARAS KOMUNIKA      | 1               | 432.969.460                      |
| 28  | PT CITAS OTIS ELEVATOR       | 1               | 73.920.000                       |
| 29  | PT Danaloka Internusa        | 1               | 2.270.400.000                    |
| 30  | PT INSAN FITRAH SEJAHTERA    | 1               | 140.000.000                      |
| 31  | PT KARIA ASRI                | 1               | 4.364.236.800                    |
| 32  | PT MEGATEX TRIWEXINDO        | 3               | 2.653.750.000                    |
| 33  | PT MESTIKA DIPTA ANANTA      | 1               | 550.000.000                      |
| 34  | PT Pilar                     | 1               | 128.290.909                      |
| 35  | PT RAIHAN MULTI KREASI       | 3               | 132.500.000                      |
| 36  | PT Rezekisurya Intimakmur    | 1               | 574.556.400                      |
| 37  | PT SAMUDERA REJEKI LESTARI   | 2               | 1.180.530.714                    |
| 38  | PT SARSAMINDO SAMPURNA       | 1               | 148.137.000                      |

| No. | Nama Vendor<br>Vendor Name                        | Jumlah<br>Total | Jumlah Kontrak<br>Total Contract |
|-----|---------------------------------------------------|-----------------|----------------------------------|
| 39  | PT Siswa Putra                                    | 1               | 275.477.749                      |
| 40  | PT SURYA CIPTA ADHI ESTETIKA                      | 1               | 29.315.000                       |
| 41  | PT WAHANA CIPTA SINATRYA                          | 1               | 77.330.000                       |
| 42  | PT. Airttech                                      | 2               | 860.700.000                      |
| 43  | PT. Arie Karya Utama                              | 1               | 357.500.000                      |
| 44  | PT. Asbil                                         | 2               | 438.790.000                      |
| 45  | PT. Astra Graphia                                 | 1               | 137.365.800                      |
| 46  | PT. Azzahra Nusantara Abadi                       | 1               | 241.849.300                      |
| 47  | PT. Cipta Optima                                  | 1               | 250.000.000                      |
| 48  | PT. Citramandiri Consulindo                       | 1               | 380.000.000                      |
| 49  | PT. Corea System Indonesia                        | 1               | 13.980.000.000                   |
| 50  | PT. Disain Paramitra Indonesia                    | 1               | 1.517.164.000                    |
| 51  | PT. Harwa Cipta Gemilang                          | 1               | 427.735.000                      |
| 52  | PT. Indosat                                       | 1               | 35.750.000.000                   |
| 53  | PT. Ispa Mandiri                                  | 2               | 260.000.000                      |
| 54  | PT. Jaya Teknik Indonesia                         | 2               | 1.688.200.000                    |
| 55  | PT. Master System                                 | 1               | 1.937.007.440                    |
| 56  | PT. Mitra Tours and Travel                        | 1               | 151.714.800                      |
| 57  | PT. Multi clean Jaya Lestari                      | 1               | 1.131.939.906                    |
| 58  | PT. Padma Raya Aktuaria                           | 1               | 26.000.000                       |
| 59  | PT. Pola Aneka Sejahtera                          | 1               | 22.440.000                       |
| 60  | PT. Prima Armada Raya                             | 11              | 7.952.742.851                    |
| 61  | PT. Prismaco Jaya Indonesia                       | 1               | 297.000.000                      |
| 62  | PT. Rafid Poppy Enjinering CV. Defari Multi Karya | 9               | 4.653.493.294                    |
| 63  | PT. Raihan Multi Kreasi                           | 1               | 114.700.000                      |
| 64  | PT. Sarsamindo Sampurna                           | 1               | 367.174.500                      |
| 65  | PT. SINERGI DELAPAN MITRA                         | 1               | 4.406.876.600                    |
| 66  | PT. Synergindo Media                              | 1               | 198.810.000                      |
| 67  | PT. Telkom Indonesia                              | 1               | 160.623.936                      |
| 68  | PT. Unibiz Kreasindo Utama                        | 1               | 385.000.000                      |
| 69  | PT. Wibowo Karya Agung                            | 2               | 1.789.574.754                    |
| 70  | PT. Wika Gedung                                   | 2               | 28.323.267.547                   |
| 71  | PT. Yabisa Sukses Mandiri                         | 2               | 1.019.119.372                    |
| 72  | Putra Bintang Abadi                               | 1               | 465.000.000                      |
| 73  | Radjiman                                          | 1               | 660.000.000                      |
| 74  | Rezeki Surya                                      | 1               | 870.540.000                      |
| 75  | RGS                                               | 1               | 500.000.001                      |
| 76  | SIP Law Firm                                      | 1               | 3.928.571.428                    |

## INVESTASI BARANG MODAL

Sampai dengan akhir tahun 2020 realisasi Permintaan Pengadaan ("PP") tercapai sebesar 45,1% dari RKAP 2020 revisi, terutama atas pembangunan Grha Pertamina, pembelian kendaraan ringan penumpang (KRP), pembangunan hotel Patra Malioboro dan Patra Dumai.

### Tabel Investasi Barang Modal

Table of Receivables Maturity Analysis

| Uraian<br>Description                                | 2020             | 2019             | Pertumbuhan<br>Growth |                          |
|------------------------------------------------------|------------------|------------------|-----------------------|--------------------------|
|                                                      |                  |                  | Nominal<br>Nominal    | Persentase<br>Percentage |
| Non-Business Development<br>Non-Business Development | 50.738           | 34.470           | 16.269                | 47,20                    |
| Business Development<br>Business Development         | 1.352.740        | 1.310.043        | 42.697                | 3,26                     |
| <b>Jumlah<br/>Total</b>                              | <b>1.403.478</b> | <b>1.344.513</b> | <b>58.965</b>         | <b>4,39</b>              |

## CAPITAL GOODS INVESTMENT

Until the end of 2020, the realization of the Procurement Request ("PP") was reached 45.1% of the revised 2020 RKAP, especially for the construction of Grha Pertamina, the purchase of light passenger vehicles (KRP), the construction of Patra Malioboro and Patra Dumai hotels.

## PERBANDINGAN TARGET DAN REALISASI TAHUN 2020

Pencapaian kinerja perusahaan pada tahun 2020 di atas target yang ditetapkan dalam RKAP tahun 2020, hal tersebut tercermin pada realisasi laba tahun berjalan sebesar Rp22,07 miliar atau 1.547,34% dari target yang ditetapkan yaitu sebesar Rp1,43 miliar.

Rasio laba kotor terhadap pendapatan usaha pada tahun 2020 sebesar 27,25%, atau mencapai 73,02% dari target RKAP 2020 sebesar 37,32%. Sedangkan rasio laba tahun berjalan pada tahun 2020 adalah sebesar 1,19% dari angka pendapatan usaha, lebih tinggi jika dibandingkan dengan target dalam RKAP 2020 yaitu sebesar 0,12%.

### Tabel Perbandingan Target dan Realisasi Laba Rugi Tahun 2020

Table of Target and Realization of Profit and Loss in 2020

| Uraian<br>Description                                      | RKAP 2020<br>RKAP 2020 | Realisasi 2020<br>Realization 2020 | Pencapaian<br>Achievement |
|------------------------------------------------------------|------------------------|------------------------------------|---------------------------|
| Pendapatan<br>Revenues                                     | 1.224.615              | 1.853.234                          | 151,33%                   |
| Laba kotor<br>Gross profit                                 | 456.982                | 505.025                            | 110,51                    |
| Laba sebelum pajak penghasilan<br>Income before income tax | 20.890                 | 22.780                             | 109,05%                   |
| Laba tahun berjalan<br>Income for the year                 | 1.426                  | 22.065                             | 1.547,34%                 |

Dari realisasi posisi keuangan tanggal 31 Desember 2020 terlihat bahwa jumlah total aset, total liabilitas maupun ekuitas juga berada di atas target yang telah ditetapkan dalam RKAP 2020.

## THE COMPARISON BETWEEN TARGET AND REALIZATION IN 2020

The company's performance achievement in 2020 was above the target set in the 2020 RKAP, as reflected in the realization of profit of the year amounting to Rp22.07 billion or 1,547.34% of the target set of Rp1.43 billion

The ratio of gross profit to revenues in 2020 was 27.25%, or 73.02% of the 2020 RKAP target of 37.32%. Meanwhile, the profit for the year ratio in 2020 was 1.19% of revenues, higher than the target in the 2020 RKAP, which was 0.12%.

From the realization of the financial position on December 31, 2020, it can be seen that the total assets, total liabilities and equity are also above the target set in the 2020 RKAP.

Realisasi total aset mencapai 109,30% dari target dalam RKAP 2020, pencapaian ini karena pencapaian jumlah total aset lancar yang mencapai 134,68% di atas target.

Di sisi lain, jumlah realisasi liabilitas mencapai 123,16% dari target dalam RKAP tahun 2020, terutama karena realisasi liabilitas jangka panjang terealisasi sebesar 387,12% dari target dalam RKAP 2020.

Realisasi ekuitas pada tanggal 31 Desember 2020 mencapai 100,04% dari target dalam RKAP 2020.

### Tabel Perbandingan Target dan Realisasi Posisi Keuangan Tahun 2020

Table of Target and Realization of Financial Position in 2020

(dalam jutaan Rupiah / in million Rupiah)

| Uraian<br>Description                                | RKAP 2020<br>RKAP 2020 | Realisasi 2020<br>Realization 2020 | Pencapaian<br>Achievement |
|------------------------------------------------------|------------------------|------------------------------------|---------------------------|
| Aset Lancar<br>Current Assets                        | 1.349.117              | 1.817.032                          | 134,68%                   |
| Aset Tidak Lancar<br>Non-current Assets              | 2.982.114              | 2.917.016                          | 97,82%                    |
| Jumlah Aset<br>Total Assets                          | 4.331.231              | 4.734.048                          | 109,30%                   |
| Liabilitas jangka pendek<br>Current liabilities      | 1.475.708              | 1.133.238                          | 76,79%                    |
| Liabilitas jangka panjang<br>Non-current liabilities | 259.247                | 1.003.600                          | 387,12%                   |
| Jumlah liabilitas<br>Total liabilities               | 1.734.955              | 2.136.838                          | 123,16%                   |
| Jumlah ekuitas<br>Total equity                       | 2.596.276              | 2.597.210                          | 100,04%                   |

## INFORMASI DAN FAKTA MATERIAL YANG TERJADI SETELAH TANGGAL LAPORAN AKUNTAN

Pada tahun 2020 tidak terdapat informasi dan fakta material setelah tanggal laporan akuntan.

## PROSPEK USAHA, KONDISI INDUSTRI DAN KONDISI EKONOMI

Wabah pandemi corona telah menekan banyak sektor perekonomian, termasuk sektor properti. Tidak dapat dihindari seluruh bagian dari pasar properti, baik residensial, perkantoran, ritel dan industri menjadi terpukul di tahun 2020 ini sebagai dampak dari Covid-19 ini.

Secara umum dapat terlihat bahwa semua sektor dalam industri properti mengalami tekanan penurunan tingkat permintaan, seperti:

- Hotel dan Apartemen turun tajam dengan berkurangnya mobilitas masyarakat, baik untuk bisnis maupun wisata,
- Perkantoran tertekan dengan adanya aktivitas work from home (WFH),

The realization of total assets reached 109.30% of the target in the 2020 RKAP, this achievement was due to the achievement of total current assets which reached 134.68% above the target.

On the other hand, total realized liabilities reached 123.16% of the target in the 2020 RKAP, mainly because realized long-term liabilities were 387.12% of the target in the 2020 RKAP.

Realization of equity as of December 31, 2020 reached 100.04% of the target in the 2020 RKAP.

## MATERIAL INFORMATION AND FACTS THAT OCCUR AFTER THE DATE OF THE ACCOUNTANT'S REPORT

In 2020 there was no material information and facts after the accountant's report date.

## BUSINESS PROSPECTS, INDUSTRIAL CONDITIONS, AND ECONOMIC CONDITIONS

The corona pandemic outbreak has affected many sectors of the economy, including the property sector. It is not possible to avoid all parts of the property market, both residential, office, retail and industrial from being hit in 2020 as a result of this Covid-19.

In general, it can be seen that all sectors in the industry are experiencing downward pressure in the level of demand, such as:

- Hotels and Apartments fell sharply with reduced community mobility, both for business and leisure,
- Offices are depressed by the existence of working from home (WFH) activities,



Ruko Cirebon dengan gencar dan merancang ulang pengembangan Kawasan e-Polis Rasuna Said sesuai dengan kebutuhan. Selain itu, program utilisasi untuk Patraland Residence Kuningan tetap dijalankan.

Strategi yang digunakan adalah dengan mengoptimalkan lahan dan aset milik induk usaha yang tersebar di seluruh Indonesia. Namun, untuk saat ini masih berkonsentrasi di Pulau Jawa dan beberapa kota besar lainnya. Selain mengembangkan bisnis dengan Induk Perusahaan dan Perusahaan Afiliasi, Patra Jasa juga senantiasa melakukan pengembangan bisnis melalui sinergi dengan BUMN yang bergerak di sektor pariwisata dan pemerintah daerah untuk pengembangan pariwisata.

### KEBIJAKAN DIVIDEN

Perseroan tidak melakukan pembagian dividen pada tahun 2020.

| Kebijakan Dividen<br>Dividend Policy                                                              | Tahun Buku<br>Fiscal Year |         |                                                                    |         |
|---------------------------------------------------------------------------------------------------|---------------------------|---------|--------------------------------------------------------------------|---------|
|                                                                                                   | 2020                      | 2019    | 2018                                                               | 2017    |
| Laba tahun berjalan (dalam jutaan Rupiah)<br>Income for the year (in million Rupiah)              | 22.065                    | 304.981 | 133.215                                                            | 118.232 |
| Dividen kas yang dibagikan (dalam jutaan Rupiah)<br>Cash dividend distributed (in million Rupiah) | -                         | -       | 13.259                                                             | -       |
| Dividen per lembar saham<br>Dividend per share                                                    | -                         | -       | 8.626                                                              | -       |
| Rasio pembagian dividen<br>Payout ratio                                                           | -                         | -       | 10%                                                                | -       |
| Keputusan RUPS<br>GMS Resolution                                                                  | -                         | -       | RUPS Tahunan PT Patra Jasa Tahun 2018<br>PT Patra Jasa 2018 GMS    | -       |
| Tanggal Pengumuman<br>Announcement Date                                                           | -                         | -       | 17 Mei 2019<br>May 17, 2019                                        | -       |
| Tanggal Pembayaran<br>Payment Date                                                                | -                         | -       | 26 Agustus dan 9 September 2019<br>August 26 and September 9, 2019 | -       |

### PROGRAM KEPEMILIKAN SAHAM OLEH Pekerja DAN/ATAU MANAJEMEN (ESOP/MSOP)

Sampai dengan akhir periode pelaporan, Patra Jasa belum melaksanakan program kepemilikan saham untuk pekerja dan/atau manajemen yang dilakukan melalui penawaran saham atau penawaran opsi saham. Dengan demikian Laporan Tahunan ini tidak menyajikan informasi terkait stock option yang dimiliki pekerja dan manajemen, baik jumlah saham dan harga exercise, jangka waktu, persyaratan pekerja dan/atau manajemen yang berhak.

development of the e-Polis Rasuna Said Area as needed. In addition, the utilization program for Patraland Residence Kuningan will continue.

The strategy used is to optimize the land and assets that belong to the parent company spread throughout Indonesia. However, for now, it is still concentrated in Java and several other big cities. In addition to developing business with Parent Companies and Affiliated Companies, Patra Jasa also continues to develop business through synergy with SOEs engaged in the tourism sector and local government for developers.

### DIVIDEND POLICY

The Company did not distribute any dividend in 2020.

### EMPLOYEE AND/OR MANAGEMENT STOCK OWNERSHIP PROGRAM (ESOP / MSOP)

As of the end of the reporting period, Patra Jasa has not yet implemented a stock ownership program for employees and/or management, conducted through the stock offering or stock option offerings. Thus, this Annual Report did not present information related to stock options owned by the employees and management, both the number of shares and the exercise price, the period, the requirements of the employees and/or management who are entitled.

### REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Patra Jasa adalah Perseroan Terbatas yang tertutup. Pemegang saham Perusahaan adalah PT Pertamina (Persero) yang merupakan Pemegang Saham Pengendali dan PT Pertamina Pedeve Indonesia. Sampai dengan akhir periode pelaporan, Patra Jasa belum melaksanakan Penawaran Saham Umum di bursa efek manapun. Dengan demikian Laporan Tahunan ini tidak menyajikan informasi terkait dengan total perolehan dana, rencana penggunaan dana, rincian penggunaan dana, saldo dana dan tanggal persetujuan Rapat Umum Pemegang Saham dari kegiatan Penawaran Saham Umum Perusahaan.

### INFORMASI TRANSAKSI MATERIAL YANG MENGANDUNG BENTURAN KEPENTINGAN ATAU TRANSAKSI DENGAN PIHAK AFILIASI

Dalam kegiatan usaha normal, Perseroan melakukan transaksi usaha dan bukan usaha dengan pihak-pihak berelasi, yang terafiliasi dengan Perseroan melalui kepemilikan langsung dan tak langsung, dan/atau di bawah kendali pihak yang sama. Harga jual atau beli antara pihak-pihak berelasi ditentukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Transaksi-transaksi signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

#### Kas dan Setara Kas

Per 31 Desember 2020, kas dan setara kas ditempatkan pada entitas berelasi adalah sebesar Rp177,21 miliar atau 3,74% dari jumlah aset.

#### Piutang Usaha

Per 31 Desember 2020, piutang usaha kepada pihak berelasi adalah sebesar Rp172,28 miliar atau 3,64% dari jumlah aset.

#### Aset Kontrak

Per 31 Desember 2020, aset kontrak kepada pihak berelasi adalah sebesar Rp183,94 miliar atau 3,89% dari jumlah aset.

#### Utang Usaha

Per 31 Desember 2020, utang usaha kepada pihak berelasi adalah sebesar Rp34,41 miliar atau 1,61% dari jumlah liabilitas.

#### Utang Bank

Per 31 Desember 2020, utang bank kepada pihak berelasi adalah sebesar Rp882,50 miliar atau 41,30% dari jumlah liabilitas.

#### Utang Pembiayaan Konsumen

Per 31 Desember 2020, utang pembiayaan konsumen kepada pihak berelasi adalah sebesar Rp45,99 miliar atau 2,15% dari jumlah liabilitas.

### REALIZATION OF THE FUND USE OF INITIAL PUBLIC OFFERING PROCEEDS

Patra Jasa is a closed Limited Liability Company. The Company's shareholder is PT Pertamina (Persero), which is the Controlling Shareholder and PT Pertamina Pedeve Indonesia. Until the end of the reporting period, Patra Jasa has not yet carried out the Public Offering on any stock exchange. Thus this Annual Report does not present information related to total fund acquisition, fund use plan, details of fund usage, fund balance, and date of approval of the General Meeting of Shareholders for the Company's Public Offering activities.

### MATERIAL TRANSACTION INFORMATION WITH CONFLICT OF INTEREST OR TRANSACTIONS WITH AFFILIATES

In the normal course of business, the Company entered into trade and other transactions with related parties, which are affiliated with the Company through equity ownership, either direct or indirect, and/or under common control. Sales or purchase price among related parties is made based on terms agreed by the parties, which may not be the same as those for transactions between unrelated parties.

Significant transactions with related parties are as follows:

#### Cash and Cash Equivalents

As of December 31, 2020, cash and cash equivalents placed in related entities amounted to Rp177.21 billion or 3.74% of total assets.

#### Trade Receivables

As of December 31, 2020, trade receivables to related entities amounted to Rp172.28 billion or 3.64% of total assets.

#### Contract Assets

As of December 31, 2020, contract assets to related entities amounted to Rp183.94 billion or 3.89% of total assets.

#### Trade Payables

As of December 31, 2020, trade payables to related entities amounted to Rp34.41 billion or 1.61% of total assets.

#### Bank Loans

As of December 31, 2020, bank loans to related entities amounted to Rp882.50 billion or 41.30% of total assets.

#### Obligations under Consumer Finance Loans

As of December 31, 2020, obligations under consumer finance loans to related entities amounted to Rp45.99 billion or 2.15% of total assets.

Pendapatan

Per 31 Desember 2020, pendapatan dari pihak berelasi adalah sebesar Rp1,71 triliun atau 92,02% dari jumlah pendapatan.

Beban Pokok Pendapatan

Per 31 Desember 2020, beban pokok pendapatan dari pihak berelasi adalah sebesar Rp341 juta atau 0,03% dari jumlah beban pokok pendapatan.

Beban Umum dan Administrasi

Per 31 Desember 2020, beban umum dan administrasi dari pihak berelasi adalah sebesar Rp34,83 miliar atau 10,61% dari jumlah beban umum dan administrasi.

Revenues

As of December 31, 2020, revenues from related entities amounted to Rp1.71 trillion or 92.02% of total revenues.

Cost of Revenue

As of December 31, 2020, cost of revenue from related entities amounted to Rp341 million or 0.03% of total cost of revenue.

General and Administrative Expenses

As of December 31, 2020, general and administrative expenses from related entities amounted to Rp34.83 billion or 10.61% of total general and administrative expenses.

| Pihak-pihak<br>Parties                        | Hubungan<br>Relationship                                          | Sifat Relasi<br>Nature of Relationship                                                                                                                                                 |
|-----------------------------------------------|-------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pertamina (Persero)                           | Pemegang saham mayoritas<br>Majority Shareholders                 | Pendapatan, beban usaha, Piutang usaha, Aset kontrak, Utang usaha dan modal saham<br>Revenue, Operating expense, trade receivables, Contract assets, trade payables, and share capital |
| Pertamina Pedeve Indonesia                    | Pemegang saham<br>Shareholder                                     | Modal saham<br>Share capital                                                                                                                                                           |
| Pertamina Lubricants                          | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina EP Cepu                             | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina Internasional Eksplorasi & Produksi | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina Hulu Energi                         | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina Hulu Energi Jambi Merang            | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina Hulu Indonesia                      | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina Hulu Kalimantan Timur               | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina Gas Negara                          | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Perta Arun Gas                                | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina EP International                    | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina EP                                  | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina International Shipping              | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Pertamina Patra Niaga                         | Enitas sepengendali<br>Entity under common control                | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                                                                                                          |
| Tugu Pratama Indonesia                        | Enitas sepengendali<br>Entity under common control                | Piutang usaha, pendapatan dan beban pokok pendapatan<br>Trade receivables, revenue and cost of revenue                                                                                 |
| Pertamina Training & Consulting               | Enitas sepengendali<br>Entity under common control                | Beban Usaha<br>Operating expense                                                                                                                                                       |
| Pertamina Hulu Energi ONJW                    | Enitas sepengendali<br>Entity under common control                | Pendapatan<br>Revenue                                                                                                                                                                  |
| Pertamina Gas                                 | Enitas sepengendali<br>Entity under common control                | Pendapatan<br>Revenue                                                                                                                                                                  |
| Pertamina Bina Medika                         | Enitas sepengendali<br>Entity under common control                | Beban Usaha<br>Operating expense                                                                                                                                                       |
| Telekomunikasi Indonesia (Persero)            | Entitas berelasi dengan Pemerintah<br>Government-related entities | Beban Usaha<br>Operating expense                                                                                                                                                       |

| Pihak-pihak<br>Parties                 | Hubungan<br>Relationship                                                      | Sifat Relasi<br>Nature of Relationship                                                                |
|----------------------------------------|-------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------|
| Angkasa Pura                           | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Beban Usaha<br>Operating expense                                                                      |
| Perusahaan Listrik Negara (Persero)    | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Beban Usaha<br>Operating expense                                                                      |
| Asuransi Jiwa Tugu Mandiri             | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Utang Usaha<br>Trade payables                                                                         |
| Mandiri Utama Finance                  | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Utang pembiayaan konsumen<br>Obligations under consumer finance loans                                 |
| Mandiri Tunas Finance                  | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Utang pembiayaan konsumen<br>Obligations under consumer finance loans                                 |
| BRI Finance                            | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Utang pembiayaan konsumen<br>Obligations under consumer finance loans                                 |
| Wijaya Karya Realty                    | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Piutang usaha dan pendapatan<br>Trade receivables and revenue                                         |
| Wijaya Karya Bangunan Gedung Tbk       | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Utang usaha<br>Trade receivables                                                                      |
| Hotel Indonesia                        | Entitas asosiasi dan ventura Bersama<br>Associates and joint venture entities | Piutang usaha<br>Trade receivables                                                                    |
| PT Bank Mandiri (Persero)              | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Penempatan kas dan setara kas dan utang bank<br>Placement of cash and cash equivalents and bank loans |
| PT Bank Rakyat Indonesia (Persero) Tbk | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Penempatan kas dan setara kas dan utang bank<br>Placement of cash and cash equivalents and bank loans |
| PT Bank Negara Indonesia (Persero) Tbk | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Penempatan kas dan setara kas<br>Placement of cash and cash equivalents                               |
| Bank DKI                               | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Penempatan kas dan setara kas<br>Placement of cash and cash equivalents                               |
| PT Bank Tabungan Negara (Persero) Tbk  | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Penempatan kas dan setara kas dan utang bank<br>Placement of cash and cash equivalents and bank loans |
| PT Bank Syariah Mandiri                | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Penempatan kas dan setara kas<br>Placement of cash and cash equivalents                               |
| PT Bank BNI Syariah                    | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Penempatan kas dan setara kas dan utang bank<br>Placement of cash and cash equivalents and bank loans |
| PT Bank Rakyat Indonesia Syariah       | Entitas berelasi dengan Pemerintah<br>Government-related entities             | Penempatan kas dan setara kas dan utang bank<br>Placement of cash and cash equivalents and bank loans |

PERUBAHAN PERATURAN PERUNDANG-UNDANGAN DAN DAMPAKNYA TERHADAP KINERJA PERUSAHAAN

Pada tahun 2020, tidak terdapat perubahan peraturan perundang-undangan dan dampaknya terhadap kinerja perusahaan.

CHANGES IN ACCOUNTING REGULATIONS AND THE IMPACT ON COMPANY PERFORMANCE

In 2020, there were no changes in laws and regulations and their impact on company performance.

PERUBAHAN KEBIJAKAN AKUNTANSI, ALASAN DAN DAMPAKNYA TERHADAP LAPORAN KEUANGAN PERSEROAN

Laporan keuangan konsolidasi Grup disusun berdasarkan Standar Akuntansi Keuangan di Indonesia ("PSAK"). Kecuali dinyatakan lain di dalam laporan keuangan audited yang menjadi bagian tidak terpisahkan dari laporan tahunan ini, kebijakan akuntansi diterapkan secara konsisten dalam penyusunan laporan keuangan konsolidasi untuk tahun-tahun yang berakhir pada tanggal 31 Desember 2020 dan 2019.

CHANGES IN ACCOUNTING POLICIES, REASONS AND IMPACTS ON THE COMPANY'S FINANCIAL STATEMENTS

The Group's consolidated financial statements have been prepared based on Financial Accounting Standards in Indonesia ("PSAK"). Unless otherwise stated in the audited financial statements which form an integral part of this annual report, accounting policies are applied consistently in the preparation of the consolidated financial statements for the years ended on December 31, 2020, and 2019.

## Perubahan pada Pernyataan Standar Akuntansi Keuangan dan Interpretasi Standar Akuntansi Keuangan

1. Penerapan dari standar dan interpretasi baru/revisi berikut, tidak menimbulkan perubahan besar terhadap kebijakan akuntansi Grup dan efek material terhadap laporan keuangan konsolidasian.

Standar baru, revisi dan intepretasi yang telah diterbitkan dan berlaku efektif untuk tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2020 adalah sebagai berikut:

- Amandemen PSAK 1 “Penyajian Laporan Keuangan”
- Amandemen PSAK 15 “Investasi pada Entitas Asosiasi dan Ventura Bersama”
- Amandemen PSAK 25 “Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan”
- Penyesuaian tahunan atas PSAK 1 “Penyajian Laporan Keuangan”
- ISAK No. 35: Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba
- Amandemen PSAK 55 “Instrumen Keuangan: Pengakuan dan Pengukuran”, PSAK 60 “Instrumen Keuangan: Pengungkapan” dan PSAK 71 “Instrumen Keuangan” tentang reformasi acuan suku bunga;
- Amandemen PSAK 71 “Instrumen Keuangan: tentang Fitur Percepatan Pelunasan dengan Kompensasi Negatif;
- Amandemen PSAK 73 “Sewa” tentang konsesi sewa terkait COVID-19;
- ISAK 36 “Interpretasi atas Interaksi antara Ketentuan Mengenai Hak atas Tanah dalam PSAK 16: Aset Tetap dan PSAK 73: Sewa”.

2. Standar baru, revisi dan intepretasi yang telah diterbitkan, namun belum berlaku efektif.

Efektif 1 Januari 2021:

- Amandemen PSAK 22 “Kombinasi Bisnis”;
- Amandemen PSAK 55 “Instrumen Keuangan: Pengakuan dan Pengukuran (Reformasi IBOR Tahap 2)”;
- Amandemen PSAK 60 “Instrumen Keuangan: Pengungkapan (Reformasi IBOR Tahap 2)”;
- Amandemen PSAK 71 “Instrumen Keuangan (Reformasi IBOR Tahap 2)”;
- Amandemen PSAK 73 “Sewa (Reformasi IBOR Tahap 2)”

Efektif 1 Januari 2022:

- Amandemen PSAK 22 “Kombinasi Bisnis (Referensi ke Kerangka Konseptual Pelaporan Keuangan)”;
- Amandemen PSAK 57 “Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi: Kontrak Memberatkan – Biaya Pemenuhan Kontrak”;

## Changes to Statements of Financial Accounting Standards and Interpretations of Financial Accounting Standards

1. The implementation of these new/revised standards and interpretations did not result in substantial changes to the Group's accounting policies and had no material effect on the consolidated financial statements.

The new standards, revisions, and interpretations that had been issued and were effective for the financial year beginning on or after January 1, 2020, were as follows:

- The amendments to SFAS 1 “Presentation of Financial Statements”
- The amendments to SFAS 15 “Investment in Associates and Joint Ventures”
- The amendments to SFAS 25 “Accounting Policies, Changes in Accounting Estimates and Errors”
- Annual Improvements on SFAS 1 “Presentation of Financial Statements”
- IFAS No. 35: Presentation of Financial Statements of Non-profit Oriented Entities
- The amendments of SFAS 55 “Financial Instruments: Recognition and Measurement”, SFAS 60 “Financial Instruments Disclosure” and SFAS 71 “Financial Instrument” about interest rate benchmark reform;
- The amendments of SFAS 71 “Financial Instruments: Prepayment Features with Negative Compensation”;
- The amendments of SFAS 73 “Lease” about rent concession related to COVID-19;
- IFAS 36 “Interpretation of the Interaction between Provisions regarding Land Rights in SFAS 16: Fixed Assets and SFAS 73: Leases”.

2. New standards, revisions, and interpretations have been issued but not yet effective.

Effective 1 January 2021:

- The amendments to SFAS 22 “Business Combination”;
- The amendments to SFAS 55 “Financial Instruments: Recognition and Measurement (IBOR Reform Batch 2)”;
- The amendments to SFAS 60 “Financial Instruments: Disclosures (IBOR Reform Batch 2)”;
- The amendments to SFAS 71 “Financial Instruments (IBOR Reform Batch 2)”;
- The amendments to SFAS 73 “Lease (IBOR Reform Batch 2)”.

Effective 1 January 2022:

- The amendments to SFAS 22 “Business Combination (References to the Conceptual Framework of Financial Reporting)”;
- The amendments to SFAS 57 “Provisions, Contingent Liabilities and Contingent Assets: Onerous Contracts – Cost of Fulfilling the Contracts”;

- Penyesuaian tahunan atas PSAK 71 “Instrumen Keuangan”;
- Penyesuaian tahunan atas PSAK 73 “Sewa”.

Efektif 1 Januari 2023:

- Amandemen PSAK 1 “Penyajian Laporan Keuangan (Klasifikasi Liabilitas sebagai Jangka Pendek atau Panjang)”.

## INFORMASI KELANGSUNGAN USAHA

Hal-Hal yang Berpotensi Berpengaruh Signifikan terhadap Kelangsungan Usaha

Sampai dengan akhir tahun 2020, Perseroan tidak memiliki hal-hal yang berpengaruh signifikan terhadap kelangsungan usahanya baik jangka pendek maupun jangka panjang.

## ASUMSI DASAR KELANGSUNGAN USAHA

Patra Jasa adalah anak perusahaan PT Pertamina (Persero) yang permodalannya dikontrol penuh oleh Pertamina, di samping itu pendapatan usahanya sebagian besar berasal dari perusahaan induk dan perusahaan terafiliasinya. Sehingga dapat diasumsikan bahwa keberlangsungan usaha Patra Jasa akan tetap dipertahankan oleh pemegang sahamnya sepanjang tetap berkinerja baik.

Sebagai bagian dari PT Pertamina (Persero), Patra Jasa senantiasa berkomitmen untuk tetap melakukan aktivitas operasi sebagaimana yang telah ditetapkan dalam maksud dan tujuan perusahaan serta rencana kegiatan sebagaimana yang ditetapkan di dalam Rencana Jangka Panjang Perusahaan yang dijabarkan secara lebih rinci di dalam Rencana Kerja dan Anggaran Perusahaan setiap tahunnya.

Kondisi Industri baik Properti maupun Pariwisata masih dapat tumbuh dengan baik setiap tahunnya dan selama ini Patra Jasa telah menunjukkan tingkat *resilience* yang tinggi dalam kondisi persaingan yang cukup ketat, hal tersebut di tunjukkan dengan tingkat pertumbuhan yang baik baik dari aspek perolehan laba maupun asetnya, sehingga diharapkan Patra Jasa masih dapat tumbuh dengan baik di masa yang akan datang.

Di samping itu, Pemerintah selalu mendukung dengan kebijakan-kebijakan yang akan mendorong pertumbuhan perusahaan-perusahaan baik yang bergerak di sektor properti maupun pariwisata, Patra Jasa akan memanfaatkan dukungan kebijakan Pemerintah tersebut dengan baik untuk mendukung pertumbuhan usahanya.

- Annual improvement on SFAS 71 “Financial Instruments”;
- Annual improvement on SFAS 73 “Lease”.

Effective 1 January 2023:

- The amendments to SFAS 1 “Presentation of Financial Statements (Liabilities Classification as Short or Long-term)”.

## INFORMATION ON BUSINESS CONTINUITY

Significant Issues on Business Sustainability

Until the end of 2020, the Company did not have any significant effect on its business sustainability, either short term or long term.

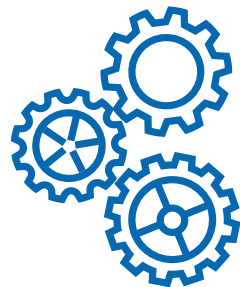
## BASIC ASSUMPTION ON BUSINESS SUSTAINABILITY

Patra Jasa is a subsidiary of PT Pertamina (Persero), whose capital is fully controlled by Pertamina. Also, most of its revenues come from its parent company and affiliated company. So, it can be assumed that Patra Jasa's business continuity will be maintained by its shareholders as long as it keeps performing well.

As part of PT Pertamina (Persero), Patra Jasa is committed to continue to carry out operational activities as stipulated in the company's purpose and objectives as well as planned activities as specified in the Company's Long Term Plan which are described in more detail in the Company's Work Plan and Budget each year.

Conditions of industry, both property and tourism, can still grow well every year. So far, Patra Jasa has shown a high level of resilience in an intense competition condition. It is indicated by a good level of growth both in terms of profitability and assets so that it is expected that Patra Jasa can still grow well in the future.

Besides, the Government always supports policies that will encourage the growth of good companies engaged in the property and tourism sectors. Patra Jasa will make good use of the Government's policy support to bolster the growth of its business.



# TATA KELOLA PERUSAHAAN

Good Corporate Governance

Patra Jasa berkomitmen untuk terus meningkatkan penerapan tata kelola perusahaan yang baik sebagai salah satu competitive advantage yang dimiliki.

Patra Jasa is committed to continuously improving good corporate governance implementation as one of its competitive advantages.



Grha Pertamina



## PERNYATAAN KOMITMEN GCG PATRA JASA

Patra Jasa berkomitmen untuk menerapkan prinsip-prinsip GCG yakni Transparansi, Akuntabilitas, Pertanggungjawaban, Independensi dan Kewajaran sebagai dasar peningkatan kinerja Perseroan dengan secara terus menerus melakukan pemutakhiran berbagai pedoman, kebijakan, *Standard Operational Procedure* (SOP), dan manual sesuai dengan perubahan peraturan perundang-undangan yang berlaku, dan perkembangan Perseroan.

Pemutakhiran ini dikuatkan dengan sosialisasi dan penerapannya. Pelaksanaan sosialisasi sebagai komitmen Patra Jasa untuk senantiasa mengingatkan seluruh *Stakeholders* betapa pentingnya implementasi GCG dalam setiap aktivitas pekerjaan. Dalam penerapan GCG, Patra Jasa mematuhi berbagai peraturan perundang-undangan yang berlaku serta peraturan internal. Secara berkala, Perseroan melakukan pengukuran implementasi GCG yang dilakukan oleh pihak independen dan berkomitmen untuk menindaklanjuti setiap rekomendasi perbaikan yang dihasilkan.

Perseroan berkomitmen untuk mewujudkan praktik GCG yang baik dengan cara:

1. Menguji dan menilai penerapan GCG di Perseroan melalui elaborasi kondisi penerapan GCG dan melakukan *crosscheck* dengan indikator serta parameter pengujian yang telah ditentukan.
2. Melakukan penilaian/pengujian atas penerapan GCG dan melakukan perbaikan atas rekomendasi yang diusulkan guna mengurangi kesenjangan antara tataran praktik dengan indikator dan parameter pengujian.
3. Memantau konsistensi penerapan GCG di lingkungan organisasi Perseroan untuk memperoleh masukan demi penyempurnaan dan pengembangan kebijakan GCG.
4. Mendorong pengelolaan Perseroan yang semakin profesional, transparan, dan efisien, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Perseroan.
5. Secara rutin melakukan sosialisasi tahunan terkait praktik GCG dalam pelaksanaan pekerjaan sehari-hari sampai dengan pelaporan secara berkala melalui sistem online.

## TUJUAN DAN DASAR IMPLEMENTASI GCG

Perseroan mengimplementasikan GCG sebagai sebuah strategi fundamental dalam melakukan transformasi dan *turnaround*, yang diharapkan dapat menciptakan Patra Jasa sebagai sebuah korporasi yang berkelanjutan (*sustainable company*). Untuk itu, penerapan GCG di lingkungan Perseroan bertujuan untuk:

1. Mengoptimalkan nilai Perseroan untuk membangun daya saing yang kuat baik secara nasional maupun internasional,

## GCG COMMITMENT STATEMENT OF PATRA JASA

Patra Jasa is committed to implementing the GCG principles, namely Transparency, Accountability, Responsibility, Independence and Fairness as a basis for improving the Company's performance by continuously updating various guidelines, standard operational procedures (SOP), manuals following the changes in the prevailing laws and regulations, and the development of the Company.

This update is strengthened by socialization and its implementation. The socialization implementation as Patra Jasa's commitment to continually remind all stakeholders of the importance of GCG implementation in every work activity. In the implementation of GCG, Patra Jasa complies with various prevailing laws and regulations, as well as internal regulations. Periodically, the Company measures the application of GCG carried out by an independent party and is committed to following up on any recommendations for improvements that are produced.

The Company is committed to implementing GCG practices by:

1. Testing and assessing the implementation of GCG in the Company through elaborating the GCG implementation conditions and crosschecking with testing indicators and parameters that have been determined.
2. Conducting an assessment/test of the GCG implementation and making improvements to the proposed recommendations to reduce the gap between the levels of practice with testing indicators and parameters.
3. Monitoring the consistency of GCG implementation within the Company's organizational environment to acquire input for improvement and development of GCG policies.
4. Encouraging the management of the Company that is increasingly professional, transparent, and efficient, as well as empowering functions and increasing the independence of the Company's Organ.
5. Routinely conducting annual socialization related to GCG practices in daily work up to periodic reporting through the online system.

## OBJECTIVES AND BASICS OF GCG IMPLEMENTATION

The Company implements GCG as a fundamental strategy in carrying out transformation and turnaround, which is expected to create Patra Jasa as a sustainable corporation. For that, by implementing GCG, PT Patra Jasa aims to:

1. Optimizing the value of the Company to build strong competitiveness both nationally and internationally, to

agar dapat menjaga eksistensi dan pertumbuhan secara berkelanjutan;

2. Mendorong pengelolaan Perseroan secara profesional, efisien serta efektif selain juga memberdayakan fungsi dan meningkatkan kemandirian organ-organ dalam perusahaan;
3. Mengarahkan serta mengendalikan hubungan kerja antara Rapat Umum Pemegang Saham (RUPS), Dewan Komisaris dan Direksi;
4. Mendorong agar setiap pengambilan keputusan maupun pelaksanaannya harus dilandasi nilai moral yang tinggi dan sesuai dengan peraturan perundang undangan yang berlaku serta tanggung jawab sosial yang tinggi;
5. Menciptakan sumber daya manusia yang profesional dan memperbaiki budaya kerja Perusahaan;
6. Meningkatkan pertanggungjawaban kepada *Stakeholders*;
7. Mencegah terjadinya penyimpangan dalam pengelolaan Perusahaan;
8. Meningkatkan pencitraan Perseroan (*Image*) yang semakin baik;
9. Meningkatkan kontribusi Perseroan dalam perekonomian nasional;
10. Meningkatkan iklim investasi nasional.

## DASAR PENERAPAN PRAKTIK GCG

Dalam rangka mewujudkan visinya dan menjalankan misinya, Perseroan melandaskan penerapan praktik GCG pada beberapa peraturan perundangan sebagai berikut:

1. Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 tanggal 1 Agustus 2011 "Tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara."
2. Peraturan Menteri Negara BUMN No. 09/MBU/2012 tanggal 6 Juli 2012 tentang Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara.

Peraturan-peraturan tersebut kemudian dijadikan sebagai acuan dalam penerapan kebijakan ke seluruh level jabatan, sehingga Perseroan mampu menciptakan lingkungan kerja yang sehat dan kondusif.

## UPAYA MEMPERKUAT PENERAPAN GCG

Dalam memaknai penerapan GCG, Patra Jasa berkomitmen untuk menjadikan GCG sebagai bagian dari pengelolaan Perseroan melalui penerapan suatu sistem yang mencerminkan prinsip-prinsip transparansi, akuntabilitas, pertanggungjawaban, independensi dan kesetaraan.

maintain its existence and sustainable growth;

2. Encouraging professional, efficient and effective company management as well as empowering functions and increasing the independence of organs within the Company;
3. Directing and controlling the work relations between the General Meeting of Shareholders (GMS), the Board of Commissioners and the Board of Directors;
4. Encouraging that every decision making and its implementation must be based on high moral values and in accordance with prevailing laws and regulations as well as high social responsibility;
5. Creating professional human resources and improving the Company's Work Culture;
6. Increasing accountability to stakeholders;
7. Preventing irregularities in the management of the Company;
8. Improving the better image of the Company;
9. Expanding the Company's contribution to the national economy;
10. Improving the national investment climate.

## BASIS OF GCG IMPLEMENTATION

In order to realize its vision and carry out its mission, the Company bases the implementation of GCG practices in the following laws and regulations:

1. Regulation of the Minister of State-Owned Enterprises No. PER-01 / MBU / 2011 dated August 1, 2011, on "the Implementation of Good Corporate Governance (GCG) in State-Owned Enterprises."
2. Regulation of the Minister of State-Owned Enterprise No. 09/MBU/2012 dated July 6, 2012, concerning the Implementation of Good Corporate Governance in State-Owned Enterprises.

Those regulations are then used as references in the implementation of policies at all levels so that the Company can create a healthy and conducive work environment.

## EFFORTS TO STRENGTHEN GCG IMPLEMENTATION

In interpreting the implementation of GCG, Patra Jasa is committed to making GCG as part of the Company management through the implementation of a system that reflects the principles of information disclosure, accountability, fairness, and responsibility.

Sepanjang tahun 2020, telah dilakukan berbagai inisiatif penerapan GCG, baik yang dilakukan secara mandiri maupun dibantu oleh *independent assessor* dalam mencapai tata kelola perusahaan yang berkelanjutan (*sustainable governance*), antara lain mencakup:

1. Sosialisasi *Code of Conduct* kepada seluruh Pekerja Patra Jasa, baik Pekerja lama maupun Pekerja baru.
2. Pembangunan komitmen Dewan Komisaris dan Direksi melalui pembaharuan Pakta Integritas dan Komitmen Penerapan GCG.
3. Pelaksanaan *assessment* penerapan GCG yang dilakukan oleh *independent assessor*.
4. Memperkuat Sistem Pelaporan Pelanggaran dengan penyediaan berbagai *tools* yang memudahkan pelaporan.
5. Sosialisasi program pengendalian gratifikasi dan *Whistleblowing System* Perseroan.

### PENGUKURAN IMPLEMENTASI GCG

Secara berkala, Perseroan melakukan pengukuran implementasi GCG. Proses pengukuran tersebut implementasi GCG tersebut bertujuan untuk:

- Menguji dan menilai penerapan GCG melalui elaborasi kondisi penerapan GCG dan perbandingan dengan indikator dan parameter pengujian yang telah ditentukan.
- Memberikan gambaran hasil pengukuran melalui pemberian nilai atas penerapan GCG, berikut rekomendasi perbaikan yang diusulkan, guna mengurangi kesenjangan antara tataran praktik dengan indikator dan parameter pengujian.
- Memantau konsistensi penerapan GCG di lingkungan organisasi Perseroan, serta untuk memperoleh masukan demi penyempurnaan dan pengembangan kebijakan GCG.
- Mendorong pengelolaan Perseroan yang semakin profesional, transparan, dan efisien, serta memberdayakan fungsi dan meningkatkan kemandirian Organ Perseroan.
- Parameter *assessment* penerapan GCG yang digunakan adalah berdasarkan parameter dari Surat Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/MBU 2012. Terdapat 6 (enam) aspek, 43 Parameter, 153 Indikator dan 568 Faktor Uji Kesesuaian.

Dalam pelaksanaan *assessment* penerapan GCG, Perusahaan dapat dibantu oleh pihak independen/ *independent assessor*, maupun dilakukan secara mandiri (*self assessment*). Hasil *assessment* penerapan GCG terakhir dilakukan pada tahun 2020 yang dilakukan oleh pihak independen/ *independent assessor* Servitama Consulting, dimana Perusahaan memperoleh skor penerapan GCG sebesar Sangat Baik.

Throughout 2020, various initiatives for GCG implementation have been carried out, both those carried out independently and assisted by independent parties in achieving sustainable corporate governance, including:

1. Socialization of Code of Conduct to all employees of Patra Jasa, both old and new employees.
2. Development of the commitment of the Board of Commissioners and Board of Directors through the renewal of Integrity Pact and Commitment to GCG Implementation.
3. GCG assessment carried out by an independent party.
4. Strengthening the Violation Reporting System by providing various tools that facilitate reporting.
5. Socialization of the Company's gratification control program and Whistleblowing System.

### MEASUREMENT OF GCG IMPLEMENTATION

Periodically, the Company measures the implementation of GCG. Through the measurement process, the Company aims to:

- Test and assess the implementation of GCG through the elaboration of the GCG implementation conditions and comparison with predetermined testing indicators and parameters.
- Provide an overview of the measurement results through the granting score of GCG implementation, following recommendations for improvements proposed, to reduce the gap between practice levels with testing indicators and parameters.
- Monitor the consistency of the GCG implementation in the Company's organizational environment, as well as to obtain input for the improvement and development of GCG policies.
- Encourage the management of the Company that is increasingly professional, transparent, and efficient, as well as empower functions and increase the independence of the Company's Organ.
- The GCG assessment parameters used are based on the parameters of the Decree of the Ministry of State-Owned Enterprises' Secretary, Number: SK-16 / MBU / 2012. There are 6 (six) aspects, 43 Parameters, 153 Indicators, and 568 Conformity Test Factors.

In implementing GCG assessment, the Company can be assisted by an independent assessor or carried out independently (selfassessment). The latest GCG assessment results were carried out in 2020 by an independent assessor, Servitama Consulting, the Company obtained a GCG implementation score of Very Good.

Hasil *assessment* penerapan GCG PT Patra Jasa selama 5 (lima) tahun terakhir sebagai berikut:

PT Patra Jasa's GCG assessment results for the past 5 (five) years were as follows:

| No.                                                                             | Aspek Pengujian / Indikator / Parameter<br>Testing Aspects / Indicators / Parameter                                               | Bobot Weight | Skor GCG<br>GCG Score |              |                          |                          |                          |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|--------------|-----------------------|--------------|--------------------------|--------------------------|--------------------------|
|                                                                                 |                                                                                                                                   |              | 2016                  | 2017         | 2018                     | 2019                     | 2020                     |
| 1                                                                               | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan<br>Commitment to Sustainable GCG Implementation | 7,00         | 5,65                  | 6,76         | 6,36                     | 6,41                     | 6,42                     |
| 2                                                                               | Pemegang Saham dan RUPS<br>Shareholders and GMS                                                                                   | 9,00         | 8,74                  | 8,91         | 8,86                     | 8,86                     | 8,86                     |
| 3                                                                               | Dewan Komisaris<br>Board of Commissioners                                                                                         | 35,00        | 31,11                 | 33,05        | 32,82                    | 33,35                    | 33,54                    |
| 4                                                                               | Direksi<br>Board of Directors                                                                                                     | 35,00        | 32,75                 | 33,52        | 34,00                    | 34,05                    | 34,18                    |
| 5                                                                               | Pengungkapan Informasi dan Transparansi<br>Information Disclosure and Transparency                                                | 9,00         | 5,61                  | 7,91         | 8,50                     | 8,20                     | 8,12                     |
| 6                                                                               | Aspek Lainnya<br>Other Aspects                                                                                                    | 5,00         | 0                     | 0            | 0                        | 0                        | 0                        |
| Skor Keseluruhan<br>Total Score                                                 |                                                                                                                                   | 100,00       | 83,86                 | 90,15        | 90,52                    | 90,87                    | 91,14                    |
| Klasifikasi Kualitas Penerapan GCG<br>GCG Implementation Quality Classification |                                                                                                                                   |              | Baik<br>Good          | Baik<br>Good | Sangat Baik<br>Very Good | Sangat Baik<br>Very Good | Sangat Baik<br>Very Good |
| Pihak Penilai<br>Assessor                                                       |                                                                                                                                   |              | Kriya<br>Komunikasi   | markAsia PR  | KIM Consult              | KIM Consult              | Servitama<br>Consulting  |

### ASSESSMENT PENERAPAN GCG TAHUN BUKU 2019

Patra Jasa melaksanakan *assessment* penerapan GCG di tahun 2020 untuk tahun buku 2019 yang dilaksanakan oleh pihak independen, PT Kharisma Integrasi Manajemen (KIM Consult). Berdasarkan hasil *assessment* tersebut, Patra Jasa memperoleh skor 90,87 (sembilan puluh koma delapan puluh tujuh) masuk dalam kategori SANGAT BAIK.

### GCG ASSESSMENT FOR FISCAL YEAR 2019

Patra Jasa implemented a GCG assessment in 2020 for the 2019 fiscal year carried out by an independent party, PT Kharisma Integrasi Manajemen (KIM Consult). Based on the assessment results, Patra Jasa obtained a score of 90.87 (ninety point eighty seven) included in the VERY GOOD category.

Ringkasan hasil *assessment*/penilaian dan evaluasi atas penerapan GCG pada Patra Jasa sebagai berikut:

Summary of the Results of Patra Jasa's GCG implementation assessment evaluation, were as follows:

| No. | Aspek Pengujian / Indikator / Parameter<br>Testing Aspects / Indicators / Parameter                                               | Bobot Weight | Capaian Tahun 2019<br>Achievement in 2019 |                               |                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------|--------------|-------------------------------------------|-------------------------------|---------------------------|
|     |                                                                                                                                   |              | Skor<br>Score                             | % Pencapaian<br>% Achievement | Keterangan<br>Description |
| 1   | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan<br>Commitment to Sustainable GCG Implementation | 7,00         | 6,429                                     | 91,84                         | Sangat Baik<br>Very Good  |



| No.                                                                             | Aspek Pengujian / Indikator / Parameter<br>Testing Aspects / Indicators / Parameter | Bobot<br>Weight | Capaian Tahun 2019<br>Achievement in 2019 |                               |                           |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|-----------------|-------------------------------------------|-------------------------------|---------------------------|
|                                                                                 |                                                                                     |                 | Skor<br>Score                             | % Pencapaian<br>% Achievement | Keterangan<br>Description |
| 2                                                                               | Pemegang Saham dan RUPS<br>Shareholders and GMS                                     | 9,00            | 8,863                                     | 98,48                         | Sangat Baik<br>Very Good  |
| 3                                                                               | Dewan Komisaris<br>Board of Commissioners                                           | 35,00           | 33,549                                    | 95,83                         | Sangat Baik<br>Very Good  |
| 4                                                                               | Direksi<br>Board of Directors                                                       | 35,00           | 34,182                                    | 97,66                         | Sangat Baik<br>Very Good  |
| 5                                                                               | Pengungkapan Informasi dan Transparansi<br>Information Disclosure and Transparency  | 9,00            | 8,129                                     | 90,32                         | Sangat Baik<br>Very Good  |
| 6                                                                               | Aspek Lainnya<br>Other Aspects                                                      | 5,00            | 0                                         | 0                             |                           |
| Skor Keseluruhan<br>Total Score                                                 |                                                                                     | 100,00          | 91,141                                    | 91,4                          | Sangat Baik<br>Very Good  |
| Klasifikasi Kualitas Penerapan GCG<br>GCG Implementation Quality Classification |                                                                                     |                 | Sangat Baik<br>Very Good                  |                               |                           |

## TINDAK LANJUT REKOMENDASI ASSESSMENT PENERAPAN GCG TAHUN 2019

Perseroan telah menindaklanjuti rekomendasi hasil *assessment* penerapan GCG tahun 2019 di tahun 2020 sebagai berikut:

## FOLLOW-UP ON RECOMMENDATIONS OF 2019 GCG ASSESSMENT

The Company has followed up on the recommendations of the assessment results of the 2019 GCG implementation in 2020 is as follows:

| Bobot<br>Weight | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                | Tindak Lanjut<br>Follow Up                                                                                                                                                                                                                                                                                                                                                                         |
|-----------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I               | 1. Agar Pedoman Tata Kelola Perusahaan yang Baik (GCG <i>Code</i> ) PT Patra Jasa dapat ditinjau dan dimutakhirkan secara berkala.<br>In order for Good Corporate Governance Guidelines (GCG <i>Code</i> ) PT Patra Jasa can be reviewed and updated regularly periodically. | Telah dilakukan penyusunan Draft Pedoman Tata Kelola Perusahaan yang Baik (GCG <i>Code</i> )<br>The draft Governance Guidelines have been prepared Good Company (GCG <i>Code</i> )                                                                                                                                                                                                                 |
|                 | 2. Agar Pedoman Perilaku ( <i>Code of Conduct</i> ) dapat ditandatangani oleh Direksi dan Dewan Komisaris.<br>So that the Code of Conduct can signed by the Board of Directors and the Board of Commissioners.                                                               | Code of Conduct PT Patra Jasa disahkan dengan Surat Keputusan No. 004/DIR-PJ/SKEP/II/2020 tanggal 05 Februari 2020 dan disahkan Direksi Bersama Dewan Komisaris.<br>Code of Conduct of PT Patra Jasa is ratified by letter Decree No. 004/DIR-PJ/SKEP/II/2020 dated 05 February 2020 and passed the Board of Directors with the Board Commissioner.                                                |
|                 | 3. Pedoman Perilaku agar memuat Pernyataan Komitmen Direksi dan Dewan Komisaris.<br>Code of Conduct to contain a Statement of Commitment Board of Directors and Board of Commissioners.                                                                                      | Code of Conduct PT Patra Jasa disahkan dengan Surat Keputusan No. 004/DIR-PJ/SKEP/II/2020 tanggal 05 Februari 2020 dilengkapi lembar Pernyataan Komitmen Direksi dan Dewan Komisaris.<br>Code of Conduct of PT Patra Jasa is ratified by letter Decree No. 004/DIR-PJ/SKEP/II/2020 dated 05 February 2020, completed with a Statement of Commitment Board of Directors and Board of Commissioners. |

| Bobot<br>Weight | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                 | Tindak Lanjut<br>Follow Up                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|-----------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 | 4. Pedoman Perilaku agar memuat kepedulian terhadap Kesehatan dan keselamatan kerja serta pelestarian.<br>Code of Conduct so that it contains concern for Occupational health and safety and preservation.                                                                                                                                                                                                    | Code of Conduct PT Patra Jasa disahkan dengan Surat Keputusan No. 004/DIR-PJ/SKEP/II/2020 tanggal 05 Februari 2020 Bab II tentang Operasional yang memenuhi Kesehatan (Health), Keselamatan (Safety), Keamanan ( Security) dan Lingkungan (Environment)<br>Code of Conduct of PT Patra Jasa is ratified by letter Decree No. 004/DIR-PJ/SKEP/II/2020 dated 05 February 2020 Chapter II concerning Operations meet Health (Health), Safety (Safety), Security (Security) and Environment (Environment)                 |
|                 | 5. Pedoman Perilaku agar memuat materi Integritas Laporan Keuangan.<br>Code of Conduct to contain Report Integrity material Finance.                                                                                                                                                                                                                                                                          | -                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|                 | 6. Pedoman Perilaku perlu ditinjau dan dimutakhirkan secara berkala.<br>The Code of Conduct needs to be reviewed and updated regularly periodically.                                                                                                                                                                                                                                                          | <i>Code of Conduct</i> PT Patra Jasa disahkan dengan Surat Keputusan No. 004/DIR-PJ/SKEP/II/2020 tanggal 05 Februari 2020.<br>Code of Conduct of PT Patra Jasa is ratified by letter Decree No. 004/DIR-PJ/SKEP/II/2020 dated 05 February 2020.                                                                                                                                                                                                                                                                       |
|                 | 7. Agar seluruh anggota Dewan Komisaris menandatangani komitmen untuk mematuhi Pedoman Perilaku.<br>For all members of the Board of Commissioners to sign commitment to comply with the Code of Conduct.                                                                                                                                                                                                      | <i>Code of Conduct</i> PT Patra Jasa disahkan dengan Surat Keputusan No. 004/DIR-PJ/SKEP/II/2020 tanggal 05 Februari 2020 sudah dilengkapi lembar komitmen untuk mematuhi Pedoman Perilaku yang ditandatangani Direksi dan seluruh Anggota Dewan Komisaris.<br>Code of Conduct of PT Patra Jasa is ratified by letter Decree No. 004/DIR-PJ/ SKEP/II/2020 dated 05 February 2020 has completed a commitment sheet for comply with the signed Code of Conduct Directors and all members of the Board of Commissioners. |
|                 | 8. Agar melakukan peninjauan dan penyempurnaan berkala terhadap perangkat pendukung mengenai Gratifikasi, masih dalam bentuk draft.<br>In order to carry out periodic reviews and improvements against supporting devices regarding Gratification, still in draft form.                                                                                                                                       | Pedoman Pengendalian Gratifikasi proses finalisasi, merujuk kepada Pedoman Pengendalian Gratifikasi PT Pertamina (Persero) tahun 2020 dan Peraturan KPK No. 02 Tahun 2019 tentang Pelaporan Gratifikasi.<br>Guidelines for Gratification Control of the finalization process, refers to the Gratuity Control Guidelines of PT Pertamina (Persero) 2020 and KPK Regulation No. 02 of 2019 concerning Gratuity Reporting.                                                                                               |
| II              | 1. Pemegang Saham dan Direksi agar melengkapi Board Manual dan/atau COCG dengan memuat uraian mengenai penilaian/pengujian atas kepatutan dan kelayakan (fit and proper test) bagi anggota Direksi.<br>Shareholders and Directors to complete the Board Manual and/or COCG containing a description of assessment/ testing of fit and properness (fit and proper test) for members of the Board of Directors. | Ketentuan mengenai pengangkatan dan pemberhentian Anggota Direksi adalah kewenangan Pemegang saham berdasarkan Pasal 11 ayat 5 Anggaran Dasar Perusahaan.<br>Provisions regarding the appointment and dismissal of the members of the Board of Directors are the authority of the shareholders based on Article 11 paragraph 5 of the Company's Articles of Association.                                                                                                                                              |
|                 | 2. Agar Pemegang Saham melakukan upaya-upaya menindaklanjuti area of improvement yang dihasilkan dari <i>assessment</i> atas pelaksanaan Tata Kelola Perusahaan yang baik.<br>In order for Shareholders to make efforts follow up on areas of improvement resulting from assessment of the implementation of Corporate Governance good.                                                                       | Tindak lanjut atas area of Improvement sudah dilakukan baik oleh Direksi maupun Dewan Komisaris.<br>Follow-up on the area of improvement has been carried out both by the Board of Directors and the Board of Commissioners.                                                                                                                                                                                                                                                                                          |
| III             | 1. Agar dapat direncanakan pembahasan mengenai kebijakan dan pelaksanaan pengelolaan pada anak perusahaan.<br>In order to plan discussions on policies and implementation of management in subsidiaries.                                                                                                                                                                                                      | Progres tindak lanjut sudah dilakukan pembahasan mengenai kebijakan dan pelaksanaan pengelolaan pada Anak Perusahaan<br>The follow-up progress has been carried out to discuss the policies and implementation of management in the Subsidiary                                                                                                                                                                                                                                                                        |
|                 | 2. Agar Dewan Komisaris dapat melakukan usulan Calon Anggota Direksi kepada Pemegang Saham.<br>So that the Board of Commissioners can propose a Candidate Members of the Board of Directors to Shareholders.                                                                                                                                                                                                  | Calon Anggota Direksi ditetapkan oleh Pemegang Saham<br>Candidates for members of the Board of Directors are determined by the Shareholders                                                                                                                                                                                                                                                                                                                                                                           |



| Bobot<br>Weight | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                                                                                                                                                                     | Tindak Lanjut<br>Follow Up                                                                                                                                                                                                      |
|-----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                 | 3. Agar Dewan Komisaris membuat kebijakan mengenai penilaian kinerja Dewan Komisaris dan pelaporan kepada Pemegang Saham.<br>For the Board of Commissioners to make policies regarding assessment of the performance of the Board of Commissioners and reporting to Shareholders.                                                                                                                                                 | Tindak lanjut sudah dilakukan tercantum dalam Rencana Kerja Anggaran Dewan Komisaris<br>The follow-up has been done as stated in the Budget Work Plan of the Board of Commissioners                                             |
|                 | 4. Agar Dewan Komisaris menyampaikan hasil penilaian Kinerja Anggota Dewan Direksi secara kolegal dan individu kepada RUPS/Pemegang Saham.<br>In order for the Board of Commissioners to submit the assessment results of the Collegiate and individual performance of the members of the Board of Directors to the GMS/Shareholders.                                                                                             | Tindak lanjut sudah dilakukan pengawasan Dewan Komisaris terhadap kinerja Direksi<br>Follow-up has been carried out by the Board of Commissioners 'supervision of the Board of Directors' performance                           |
|                 | 5. Agar Dewan Komisaris memiliki kebijakan mengenai pengukuran dan penilaian terhadap kinerja Dewan Komisaris<br>So that the Board of Commissioners has a policy regarding measurement and assessment of the performance of the Board Commissioner                                                                                                                                                                                | Tindak lanjut sudah dilakukan tercantum dalam Rencana Kerja Anggaran Dewan Komisaris<br>The follow-up has been done as stated in the Budget Work Plan of the Board of Commissioners                                             |
|                 | 6. Agar perusahaan memiliki piagam untuk Komite Investasi dan Komite Nominasi dan Remunerasi.<br>So that the company has a charter for the Investment Committee and the Nomination and Remuneration Committee.                                                                                                                                                                                                                    | Tindak lanjut dalam proses penyusunan Piagam Komite Nominasi dan Remunerasi<br>Follow up in the process of drafting the Nomination and Remuneration Committee Charter                                                           |
|                 | 7. Piagam Komite Audit perlu ditinjau dan dimutakhirkan.<br>The Audit Committee Charter needs to be reviewed and updated.                                                                                                                                                                                                                                                                                                         | Tidak lanjut sudah dilakukan pemutahiran Piagam Komite Audit<br>It was followed up by updating the Audit Committee Charter                                                                                                      |
|                 | 8. Agar Komite Audit memiliki program kerja memuat telaah Self-Assesment kinerja Komite Audit.<br>So that the Audit Committee has a work program to include reviews Self-assessment of the performance of the Audit Committee.                                                                                                                                                                                                    | Tercantum dalam Piagam Audit PT Patra Jasa<br>Listed in the PT Patra Jasa Audit Charter                                                                                                                                         |
|                 | 9. Agar Komite Investasi serta Komite Nominasi dan Remunerasi memiliki piagam dan mencakup <i>self-assesment</i> kinerja komite lain.<br>In order for the Investment Committee and the Nomination Committee and Remuneration has a charter and includes self-assessment the performance of other committees.                                                                                                                      | Tindak lanjut dalam proses penyusunan Piagam Komite Investasi dan Komite Nominasi dan Remunerasi<br>Follow-up actions in the process of drafting the Investment Committee Charter and the Nomination and Remuneration Committee |
| IV              | 1. Direksi agar melengkapi tugas dan tanggungjawab Direksi, khususnya Direksi Teknik.<br>Directors to complete the duties and responsibilities of the Board of Directors, especially the Technical Directors.                                                                                                                                                                                                                     | Telah disusun job desk setiap Direksi.<br>A job desk has been prepared for each Board of Directors.                                                                                                                             |
|                 | 2. Agar Direksi membuat standar untuk pembuatan pedoman SOP serta Dokumen kebijakan bisnis antar Divisi<br>For the Board of Directors to establish standards for making guidelines SOPs and business policy documents between divisions                                                                                                                                                                                           | Telah disusun SOP pembuatan dokumen mengikuti standar ISO 9001 tentang Sistim Manajemen Mutu.<br>SOPs for the following documents have been prepared ISO 9001 standard on Quality Management Systems.                           |
|                 | 3. Agar Direksi dapat mengesahkan Pedoman Pengembangan IT dan IT <i>Development Plan</i> (ITDP) dan menyampaikan ITDP tersebut kepada Dewan Komisaris.<br>So that the Board of Directors can ratify the Development Guidelines IT and IT Development Plan (ITDP) and submit ITDP to the Board of Commissioners.                                                                                                                   |                                                                                                                                                                                                                                 |
|                 | 4. Agar Direksi dapat mengesahkan <i>Information Technology Master Plan</i> dan Disampaikan kepada Dewan Komisaris agar dapat dijadikan sebagai Pedoman Pengembangan IT dan IT <i>Development Plan</i> (ITDP).<br>So that the Board of Directors can authorize Information Technology Master Plan and Submitted to the Board of Commissioners so that can be used as an IT and IT Development Guidelines Development Plan (ITDP). |                                                                                                                                                                                                                                 |

| Bobot<br>Weight | Rekomendasi<br>Recommendation                                                                                                                                                                                                                                                  | Tindak Lanjut<br>Follow Up |
|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------|
|                 | 5. Agar Perusahaan memberikan kompensasi dalam hal SPM dan mutu tidak terpenuhi.<br>In order for the Company to provide compensation in terms of SPM and quality is not met.                                                                                                   |                            |
|                 | 6. Agar Direksi membuat evaluasi dan kriteria keberhasilan Program Pengembangan SDM.<br>For the Board of Directors to make evaluations and success criteria HR Development Program.                                                                                            |                            |
|                 | 7. Direksi agar membuat reward atas prestasi untuk per unit bagian kerja<br>Directors to make rewards for performance per unit part of the work                                                                                                                                |                            |
| V               | 1. Agar Perusahaan dapat mempublikasikan informasi Laporan keuangan dan Laporan <i>Sustainability</i> di dalam halaman <i>website</i> perusahaan.<br>In order for the Company to publish information Financial Reports and Sustainability Reports inside company website page. |                            |
|                 | 2. Perusahaan agar menang dalam <i>Annual Report Award</i> (ARA).<br>Companies to win the Annual Report Award (FIG).                                                                                                                                                           |                            |

#### ASSESSMENT PENERAPAN GCG TAHUN BUKU 2020

Patra Jasa melaksanakan *assessment* penerapan GCG di tahun 2021 untuk tahun buku 2020 yang dilaksanakan oleh pihak independen, Servitama *Consulting*. Berdasarkan hasil *assessment* tersebut, Patra Jasa memperoleh skor 91,141 masuk dalam kategori Sangat Baik.

Ringkasan hasil *assessment*/penilaian dan evaluasi atas penerapan GCG pada Patra Jasa sebagai berikut:

#### GCG ASSESSMENT FOR THE FISCAL YEAR 2020

Patra Jasa carried out an assessment of GCG implementation in 2021 for the 2020 financial year which was carried out by an independent party, Servitama Consulting. Based on the results of the assessment, Patra Jasa obtained a score of 91,141 in the Very Good category.

The summary of the results of the assessment / assessment and evaluation of the implementation of GCG at Patra Jasa is as follows:

| No. | Aspek Pengujian / Indikator / Parameter<br>Testing Aspects / Indicators / Parameter                                               | Bobot<br>Weight | Capaian Tahun 2019<br>Achievement in 2019 |                               |                           |
|-----|-----------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------|-------------------------------|---------------------------|
|     |                                                                                                                                   |                 | Skor<br>Score                             | % Pencapaian<br>% Achievement | Keterangan<br>Description |
| 1   | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan<br>Commitment to Sustainable GCG Implementation | 7,00            | 6,429                                     | 91,84                         | Sangat Baik<br>Very Good  |
| 2   | Pemegang Saham dan RUPS<br>Shareholders and GMS                                                                                   | 9,00            | 8,863                                     | 98,48                         | Sangat Baik<br>Very Good  |
| 3   | Dewan Komisaris<br>Board of Commissioners                                                                                         | 35,00           | 33,549                                    | 95,83                         | Sangat Baik<br>Very Good  |
| 4   | Direksi<br>Board of Directors                                                                                                     | 35,00           | 34,182                                    | 97,66                         | Sangat Baik<br>Very Good  |
| 5   | Pengungkapan Informasi dan Transparansi<br>Information Disclosure and Transparency                                                | 9,00            | 8,129                                     | 90,32                         | Sangat Baik<br>Very Good  |

| No.                                                                             | Aspek Pengujian / Indikator / Parameter<br>Testing Aspects / Indicators / Parameter | Bobot Weight | Capaian Tahun 2019<br>Achievement in 2019 |                               | Keterangan<br>Description |
|---------------------------------------------------------------------------------|-------------------------------------------------------------------------------------|--------------|-------------------------------------------|-------------------------------|---------------------------|
|                                                                                 |                                                                                     |              | Skor<br>Score                             | % Pencapaian<br>% Achievement |                           |
| 6                                                                               | Aspek Lainnya<br>Other Aspects                                                      | 5,00         | 0                                         | 0                             |                           |
| Skor Keseluruhan<br>Total Score                                                 |                                                                                     | 100,00       | 91,141                                    | 91,14                         |                           |
| Klasifikasi Kualitas Penerapan GCG<br>GCG Implementation Quality Classification |                                                                                     |              | Sangat Baik<br>Very Good                  |                               |                           |

Tabel di atas menggambarkan perbandingan antara kondisi penerapan GCG di Patra Jasa dengan praktik terbaik penerapan GCG. Beberapa aspek penilaian telah mendekati standar dan *best practice*, namun pada area tertentu masih memerlukan peningkatan.

### RENCANA PENGEMBANGAN PENERAPAN GCG TAHUN 2021

Dalam rangka terus mempertahankan konsistensi implementasi GCG Perseroan, Perseroan memiliki rencana kerja yang terukur dan terarah yang didasarkan pada Roadmap GCG Perseroan.

- Melakukan *assessment* penerapan GCG dengan mengundang pihak independen sebagai penilai untuk periode tahun buku 2020.
- Memperkuat komitmen Dewan Komisaris dan Direksi dengan melakukan *refreshment* dan pemutakhiran terhadap nilai-nilai GCG.
- Melakukan internalisasi dan institusionalisasi GCG kepada Pekerja dan unit kerja terkait di PT Patra Jasa.
- Menyebarkan materi *Code of Conduct*, Pengendalian Gratifikasi dan *Whistleblowing System* kepada *stakeholders* Perseroan.
- Menindaklanjuti hasil *Assessment* Implementasi GCG Tahun 2020.

The table above illustrated the comparison between the conditions of GCG implementation at Patra Jasa and the best practices of GCG implementation. Some aspects of assessment had approached standards and best practices, but in certain areas still needed improvement.

### GCG DEVELOPMENT PLAN IN 2021

To continue to maintain the consistency of the Company's GCG implementation, the Company has a measurable and directed work plan based on the Company's GCG Roadmap.

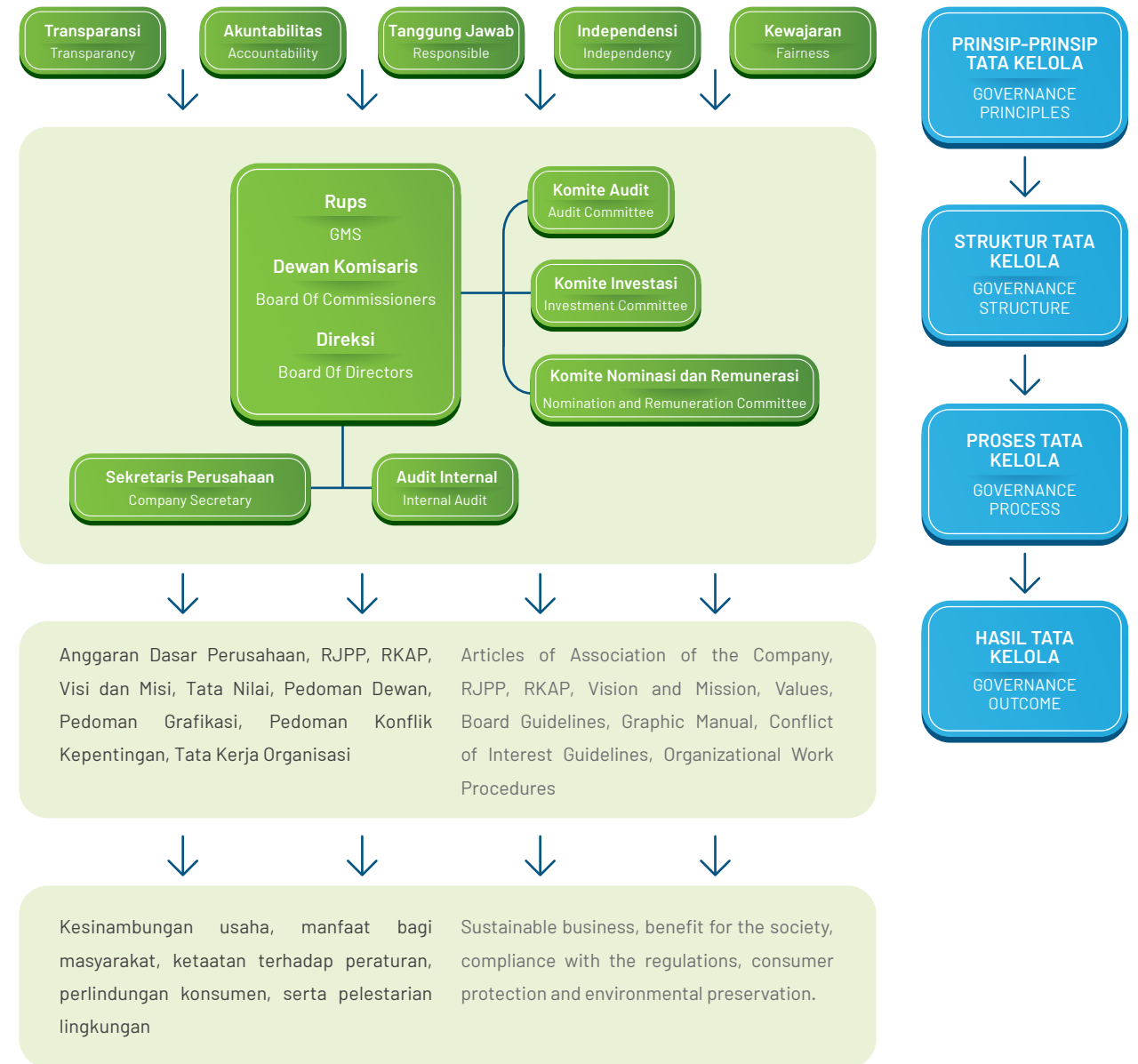
- Conduct a GCG assessment by inviting an independent party for the 2020 fiscal year.
- Strengthen the commitment of the Board of Commissioners and the Board of Directors by conducting GCG values refreshment.
- Internalize and institutionalize GCG to employees and related work units at PT Patra Jasa.
- Disseminate material of Code of Conduct, Gratification Control, and Whistleblowing System to the Company's stakeholders.
- Follow up on the results of the 2020 GCG Assessment.

### STRUKTUR DAN MEKANISME TATA KELOLA PERUSAHAAN

Berikut adalah struktur dan mekanisme tata kelola perusahaan:

### CORPORATE GOVERNANCE STRUCTURE AND MECHANISM

Below is the structure and mechanism of corporate governance:





## RAPAT UMUM PEMEGANG SAHAM (RUPS)

RUPS merupakan forum yang memfasilitasi pengambilan keputusan tertinggi dalam perusahaan dengan memperhatikan kepentingan perusahaan, ketentuan yang dimuat dalam Anggaran Dasar serta peraturan perundangan yang berlaku. Sebagai anak usaha Pertamina Grup, RUPS Perseroan merupakan manifestasi manajerial atas visibilitas Pertamina Grup dalam mempertanggungjawabkan seluruh pelaksanaan fungsi manajerial oleh Direksi dan pelaksanaan fungsi pengawasan oleh Dewan Komisaris.

## HAK DAN KEWAJIBAN PEMEGANG SAHAM

Hak dan Kewajiban Pemegang Saham antara lain:

1. Menghadiri RUPS dan memberikan suara sesuai dengan klarifikasi dan jumlah saham yang dimiliki.
2. Memberikan kuasa dengan hak substitusi kepada perorangan atau badan hukum untuk mewakilinya dalam RUPS.
3. Menerima pembagian dari keuntungan perusahaan dalam bentuk dividen dan bentuk pembagian keuntungan lainnya sebanding dengan jumlah saham yang dimilikinya.
4. Memperoleh penjelasan lengkap dan informasi yang akurat mengenai hal-hal yang berkaitan dengan penyelenggaraan RUPS, sistem penggajian dan fasilitas bagi setiap anggota Komisaris dan Direksi, dan informasi keuangan atau hal-hal lain yang menyangkut perusahaan yang dimuat dalam Laporan Tahunan dan Keuangan.
5. Memperoleh informasi material mengenai perusahaan secara tepat waktu dan teratur.
6. Memperoleh penjelasan tentang penerapan GCG.
7. Menyenggarakan RUPS dalam hal Direksi lalai menyelenggarakan RUPS Tahunan.
8. RUPS memberikan pengesahan RJPP dan RKAP yang disampaikan oleh Direksi.

RUPS dalam Perusahaan terdiri dari:

- RUPS Tahunan yang diselenggarakan setiap tahun buku selambat-lambatnya 6 (enam) bulan setelah tahun buku Perusahaan ditutup.
- RUPS Luar Biasa yaitu Rapat Umum Pemegang Saham yang diadakan sewaktu-waktu berdasarkan kebutuhan.

## WEWENANG DAN HAK RUPS TAHUNAN (RUPST)

Wewenang dan Hak RUPST adalah sebagai berikut:

1. Mengevaluasi kinerja Dewan Komisaris dan Direksi.
2. Memutuskan antara lain: perubahan jumlah modal, perubahan Anggaran Dasar Perusahaan, rencana penggunaan laba, penggabungan, peleburan, pengambilalihan, pemisahan,

## GENERAL MEETING OF SHAREHOLDERS (GMS)

The GMS is a forum that facilitates the highest decision making in the company by taking into account the interests of the company, the provisions contained in the Articles of Association, and prevailing laws and regulations. As a subsidiary of the Pertamina Group, the Company's GMS is a managerial manifestation of the visibility of the Pertamina Group in taking responsibility for the entire implementation of managerial function carried out by the Board of Directors and application of supervisory function by the Board of Commissioners.

## RIGHTS AND OBLIGATIONS OF SHAREHOLDERS

The rights and obligations of shareholders are as follows:

1. Attend the GMS and vote following the clarification and number of shares held.
2. Grant power of attorney with the substitution right to an individuals or legal entity to represent them in the GMS.
3. Receive the distribution of company profits in the form of dividends and other types of profit-sharing in proportion to the number of shares owned.
4. Obtain a comprehensive explanation and accurate information regarding matters related to the GMS convention, the remuneration and facilities provision system of the members of the Board of Commissioners and the Board of Directors, and financial information or other matters related to the company that is included in the Annual Report and Financial Statement.
5. Obtain material information about the company in a timely and regular manner.
6. Obtain an explanation of the implementation of GCG.
7. Organize the GMS if the Board of Directors fails or neglects to hold the Annual GMS.
8. The GMS provides ratification of the RJPP and RKAP submitted by the Board of Directors.

The GMS in the Company consists of:

- Annual GMS shall be held within a period of not more than 6 (six) months after the Fiscal Year ends.
- Extraordinary GMS, namely the General Meeting of Shareholders, may be held at any time based on needs for the Company's interests.

## AUTHORITIES AND RIGHTS OF THE ANNUAL GENERAL MEETING OF SHAREHOLDERS

The authorities and rights of the AGM are as follows:

1. Evaluate the performance of the Board of Commissioners and the Board of Directors.
2. Decide among other things: changes in the amount of capital, amendments to the Company's Articles of Association, profit use plan, merger, consolidation, acquisition, spin-off, and

serta pembubaran perusahaan, investasi pembiayaan jangka panjang, kerja sama perusahaan, pembentukan Anak Perusahaan atau penyertaan dan pengalihan aktiva.

3. Mengangkat dan memberhentikan anggota Dewan Komisaris dan Direksi.
4. Menyetujui atau menolak Rencana Jangka Panjang Perusahaan (RJPP) dan Rencana Kerja dan Anggaran Perusahaan (RKAP).
5. Menetapkan aturan perangkapan jabatan untuk Komisaris dan Direksi.
6. Menunjuk akuntan publik.
7. Menetapkan remunerasi Dewan Komisaris dan Direksi.

## TATA CARA PENYELENGGARAAN RUPS TAHUNAN

Tata cara penyelenggaraan RUPS Tahunan dilakukan melalui tahapan sebagai berikut:

1. Penyelenggaraan Simulasi Pra RUPS antara Perseroan dan *Corporate Business Optimization* (CBO) (jika ada).
2. Penyelenggaraan Pra RUPS antara Perseroan Direksi), Dewan Komisaris dan *Corporate Business Optimization* (CBO).
3. Penerbitan dan pengiriman undangan RUPS, yang dilakukan 14 hari sebelum diselenggarakannya RUPS Tahunan.
4. Penyelenggaraan RUPS Tahunan. Risalah rapat disusun oleh notaris yang hadir dalam RUPS Tahunan untuk kemudian diaktakan oleh Notaris yang bersangkutan.

## TATA CARA PENYELENGGARAAN RUPS Sirkuler

1. Persetujuan Direksi atas materi RUPS Sirkuler yang akan diajukan.
2. Memperoleh rekomendasi tertulis atas materi RUPS Sirkuler yang akan diajukan.
3. Penyelenggaraan RUPS Sirkuler.

Selama tahun 2020, Patra Jasa telah mengadakan 15 (lima belas) kali RUPS, yaitu RUPS Tahunan sebanyak 1 (satu) kali pada tanggal 17 April 2020 dan 14 (empat belas) RUPS Sirkuler.

## RUPS TAHUNAN PERSETUJUAN LAPORAN TAHUNAN DAN PENGESAHAN LAPORAN KEUANGAN TAHUN BUKU 2019

RUPS Tahunan Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2019 diselenggarakan pada tanggal 17 April 2020 secara sirkuler.

dissolution of the company, long term financing investments, corporate cooperation, the establishment of Subsidiaries or participation and transfer of assets.

3. Appoint and dismiss members of the Board of Commissioners and the Board of Directors.
4. Approve or reject the Corporate Long-Term Plan (RJPP) and Corporate Work Plan and Budget (RKAP).
5. Determine the rule of concurrent positions for the Board of Commissioners and the Board of Directors.
6. Appoint the Company's Public Accounting Firm.
7. Determine the remuneration of the Board of Commissioners and the Board of Directors.

## PROCEDURES FOR ANNUAL GENERAL MEETING OF SHAREHOLDERS

The procedures for organizing the Annual GMS are carried out through the following stages:

1. Perform a Pre-GMS Simulation between the Company and Corporate Business Optimization (CBO) (if any).
2. Perform a Pre-GMS between the Company (The Board of Directors), the Board of Commissioners, and Corporate Business Optimization (CBO)
3. Issuance and Distribution of a GMS invitation at least 14 days prior to the Annual General Meeting of Shareholders.
4. The holding of the Annual General Meeting of Shareholders. Minutes of the GMS shall be drawn up by a notary attending at the Annual GMS, then notarized by the Notary concerned.

## THE PROCEDURES OF A CIRCULAR GENERAL MEETING OF SHAREHOLDERS

1. Approval of the Board of Directors on the Circular General Meeting of Shareholders material that will be submitted.
2. Obtain written recommendations on Circular GMS material to be presented.
3. The implementation of Circular GMS.

During 2020, Patra Jasa held 15 (fifteen) GMS, namely the Annual GMS held on 1 (one) time, and 14 (fourteen) Circular GMS.

## ANNUAL GMS FOR APPROVAL OF ANNUAL REPORT AND RATIFICATION OF 2019 FINANCIAL STATEMENTS

Annual GMS for Approval of Annual Report and Ratification of Financial Statements for the Fiscal Year 2019 held on April 17, 2020, circularly.

Penyelenggaraan RUPS Tahunan telah melalui proses persiapan dan penyelenggaraan sesuai dengan UU No. 40 tahun 2007 tentang Perusahaan Terbatas dan Anggaran Dasar Patra Jasa.

The implementation of the Annual GMS has gone through the process of preparation and implementation following Law No. 40 of 2007 concerning Limited Liability Company and Articles of Association of Patra Jasa.

Agenda dan Keputusan Hasil RUPS Tahunan

Agenda and Resolutions of Annual GMS

| No. | Agenda<br>Agenda                                                                                                                                                                                                                                                                                                                                                                                                                          | Keputusan<br>Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| I   | Persetujuan Laporan Tahunan termasuk Pengesahan Laporan Keuangan Perseroan disertai Pemberian Pelunasan dan Pembebasan Tanggung Jawab Sepenuhnya (volledig acquit et de charge) kepada Direksi dan Dewan Komisaris<br>Approval of Annual Report including Validation of the Company's Financial Statements accompanied by fully release and discharge (volledig acquit et de charge) to the Board of Commissioners and Board of Directors | <p>Menyetujui Laporan Tahunan Perseroan untuk Tahun Buku 2019 (dua ribu sembilan belas) serta mengesahkan Laporan Keuangan Perseroan untuk Tahun Buku yang berakhir pada tanggal 31-12-2019 (tiga puluh satu Desember dua ribu sembilan belas) beserta penjelasannya yang telah diaudit oleh Kantor Akuntan Publik (KAP) – TANUDIREDJA, WIBISANA, RINTIS &amp; Rekan sebagaimana termuat dalam Laporan Nomor : 00264/2.1025/AU.1/03/1130-1/1/III/2020 tanggal 05-03-2020 (lima Maret dua ribu dua puluh) dengan pendapat “wajar dalam semua hal yang material”. Dengan demikian Para Pemegang Saham memberikan pelunasan dan pembebasan sepenuhnya dari tanggung jawab (Volledig Acquit et de charge) kepada Direksi atas tindakan pengurusan dan kepada Dewan Komisaris atas tindakan pengawasan yang dilakukan dalam Tahun Buku yang berakhir 31-12-2019 (tiga puluh satu Desember dua ribu sembilan belas) sepanjang :</p> <p>a. Tindakan-tindakan tersebut tercermin dalam Laporan Tahunan Perseroan (termasuk laporan keuangan) Tahun Buku yang berakhir pada tanggal 31-12-2019 (tiga puluh satu Desember dua ribu sembilan belas).</p> <p>b. Tindakan-tindakan tersebut bukan merupakan tindak pidana dan/atau perbuatan melawan hukum.</p> <p>Approved the Company's Annual Report for the 2019 Financial Year (two thousand and nineteen) and ratify the Company's Financial Statements for the Financial Year ending on 31-12-2019 (thirty-one December two thousand and nineteen) along with the explanations that have been audited by the Public Accounting Firm (KAP) – TANUDIREDJA, WIBISANA, RINTIS &amp; Partners as contained in Report Number: 00264 / 2.1025 / AU.1 / 03 / 1130-1 / 1 / III / 2020 dated 05-03-2020 (five March two thousand and twenty) with the opinion “fair in all material respects”. Therefore, the Shareholders provide full repayment and release from responsibility (Volledig Acquit et de charge) to the Board of Directors for management actions and to the Board of Commissioners for supervisory actions carried out in the Financial Year ending 31-12-2019 (thirty-one December two nineteen thousand) as long as:</p> <p>a. These actions are reflected in the Company's Annual Report (including financial statements) for the Fiscal Year ended on 31-12-2019 (thirty-one December two thousand and nineteen).</p> <p>b. These acts do not constitute criminal acts and / or acts against the law.</p> |
| 2   | Pengusulan Penetapan Penggunaan Laba Tahun Buku 2019<br>Proposing Determination for the Use of Profit for the 2019 Fiscal Year                                                                                                                                                                                                                                                                                                            | <p>Menyetujui penetapan penggunaan Laba Bersih Perseroan Tahun Buku yang berakhir pada tanggal 31-12-2019 (tiga puluh satu Desember dua ribu sembilan belas) sebesar Rp304.624.682.250,- (tiga ratus empat miliar enam ratus dua puluh empat juta enam ratus delapan puluh dua ribu dua ratus lima puluh Rupiah) sebagai cadangan.</p> <p>Approved the determination of the use of the Company's Net Profits for the Financial Year ending on 31-12-2019 (thirty-one December two thousand nineteen) amounting to Rp304,624,682,250, - (three hundred four billion six hundred twenty four million six hundred and eighty two thousand two hundred and fifty Rupiah) as a reserve.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |

| No. | Agenda<br>Agenda                                                                                                                                                                                                                                               | Keputusan<br>Resolution                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 3   | Pengusulan Penunjukan Kantor Akuntan Publik (KAP) untuk Tahun Buku 2020<br>Proposal for Appointment of Public Accounting Firm (KAP) for 2020 Fiscal Year                                                                                                       | <p>Menyetujui pemberian kuasa dan pelimpahan kewenangan kepada Dewan Komisaris Perseroan untuk menetapkan Kantor Akuntan Publik (KAP) dalam melakukan pemeriksaan atas Laporan Keuangan Perseroan untuk tahun buku yang berakhir pada tanggal 31-12-2020 (tiga puluh satu Desember dua ribu dua puluh) berikut besaran nilai jasanya, sesuai ketentuan dan peraturan yang berlaku, dengan ketentuan bahwa KAP yang ditunjuk Perseroan dikonsultasikan/ dikoordinasikan terlebih dahulu dengan PT Pertamina (Persero).</p> <p>Approved the power of attorney and delegation of authority to the Board of Commissioners of the Company to establish a Public Accountant Office (KAP) to examine the Company's Financial Statements for the financial year ended 31-12-2020 (thirty-one December two thousand twenty) along with the value services, according to the provisions and regulations in force, provided that the KAP appointed by the Company is consulted / coordinated in advance with PT Pertamina (Persero).</p> |
| 4   | Pengusulan dan Penetapan Penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Tahun Buku 2019<br>Proposed and determined the Appreciation on the Performance (Tantiem) for Board of Directors and Board of Commissioners for 2019 Fiscal Year | <p>Memutuskan bahwa penghargaan atas Kinerja (Tantiem) kepada Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 (dua ribu sembilan belas) akan ditentukan kemudian dan akan dilaksanakan dalam Rapat Umum Pemegang Saham (RUPS) terpisah secara Keputusan Para Pemegang Saham.</p> <p>Decided that the award for Performance (Tantiem) to the Board of Directors and Board of Commissioners of the Company for the 2019 Financial Year (two thousand and nineteen) will be determined later and will be carried out in a separate General Meeting of Shareholders (GMS) by virtue of a Shareholder Decision.</p>                                                                                                                                                                                                                                                                                                                                                                                                          |
| 5   | Pengusulan dan Penetapan Remunerasi Direksi dan Dewan Komisaris Tahun Buku 2020<br>Proposal of Remuneration for Board of Directors and Board of Commissioners for 2020 Fiscal Year                                                                             | <p>Menyetujui pemberian remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020 (dua ribu dua puluh) akan ditentukan kemudian dan akan dilaksanakan dalam Rapat Umum Pemegang Saham (RUPS) terpisah secara Keputusan Para Pemegang Saham.</p> <p>Approved the remuneration of the Board of Directors and the Board of Commissioners of the Company for the 2020 Financial Year (two thousand and twenty) which will be determined later and will be carried out in a separate General Meeting of Shareholders (GMS) by virtue of a Shareholder Decree.</p>                                                                                                                                                                                                                                                                                                                                                                                                                                                           |

RUPS SIRKULER 2020

Sepanjang tahun 2020, Patra Jasa telah melakukan 14 (empat belas) kali RUPS Sirkuler.

CIRCULAR GMS 2020

Throughout 2020, Patra Jasa has held 14 (fourteen) times Circular GMS.

| No. | Perihal<br>Subject                                                                                                                                                                  | Tanggal<br>Date                     |
|-----|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------|
| 1   | Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020<br>2020 Company Work Plan and Budget (RKAP)                                                                                 | 31 Januari 2020<br>January 31, 2020 |
| 2   | Pemberhentian dan Pengangkatan Dewan Komisaris<br>Dismissal and Appointment of the Board of Commissioners                                                                           | 13 Maret 2020<br>March 13, 2020     |
| 3   | Perubahan Faktor Jabatan, Besaran Tunjangan Perumahan dan Aturan Rangkap Jabatan<br>Changes in Position Factors, Amount of Housing Allowances and Dual Position Rules               | 24 Maret 2020<br>March 24, 2020     |
| 4   | Penempatan Wakil Perseroan sebagai Calon Direktur Operasi PT Prima Armada Raya<br>Placement of Company Representatives as Candidate for Operations Director of PT Prima Armada Raya | 9 Juni 2020<br>June 9, 2020         |
| 5   | Rapat Umum Pemegang Saham Tahunan Tahun Buku 2019<br>Annual General Meeting of Shareholders for the Financial Year 2019                                                             | 29 Juni 2020<br>June 29, 2020       |

| No. | Perihal<br>Subject                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Tanggal<br>Date                       |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| 6   | Pemberhentian Direksi serta Pengangkatan Direktur Pemasaran dan Operasi<br>Dismissal of Directors and Appointment of Marketing and Operations Director                                                                                                                                                                                                                                                                                                                             | 29 Juni 2020<br>June 29, 2020         |
| 7   | Penetapan Penghargaan atas Kinerja Tahunan (Tantiem) Direksi dan Dewan Komisaris Perseroan Tahun Buku 2019 serta Remunerasi Direksi dan Dewan Komisaris Perseroan Tahun Buku 2020<br>Determination of the Award for the Annual Performance (Tantiem) of the Board of Directors and the Board of Commissioners of the Company for the 2019 Financial Year and the Remuneration for the Board of Directors and the Board of Commissioners of the Company for the 2020 Financial Year | 19 Agustus 2020<br>August 19, 2020    |
| 8   | Pemberhentian dan Penempatan Wakil Perseroan sebagai Anggota Dewan Komisaris PT Prima Armada Raya<br>Dismissal and assignment of Company representatives as members of the Board of Commissioners of PT Prima Armada Raya                                                                                                                                                                                                                                                          | 13 Oktober 2020<br>October 13, 2020   |
| 9   | Pengangkatan Pj. Direktur Pemasaran dan Operasi menjadi Pejabat Definitif Direktur Pemasaran dan Operasi<br>Appointment of Acting. Director of Marketing and Operations becomes the Definitive Acting Director of Marketing and Operations                                                                                                                                                                                                                                         | 21 Oktober 2020<br>October 21, 2020   |
| 10  | Pengangkatan Direktur Keuangan dan Umum<br>Appointment of Director of Finance and General Affairs                                                                                                                                                                                                                                                                                                                                                                                  | 27 Oktober 2020<br>October 27, 2020   |
| 11  | Revisi Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2020<br>Revised Company Work Plan and Budget (RKAP) for 2020                                                                                                                                                                                                                                                                                                                                                             | 5 November 2020<br>November 5, 2020   |
| 12  | Persetujuan Penempatan Wakil Perseroan sebagai Direktur Utama PT Prima Armada Raya<br>Approval for the placement of the Company's representative as President Director of PT Prima Armada Raya                                                                                                                                                                                                                                                                                     | 10 November 2020<br>November 10, 2020 |
| 13  | Pemberhentian Anggota Dewan Komisaris<br>Dismissal of Members of the Board of Commissioners                                                                                                                                                                                                                                                                                                                                                                                        | 24 November 2020<br>November 24, 2020 |
| 14  | Penempatan Wakil Perseroan sebagai Direktur Keuangan dan SDM PT Prima Armada Raya<br>Placement of the Company's representative as Director of Finance and Human Resources of PT Prima Armada Raya                                                                                                                                                                                                                                                                                  | 10 Desember 2020<br>December 10, 2020 |

## DEWAN KOMISARIS

Dewan Komisaris merupakan organ Perusahaan yang bertanggung jawab secara kolektif untuk melakukan pengawasan dan memberikan nasihat kepada Direksi serta memastikan bahwa Patra Jasa melaksanakan GCG pada seluruh tingkatan atau jenjang organisasi.

Anggota Dewan Komisaris diangkat dan diberhentikan oleh RUPS serta memenuhi persyaratan umum dan khusus yang ditetapkan dalam Anggaran Dasar Perseroan, *Board Manual* dan ketentuan lain yang berlaku. Dewan Komisaris tidak turut serta dalam pengambilan keputusan terkait operasional perusahaan namun tetap tegas dalam fungsi pengawasan Dewan Komisaris.

Dalam melaksanakan tugasnya, Dewan Komisaris dibantu komite-komite sebagai organ pendukung Dewan Komisaris yaitu:

## BOARD OF COMMISSIONERS

The Board of Commissioners is a Company organ that is collectively obliged to supervise and provide advice to the Board of Directors as well as to ensure that Patra Jasa implements GCG at all organizational levels.

Members of the Board of Commissioners are appointed and dismissed by the GMS and meet the general and specific requirements set out in the Company's Articles of Association, Board Manual, and other applicable provisions. The Board of Commissioners does not participate in the decision making related to company operations but remains firm in the supervisory function of the Board of Commissioners.

In carrying out its duties, the Board of Commissioners is assisted by committees as the supporting organs of the Board of Commissioners, namely:

- Komite Audit yang dalam melaksanakan tugas dan tanggung jawab serta kewenangannya dilakukan sesuai dengan Piagam Komite Audit.
- Komite Nominasi dan Remunerasi yang berfungsi membantu Dewan Komisaris dalam pelaksanaan penetapan nominasi dan remunerasi Dewan Komisaris dan Direksi Perseroan.
- Komite Investasi yang berfungsi membantu Dewan Komisaris memberikan masukan serta melakukan evaluasi sistem pengelolaan Investasi, pengawasan internal dan menyediakan informasi kepada Dewan Komisaris mengenai masalah-masalah terkait untuk mengantisipasi Investasi yang mungkin akan terjadi.

## KOMPOSISI DEWAN KOMISARIS

Dewan Komisaris beranggotakan 4 (empat) orang. Dewan Komisaris diketuai oleh seorang Komisaris Utama.

Dewan Komisaris telah melakukan pembagian tugas pengawasan yang diputuskan secara internal oleh Dewan Komisaris.

Adapun Komposisi Dewan Komisaris Patra Jasa adalah sebagai berikut:

| Jabatan<br>Position                       | Nama<br>Name        | Periode<br>Period                                             |
|-------------------------------------------|---------------------|---------------------------------------------------------------|
| Komisaris Utama<br>President Commissioner | Lelin Eprianto      | 1 Januari – 13 Maret 2020<br>January 1 – March 13, 2020       |
| Komisaris<br>Commissioner                 | Torang M Napitupulu | 1 Januari – 13 Maret 2020<br>January 1 – March 13, 2020       |
|                                           | Emir Kresna Wardana | 1 Januari – 31 Desember 2020<br>January 1 – December 31, 2020 |
|                                           | Soerjaningsih       | 1 Januari – 31 Desember 2020<br>January 1 – December 31, 2020 |
|                                           | Arudji Wahyono      | 13 Maret – 24 November 2020<br>March 13 – November 24, 2020   |

## KRITERIA DEWAN KOMISARIS

Anggota Dewan Komisaris telah memenuhi kriteria pemilihan berikut:

- Memiliki kemampuan dan integritas sehingga pelaksanaan fungsi pengawasan dan pemberian nasihat untuk kepentingan perusahaan dapat dilaksanakan dengan baik;
- Memahami dan mematuhi anggaran dasar perusahaan dan peraturan perundang-undangan yang berkaitan dengan tugasnya;
- Memahami dan melaksanakan GCG;
- Memiliki keahlian dan pengalaman di bidang yang akan menjadi tanggung jawabnya;
- Memiliki jiwa kepemimpinan yang baik;
- Memiliki reputasi yang baik dalam menjalankan tugas-tugas sebelumnya;

- The Audit Committee in carrying out its duties and responsibilities and authorities is carried out following the Audit Committee Charter.
- The Nomination and Remuneration Committee which functions to assist the Board of Commissioners in implementing the nominations and remuneration determination of the Board of Commissioners and Board of Directors of the Company.
- Investment Committee functions to assist the Board of Commissioners in providing input and evaluating investment management system, internal control and providing information to the Board of Commissioners on related issues to anticipate investment that may occur.

## COMPOSITION OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has 4 (four) members. A President Commissioner leads the Board of Commissioners.

The Board of Commissioners has divided the supervisory duties decided internally by the Board of Commissioners.

The composition of the Board of Commissioners of Patra Jasa was as follows:

## CRITERIA FOR THE BOARD OF COMMISSIONERS

Members of the Board of Commissioners have fulfilled the following selection criteria:

- Having the ability and integrity so that the implementation of the supervisory function and the provision of advice for the interests of the Company can be carried out properly;
- Understand and comply with the Company's Articles of Association and laws and regulations related to their duties;
- Understanding and implementing GCG;
- Having expertise and experience in the field that will be his/her responsibility;
- Have a good leadership spirit;
- Have a good reputation in carrying out previous assignments;

7. Memiliki akhlak dan moral yang baik;

8. Mampu melaksanakan tindakan hukum;

9. Tidak pernah dinyatakan pailit atau yang dinyatakan bersalah yang menyebabkan suatu perusahaan dinyatakan pailit dalam waktu 5 (lima) tahun sebelum pemilihan;

10. Tidak pernah dihukum karena melakukan tindak pidana dalam waktu 5 (lima) tahun sebelum pemilihan.
7. Have good character and morals;

8. Able to carry out legal actions;

9. Have never been declared bankrupt or found guilty of causing a company to go bankrupt within 5 (five) years before the election;

10. Never been convicted of a criminal offense within 5 (five) years before the election.

NOMINASI ANGGOTA DEWAN KOMISARIS

Nominasi anggota Dewan Komisaris Patra Jasa dipilih berdasarkan usulan dari pihak perusahaan atau instansi terkait, atau pihak-pihak yang berkaitan mengerti dengan bidang usaha Patra Jasa, kemudian diajukan kepada PT Pertamina (Persero) untuk mendapatkan persetujuan.

PROGRAM PENGENALAN DEWAN KOMISARIS

*Board Manual* Perseroan telah mengatur mengenai pelaksanaan Program Orientasi dan Pelatihan bagi Anggota Dewan Komisaris. Setiap Anggota Dewan Komisaris baru diberikan Program Orientasi dan diberikan kesempatan dalam mengikuti Program Pelatihan.

Perseroan memfasilitasi setiap anggota Dewan Komisaris yang baru ditunjuk atau menjabat dengan penyampaian informasi terkait Perseroan secara menyeluruh. Penyampaian informasi ini merupakan wujud pengenalan dari Perseroan kepada anggota Dewan Komisaris terpilih. Bapak Arudji Wahyono Anggota Dewan Komisaris yang baru diangkat mengikuti program pengenalan perusahaan pada tanggal 20 Juli 2020.

| No. | Tanggal Acara<br>Date of Event | Kegiatan<br>Activity                                                                                                                                   | Tempat Acara<br>Event Venue |
|-----|--------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------|
| 1   | 20 Juli 2020<br>Juli 20, 2020  | Pisah Sambut Direksi dan Syukuran HUT Patra<br>Jasa ke-45<br>Welcoming and Farewell of the Board of<br>Directors and 45th Anniversary of of Patra Jasa | Live Streaming via MTeams   |

PROGRAM PELATIHAN DEWAN KOMISARIS

Dengan adanya kondisi pandemi yang terjadi di sepanjang tahun 2020, beberapa program pelatihan Dewan Komisaris tidak dapat dilaksanakan.

RANGKAP JABATAN DEWAN KOMISARIS

Selain menjabat sebagai Dewan Komisaris Patra Jasa, sejumlah anggota Dewan Komisaris juga merangkap jabatan dengan uraian sebagai berikut:

NOMINATION OF MEMBERS OF THE BOARD OF COMMISSIONERS

The nomination of members of the Patra Jasa's Board of Commissioners was chosen based on proposals from the company/ relevant institutions or parties related to / understand the business field of Patra Jasa, then submitted to PT Pertamina (Persero) for approval.

THE BOARD OF COMMISSIONERS' INTRODUCTION PROGRAM

The Company's Manual Board has arranged for the implementation of the Orientation and Training Program for Members of the Board of Commissioners. Each new member of the Board of Commissioners is given an Orientation Program and the opportunity to participate in the Training Program.

The Company facilitates each newly appointed/ serving member of the Board of Commissioners by submitting information regarding the Company as a whole. Submission of this information is a manifestation of the Company introduction to selected members of the Board of Commissioners. Mr. Arudji Wahyono the newly appointed member of the Board of Commissioners who attended the Company's introduction program on July 20, 2020.

THE TRAINING PROGRAM OF THE BOARD OF COMMISSIONERS

With the pandemic that occurred throughout 2020, some training programs for Boards of Comissioners could not be held.

CONCURRENT POSITION OF THE BOARD OF COMMISSIONERS

In addition to serving as the Board of Commissioners of Patra Jasa, several members of the Board of Commissioners also held positions with the following descriptions:

| Nama<br>Name        | Jabatan<br>Position                       | Jabatan di Perusahaan/Lembaga<br>Lain<br>Position in Other Company/Institution                                                                                                                                                                                           |
|---------------------|-------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Lelin Eprianto      | Komisaris Utama<br>President Commissioner | SVP Corporate HSSE PT Pertamina (Persero)<br>SVP Corporate HSSE of PT Pertamina (Persero)                                                                                                                                                                                |
| Torang M Napitupulu | Komisaris<br>Commissioner                 | SVP Human Capital PT Pertamina (Persero)<br>SVP Human Capital of PT Pertamina (Persero)                                                                                                                                                                                  |
| Emir Kresna Wardana | Komisaris<br>Commissioner                 | Sekretariat Kabinet, Staf Khusus I, Sekretaris<br>Kabinet Republik Indonesia<br>Cabinet Secretariat, Expert Staff I, Cabinet<br>Secretary of Republic of Indonesia                                                                                                       |
| Soerjaningsih       | Komisaris<br>Commissioner                 | Direktur Pembinaan Program Minyak dan Gas<br>Bumi, Ditjen Migas<br>Director of Oil and Gas Program Assistance,<br>General Directorate of Oil and Gas                                                                                                                     |
| Arudji Wahyono      | Komisaris<br>Commissioner                 | 1. Ketua Ikatan Professional Lingkungan Hidup<br>Indonesia<br>2. Anggota Dewan Keselamatan dan<br>Kesehatan Nasional (D3KN)<br><br>1. Chairman of the Environmental Professionals<br>Association Indonesia<br>2. Members of Safety Council and National<br>Health (D3KN) |

PEDOMAN DAN TATA TERTIB KERJA DEWAN KOMISARIS

Dewan Komisaris berpedoman pada Pedoman dan Tata Tertib Kerja Dewan Komisaris (*Board Manual*). *Board Manual* berisi tentang petunjuk tata laksana kerja Dewan Komisaris dan menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, dapat menjadi acuan bagi Dewan Komisaris dalam melaksanakan tugas masing-masing untuk mencapai Visi dan Misi Perusahaan, sehingga diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

*Board Manual* disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) *Good Corporate Governance*.

Board manual dewan komisaris mencakup hal-hal sebagai berikut:

1. Dewan Komisaris berhak memasuki bangunan atau tempat lain yang dipergunakan dan dikuasai oleh Perseroan serta berhak memeriksa semua pembukuan, surat, persediaan barang, mencocokkan keadaan keuangan (untuk keperluan verifikasi) dan surat berharga lainnya, serta berhak untuk mengetahui segala tindakan yang telah dijalankan oleh Direksi.

BOARD MANUAL OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is guided by the Board of Commissioners Charter (Board Manual). The Board Manual contains instructions on the Board of Commissioners' work procedures and explains the stages of activities in a structured, systematic, easy to understand and can be implemented consistently. It can be a reference for the Board of Commissioners to carry out their respective duties to achieve the Company's Vision and Mission so that it is expected high work standards are in line with the GCG principles will be achieved.

The Board Manual is prepared based on the principles of corporate law, the provisions of the Articles of Association, the applicable rules and regulations, the directives of Shareholders, and best practices of Good Corporate Governance.

The board of commissioners' board manual includes the following:

1. The Board of Commissioners is entitled to enter the buildings or other places that are used and controlled by the Company, as well as to check all bookkeeping, letters, inventories and to confirm financial conditions (for verification purposes) and other securities. Besides that, to review all actions that have been carried out by the Board of Directors.



2. Dalam rangka melaksanakan tugasnya, Dewan Komisaris dapat meminta bantuan tenaga ahli untuk jangka waktu terbatas dan membentuk Komite yang diperlukan sesuai dengan kebutuhan atau peraturan perundang-undangan dan atas beban Perseroan.
3. Pembagian kerja di antara para anggota Dewan Komisaris diatur dalam rapat Komisaris dan untuk kelancaran tugasnya, Dewan Komisaris dapat dibantu oleh seorang sekretaris yang diangkat oleh Dewan Komisaris.
4. Dewan Komisaris atau tenaga ahli yang membantunya berhak meminta penjelasan tentang segala hal kepada Direksi atau setiap anggota Direksi dan wajib diberikan penjelasan.
5. Dewan Komisaris setiap saat berhak memberhentikan sementara waktu seorang atau lebih anggota Direksi dari jabatannya, apabila anggota Direksi tersebut bertindak bertentangan dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi Perseroan.

## TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Dewan Komisaris merupakan organ Perusahaan yang secara kolektif bertugas melakukan pengawasan secara umum dan atau khusus sesuai dengan Anggaran Dasar serta memberikan nasihat kepada Direksi. Dewan Komisaris tidak turut serta dalam mengambil keputusan operasional. Kedudukan masing-masing anggota Dewan Komisaris termasuk Komisaris Utama adalah setara. Tugas Komisaris Utama sebagai primus inter pares adalah mengkoordinasikan kegiatan Dewan Komisaris.

Dewan Komisaris diangkat dan diberhentikan oleh RUPS. Dalam melaksanakan tugas, Dewan Komisaris bertanggung jawab kepada RUPS. Pertanggungjawaban Dewan Komisaris kepada RUPS merupakan perwujudan akuntabilitas pengawasan atas pengelolaan perusahaan dalam rangka pelaksanaan prinsip-prinsip GCG.

Tugas dan Tanggung jawab Dewan Komisaris meliputi:

1. Setiap anggota Dewan Komisaris wajib dengan itikad baik, kehati-hatian, dan bertanggung jawab dalam menjalankan tugas pengawasan dan pemberian nasihat kepada Direksi sesuai dengan maksud dan tujuan Perseroan dengan memperhatikan Pasal 114 UUPT serta peraturan dan perundang-undangan yang berlaku.
2. Membuat risalah rapat Dewan Komisaris dan menyimpan salinannya.

2. To carry out its duties, the Board of Commissioners may request assistance from experts for a limited period. Besides, they may form the necessary Committee in accordance with the requirements of laws and regulations and at the Company's cost.
3. distribution among the Board of Commissioners' members is regulated in its meeting. For a good workflow of their duties, the Board of Commissioners may be assisted by a secretary appointed by the Board of Commissioners.
4. The Board of Commissioners or experts who help them are entitled to request explanations of all matters to the Board of Directors or each member of the Board of Directors and must be given the answers.
5. The Board of Commissioners is entitled at any time to temporarily dismiss one or more members of the Board of Directors from their positions if the respective member violates the Company's Articles of Association and prevailing laws and regulations or neglect their obligations or there is the Company's urgent reason.

## DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is a Company organ that collectively has a duty to conduct general and/or special supervision in accordance with Articles of Association and provide advice to the Board of Directors. The Board of Commissioners does not participate in making operational decisions. The position of each member of the Board of Commissioners, including President Commissioner, is equal. The task of President Commissioner as primus inter pares is to coordinate activities of the Board of Commissioners.

The Board of Commissioners is appointed and dismissed by the GMS. In carrying out its duties, the Board of Commissioners is responsible for GMS. The responsibility of the Board of Commissioners to GMS is a manifestation of supervisory accountability for the management of the Company in implementing GCG principles.

Duties and Responsibilities of the Board of Commissioners include:

1. Every member of the Board of Commissioners must be in good faith, prudent, and responsible in carrying out the supervisory and advisory duties to Board of Directors in accordance with purposes and objectives of the Company with reference to Article 114 of the Limited Liability Company Law (UUPT) and prevailing laws and regulations.
2. Prepares minutes of meetings of the Board of Commissioners and keeps the copies thereof.

3. Melaporkan kepada Perseroan mengenai kepemilikan sahamnya dan atau keluarganya pada Perseroan tersebut dan Perseroan lain.
4. Memberikan laporan tentang tugas pengawasan yang telah dilakukan selama tahun buku yang baru maupun lampau kepada RUPS.
5. Menetapkan batasan-batasan nilai perbuatan hukum Direksi.
6. Menetapkan keputusan batasan-batasan nilai dari perbuatan hukum Direksi yang membutuhkan persetujuan tertulis Komisaris.
7. Memberikan putusan terhadap usulan perbuatan hukum Direksi yang memerlukan persetujuan tertulis.
8. Memberikan nasihat atau pendapat dan saran.

## WEWENANG DEWAN KOMISARIS

Wewenang Dewan Komisaris meliputi hal-hal di bawah ini:

1. Menetapkan batasan-batasan nilai dari perbuatan hukum Direksi yang memerlukan persetujuan tertulis Dewan Komisaris.
2. Menunjuk Direksi atau seseorang untuk mewakili Perseroan apabila terjadi jabatan anggota Direksi lowong.
3. Memberhentikan sementara seorang atau lebih anggota Direksi.
4. Menunjuk pihak lain untuk mewakili Perseroan dalam hal terjadi benturan kepentingan Perseroan dengan kepentingan semua anggota Direksi.
5. Bila dalam kondisi tertentu, diperlukan pendelegasian dalam hal menjalankan fungsi pengawasan, Dewan Komisaris telah memiliki mekanisme pendelegasian wewenang.

## HAK DAN KEWAJIBAN DEWAN KOMISARIS

Dewan Komisaris memiliki hak dan kewajiban sebagai berikut:

1. Kepada anggota dewan komisaris yang baru ditunjuk wajib diberikan program pengenalan mengenai perusahaan, tanggung jawab untuk mengadakan program pengenalan tersebut berada pada Komisaris Utama atau jika Komisaris Utama berhalangan, maka tanggung jawab pelaksanaan program pengenalan berada pada Direktur Utama.
2. Komisaris wajib membentuk Komite Audit yang bekerja secara kolektif dan berfungsi membantu Komisaris dalam melaksanakan tugasnya.
3. Dewan Komisaris memberikan masukan-masukan pada saat penyusunan RJPP dan RKAP.
4. Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dan Tim Manajemen dalam menjalankan perusahaan sesuai strategi yang telah ditetapkan dalam RJPP.

3. Reports to the Company regarding share ownership in the Company and other Companies.
4. Provides reports to GMS concerning their supervisory duties performed during the current or previous financial year.
5. Sets the value restrictions of the legal actions of the Board of Directors.
6. Sets the value restrictions of legal actions of the Board of Directors, which require written approval from the Board of Commissioners.
7. Provides decisions on the proposed legal actions of the Board of Directors that require written consent.
8. Provides advice/opinions and suggestions.

## AUTHORITIES OF THE BOARD OF COMMISSIONERS

The authorities of the Board of Commissioners are as follows:

1. Sets the value restrictions of the legal actions of the Board of Directors, which require written approval from the Board of Commissioners.
2. Appoints a Director or an individual to represent the Company if there is a vacant position of the Board of Directors.
3. Temporary dismisses one or more members of the Board of Directors.
4. Appoints other parties to represent the Company if a conflict of interest between the Company and members of the Board of Directors occurs.
5. Under certain circumstances, if the delegation of authority is needed to carrying out its supervisory function, the Board of Commissioners has a mechanism of authority delegation.

## RIGHTS AND OBLIGATIONS OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has the following rights and obligations:

1. To the newly appointed member of the Board of Commissioners must be provided with an orientation program about the Company. President Commissioner is responsible to conduct the program, or if unavailable, then the responsibility goes to the President Director.
2. The Board of Commissioners must establish an Audit Committee that works collectively and its functions to assist the Board of Commissioners in carrying out their duties.
3. The Board of Commissioners provides recommendations during the preparation of the RJPP and RKAP.
4. The Board of Commissioners oversees and monitors the compliance of the Board of Directors and Management Team in running the Company according to the strategy set out in the RJPP.

5. Dewan Komisaris mengawasi dan memantau kepatuhan Direksi dan Tim Manajemen perusahaan sesuai strategi yang ditetapkan dalam RKAP.

PELAKSANAAN TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS TAHUN 2020

Dalam melakukan mekanisme proses pengawasan dan pemberian arahan serta nasihat kepada Direksi dalam pengelolaan dan pengurusan Perseroan, Dewan Komisaris berpedoman pada peraturan perundang-undangan dan ketentuan internal Perseroan yang berlaku. Proses pengawasan ini adalah untuk memastikan tercapainya target kinerja yang telah ditetapkan sehingga mampu memberikan imbal jasa yang memuaskan bagi Pemegang Saham dan Para Pemangku Kepentingan lainnya.

Pelaksanaan tugas pengawasan Dewan Komisaris selama tahun 2020 meliputi:

- Memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai RJPP dan RKAP yang diusulkan Direksi.
- Mengikuti perkembangan kegiatan perseroan, memberikan pendapat dan saran kepada Rapat Umum Pemegang Saham mengenai setiap masalah yang dianggap penting bagi kepengurusan Perseroan.
- Melaporkan dengan segera kepada Rapat Umum Pemegang Saham apabila terjadi gejala menurunnya kinerja perseroan.
- Meneliti dan menelaah laporan berkala dan laporan tahunan yang disiapkan Direksi serta menandatangani laporan tahunan.
- Membentuk Komite Audit, Komite Investasi dan Komite Nominasi dan Remunerasi.
- Melaksanakan kewajiban lainnya dalam rangka tugas pengawasan dan pemberian nasihat sepanjang tidak bertentangan dengan perundang-undangan, Anggaran Dasar dan/atau Keputusan Rapat Umum Pemegang Saham; dan.
- Mematuhi ketentuan lain yang berlaku di induk Perusahaan Perseroan dan dinyatakan berlaku bagi Perseroan dan/atau ketentuan lain yang ditetapkan dan disetujui oleh Rapat Umum Pemegang Saham.

KEPUTUSAN DAN REKOMENDASI DEWAN KOMISARIS

Seluruh keputusan hasil Rapat gabungan Dewan Komisaris dan Direksi yang tertuang dalam Notulen Rapat dimonitor tindak lanjut penyelesaiannya pada setiap Rapat berikutnya. Dewan Komisaris menjalankan tugas dan fungsinya dalam pemberian nasihat, antara lain melalui pemberian rekomendasi Dewan Komisaris kepada Direksi. Sekretaris Dewan Komisaris ditugaskan untuk

5. The Board of Commissioners oversees and monitors the compliance of the Board of Directors and Management Team according to the strategy set out in the RKAP.

IMPLEMENTATION OF DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS IN 2020

In carrying out the mechanism for monitoring and providing direction and advice to the Board of Directors in managing the Company, the Board of Commissioners is guided by prevailing laws and regulations and Company internal regulations. This oversight process is to ensure the achievement of predetermined performance targets to be able to provide satisfying rewards for Shareholders and other Stakeholders.

Implementation of the Board of Commissioners' supervisory duties during 2020 included:

- Provided opinions and suggestions to the General Meeting of Shareholders regarding the RJPP and RKAP proposed by the Board of Directors.
- Following the development of the Company's activities, giving opinions and suggestions to the General Meeting of shareholders regarding any issues considered necessary for the management of the Company.
- Reported immediately to the General Meeting of Shareholders if there were symptoms of a decline in the Company's performance.
- Researched and reviewed periodic reports and annual reports prepared by the Board of Directors and signed the Annual Report.
- Established an Audit Committee, Investment Committee, and Nomination and Remuneration Committee.
- Carried out other obligations in the framework of supervision and provided advice as long as they did not conflict with regulations, Articles of Association and/or Resolutions of General Meeting of Shareholders; and
- Complied with other provisions that applied in the parent company and were declared valid for the Company and/or other provisions stipulated and approved by General Meeting of Shareholders.

BOARD OF COMMISSIONERS' DECISIONS AND RECOMMENDATIONS

All decisions of the joint meeting results of the Board of Commissioners and Board of Directors contained in minutes of the meeting are monitored for their follow-up at each subsequent meeting. The Board of Commissioners carries out its duties and functions in providing advice, among others through the provision of recommendations of Board of Commissioners to Board of

memonitor pelaksanaan keputusan dan rekomendasi Dewan Komisaris.

Directors. The Secretary of Board of Commissioners is assigned to monitor the implementation of the Board of Commissioners' decisions and recommendations.

| No. | Nomor Surat<br>Letter Number | Tanggal<br>Date                         | Perihal<br>Subject                                                                                                                                                                                                                                                                                                              |
|-----|------------------------------|-----------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 01/DEKOM-PJ/SP/IX/2020       | 28 September 2020<br>September 28, 2020 | Rekomendasi Tertulis Dewan Komisaris Penempatan Calon Anggota Komisaris sebagai Wakil Perseroan di Anak Perusahaan PT Prima Armada Raya<br>Written Recommendation of the Board of Commissioners for the placement of a Candidate for Member of Commissioner as a Company Representative in a subsidiary of PT Prima Armada Raya |
| 2   | 02/DEKOM-PJ/SP/XI/2020       | 23 November 2020<br>November 23, 2020   | Rekomendasi Tertulis Dewan Komisaris tentang Aksi Korporasi PT Patra Jasa dalam Program Holding Hotel BUMN<br>Written Recommendations from the Board of Commissioners regarding PT Patra Jasa's Corporate Action in the BUMN Hotel Holding Program                                                                              |

Korespondensi Dewan Komisaris

Sebagai bagian dari fungsi pengawasan terhadap jalannya kepengurusan Perusahaan, Dewan Komisaris juga mengeluarkan beberapa surat sebagai korespondensi dan pengungkapan informasi (*information disclosure*) kepada Direksi. Surat-surat tersebut dikelola dan disebarakan melalui Sekretaris Dewan Komisaris

Board of Commissioners Correspondence

As part of its supervisory function on the Company's management, the Board of Commissioners issued letters as correspondence and information disclosure to the Board of Director and Pertamina Group. The letters are managed and distributed through the Board of Commissioners' Secretary.

Hingga 31 Desember 2020, Dewan Komisaris mengeluarkan 19 (sembilan belas) Surat Keluar Dewan Komisaris sebagai berikut:

As of December 31, 2020, The Board of Commissioners issued 19 (nineteen) Board of Commissioners' Decrees as followed:

| No. | Nomor Surat<br>Letter Number | Tanggal<br>Date                       | Perihal<br>Subject                                                                                                                                                                                               |
|-----|------------------------------|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 01/DEKOM-PJ/S/I/2020         | 31 Januari 2020<br>January 31, 2020   | Rencana Penjualan dan Pembelian Inventory di Patra Residential.<br>Inventory Sales and Purchase Plans at Patra Residential.                                                                                      |
| 2   | 02/DEKOM-PJ/S/II/2020        | 3 Februari 2020<br>February 3, 2020   | Rapat Komite Audit.<br>Audit Committee Meeting                                                                                                                                                                   |
| 3   | 03/DEKOM-PJ/S/II/2020        | 10 Februari 2020<br>February 10, 2020 | Rapat Dewan Komisaris di Cirebon<br>Board of Commissioners Meeting in Cirebon                                                                                                                                    |
| 4   | 04/DEKOM-PJ/S/III/2020       | 6 Maret 2020<br>February 10, 2020     | Rapat Gabungan Direksi dan Dewan Komisaris<br>Board of Directors and Board of Commissioners Joint Meeting                                                                                                        |
| 5   | 05/DEKOM-PJ/S/III/2020       | 16 Maret 2020<br>March 16, 2020       | Undangan Foto Session Annual Report<br>Invitation of Annual Report Photo Session                                                                                                                                 |
| 6   | 06/DEKOM-PJ/S/IV/2020        | 16 April 2020<br>April 16, 2020       | Telaah atas Laporan Tahunan PT Patra Jasa Tahun Buku 2019<br>Review on Annual Report 2019 of PT Patra Jasa                                                                                                       |
| 7   | 07/DEKOM-PJ/S/VI/2020        | 17 Juni 2020<br>June 17, 2020         | Penunjukan Pelaksana Tugas (Plt) Direktur Teknik PT Patra Jasa<br>Appointment of Acting Technical Director of PT Patra Jasa                                                                                      |
| 8   | 08/DEKOM-PJ/S/VI/2020        | 30 Juni 2020<br>June 30, 2020         | Penunjukan Pelaksana Tugas (Plt) Direktur Keuangan dan Umum dan Plt Direktur Teknik PT Patra Jasa<br>Appointment of Acting Financial and General Affairs Director and Acting Technical Director of PT Patra Jasa |

| No. | Nomor Surat<br>Letter Number | Tanggal<br>Date                         | Perihal<br>Subject                                                                                                                                                                                                                                           |
|-----|------------------------------|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 9   | 09/DEKOM-PJ/S/VII/2020       | 1 Juli 2020<br>July 1, 2020             | Pelaksana Tugas Direksi<br>Acting Board of Directors                                                                                                                                                                                                         |
| 10  | 10/DEKOM-PJ/S/VII/2020       | 2 Juli 2020<br>July 2, 2020             | Rekomendasi Tertulis Dewan Komisaris Penempatan Wakil<br>Perseroan di Anak Perusahaan PT Prima Armada Raya<br>Written Recommendation of the Board of Commissioners on<br>Placement of the Company's Representative in its Subsidiary<br>PT Prima Armada Raya |
| 13  | 13/DEKOM-PJ/S/VII/2020       | 27 Juli 2020<br>July 27, 2020           | Penunjukan Pelaksana Plt Direktur Keuangan dan Umum dan<br>Plt Direktuk Teknik PT Patra Jasa<br>Appointment of Acting Financial and General Affairs Director<br>and Acting Technical Director of PT Patra Jasa                                               |
| 14  | 14/DEKOM-PJ/S/VII/2020       | 29 Juli 2020<br>July 29, 2020           | Hasil Evaluasi Penilaian Kemampuan dan Keahlian Komite<br>Investasi PT Patra Jasa (sdr.Adriawan)<br>Result of Fit and Proper Test Investment Committee of<br>PT Patra Jasa (Mr. Adriawan)                                                                    |
| 15  | 15/DEKOM-PJ/S/VII/2020       | 29 Juli 2020<br>July 29, 2020           | Hasil Evaluasi Penilaian Kemampuan dan Keahlian Komite<br>Investasi PT Patra Jasa (sdr.Yogi )<br>Result of Fit and Proper Test Investment Committee of<br>PT Patra Jasa (Mr. Yogi)                                                                           |
| 16  | 16/DEKOM-PJ/S/VIII/2020      | 3 Agustus 2020<br>August 29, 2020       | Hasil Evaluasi Penilaian Kemampuan dan Keahlian Komite<br>Investasi PT Patra Jasa<br>Result of Fit and Proper Test Investment Committee of<br>PT Patra Jasa                                                                                                  |
| 17  | 17/DEKOM-PJ/S/VIII/2020      | 12 Agustus 2020<br>August 12, 2020      | Pinjaman Fasilitas Kredit Investasi & Kredit Modal Kerja<br>PT Bank Tabungan Negara (Persero) Tbk<br>Investment Credit Facilities & Working Capital Loans from<br>PT Bank Tabungan Negara (Persero) Tbk                                                      |
| 18  | 18/DEKOM-PJ/S/IX/2020        | 14 September 2020<br>September 14, 2020 | Komposisi Komite Komisaris 2020 PT Patra Jasa<br>Composition of the Board of Commissioners' Committees in<br>2020 of PT Patra Jasa                                                                                                                           |
| 19  | 19/DEKOM-PJ/S/X/2020         | 21 Oktober 2020<br>October 21, 2020     | Biaya pelatihan Dewan Komisaris<br>Training Fee of the Board of Commissioners                                                                                                                                                                                |

### KRITERIA KOMISARIS INDEPENDEN

Kriteria penentuan Komisaris Independen di lingkungan Perseroan adalah sebagai berikut:

1. Bukan merupakan orang yang bekerja atau mempunyai wewenang dan tanggung jawab untuk merencanakan, memimpin, mengendalikan, atau mengawasi kegiatan Perseroan dalam waktu 6 (enam) bulan terakhir, kecuali untuk pengangkatan kembali sebagai Komisaris Independen Perseroan pada periode berikutnya.
2. Tidak mempunyai saham baik langsung maupun tidak langsung pada Perseroan.
3. Tidak mempunyai hubungan afiliasi dengan Perseroan, anggota Dewan Komisaris, anggota Direksi, atau pemegang saham utama Perseroan.
4. Tidak mempunyai hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan.

### CRITERIA OF INDEPENDENT COMMISSIONERS

The criteria for determining Independent Commissioners in the Company are as follows:

1. not a person who works or has the authority and responsibility to plan, lead, control, or supervise activities of the Company within the last 6 (six) months, except for reappointment as an Independent Commissioner of Company in the next period.
2. does not have shares directly or indirectly at the Company.
3. has no affiliated relationship with the Company, members of Board of Commissioners, members of Board of Directors, or the Company's major shareholders.
4. does not have a business relationship either directly or indirectly related to the Company's business activities.

### KRITERIA PENUNJUKKAN DAN INDEPENDENSI

Anggota Dewan Komisaris memiliki integritas, kompetensi dan reputasi keuangan yang memadai. Anggota Dewan Komisaris juga tidak pernah dinyatakan pailit dan atau dinyatakan bersalah yang menyebabkan suatu perusahaan dinyatakan pailit; dan tidak pernah melakukan tindakan tercela dan tidak pernah dihukum karena melakukan tindak pidana kejahatan.

### PERNYATAAN INDEPENDENSI DAN POTENSI BENTURAN KEPENTINGAN

Setiap awal dan akhir tahun periode tahun buku seluruh anggota Dewan Komisaris menandatangani pernyataan untuk bersikap independen dan menghindari benturan kepentingan dalam menjalankan fungsi dan tugasnya.

Dalam upaya meminimalkan terjadinya benturan kepentingan, setiap anggota Dewan Komisaris juga wajib membuat Daftar Khusus yang memuat informasi mengenai kepemilikan sahamnya dan/atau keluarganya di Patra Jasa maupun di perusahaan lain. Daftar tersebut disimpan dan diadministrasikan oleh Sekretaris Dewan Komisaris.

Hingga 31 Desember 2020, seluruh Anggota Dewan Komisaris tidak memiliki saham di Patra Jasa.

### PENILAIAN KOMITE DI BAWAH DEWAN KOMISARIS

Dewan Komisaris menilai bahwa para komite telah melaksanakan tugas dan tanggung jawabnya dengan baik serta mendukung peningkatan kinerja yang lebih baik lagi di masa mendatang. Komite Dewan Komisaris dinilai dalam rangka peningkatan kualitas pelaksanaan tugas organ pendukung Dewan Komisaris. Komite Dewan Komisaris dinilai berdasarkan kinerja pelaksanaan tugas komite yang mencakup realisasi laporan pelaksanaan tugas komite sesuai dengan tanggung jawab masing-masing, frekuensi kehadiran rapat dan rekomendasi yang diberikan dalam tugasnya membantu pelaksanaan fungsi pengawasan dan penasihat Dewan Komisaris.

### DIREKSI

Direksi merupakan organ Perusahaan yang bertugas dan bertanggung jawab secara kolegal dalam mengelola Perseroan. Tugas utama Direksi adalah bertindak dan mewakili untuk dan atas nama Perseroan. Direksi bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan Perseroan dalam mencapai visi dan misi. Direksi juga menjadi kunci bagi keberlangsungan aktivitas serta operasional Perseroan, memastikan kinerja optimal dan nilai tambah optimal bagi

### APPOINTMENT CRITERIA AND INDEPENDENCE

Members of the Board of Commissioners have adequate integrity, competence, and financial reputation. Members of the Board of Commissioners have also never been declared bankrupt and or found guilty of causing a company to go bankrupt and have never committed a disgraceful act and have never been convicted of a crime.

### STATEMENT OF INDEPENDENCE AND POTENTIAL CONFLICT OF INTEREST

Every beginning and end of the fiscal year, all members of the Board of Commissioners signed a statement to be independent and avoid conflicts of interest in carrying out their functions and duties.

To minimize the occurrence of conflicts of interest, each member of the Board of Commissioners is also required to make a Special List that contains information about their share ownership and/ or their families' ownership in Patra Jasa and other companies. The list is stored and administered by the Secretary of Board of Commissioners.

As of December 31, 2020, all members of the Board of Commissioners did not own shares in Patra Jasa.

### ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners considered that the committees had carried out their duties and responsibilities well and supported the improved performance in the future. The Board of Commissioners' Committees is assessed in the context of improving the quality of the duties implementation of the Board of Commissioners' supporting organs. The Board of Commissioners' Committees is evaluated based on the performance of the Committee's duties implementation, which includes the realization of the report on the Committee's duties implementation. It is in accordance with their respective responsibilities, the frequency of meeting attendance, and recommendations given in their duties to assist the implementation of the Board of Commissioners' supervisory and advisory functions.

### BOARD OF DIRECTORS

The Board of Directors is a Company organ that is in charge and responsible collegially in managing the Company. The primary duty of the Board of Directors is to act and represent for and on behalf of the Company. The Board of Directors is fully responsible for carrying out their duties for the interests of the Company in achieving its Vision and Mission. The Board of Directors is also the key to the sustainability of the Company's activities and operations, ensuring optimal performance and optimal added value

Pemegang Saham. Tiap-tiap anggota Direksi dapat melaksanakan tugas dan mengambil keputusan sesuai dengan pembagian tugas dan wewenangnya.

Dalam melaksanakan tugasnya, Direksi dibantu oleh *Corporate Secretary* dan *Head of Internal Audit*.

### KOMPOSISI DIREKSI

Komposisi Direksi Patra Jasa adalah sebagai berikut:

| Jabatan<br>Position                                                         | Nama<br>Name             | Periode<br>Period                                               |
|-----------------------------------------------------------------------------|--------------------------|-----------------------------------------------------------------|
| Direktur Utama<br>President Director                                        | Dani Adriananta          | 1 Januari – 16 Desember 2020<br>January 1 – December 16, 2020   |
| Direktur Keuangan dan Umum<br>Director of Finance and General Affairs       | Iswina Dwi Yunanto       | 27 Oktober – 31 Desember 2020<br>October 27 – December 31, 2020 |
| PJ. Direktur Keuangan dan Umum<br>Director of Finance and General Affairs   | Muhammad Shabran Fauzani | 1 Januari – 29 Juni 2020<br>January 1 – June 29, 2020           |
| PJ. Direktur Pengembangan Bisnis<br>Acting Director of Business Development | Teddy Kurniawan Gusti    | 1 Januari – 31 Desember 2020<br>January 1 – December 31, 2020   |
| Direktur Pemasaran dan Operasi<br>Director of Marketing and Operations      | Litta Indriya Ariesca    | 29 Juni – 31 Desember 2020<br>June 29 – December 31, 2020       |
| Direktur Teknik<br>Technical Director                                       | Ferry Febrianto          | 1 Januari – 5 Juni 2020<br>January 1 – June 5, 2020             |

### KRITERIA DIREKSI

Semua anggota Direksi memiliki integritas, kompetensi, reputasi dan pengalaman serta keahlian yang dibutuhkan dalam menjalankan fungsi dan tugasnya masing-masing. Seluruh Direksi telah memenuhi persyaratan yang terdapat dalam *Board Manual* Patra Jasa.

Kriteria umum dalam pemilihan anggota Direksi antara lain adalah sebagai berikut:

1. Tidak pernah dinyatakan pailit dan atau dinyatakan bersalah yang menyebabkan suatu perusahaan dinyatakan pailit; tidak pernah melakukan tindakan tercela dan tidak pernah dihukum karena melakukan tindak pidana kejahatan.
2. Tidak memiliki jabatan rangkap sebagai Komisaris, Direksi atau Pejabat Eksekutif pada perusahaan sejenis, dan atau lembaga lain.
3. Tidak memiliki hubungan keuangan dan hubungan keluarga dengan anggota Dewan Komisaris, anggota Direksi lain dan/ atau pemegang saham Perseroan.

Seluruh anggota Direksi yang ditunjuk berdomisili di Indonesia dan mayoritas anggota Direksi Perseroan telah memiliki pengalaman lebih dari 5 (lima) tahun di bidang operasional sebagai Pejabat Eksekutif Perseroan.

for Shareholders. Each member of the Board of Directors can carry out his duties and makes decisions in accordance with the division of duties and authorities.

In carrying out its duties, the Board of Direktors is assisted by Corporate Secretary and Internal Audit Unit.

### COMPOSITION OF THE BOARD OF DIRECTORS

The composition of the Board of Directors of Patra Jasa was as follows:

### CRITERIA FOR THE BOARD OF DIRECTORS

All members of the Board of Directors have integrity, competence, reputation, and experience and expertise needed to carry out their respective functions and duties. All Board of Directors has met the requirements contained in the Manual Board of Patra Jasa.

General criteria in selecting members of the Board of Directors include the following:

1. Never been declared bankrupt and or found guilty of causing a company to go bankrupt; have never committed a disgraceful act and have never been convicted of a crime.
2. Not having multiple positions as a Commissioner, Board of Directors or Executive Officer in similar companies, and/or other institutions.
3. Does not have financial relations and family relations with members of the Board of Commissioners, other members of the Board of Directors, and/or the Company's shareholders.

All members of the Board of Directors who are appointed are domiciled in Indonesia, and the majority members of the Board of Directors have more than 5 (five) years of experience in the operational field as the Company's Executive Officers.

### NOMINASI ANGGOTA DIREKSI

Perseroan memiliki mekanisme nominasi untuk posisi Direksi yang terstruktur dalam rangka melanjutkan kepemimpinan yang berkelanjutan, Perseroan berkomitmen untuk menciptakan calon-calon pemimpin yang akan mengisi berbagai posisi penting dalam Perseroan.

### PROGRAM PENGENALAN DIREKSI

Perseroan memfasilitasi setiap anggota Direksi yang baru ditunjuk/menjabat disampaikan informasi terkait Perusahaan secara menyeluruh. Penyampaian informasi ini merupakan wujud pengenalan dari Perseroan kepada anggota Direksi terpilih. Pada tahun 2020 terdapat program pengenalan Direksi yang baru ditunjuk yaitu Ibu Litta Indriya Ariesca yang telah mengikuti program pengenalan Direksi tanggal 20 Juli 2020 dan Bapak Iswina Dwi Yunanto yang telah mengikuti program pengenalan Direksi tanggal 16 Desember 2020.

### RANGKAP JABATAN DIREKSI

Anggota Direksi Patra Jasa tidak ada yang menjabat sebagai anggota Direksi di perusahaan lain, atau jabatan lain yang dilarang berdasarkan Anggaran Dasar Perseroan dan peraturan perundangan yang berlaku.

### PEDOMAN DAN TATA TERTIB KERJA DIREKSI

Direksi berpedoman pada Pedoman dan Tata Tertib Kerja Direksi (*Board Manual*). *Board Manual* berisi tentang petunjuk tata laksana kerja Direksi serta menjelaskan tahapan aktivitas secara terstruktur, sistematis, mudah dipahami dan dapat dijalankan dengan konsisten, dapat menjadi acuan bagi Direksi dalam melaksanakan tugas masing-masing untuk mencapai Visi dan Misi Perusahaan, sehingga diharapkan akan tercapai standar kerja yang tinggi selaras dengan prinsip-prinsip GCG.

*Board Manual* disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan Anggaran Dasar, peraturan dan ketentuan perundang-undangan yang berlaku, arahan Pemegang Saham serta praktik-praktik terbaik (*best practices*) *Good Corporate Governance*.

*Board Manual* Direksi memuat hal-hal sebagai berikut:

1. Direksi bertugas dan bertanggung jawab secara kolegal dan mengambil keputusan sesuai dengan pembagian tugas dan wewenangnya yang menjadi tanggung jawab bersama. Kedudukan masing-masing anggota Direksi adalah setara di mana tugas Direktur Utama adalah mengkoordinasikan kegiatan Direksi atau primus inter pares.

### NOMINATION OF MEMBERS OF THE BOARD OF DIRECTORS

The Company has a nomination mechanism for structured Director positions to continue sustainable leadership. The Company is committed to creating prospective leaders who will fill various important positions in the Company.

### THE BOARD OF DIRECTORS INTRODUCTION PROGRAM

No member of the Board of Directors of PT Patra Jasa serves as a member of the Board of Directors in other Company or other position that is prohibited based on the Company's Articles of Association and prevailing laws and regulations. In 2020 there was a newly appointed Board of Directors' introduction program, Mrs. Litta Indriya Ariesca who has participated in the Board of Directors' introduction program on July 20, 2020 and Mr. Iswina Dwi Yunanto who has participated in the Board of Directors' introduction program on December 16, 2020.

### CONCURRENT POSITION OF THE BOARD OF DIRECTORS

No member of the Board of Directors of Patra Jasa serves as a member of the Board of Directors in other companies or other positions that are prohibited based on the Company's Articles of Association and prevailing laws and regulations.

### BOARD MANUAL OF THE BOARD OF DIRECTORS

The Board of Directors is guided by the Board of Directors Charter (Board Manual). The Board Manual contains guidance for the Board of Directors' working procedures as well as explains the activity stages in a structured, systematic, easy to understand and can be implemented consistently. Besides, it can be a reference for the Board of Directors in carrying out their respective duties to achieve the Company's Vision and Mission so that high standards of works are expected to be aligned with the GCG principles.

The Board Manual is prepared based on the principles of corporate law, the provisions of Articles of Association, prevailing rules and regulations, directives of Shareholders, and best practices of Good Corporate Governance.

The Board Manual of Board of Directors contains the following:

1. The Board of Directors is tasked and responsible collegially and makes decisions following the division of duties and authorities, which are joint responsibility. The position of each member of the Board of Directors is equal where President Director coordinates the activities of the Board of Directors or primus inter pares.

2. Komposisi Direksi dapat mengakomodasi pengambilan keputusan secara efektif, cepat, dan tepat, serta bertindak secara independen.
3. Direksi memiliki integritas dan pengalaman serta kecakapan dalam menjalankan tugas dan memahami kompleksitas usaha.
4. Direksi bertanggung jawab kepada RUPS sesuai dengan peraturan dan perundang-undangan.

## TUGAS DAN WEWENANG DIREKSI

Tugas dan wewenang Direksi Perusahaan sebagai berikut:

1. Direksi bertanggung jawab penuh dalam melaksanakan tugasnya untuk kepentingan perusahaan dalam mencapai maksud dan tujuannya.
2. Setiap anggota Direksi wajib dengan itikad baik dan penuh tanggung jawab menjalankan tugasnya dengan mengindahkan peraturan perundang-undangan yang berlaku.
3. Direksi bertugas menjalankan segala tindakan berkaitan dengan pengurusan Perseroan untuk kepentingan Perseroan dan sesuai dengan maksud dan tujuan Perseroan serta mewakili Perseroan baik di dalam maupun di luar Pengadilan tentang segala sesuatu hal dan segala kejadian dengan pembatasan sebagaimana diatur dalam peraturan perundang-undangan, Anggaran Dasar dan/atau keputusan Rapat Umum Pemegang Saham.
4. Direksi menjalankan tindakan lainnya baik mengenai pengurusan maupun tindakan kepemilikan atas harta kekayaan Perseroan, sesuai dengan ketentuan yang diatur dalam Anggaran Dasar Perseroan dan yang ditetapkan oleh Rapat Umum Pemegang Saham atau berdasarkan peraturan perundang-undangan yang berlaku.
5. Direksi untuk perbuatan tertentu berhak mengangkat seorang atau lebih sebagian wakil atau kuasanya dengan memberikan kekuasaan yang diatur dalam surat kuasa.
6. Pembagian tugas dan wewenang setiap anggota Direksi ditetapkan oleh RUPS dan wewenang tersebut oleh RUPS dapat dilimpahkan kepada Komisaris.
7. Dalam hal Perseroan mempunyai kepentingan yang bertentangan dengan kepentingan pribadi seorang anggota Direksi, maka Perseroan akan diwakili oleh anggota Direksi lainnya dan dalam hal Perseroan mempunyai kepentingan yang bertentangan dengan kepentingan seluruh anggota Direksi, maka dalam hal ini Perseroan diwakili oleh Komisaris.
8. Mengangkat dan memberhentikan pekerja perusahaan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.
9. Direksi wajib menyiapkan Rencana Jangka Panjang Perusahaan (RJPP) dan RKAP sebagai penjabaran tahunan dari RJPP.

2. The composition of the Board of Directors can accommodate decision-making effectively, quickly, and precisely, and acts independently.
3. The Board of Directors has integrity and experience and expertise in carrying out the duties and understands the business complexity.
4. The Board of Directors is responsible for GMS following the rules and regulations.

## DUTIES AND AUTHORITIES OF THE BOARD OF DIRECTORS

The duties and authorities of the Company's Board of Directors are as follows:

1. The Board of Directors is fully responsible for implementing its duties for the interest of Company in achieving its purpose and objectives.
2. Every member of the Board of Directors shall carry out his duties with good faith and full responsibility by complying with prevailing laws and regulations.
3. The Board of Directors is tasked with carrying out all actions related to the management of the Company for the benefit of the Company and in accordance with the aims and objectives of the Company as well as representing the Company both inside and outside the Court regarding all matters and all events with restrictions as regulated in statutory regulations, Articles of Association and / or the decision of the General Meeting of Shareholders.
4. The Board of Directors conducts other actions both regarding the management and actions of ownership of the Company's assets, in accordance with the provisions stipulated in the Articles of Association of the Company and determined by the General Meeting of Shareholders or based on the applicable laws and regulations.
5. The Board of Directors for certain legal actions is entitled to appoint one or more representatives or proxies by delegating the authority stipulated in a power of attorney.
6. The GMS shall determine the distribution of duties and authorities of each member of the Board of Directors, and such authority can be delegated to the Commissioner by the GMS.
7. If the Company has a conflict of interest with a member of the Board of Directors, then the Company will be represented by another member of the Board of Directors. If the Company has a conflict of interest with all members of the Board of Directors, the Company shall be represented by a Commissioner.
8. Appoints and dismisses Company's employee in accordance with the provisions of prevailing laws and regulations.
9. The Board of Directors shall prepare a Corporate Long-Term Plan (RJPP) and RKAP as an annual elaboration of the RJPP.

10. Menyiapkan struktur organisasi dan tata kelola perseroan lengkap dengan perincian tugasnya.
11. Menetapkan gaji, pensiun/jaminan hari tua dan penghasilan lain bagi pekerja perusahaan serta mengatur semua hal kepegawaian lainnya sesuai dengan ketetapan perundang-undangan yang berlaku.
12. Menyiapkan laporan tahunan dan laporan berkala.

## TUGAS DAN TANGGUNG JAWAB MASING-MASING DIREKTUR

Pelaksanaan tugas Direksi diputuskan dalam rapat Direksi berdasarkan peraturan dan perundang-undangan serta mengikuti Anggaran Dasar Perseroan. Ruang lingkup pembagian tugas dan tanggung jawab masing-masing Direktur setelah RUPS Tahunan 2020 adalah sebagai berikut:

### DIREKTUR UTAMA

1. Memimpin, mengarahkan, dan bertanggung jawab atas keberlangsungan usaha/Perusahaan.
2. Memimpin, mengarahkan, dan bertanggung jawab atas pengelolaan asset, investasi, sumber pendapatan, dan pembelanjaan gunakeberlangsungan usaha/Perusahaan.
3. Bertanggung jawab atas tercapainya Visi dan Misi Perusahaan Secara Keseluruhan.
4. Bertanggung jawab menjadi represe ntatif yang mewakili keberadaan dan/atau keberlangsungan Usaha/Perusahaan.
5. Bertanggung jawab atas potensi resiko kerugian dan keuntungan yang mungkin dihadapi, guna keberlangsungan usaha/Perusahaan.
6. Memutuskan Peraturan dan/atau Kebijakan yang akan diterapkan oleh seluruh Pekerja, guna keberlangsungan usaha/Perusahaan.
7. Bertanggung jawab atas laporan kinerja Perusahaan secara objektif dan profesional kepada Stakeholders.
8. Membangun budaya organisasi yang sesuai dengan nilai yang dianut oleh Persero (AKHLAK) sebagai induk Perusahaan

### DIREKTUR KEUANGAN DAN UMUM

1. Memimpin dan mengendalikan pembuatan kebijakan, pengelolaan dan pelaporan keuangan secara korporat mencakup kegiatan fungsi kontroler, manajemen risiko, perbendaharaan dan pendanaan, portofolio anak perusahaan, keuangan hotel, keuangan perkantoran serta keuangan perumahan guna meningkatkan kinerja dan peringkat keuangan Perseroan.
2. Melaksanakan dan mengendalikan seluruh kebijakan keuangan sesuai keputusan Direksi serta melaksanakan efisiensi dan efektivitas fungsi-fungsi keuangan di pusat, korporat, direktorat, kelompok usaha dan unit usaha.

10. Prepares the organizational structure and corporate governance comprehensively with details of its duties.
11. Determines salary, pension /old-age insurance, and other income and benefits for employees of the Company and regulate all matters on employment following the provisions of the prevailing regulations.
12. Prepare annual reports and periodic reports.

## DUTIES AND RESPONSIBILITIES OF EACH MEMBER OF THE BOARD OF DIRECTORS

The Board of Director's duties is decided in its meeting based on laws and regulations as well as the Company's Articles of Association. The scope of duties and responsibilities division of each Director after the 2020 Annual GMS were as follows:

### PRESIDENT DIRECTOR

1. Leading, directing and responsible for the sustainability of the business / company.
2. To lead, direct and be responsible for the management of assets, investments, sources of income, and expenditures for the continuity of the business/company.
3. Responsible for the achievement of the Company's Overall Vision and Mission.
4. Responsible to be a representative that represents the existence and/or continuity of the business/company.
5. Responsible for the risk of loss and profit that may enter, for the sustainability of the business/company.
6. Decide on regulations and/or policies that will be applied by all employees, for the sustainability of the Company's business.
7. Responsible for the Company's performance reports in an objective and professional manner to stakeholders.
8. Build an organizational culture in accordance with the values adopted by Persero (AKHLAK) as the parent company.

### DIRECTOR OF FINANCE AND GENERAL AFFAIRS

1. Leads and controls corporately of policymaking, management, and financial reporting, including the functions of controller, risk management, treasury and funding, portfolio of subsidiaries, hotel finance, office finance and housing finance to improve the performance and financial rating of the Company.
2. Implements and controls all financial policies following the Board of Directors' decisions and implements the efficiency and effectiveness of financial functions at the head office, corporate, directorate, business groups, and business units.



3. Menetapkan dan mengkoordinasikan RKAP serta pengendalian akuntansi atas biaya-biaya pendapatan dan keuntungan serta tingkat investasi secara korporat.
4. Mengkonsolidasi, mengendalikan dan mengawasi penyusunan dan pelaksanaan arus kas perusahaan berdasarkan RKAP dalam rangka usaha peningkatan efisiensi.
5. Mengarahkan dan membina pengelolaan keuangan perusahaan meliputi kebijakan anggaran, perbendaharaan dan akuntansi, manajemen risiko, investasi dan pendanaan.
6. Mengelola portofolio investasi keuangan dan keputusan finansial untuk mencapai nilai tambah maksimal dan tercapainya tujuan-tujuan perusahaan sesuai ketetapan Direksi.
7. Meninjau ulang dan meningkatkan kebijaksanaan dan prosedur keuangan secara periodik berupa penetapan sistem dan tata kerja tentang pengelolaan keuangan Perseroan sesuai dengan perkembangan teknologi maupun perubahan-perubahan dalam ekonomi dan Undang-Undang, serta mengarahkan dan membina masalah umum yang mencakup bidang keuangan.
8. Mengarahkan tentang organisasi dan SDM di direktoratnya.

#### DIREKTUR PENGEMBANGAN BISNIS

1. Merancang strategi pengembangan dan investasi berdasarkan prioritas, ketersediaan sumber daya, teknologi dan prospek bisnis.
2. Memimpin, mengarahkan, dan bertanggung jawab atas pelaksanaan kegiatan investasi pengembangan sesuai dengan visi misi dan rencana strategis Perusahaan.
3. Memimpin, mengarahkan, dan bertanggung jawab atas pengelolaan kerjasama dan identifikasi peluang bisnis, serta monitoring perkembangan pasar, guna tercapainya target perusahaan dan keberlangsungan usaha/Perusahaan.
4. Memimpin, mengarahkan, dan bertanggung jawab atas pengelolaan serta pengembangan asset Perusahaan yang disesuaikan dengan rencana dan peluang bisnis.
5. Memimpin, mengarahkan, dan bertanggung jawab atas pelaksanaan program/proyek kerja yang akan dan/atau sedang berjalan di Direktorat Pengembangan Bisnis.
6. Memimpin, mengarahkan, dan bertanggung jawab atas pengembangan Kebijakan, sistem prosedur, dan program kerja, yang akan diterapkan di Divisi yang berada di bawah naungan Direktorat Pengembangan Bisnis.
7. Membangun budaya organisasi yang sesuai dengan nilai yang dianut oleh Persero (AKHLAK) sebagai induk Perusahaan.

#### DIREKTUR TEKNIK

1. Memimpin, mengarahkan, dan bertanggung jawab atas perencanaan, pelaksanaan, dan penyelesaian kegiatan

3. Defines and coordinates the RKAP and accounting control for the costs of revenues and profits as well as corporate investment levels.
4. Consolidates, controls, and supervises the preparation and implementation of the Company's cash flows based on the RKAP to increase efficiency.
5. Directs and guides corporate financial management, including policies on budget, treasury, and accounting, risk management, investment, and funding.
6. Manages a portfolio of financial investments and financial decisions to achieve maximum added value and achieve the Company's objectives following the provisions of the Board of Directors.
7. Reviews and improves financial policies and procedures periodically in the form of system and work procedures determination regarding the corporate financial management per technological developments and changes in the economy and law, as well as directs and guides general problems covering the financial aspect.
8. Directs its directorate about the organization and HR.

#### DIRECTOR OF BUSINESS DEVELOPMENT

1. Prepare development and investment strategies based on priorities, availability of resources, technology and business prospects.
2. Leading, directing, and being responsible for the implementation of development investment activities in accordance with the vision, mission and strategic plans of the Company.
3. To lead, direct and be responsible for the management of cooperation and identification of business opportunities, as well as monitoring market developments, in order to achieve company targets and business/company sustainability.
4. To lead, direct and be responsible for the management and development of the Company's assets in line with business plans and opportunities.
5. Leading, directing, and being responsible for the implementation of work programs/projects that will be and / or are ongoing in the Directorate of Business Development.
6. To lead, direct, and be responsible for the development of policies, system procedures, and work programs, which will be implemented in the Division under the Directorate of Business Development.
7. Build an organizational culture in accordance with the values adopted by Persero (AKHLAK) as the parent company.

#### TECHNICAL DIRECTOR

1. Leading, directing, and being responsible for planning, implementing, and completing infrastructure design and

rancang bangun infrastruktur, ketersediaan sumber daya, dan teknologi pendukungnya, dengan tetap berkolaborasi dan bekerjasama dengan Direktorat Pengembangan Bisnis, agar tetap sesuai dan sejalan dengan rencana strategis investasi dan pengembangan unit bisnis Perusahaan.

2. Memimpin, mengarahkan, dan bertanggung jawab atas pekerjaan teknik yang meliputi persiapan program kerja, jadwal pelaksanaan, rencana anggaran biaya, dan laporan pertanggungjawaban pasca pekerjaan teknik.
3. Memimpin, mengarahkan, dan bertanggung jawab atas keputusan dan solusi pemecahan masalah teknis yang timbul selama penyelesaian pekerjaan teknik.
4. Memimpin, mengarahkan, dan bertanggung jawab atas program rehabilitasi dan/atau pemeliharaan asset bangunan dan infrastruktur yang dimiliki oleh Perusahaan.
5. Memimpin, mengarahkan, dan bertanggung jawab atas peningkatan keahlian teknis dalam desain, pengembangan, dan integrasi sistem yang dapat mendukung proses rancang bangun infrastruktur, secara terus menerus.
6. Memimpin, mengarahkan, dan bertanggung jawab atas pengembangan Kebijakan, sistem prosedur, dan program kerja, yang akan diterapkan di Divisi yang berada di bawah naungan Direktorat Teknik.
7. Bertanggung jawab atas Keselamatan dan Kesehatan seluruh Pekerja yang berada di bawah naungan Direktorat Teknik.
8. Membangun budaya organisasi yang sesuai dengan nilai yang dianut oleh Persero (AKHLAK) sebagai induk Perusahaan.

#### DIREKTUR PEMASARAN DAN OPERASI

1. Memimpin pengelolaan dan pengembangan kebijakan korporat serta pengelolaan jasa, sarana, dan fasilitas, yang mencakup kebijakan organisasi dan kesisteman, serta pengelolaan penunjang usaha, dan sekuriti serta koordinasi transformasi perseroan sesuai strategi yang ditetapkan Direksi.
2. Melaksanakan efisiensi dan efektivitas fungsi-fungsi umum dan jasa.
3. Memimpin dan mengarahkan penyusunan kebijakan-kebijakan korporat sesuai perencanaan strategis korporasi.
4. Memberikan keputusan organisasi dalam lingkup Pusat Korporat sesuai ketetapan dan kebijakan Direksi.
5. Memberikan pertimbangan atas keputusan bisnis sesuai lingkup kewenangannya.
6. Memimpin dan mengarahkan kegiatan transformasi dan reorganisasi persero dan pembinaan pekerja sesuai pedoman yang berlaku.

construction activities, availability of resources, and supporting technology, by continuing to collaborate and cooperate with the Directorate of Business Development, in order to remain in line with and in line with the strategic plan of investment and unit development. Company business.

2. Leading, directing, and being responsible for technical work which includes the preparation of work programs, implementation schedules, budget plans, and post technical work accountability reports.
3. Leading, directing, and responsible for decisions and solutions to solving technical problems that arise during the completion of technical work.
4. To lead, direct and be responsible for the rehabilitation and / or maintenance program for building and infrastructure assets owned by the Company.
5. Leading, directing, and responsible for increasing technical expertise in the design, development and integration of systems that can support the infrastructure design process, on an ongoing basis.
6. To lead, direct, and be responsible for the development of policies, system procedures, and work programs, which will be implemented in the Division under the Directorate of Engineering.
7. Responsible for the safety and health of all workers under the Directorate of Engineering.
8. Build an organizational culture in accordance with the values adopted by Persero (AKHLAK) as the parent company.

#### DIRECTOR OF MARKETING AND OPERATIONS

1. Leads the management and development of corporate policies and management of services, infrastructure and facilities, which includes organizational and systemic policies, as well as manage business support, and security and coordinates the Company's transformation aligned with the strategy set by the Board of Directors.
2. Implements efficiency and effectiveness of general and service functions.
3. Leads and directs the preparation of corporate policies following corporate strategic planning.
4. Provides organizational decisions within the scope of the corporate under the Board of Directors' provisions and policies.
5. Gives consideration to business decisions according to the scope of their authority.
6. Leads and directs the transformation and reorganization activities of the company and guides employees according to the prevailing guidelines.

## HAK DAN KEWAJIBAN DIREKSI

Hak dan kewajiban Direksi antara lain:

1. Mendapatkan penghasilan yang besar dan jenisnya ditetapkan sesuai dengan ketentuan peraturan perundang-undangan yang berlaku.
2. Dalam melaksanakan tugasnya Direksi wajib mencurahkan perhatian dan pengabdianya secara penuh pada tugas, kewajiban dan pencapaian tujuan perusahaan.
3. Menyelenggarakan rapat Direksi sekurang-kurangnya sekali dalam sebulan.
4. Wajib mempertanggungjawabkan pelaksanaan tugasnya kepada RUPS.

Direktur Utama memiliki hak dan wewenang untuk bertindak untuk dan atas nama Direksi dan Perseroan. Dalam hal Direktur Utama tidak hadir atau berhalangan, maka salah seorang anggota Direksi lainnya memiliki hak dan wewenang untuk bertindak untuk dan atas nama Direksi dan Perseroan.

## BENTURAN KEPENTINGAN

Dalam upayanya meminimalkan terjadinya benturan kepentingan, setiap anggota Direksi wajib membuat Daftar Khusus yang memuat informasi mengenai kepemilikan sahamnya dan/ atau keluarganya di Perusahaan maupun di perusahaan lain. Daftar tersebut disimpan dan diadministrasikan oleh *Corporate Secretary*. Hingga 31 Desember 2020, seluruh Anggota Direksi tidak memiliki saham di Perusahaan.

## KEPUTUSAN-KEPUTUSAN DIREKSI TAHUN 2020

Selama tahun 2020 anggota Direksi telah mengeluarkan berbagai keputusan baik di bidang pengelolaan sumber daya manusia, keuangan, operasional bisnis, maupun aspek strategis. Keputusan Direksi yang dihasilkan sepanjang tahun 2020 berjumlah 224 keputusan.

## KEBIJAKAN KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN DIREKSI

Susunan komposisi dan keberagaman Dewan Komisaris dan Direksi Perseroan disesuaikan dengan latar belakang keahlian dan kualifikasi yang dibutuhkan untuk masing-masing jabatan. Perseroan menetapkan kriteria pengangkatan yang adil dan sesuai peraturan perundangan serta melakukan penilaian secara objektif terhadap masing-masing individu.

Saat ini, Perseroan belum memiliki kebijakan khusus yang mengatur keberagaman komposisi Dewan Komisaris dan Direksi berdasarkan latar belakang suku, usia, riwayat pendidikan dan lainnya.

## RIGHTS AND OBLIGATIONS OF THE BOARD OF DIRECTORS

The Board of Directors' rights and obligations include:

1. Receive salaries and benefits as determined in accordance with the provisions of the prevailing laws and regulations.
2. In carrying out its duties, the Board of Directors shall devote full attention and dedication to its duties, obligations, and achievement of company goals.
3. Hold Board of Directors meetings at least once a month.
4. Must be responsible for carrying out their duties as defined by the GMS.

The President Director is entitled and authorized to act for and on behalf of the Board of Directors and the Company. If the President Director is absent or unavailable, one of the Board of Directors' members is entitled and authorized to act for and on behalf of the Board of Directors and the Company.

## CONFLICT OF INTEREST

In its efforts to minimize the occurrence of conflicts of interest, each member of the Board of Directors must make a Special List that contains information about their share ownership and/or their families' ownership in the Company and in other companies. The list is stored and administered by the Corporate Secretary. As of December 31, 2020, all Members of the Board of Directors did not own shares in the Company.

## THE BOARD OF DIRECTORS' DECISIONS IN 2020

During 2020 members of the Board of Directors issued various decisions related to human resource management, finance, business operations, and strategic aspects. The Board of Directors' decisions made throughout 2020 were 224 decisions.

## POLICY ON DIVERSITY COMPOSITION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The composition and diversity of the Board of Commissioners and the Board of Directors of the Company are based on the skills and qualifications required for each position. The Company establishes the appointment criteria that are fair and align with laws and regulations as well as conducts an objective assessment of each individual candidate.

Currently, the Company does not yet have any specific policy that regulates the diversity of the composition of the Board of Commissioners and the Board of Directors based on ethnic background, age, education history, and others.

Keberagaman komposisi Direksi telah memberikan kontribusi positif terhadap pelaksanaan fungsi pengelolaan dan pengurusan Perusahaan yang mendukung pencapaian kinerja Perusahaan secara keseluruhan. Selain itu, keberagaman usia anggota Direksi yang masih pada usia produktif membuat kinerja Perusahaan menjadi lebih dinamis. Keberagaman Komposisi Direksi per tanggal 31 Desember 2020 sebagai berikut:

| Nama<br>Name             | Jabatan<br>Position                                                            | Usia<br>Age              | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                          |
|--------------------------|--------------------------------------------------------------------------------|--------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------|
| Dani Adriananta          | Direktur Utama<br>President Director                                           | 51 tahun<br>51 years old | Laki-laki / Male           | Strata 2 (S2) Administrasi Bisnis<br>Master Degree of Business<br>Administration                                 |
| Iswina Dwi Yunanto       | Direktur Keuangan dan Umum<br>Director of Finance and General<br>Affairs       | 54 tahun<br>54 years old | Laki-laki / Male           | Strata 2 (S2) Pengendalian Manajemen<br>Master Degree of Management Control                                      |
| Muhammad Shabran Fauzani | Direktur Keuangan dan Umum<br>Director of Finance and General<br>Affairs       | 46 tahun<br>46 years old | Laki-laki / Male           | Strata 2 (S2) Keuangan Terapan<br>Master Degree of Applied Finance                                               |
| Teddy Kurniawan Gusti    | PJ. Direktur Pengembangan Bisnis<br>Acting Director of Business<br>Development | 46 tahun<br>46 years old | Laki-laki / Male           | Strata 2 (S2) Manajemen Bisnis dan<br>Administrasi<br>Master Degree of Business<br>Management and Administration |
| Litta Indriya Ariesca    | Direktur Pemasaran dan Operasi<br>Director of Marketing and<br>Operations      | 49 tahun<br>49 years old | Perempuan /<br>Female      | Strata 2 (S2) Investasi dan Manajemen<br>Master Degree of Investment and<br>Management                           |
| Ferry Febrianto          | Direktur Teknik<br>Director of Technical                                       | 55 tahun<br>55 years old | Laki-laki / Male           | Strata 2 (S2) Teknologi Beton<br>Master Degree of Concrete Technology                                            |

## PROGRAM PELATIHAN DIREKSI

Perseroan memahami pentingnya pengembangan kompetensi Direksi melalui beragam program pelatihan. Namun dengan kondisi pandemi yang terjadi di sepanjang tahun 2020, beberapa program pelatihan tidak dapat dilaksanakan, namun Bapak Dani Adriananta selaku salah satu anggota Direksi menjadi pembicara dalam kegiatan berikut:

| No. | Tanggal Acara<br>Date of Training                   | Kegiatan<br>Training                                                                                                                                                               | Lokasi / Tempat<br>Training Venue                                |
|-----|-----------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------|
| 1   | 14 dan 20 November 2020<br>November 14 and 20, 2020 | Executive Course :<br>Leadership Through<br>Effective External<br>Communication Batch 2<br>Executive Course :<br>Leadership Through<br>Effective External<br>Communication Batch 2 | Video Conference via Ms. Teams<br>Video Conference via Ms. Teams |

The diversity of the composition of the Board of Directors has contributed positively to the implementation of the Company's management function that supports the achievement of the Company's overall performance. Besides, the age diversity of members of the Board of Directors who are still in their productive age makes the Company's performance more dynamic. The diversity of the composition of the Board of Directors on December 31, 2020, was as follows:

| Nama<br>Name             | Jabatan<br>Position                                                            | Usia<br>Age              | Jenis<br>Kelamin<br>Gender | Pendidikan<br>Education                                                                                          |
|--------------------------|--------------------------------------------------------------------------------|--------------------------|----------------------------|------------------------------------------------------------------------------------------------------------------|
| Dani Adriananta          | Direktur Utama<br>President Director                                           | 51 tahun<br>51 years old | Laki-laki / Male           | Strata 2 (S2) Administrasi Bisnis<br>Master Degree of Business<br>Administration                                 |
| Iswina Dwi Yunanto       | Direktur Keuangan dan Umum<br>Director of Finance and General<br>Affairs       | 54 tahun<br>54 years old | Laki-laki / Male           | Strata 2 (S2) Pengendalian Manajemen<br>Master Degree of Management Control                                      |
| Muhammad Shabran Fauzani | Direktur Keuangan dan Umum<br>Director of Finance and General<br>Affairs       | 46 tahun<br>46 years old | Laki-laki / Male           | Strata 2 (S2) Keuangan Terapan<br>Master Degree of Applied Finance                                               |
| Teddy Kurniawan Gusti    | PJ. Direktur Pengembangan Bisnis<br>Acting Director of Business<br>Development | 46 tahun<br>46 years old | Laki-laki / Male           | Strata 2 (S2) Manajemen Bisnis dan<br>Administrasi<br>Master Degree of Business<br>Management and Administration |
| Litta Indriya Ariesca    | Direktur Pemasaran dan Operasi<br>Director of Marketing and<br>Operations      | 49 tahun<br>49 years old | Perempuan /<br>Female      | Strata 2 (S2) Investasi dan Manajemen<br>Master Degree of Investment and<br>Management                           |
| Ferry Febrianto          | Direktur Teknik<br>Director of Technical                                       | 55 tahun<br>55 years old | Laki-laki / Male           | Strata 2 (S2) Teknologi Beton<br>Master Degree of Concrete Technology                                            |

## THE BOARD OF DIRECTORS' TRAINING PROGRAM

The Company understands the importance of developing the competence of the Board of Directors through various training programs. However, with the pandemic conditions that occurred throughout 2020, several training programs could not be implemented, but Mr. Dani Adriananta as one of the members of the Board of Directors became the speaker in the following activities:

## PENILAIAN KINERJA

### DEWAN KOMISARIS DAN DIREKSI

Penilaian terhadap kinerja Dewan Komisaris dan Direksi dilakukan secara berkala setiap satu tahun sekali untuk mengukur kinerja Perseroan dalam rangka perbaikan dan rekomendasi sesuai dengan praktik-praktik terbaik (*best practices*) menurut peraturan perundang-undangan yang berlaku.

| No.                                                                             | Aspek Pengujian / Indikator / Parameter<br>Testing Aspects / Indicators / Parameter                                               | Bobot<br>Weight | Capaian Tahun 2020<br>Achievement in 2020 |                               |                           |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------|-----------------|-------------------------------------------|-------------------------------|---------------------------|
|                                                                                 |                                                                                                                                   |                 | Skor<br>Score                             | % Pencapaian<br>% Achievement | Keterangan<br>Description |
| 1                                                                               | Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan<br>Commitment to Sustainable GCG Implementation | 7,00            | 6,429                                     | 91,84                         | Sangat Baik<br>Very Good  |
| 2                                                                               | Pemegang Saham dan RUPS<br>Shareholders and GMS                                                                                   | 9,00            | 8,863                                     | 98,48                         | Sangat Baik<br>Very Good  |
| 3                                                                               | Dewan Komisaris<br>Board of Commissioners                                                                                         | 35,00           | 33,549                                    | 95,83                         | Sangat Baik<br>Very Good  |
| 4                                                                               | Direksi<br>Board of Directors                                                                                                     | 35,00           | 34,182                                    | 97,66                         | Sangat Baik<br>Very Good  |
| 5                                                                               | Pengungkapan Informasi dan Transparansi<br>Information Disclosure and Transparency                                                | 9,00            | 8,129                                     | 90,32                         | Sangat Baik<br>Very Good  |
| 6                                                                               | Aspek Lainnya<br>Other Aspects                                                                                                    | 5,00            | 0,000                                     | 00,00                         |                           |
| Skor Keseluruhan<br>Total Score                                                 |                                                                                                                                   | 100,00          | 91,141                                    | 91,14                         | Sangat Baik<br>Very Good  |
| Klasifikasi Kualitas Penerapan GCG<br>GCG Implementation Quality Classification |                                                                                                                                   |                 | Sangat Baik<br>Very Good                  |                               |                           |

## PROSEDUR PELAKSANAAN PENILAIAN PENERAPAN GCG

Pada tahun 2020 dilakukan *assessment* penerapan GCG untuk Direksi dan Dewan Komisaris dengan proses yang dilaksanakan sesuai kerangka acuan pelaksanaan *assessment* penerapan GCG yang diatur oleh Kementerian Negara BUMN berdasarkan Keputusan Sekretaris Kementerian BUMN Nomor: SK-16/S.MBU/2012 tanggal 6 Juni 2012.

### KRITERIA/INDIKATOR PENILAIAN

Adapun *assessment* penerapan GCG Dewan Komisaris secara garis besar meliputi aspek-aspek penilaian sebagai berikut:

- Dewan Komisaris melaksanakan program pelatihan atau pembelajaran secara berkelanjutan.
- Dewan Komisaris melakukan pembagian tugas, wewenang dan tanggung jawab secara jelas serta menetapkan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris.

## PERFORMANCE ASSESSMENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

Performance assessment of the Board of Commissioners and Board of Directors is conducted regularly once a year to measure the performance of the Company for the improvements and recommendations align with best practices according to the prevailing laws and regulations.

- Dewan Komisaris melakukan pengawasan terhadap pelaksanaan kebijakan pengelolaan Anak Perusahaan atau perusahaan patungan.
- Dewan Komisaris berperan dalam pencalonan anggota Direksi, menilai kinerja Direksi (individu dan kolegal) dan mengusulkan tantiem/insentif kinerja sesuai ketentuan yang berlaku dan mempertimbangkan kinerja Direksi.
- Dewan Komisaris melakukan tindakan terhadap potensi benturan kepentingan yang menyangkut dirinya.
- Dewan Komisaris memantau dan memastikan bahwa praktik Tata Kelola Perusahaan yang Baik telah diterapkan secara efektif dan berkelanjutan.
- Dewan Komisaris menyelenggarakan Rapat Dewan Komisaris yang efektif dan menghadiri Rapat Dewan Komisaris sesuai dengan ketentuan perundang-undangan.
- Dewan Komisaris memiliki Sekretaris Dewan Komisaris untuk mendukung tugas kesekretariatan Dewan Komisaris.
- Dewan Komisaris memiliki Komite Dewan Komisaris yang efektif.

*Assessment* penerapan GCG Direksi secara garis besar meliputi aspek-aspek penilaian sebagai berikut:

- Direksi memiliki pengenalan dan pelatihan atau pembelajaran serta melaksanakan program tersebut secara berkelanjutan.
- Direksi melaksanakan pengendalian operasional dan keuangan terhadap implementasi rencana dan kebijakan Perusahaan.
- Direksi melaksanakan pengurusan Perusahaan sesuai dengan peraturan perundang-undangan yang berlaku dan Anggaran Dasar.
- Direksi melakukan hubungan yang bernilai tambah bagi Perusahaan dan *Stakeholders*. Direksi memonitor dan mengelola potensi benturan kepentingan anggota Direksi dan manajemen di bawah Direksi.
- Direksi memastikan Perusahaan melaksanakan keterbukaan informasi dan komunikasi sesuai Peraturan Perundangundangan yang berlaku dan penyampaian informasi kepada Dewan Komisaris dan Pemegang Saham tepat waktu.
- Direksi menyelenggarakan Rapat Direksi dan menghadiri Rapat Dewan Direksi sesuai dengan ketentuan Perundangundangan.
- Direksi wajib menyelenggarakan pengawasan intern yang berkualitas dan efektif.
- Direksi menyelenggarakan fungsi *Corporate Secretary* yang berkualitas dan efektif.

- The Board of Commissioners supervises the implementation of the Subsidiary / joint venture management policies.
- The Board of Commissioners plays a role in nominating members of the Board of Directors, assessing the performance of the Board of Directors (individual and collegial) and proposing bonuses/performance incentives in accordance with applicable regulations and considering the Board of Directors' performance.
- The Board of Commissioners takes action against potential conflicts of interest that related to him/herself.
- The Board of Commissioners monitors and ensures that good corporate governance practices have been implemented effectively and sustainably.
- The Board of Commissioners holds Board of Commissioners Meetings effectively and attends Board of Commissioners Meetings following the provisions of the regulation.
- The Board of Commissioners has a Secretary of the Board of Commissioners to support the secretarial duties of the Board of Commissioners.
- The Board of Commissioners has an effective Board of Commissioners Committees.

The Board of Directors' GCG Assessment generally covers the following aspects of assessment:

- The Board of Directors has an introduction and training program and implements that program sustainably.
- The Board of Directors implements operational and financial controls on the implementation of the Company's plans and policies.
- The Board of Directors carries out the management of the Company following the prevailing laws and regulations and Articles of Association.
- The Board of Directors establishes value-added relationships for the Company and Stakeholders. The Board of Directors monitors and manages the potential conflict of interests of members of the Board of Directors and management under the Board of Directors.
- The Board of Directors ensures that the Company carries out information and communication disclosures in accordance with the prevailing laws and regulations and delivers the information to the Board of Commissioners and Shareholders on time.
- The Board of Directors holds the Board of Directors Meetings and attends the Board of Directors Meetings following the provisions of the Laws and regulations.
- The Board of Directors must carry out quality and effective internal supervision.
- The Board of Directors carries out quality and effective Corporate Secretary function.

9. Direksi menyelenggarakan RUPS Tahunan dan RUPS lainnya sesuai Peraturan Perundang-undangan.

## PIHAK YANG MELAKSANAKAN PENILAIAN PENERAPAN GCG

Pihak yang melaksanakan *assessment* penerapan GCG tahun buku 2020 adalah pihak independen Servitama Consulting dengan menggunakan parameter penilaian mengacu kepada 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 Badan Usaha Milik Negara.

## PENGUNGKAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Perseroan mendasarkan prosedur remunerasi Dewan Komisaris dan jajaran Direksi Perseroan pada Undang-Undang Perseroan Terbatas Pasal 11 ayat 13 Akta No. 28 Tahun 2015, yang menyatakan bahwa gaji, uang jasa dan tunjangan lainnya (jika ada) untuk para anggota Dewan Komisaris dari waktu ke waktu harus ditentukan oleh RUPS dan wewenang tersebut oleh RUPS dapat dilimpahkan kepada Dewan Komisaris.

Dalam menentukan remunerasi Dewan Komisaris dan Direksi didasari pertimbangan meliputi: kewajaran, meningkatnya tuntutan dan tanggung jawab pengurusan perusahaan serta meningkatnya kebutuhan *Cost of Living Adjustment* (COLA) dan perbandingan industri sejenis.

Mekanisme penetapan remunerasi sebagai berikut:

- Dewan Komisaris yang menjalankan fungsi nominasi dan remunerasi. Kajian ini dapat dilakukan dengan meminta bantuan dari pihak independen.
- Dewan Komisaris mempelajari usulan dari Direksi dan kajian Komite, selanjutnya menyampaikan kepada RUPS.
- RUPS melakukan kajian terhadap usulan dari Dewan Komisaris.
- RUPS akan memberikan persetujuan dan menetapkan remunerasi bagi Dewan Komisaris dan Direksi.

## INDIKATOR PENETAPAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Pemberian remunerasi Dewan Komisaris dan Direksi mengacu kepada keputusan dari RUPS dengan memperhatikan hasil kajian yang dilakukan oleh Perusahaan. Kajian dalam penetapan remunerasi mempertimbangkan aspek seperti:

- Kinerja keuangan dan pencapaian *Key Performance Indicator* (KPI).

9. The Board of Directors holds the Annual GMS and other GMS following laws and regulations.

## PARTIES THAT ASSESS GCG IMPLEMENTATION ASSESSMENT

The party carrying out the GCG assessment for the fiscal year 2020 was an independent party, Servitama Consulting, using the assessment parameters referring to SK-16 / S.MBU / 2012 dated June 6, 2012, concerning Assessment Indicators/Parameters and Evaluation of the Good Corporate Governance Implementation of State-Owned Enterprises.

## DISCLOSURE OF REMUNERATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The Company bases the remuneration procedure for the Board of Commissioners and the Board of Directors of the Company on the Limited Liability Company Law Article 11 paragraph 13 Deed No. 28 of 2015. It states that the GMS must determine salaries, fees, and other benefits (if any) for members of the Board of Commissioners from time to time. The GMS can delegate that authority to the Board of Commissioners.

Determination of the remuneration of the Board of Commissioners and Board of Directors is based on considerations including fairness, an increase in demands and responsibility of Company management, as well as an increase in the need for Cost of Living Adjustment (COLA) and similar industry comparisons.

The remuneration determination mechanism is as follows:

- The Board of Commissioners carries out the nomination and remuneration functions. This study can be done by requesting assistance from an independent party.
- The Board of Commissioners studies the proposals from the Board of Directors and the Committee's review, then submits it to the GMS.
- The GMS reviews the Board of Commissioners' proposals.
- The GMS will approve and determines the remuneration for the Board of Commissioners and the Board of Directors.

## INDICATORS FOR REMUNERATION OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The remuneration of the Board of Commissioners and Board of Directors refers to the resolution of the GMS by taking into account the Company's study results. The study on the remuneration determination considers aspects such as:

- Financial performance and achievement of Key Performance Indicators (KPI).

- Prestasi kerja individu.
- Kewajaran dengan *peer* perusahaan lainnya.
- Pertimbangan sasaran dan strategi jangka panjang Perusahaan.

## STRUKTUR DAN KOMPONEN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

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

- Gaji Direksi
  - Direktur Utama ditetapkan dengan menggunakan pedoman internal yang telah ditetapkan melalui Keputusan Pemegang Saham Secara Sirkuler PT Patra Jasa.
  - Anggota Direksi lainnya: 85% dari gaji Direktur Utama.
  - khusus bagi Direktur yang membidangi Sumber Daya Manusia (SDM) dari yang sebelumnya 85% (delapan puluh lima persen) dari Gaji Direktur Utama berubah menjadi 90% (sembilan puluh persen) dari Gaji Direktur Utama.
  - Bagi Anggota Direksi yang sudah ada, dalam hal berdasarkan komposisi faktor jabatan sebagaimana dimaksud dalam huruf 'b' di atas mengakibatkan gaji yang diterima lebih kecil dari gaji yang telah diterima, maka gaji Anggota Direksi dimaksud menggunakan faktor jabatan sebelumnya.
- Honorarium Dewan Komisaris
  - Honorarium Komisaris Utama adalah sebesar 45% dari Gaji Direktur Utama.
  - Honorarium Anggota Dewan Komisaris adalah 90% dari honorarium Komisaris Utama.
- Tunjangan

Untuk Direksi, tunjangan yang diterima meliputi :

  - Tunjangan Hari Raya (THR)
  - Tunjangan Perumahan: Tunjangan Perumahan (termasuk biaya utilitas) diberikan secara bulanan sebesar 40% dari Gaji dengan ketentuan paling banyak sebesar untuk Direktur Utama: Rp 27.500.000 dan Anggota Direksi lainnya : 85% dari Tunjangan Perumahan Direktur Utama. Namun Tunjangan Perumahan diberikan apabila Perseroan tidak menyediakan fasilitas Rumah Dinas
  - Asuransi Purna Jabatan: Asuransi Purna Jabatan diberikan kepada anggota Direksi dan Dewan Komisaris selama menjabat dengan premi yang ditanggung oleh Perseroan paling banyak (maksimum) 25% dari gaji

- Individual work performance.
- Fairness with other peer companies.
- Consideration of the Company's long-term goals and strategies.

## REMUNERATION STRUCTURE AND COMPONENT OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

The structure and components of the remuneration given to the Board of Commissioners and the Board of Directors consist of salaries/honorarium, allowances, facilities, and performance bonuses/incentives.

- Salary of the Board of Directors
  - The President Director is appointed using the internal guidelines that have been established through the Circular Shareholders Decree of PT Patra Jasa.
  - Other members of the Board of Directors: 85% of the salary of the President Director.
  - specifically for the Director in charge of Human Resources (HR), from the previous 85% (eighty five percent) of the President Director's salary changed to 90% (ninety percent) of the President Director's salary.
  - For existing members of the Board of Directors, in the event that based on the composition of the position factors as referred to in letter 'b' above, the salary received is less than the salary that has been received, then the salary for the member of the Board of Directors shall use the factor of the previous position.
- Honorarium for the Board of Commissioners
  - The President Commissioner's honorarium is 45% of the President Director's salary.
  - Honorarium for members of the Board of Commissioners is 90% of the honorarium for the President Commissioner.
- Allowances

For the Board of Directors, the allowances received include:

  - Holiday allowance (THR)
  - Housing Allowance: Housing allowances (including utility costs) are given monthly at 40% of the salary provided that the maximum is for the President Director: Rp27,500,000 and other members of the Board of Directors: 85% of the President Director's Housing Allowance. However, the Housing Allowance is given if the Company does not provide Housing Services
  - Retirement Insurance: Pension Insurance is given to members of the Board of Directors and Board of Commissioners during their tenure with a premium that is borne by the Company at most (maximum) 25% of salary

Kemudian, untuk Dewan Komisaris tunjangan yang diterima meliputi tunjangan hari raya, tunjangan transportasi, dan asuransi purna jabatan. Tunjangan Transportasi diberikan khusus untuk Dewan Komisaris sebesar 20% dari honorarium masing-masing anggota dewan komisaris

4. Fasilitas
- Fasilitas yang diterima oleh Direksi terdiri dari fasilitas kendaraan, fasilitas kesehatan, fasilitas bantuan hukum. Sedangkan yang diterima oleh Dewan Komisaris adalah fasilitas kesehatan dan fasilitas bantuan hukum.
5. Tantiem/Insentif Kinerja
6. Komposisi besarnya Tantiem bagi anggota Direksi dan Dewan Komisaris mengikuti faktor jabatan sebagai berikut:

- Anggota Direksi : 85% x Tantiem Direktur Utama
- Komisaris Utama : 45% x Tantiem Direktur Utama
- Anggota Komisaris : 90% x Tantiem Komisaris Utama

Di tahun 2020, kompensasi Direksi dan Dewan Komisaris masing-masing mendapatkan sebesar Rp4.129.905.074 dan Rp1.392.985.607. Struktur dan komponen remunerasi yang diterima oleh Direksi dan Dewan Komisaris Patra Jasa tidak termasuk pemberian bonus kinerja, bonus non kinerja dan/atau opsi saham bagi setiap anggota Direksi dan Dewan Komisaris.

## RAPAT DEWAN KOMISARIS DAN DIREKSI

### RAPAT DEWAN KOMISARIS

Dewan Komisaris secara berkala melaksanakan rapat baik rapat internal maupun Rapat Gabungan dengan Direksi. Selama 2020, Dewan Komisaris menyelenggarakan 14 (empat belas) kali rapat yang dilaksanakan dengan Direksi maupun rapat yang dilaksanakan dengan Komite.

Frekuensi kehadiran setiap anggota Dewan Komisaris dalam setiap rapat adalah sebagai berikut:

Then, for the Board of Commissioners, the benefits received include holiday allowances, transportation allowances, and full-service insurance. Transportation Allowance is given specifically for the Board of Commissioners in the amount of 20% of the honorarium of each member of the Board of Commissioners

4. Fasilitas
- Facilities received by the Board of Directors consist of vehicle facilities, health facilities, legal aid facilities. Meanwhile, those received by the Board of Commissioners are health facilities and legal aid facilities.
5. Bonuses/Performance Incentives
6. The composition of the amount of bonus for members of the Board of Directors and Board of Commissioners shall follow the position factors as follows:
- Members of the Board of Directors : 85% x President Director's bonus
  - President Commissioner : 45% x President Director's bonus
  - Members of the Board of Commissioners : 90% x President Commissioner bonus

In 2020, compensation for the Board of Directors and the Board of Commissioners amounted to Rp4,129,905,074 and Rp1,392,985,607, respectively. The structure and components of remuneration received by the Board of Directors and the Board of Commissioners of Patra Jasa do not include the provision of performance bonuses, non-performance bonuses and/or share options for each member of the Board of Directors and Board of Commissioners.

## MEETINGS OF THE BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

### THE BOARD OF COMMISSIONERS MEETINGS

The Board of Commissioners periodically holds meetings with both internal meetings and joint meetings with the Board of Directors. During 2020, the Board of Commissioners held 14 (fourteen) meetings conducted with the Board of Directors and meetings held with the Committees.

Attendance frequency of each member of the Board of Commissioners in each meeting is as follows:

| Rapat Internal Dewan Komisaris<br>Internal Meeting of the Board of Commissioners |                                           |                                   |                                      |                                                               |
|----------------------------------------------------------------------------------|-------------------------------------------|-----------------------------------|--------------------------------------|---------------------------------------------------------------|
| Nama<br>Name                                                                     | Jabatan<br>Position                       | Jumlah Rapat<br>Number of Meeting | Tingkat Kehadiran<br>Attendance Rate | Persentase Tingkat Kehadiran<br>Percentage of Attendance Rate |
| Lelin Eprianto                                                                   | Komisaris Utama<br>President Commissioner | 1                                 | 1                                    | 100%                                                          |
| Torang M Napitupulu                                                              | Komisaris<br>Commissioner                 | 1                                 | 1                                    | 100%                                                          |
| Emir Kresna Wardana                                                              | Komisaris<br>Commissioner                 | 12                                | 12                                   | 100%                                                          |
| Soerjaningsih                                                                    | Komisaris<br>Commissioner                 | 12                                | 12                                   | 100%                                                          |
| Arudji Wahyono                                                                   | Komisaris<br>Commissioner                 | 11                                | 11                                   | 100%                                                          |

### Agenda Rapat Gabungan Dewan Komisaris dan Direksi Tahun 2020

### Agenda of Joint Meetings of the Board of Commissioners and Board of Directors in 2020

| No. | Tanggal<br>Date                    | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
|-----|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 11 Maret 2020<br>March 11, 2020    | <ul style="list-style-type: none"><li>Kinerja Perseroan sampai dengan Februari 2020</li><li>Arahan dan Rekomendasi Dewan Komisaris</li></ul> <ul style="list-style-type: none"><li>The Company's Performance up to February 2020</li><li>Direction and Recommendation from the Board of Commissioners</li></ul>                                                                                                                                                                                                                         |
| 2   | 17 Maret 2020<br>March 17, 2020    | Persiapan AR 2019<br>Preparation of AR 2019                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 3   | 14 Mei 2020<br>May 14, 2020        | <ul style="list-style-type: none"><li>Kinerja Perusahaan sampai dengan Maret 2020</li><li>Peran Aktif Patra Jasa dalam Menanggulangi Covid-19</li><li>Mitigasi perusahaan dalam Menanggulangi Covid-19</li><li>Laporan Kondisi Pekerja yang terpapar Covid-19</li></ul> <ul style="list-style-type: none"><li>The Company's Performance up to March 2020</li><li>Active Roles of Patra Jasa in Overcoming Covid-19</li><li>The Company's Mitigation in Overcoming Covid-19</li><li>Report on Employees Infected with Covid-19</li></ul> |
| 4   | 6 Juni 2020<br>June 6, 2020        | Pemaparan dan Site Visit RSPP Extension Covid-19<br>Exposure and Site Visit to RSPP Extension Covid-19                                                                                                                                                                                                                                                                                                                                                                                                                                  |
| 5   | 15 Juli 2020<br>July 15, 2020      | <ul style="list-style-type: none"><li>Laporan Kinerja sampai dengan Juni 2020</li><li>Laporan terkait Penanganan Covid-19</li><li>Komposisi dan Pembagian Tugas Direksi sesuai RUPS Terakhir</li></ul> <ul style="list-style-type: none"><li>Performance Report up to June 2020</li><li>Report on Overcoming Covid-19</li><li>Composition and Task Division of Board of Directors in accordance to the latest GMS</li></ul>                                                                                                             |
| 6   | 19 Agustus 2020<br>August 19, 2020 | <ul style="list-style-type: none"><li>Update Project dan Penugasan</li><li>Audit BPK</li></ul> <ul style="list-style-type: none"><li>Update on Project and Assignment</li><li>BPK Audit</li></ul>                                                                                                                                                                                                                                                                                                                                       |

| No. | Tanggal<br>Date                       | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 7   | 27 Agustus 2020<br>August 27, 2020    | Rapat Koordinasi Dewan Komisaris dan Direksi Pertamina dan Dewan Komisaris dan Direksi Sub Holding (Kondisi Keuangan dan Bisnis serta Rencana Strategis)<br>Coordination Meeting of the Board of Commissioner and Board of Directors of Pertamina and Board of Commissioners and Board of Directors of Sub Holding (Financial Condition and Business as well as Strategic Plan)                                                                                                                                                                      |
| 8   | 10 November 2020<br>November 10, 2020 | <ul style="list-style-type: none"><li>Kinerja September 2020</li><li>Kegiatan Operasional dalam PSBB Transisi</li><li>Strategi Mengejar RKAP Tahun 2020 Revisi</li></ul><br><ul style="list-style-type: none"><li>Performance as of September 2020</li><li>Operational Activities in PSBB Transition</li><li>Strategies in Achieving Revised RKAP Year 2020</li></ul>                                                                                                                                                                                |
| 9   | 19 November 2020<br>November 19, 2020 | Update Konsolidasi Holding Hotel BUMN<br>Update on Consolidated Holding Hotel BUMN                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 10  | 26 November 2020<br>November 26, 2020 | Rapat Koordinasi Dewan Komisaris dan Direksi Pertamina dan Dewan Komisaris dan Direksi Sub Holding (Kinerja Keuangan sampai dengan September 2020, Kendala dan Upaya/ Inisiatif Peningkatan Kinerja Keuangan serta Isu Strategis Lainnya)<br>Coordination Meeting of the Board of Commissioner and Board of Directors of Pertamina and Board of Commissioners and Board of Directors of Sub Holding (Financial Performance up to September 2020, Challenges and Efforts/Initiatives of Financial Performance Improvement and Other Strategic Issues) |
| 11  | 15 Desember 2020<br>December 15, 2020 | Laporan Manajemen<br>Management Report                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 12  | 23 Desember 2020<br>December 23, 2020 | <ul style="list-style-type: none"><li>Kinerja November 2020</li><li>Prognosa Penyerapan Revisi ABI Tahun 2020</li></ul><br><ul style="list-style-type: none"><li>Performance of November 2020</li><li>Prognosis of Revised ABI Absorption of 2020</li></ul>                                                                                                                                                                                                                                                                                          |

## RAPAT DIREKSI

Direksi melaksanakan rapat internal secara berkala dan menghadiri rapat gabungan Dewan Komisaris dan Direksi. Keputusan yang diambil dalam rapat Direksi didasarkan pada asas musyawarah untuk mufakat atau dengan melakukan pemungutan suara terbanyak.

Frekuensi kehadiran masing-masing anggota Direksi dalam Rapat Direksi dan Rapat Gabungan Dewan Komisaris dan Direksi selama tahun 2020:

| Nama<br>Name       | Jabatan<br>Position                                                   | Rapat Direksi<br>Meeting of the Board of Directors |                                            |                                                                           | Rapat Gabungan<br>Joint Meetings        |                                            |                                                                           |
|--------------------|-----------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------|---------------------------------------------------------------------------|
|                    |                                                                       | Jumlah<br>Rapat<br>Number of<br>Meeting            | Tingkat<br>Kehadiran<br>Attendance<br>Rate | Persentase<br>Tingkat<br>Kehadiran<br>Percentage of<br>Attendance<br>Rate | Jumlah<br>Rapat<br>Number of<br>Meeting | Tingkat<br>Kehadiran<br>Attendance<br>Rate | Persentase<br>Tingkat<br>Kehadiran<br>Percentage of<br>Attendance<br>Rate |
| Dani Adriananta    | Direktur Utama<br>President Director                                  | 12                                                 | 12                                         | 100%                                                                      | 11                                      | 11                                         | 100%                                                                      |
| Iswina Dwi Yunanto | Direktur Keuangan dan Umum<br>Director of Finance and General Affairs | 4                                                  | 4                                          | 100%                                                                      | 5                                       | 5                                          | 100%                                                                      |

## THE BOARD OF DIRECTORS MEETINGS

The Board of Directors carries out internal meetings regularly and attends joint meetings of the Board of Commissioners and the Board of Directors. At the Board of Directors meeting, the decisions are taken based on consensus or majority votes.

Frequency of attendance of each member of Board of Directors in the Board of Directors Meetings and Joint Meetings of the Board of Commisisoners and Board of Directors in 2020:

| Nama<br>Name             | Jabatan<br>Position                                                         | Rapat Direksi<br>Meeting of the Board of Directors |                                            |                                                                           | Rapat Gabungan<br>Joint Meetings        |                                            |                                                                           |
|--------------------------|-----------------------------------------------------------------------------|----------------------------------------------------|--------------------------------------------|---------------------------------------------------------------------------|-----------------------------------------|--------------------------------------------|---------------------------------------------------------------------------|
|                          |                                                                             | Jumlah<br>Rapat<br>Number of<br>Meeting            | Tingkat<br>Kehadiran<br>Attendance<br>Rate | Persentase<br>Tingkat<br>Kehadiran<br>Percentage of<br>Attendance<br>Rate | Jumlah<br>Rapat<br>Number of<br>Meeting | Tingkat<br>Kehadiran<br>Attendance<br>Rate | Persentase<br>Tingkat<br>Kehadiran<br>Percentage of<br>Attendance<br>Rate |
| Muhammad Shabran Fauzani | Direktur Keuangan dan Umum<br>Director of Finance and General Affairs       | 5                                                  | 5                                          | 100%                                                                      | 3                                       | 3                                          | 100%                                                                      |
| Teddy Kurniawan Gusti    | PJ. Direktur Pengembangan Bisnis<br>Acting Director of Business Development | 14                                                 | 14                                         | 100%                                                                      | 12                                      | 12                                         | 100%                                                                      |
| Litta Indriya Ariesca    | Direktur Pemasaran dan Operasi<br>Director of Marketing and Operations      | 10                                                 | 10                                         | 100%                                                                      | 8                                       | 8                                          | 100%                                                                      |
| Ferry Febrianto          | Direktur Teknik<br>Director of Technical                                    | 5                                                  | 5                                          | 100%                                                                      | 3                                       | 3                                          | 100%                                                                      |

## Agenda Rapat Direksi Tahun 2020

## Agenda of the Board of Directors Meetings in 2020

| No. | Tanggal<br>Date                       | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       |
|-----|---------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 16 Januari 2020<br>January 16, 2020   | Penambahan Pekerjaan Grha Pertamina<br>Additional Work of Grha Pertamina                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
| 2   | 18 Februari 2020<br>February 18, 2020 | Rapat Koordinasi 2020<br>Coordination meeting in 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                |
| 3   | 2 Maret 2020<br>March 2, 2020         | <ul style="list-style-type: none"><li>Progress Proyek Grha Pertamina, Patra Malioboro dan Patra Dumai</li><li>Update Human Capital</li><li>Update Pengadaan</li><li>Update Corporate Finance</li><li>Update Patra Wijaya Realtindo</li></ul><br><ul style="list-style-type: none"><li>Progress of Grha Pertamina, Patra Malioboro and Patra Dumai projects</li><li>Update of Human Capital</li><li>Update of Procurement</li><li>Update of Corporate Finance</li><li>Update of Patra Wijaya Realtindo</li></ul>                                                                                                                                      |
| 4   | 16 Maret 2020<br>March 16, 2020       | <ul style="list-style-type: none"><li>Antisipasi Perusahaan terkait Covid-19</li><li>Somasi NAM &amp; Partners terkait Permohonan Pailit dari PT Voile Indonesia</li><li>Program Tukar Guling KLHK</li><li>Laporan Keuangan per Februari 2020</li><li>Persetujuan Skema Bisnis Lahan Surabaya</li></ul><br><ul style="list-style-type: none"><li>The Company Anticipation with regards to Covid-19</li><li>Somation of NAM &amp; Partners related to Bankruptcy Applicaton from PT Voile Indonesia</li><li>Tukar Guling Program of KLHK</li><li>Financial Statements as of February 2020</li><li>Approval of Surabaya Land Business Scheme</li></ul> |
| 5   | 20 – 21 Mei 2020<br>May 20 – 21, 2020 | Presentasi New Normal<br>New Normal Presentation                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

| No. | Tanggal<br>Date                         | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|-----|-----------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 6   | 6 Juli 2020<br>July 6, 2020             | Laporan Keuangan per Mei 2020<br>Financial Statements as of May 2020                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| 7   | 13 Juli 2020<br>July 13, 2020           | <ul style="list-style-type: none"><li>Usulan ABI 2021</li><li>Update Patra Residence Palagan</li></ul><br><ul style="list-style-type: none"><li>Proposal of ABI 2021</li><li>Update of Patra Residence Palagan</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| 8   | 30 Juli 2020<br>July 30, 2020           | <ul style="list-style-type: none"><li>Agenda SDM</li><li>Challenge Session RKAP 2021</li><li>Update Patra Residence Palagan</li></ul><br><ul style="list-style-type: none"><li>HR Agenda</li><li>Challenge Session of RKAP 2021</li><li>Update of Patra Residence Palagan</li></ul>                                                                                                                                                                                                                                                                                                                                                                                                                    |
| 9   | 8 September 2020<br>September 8, 2020   | <ul style="list-style-type: none"><li>Persiapan Patra Dumai dan Patra Malioboro</li><li>Progress Proyek Patra Jasa</li><li>Status Perjanjian dan Timeline Proyek PWR</li><li>Pembelian Kavling</li><li>Pinjaman BTN</li><li>Penyelesaian Kasus Hotel Singgasana, Surabaya dan Update MoU Holding Hotel BUMN</li><li>Update SDM</li></ul><br><ul style="list-style-type: none"><li>Preparation of Patra Dumai and Patra Malioboro</li><li>Progress of Patra Jasa Project</li><li>Status of PWR Project Agreement and Timeline</li><li>Purchase of Lots</li><li>Loans from BTN</li><li>Settlement of Hotel Singgasana Case, Surabaya and Update of MoU Holding Hotel BUMN</li><li>Update on HR</li></ul> |
| 10  | 14 September 2020<br>September 14, 2020 | Fitting Out Grha Pertamina (Ratas)<br>Fitting Out of Grha Pertamina (Ratas)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| 11  | 28 September 2020<br>September 28, 2020 | <ul style="list-style-type: none"><li>Status Perkara dan Rencana Tindak Lanjut Hotel Singgasana, Surabaya dan Anggaran Dasar</li><li>Overview Keuangan dan <i>Expenditure Authority</i></li><li>Revisi SOP <i>Procurement</i></li><li>Update Project Hotel Dumai</li></ul><br><ul style="list-style-type: none"><li>Status of Case and Follow Up Plan on Hotel Singgasana, Surabaya and Articles of Association</li><li>Overview of Financial and Expenditure Authority</li><li>Revision on Procurement SOP</li><li>Update of Hotel Dumai Project</li></ul>                                                                                                                                            |
| 12  | 3 November 2020<br>November 3, 2020     | <ul style="list-style-type: none"><li>Kinerja per September 2020</li><li>Update Audit BPK</li><li>Usulan Revisi <i>Board Manual</i></li><li>Update Marketing dan Operasi, Project Q1 – 2021</li><li>Tender ICT Grha Pertamina</li></ul><br><ul style="list-style-type: none"><li>Performance as of September 2020</li><li>Update of BPK Audit</li><li>Proposal on Board Manual Revision</li><li>Update on Marketing and Operations, Project Q1 – 2021</li><li>Tender of ICT Grha Pertamina</li></ul>                                                                                                                                                                                                   |
| 13  | 21 Desember 2020<br>December 21, 2020   | <ul style="list-style-type: none"><li>Tindak Lanjut Rekomendasi Audit Internal Pertamina</li><li>Pengadaan Kendaraan Dinas SVP dan VP</li></ul><br><ul style="list-style-type: none"><li>Follow Up on Internal Audit Pertamina Recommendation</li><li>Procurement of SVP dan VP Official Vehicles</li></ul>                                                                                                                                                                                                                                                                                                                                                                                            |

| No. | Tanggal<br>Date                       | Agenda Rapat<br>Meeting Agenda                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|-----|---------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 14  | 28 Desember 2020<br>December 28, 2020 | <ul style="list-style-type: none"><li>Tenaga Kerja The Patra Bali Hotel terkait Holding Hotel BUMN</li><li>Hasil pemeriksaan Aset The Patra Bali</li></ul><br><ul style="list-style-type: none"><li>Employees of The Patra Bali Hotel related with Holding Hotel BUMN</li><li>Assets Investigation Result of The Patra Bali</li></ul>                                                                                                                                                               |
| 15  | 30 Desember 2020<br>December 30, 2020 | <ul style="list-style-type: none"><li>Rekapitulasi Laporan Anggaran Investasi 2020</li><li>Prognosa Laporan Keuangan YTD November 2020</li><li>Pembahasan Kendaraan Operasional</li><li>Tindak Lanjut Investigasi Audit BPK RI</li></ul><br><ul style="list-style-type: none"><li>Recapitulation of Investment Budget Report 2020</li><li>Projection of Financial Statements YTD November 2020</li><li>Discussion on Operational Vehicles</li><li>Follow up of BPK RI Audit Investigation</li></ul> |

PENGUNGKAPAN HUBUNGAN AFILIASI DEWAN KOMISARIS, DIREKSI DAN PEMEGANG SAHAM

HUBUNGAN KELUARGA DAN KEPENGURUSAN DEWAN KOMISARIS DI PERUSAHAAN LAIN

Hubungan keluarga dan kepengurusan perusahaan lain anggota Dewan Komisaris dengan sesama anggota Dewan Komisaris dan/atau anggota Direksi serta Pemegang Saham selama periode tahun 2020 sebagai berikut:

| Nama<br>Name        | Jabatan<br>Position                       | Hubungan Keuangan dengan<br>Financial Relationship with |             |                               |             |                                |             | Hubungan Manajemen Dengan<br>Management Relationship With |             |                               |             |                                |             |
|---------------------|-------------------------------------------|---------------------------------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|-----------------------------------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|
|                     |                                           | Dewan Komisaris<br>Board of Commissioners               |             | Direksi<br>Board of Directors |             | Pemegang Saham<br>Shareholders |             | Dewan Komisaris<br>Board of Commissioners                 |             | Direksi<br>Board of Directors |             | Pemegang Saham<br>Shareholders |             |
|                     |                                           | Ya<br>Yes                                               | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                      | Tidak<br>No | Ya<br>Yes                                                 | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                      | Tidak<br>No |
| Lelin Eprianto      | Komisaris Utama<br>President Commissioner |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Torang M Napitupulu | Komisaris<br>Commissioner                 |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Emir Kresna Wardana | Komisaris<br>Commissioner                 |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Soerjaningsih       | Komisaris<br>Commissioner                 |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Arudji Wahyono      | Komisaris<br>Commissioner                 |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |

HUBUNGAN KELUARGA DAN KEPENGURUSAN DIREKSI DI PERUSAHAAN LAIN

Hubungan keluarga dan kepengurusan perusahaan lain anggota Direksi dengan sesama anggota Direksi dan/atau anggota Komisaris serta Pemegang Saham selama periode tahun 2020 sebagai berikut:

DISCLOSURE OF AFFILIATE RELATIONSHIP OF THE BOARD OF COMMISSIONERS, BOARD OF DIRECTORS AND SHAREHOLDERS

FAMILY AND MANAGEMENT RELATIONSHIP OF THE BOARD OF COMMISSIONERS IN OTHER COMPANIES

Family and management relationship in other companies of the Board of Commissioners members with fellow members of the Board of Commissioners and/or members of the Board of Directors and Shareholders during the period of 2020 were as follows:

FAMILY AND MANAGEMENT RELATIONSHIP OF THE BOARD OF DIRECTORS IN OTHER COMPANIES

Family and management relationship in other companies of the Board of Directors members with fellow members of the Board of Directors and/or members of the Board of Commissioners and Shareholders during the period of 2020 were as follows:

| Nama<br>Name             | Jabatan<br>Position                                                         | Hubungan Keuangan Dengan<br>Financial Relationship With |             |                               |             |                                |             | Hubungan Manajemen Dengan<br>Management Relationship With |             |                               |             |                                |             |
|--------------------------|-----------------------------------------------------------------------------|---------------------------------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|-----------------------------------------------------------|-------------|-------------------------------|-------------|--------------------------------|-------------|
|                          |                                                                             | Dewan Komisaris<br>Board of Commissioners               |             | Direksi<br>Board of Directors |             | Pemegang Saham<br>Shareholders |             | Dewan Komisaris<br>Board of Commissioners                 |             | Direksi<br>Board of Directors |             | Pemegang Saham<br>Shareholders |             |
|                          |                                                                             | Ya<br>Yes                                               | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                      | Tidak<br>No | Ya<br>Yes                                                 | Tidak<br>No | Ya<br>Yes                     | Tidak<br>No | Ya<br>Yes                      | Tidak<br>No |
| Dani Adriananta          | Direktur Utama<br>President Director                                        |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Iswina Dwi Yunanto       | Direktur Keuangan dan Umum<br>Director of Finance and General Affairs       |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Muhammad Shabran Fauzani | Direktur Keuangan dan Umum<br>Director of Finance and General Affairs       |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Teddy Kurniawan Gusti    | PJ. Direktur Pengembangan Bisnis<br>Acting Director of Business Development |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Litta Indriya Ariesca    | Direktur Pemasaran dan Operasi<br>Director of Marketing and Operations      |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |
| Ferry Febrianto          | Direktur Teknik<br>Director of Technical                                    |                                                         | ✓           |                               | ✓           |                                | ✓           |                                                           | ✓           |                               | ✓           |                                | ✓           |

## KOMITE AUDIT

Komite Audit dibentuk untuk membantu Dewan Komisaris dalam melakukan pengawasan atas pelaksanaan fungsi Direksi dalam pengelolaan Perseroan sesuai dengan prinsip-prinsip Tata Kelola Perusahaan yang Baik. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan dengan RUPS.

### SUSUNAN KEANGGOTAAN KOMITE AUDIT

Komite Audit Patra Jasa terdiri dari 1 (satu) orang Ketua Komite dari anggota Dewan Komisaris dan 1 (satu) orang anggota Komite yang berasal dari pihak independen sebagai berikut:

| Nama<br>Name         | Jabatan<br>Position                               | Dasar Penunjukan<br>Legal Basis of Appointment                                                                                                                                                                                          |
|----------------------|---------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Soerjaningsih        | Ketua Komite Audit<br>Chairman of Audit Committee | Surat Keputusan Dewan Komisaris No.001/DEKOM-PJ/Kpts/I/2019 tentang Pengangkatan Ketua Komite Audit<br>Decree Letter of the Board of Commissioners No.001/DEKOM-PJ/Kpts/I/2019 regarding Appointment of Head of Audit Committee         |
| Eri Sulistyو Sutikno | Anggota Komite Audit<br>Member of Audit Committee | Surat Keputusan Dewan Komisaris No.003/DEKOM-PJ/Kpts/VIII/2019 tentang Pengangkatan Anggota Komite Audit<br>Decree Letter of the Board of Commissioners No.003/DEKOM-PJ/Kpts/VIII/2019 regarding Appointment of Head of Audit Committee |

## AUDIT COMMITTEE

The Audit Committee is established to assist the Board of Commissioners in overseeing the implementation of the Board of Directors functions in managing the Company aligned with GCG principles. Members of the Audit Committee are appointed and dismissed by the Board of Commissioners and reported to GMS.

### AUDIT COMMITTEE MEMBERSHIP COMPOSITION

Patra Jasa's Audit Committee consists of 1 (one) Committee Chairman from a member of the Board of Commissioners and 1 (one) Committee member from an independent party, they are as follows:

## PROFIL KOMITE AUDIT



**Soerjaningsih**  
Ketua Komite Audit  
Chairman of Audit Committee

## AUDIT COMMITTEE PROFILE

Ibu Soerjaningsih diangkat sebagai Komisaris PT Patra Jasa sejak 11 Desember 2018 dan penugasan sebagai Ketua Komite Audit sejak 7 Januari 2019. Hingga saat ini, Beliau masih menjabat sebagai Direktur Pembina Usaha Hilir Minyak dan Gas Bumi, Ditjen Migas. Beliau meniti karirnya sejak tahun 1997 di Direktorat Jenderal Minyak dan Gas Bumi. Perjalanan Ibu Soerjaningsih selama lebih dari 21 tahun di Direktorat Jenderal Minyak dan Gas Bumi membuahkan hasil dengan mendapatkan 2 penghargaan sebagai bukti pengabdian Beliau kepada Perusahaan. Penghargaan tersebut adalah Satyalancana Karya Satya X di tahun 2001 dan Satyalancana Karya Satya XX di tahun 2010. Ibu Soerjaningsih menyelesaikan pendidikannya di Program studi Kimia, Fakultas Matematika dan Ilmu Pengetahuan Alam Universitas Airlangga dan melanjutkan gelar masternya di bidang Keselamatan dan Kesehatan Kerja di Universitas Indonesia.

Mrs. Soerjaningsih was appointed as Commissioner of PT Patra Jasa since December 11, 2018, and was assigned as Chairman of the Audit Committee since January 7, 2019. Until now, she has still served as Director of Downstream Oil and Gas Business Development, Directorate General of Oil and Gas. The journey of Mrs. Sorejaningsih for more than 21 years at the Directorate General of Oil and Gas resulted in two awards as proof of her dedication to the Company. These awards were Satyalancana Karya Satya X in 2001 and Satyalancana Karya Satya XX in 2010.Mrs. Soerjaningsih completed her education in Chemistry, Faculty of Mathematics dan Natural Sciences, Airlangga University, and continued her Master's degree in Occupational Safety and Health at the University of Indonesia.



**Eri Sulistyو Sutikno**  
Anggota Komite Audit  
Member of Audit Committee

Bapak Eri Sulistyو Sutikno merupakan lulusan Program Diploma Akuntansi di Sekolah Tinggi Akuntansi Negara tahun 1999, Sarjana Akuntansi di Universitas Diponegoro tahun 2002, Magister Management Sekolah Bisnis IPB, Eri memulai karirnya di tahun 1999 menjadi Junior Auditor di Badan Pemeriksa Keuangan (BPK) RI, lalu menjadi bagian dari *Account Firm* I. Soetikno pada tahun 2000 sebagai *Finance Auditor*. Selanjutnya Eri bergabung dengan Pertamina Group pada tahun 2010 sebagai Senior Risk Analyst Pertamina Energy Services Ltd, kemudian menjadi *Audit Planning Quality Assurance Assistant Manager* tahun 2013, lalu menjadi Operational Internal Audit Manager Sulawesi Maluku Papua Area di tahun 2015–2017 dan menjadi *Finance Internal Auditor Manager* PT Pertamina (Persero) hingga saat ini beliau menjabat sebagai VP Internal Audit PT Patra Niaga. Di Bulan Oktober 2019, Eri Sulistyو diangkat menjadi Anggota Komite Audit PT Patra Jasa.

Mr. Eri Sulistyو Sutikno was graduated from Diploma Accounting at the State College of Accountancy in 1999, Bachelor's degree in Accounting at Diponegoro University in 2002, Master's degree in Management at IPB Business School, Eri began his career in 1999 as a Junior Auditor at the Indonesian Supreme Audit Board (BPK), then became part of Account Firm I. Eri Sulistyو in 2000 became a Finance Auditor. Furthermore, Eri joined Pertamina Group in 2010 as Senior Risk Analyst of Pertamina Energy Services Ltd, then became Audit Planning Quality Assurance Assistant Manager in 2013. He then moved to become an Operational Internal Audit Manager in Sulawesi, Maluku, Papua Area in 2015–2017 and became a Finance Internal Auditor Manager of PT Pertamina (Persero) to date currently he is serving as VP internal Audit of PT Patra Niaga. In October 2019, Eri Sulistyو became a Member of the Audit Committee of PT Patra Jasa.

## INDEPENDENSI KOMITE AUDIT

Komite Audit diketuai oleh salah seorang anggota Dewan Komisaris dan 1 (satu) anggota profesional lainnya berasal dari luar Patra Jasa serta mempunyai latar belakang Keuangan sesuai dengan bidang industri Patra Jasa.

Komite Audit merupakan unit profesional yang tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan, untuk menjaga independensi dalam pelaksanaan tugas dan tanggung jawabnya. Dengan demikian seluruh anggota Komite Audit telah memenuhi kriteria independensi, keahlian, pengalaman, dan integritas yang dipersyaratkan dalam ketentuan yang berlaku.

| Aspek Independensi<br>Independency Aspects                                                                                                                                                                                      | Soerjaningsih | Eri Sulistyo Sutikno |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------|----------------------|
| Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi<br>Has no financial relation with the Board of Commissioners and the Board of Directors                                                                     | ✓             | ✓                    |
| Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi<br>Has no management relation at the Company, subsidiary, as well as affiliated company                                         | ✓             | ✓                    |
| Tidak memiliki hubungan kepemilikan saham di Patra Jasa<br>Has no share ownership relation at PT Patra Jasa                                                                                                                     | ✓             | ✓                    |
| Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/ atau sesama anggota Komite Audit<br>Has no family relation with the Board of Commissioners, the Board of Directors and/or fellow Audit Committee Members | ✓             | ✓                    |
| Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah<br>Not serving as administrator of political parties, officials and government                                                                           | ✓             | ✓                    |

## PEDOMAN KERJA KOMITE AUDIT

Sebagaimana yang tertuang dalam Keputusan Dewan Komisaris PT Patra Jasa Nomor: 001/DEKOM-PJ/SK/XII/2017 Tentang Pembentukan Komite Audit Perusahaan di PT Patra Jasa serta dalam pelaksanaan fungsi dan tugasnya, Komite Audit dilengkapi dengan Piagam (*charter*) Komite yang didalamnya memuat uraian tugas secara jelas.

## AUDIT COMMITTEE INDEPENDENCY

The Audit Committee is led by a member of the Board of Commissioners, and 1(one) other professional member comes from outside Patra Jasa and has a Financial background in accordance with Patra Jasa's industrial business.

The Audit Committee is a professional unit that does not have any business relationship either directly or indirectly related to the Company's business activities, to maintain its independence in carrying out its duties and responsibilities. Thus, all members of the Audit Committee have met the criteria of independence, expertise, experience, and integrity as required in the prevailing provisions.

## AUDIT COMMITTEE CHARTER

As stated in the Decision of the Board of Commissioners of PT Patra Jasa Number: 001/DEKOM-PJ/SK/XII/2017 regarding the Establishment of the Audit Committee of PT Patra Jasa and in the implementation of its functions and duties, the Audit Committee is equipped with a Committee Charter which contains a clear duties description.

## TUGAS KOMITE AUDIT

- Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan Perseroan kepada publik dan/atau pihak otoritas antara lain laporan keuangan, proyeksi, dan laporan lainnya terkait dengan informasi keuangan Perseroan.
- Melakukan penelaahan atas ketaatan terhadap peraturan perundang-undangan yang berhubungan dengan kegiatan Perseroan.
- Memberikan pendapat independen dalam hal terjadi perbedaan antara manajemen dan akuntan atas jasa yang diberikannya.
- Memberikan rekomendasi kepada Dewan Komisaris mengenai penunjukan akuntan yang didasarkan pada independensi, ruang lingkup penugasan, dan *fee*.
- Melakukan penelaahan atas pelaksanaan pemeriksaan oleh auditor internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan auditor eksternal.
- Melakukan penelaahan terhadap aktivitas pelaksanaan manajemen risiko yang dilakukan oleh Direksi, jika Perseroan tidak memiliki fungsi pemantau risiko di bawah Dewan Komisaris.
- Menelaah pengaduan yang berkaitan dengan proses akuntansi dan pelaporan keuangan Perseroan.
- Menelaah dan memberikan saran kepada Dewan Komisaris terkait dengan adanya potensi benturan kepentingan Perseroan.
- Menjaga kerahasiaan dokumen, data, dan informasi Perseroan.

## TANGGUNG JAWAB KOMITE AUDIT

- Memastikan laporan keuangan serta informasi lainnya yang diberikan oleh Perseroan kepada pihak terkait dan publik, yang disajikan secara transparan, andal, dapat dipercaya dan tepat waktu.
- Memastikan Perseroan telah memiliki pengendalian intern memadai yang dapat melindungi kekayaan miliknya.
- Memastikan Perseroan bekerja secara efektif dan efisien serta mematuhi peraturan perundangan yang berlaku.

## RAPAT KOMITE AUDIT

Selama tahun 2020, Komite Audit telah melaksanakan 2 (dua) kali rapat, yang terdiri dari rapat internal serta rapat gabungan dengan Internal Auditor, Eksternal Auditor dan turut hadir dalam rapat-rapat gabungan antara Dewan Komisaris dan Direksi.

## DUTIES OF AUDIT COMMITTEE

- Review the financial information that will be released by the Company to the public and/or authorities, including financial statements, projections, and other reports related to the Company's financial information.
- Review the compliance with laws and regulations related to the Company's activities.
- Provide an independent opinion if there is a difference between management and accountant on its rendered services.
- Provide recommendations to the Board of Commissioners regarding the appointment of the accountant based on independence, the scope of assignments, and fees.
- Review the implementation of audit functions by the internal auditors and supervise the implementation of follow-up actions by the Board of Directors on the the external auditor's findings.
- Review the risk management implementation activities carried out by the Board of Directors if the Company does not have a risk monitoring function under the Board of Commissioners.
- Review complaints relating to the accounting process and financial reporting of the Company.
- Review and provide suggestions to the Board of Commissioners regarding a potential conflict of interest of the Company.
- Maintain the confidentiality of the Company's documents, data, and information.

## RESPONSIBILITIES OF AUDIT COMMITTEE

- Ensure that the financial statements and other information provided by the Company to related parties and the public are presented transparently, reliably, trustworthy, and timely.
- Ensure that the Company has adequate internal control that can protect its assets.
- Ensure that the Company works effectively and efficiently and complies with prevailing laws and regulations.

## AUDIT COMMITTEE MEETING

During 2020, the Audit Committee has conducted 2(two) meetings, consisting of internal meetings and joint meetings with Internal Auditors, External Auditors, and attended joint meetings between the Board of Commissioners and the Board of Directors.

#### Agenda Rapat Komite Audit Tahun 2020

#### Agenda of the Audit Committee Meetings in 2020

| No. | Tanggal<br>Date                     | Agenda Rapat<br>Meeting Agenda                                                          | Kehadiran Rapat<br>Meeting Attendance                                 |
|-----|-------------------------------------|-----------------------------------------------------------------------------------------|-----------------------------------------------------------------------|
| 1   | 4 Februari 2020<br>February 4, 2020 | Rapat Komite Audit dengan Internal Audit<br>Audit Committee Meeting with Internal Audit | Komite Audit dan Internal Audit<br>Audit Committee and Internal Audit |
| 2   | 28 Juli 2020<br>July 28, 2020       | Rapat Internal Audit<br>Internal Audit Meeting                                          | Internal Audit<br>Internal Audit                                      |

#### PENDIDIKAN DAN/ATAU PELATIHAN KOMITE AUDIT

Selama tahun 2020, pendidikan dan/atau pelatihan yang diikuti oleh Komite Audit adalah sebagai berikut:

#### EDUCATION AND/OR TRAINING FOR AUDIT COMMITTEE

Throughout 2020, education and/or training participated by Audit Committee is as follows:

| No. | Tanggal Pelatihan<br>Date of Training | Pelatihan<br>Training                                                                                                                                                                                         | Tempat Pelatihan<br>Training Venue |
|-----|---------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------|
| 1   | 12 Oktober 2020<br>October 12, 2020   | Optimalisasi Peran Komite Audit dalam Pengawasan & Evaluasi atas Pelaksanaan Jasa Audit oleh KAP<br>Optimization of Audit Committee Role in Supervising & Evaluating Audit Services by Public Accounting Firm | Webinar<br>Webinar                 |

#### KOMITE INVESTASI

Berdasarkan SK No. 001/DEKOM-PJ/Kpts/XII/2017 tanggal 18 Desember 2017, Dewan Komisaris menetapkan kembali susunan keanggotaan Komite Investasi Perseroan untuk membantu kelancaran Dewan Komisaris dalam melaksanakan tugastugasnya. Komite Investasi bersikap independen, dan bertanggung jawab langsung kepada Dewan Komisaris.

#### SUSUNAN KEANGGOTAAN KOMITE INVESTASI

Komite Investasi Patra Jasa terdiri dari 1(satu)orang Ketua Komite berasal dari anggota Dewan Komisaris dan 1(satu) orang anggota Komite yang berasal dari pihak independen sebagai berikut:

| Nama<br>Name   | Jabatan<br>Position                                        | Dasar Penunjukan<br>Legal Basis of Appointment                                                                                                                                                                                                 |
|----------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Arudji Wahyono | Ketua Komite Investasi<br>Chairman of Investment Committee | Surat Keputusan Dewan Komisaris No. 01/DEKOM-PJ/Kpts/VII/2020 tentang Pengangkatan Anggota Komite Investasi<br>Decree Letter of the Board of Commissioners No. 01/DEKOM-PJ/Kpts/VII/2020 regarding Appointment of Investment Committee Members |

| Nama<br>Name                       | Jabatan<br>Position                                        | Dasar Penunjukan<br>Legal Basis of Appointment                                                                                                                                                                                                 |
|------------------------------------|------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Adriwan Basuki Gauthama Setyabudhi | Anggota Komite Investasi<br>Member of Investment Committee | Surat Keputusan Dewan Komisaris No. 01/DEKOM-PJ/Kpts/VII/2020 tentang Pengangkatan Anggota Komite Investasi<br>Decree Letter of the Board of Commissioners No. 01/DEKOM-PJ/Kpts/VII/2020 regarding Appointment of Investment Committee Members |

#### PROFIL KOMITE INVESTASI

#### INVESTMENT COMMITTEE PROFILE



**Arudji Wahyono**  
Ketua Komite Investasi  
Chairman of Investment Committee

Bapak Arudji Wahyono diangkat sebagai Komisaris PT Patra Jasa sejak 13 Maret 2020 dan penugasan sebagai Ketua Komite Investasi berdasarkan Surat Keputusan Dewan Komsiaris No. 01/DEKOM-PJ/Kpts/VII/2020. Saat ini, Beliau juga menjabat sebagai Ketua Ikatan Professional Lingkungan Hidup Indonesia dan Anggota Dewan Keselamatan dan Kesehatan Nasional (D3KN). Beliau meniti karirnya dengan pengalaman terakhir sebagai Direktur Utama PT Budimas Pundinusa dari tahun 2016 hingga 2019 dan Senior Advisor Compliance and Advocacy, Chevron IndoAsia Business Unit dari tahun 2009 hingga tahun 2016.

Mr. Arudji Wahyono was appointed as Commissioner of PT Patra Jasa since March 13, 2020 and was assigned as Chairman of the Investment Committee based on the Decree of the Board of Commissioners No. 01 / DEKOM-PJ / Kpts / VII / 2020. Currently, he is also serving as Chairman of the Indonesian Environmental Professionals Association and Member of the National Health and Safety Council (D3KN). He pursued his career with his last experience as President Director of PT Budimas Pundinusa from 2016 to 2019 and Senior Advisor for Compliance and Advocacy, Chevron IndoAsia Business Unit from 2009 to 2016.



**Adriwan Basuki Gauthama Setyabudhi**  
Anggota Komite Investasi  
Member of Investment Committee

Bapak Adriwan bergabung dengan PT Pertamina (Persero) sejak tahun 2015 dan dipercaya untuk menjabat Manager Corporate Strategic Planning, Evaluation & Portfolio di Divisi Marketing & Development PT Pertamina Drilling Services Indonesia. Kemudian, sejak tahun 2017 hingga sekarang, Adrian mengemban tugas di Divisi Corporate HSSE PT Pertamina (Persero), dengan jabatan terakhir sebagai Manager Strategic Planning & Performance. Dan di bulan Agustus 2020, Adriwan Basuki menjadi Anggota Komite Investasi di PT Patra Jasa.

Mr. Adriwan has joined PT Pertamina(Persero)since 2015 and trusted to serve as Manager of Corporate Strategic Planning, Evaluation & Portfolio in the Marketing & Development Division of PT Pertamina Drilling Services Indonesia. Then, from 2017 until now, Adrian has been assigned to the Corporate HSSE Division of PT Pertamina (Persero), with his last position as Manager of Strategic Planning & Performance. And in August 2020, Adriwan Basuki became a Member of the Investment Committee at PT Patra Jasa.

## INDEPENDENSI KOMITE INVESTASI

Komite Investasi diketuai oleh 1 (satu) orang dan 1 (satu) anggota profesional lainnya berasal dari luar Patra Jasa.

Komite Investasi merupakan unit profesional yang tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan, untuk menjaga independensi dalam pelaksanaan tugas dan tanggung jawabnya. Dengan demikian seluruh anggota Komite Investasi telah memenuhi kriteria independensi, keahlian, pengalaman, dan integritas yang dipersyaratkan dalam ketentuan yang berlaku.

| Aspek Independensi<br>Independency Aspects                                                                                                                                                                                      | Arudji Wahyono | Adriwan Basuki<br>Gauthama Setyabudhi |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------|---------------------------------------|
| Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi<br>Has no financial relation with the Board of Commissioners and the Board of Directors                                                                     | √              | √                                     |
| Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi<br>Has no management relation at the Company, subsidiary, as well as affiliated company                                         | √              | √                                     |
| Tidak memiliki hubungan kepemilikan saham di Patra Jasa<br>Has no share ownership relation at PT Patra Jasa                                                                                                                     | √              | √                                     |
| Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/ atau sesama anggota Komite Audit<br>Has no family relation with the Board of Commissioners, the Board of Directors and/or fellow Audit Committee Members | √              | √                                     |
| Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah<br>Not serving as administrator of political parties, officials and government                                                                           | √              | √                                     |

## TUGAS DAN TANGGUNG JAWAB KOMITE INVESTASI

- Menelaah efektivitas pedoman investasi yang telah ditetapkan bagi kegiatan investasi.
- Menelaah dan mengkaji secara periodik pelaksanaan kegiatan investasi yang telah dilaksanakan oleh Perseroan yang meliputi kepatuhan dalam melaksanakan kebijakan investasi yang telah digariskan dan petunjuk pelaksanaan terkait tingkat risiko dari setiap investasi.
- Secara periodik, melakukan pengkajian dan menelaah kelengkapan pedoman dan memberikan rekomendasi kepada Dewan Komisaris atas penyesuaian-penyesuaian yang diperlukan.
- Memastikan dibuatnya risalah rapat yang dilakukan Komite Investasi untuk dilaporkan kepada Dewan Komisaris secara reguler.
- Menyediakan bahan rujukan dan informasi untuk keperluan Dewan Komisaris terkait pengelolaan investasi risiko usaha apabila diminta.

## INVESTMENT COMMITTEE INDEPENDENCY

The Investment Committee is led by 1 (one) person, and 1 (one) other professional member comes from outside Patra Jasa.

The Investment Committee is a professional unit that does not have any business relationship either directly or indirectly related to the Company's business activities, to maintain its independence in carrying out its duties and responsibilities. Thus, all members of the Investment Committee have met the criteria of independence, expertise, experience, and integrity as required in the prevailing provisions.

## DUTIES AND RESPONSIBILITIES OF INVESTMENT COMMITTEE

- Review the effectiveness of investment guidelines that have been set for investment activities.
- Review periodically the implementation of investment activities that have been carried out by the Company, which includes compliance in implementing the outlined investment policies and implementation instructions related to the level of risk of each investment.
- Periodically review the completeness of the guidelines and provide recommendations to the Board of Commissioners for necessary adjustments.
- Ensure that minutes of meetings are made by the Investment Committee to be reported regularly to the Board of Commissioners.
- Provide reference materials and information for the needs of the Board of Commissioners related to managing business risk investments when requested.

- Membuat rencana kerja tahunan Komite Investasi yang diselaraskan dengan rencana kerja tahunan atas kebijakan investasi Perseroan.
- Melaporkan hasil-hasil kerja komite kepada Dewan Komisaris secara periodik.
- Melaksanakan tugas lain dari Dewan Komisaris terkait peran dan tanggung jawab Dewan Komisaris dalam hal pengawasan atas investasi Perseroan.

### RAPAT KOMITE INVESTASI

Selama tahun 2020, Komite Investasi telah melaksanakan rapat pada rapat Gabungan Dengan Dewan Komisaris dan Direksi dengan pembahasan seputar investasi Perseroan.

## PENDIDIKAN DAN/ATAU PELATIHAN KOMITE INVESTASI

Pada tahun 2020, karena kondisi pandemi yang terjadi, maka beberapa program pendidikan dan/atau pelatihan Komite Investasi tidak dapat dilakukan.

### KOMITE NOMINASI DAN REMUNERASI

Patra Jasa memiliki organ Komite Nominasi dan Remunerasi di bawah Dewan Komisaris. Komite Nominasi dan Remunerasi memberikan nasihat dan rekomendasi kepada Dewan Komisaris mengenai nominasi dan remunerasi dari para anggota Direksi dan Dewan Komisaris.

## SUSUNAN KEANGGOTAAN KOMITE NOMINASI DAN REMUNERASI

Komite Investasi Patra Jasa terdiri dari 1 (satu) orang Ketua Komite dan 1 (satu) orang anggota Komite yang berasal dari pihak independen sebagai berikut:

| Nama<br>Name        | Jabatan<br>Position                                                                       | Dasar Penunjukan<br>Legal Basis of Appointment                                                                                                                                                                                                                             |
|---------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Emir Kresna Wardana | Ketua Komite Nominasi dan Remunerasi<br>Chairman of Nomination and Remuneration Committee | Surat Keputusan Dewan Komisaris No. 003/DEKOM-PJ/Kpts/X/2018 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi<br>Decree Letter of the Board of Commissioners No. 003/DEKOM-PJ/Kpts/X/2018 regarding Appointment of Nomination and Remuneration Committee Member |
| Indah Kurnianingsih | Anggota Komite Nominasi dan Remunerasi<br>Member of Nomination and Remuneration Committee | Surat Keputusan Dewan Komisaris No. 003/DEKOM-PJ/Kpts/X/2018 tentang Pengangkatan Anggota Komite Nominasi dan Remunerasi<br>Decree Letter of the Board of Commissioners No. 003/DEKOM-PJ/Kpts/X/2018 regarding Appointment of Nomination and Remuneration Committee Member |

- Make an annual Investment Committee work plan that is aligned with the annual work plan on the Company's investment policies.
- Periodically report the work result of the committee to the Board of Commissioners.
- Carry out other duties of the Board of Commissioners related to the roles and responsibilities of the Board of Commissioners in the Company's investment supervision.

### INVESTMENT COMMITTEE MEETING

During 2020, Investment Committee has conducted meetings together with Joint Meeting of the Board of Commissioners and Board of Directors with agenda on the Company's investment.

## EDUCATION AND/OR TRAINING FOR INVESTMENT COMMITTEE

In 2020, due to pandemic that occurred, education and/or training program for Investment Committee could not be conducted.

### NOMINATION AND REMUNERATION COMMITTEE

Patra Jasa has a Nomination and Remuneration Committee organ under the Board of Commissioners. The Nomination and Remuneration Committee provides advice and recommendations to the Board of Commissioners regarding the nomination and remuneration of members of the Board of Directors and Board of Commissioners.

## NOMINATION AND REMUNERATION COMMITTEE MEMBERSHIP COMPOSITION

Patra Jasa's Investment Committee consists of 1 (one) Committee Chairman and 1 (one) Committee member from an independent party, they are as follows:

## PROFIL KOMITE NOMINASI DAN REMUNERASI

## NOMINATION AND REMUNERATION COMMITTEE PROFILE



**Emir Kresna Wardana**

Ketua Komite Nominasi dan Remunerasi  
Chairman of Nomination and Remuneration Committee

Bapak Emir Kresna Wardana telah terjun ke dunia pemerintahan sejak tahun 2012 dan telah memulai perjalanannya dengan menjabat sebagai Tenaga Ahli Wakil Ketua DPR Koordinator Bidang Industri dan Pembangunan (Korinbang). Setelah dua tahun berdedikasi, Beliau melanjutkan karirnya sebagai Tenaga Ahli untuk Komisi I pada tahun 2014. Kemudian, sejak tahun 2015, Beliau telah menjabat sebagai Staf Khusus I Sekretaris Kabinet Republik Indonesia hingga saat ini, sekaligus menjabat sebagai Komisaris PT Patra Jasa sejak 31 Agustus 2018. Sepanjang karirnya, Beliau sering ditugaskan sebagai anggota delegasi perwakilan untuk Indonesia, di beberapa event *international*.

Mr. Emir Kresna Wardana has entered a government field since 2012 and has begun his journey by performing as an Expert Staff for Deputy Chairperson of House of People's Representatives (DPR), Coordinator for Industrial and Development Sector. After two years of dedication, he continued his career as an Expert for Commission I in 2014. Then, starting from 2015, he has served as the Special Staff I of Cabinet Secretary of the Republic of Indonesia to this date as well as serving as a Commissioner of PT Patra Jasa since August 31, 2018. Throughout his career, he is often assigned as a member of representative delegations from Indonesia in several international's events.



**Indah Kurnianingsih**

Anggota Komite Nominasi dan Remunerasi  
Member of Nomination and Remuneration Committee

Ibu Indah Kurnianingsih mengemban Pendidikan di Universitas Indonesia dan lulus pada tahun 2003, beliau memulai karirnya di Pertamina (Persero) dengan menjabat sebagai Penata Pengembangan Profesi pada tahun 2004. Kecakapan beliau di bidang Manajemen dan Sumber Daya Manusia didukung oleh pelatihan-pelatihan yang diikuti secara fokus dan konsisten dari tahun 2004 hingga sekarang. Berbekal ilmu dan pengalaman yang baik, beliau dipercaya menjadi Kepala Seksi Manajemen Kinerja di UP IV – Cilacap selama 4 tahun dari 2004 sampai dengan 2008. Pada tahun 2013, Indah Kurnianingsih mendapatkan sertifikasi sebagai "*Human Resources Professional*" dari Pertamina Learning Centre. Perjalanan karir di PT Pertamina (Persero) terus beranjak mulai dari *Senior Analyst Performance Management* dari 2009.

Mrs. Indah Kurnianingsih carried out education at the University of Indonesia and graduated in 2003 and began her career at Pertamina (Persero) by serving as Professional Development Manager in 2004. Her skills in Management and Human Resources were supported by training that was followed in focus and consistently from 2004 until now. Armed with good knowledge and experience, she was trusted to be the Section Head of Performance Management at Refinery Unit IV – Cilacap for 4 years starting from 2004 until 2008. In 2013, Indah Kurnianingsih received a certification as a "Human Resources Professional" from Pertamina Learning Center. Her career at PT Pertamina (Persero) continued to move from Senior Analyst of Performance Management in 2009.

## INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi diketuai oleh 1(satu) orang dan 1(satu) anggota profesional lainnya berasal dari luar Patra Jasa.

Komite Nominasi dan Remunerasi merupakan unit profesional yang tidak memiliki hubungan usaha baik langsung maupun tidak langsung yang berkaitan dengan kegiatan usaha Perseroan, untuk menjaga independensi dalam pelaksanaan tugas dan tanggung jawabnya. Dengan demikian seluruh anggota Komite Nominasi dan Remunerasi telah memenuhi kriteria independensi, keahlian, pengalaman, dan integritas yang dipersyaratkan dalam ketentuan yang berlaku.

| Aspek Independensi<br>Independency Aspects                                                                                                                                                                                      | Emir Kresna Wardana | Indah Kurnianingsih |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------|---------------------|
| Tidak memiliki hubungan keuangan dengan Dewan Komisaris dan Direksi<br>Has no financial relation with the Board of Commissioners and the Board of Directors                                                                     | ✓                   | ✓                   |
| Tidak memiliki hubungan kepengurusan di perusahaan, anak perusahaan, maupun perusahaan afiliasi<br>Has no management relation at the Company, subsidiary, as well as affiliated company                                         | ✓                   | ✓                   |
| Tidak memiliki hubungan kepemilikan saham di Patra Jasa<br>Has no share ownership relation at PT Patra Jasa                                                                                                                     | ✓                   | ✓                   |
| Tidak memiliki hubungan keluarga dengan Dewan Komisaris, Direksi, dan/ atau sesama anggota Komite Audit<br>Has no family relation with the Board of Commissioners, the Board of Directors and/or fellow Audit Committee Members | ✓                   | ✓                   |
| Tidak menjabat sebagai pengurus partai politik, pejabat dan pemerintah<br>Not serving as administrator of political parties, officials and government                                                                           | ✓                   | ✓                   |

## TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

Komite Nominasi dan Remunerasi terkait fungsi Nominasi bertugas untuk:

- Memberikan rekomendasi kepada Dewan Komsiaris mengenai:
  - Komposisi jabatan anggota Direksi dan/atau anggota Dewan Komisaris
  - Kebijakan dan kriteria yang dibutuhkan dalam proses Nominasi
  - Kebijakan evaluasi kinerja bagi anggota Direksi dan/atau anggota Dewan Komisaris

## NOMINATION AND REMUNERATION COMMITTEE INDEPENDENCY

The Nomination and Remuneration Committee is led by 1 (one) person, and 1(one) other professional member comes from outside Patra Jasa.

The Nomination and Remuneration Committee is a professional unit that does not have any business relationship either directly or indirectly related to the Company's business activities, to maintain its independence in carrying out its duties and responsibilities. Thus, all members of the Nomination and Remuneration Committee have met the criteria of independence, expertise, experience, and integrity as required in the prevailing provisions.

## DUTIES AND RESPONSIBILITIES OF NOMINATION AND REMUNERATION COMMITTEE

The Nomination and Remuneration Committee related to the Nomination function has the following duties:

- Provide recommendations to the Board of Commissioners regarding:
  - Composition of the positions of members of the Board of Directors and/or members of the Board of Commissioners
  - Policies and criteria required in the Nomination process
  - Performance evaluation policy for members of the Board of Directors and/or members of the Board of Commissioners

2. Membantu Dewan Komisaris melakukan penilaian kinerja anggota Direksi dan/atau anggota Dewan Komisaris berdasarkan tolak ukur yang telah disusun sebagai bahan evaluasi
3. Memberikan rekomendasi kepada Dewan Komisaris mengenai program Pengembangan Kemampuan Anggota Direksi dan/atau anggota Dewan Komsiaris
4. Memberikan usulan calon yang memenuhi syarat sebagai anggota Direksi dan/atau anggota Dewan Komisaris kepada Dewan Komisaris untuk disampaikan kepada RUPS.

Komite Nominasi dan Remunerasi terkait fungsi Remunerasi bertugas untuk:

1. Memberikan rekomendasi kepada Dewan Komisaris mengenai:
  - a. Struktur remunerasi
  - b. Kebijakan atas remunerasi
  - c. Besaran atas remunerasi
2. Membantu Dewan Komisaris melakukan penilaian kinerja dengan kesesuaian remunerasi yang diterima masing-masing anggota Direksi dan/atau Dewan Komisaris.

#### RAPAT KOMITE NOMINASI DAN REMUNERASI

Selama tahun 2020, Komite Investasi telah melaksanakan rapat pada rapat Gabungan Dengan Dewan Komisaris dan Direksi dengan pembahasan seputar seputar nominasi dan remunerasi Perseroan.

#### PENDIDIKAN DAN/ATAU PELATIHAN KOMITE NOMINASI DAN REMUNERASI

Selama tahun 2020, tidak terdapat pendidikan dan/atau pelatihan yang diikuti oleh Komite Nominasi dan Remunerasi.

#### CORPORATE SECRETARY

*Corporate Secretary* memiliki tugas utama menjaga citra perusahaan dengan membangun komunikasi dan hubungan yang baik dalam rangka mendukung pengelolaan perusahaan yang dilakukan oleh Direksi. *Corporate Secretary* memainkan peran utama dalam memastikan aspek keterbukaan dari perusahaan.

#### TUGAS DAN TANGGUNG JAWAB CORPORATE SECRETARY

*Corporate Secretary* memiliki peranan penting dalam memfasilitasi komunikasi antara organ Perusahaan dan hubungan antara Perseroan dengan *stakeholders*.

2. Assist the Board of Commissioners in assessing the performance of members of the Board of Directors and / or members of the Board of Commissioners based on benchmarks that have been prepared as evaluation materials
3. Provide recommendations to the Board of Commissioners regarding the Capacity Building program for members of the Board of Directors and / or members of the Board of Commissioners
4. Propose candidates who meet the requirements as members of the Board of Directors and / or members of the Board of Commissioners to the Board of Commissioners to be submitted to the GMS.

The Nomination and Remuneration Committee related to the Remuneration function as the following duties:

1. Provide recommendations to the Board of Commissioners regarding:
  - a. Remuneration structure
  - b. Remuneration policy
  - c. Amount of remuneration
2. Assist the Board of Commissioners in conducting performance appraisals in accordance with the remuneration received by each member of the Board of Directors and / or the Board of Commissioners.

#### NOMINATION AND REMUNERATION COMMITTEE MEETING

During 2020, Investment Committee has conducted meetings together with Joint Meeting of the Board of Commissioners and Board of Directors with agenda on the Company's nomination and remuneration.

#### EDUCATION AND/OR TRAINING FOR NOMINATION AND REMUNERATION COMMITTEE

Throughout 2020, there was no education and/or training participated by Nomination and Remuneration Committee.

#### CORPORATE SECRETARY

Corporate Secretary has the primary duty to maintain the corporate image by building excellent communication and relationships to support the Company's management carried out by the Board of Directors. The Corporate Secretary plays an important role in ensuring the Company's transparency aspect.

#### DUTIES AND RESPONSIBILITIES OF CORPORATE SECRETARY

Corporate Secretary has an important role in facilitating communication between the Company organs and the relationship between the Company and Stakeholders.

Adapun tugas dan tanggung jawab *Corporate Secretary* mencakup:

1. Sebagai pejabat penghubung dalam pemeliharaan dan pengembangan komunikasi dan hubungan dengan Pemangku Kepentingan.
2. Mendukung penyelenggaraan kegiatan korporasi.
3. Menentukan dan menetapkan strategi komunikasi korporat baik ke dalam maupun ke luar, meliputi namun tidak terbatas pada pengelolaan kegiatan komunikasi media, pengelolaan merek korporat, dan komunikasi internal perusahaan untuk membentuk dan meningkatkan citra dan reputasi Patra Jasa di mata Pemangku Kepentingan.
4. Mengarahkan, memonitor, dan mengevaluasi pembinaan relasi dengan *stakeholder* Perusahaan yang terdiri dari namun tidak terbatas pada Pemegang Saham, Pemerintah, Legislatif, Judiciary, NGO, dan lain-lain serta memastikan kesetaraan protokoler *Board Management* dengan Pemangku Kepentingan terkait, dalam rangka memperoleh pengakuan, penerimaan dan keberlanjutan hubungan baik antara perusahaan dengan *stakeholders* serta memajukan kepentingan Patra Jasa.
5. Mengarahkan dan menentukan strategi serta menjalankan kegiatan Fungsi *Corporate Social Responsibility* Patra Jasa yang efektif dan tepat sasaran bagi masyarakat, khususnya sekitar wilayah operasi perusahaan, sehingga memberikan nilai tambah bagi Perusahaan.
6. Mengelola kegiatan korporasi terkait pelaporan kepada Pemegang Saham antara lain menyiapkan Laporan Tahunan, dan menyelenggarakan Rapat Umum Pemegang Saham.
7. Menentukan dan mengendalikan kegiatan yang berkaitan dengan dukungan kepada aktivitas Direksi dan Dewan Komisaris, termasuk pengelolaan Administrasi dan Kesekretariatan Direktur Utama dalam rangka memenuhi tata kelola perusahaan yang baik.
8. Mengelola data dan informasi Patra Jasa, khususnya untuk kepentingan Pemangku Kepentingan eksternal meliputi pengumpulan bahan informasi dan dokumentasi, pelayanan dan verifikasi bahan informasi publik untuk diakses oleh masyarakat umum dan Pemangku Kepentingan Perusahaan, guna mewujudkan implementasi prinsip GCG.
9. Mengelola perencanaan, penggunaan dan pertanggungjawaban anggaran di lingkungan *Corporate Secretary* sesuai otorisasi Perusahaan.
10. Mengelola perencanaan, penempatan dan pembinaan pekerja di lingkungan *Corporate Secretary*.
11. Menyusun dan menyampaikan laporan pengelolaan Corporate Secretary secara periodik kepada Direktur Utama.
12. Mengarahkan, memonitor, dan mengevaluasi penyusunan kajian kepatuhan terhadap isu hukum dan perundang-undangan yang mempengaruhi kegiatan *capital market*.

The duties and responsibilities of the Corporate Secretary include:

1. As a liaison officer in the maintenance and development of communication and relationships with Stakeholders.
2. Supporting the implementation of corporate activities.
3. Determining and establishing a corporate communication strategy both inside and outside, including but not limited to the management of media communication activities, corporate brand management, and internal company communications to form and enhance the image and reputation of Patra Jasa in the eyes of Stakeholders.
4. Directing, monitoring, and evaluating the fostering of relationships with the Company's stakeholders consisting of but not limited to Shareholders, Government, Legislative, Judiciary, NGOs, and others as well as ensuring the equality of Board Management protocol with related Stakeholders, in order to gain recognition , acceptance and sustainability of good relations between the company and stakeholders as well as advancing the interests of Patra Jasa.
5. Directing and determining strategies and carrying out activities of the Corporate Social Responsibility Function of Services Patra which are effective and right on target for the community, especially around the company's operating area, thus providing added value to the Company.
6. Managing corporate activities related to reporting to Shareholders, including preparing an Annual Report, and holding a General Meeting of Shareholders.
7. Determining and controlling activities related to support for the activities of the Board of Directors and the Board of Commissioners, including the administration and secretarial management of the President Director in order to fulfill good corporate governance.
8. Managing data and information of Patra Jasa, especially for the benefit of external Stakeholders including collection of information and documentation materials, services and verification of public information materials to be accessed by the general public and Company Stakeholders, in order to realize the implementation of GCG principles.
9. Managing budget planning, use and accountability within the Corporate Secretary environment in accordance with the Company's authorization.
10. Managing planning, placement and coaching of employees within the Corporate Secretary.
11. Preparing and submitting a report on the management of the Corporate Secretary periodically to the President Director.
12. Directing, monitoring and evaluating compliance review towards any regulations and legal issues that influenced capital market activity.



## PELATIHAN *CORPORATE SECRETARY*

Sepanjang tahun 2020, *Corporate Secretary* telah mengikuti beberapa pelatihan anantara lain:

1. Bulan Juli 2020 - Training Awareness & Risk ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 & SMP
2. Bulan September 2020 - Risk Management System
3. Bulan Oktober 2020 - Internal Audit Training Management System based on ISO 19011:2018
4. 14 September 2020 Webinar Upaya Memastikan Pelaksanaan CSR dalam Implementasi ISO 37001:2016 Anti Bribery Management System, PJB
5. 5 Oktober 2020 Sosialisasi Audit HSSE Management System Berbasis Protocol Audit SUPREME
6. 24 November 2020 Seminar Brand Singularity, Corporate Communications & Investor Relations Persero

## PELAKSANAAN TUGAS *CORPORATE SECRETARY* TAHUN 2020

Tugas *Corporate Secretary* yang telah dilaksanakan pada tahun 2020 adalah sebagai berikut:

1. Mendukung Direksi dalam melaksanakan Penugasan yang diberikan oleh Kementerian BUMN dan PT Pertamina (Persero).
2. Menyelesaikan Laporan Tahunan dan menyelenggarakan Rapat Umum Pemegang Saham Tahunan secara sirkuler.
3. Menjalankan program branding Perseroan, khususnya terhadap keberhasilan penyelesaian beberapa proyek property yang merupakan penugasan dari Induk Perusahaan.
4. Partisipasi dalam beberapa ajang penghargaan dan konferensi untuk berbagi keahlian dengan para pemangku kepentingan.
5. Melaksanakan kegiatan *Corporate Social Responsibility* (CSR) melalui program kemitraan dan program bina lingkungan.

## UNIT AUDIT INTERNAL STRUKTUR AUDIT INTERNAL

Fungsi Audit Internal Patra Jasa dilakukan oleh Unit Audit Internal yang melapor langsung secara struktural kepada Direktur Utama dan secara fungsional kepada Komite Audit. Adapun struktur organisasi Unit Audit Internal merujuk pada SK. No. 193/PPN000/Kpts/2015 tanggal 05 Oktober 2015.

Unit Audit Internal dipimpin oleh *Head of Internal Audit* dipimpin oleh S.W. Nugrahaningrum E.A yang diangkat dan diberhentikan oleh Direksi dengan persetujuan Dewan Komisaris. Kedudukan Audit Internal berada di bawah Direktur Utama.

## CORPORATE SECRETARY TRAINING

During 2020, Corporate Secretary has participated in training programs including:

1. July 2020 - Training Awareness & Risk ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 & SMP
2. September 2020 - Risk Management System
3. October 2020 - Internal Audit Training Management System based on ISO 19011:2018
4. September 14, 2020 Webinar on Efforts to Ensure CSR Activity Implementing ISO 37001:2016 Anti Bribery Management System, PJB
5. October 5, 2020 Socialization of SUPREME Audit Protocol Based HSSE Audit Management System
6. November 24, 2020 Seminar of Brand Singularity, Corporate Communications & Investor Relations Persero

## CORPORATE SECRETARY DUTIES IMPLEMENTATION IN 2020

The duties of Corporate Secretary that were conducted in 2020 were as follows:

1. Supporting the Board of Directors in carrying out assignments given by the Ministry of BUMN and PT Pertamina (Persero).
2. Completing the Annual Report and holding a circular Annual General Meeting of Shareholders.
3. Carrying out the Company's branding program, particularly on the successful completion of several property projects that are assignments from the Parent Company.
4. Participation in several awards and conferences for various expertises with stakeholders.
5. Carrying out Corporate Social Responsibility (CSR) activities through partnership programs and community development programs.

## INTERNAL AUDIT UNIT STRUCTURE OF INTERNAL AUDIT

Patra Jasa's Internal Audit Function is carried out by the Internal Audit Unit that reports structurally directly to the President Director and functionally to the Audit Committee. The organizational structure of the Internal Audit Unit refers to SK. No. 193 / PPN000 / Kpts / 2015 dated October 5, 2015.

The Internal Audit Unit is led by the Head of Internal Audit, S.W. Nugrahaningrum E.A, who was appointed and dismissed by the Board of Directors with the approval of the Board of Commissioners. The position of the Internal Audit Unit is under President Director.

## PIAGAM AUDIT INTERNAL

Audit Internal memiliki Piagam Audit Internal (*Internal Audit Charter*) yang disahkan pada tahun 2012 isi dari *Internal Audit Charter* sebagai berikut:

1. Visi dan Misi Audit Internal
2. Struktur dan Kedudukan Audit Internal
3. Ruang Lingkup Fungsi Audit Internal
4. Tugas dan Tanggung Jawab Audit Internal
5. Kewenangan Audit Internal
6. Kode Etik
7. Persyaratan Audit Internal
8. Standar Pelaksanaan Audit
9. Larangan Bagi Auditor

## TUGAS DAN TANGGUNG JAWAB AUDIT INTERNAL

Audit Internal mempunyai tugas sebagai berikut:

1. Menyusun dan melaksanakan Program Kerja Pemeriksaan Tahunan.
2. Melakukan pemeriksaan dan penilaian atas efisiensi dan efektivitas di bidang keuangan, akuntansi, sumber daya manusia, operasional, pemasaran, kegiatan kerja sama operasional, pelaksanaan implementasi mutu dan kegiatan lainnya.
3. Melakukan pemeriksaan khusus apabila diperlukan.
4. Melakukan konsultasi atau memberikan saran perbaikan informasi yang objektif tentang kegiatan yang diperiksa kepada manajemen/unit usaha/auditee.
5. Terlibat dalam proses penyusunan kebijakan, sistem dan prosedur dengan memberikan kajian, analisis dan saran perbaikan setelah melalui diskusi dengan fungsi / unit usaha yang terkait secara langsung maupun tidak langsung.
6. Melakukan tugas-tugas lainnya yang ditetapkan atau diminta oleh Direksi berkaitan dengan ruang lingkup Audit Internal.
7. Membuat Laporan Hasil Audit dan menyampaikan laporan tersebut kepada Direktur Utama.
8. Memantau, menganalisis dan melaporkan pelaksanaan tindak lanjut perbaikan yang telah disarankan kepada Direktur Utama.
9. Bekerjasama dengan Komite Audit.

Audit Internal memiliki tanggung jawab, antara lain:

1. Membuat dan melaksanakan strategi, kebijakan serta rencana kegiatan pengawasan.
2. Melaksanakan audit operasional dan kepatuhan pada seluruh aktivitas Perseroan guna meningkatkan efektivitas pengendalian intern, pengelolaan risiko, dan proses GCG.
3. Melakukan audit khusus untuk mengungkap kasus yang mempunyai indikasi terjadinya penyalahgunaan wewenang, penggelapan, penyelewengan dan kecurangan.

## INTERNAL AUDIT CHARTER

Internal Audit has an Internal Audit Charter, which was ratified in 2012. The contents of the Internal Audit Charter are as follows:

1. Vision and Mission of Internal Audit
2. Internal Audit Structure and Position
3. Scope of Internal Audit Functions
4. Internal Audit Duties and Responsibilities
5. Internal Audit Authorities
6. Code of Conduct
7. Internal Audit Requirements
8. Audit Implementation Standards
9. Prohibition for Auditors

## DUTIES AND RESPONSIBILITIES OF INTERNAL AUDIT

Internal Audit has the following duties:

1. Arrange and implement the Annual Audit Work Program.
2. Audit and assess the efficiency and effectiveness in the aspects of finance, accounting, human resources, operations, marketing, operational cooperation activities, quality implementation, and other activities.
3. Conduct a special audit if needed.
4. Conduct consultations or provide suggestions for improving objective information about the activities audited to management/business units/ auditees.
5. Involved in the process of formulating policies, systems, and procedures by providing reviews, analyzes, and improvement suggestions after going through discussions with functions/ business units that are directly or indirectly related.
6. Perform other tasks assigned or requested by the Board of Directors relating to the scope of Internal Audit.
7. Make the Audit Report and submit the report to the President Director.
8. Monitor, analyze, and report the implementation of improvement follow-ups, which have been suggested to the President Director.
9. Cooperate with the Audit Committee.

Internal Audit has responsibilities, including:

1. Create and implement strategies, policies, and plans for supervision activities.
2. Carry out operational and compliance audits at all company activities to improve the effectiveness of internal control, risk management, and the GCG process.
3. Conduct special audits to uncover cases that have indications of abuse of authority, embezzlement, fraud, and cheating.



## PENDIDIKAN UNIT AUDIT INTERNAL

Unit Audit Internal menetapkan program training baik yang dilakukan oleh internal tim Audit Internal maupun dengan cara mengirimkan auditor untuk berpartisipasi dalam program training yang diselenggarakan oleh pihak lain. Selain program training, Anggota Audit Internal aktif berpartisipasi dalam beberapa seminar yang bertujuan untuk meningkatkan kemampuan individual dan mengembangkan organisasi Audit Internal agar sesuai dengan perkembangan internal audit dunia pada umumnya.

Untuk tahun 2020, Program Pelatihan yang diikuti sebagai berikut:

| No. | Tanggal<br>Date                                   | Pelatihan<br>Training                                                                                                                                                                                                                                                                                                         |
|-----|---------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | 16 April 2020<br>April 16, 2020                   | Bedah Buku Series 1 "Koruptor Go To Hell-Gurita Korupsi di Indonesia"<br>Book Review Series 1 "Corruptors Go To Hell-Octopus Corruption in Indonesia"                                                                                                                                                                         |
| 2   | 17 April 2020<br>February 18, 2020                | Seminar "Peran Auditor Internal dalam Mengawal Proses Perubahan Organisasi Menuju E-Business & E-Government pada Era Digital dan Pandemi Covid-19"<br>Seminar "The Role of Internal Auditors in Guarding the Process of Organizational Change Towards E-Business & E-Government in the Digital Age and the Covid-19 Pandemic" |
| 3   | 27 Mei 2020<br>May 27, 2020                       | Webinar Internal Audit-The Future, Sharing Session: Membangun Kapabilitas Continuous Internal Audit dan Automation di SPI PTPN<br>Internal Audit Webinar-The Future, Sharing Session: Building Continuous Internal Audit and Automation Capabilities at SPI PTPN                                                              |
| 4   | 16 Juli 2020<br>July 16, 2020                     | Sharing Session FKSPI "Personal Mastery and Self Leadership For Audit Creative Thinking Optimization"<br>Sharing Session FKSPI "Personal Mastery and Self Leadership For Audit Creative Thinking Optimization"                                                                                                                |
| 5   | 21 Juli 2020<br>July 21, 2020                     | Sharing Session Pertamina Internal Audit: Improving Internal Audit's Value Propositions through Risk-based Auditing<br>Sharing Session Pertamina Internal Audit: Improving Internal Audit's Value Propositions through Risk-based Auditing                                                                                    |
| 6   | 23 dan 28 Juli 2020<br>July 23 and 28, 2020       | Training/sosialisasi Awareness & risk ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 & SMP<br>Training/socialization of Awareness & risk ISO 9001:2015, ISO 14001:2015, ISO 45001:2018 & SMP                                                                                                                                   |
| 7   | 15 Agustus 2020<br>August 15, 2020                | Virtual Leader Dialogue "Excellence Beyond Independence"<br>Virtual Leader Dialogue "Excellence Beyond Independence"                                                                                                                                                                                                          |
| 8   | 18 Agustus 2020<br>August 18, 2020                | Bedah Buku Series 2 "Profesional Global"<br>Book Review Series 2 "Global Professionals"                                                                                                                                                                                                                                       |
| 9   | 10 - 11 September 2020<br>September 10 - 11, 2020 | Pelatihan Pengelolaan WBS, Penelaahan & Audit Investigasi, Pertamina Corporate University (PCU)<br>WBS Management Training, Investigation Review & Audit, Pertamina Corporate University (PCU)                                                                                                                                |
| 10  | 14 September 2020<br>September 14, 2020           | Webinar Upaya Memastikan Pelaksanaan CSR dalam Implementasi ISO 37001:2016 Anti Bribery Management System, PJB<br>Webinar on Efforts to Ensure CSR Implementation in the Implementation of ISO 37001: 2016 Anti-Bribery Management System, PJB                                                                                |
| 11  | 17 September 2020<br>September 17, 2020           | Webinar Membangun Integritas Korporasi Melalui Sistem Manajemen Anti - Penyuapan ISO 37001, ICW<br>Webinar Building Corporate Integrity Through Anti - Bribery Management System ISO 37001, ICW                                                                                                                               |

## TRAINING FOR INTERNAL AUDIT UNIT

The Internal Audit Unit set training programs both conducted by internal audit teams and by sending auditors to participate in training programs organized by other parties. In addition to training programs, Internal Audit Members actively participate in several seminars that aim to improve individual capabilities and develop an Internal Audit organization to fit the development of the world's Internal Audit in general.

In 2020, the Training Programs attended were as followed:

| No. | Tanggal<br>Date                             | Pelatihan<br>Training                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----|---------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 12  | 24 September 2020<br>September 24, 2020     | Sosialisasi Wawasan Hukum tentang Penyuapan, Gratifikasi, dan Pemerasan serta Tindak Pidana Korupsi Bersama KPK RI dan Pengenalan ISO 37001:2016 Sistem Manajemen Anti Penyuapan, PT Pertamina (Persero)<br>Dissemination of Legal Insights on Bribery, Gratuities, and Extortion and Corruption with the Indonesian Corruption Eradication Commission and Introduction to ISO 37001: 2016 Anti-Bribery Management System, PT Pertamina (Persero) |
| 13  | 10 November 2020<br>November 10, 2020       | Webinar "Bedah Buku Kitab Anti Suap Cara Mudah Menerapkan Sistem Manajemen Anti Penyuapan (SMAP) Berbasis SNI ISO 37001:2016"<br>Webinar "Book Review on Anti-Bribery Book Easy Ways to Implement SNI ISO 37001: 2016-Based Anti-Bribery Management System"                                                                                                                                                                                       |
| 14  | 25 November 2020<br>November 25, 2020       | Training Emergency Response dan Pelaksanaan Emergency Response (Simulasi)<br>Emergency Response Training and Implementation of Emergency Response (Simulation)                                                                                                                                                                                                                                                                                    |
| 15  | 2 - 3 Desember 2020<br>December 2 - 3, 2020 | Webinar Konferensi Nasional IIA: Enhancing Communication & Collaboration: Learning from the Pandemic, IIA Indonesia<br>IIA National Conference Webinar: Enhancing Communication & Collaboration: Learning from the Pandemic, IIA Indonesia                                                                                                                                                                                                        |
| 16  | 18 Desember 2020<br>December 18, 2020       | Webinar Peningkatan Internal Control untuk Pencegahan Korupsi dengan implementasi ISO 37001:2016 Sistem Manajemen Anti Penyuapan, PT Pertamina (Persero)<br>Webinar on Improving Internal Control for Corruption Prevention with the implementation of ISO 37001: 2016 Anti-Bribery Management System, PT Pertamina (Persero)                                                                                                                     |
| 17  | 19 Desember 2020<br>December 19, 2020       | Webinar Korupsi Tak Berhenti di Tengah Pandemi "Siapa Mampu Mencegah?" YPIA- Jakarta<br>Corruption Webinars Do Not Stop Amid The Pandemic "Who Can Prevent It?" YPIA- Jakarta                                                                                                                                                                                                                                                                     |

## LAPORAN PELAKSANAAN KEGIATAN AUDIT TAHUN 2020

Dalam menjalankan tugasnya, Unit Audit Internal memiliki Annual Audit Plan (AAP) tahun 2020. AAP 2020 telah disampaikan kepada Komite Audit dan Direktur Utama.

## AUDIT ACTIVITIES IMPLEMENTATION REPORT IN 2020

In carrying out its duties, the Internal Audit Unit has an Annual Audit Plan (AAP) in 2020. The 2020 AAP has been submitted to the Audit Committee and the President Director.

| Program<br>Program | No. | Realisasi<br>Realization                                                                  | Periode<br>Period                                                        | Waktu<br>Pelaksanaan<br>Implementation Date                     | Jumlah<br>Auditor<br>Total Auditor |
|--------------------|-----|-------------------------------------------------------------------------------------------|--------------------------------------------------------------------------|-----------------------------------------------------------------|------------------------------------|
| AAP                | 1   | Patra Jakarta<br>Patra Jakarta                                                            | 1 Maret 2019 - 30 Juni 2020<br>March 1, 2019 - June 30, 2020             | 6 - 17 Juli 2020<br>July 6 - 17, 2020                           | 5                                  |
|                    | 2   | Unit Usaha Gedung Perkantoran dan Hunian<br>Office Building and Residential Business Unit | 1 Juni 2019 - 31 Juli 2020<br>June 1, 2020 - July 31, 2020               | 18 Agustus - 4 September 2020<br>August 18 - September 4, 2020  | 5                                  |
|                    | 3   | The Patra Bali Resort & Villas<br>The Patra Bali Resort & Villas                          | 1 November 2019 - 31 Oktober 2020<br>November 1, 2019 - October 31, 2020 | 16 November - 2 Desember 2020<br>November 16 - December 2, 2020 | 2                                  |
|                    | 4   | Patra Hotel & Convention Semarang<br>Patra Hotel & Convention Semarang                    | 1 Desember 2019 - 31 Oktober 2020<br>December 1, 2019 - October 31, 2020 | 16 November - 2 Desember 2020<br>November 16 - December 2, 2020 | 2                                  |

| Program Program | No. | Realisasi Realization                                                                                                      | Periode Period             | Waktu Pelaksanaan Implementation Date                             | Jumlah Auditor Total Auditor |
|-----------------|-----|----------------------------------------------------------------------------------------------------------------------------|----------------------------|-------------------------------------------------------------------|------------------------------|
| NON AAP         | 1   | Audit Khusus – Proyek Grha Pertamina Pemeriksaan Tahap II<br>Special Audit – Grha Pertamina Project Investigation Phase II | On the spot<br>On the spot | 9 – 20 Maret 2020<br>March 9 – 20, 2020                           | 4                            |
|                 | 2   | Audit Khusus – Penggunaan Dana CSR<br>Special Audit – Use of CSR Fund                                                      | 2018 – 2020                | 27 Mei – 10 Juni 2020<br>May 27 – June 10, 2020                   | 3                            |
|                 | 3   | Audit Khusus – Hotel Dumai Pemeriksaan Tahap II<br>Special Audit – Dumai Hotel Investigation Phase II                      | On the spot<br>On the spot | 21 September – 21 Oktober 2020<br>September 21 – October 21, 2020 | 5                            |

### HASIL TEMUAN AUDIT

Hasil pelaksanaan audit tertuang dalam Laporan Audit (LHA) yang antara lain memuat saran dari auditor atas temuan pemeriksaan. Saran tersebut harus ditindaklanjuti oleh auditee dalam batas waktu tertentu. Hasil pelaksanaan tindak lanjut dilaporkan kepada *Head of Internal Audit*, yang kemudian dievaluasi untuk menetapkan kesesuaian tindak lanjut tersebut dengan rekomendasi. Untuk tindak lanjut yang sudah tuntas akan dinyatakan “selesai ditindaklanjuti” dan diinformasikan kepada auditee. Adapun bagi tindak lanjut yang belum selesai dan masih berstatus “monitor” diminta untuk diselesaikan dengan penjelasan yang diperlukan.

### SISTEM PENGENDALIAN INTERNAL

Salah satu implementasi Tata Kelola Perusahaan yang Baik adalah memastikan bahwa sistem pengendalian internal berjalan secara efektif. Penerapan sistem pengendalian internal diarahkan untuk memastikan bahwa Perseroan telah memiliki kehandalan laporan dan informasi keuangan, kepatuhan terhadap peraturan yang berlaku serta efisiensi dan efektivitas kegiatan operasional.

Patra Jasa melakukan evaluasi atau penilaian atas efektivitas pengendalian internal pada tingkat korporat maupun tingkat operasional/aktivitas dengan menerapkan dan memelihara sistem pengendalian internal dan prosedur pelaporan keuangan yang memadai sesuai ketentuan yang berlaku.

Sistem pengendalian internal merupakan tanggung jawab dari manajemen Perseroan, dan diawasi oleh Internal Audit Perseroan. Bentuk pengawasan pengendalian internal yang dilakukan Internal Audit adalah melakukan pengawasan secara langsung dengan melaksanakan audit atas unit kerja yang dipilih berdasarkan konsep audit yang berkesinambungan dengan:

- Menjaga dan mengamankan aset Perseroan
- Menjamin tersedianya laporan yang lebih akurat,
- Meningkatkan kepatuhan terhadap ketentuan yang berlaku,
- Mengurangi dampak keuangan, penyimpangan, kecurangan/*fraud*, dan pelanggaran,

### AUDIT FINDINGS RESULT

The results of the implementation of the audit were contained in the Audit Results Report (LHA), which among others, contained recommendations from the auditor on audit findings. The recommendations must be followed up by the auditee within a certain time limit. The follow-up results were reported to the Head of Internal Audit, which was then evaluated to determine the suitability of the follow-up with the recommendations. For the complete follow-up would be declared “completed followed up” and informed to the auditee. As for the follow-up that has not yet been completed and was still in the status of “monitor”, it was requested to be resolved with the necessary explanation.

### INTERNAL CONTROL SYSTEM

One of the implementations of Good Corporate Governance is ensuring that the internal control system runs effectively. The implementation of the internal control system is directed to ensure that the Company has reliable reports and financial information, compliance with prevailing regulations, and the efficiency and effectiveness of operational activities.

Patra Jasa evaluates or assesses the effectiveness of internal controls at the corporate level as well as the level of operations/ activities by implementing and maintaining an adequate internal control system and financial reporting procedures in accordance with prevailing provisions.

The Internal Control System is the responsibility of the Company’s management and is monitored by the Company’s Internal Audit. The form of internal control supervision carried out by Internal Audit is direct supervision by conducting audits of selected work units based on the concept of a continuous audit with:

- Maintain and secure the assets of the Company,
- Ensure the availability of more accurate reports,
- Increase compliance with the prevailing provisions,
- Reduce financial impacts, irregularities, fraud, and violations,

- Meningkatkan efektivitas organisasi dan meningkatkan efisiensi biaya.

Selain itu, sistem pengendalian internal juga berfungsi sebagai kepatuhan terhadap peraturan dan perundang-undangan yang berlaku dengan tujuan:

- Menjamin bahwa semua kegiatan usaha telah dilaksanakan sesuai dengan ketentuan dan peraturan perundang-undangan yang berlaku, baik ketentuan yang dikeluarkan oleh Pemerintah, otoritas pengawas maupun kebijakan, ketentuan, dan prosedur internal yang ditetapkan oleh Perseroan.
- Menyediakan laporan yang benar, lengkap, dan tepat waktu dalam rangka pengambilan keputusan yang relevan dan dapat dipertanggungjawabkan.
- Meningkatkan efektivitas dan efisiensi dalam menggunakan aset dan sumber daya lainnya dalam rangka melindungi Perseroan dari risiko kerugian.
- Mengidentifikasi kelemahan dan menilai penyimpangan secara dini dan menilai kembali kewajaran kebijakan dan prosedur yang ada di dalam Perseroan secara berkesinambungan.

### KESESUAIAN INTERNAL AUDIT DENGAN KERANGKA COSO

Patra Jasa terus berupaya menerapkan sistem pengendalian internal yang efektif dengan melibatkan Dewan Komisaris, Direksi, dan seluruh Insan Perusahaan mengacu pada prinsip-prinsip *Internal Control-Integrated Framework* yang diterbitkan oleh *The Committee of Sponsoring Organization (COSO) of the Treadway Commission*.

Sebagaimana ditetapkan dalam Pasal 26 Peraturan Menteri Negara BUMN No. PER-01/MBU/2011 sebagai pengganti Keputusan Menteri BUMN No. KEP-117/MMBU/2002 tentang Penerapan Tata Kelola Perusahaan yang Baik (GCG) pada BUMN, Perseroan terus mengupayakan pengembangan sistem pengendalian internal dengan menggunakan pendekatan *Committee of Sponsoring Organizations (COSO) of the Treadway Commissions* untuk mengamankan investasi dan aset Perseroan.

Secara umum pengendalian internal telah dijalankan oleh Internal Audit sesuai dengan perintah dari Direktur Utama dengan ruang lingkup audit berbasis keuangan, operasional, kepatuhan, dan risiko. Dalam melakukan audit, selain mengumpulkan informasi, data, dan bukti tertulis, segala informasi yang tidak tertulis dan berfungsi sebagai aturan juga didata dan ditelaah. Hal ini untuk memberi keyakinan bahwa sistem pengendalian internal tidak dilanggar oleh organ dalam perusahaan. Oleh karena itu, perlu dilakukan pengujian sesuai dengan standar yang ditetapkan dalam pelaksanaan audit yang berlaku secara umum.

- Increase organizational effectiveness and increase costefficiency.

In addition, the Internal Control System also has a function as compliance with prevailing laws and regulations with the aim of:

- Ensure that all business activities have been carried out in accordance with the prevailing laws and regulations, both provisions issued by the Government, supervisory authority, and internal policies, provisions, and procedures established by the Company.
- Provide the correct reports, complete, and timely in order to make decisions that are relevant and accountable.
- Increase the effectiveness and efficiency in using other assets and resources in order to protect the Company from the risk of loss.
- Identify the weaknesses and assess irregularities early on and reevaluate the fairness of the existing policies and procedures in the Company continuously.

### SUITABILITY OF INTERNAL AUDIT WITH COSO FRAMEWORK

Patra Jasa continuously strives to implement an effective Internal Control System involving the Board of Commissioners, the Board of Directors, and all Company’s employees referring to the principles of the Internal Control Integrated Framework published by The Committee of Sponsoring Organization (COSO) of the Treadway Commission.

As stipulated in Article 26 of the Regulation of the Minister of State-Owned Enterprises No. PER-01 / MBU / 2011 in lieu of Decree of the Minister of SOEs No. KEP- 117 / M-MBU / 2002 concerning the Implementation of Good Corporate Governance (GCG) in SOEs, the Company continues to strive to develop an Internal Control System using the Committee of Sponsoring Organizations (COSO) of the Treadway Commissions approach to secure the Company’s investment and assets.

In general, linternal Control has been carried out by the Internal Audit in accordance with the instructions of the President Director with the scope of financial, operational, compliance and risk-based audits. In conducting audits, in addition to collecting information, data and written evidence, all information that is not written and functions as a rule is also recorded and reviewed. This is to give confidence that the Internal Control System is not violated by internal organs. Therefore, it is necessary to carry out testing in accordance with the standards set forth in the implementation of audits that apply in general.

## TINJAUAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Efektivitas Pengendalian Internal Perseroan tergantung dari penerapan 5 (lima) elemen utama yang berkaitan satu sama lain, yaitu:

1. Pengawasan oleh manajemen dan kultur pengendalian,
2. Identifikasi dan penilaian risiko,
3. Kegiatan pengendalian dan pemisahan fungsi,
4. Sistem akuntansi, informasi dan komunikasi,
5. Kegiatan pemantauan dan tindakan koreksi penyimpangan/kelemahan.

Pada hakikatnya, dalam sistem pengendalian internal dinyatakan bahwa semua ketentuan dan aturan yang berlaku dijalankan dengan benar. Pengendalian internal dalam lingkup Perseroan bertujuan untuk memberikan keyakinan (assurance) kepada Top Manajemen bahwa semua sistem, prosedur, kaidah dan norma yang seharusnya dilakukan oleh semua organ dalam lingkup Perseroan dijalankan dengan benar.

Kegiatan pengendalian internal dilakukan oleh masing-masing fungsi dan tahap pemeriksaan dan verifikasi dilakukan secara lintas fungsi untuk satu proses. Pengujian atas efektivitas sistem pengendalian internal dimulai dari ditemukannya kondisi yang tidak sesuai dalam melakukan audit pada unit kerja yang telah ditentukan. Jika hasil kajian audit ditemukan adanya aspek pengendalian internal yang dijalankan tidak sesuai dengan ketentuan yang berlaku, maka dalam laporan kepada Direktur Utama disampaikan aspek-aspek pengendalian yang tidak berjalan dan alasan mengapa tidak berjalan dengan baik.

Direktur Utama memberikan arahan tindak lanjut bagaimana pelaksanaan sistem pengendalian internal yang belum berjalan dapat ditaati. Hal ini menjadi peringatan bagi Manajemen untuk melakukan pengendalian secara intens dengan mengingatkan proyek dalam lingkup tanggung jawabnya untuk melakukan evaluasi dan pencegahan temuan Internal Audit agar tidak terjadi pada proyek yang lain. Sebagai bentuk pertanggungjawaban Manajemen, rekomendasi Internal Audit ditindaklanjuti oleh unit kerja dan Internal Audit turut serta memonitor tindak lanjut rekomendasi seluruh auditee.

Pada akhir tahun buku, Audit Internal memberikan laporan tahunan kepada Direksi terkait dengan hasil pelaksanaan audit dan implementasi sistem pengendalian internal. Selain itu, setiap bulan Internal Audit melakukan koordinasi dengan Komite Audit untuk mengevaluasi hasil pelaksanaan audit Internal Audit, memberikan timbal balik pada beberapa unit kerja bersama Internal Audit, dan melakukan site visit untuk memastikan bahwa pengendalian internal telah dijalankan oleh unit kerja. Komite Audit melakukan pemilihan unit kerja pada proyek-proyek yang berisiko

## REVIEW OF THE EFFECTIVENESS OF THE INTERNAL CONTROL SYSTEM

The effectiveness of the Company's Internal Control depends on the application of 5 (five) main elements related to each other, namely:

1. Management supervision and control culture
2. Identification and risk assessment
3. Control activities and separation of functions
4. Accounting, information and communication systems
5. Activities monitoring and correction actions on deviations/weakness.

In essence, within the Internal Control System is stated that all prevailing provisions and rules are properly implemented. Internal Control within the scope of the Company aims to provide assurance to Top Management that all systems, procedures, rules, and norms that should be carried out by all organs within the scope of the Company are carried out correctly.

Internal control activities are carried out by each function, and the inspection and verification stages are carried out crossfunctionally for one process. Testing of the effectiveness of the internal control system begins when unsuitable conditions discovered in conducting audits on the specified work units. If the audit study results found to have internal control aspects carried out not in accordance with applicable regulations, then in a report to the President Director are conveyed the un-working control aspects and the reasons why they are not running well.

President Director provides follow-up directives on how the implementation of the Internal Control System that has not been running can be adhered to. This is a warning to Management to exercise intense control by reminding the project in its scope of responsibility to evaluate and to prevent Internal Audit findings from occurring to other projects. As a form of Management accountability, the Internal Audit recommendations are followed up by the work unit, and the Internal Audit participates in monitoring the follow-up of recommendations of all auditees.

At the end of the financial year, Internal Audit provides an annual report to the Board of Directors related to the audit results and the implementation of the Internal Control System. In addition, Internal Audit every month coordinates with the Audit Committee to evaluate the audit results of the Internal Audit, provides feedback to several work units, and conducts site visits to ensure that the internal control has been carried out by the work unit. The Audit Committee selects the work units on high-risk projects, late progress, problems with accounts receivable, or there is

tinggi, progress terlambat, permasalahan piutang, atau terjadi penyimpangan kinerja proyek. Perseroan melakukan monitoring secara berkala untuk memastikan bahwa pengendalian internal berjalan dengan baik dan benar, telah berjalan sesuai dengan bisnis perusahaan dan memenuhi prinsip GCG.

## AUDITOR EKSTERNAL

Penunjukan external auditor adalah wewenang pemegang saham, dan diputuskan dalam RUPS. Berikut adalah Kantor Akuntan Publik yang melakukan Pemeriksaan Laporan Keuangan selama 5 (lima) tahun terakhir sebagai berikut:

| Tahun Buku<br>Financial<br>Year | Akuntan<br>Accountant | Kantor Publik Akuntan<br>Public Accountant Firm            | Alamat<br>Address                                                                                 | Honorarium Auditor<br>Auditor Fee | Hasil Audit<br>Audit Result                     |
|---------------------------------|-----------------------|------------------------------------------------------------|---------------------------------------------------------------------------------------------------|-----------------------------------|-------------------------------------------------|
| 2020                            | Daniel Kohar          | Tanudiredja, Wibisana, Rintis & Rekan (PWC)                | WTC 3, Jl. Jend Sudirman Kav 29-31, Jakarta 12920                                                 | Rp615.000.000                     | Wajar tanpa pengecualian<br>Unqualified opinion |
| 2019                            | Daniel Kohar          | Tanudiredja, Wibisana, Rintis & Rekan (PWC)                | WTC 3, Jl. Jend Sudirman Kav 29-31, Jakarta 12920                                                 | Rp615.305.433                     | Wajar tanpa pengecualian<br>Unqualified opinion |
| 2018                            | Benyanto Suherman     | Purwantono, Sungkoro & Surja (EY)                          | Indonesia Stock Exchange Building Tower 2, 7th floor, Jl. Jend. Sudirman Kav 52-53, Jakarta 12190 | Rp627.673.674                     | Wajar tanpa pengecualian<br>Unqualified opinion |
| 2017                            | Riki Afrianof         | Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (RSM Indonesia) | Plaza Asia, Level 10 Jl. Jend. Sudirman Kav 59, Jakarta 12190                                     | Rp394.010.000                     | Wajar tanpa pengecualian<br>Unqualified opinion |
| 2016                            | Riki Afrianof         | Amir Abadi Jusuf, Aryanto, Mawar dan Rekan (RSM Indonesia) | Plaza Asia, Level 10 Jl. Jend. Sudirman Kav 59, Jakarta 12190                                     | Rp395.010.000                     | Wajar tanpa pengecualian<br>Unqualified opinion |

## PROSES PENUNJUKAN AUDITOR EKSTERNAL

Proses penunjukan auditor eksternal merupakan kewenangan PT Pertamina (Persero) selaku Induk Perusahaan. KAP Tanudiredja, Wibisana, Rintis & Rekan (PWC) melakukan audit atas laporan keuangan 9 (sembilan) anak perusahaan PT Pertamina (Persero) untuk periode yang berakhir 31 Desember 2020 berdasarkan kontrak audit No. SP-001/H10100/2021-S7.

## JASA YANG DIBERIKAN

Pemeriksaan atas Laporan Keuangan Perseroan selama 5 (lima) tahun terakhir dilakukan oleh Auditor Independen dengan pendapat "Wajar Tanpa Pengecualian". Setiap Akuntan Independen atau KAP tersebut memberikan jasa audit atas laporan audit umum.

## KETERBUKAAN INFORMASI

Berdasarkan Pedoman Tata Kelola Perusahaan yang ditetapkan pada 15 Mei 2013, Direksi memastikan bahwa Perseroan mengungkapkan informasi penting dalam Laporan Tahunan dan

a deviation in project performance. The Company periodically monitors to ensure that internal controls are running properly and correctly, has run in accordance with the Company's business, and meets the GCG principles.

## INFORMATION DISCLOSURE

The appointment of the external auditor is the authority of the shareholders and is decided at the GMS. The following is the Public Accounting Firm that conducted the Audit of Financial Statements for the past 5 (five) years, were as follows:

## EXTERNAL AUDITORS APPOINTMENT PROCESS

The process of appointing an external auditor is the authority of PT Pertamina (Persero) as the Parent Company. KAP Tanudiredja, Wibisana, Rintis & Rekan (PWC) conducted an audit of the financial statements of 9 (nine) subsidiaries of PT Pertamina (Persero) for the period ended 31 December 2020 based on audit contract No. SP-001/H10100/2021-S7.

## SERVICES PROVIDED

The examination of the Company's Financial Statements for the last 5 (five) years was carried out by an Independent Auditor with an opinion of "Fair Without Exception". Each Independent Accountant or KAP provides audit services on general audit reports.

## INFORMATION DISCLOSURE

Based on the Corporate Governance Guidelines established on May 15, 2013, the Board of Directors ensures that the Company discloses important information in the Annual Report and the Company's



| No. | Judul<br>Title                                                                                                                                                                                                                               | Tanggal<br>Date                       |
|-----|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------|
| 11  | Patra Jasa Melaksanakan Program Corporate Social Responsibility (CSR) Tahun 2020 Melalui Unit Bisnisnya<br>Patra Jasa Implemented Corporate Social Responsibility (CSR) Program in 2020 through its Business Units                           | 29 Agustus 2020<br>August, 29 2020    |
| 12  | Sambut Hari Pelanggan Patra Semarang Siapkan Promo Khusus<br>Welcoming Customer Day, Patra Semarang Preparing a Special Promo                                                                                                                | 8 September 2020<br>September, 8 2020 |
| 13  | Inovasi Jaket Pelindung Diri Patra Semarang Hotel & Convention di Era New Normal<br>Personal Protective Jacket Innovation in the New Normal Era from Patra Semarang Hotel & Convention                                                       | 15 Oktober 2020<br>Ocotber, 15 2020   |
| 14  | The Patra Bali Resort & Villas sebagai Salah Satu Kandidat Penerima Penghargaan Acara BUMN CSR Award Provinsi Bali Tahun 2020<br>The Patra Bali Resort & Villas as One of the Candidates to Receive the 2020 BUMN CSR Award in Bali Province | 19 Oktober 2020<br>Ocotber, 19 2020   |
| 15  | Patra Jasa Mendapatkan Penghargaan The Best State Property Enterprises in Business Development<br>Patra Jasa Received The Best State Property Enterprises in Business Development Award                                                      | 20 November 2020<br>November, 20 2020 |
| 16  | Jelang Akhir Tahun Bersama Patra Semarang<br>Welcoming New Year Eve with Patra Semarang                                                                                                                                                      | 28 Desember 2020<br>December, 28 2020 |
| 17  | Membantu Pemerintah dalam Menanggulangi Covid-19, Patraland Urbano Apartemen Melakukan Kegiatan CSR<br>Supporting the Government in Tackling Covid-19, Patraland Urbano Apartment Conducts CSR Activities                                    | 30 Desember 2020<br>December, 30 2020 |

## PERKARA HUKUM

### PERKARA YANG DIHADAPI PERSEROAN

Perkara hukum yang dihadapi Perseroan di tahun 2020 adalah sebagai berikut:

| Perkara Hukum<br>Legal Cases                                                                                                                                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Gugatan Perdata No. 132 PK/PDT/2021 jo No. 2445 K/ PDT/2019 jo. No. 666/Pdt.G/ 2018/PT.DKI jo No. 645/Pdt.G/ 2017/PN.Jkt.Pst. Civil Lawsuit No. 132 PK/PDT/2021 jo No. 2445 K/ PDT/2019 jo. No. 666/Pdt.G/ 2018/PT.DKI jo No. 645/Pdt.G/ 2017/PN.Jkt.Pst. |
| Antara PT Patra Jasa melawan PT Patra Indonesia dan PT Indobuildco. between PT Patra Jasa vs. PT Patra Indonesia and PT Indobuilco.                                                                                                                       |

### PERKARA YANG DIHADAPI ENTITAS ANAK, DEWAN KOMISARIS DAN DIREKSI

Hingga 31 Desember 2020, tidak terdapat perkara hukum yang melibatkan Entitas Anak, anggota Dewan Komisaris dan Direksi Patra Jasa yang sedang menjabat.

### SANKSI ADMINISTRASI DARI REGULATOR

Hingga 31 Desember 2020, tidak terdapat sanksi administrasi yang diberikan kepada Perseroan oleh Regulator.

## SISTEM MANAJEMEN RISIKO

Sistem manajemen risiko merupakan proses pengelolaan risiko secara sistematis dalam menangani risiko usaha dengan tepat. Manajemen risiko merupakan sarana untuk mengidentifikasi

## LEGAL CASES

### LEGAL CASES FACED BY THE COMPANY

Legal cases faced by the Company in 2020 are as follows:

### CASES FACED BY SUBSIDIARIES, BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

As of December 31, 2020, there was no legal case involving the Subsidiary, the members of the current Board of Commissioners, and the Board of Directors of Patra Jasa.

### ADMINISTRATIVE SANCTIONS FROM REGULATORS

As of December 31, 2020, there was no administrative sanction given to the Company by the Regulator.

## RISK MANAGEMENT SYSTEM

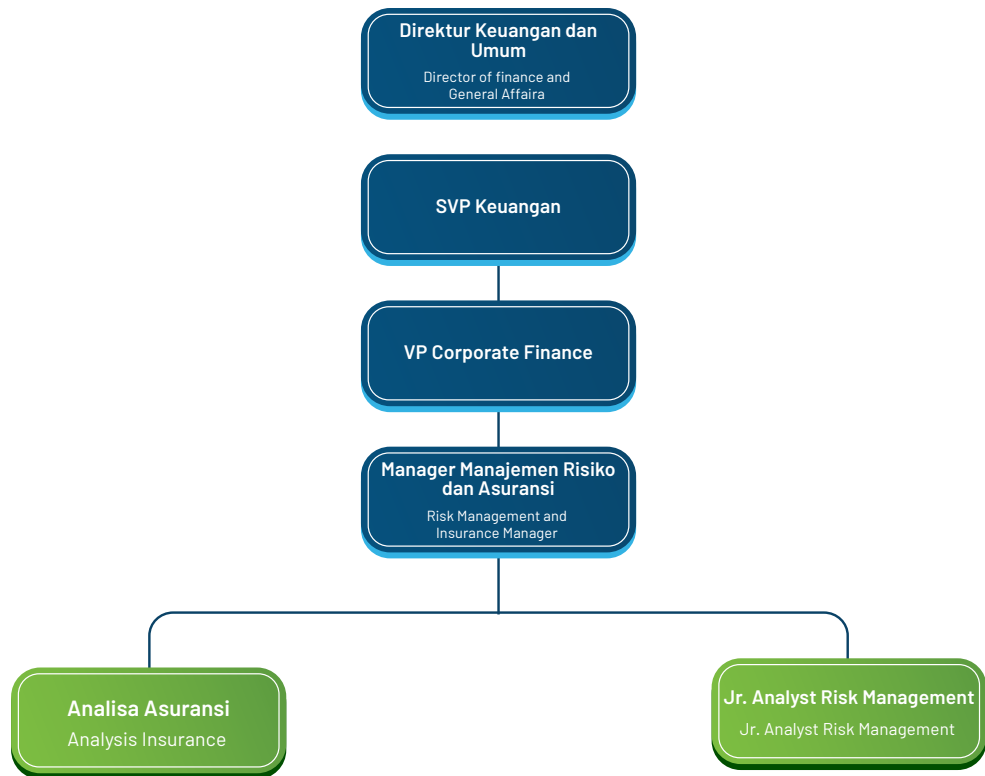
Risk Management System is a systematic risk management process in dealing with business risks appropriately. Risk management is a means of identifying the risk sources and uncertainties as well as

sumber dari risiko dan ketidakpastian serta memperkirakan dampak yang ditimbulkannya. Manajemen risiko yang efektif mampu meminimalisasi risiko usaha sehingga menjamin pelaksanaan kegiatan usaha dengan lancar.

## SISTEM ERM PERSEROAN

Sistem ERM Perseroan merupakan perangkat prosedur yang sistematis dan proaktif untuk mengidentifkasi, menaksir, mengelola, memantau dan melaporkan risiko-risiko bisnis di setiap level organisasi dan bersifat menyeluruh (*enterprise wide*) pada Perseroan. Manajemen risiko menyajikan suatu kerangka bagi manajemen untuk mengelola risiko yang muncul, sehingga dapat meningkatkan kapasitasnya membangun nilai Perseroan dengan efektif.

## STRUKTUR ORGANISASI MANAJEMEN RISIKO



## PROFIL DAN MITIGASI RISIKO

Risiko-risiko Perseroan dikelola secara baik dengan berlandaskan prinsip kehati-hatian untuk menjamin pertumbuhan bisnis yang sehat dan berkelanjutan. Manajemen risiko dilakukan agar setiap unit lebih berfokus dalam mengelola risiko di seluruh proses bisnis Perseroan.

Berdasarkan besarnya dampak dari risiko, tingkat probabilitas munculnya risiko di setiap unit usaha yang cukup besar, serta proyeksi bisnis ke depan sesuai dengan visi dan misi Perseroan, maka berikut ini adalah beberapa risiko usaha yang dihadapi oleh Perseroan:

estimating the impacts they cause. Effective risk management can minimize business risk to ensure the smooth implementation of business activities.

## ERM SYSTEM OF THE COMPANY

The Company's ERM system is a systematic and proactive procedure device for identifying, estimating, managing, monitoring, and reporting business risks at every level of the organization, and it is comprehensive (enterprise-wide) in the Company. Risk management presents a framework for management to manage the risks that arise, so as to increase its capacity to effectively build the value of the Company.

## RISK MANAGEMENT ORGANIZATION STRUCTURE

## RISK PROFILE AND MITIGATION

All risks in the Company are adequately managed based on the principle of prudence to ensure healthy and sustainable business growth. Risk management is conducted so that each unit can be more focused on managing risks in all company business processes.

Based on the dimension of risk impact, the probability of risk occurrence in each large business unit, and future business projections following the Company's vision and mission, the following are business risks faced by the Company:

|                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                  |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                        |
|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <div>a. Risiko Regulatori</div> <p>Perusahaan memperhitungkan risiko regulatori akibat dari regulasi pemerintah mengenai tanah yang terlantar atau teridentifikasi dimiliki negara yang menyebabkan kerugian finansial dan operasional serta kehilangan aset Perusahaan dan mengakibatkan hambatan dalam proses bisnis pada pengendalian biaya untuk aset <i>idle</i>. Risiko ini dapat diatasi dengan upaya mendukung kebijakan pemerintah membayar pajak dan melakukan pegurusan kepemilikan.</p>                                                                                    | <div>a. Regulatory Risk</div> <p>The Company takes into account regulatory risks as a result of government regulations regarding abandoned land or identified as a state-owned land, which causes financial and operational losses as well as a loss of Company assets and causes obstacles in business processes on costs-control for the idle assets. This risk can be resolved by supporting government policies to pay taxes and manage ownership.</p>                                                                                                       | <div>g. Risiko Sumber Daya</div> <p>Perusahaan memperhitungkan risiko sumber daya yang disebabkan oleh sertifikat profesi yang habis masa berlakunya sehingga kehilangan potensi bisnis <i>facility management</i> dan mengakibatkan hambatan pada proses bisnisnya. Risiko ini dapat diatasi dengan memperbaharui sertifikat kompetensi sumber daya.</p> | <div>g. Risk of Resources</div> <p>The Company takes into account the risk of resources due to expired professional certificates, thus losing the potential of the facility management business and causing obstacles to its business processes. This risk can be resolved by renewing the certificate of competency of resources.</p> |
| <div>b. Risiko Sistem Pengamanan</div> <p>Perusahaan memperhitungkan risiko sistem pengamanan yang disebabkan oleh tidak adanya penjagaan di lokasi untuk pengamanan aset yang menyebabkan kerugian hilangnya aset dan mengakibatkan hambatan dalam proses bisnis pada pengendalian biaya untuk aset <i>idle</i>. Risiko ini dapat diatasi dengan merekrut tenaga untuk penjagaan aset.</p>                                                                                                                                                                                            | <div>b. Security System Risk</div> <p>The Company takes into account security system risk due to the absence of on-site safeguard for assets safeguarding that causes assets loss and causes obstacles in the business process on costs-control for idle assets. This risk can be overcome by recruiting personnel for assets protection.</p>                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                        |
| <div>c. Risiko Proses</div> <p>Perusahaan memperhitungkan risiko proses disebabkan oleh kurang perhatian petugas terhadap penghematan energi yang menyebabkan kerugian finansial dan operasional dan mengakibatkan hambatan pada proses bisnis pengendalian biaya operasional. Risiko ini dapat diatasi dengan melakukan perbaikan dan perawatan terhadap beberapa unit usaha yang dimulai dengan <i>go green system</i>.</p>                                                                                                                                                          | <div>c. Process Risk</div> <p>The Company takes into account process risk caused by the officer's inattention to energy-saving that causes financial and operational losses and causes obstacles to operational cost control business processes. This risk can be resolved by carrying out repairs and maintenance of several business units, which starting with the go green system.</p>                                                                                                                                                                       |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                        |
| <div>d. Risiko Produk</div> <p>Perusahaan memperhitungkan risiko produk disebabkan oleh menu kurang bervariasi dan kondisi fasilitas yang tidak memadai, tua serta usang sehingga mengganggu <i>cashflow</i> dan likuiditas Perusahaan sehingga mengakibatkan hambatan pada proses bisnis penjualan <i>food and beverages</i> hotel, penjualan kamar hotel, penjualan MOD hotel dan penyewaan ruang kantor dan rumah. Risiko ini dapat diatasi melalui rekrutmen chef profesional, pengadaan peralatan <i>food and beverages</i> dan perbaikan kondisi fisik kamar secara berkala.</p> | <div>d. Product Risk</div> <p>The Company takes into account product risk due to less varied menus and inadequate, old, and outdated facilities conditions so that disrupt the Company's cash flows and liquidity. Those are resulting in obstacles to the business process of selling hotel food dan beverages, hotel rooms, hotel's MOD, and leasing of office space and home. This risk can be resolved through the recruitment of professional chefs, procurement of foods and beverages equipment, and periodic improvement of room physical condition.</p> |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                        |
| <div>e. Risiko Proyek</div> <p>Perusahaan memperhitungkan risiko proyek disebabkan oleh perencanaan yang kurang matang sehingga mengakibatkan kerugian finansial dan operasional dan menghambat proses bisnis investasi sesuai target. Risiko ini dapat diatasi dengan merencanakan pertemuan sesuai jadwal SOP dan jadwal investasi yang sudah ditetapkan.</p>                                                                                                                                                                                                                        | <div>e. Project Risk</div> <p>The Company takes into account project risk due to the less mature planning that causes financial and operational losses and hinders the investment business process on target. This risk can be resolved by planning meetings according to the SOP schedule and the investment schedule that has been set.</p>                                                                                                                                                                                                                    |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                        |
| <div>f. Risiko Pemasaran</div> <p>Perusahaan memperhitungkan risiko pemasaran produk properti yang disebabkan oleh kondisi kompetitor yang agresif dengan program-program pemasaran, <i>gimmick</i>, dan cara bayar <i>down payment</i> (DP) yang panjang. Risiko ini dapat diatasi dengan program kerja sama dengan Bank, KPA, KPR sehingga perusahaan tetap dapat cash in dan konsumen dapat mengangsur dalam jangka waktu panjang.</p>                                                                                                                                              | <div>f. Marketing Risk</div> <p>The company takes into account the marketing risks of property products due to aggressive competitors' conditions with marketing programs, gimmicks, and a long way payment method of down payments (DP). This risk can be overcome by a cooperation program with the Bank, KPA, KPR so that the company can still cash in, and consumers can pay an installment in the long term.</p>                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                                           |                                                                                                                                                                                                                                                                                                                                        |

UPAYA MITIGASI RISIKO

Identifikasi Risiko menggunakan Metode *Fault Tree Analysis* (FTA). Yaitu dengan melakukan cascading atau diturunkan (*Top-Down*) dari *Strategic Objective* (*Key Performance Indicator*). Merinci potensi risiko dari kejadian puncak (*Top Event*), kemudian diturunkan kepada sebab-sebab terjadinya suatu *Top Event* sampai pada suatu kegagalan dasar (*Basic Events*).

RISK MITIGATION EFFORTS

Risk identification uses the Fault Tree Analysis (FTA) method, which is by cascading or descending (Top-Down) from the Strategic Objective (Key Performance Indicator). Specifies the potential risk of a peak event (Top Event), then downgraded to the reasons for the occurrence of a Top Event to a basic failure (Basic Events).

Communication & Consultation

Scope, Context, Criteria

Risk Assessment  
Risk Indentification  
Risk Assessment  
Risk Evaluation

Risk Treatment

Monitoring & Review

Recording & Reporting

TOP OPERATIONAL RISK

Berikut adalah top operational risk untuk tahun 2020:

TOP OPERATIONAL RISK

Below is the top operational risk for 2020:

| No. | Kejadian Risiko<br>Risk Event                                                                                                                  | Rencana Mitigasi<br>Mitigation Plan                                                                                                                                                                                                                          |
|-----|------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 1   | Potensi risiko tidak tercapainya target NOP PT Prima Armada Raya<br>The potential risk of not achieving the NOP target of PT Prima Armada Raya | Memaksimalkan pencapaian pendapatan dengan melakukan percepatan finalisasi kontrak dan melakukan perencanaan efisiensi biaya yang lebih baik.<br>Maximize revenue achievement by accelerating contract finalization and planning for better cost efficiency. |



| No. | Kejadian Risiko<br>Risk Event                                                                                                                                                                                            | Rencana Mitigasi<br>Mitigation Plan                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| 2   | Potensi risiko tidak tercapainya target cash flow/collection piutang dari sewa kendaraan >= 60 hari<br>The potential risk of not achieving the target cash flow/collection of receivables from vehicle rental> = 60 days | Percepatan penyelesaian dokumen kontrak dan melakukan follow up kepada customer dengan cara sistematis dan berkelanjutan guna percepatan pembayaran.<br>Accelerate the completion of contract documents and follow up to customers in a systematic and continuous manner in order to accelerate payments.                                                                                                                                                                  |
| 3   | Potensi risiko tidak tercapainya target Marketing Sales<br>The potential risk of not achieving the Marketing Sales target                                                                                                | Melakukan usaha penjualan secara agresif dan komprehensif melalui advertising, promosi, kebijakan harga, dan kerja sama dengan instansi pemerintah, swasta dan Induk Perusahaan melalui program kepemilikan apartemen (HOP)<br>Conducting an aggressive and comprehensive sales business through advertising, promotion, pricing policies, and cooperation with government agencies, private companies and parent companies through the apartment ownership program (HOP). |
| 4   | Potensi risiko terjadinya keterlambatan penyelesaian proyek (delay) dan cost over run<br>The potential risk of delays in project completion (delay) and cost over run                                                    | Melakukan koordinasi yang intens dan berkesinambungan kepada pihak-pihak terkait guna mengatasi kendala dalam pelaksanaan proyek.<br>Conducting intense and continuous coordination with related parties in order to overcome obstacles in project implementation.                                                                                                                                                                                                         |
| 5   | Potensi risiko tidak tercapainya collection atas penjualan unit Properti Non Recurring<br>The potential risk of not being able to achieve the collection on the sale of the Non Recurring Property unit                  | Meningkatkan usaha collection melalui pembuatan sistem monitoring pembayaran, melakukan reminder pembayaran kepada pembeli serta menyampaikan surat peringatan secara periodik (SP 1-3)<br>Increasing the collection business through the creation of a payment monitoring system, making payment reminders to buyers and sending periodic warning letters (SP 1-3)                                                                                                        |
| 6   | Potensi risiko tidak tercapainya pendapatan dari pengelolaan gedung (Facility Management Services)<br>Potential risk of not achieving revenue from building management (Facility Management Services)                    | Melakukan koordinasi yang intens kepada user untuk mendapatkan proyek diarea PT Pertamina (Persero), Anak Perusahaan Services, dan Non Captive (Perusahaan swasta)<br>Perform intense coordination with users to get projects in the area of PT Pertamina (Persero), Subsidiary Services, and Non Captive (private companies)                                                                                                                                              |
| 7   | Potensi risiko tidak tercapainya NOP Hospitality<br>The potential risk of not achieving the Hospitality NOP                                                                                                              | Memaksimalkan pencapaian pendapatan melalui optimalisasi product promotion, perluasan segmen pasar dan melakukan perencanaan efisiensi biaya yang lebih baik.<br>Maximizing revenue achievement through product promotion optimization, expansion of market segments and better cost efficiency planning.                                                                                                                                                                  |
| 8   | Potensi risiko tidak tercapainya NOP Property Recuring<br>The potential risk of not achieving NOP Property Recuring                                                                                                      | Memaksimalkan pencapaian pendapatan dengan optimalisasi sales & marketing serta melakukan efisiensi biaya<br>Maximizing revenue achievement by optimizing sales & marketing and making cost efficiency                                                                                                                                                                                                                                                                     |
| 9   | Potensi risiko tidak tercapainya target pendapatan Hospitality<br>The potential risk of not achieving the Hospitality revenue target                                                                                     | Melakukan usaha peningkatan pendapatan melalui perluasan segmen pasar, pendalaman eksisting segmen pasar melaiui sales call, promo produk yang terarah<br>Doing business to increase revenue by expanding market segments, deepening existing market segments through sales calls, targeted product promos                                                                                                                                                                 |
| 10  | Potensi risiko tidak tercapainya target collection > 90 hari PT Mitra Tour & Travel<br>Potential risk of not achieving the collection target> 90 days PT Mitra Tour & Travel                                             | Melakukan percepatan closing event yang telah selesai sebagai data pendukung pembuatan invoice<br>Accelerate closing events that have been completed as supporting data for invoice creation                                                                                                                                                                                                                                                                               |

## PROSES IDENTIFIKASI RISIKO

Sistem manajemen risiko diterapkan melalui beberapa tahap pelaksanaan:

- Level Proyek**  
Sistem manajemen risiko yang dilakukan di setiap segmen usaha sesuai dengan prosedur yang ada. Proses penerapan manajemen risiko pada level ini pun sudah mulai terintegrasi dengan departemen, maupun kantor pusat.
- Level Operasional**  
Sistem manajemen risiko yang dilakukan di level operasional berdasarkan sistem manajemen risiko yang ada dalam prosedur yang telah dilaksanakan, terutama dalam *review* dan monitoring risiko yang sudah diidentifikasi pada saat RKAP. Hubungan risiko usaha dengan risiko operasional dimanfaatkan untuk mengidentifikasi risiko di setiap segmen usaha sehingga dapat digunakan untuk operasional dan manajemen informasi.
- Level Fungsional (Kantor Pusat)**  
Proses manajemen risiko fungsional dilakukan untuk mengintegrasikan sistem manajemen risiko di level operasional.

## TINJAUAN EFEKTIVITAS SISTEM MANAJEMEN RISIKO

Manajemen Risiko dimaksudkan untuk mengidentifkasi *Risk Event* (kejadian risiko) yang merupakan potensi ketidakpastian pada seluruh tahapan proses bisnis dan dapat mempengaruhi pencapaian tujuan Perseroan, termasuk namun tidak terbatas pada target laba/rugi Perseroan. Potensi risiko diidentifikasi dalam aktivitas Ongoing Business, termasuk juga harus memperhatikan *threat* pada aktivitas *Business Development* (BD), yang diprediksi berpotensi terjadi dan menimbulkan dampak kerugian.

Proses manajemen risiko ini terdiri dari pengidentifikasian risiko, pengukuran risiko, pemetaan risiko, pengelolaan risiko, serta pengendalian dan pengawasan risiko. Hasilnya menunjukkan bahwa efektivitas penerapan manajemen risiko tergolong cukup efektif. Terdapat pengaruh signifkan pada penerapan manajemen risiko terhadap tingkat kegiatan dalam rangka meningkatkan target Perseroan.

## HASIL REVIEW ATAS SISTEM MANAJEMEN RISIKO 2020

Menunjukkan bahwa efektivitas penerapan manajemen risiko tergolong cukup efektif. Terdapat pengaruh signifikan pada penerapan manajemen risiko terhadap tingkat kegiatan dalam rangka meningkatkan target Perseroan.

## RISK IDENTIFICATION PROCESS

The risk management system is carried out through several stages of implementation:

- Project Level**  
The risk management system is carried out in each business segment following existing procedures. The risk management implementation process, at this level, has begun to be integrated with the departments, as well as the head office.
- Operation Level**  
The risk management system is carried out at the operational level based on the existing risk management system in the procedures that have been carried out, especially in the review and monitoring of the risk that has been identified during the RKAP. The relationship between business risk and operational risk is used to identify risks in each business segment so that it can be used for operational and information management.
- Functional Level (Head Office)**  
The functional risk management process is carried out to integrate the risk management system at the operational level.

## REVIEW OF THE EFFECTIVENESS OF THE RISK MANAGEMENT SYSTEM

Risk Management is intended to identify Risk Events, which are potential uncertainties at all stages of the business process and can affect the achievement of the Company's objectives, including but not limited to the Company's profit/loss target. Potential risks are identified in ongoing business activities, and including also must pay attention to threats in Business Development (BD) activities, which are predicted to occur and to cause a detrimental impact potentially.

This risk management process consists of risk identification, risk measurement, risk mapping, risk management, as well as risk control and monitoring. The results showed that the effectiveness of risk management was quite effective. There was a significant influence on the application of risk management to the level of activity to increase the Company's target.

## REVIEW RESULTS OF THE 2020 RISK MANAGEMENT SYSTEM

It showed that the effectiveness of the application of risk management was quite effective. There was a significant influence on the implementation of risk management to the level of activity in order to increase the Company's targets.

## KODE ETIK

### PERNYATAAN BUDAYA PERUSAHAAN

Dalam rangka membangun budaya perusahaan, Patra Jasa telah menetapkan kode etik dan budaya perusahaan sesuai dengan tata nilai Perseroan. Kode etik berfungsi sebagai pedoman perilaku bagi seluruh pekerja dan menjadi dasar penerapan perilaku yang mengatur hubungan antara Pekerja dan Manajemen Perseroan, sesama Pekerja dan seluruh Pemangku Kepentingan.

### ISI KODE ETIK PATRA JASA

Kode Etik Patra Jasa terdiri dari:

- Independensi dalam arti tidak memihak salah satu pihak yang berkepentingan.
- Integritas, dengan:
  - Wajib bersikap jujur, objektif, cermat, bersungguhsungguh serta bertanggung jawab
  - Wajib memiliki integritas dan loyalitas tinggi terhadap profesi, unit Internal Audit dan perusahaan
  - Wajib memelihara dan menjaga kepercayaan stakeholders
  - Wajib memperhatikan peraturan perusahaan dan perundang-undangan
  - Wajib menghormati dan mendukung nama baik Perusahaan dari sisi hukum ataupun etika
- Objektifitas, dengan:
  - Tidak terlibat dalam kegiatan ataupun hubungan yang dapat menimbulkan perentangan kepentingan dengan perusahaan
  - Wajib melaporkan semua hasil audit dengan mengungkapkan kebenaran fakta yang ada
  - Tidak menyembunyikan hal yang dapat merugikan perusahaan dan atau dapat berakibat melanggar hukum
- Kerahasiaan yaitu:
  - Wajib berhati-hati dalam menggunakan dan menjaga informasi yang dibutuhkan pada saat menjalankan tugas
  - Tidak memanfaatkan informasi yang diperoleh untuk kepentingan atau keuntungan pribadi atau hal lain yang dapat merugikan perusahaan
- Keahlian/kompetensi dimana setiap insan Internal Audit wajib secara berkesinambungan meningkatkan kemampuan, efektivitas dan kualitas layanan sesuai dengan standar profesional auditor internal dan kebijakan perusahaan serta peraturan perundang-undangan.

## CODE OF CONDUCT

### STATEMENT OF COMPANY CULTURE

In order to build a corporate culture, Patra Jasa has set a Code of Conduct and Corporate Culture according to the Corporate Values. Code of Conduct serves as a behavioral guideline for all employees and as the basis for implementing behaviors that regulate relationships between employees and the Management of the Company, fellow employees, and all Stakeholders.

### CONTENT OF THE CODE OF CONDUCT OF PATRA JASA

The Patra Jasa Code of Conduct consists of:

- Independence in the sense of not taking sides with one of the parties concerned.
- Integrity, with:
  - Shall be honest, objective, careful, earnest, and responsible.
  - Shall have high integrity and loyalty to the profession, Internal Audit Unit, and the Company.
  - Shall maintain and keep the trust of stakeholders.
  - Shall pay attention to company laws and regulations.
- Objectivity, with:
  - Shall respect and support the good name of the Company in terms of law and ethics.
- Objectivity, with:
  - Not involved in activities or relationships that can lead to conflicts of interest with the company.
  - Shall report all audit results by revealing the truth of the facts.
  - Do not hide things that can harm the company and or can result in breaking the law.
- Confidentiality, namely:
  - Shall be careful in using and protecting the information needed when performing tasks.
  - Not utilizing information obtained for personal interests or benefits or other things that can harm the company.
- Expertise/competency in which every Internal Audit person must continuously improve the ability, effectiveness, and quality of services in accordance with the internal auditors' professional standards and company policies as well as laws and regulations.

| Pemangku Kepentingan<br>Shareholders                | Dasar Etika dari Hubungan<br>Ethical Basis of Relationship                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|-----------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pemegang Saham<br>Shareholders                      | Menyajikan informasi yang relevan, lengkap, akurat dan tepat waktu.<br>Presenting information that is relevant, complete, accurate and timely.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Pekerja<br>Employees                                | Diperlukan adanya partisipasi aktif dari setiap Pekerja untuk meningkatkan produktivitas.<br>Active participation from each employee is needed to increase productivity.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                          |
| Pelanggan<br>Consumers                              | Menjual produk yang memiliki standar kualitas, menyelenggarakan layanan pelanggan dan menanggapi keluhan konsumen, menyelenggarakan aktivitas promos i sesuai dengan norma yang berlaku, dan membina jaringan dengan konsumen<br>Selling products that have quality standards, provide customer service, and respond to consumer complaints, organize promotional activities in accordance with prevailing norms, and develop networks with consumers.                                                                                                                                                                                                                                                                                                                                                                                                            |
| Kompetitor<br>Competitors                           | Mengamati pesaing sebagai salah satu cara untuk memperbaiki diri dan introspeksi, sementara terus berkompetisi secara adil dan mematuhi aturan Komisi Pengawas Persaingan Usaha (KPPU), menjunjung sikap bersaing yang bermanfaat secara sosial maupun untuk lingkungan hidup dengan sikap saling menghargai, serta menjalankan persaingan yang sehat dengan mengedepankan produk dan prima dan pelayanan yang berkualitas.<br>Observing competitors as a way to improve themselves and introspection, while continuing to compete fairly and comply with the regulations of the Business Competition Supervisory Commission (KPPU), upholding a competitive attitude that is socially beneficial and for the environment with an attitude of mutual respect, as well as and running a healthy competition by promoting excellence products and quality services. |
| Partner Bisnis<br>Business Partners                 | Meningkatkan iklim saling percaya dan saling menghargai, serta membina kebersamaan dengan para mitra usaha sesuai dengan prinsip-prinsip bisnis yang berlaku.<br>Improving the climate of mutual trust and respect and fostering togetherness with business partners in accordance with applicable business principles.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
| Kredit/Investor<br>Credit/Investor                  | Menerima pinjaman atau investasi yang menghasilkan keuntungan bersama, nilai tambah maupun penyempurnaan proses. Komitmen untuk mematuhi peraturan dan perundangan yang berlaku.<br>Receive loans or investments that generate mutual benefits, added value, or process improvement. The commitment to comply with applicable laws and regulations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| Pemerintah<br>Government                            | Komitmen untuk mematuhi peraturan dan perundangan yang berlaku.<br>Commitment to comply with prevailing rules and regulations.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| Publik<br>Public                                    | Menerapkan program-program sosial kemasyarakatan untuk memberdayakan komunitas di sekitar Perseroan.<br>Implement social community programs to empower communities around the Company.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
| Media Masa<br>Mass Media                            | Media massa sebagai mitra dan alat promosi untuk membentuk citra Perseroan yang baik.<br>Mass media as partners and promotional tools to form a good image of the Company.                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
| Organisasi Profesional<br>Professional Organization | Membina kerja sama yang baik dan berkelanjutan dengan organisasi-organisasi profesi sebagai sumber informasi dan mitra dalam pengembangan usaha, mengembangkan peluang bisnis, dan menyelesaikan masalah melalui penerapan standar-standar profesional.<br>Fostering good and sustainable cooperation with professional organizations as a source of information and partners in business development, developing business opportunities, and solving problems through the implementation of professional standards.                                                                                                                                                                                                                                                                                                                                              |

## UNIVERSALITAS KODE ETIK

Kode Etik berlaku secara konsisten dalam setiap aktivitas Perseroan oleh seluruh level organisasi. Demi menjamin berjalannya hal tersebut, maka Perseroan secara aktif melakukan sosialisasi secara rutin, pemantauan, pelaporan, dan evaluasi terhadap penerapan kode etik.

## KEBERLAKUAN KODE ETIK

Keberlakuan kode etik diterapkan kepada segenap pekerja Perusahaan mulai Pekerja hingga Manajemen Patra Jasa. Kandungan dari nilai-nilai Perseroan selalu disosialisasikan

## UNIVERSALITY OF CODE OF CONDUCT

The Code of Conduct applies consistently in every activity of the Company by all levels of the organization. In order to ensure that it happens, the Company actively conducts regular socialization, monitoring, reporting, and evaluation of the implementation of the Code of Conduct.

## CODE OF CONDUCT APPLICABILITY

The Code of Conduct is applied to all, from employees to the Management of Patra Jasa. The content of Company values is always socialized to all employees. Every year, all Patra Jasa

kepada seluruh pekerja. Setiap tahun, seluruh Insan Patra Jasa membuat pernyataan kepatuhan terhadap Kode Etik dengan menandatangani Pernyataan Kepatuhan Tahunan. Dokumen Pernyataan Kepatuhan Tahunan yang ditandatangani merupakan salah syarat bagi kelanjutan masa bakti Insan Patra Jasa di Perusahaan.

Selain itu, semua pekerja Patra Jasa yang karena jabatannya dan atau anggota keluarganya termasuk anggota keluarganya (keluarga inti yang terdiri dari ayah, ibu dan anak) dilarang untuk menerima atau meminta baik secara langsung atau tidak langsung hadiah atau cinderamata dan/atau hiburan (*entertainment*) dari setiap pihak yang memiliki hubungan bisnis atau pesaing Patra Jasa, yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang-undangan yang berlaku, atau untuk mempengaruhi pihak dimaksud untuk melakukan dan/atau tidak melakukan suatu hal berkaitan dengan kedudukan atau jabatannya. Pedoman mengenai gratifikasi tercantum dalam Pedoman Pengendalian Gratifikasi Patra Jasa yang ditetapkan sejak Mei 2013.

## PEDOMAN LAPORAN HARTA KEKAYAAN PENYELENGGARA NEGARA (LHKPN)

Berdasarkan Pedoman Pelaporan *Code of Conduct* (CoC), *Conflict of Interest* (Col), penerimaan, pemberian dan permintaan hadiah/ cinderamata dan/atau hiburan (*entertainment*) serta LHKPN dilaporkan secara sistem *online* yang berlaku sejak 16 Mei 2013, tata cara dan tata waktu pelaksanaan LHKPN adalah sebagai berikut:

1. LHKPN dilakukan oleh Direksi Perseroan setiap terjadi pergantian jabatan.
2. Pada bulan Januari setiap tahunnya, *Legal & Compliance* dan Audit Internal akan membuat pemberitahuan baik melalui edaran, memo, surat maupun *broadcast* kepada Pekerja dari level Manajer hingga Direksi Perseroan.
3. Pelaporan LHKPN dibuat dalam amplop tertutup ditujukan kepada Komisi Pemberantasan Korupsi (KPK) dengan mengisi formulir LHKPN oleh para pejabat selambat- lambatnnya 30 (tiga puluh) hari setelah timbulnya kewajiban untuk melaporkan LHKPN antara lain terjadi mutasi dan/atau setelah 2 (dua) tahun dalam jabatan yang sama.
4. Formulir yang digunakan untuk pelaporan adalah:
  - a. Formulir LHKPN Model KPK-A, untuk pejabat yang baru pertama kali membuat LHKPN.
  - b. Formulir LHKPN Model KPK-B, untuk pejabat yang sudah membuat LHKPN.
5. Pekerja menyampaikan tanda terima untuk KPK dalam bentuk *hardcopy* kepada fungsi *Compliance*.
6. Bila NHK belum didapatkan, maka pejabat yang bersangkutan dapat menghubungi *customer service* KPK.

employees make a statement of compliance with the Code of Conduct by signing the Annual Compliance Statement. The signed Annual Compliance Statement document is a condition for the continuation of the service period of Patra Jasa's employees in the Company.

In addition, all Patra Jasa employees who due to his/her position and/or members of his/her family (main family consisting of father, mother, and children) are prohibited to accept or request gifts or souvenirs and/or entertainment either directly or indirectly from any party that has a business relationship or competitor of Patra Jasa, which aims to obtain information or something that is not justified by the applicable laws and regulations, or to influence the said party to perform and/or not perform something related to his/ her position or office. The guidelines regarding gratification are contained in Patra Jasa's Code of Gratification Control, established since May 2013.

## STATE OFFICIALS' WEALTH REPORT (LHKPN) GUIDELINES

Based on Reporting Guidelines of Code of Conduct (CoC), Conflict of Interest (Col), acceptance, granting and request of gifts/souvenirs and/or entertainment and Wealth Report of State Officials (LHKPN) are reported in an online system that has been in force since May 16, 2013, the procedure and timelines for implementing the LHKPN are as follows:

1. LHKPN is carried out by the Company's Board of Directors every time a change of position occurs.
2. Every year in January, Legal & Compliance and Internal Audit will make notifications through circulars, memos, letters or broadcasts to employees from the level of the Manager to the Board of Directors of the Company
3. LHKPN Reporting is made in a sealed envelope addressed to the Corruption Eradication Commission (KPK) by Company officials, by filling out the LHKPN no later than 30 (thirty) days after the obligation to report LKHPN, among others, occurs mutation and/or after 2 (two) years in the same position.
4. Forms used for the reporting are:
  - a. LHKPN Form with the Model of KPK-A, for Officials filing his/ her first LHKPN report.
  - b. Form LHKPN with the Model of KPK-B, for Officials who have already filed LHKPN.
5. Workers submit a hardcopy receipt for KPK to the Compliance function.
6. If the NHK has not been obtained, then the respective Official shall contact KPK customer service.

7. Pelaporan oleh pejabat dalam sistem *online* hanya akan menyatakan apakah telah melakukan pembuatan LHKPN, yang berupa pengisian NHK pada aplikasi yang telah disediakan.
8. Fungsi *Legal & Compliance* dan Audit Internal membuat rekapitulasi data dan melaporkan kepada Direktur Utama Perseroan setiap 3 (tiga) bulan.

## KEBIJAKAN BENTURAN KEPENTINGAN

Berdasarkan Surat Keputusan No. 044/DIRUT-PJ/Kpts/V/2013 tanggal 15 Mei 2013 tentang Pedoman Konflik Kepentingan. Definisi konflik kepentingan adalah situasi di mana seseorang karena kedudukan atau wewenang yang dimiliki di perusahaan, mempunyai kepentingan pribadi yang dapat memengaruhi objektivitas dan pelaksanaan tugas yang diamanatkan oleh Perseroan.

Semua pekerja Patra Jasa di luar anggota keluarganya (keluarga inti) yang karena jabatannya, menemui potensi atau kondisi atau situasi konflik Kepentingan, dilarang meneruskan kegiatan atau melaksanakan kewajiban atas jabatannya. Surat Keputusan No. 044/DIRUT-PJ/Kpts/V/2013 tanggal 15 Mei 2013 tentang Pedoman konflik Kepentingan telah mengatur mengenai prinsip dasar, tahapan dalam penanganan konflik kepentingan, faktor-faktor pendukung keberhasilan penanganan Konflik kepentingan, batasan mencegah terjadinya konflik kepentingan, implementasi proses pelaporan, dan sanksi atas pelanggaran.

## WHISTLEBLOWING SYSTEM

Penyampaian Pelaporan Pelanggaran sebagai bentuk komitmen Patra Jasa dalam menerapkan tata kelola perusahaan yang baik serta sebagai suatu bentuk penanganan terhadap tindak penyimpangan *Code of Conduct* maka Patra Jasa menerapkan mekanisme *Whistleblowing System* (WBS).

WBS merupakan mekanisme pelaporan pelanggaran yang dilakukan secara rahasia oleh Pekerja atau pimpinan Patra Jasa. Yang dimaksud pelanggaran dalam lingkup WBS adalah: penyimpangan dan kecurangan terkait dengan aspek yang diatur dalam *Code of Conduct*, Peraturan Perusahaan, kepatuhan hukum, Anggaran Dasar, perjanjian/ kontrak, kerahasiaan Perusahaan, kebijakan tentang transaksi benturan kepentingan, dan kejadian penting lainnya yang relevan yang dapat merugikan Perusahaan maupun Pemangku Kepentingan. Pelaporan ditujukan melalui suatu mekanisme baku untuk selanjutnya diambil tindakan terhadap pelanggaran tersebut.

## PENYAMPAIAN LAPORAN PELANGGARAN

Untuk mempermudah dan mempercepat proses tindak lanjut, berikut ini adalah hal-hal yang harus dipenuhi oleh pelapor dalam

7. The Officials' report through the online system shall only state whether he/she has filed the LHKPN report, in the form of filling NHK data in the application provided.
8. Legal & Compliance and Internal Audit will summarize the filed data and report it to the President Director every 3 (three) months.

## CONFLICT OF INTEREST POLICY

Based on Decree No. 044 / DIRUT-PJ / Kpts / V / 2013 dated May 15, 2013, concerning the Guidelines for Conflict of Interest. The definition of conflict of interest is a situation where someone because of his/her position or authority possessed in the Company, has personal interests that can affect the objectivity and the duties execution assigned by the Company.

All Patra Jasa personnel outside an employee's nuclear family who, due to his/her position, may lead to a potential conflict of interest, prohibited from continuing activities or carrying out obligations for his/her position. Decree No. 044/DIRUT-PJ/Kpts/V/2013 dated May 15, 2013, concerning the Guidelines for Conflict of Interest has regulated the basic principles, stages in handling conflicts of interest, supporting factors for the success of conflicts of interest handling, boundaries to prevent conflicts of interest, implementation of the reporting process, and sanctions for violations.

## WHISTLEBLOWING SYSTEM

Submission of Whistleblowing Report as a form of commitment from Patra Jasa in implementing Good Corporate Governance and as a form of handling the act of Code of Conduct deviation, then Patra Jasa implements a Whistleblowing System (WBS) mechanism.

The WBS is a mechanism for reporting violations carried out in secret by employees or Management of Patra Jasa. The definition of violation in the scope of WBS is irregularities and fraud related to aspects regulated in the Code of Conduct, Company Regulations, legal compliance, Articles of Association, agreements/contracts, Company confidentiality, policies regarding conflict of interest transactions, and other relevant important events that can harm the Company and Stakeholders. Reporting is intended through a standard mechanism for further action to be taken against the violation.

## SUBMISSION OF WHISTLEBLOWING REPORT

To simplify and speed up the follow-up process, the following are things that the whistleblower shall meet in submitting his/her





# TANGGUNG JAWAB SOSIAL PERUSAHAAN

## Corporate Social Responsibility

Patra Jasa berupaya untuk selalu memberikan manfaat dengan keberadaannya kepada lingkungan dan masyarakat sekitar.

Patra Jasa always tries to deliver benefits of its existence to the surrounding environment and communities.



## KOMITMEN PELAKSANAAN TANGGUNG JAWAB SOSIAL

Dalam menjalankan setiap kegiatan CSR, Patra Jasa terus berupaya mengedepankan prinsip transparansi dan integritas sesuai dengan prinsip *Good Corporate Governance* sebagai landasan Perseroan. Perseroan melaksanakan program tanggung jawab sosial sebagai upaya untuk mendukung keberlanjutan bisnis dengan melibatkan pemangku kepentingan dalam proses bisnis. Melalui CSR, Perusahaan berperan mewujudkan kesejahteraan sosial dan peningkatan kualitas hidup masyarakat serta mendorong pertumbuhan ekonomi yang sehat dengan mempertimbangkan faktor pendidikan, kesehatan dan lingkungan hidup.

Program tanggung jawab sosial diharapkan mampu memberikan kontribusi secara langsung dan tidak langsung bagi seluruh pemangku kepentingan sehingga terjalin hubungan yang harmonis. Wujud komitmen Perseroan dalam pelaksanaan program tanggung jawab sosial diantaranya penyusunan rencana dan anggaran program tanggung jawab sosial dalam rencana kerja Perseroan.

Perseroan menyadari bahwa pertumbuhan bisnis terjadi jika seluruh aspek yang mendukungnya berjalan dengan seimbang dan sama-sama menghasilkan kinerja yang optimal. Beberapa aspek tersebut mencakup pengelolaan sumber daya manusia, penerapan tata kelola perusahaan yang baik, pengawasan kinerja keuangan secara disiplin dan pelaksanaan kegiatan operasional yang tepat arah dan tepat sasaran. Tak hanya itu, relasi Perseroan dengan Pemegang Saham dan Pemangku Kepentingan juga menjadi aspek penting yang berperan besar dalam pertumbuhan bisnis. Salah satu Pemangku Kepentingan Perseroan adalah pelanggan dan masyarakat yang terlibat dan terpengaruh oleh kegiatan bisnis Perseroan.

Pengaruh dan keterlibatan pelanggan dan masyarakat membuat implementasi praktik tanggung jawab sosial perusahaan *Corporate Social Responsibility* (CSR) menjadi esensial. Oleh sebab itu, Perseroan menjadikan tata nilai dan budaya Perseroan sebagai prinsip-prinsip dasar dalam menjalankan seluruh kegiatan bisnisnya, termasuk dalam mengimplementasikan kegiatan tanggung jawab sosial perusahaan CSR. Komitmen untuk melaksanakan kegiatan CSR terefleksikan melalui salah satu nilai dalam tatanan nilai 6C Perseroan, yaitu *Environmental and Social Responsibility*.

### DASAR HUKUM

Seluruh kegiatan CSR yang dilaksanakan Perseroan mengacu pada kebijakan umum dan peraturan yang berlaku di Indonesia, yaitu:

## COMMITMENT TO SOCIAL RESPONSIBILITY IMPLEMENTATION

In carrying out every CSR activity, Patra Jasa continues to put forward the principles of transparency and integrity in accordance with the principles of Good Corporate Governance as the Company's foundation. The Company implements a social responsibility program as an effort to support business sustainability by involving stakeholders in the business processes. Through CSR, the Company plays a role in realizing social welfare and improving the quality of life of the community and encouraging healthy economic growth by considering education, health, and the environment.

The social responsibility program is expected to contribute directly and indirectly to all stakeholders in order to establish a harmonious relationship. The Company's commitment to implementing the social responsibility program includes the formulation of the work plan and budget of the social responsibility program in the Corporate Work Plan.

The Company is aware that business growth will occur if all aspects that support it run in a balanced manner and together produce optimal performance. Some these aspects include human resource management, application of good corporate governance, supervision disciplined financial performance and implementation of activities operational in the right direction and right on target. Not only that, Company's relations with Shareholders and Stakeholders importance is also an important aspect that plays a large role in business growth. One of the Stakeholders Company is the customer and the community involved and affected by the Company's business activities.

The influence and involvement of customers and the community makes implementation of corporate social responsibility practices (Corporate Social Responsibility / CSR) becomes essential. By Therefore, the Company makes the Company's values and culture as basic principles in running the whole business activities, including in implementing corporate social responsibility activities (Corporate Social Responsibility / CSR). Commitment to carrying out activities CSR is reflected through one of the values in the 6C value order The Company, namely Environmental and Social Responsibility.

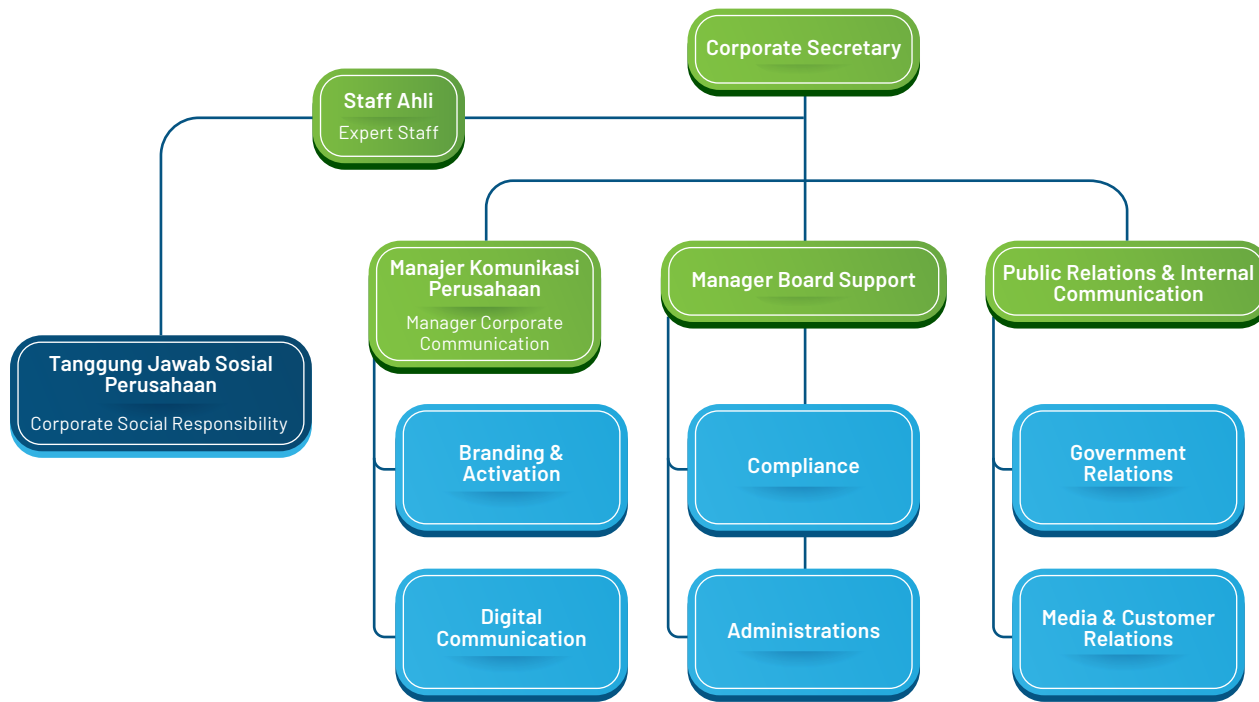
### PROGRAM POLICIES BASIS

All CSR activities carried out by the Company refer to general policies and applicable regulations in Indonesia, namely:

1. Pasal 1 ayat 3 dari UU No. 40 tahun 2007 tentang Perseroan Terbatas
2. Undang-Undang No. 13 Tahun 2003 tentang Ketenagakerjaan;
3. Peraturan Pemerintah (PP) No. 47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan Perseroan Terbatas
4. Visi, Misi dan Tata Nilai Perseroan
5. Anggaran Dasar Perseroan
6. RKAP dan RJPP Perseroan

## STRUKTUR ORGANISASI PENGELOLA TANGGUNG JAWAB SOSIAL

Patra Jasa menetapkan *Corporate Secretary* berdasarkan Kebijakan Direksi yang bertanggung jawab mengelola program tanggung jawab sosial Perseroan meliputi perencanaan, pelaksanaan, dan pelaporan kegiatan berdasarkan kebijakan tanggung jawab sosial. Adapun susunan kepengurusan Pengelola Tanggung Jawab Sosial tahun 2020 adalah sebagai berikut:



## KEBIJAKAN DAN TUJUAN PROGRAM CSR

Kebijakan program CSR Perseroan adalah mengarahkan program-program kerja perusahaan untuk bertindak etis dan memberikan kontribusi kepada kelestarian lingkungan, pengembangan ekonomi komunitas di sekitarnya ataupun masyarakat luas secara berkesinambungan dan berkelanjutan bersamaan dengan peningkatan kualitas hidup pekerja dan seluruh keluarganya.

Program CSR Perseroan bertujuan untuk menyatakan kepedulian Perseroan kepada lingkungan serta komunitas masyarakat di

1. Article 1 paragraph 3 of Law No. 40 of 2007 concerning the Company Limited
2. Law No. 13 of 2003 concerning Manpower;
3. Government Regulation (PP) No. 47 of 2012 concerning Limited Corporate Social and Environmental Responsibility
4. Company Vision, Mission and Values
5. Company's Articles of Association
6. Company Work Plan and Budget and Long-Term Business Plan

## COMMITMENT TO SOCIAL RESPONSIBILITY IMPLEMENTATION

The Company determines the Corporate Secretary based on the Board of Directors Policy which is responsible for managing the Company's social responsibility program including planning, implementing, and reporting activities based on social responsibility policies. The composition of the management of Social Responsibility Managers in 2020 was as follows

sekitarnya atau masyarakat luas secara berkesinambungan dan berkelanjutan. Selain itu, Perseroan bertujuan memprioritaskan penggunaan material ramah lingkungan dan meningkatkan efisiensi proses bisnis demi kesejahteraan pekerja. Kebijakan program CSR yang dilakukan Perseroan memiliki prinsip bermanfaat, berkelanjutan dan berkeselimbangan, yang difokuskan dalam 4 (empat) pilar, yaitu pendidikan, kepedulian lingkungan, kesehatan, dan kemasyarakatan.

## RENCANA KEGIATAN DAN REALISASI TAHUN 2020

### Rencana Kegiatan Tahun 2020

Padatahun2020,PerseroanmengalokasikananggaranCSRsebesar 1.787.153.071 untuk dibagi ke dalam beberapa bidang kegiatan CSR (bidang pendidikan, kepedulian lingkungan, kesehatan, dan kemasyarakatan) yang dilaksanakan di bawah supervisi dari Divisi *Corporate Secretary*. Sedangkan bentuk tanggungjawab Perusahaan kepada ketenagakerjaan, kesehatan dan keselamatan kerja serta tanggung jawab terhadap konsumen dilaksanakan melalui divisi dan unit yang terkait langsung dengan tanggung jawab tersebut dengan anggaran dari Divisi atau Unit tersebut.

### Realisasi Kegiatan Tahun 2020

Realisasi kegiatan CSR yang dilakukan pada tahun 2020 sebesar Rp1.787.153.071 yang dapat dilihat pada tabel dibawah ini. Realisasi tersebut adalah kegiatan CSR yang diadakan oleh Patra Jasa dan juga kegiatan yang dilaksanakan bekerjasama dengan Induk Perusahaan yaitu PT Pertamina (Persero), seperti diterangkan dalam tabel berikut ini:

## CSR Bidang Lingkungan

### CSR in Environmental Aspect

| Tanggal<br>Date                    | Kegiatan<br>Activity                                                                                                                                      | Lokasi<br>Location | Biaya<br>Cost<br>(Rp) |
|------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------|
| 1 Januari 2020<br>January 1, 2020  | Pembuatan sumur air bersih<br>Construction of clean water wells                                                                                           | Bali               | 70.513.500            |
| 3 Januari 2020<br>January 3, 2020  | Bantuan bencana banjir                                                                                                                                    | Jakarta,<br>Bekasi | 27.000.000            |
| 29 Juli 2020<br>July 29, 2020      | Pengelolaan sampah (Magot)<br>Waste management (Maggot)                                                                                                   | Bandung            | 30.000.000            |
| 4 Agustus 2020<br>August 4, 2020   | Pengelolaan magot sampai menjadi pakan ternak dan alat transportasi angkut sampah<br>Maggot management becomes animal feed and waste transportation means | Semarang           | 68.926.000            |
| 29 Agustus 2020<br>August 29, 2020 | Pembuatan sistem air bersih dengan metode zoning<br>Construction of clean water system with zoning method                                                 | Bali               | 125.000.000           |
| Jumlah / Total                     |                                                                                                                                                           |                    | 321.439.500           |

community on an ongoing basis and sustainable. In addition, the Company aims to prioritize use of environmentally friendly and improving materials efficiency of business processes for the welfare of workers. Policy CSR programs carried out by the Company have principles beneficial, sustainable and balanced, which is focused in 4 (four) pillars, it is education, care environment, health, and community.

## PLAN OF ACTIVITIES AND REALIZATION IN 2020

### Activity Plan in 2020

In 2020, the Company will allocate a CSR budget amounting to 1.787.153.071 to be divided into several CSR activities (education, care environment, health, and community) carried out under the supervision of the Division Company secretary. While the form of corporate responsibility for employment, health and safety work and responsibility towards consumers is carried out through divisions and units directly related to responsibility answer with the budget of the Division or that Unit.

### Realization of Activities in 2020

The realization of CSR activities carried out in 2020 is amounted Rp1,787,153,071 which can be seen in the table below. The realization is a CSR activity held by Patra Jasa and also the activities carried out in cooperation with the Parent Company, PT Pertamina (Persero), as explained in the following table:

## CSR Bidang Kesehatan

### CSR in Health Aspect

| Tanggal<br>Date                     | Kegiatan<br>Activity                            | Lokasi<br>Location | Biaya<br>Cost<br>(Rp) |
|-------------------------------------|-------------------------------------------------|--------------------|-----------------------|
| 3 Februari 2020<br>February 3, 2020 | Kegiatan Donor Darah<br>Blood Donation Activity | Jakarta            | 3.500.000             |
| Jumlah / Total                      |                                                 |                    | 3.500.000             |

## CSR Bidang Kemasyarakatan

### CSR in Community Aspect

| Tanggal<br>Date                       | Kegiatan<br>Activity                                                                                                                                                     | Lokasi<br>Location | Biaya<br>Cost<br>(Rp) |
|---------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------|-----------------------|
| 5 Mei 2020<br>May 5, 2020             | Safari Ramadhan dalam rangka bakti sosial<br>Safari Ramadhan for social activity                                                                                         | Jakarta,<br>Bekasi | 49.786.621            |
| 23 Juni 2020<br>June 23, 2020         | Bantuan sarana dan prasarana penunjang kesehatan dan penyaluran sembako<br>Health support facilities and infrastructure assistance and distribution of basic necessities | Lampung            | 75.000.000            |
| 31 Juli 2020<br>July 31, 2020         | Qurban Idul Adha 1441 H/2020<br>Qurban Idul Adha 1441 H/2020                                                                                                             | Jakarta            | 33.000.000            |
| 29 Juli 2020<br>July 29, 2020         | Pembuatan dupa alami berbudaya Bali<br>Workshop of Balinese natural incense                                                                                              | Bali               | 75.000.000            |
| 4 Agustus 2020<br>August 4, 2020      | Penyediaan alat kerja dan perlengkapan usaha rumah difabel<br>Provision of work tools and home business equipment for people with disabilities                           | Semarang           | 39.992.250            |
| 30 Desember 2020<br>December 30, 2020 | Bantuan sembako penanganan Covid-19<br>Distribution of basic necessities in response to Covid-19                                                                         | Bekasi             | 10.000.000            |
| Jumlah / Total                        |                                                                                                                                                                          |                    | 282.778.871           |

## CSR Bidang Pendidikan

### CSR in Education Aspect

| Tanggal<br>Date                      | Kegiatan<br>Activity                                                                                         | Lokasi<br>Location | Biaya<br>Cost<br>(Rp) |
|--------------------------------------|--------------------------------------------------------------------------------------------------------------|--------------------|-----------------------|
| 17 Juli 2020<br>July 17, 2020        | Bantuan pembangunan Masjid Mardiyah UGM<br>Assistance for Mardiyah Mosque UGM contruction                    | Yogyakarta         | 1.000.000.000         |
| 27 Juli 2020<br>July 27, 2020        | Bantuan sarana dan prasarana Pendidikan<br>Education facilities and infrastructure assistance                | Magelang           | 25.000.000            |
| 4 Agustus 2020<br>August 4, 2020     | Penyediaan buku literasi untuk Sekolah Dasar<br>Provision of literacy books for elementary schools           | Semarang           | 29.434.700            |
| 4-6 Agustus 2020<br>August 4-6, 2020 | Pelatihan kepariwisataan untuk siswa SMK/Karang Taruna<br>Tourism training for students of SMK/Karang Taruna | Bali               | 125.000.000           |
| Jumlah / Total                       |                                                                                                              |                    | 1.179.434.300         |

## TANGGUNG JAWAB SOSIAL PERSEROAN YANG TERKAIT DENGAN HAK ASASI MANUSIA (HAM)

### Komitmen Dan Kebijakan Perseroan Terkait Ham

Perseroan memiliki komitmen penuh terhadap penegakan Hak Asasi Manusia (HAM). Komitmen ini diwujudkan melalui pelaksanaan praktik ketenagakerjaan yang memperhatikan prinsip kemanusiaan serta memastikan tidak terjadi pelanggaran hak asasi manusia termasuk tindakan diskriminasi. Nilai-nilai hak asasi manusia pun telah diatur oleh Perseroan diantaranya praktik non diskriminatif, kebebasan berserikat pencegahan tenaga kerja anak, pencegahan praktik kerja paksa, praktik keamanan dimuat dalam Kode Etik.

### Lingkup Dan Perumusan Terhadap Hak Asasi Manusia

Dalam rumusan terhadap hak asasi manusia didasari dalam pengelolaan hubungan industrial dimulai dari pelaksanaan Perjanjian Kerja Bersama (PKB) yang memayungi kepentingan pekerja dan Perusahaan dalam aspek ketenagakerjaan. Dengan ruang lingkup yakni hubungan kerja (meliputi pengakuan para pihak, jaminan para pihak, kewajiban dan fasilitas Serikat Pekerja), waktu kerja, serta keluhan kesah, Bipartit dan Tripartit.

## RENCANA KEGIATAN

Perseroan menargetkan untuk senantiasa menjalankan prinsip-prinsip hak asasi manusia. Hal ini ditujukan untuk membina hubungan industrial secara proporsional serta menciptakan hubungan yang sinergis, *mutual understanding*, *mutual respect*, *mutual trust*, dan *mutual benefit*. Selain itu, kegiatan tanggung jawab terkait dengan hak asasi manusia diharapkan akan membawa dampak positif bagi peningkatan produktivitas dan kinerja Perseroan, sehingga pada akhirnya dapat membawa pengaruh kepada peningkatan kesejahteraan Pekerja sesuai dengan harapan *stakeholder*.

### Inisiatif Penerapan Tanggung Jawab Sosial Bidang Ham

Perseroan telah menerapkan pengelolaan sumber daya manusia dengan memperhatikan aspek HAM melalui aktivitas-aktivitas berikut:

- Penghormatan Hak Dasar Pekerja (Penghapusan Diskriminasi, Standar Pengupahan, Kesehatan dan Keselamatan Kerja serta Pengembangan Kompetensi)**  
Perseroan melaksanakan sejumlah praktik ketenagakerjaan yang menjadi bagian tanggung jawab kepada pekerja. Prinsip kesetaraan, suku, agama, ras, dan golongan diterapkan sebagai wujud kepatuhan terhadap Undang-Undang No.13 Tahun 2003 tentang Ketenagakerjaan, keselamatan dan kesehatan kerja yang dalam program Divisi QHSE & Manajemen Risiko, dan pengembangan kompetensi pekerja diterapkan sebagai bagian dari kegiatan tanggung jawab Perseroan kepada pekerja. Penerapan prinsip-prinsip

## CORPORATE SOCIAL RESPONSIBILITY RELATED TO HUMAN RIGHTS (HAM)

### Company's Commitments And Policies Related To Human Rights

The Company has a full commitment to the enforcement of Human Rights (HAM). This commitment is realized through the implementation of employment practices that take into account the humanitarian principles and ensure that human rights violations do not occur, including acts of discrimination. The Company has regulated human rights values, including non-discriminatory practices, freedom of association to prevent child labor, prevention of forced labor practices, security practices contained in the Code of Conduct of business.

### Scope and Formulation of Human Rights

The formulation of human rights based on the management of industrial relations begins with the implementation of the Collective Labor Agreement (PKB), which covers the interests of workers and the Company in the aspects of employment. With the scope of the working relationship (including recognition of the parties, guarantees of the parties, obligations, and facilities of the Trade Union), working time, and complaints, Bipartite and Tripartite.

## ACTIVITY PLAN

The Company targets to always implement the principles of human rights. It is intended to foster industrial relations in a proportional manner and create synergistic relationships, mutual understanding, mutual respect, mutual trust, and mutual benefit. Besides, responsibility activities related to human rights are expected to have a positive impact on improving the productivity and performance of the Company, so that in the end, it can affect promoting employee welfare under stakeholder expectations.

### Initiative for Social Responsibility in The Human Rights Sector

The Company has implemented human resource management by taking into account human rights aspects through the following activities:

- Respect for Employees' Basic Rights (Elimination of Discrimination, Wages Standard, Occupational Health and Safety, and Competency Development)**  
The Company implements several employment practices as a part of its responsibility to employees. The principles of equality, ethnicity, religion, race, and class are applied as a form of compliance with Law No. 13 of 2003 on Employment, Occupational Safety, and Health in the QHSE & Risk Management Program, and employee competency development are implemented as part of the activities of the Company's responsibility to employees. The application of these principles in the Company's responsibility to employees

tersebut dalam kegiatan tanggung jawab Perseroan kepada pekerja merupakan wujud peran dan kontribusi Perseroan dalam tujuan pembangunan berkelanjutan PBB berupa pekerjaan yang layak dan pertumbuhan ekonomi, serta kesehatan dan kesejahteraan yang baik. Uraian lebih lanjut mengenai implementasi prinsip-prinsip HAM dijelaskan dalam Bab Tanggung Jawab Sosial terhadap Pekerja.

### 2. Hak Kebebasan Berserikat

Perseroan memberikan kebebasan berserikat dan berkumpul bagi pekerja sebagaimana diatur dalam Kode Etik.

### 3. Pencegahan Tenaga Kerja Anak dan Kerja Paksa

Komitmen Perseroan dalam memenuhi Undang-Undang No.13 tahun 2003 tentang Ketenagakerjaan mengenai perlindungan, pengupahan, dan kesejahteraan. Perseroan pun telah mengatur hari dan jam kerja sesuai dengan UU No 13 tahun 2003 pasal 77 sebagai upaya mencegah praktik kerja paksa. Jam kerja Kantor 8 jam sehari dan 5 hari dalam seminggu.

### 4. Hak Penyaluran Aspirasi Politik

Perseroan menghargai dan mendukung hak pekerja untuk berpartisipasi dalam penyaluran politik, hak untuk memilih dan dipilih sesuai dengan UU No 39 Tahun 1999 tentang HAM. Segala konsekuensi yang timbul akibat aktifitas pekerja dalam politik ditanggung oleh yang bersangkutan. Oleh karena itu setiap pekerja harus meminta izin kepada atasan dan memberitahukannya kepada Divisi HC&GA apabila aktif dalam partai politik baik sebagai anggota maupun pengurus. Pekerja tersebut juga harus selalu menjaga citra dan reputasi Perseroan ketika beraktifitas dalam politik. Namun, pekerja tersebut harus menghindari mengatasnamakan Perseroan dalam aktivitas dan kontribusi pada kegiatan politik, menggunakan dana, harta benda, pelayanan atau sumber daya Perseroan lainnya untuk aktifitas dan kontribusi politik, serta menggunakan atribut partai, melakukan kampanye dan aktivitas politik di lingkungan kerja.

### Pencapaian Yang Diperoleh

Selama tahun 2020 Perseroan tidak mendapatkan atau menerima pengaduan terkait pelanggaran hak asasi manusia antara lain pengaduan tindakan diskriminasi, insiden pelanggaran maupun pengaduan terkait kebebasan berserikat di lingkungan Perseroan serta insiden kerja paksa yang dialami pekerja. Hal ini dipengaruhi oleh komitmen perusahaan dalam bidang hukum dan pemenuhan terhadap kepuasan pekerja dijalankan dengan baik oleh seluruh jajaran Perseroan.

### Biaya

Pada tahun 2020, Patra Jasa telah mengeluarkan anggaran untuk tanggung jawab sosial perusahaan terkait Hak Asasi Manusia

is a manifestation of the Company's role and contribution in the United Nations sustainable development goals, in the form of decent work and economic growth, as well as good health and welfare. Further description of the human rights principles implementation are explained in the chapter of Social Responsibility to Employees.

### 2. Freedom of Association Rights

The Company provides freedom of association and assembly for employees, as stipulated in the Code of Conduct of business.

### 3. Prevention of Child Labor and Forced Labor

Company's commitment to complying with Law No. 13 of 2003 on Employment, related to protection, wages, and welfare. The Company has also arranged working days and hours following Law No. 13 of 2003 Article 77 as an effort to prevent the forced labor practices. Office working hours are 8 hours a day and 5 days a week.

### 4. Rights for Political Aspirations

The Company respects and supports the rights of employees to participate in the politics, the right to vote and be elected under Law No. 39 of 1999 on Human Rights. All consequences arising from employees' activities in politics are borne by the person concerned. Therefore, every employee must ask permission from the supervisor and notify the Human Resources Bureau if they are active in political parties, both as members and administrators. The employee shall maintain the Company's image and reputation when engaging in politics. However, the employee must avoid using funds, properties, services, or other Company's resources, on behalf of the Company, in activities and contributions to political activities, and using party attributes, conducting campaigns and political activities, in the working environment.

### Achievements Obtained

During 2020 the Company did not obtain or receive any complaints related to human rights violations, including complaints of discrimination, violations or complaints related to freedom of association within the Company, as well as incidents of forced labor experienced by employees. It is influenced by the Company's commitment to the legal field, and fulfillment of employee satisfaction is well carried out by all levels of the Company.

### Cost

In 2020, PT Patra Jasa issued a budget for corporate social responsibility related to Human Rights (including the cost of

(termasuk biaya tunjangan cuti untuk Pekerja PT Patra Jasa) sebesar Rp4.913.376.906.

## TANGGUNG JAWAB SOSIAL PERSEROAN YANG TERKAIT DENGAN OPERASI YANG ADIL

### Komitmen Dan Kebijakan Perseroan Terkait Operasi Yang Adil

Perseroan menerapkan kegiatan operasional dengan memperhatikan hak para pemangku kepentingan sehingga menciptakan hubungan yang harmonis dan mewujudkan keseimbangan atas kepentingan seluruh *Stakeholder*. Wujud kegiatan operasional yang adil yaitu praktik bebas dari korupsi dan suap, netralitas dalam isu-isu politik, dan berkompetisi dengan adil. Oleh karena itu, Perseroan telah mengatur hal-hal tersebut dalam Pedoman Pengelolaan Gratifikasi & Penerapan *Whistleblowing System*, Kode Etik Perusahaan, *Standard Operating Procedure* (SOP) Pengadaan Barang / Jasa Patra Jasa tanggal berlaku: 1 Januari 2014.

### Rencana Kegiatan

Patra Jasa senantiasa berusaha dalam menjalankan operasi yang adil. Patra Jasa menargetkan Seluruh pekerja Patra Jasa untuk berperilaku baik dalam melaksanakan segala aktivitas Perseroan serta menciptakan suasana kerja yang sehat dan nyaman dalam lingkungan Perseroan. Hal ini diharapkan dapat meminimalisasi peluang terjadinya penyimpangan dan dapat membangun reputasi Perseroan yang baik. Oleh karena itu, Perseroan senantiasa berupaya menegakkan kebijakan-kebijakan terkait dengan operasi yang adil sehingga bisa meningkatkan nilai para pemangku kepentingan Perusahaan, selanjutnya akan memberikan dampak pada peningkatan nilai Perusahaan.

### Inisiatif Penerapan Praktik Operasi Yang Adil

Penerapan praktik operasi yang adil dalam kegiatan bisnis Perseroan tercermin dalam inisiatif-inisiatif program diantaranya:

#### 1. Pengendalian Gratifikasi dan Anti-Korupsi

Perseroan menjalankan kegiatan operasional dengan menerapkan prinsip pengelolaan perusahaan yang baik atau *Good Corporate Governance* (GCG). Sebagai perusahaan yang profesional, independen, berintegritas dan berkelanjutan, tindakan anti Korupsi, Kolusi dan Nepotisme (KKN) menjadi salah satu prioritas sehingga Manajemen Perseroan terus berupaya menjalankan aktivitas bisnis yang bersih dari praktik KKN termasuk pengendalian praktik gratifikasi. Salah satu upaya Perseroan tersebut diantaranya melarang pekerja memberi dan menerima hadiah/cinderamata dan hiburan dari pihak yang memiliki hubungan bisnis atau pesaing Perseroan yang bertujuan untuk mendapatkan informasi, atau sesuatu hal yang tidak dibenarkan oleh ketentuan perundang undangan yang berlaku atau untuk mempengaruhi pihak tersebut agar melakukan dan atau tidak melakukan suatu

leave benefits for employees of PT Patra Jasa), amounting to Rp4,913,376,906.

## CORPORATE SOCIAL RESPONSIBILITY RELATED TO FAIR OPERATIONS

### Company's Commitments And Policies Related To Fair Operations

The Company implements operational activities by taking into account the rights of stakeholders to create harmonious relationships and create a balance of the interests of all stakeholders. The form of fair operational activity includes free from corruption and bribery, neutrality in political issues, and equal competition. Therefore, the Company has regulated these matters in the Guidelines of Gratification Control & Application of Whistleblowing System, Company's Code of Conduct, Standard Operating Procedure (SOP) Procurement of Goods / Services Patra Jasa effective date: January 1, 2014.

### Activity Plan

Patra Jasa always strives to carry out fair operations. Patra Jasa targets all Employees of Patra Jasa to behave well in carrying out all activities of the Company and create a healthy and able working atmosphere within the Company's environment. It is expected to minimize the opportunity for irregularities and to build a good Company's reputation. Therefore, the Company always strives to enforce policies related to regular operations to increase the value of the Company's stakeholders, which in turn will have an impact on increasing the value of the Company.

### Initiative On The Implementation Of Fair Operations

The implementation of fair operations in the Company's business activities is reflected in program initiatives, including:

#### 1. Gratification Control and Anti-Corruption

The Company operates by implementing Good Corporate Governance (GCG) principles. As a professional, independent, integrity, and sustainable company, Anti-Corruption, Anti-Collusion, and Anti-Nepotism (KKN) become one of the priorities. Therefore, the Company's Management continues to strive to carry out clean business activities from KKN practices, including the practice of gratification control. One of the Company's efforts is to forbid employees from giving and receiving gifts/souvenirs and entertainment from parties who have business relationships or Company's competitors who aims to obtain information, or something that is not justified by the applicable laws or regulations or to influence the parties to do and/or not to do something related to his position. The Company's employees are obliged to refuse politely and provide an explanation of the provisions stipulated by the Company

hal yang berkaitan dengan jabatannya. Pekerja Perseroan wajib menolak dengan cara yang santun dan memberikan penjelasan mengenai ketentuan yang diatur Perseroan dalam Pedoman Pengelolaan Gratifikasi & Penerapan *Whistleblowing System* apabila mendapatkan tawaran atau pemberian gratifikasi dan suap.

#### 2. Keterlibatan Dalam Politik yang Bertanggung Jawab

Perseroan telah mengatur ketentuan terkait keterlibatan pekerja dalam berpolitik dalam Kode Etik. Perseroan memberikan kesempatan bagi pekerja untuk melakukan hak politik, memilih dan dipilih sesuai dengan UU No. 39 Tahun 1999 tentang HAM dengan ketentuan yang mengacu pada Kode Etik Perusahaan. Dalam pelaksanaan program tanggung jawab sosial, Perseroan tidak diperkenankan untuk memberikan dana, aset, atau pendapatan untuk donasi kepada salah satu partai politik atau kepada salah satu calon kandidat Legislatif.

#### 3. Persaingan Usaha yang Sehat

Perseroan telah berupaya mematuhi hukum persaingan bisnis baik secara tertulis maupun tidak tertulis sebagaimana diatur dalam Kode Etik. Upaya tersebut diantaranya pekerja tidak akan terlibat dalam praktik perdagangan terlarang, penyalahgunaan dominasi pasar atau aktivitas perdagangan tidak adil lainnya sesuai peraturan dan arahan Pemerintah, pemasaran layanan dan interaksi dengan para pelanggan berdasarkan kinerja dan informasi yang tidak benar tentang layanan kompetitor tidak akan disampaikan, mengutamakan keadilan, kebenaran, dan transparansi terhadap kompetisi bisnis dengan mengikuti aturan dan undang-undang yang berlaku, serta penyampaian komentar atau pendapat tentang layanan atau produk yang dihasilkan para kompetitor tidak diperkenankan.

### Dampak, Pencapaian dan Risiko

Dengan komitmen penuh dalam penerapan tanggung jawab sosial terkait praktik operasi yang adil telah meningkatkan kepercayaan serta kegiatan usaha PT Patra Jasa dapat berjalan dengan baik sehingga menghasilkan pencapaian sesuai yang diharapkan oleh para Pemangku Kepentingan.

Namun demikian Perseroan akan menghadapi risiko jika terjadi pelanggaran terkait operasi yang adil. Perseroan akan menghadapi risiko materiil yaitu hilangnya aset Perseroan maupun imateriil yaitu menurunnya reputasi Perseroan. Di samping itu, beberapa Stakeholder juga akan dirugikan karena tingginya biaya transaksi yang muncul dari adanya benturan kepentingan yang merupakan pelanggaran praktik operasi yang adil.

### Mekanisme Penanganan Konflik

Penanganan konflik terkait operasi yang adil dilakukan melalui penerapan *Whistleblowing System* dan *Code of Conduct*. Uraian

in the Guidelines of Gratification Control & Application of Whistleblowing System when they receive or being offered gratuities and bribes.

#### 2. Involvement in Responsible Politics

The Company has regulated provisions regarding employee involvement in politics in the Code of Conduct. The Company provides opportunities for employees to exercise political rights, vote, and be elected following Law No. 39 of 1999 concerning Human Rights, with provisions that refer to the Company's Code of Conduct. In the implementation of social responsibility programs, the Company is not allowed to provide funds, assets, or income for donations to one of the political parties or one of the candidates for the Legislative.

#### 3. Fair Business Competition

The Company has endeavored to comply with business competition law, both in writing and not in writing, as stipulated in the Code of Conduct. These efforts include employees who are prohibited from being involved in illicit trading practices, abuse of market domination, or other unfair trade activities under the Government's regulations and directives. Also, marketing services and interactions with customers based on performance and incorrect information about competitor services will not be conveyed by prioritizing justice, the truth, and transparency of business competition by following the applicable rules and laws, and prohibition of submission of comments or opinions about services or products produced by competitors.

### Impact, Achievement and Risk

With full commitment in the implementation of social responsibility related to fair operating practices has increased the trust and business activities of PT Patra Jasa can run well so as to produce the achievements as expected by the Stakeholders.

However, the Company will face risks if violations occur regarding fair operations. The Company will face material risks, namely loss of the Company's assets and immaterial assets, namely the decline in the Company's reputation. Besides, some stakeholders will also suffer losses due to the high transaction costs arising from conflicts of interest, which constitute a violation of fair operating practices.

### Conflict Management Mechanism

Handling conflicts related to fair operations are carried out through the application of the Whistleblowing System and Code of Conduct.

tentang *Whistleblowing System* dan *Code of Conduct* disajikan dalam tata kelola perusahaan dalam laporan tahunan ini.

*Stakeholder* berharap bahwa mekanisme *Whistleblowing System* dan *Code of Conduct* ditegakkan sehingga bisa meningkatkan nilai para Pemangku Kepentingan Perusahaan, selanjutnya akan memberikan dampak pada peningkatan nilai Perseroan.

#### Pencapaian yang Diperoleh

Selama tahun 2020 Perseroan tidak memiliki kasus indikasi korupsi dan suap yang dihadapi oleh anggota Dewan komisaris, anggota Direksi serta Pekerja serta tidak berpartisipasi baik secara langsung maupun tidak langsung kepada partai politik. Hal ini dipengaruhi oleh penerapan kode etik dan penerapan pakta integritas yang baik.

### TANGGUNG JAWAB SOSIAL PERSEROAN TERHADAP LINGKUNGAN HIDUP

#### Komitmen dan Kebijakan Lingkungan

Perseroan melaksanakan aktivitas operasional dengan memperhatikan aspek kelestarian lingkungan. Hal ini tercermin dari sejumlah program yang dilaksanakan oleh Divisi *Corporate Secretary*. Program tanggung jawab sosial terhadap lingkungan mengacu pada kebijakan Keselamatan, Kesehatan Kerja dan Perlindungan Lingkungan Penerapan Kebijakan dan sistem manajemen ini diharapkan mampu meminimalkan dampak negatif terhadap lingkungan hidup.

Dalam menjalankan kegiatan CSR di bidang lingkungan, Perseroan berkomitmen untuk menjaga kelestarian lingkungan dengan mengimplementasikan beberapa kebijakan untuk menjaga lingkungan mulai dari lingkungan Perseroan sendiri. Hal ini dilakukan secara berkelanjutan, dengan harapan dapat membawa perubahan positif kepada masyarakat luas.

#### Pengelolaan Risiko Lingkungan

Kegiatan operasional Perseroan dapat menimbulkan dampak dan risiko lingkungan secara langsung atau tidak langsung. Oleh karena itu, Perseroan melaksanakan beberapa program yang bertujuan menjaga kelestarian lingkungan, seperti: penanaman pohon, pengelolaan sampah, dan konservasi terumbu karang sebagai upaya tindakan penanggulangan terhadap dampak dan risiko tersebut.

#### Kegiatan yang Dilakukan dan Dampak Atas Kegiatan Tersebut

Perseroan melaksanakan beberapa program tanggung jawab sosial terhadap lingkungan yang mencakup perlindungan dan pencegahan pencemaran, melaksanakan program *go green*

A description of the Whistleblowing System and Code of Conduct is presented in Corporate Governance in this Annual Report.

Stakeholders hope that the mechanism of the Whistleblowing System and Code of Conduct are upheld so that it can increase the value of the Company's Stakeholders, which in turn will have an impact on increasing the value of the Company.

#### Achievements Obtained

During 2020 the Company did not have cases of indications of corruption and bribery faced by members of the Board of Commissioners, members of the Board of Directors, and Employees and did not participate either directly or indirectly to political parties. It is the effect of a good implementation of the Code of Conduct and Integrity Pact.

### CORPORATE SOCIAL RESPONSIBILITY TOWARDS THE ENVIRONMENT

#### Environmental Commitment and Policies

The Company operates by taking into account environmental sustainability aspects. It is reflected in various programs implemented by the Corporate Secretary Division. The social responsibility program towards the environment refers to the Occupational Safety, Health, and Environmental Protection policies.

The implementation and management system of this Policy is expected to minimize negative impacts on the environment. In carrying out CSR activities in the environmental field, the Company is committed to protecting the environment by implementing several policies for protect the environment starting from the environment of the Company itself. This is done on an ongoing basis, with the hope of being able to bring positive change to the wider community.

#### Environmental Risk Management

The Company's operational activities can have an impact and direct or indirect environmental risks. By Therefore, the Company implements several programs aims to preserve the environment, such as: planting trees, waste management, and coral reef conservation as an effort to mitigate the impact and these risks.

#### Activities Carried Out and Effects from Such Activities

The Company implements several social responsibility programs for the environment, which include protection and prevention of pollution, and go green program implementation, as a form

sebagai wujud kontribusi terhadap *Sustainable Development Goals* (SDGs) diantaranya:

#### Eco Office

Perseroan melaksanakan program *Eco Office* sebagai upaya menerapkan prinsip ramah lingkungan di area kantor. Manajemen beserta seluruh pekerja melakukan penghematan listrik dan air, penggunaan kertas dua sisi, serta mengelola sampah secara daur ulang.

#### Pengelolaan Limbah

Perseroan berupaya melakukan pengelolaan limbah baik limbah Non Bahan Beracun dan Berbahaya (B3) maupun limbah B3 berdasarkan prosedur yang sesuai dengan ketentuan yang berlaku sehingga tidak mencemari lingkungan. Mekanisme pengelolaan limbah B3 yang dihasilkan dari kegiatan operasional Perusahaan dilaksanakan dengan program *Eco Office* dan bekerjasama dengan pengelola limbah B3 diharapkan tidak akan menimbulkan bahaya terhadap lingkungan dan kesehatan pekerja serta masyarakat sekitar lingkungan Perusahaan. Upaya ini sejalan dengan salah satu tujuan pembangunan berkelanjutan yaitu tanggung jawab konsumsi dan produksi.

#### Inisiatif CSR Terkait Lingkungan Hidup

Perseroan melakukan sejumlah inisiatif tanggung jawab sosial terhadap lingkungan hidup ke depan. Beberapa inisiatif tersebut dilakukan dengan melibatkan pekerja di Unit Bisnis, antara lain: melakukan penanaman tanaman hijau dan penyaluran air bersih untuk masyarakat yang hidup disekitar unit bisnis.

#### Mekanisme Pengaduan Masalah Lingkungan

Perseroan telah mengatur mekanisme pengaduan masalah lingkungan dan dapat mengadukan masalah lingkungan melalui sarana kontak keadaan darurat dengan melalui email: sekper@patra-jasa.com. Selama tahun 2020 tidak terdapat pengaduan masalah lingkungan akibat pencemaran dari perseroan.

#### Sertifikasi dan Penghargaan Lingkungan

Perseroan telah memiliki sertifikasi dan penghargaan yang berkaitan dengan sistem manajemen lingkungan yaitu Sertifikasi Perca kategori biru dan BUMN CSR Award, yaitu sertifikasi dan penghargaan yang diberikan kepada pelaku bisnis yang berhasil menerapkan prinsip dan praktik spiritual, sosial dan lingkungan berkelanjutan kedalam operasional bisnis.

#### Biaya

Pada tahun 2020, Patra Jasa telah mengeluarkan anggaran untuk tanggung jawab sosial perusahaan terkait lingkungan hidup sebesar Rp321.439.500.

of contribution to the Sustainable Development Goals (SDGs) including:

#### Eco-Office

The Company implements the Eco Office program to apply environmentally friendly principles in the office area. Management and all employees save electricity and water, use double-sided paper, and manage waste recycled.

#### Waste Management

The Company strives to manage waste both Non-Toxic and Hazardous Waste (B3) and B3 waste based on procedures in accordance with the prevailing provisions, in order not to pollute the environment. The B3 waste management mechanism resulting from the Company's operations is managed using the Eco Office program and in collaboration with B3 waste managers. Hence, it is expected that B3 waste does not cause harm to the environment and health of employees and the community surrounding the Company's environment. This effort is in line with one of the sustainable development goals, i.e., responsible consumption and production.

#### CSR Initiatives Related to The Environment

The Company carried out several social responsibility initiatives towards the environment in the future. Some of these initiatives include involving employees among others: planting green plants and channeling clean water for people who live around business units.

#### Environmental Problem Complaint Mechanism

The Company has regulated the mechanism for complaints of environmental problems in the ISM Code Emergency Response policy, the complainer may complain about environmental emergency problems through the email: sekper@patra-jasa.com. Throughout 2020, there were no complaints about environmental issues due to the pollution caused by the company.

#### Environmental Certification and Awards

The Company has certifications and awards related to the environmental management system, Blue Category Perca Certification and BUMN CSR Award, which are certifications and awards given to companies who have successfully applied sustainable social, environmental, and spiritual principles and practices into business operations.

#### Cost

In 2020, Patra Jasa issued a budget for corporate social responsibility related to the environment amounting to Rp321,439,500.



### 1. Kinerja HSSE / HSSE Performance

|                         |            |
|-------------------------|------------|
| ITRIR                   | 0          |
| Safe Man Hour           | 14,608,877 |
| Accident Frequency Rate |            |

### 2. HSSE KPI / HSSE Performance

| Realisasi KPI Direksi 2020<br>Realization of the Board of Director's KPI 2020 |                       |                                           |
|-------------------------------------------------------------------------------|-----------------------|-------------------------------------------|
|                                                                               | TRIR<br>(Target 0.44) | H & S Participation<br>(Target 200 point) |
| TW 1                                                                          | 0.00                  | 50                                        |
| Real                                                                          | 0.00 (100%)           | 86 (105%)                                 |
| TW 2                                                                          | 0.00                  | 100                                       |
| Real                                                                          | 0.00 (100%)           | 123 (105%)                                |
| TW 3                                                                          | 0.00                  | 150                                       |
| Real                                                                          | 0.00 (100%)           | 155 (105%)                                |
| TW 4                                                                          | 0.00                  | 200                                       |
| Real                                                                          | 0.00 (100%)           | 225 (105%)                                |

Hingga akhir tahun 2020, PT Patra Jasa mencatatkan jam kerja sebanyak 14.608.877 dengan jumlah *recordable personal incident* pada tingkat *First Aid Case* (FAC) sebanyak lima (5) kasus dengan sebaran dua (2) kasus di PT Patra Jasa dan tiga (3) kasus di PT Prima Armada Raya.

Tidak terdapat *recordable incident* baik di tingkat *Medical Treatment Case* (MTC), *Restricted Work Case*, *Lost Time Incident* maupun *Fatality* (NoA).

Dengan capaian tersebut, maka secara konsolidasi PT Patra Jasa mencatatkan kinerja Total *Recordable Incident* (TRIR) di akhir tahun 2020 sebesar 0,00 – jauh di bawah limit sebagaimana tercantum dalam kesepakatan kinerja yaitu 0,44.

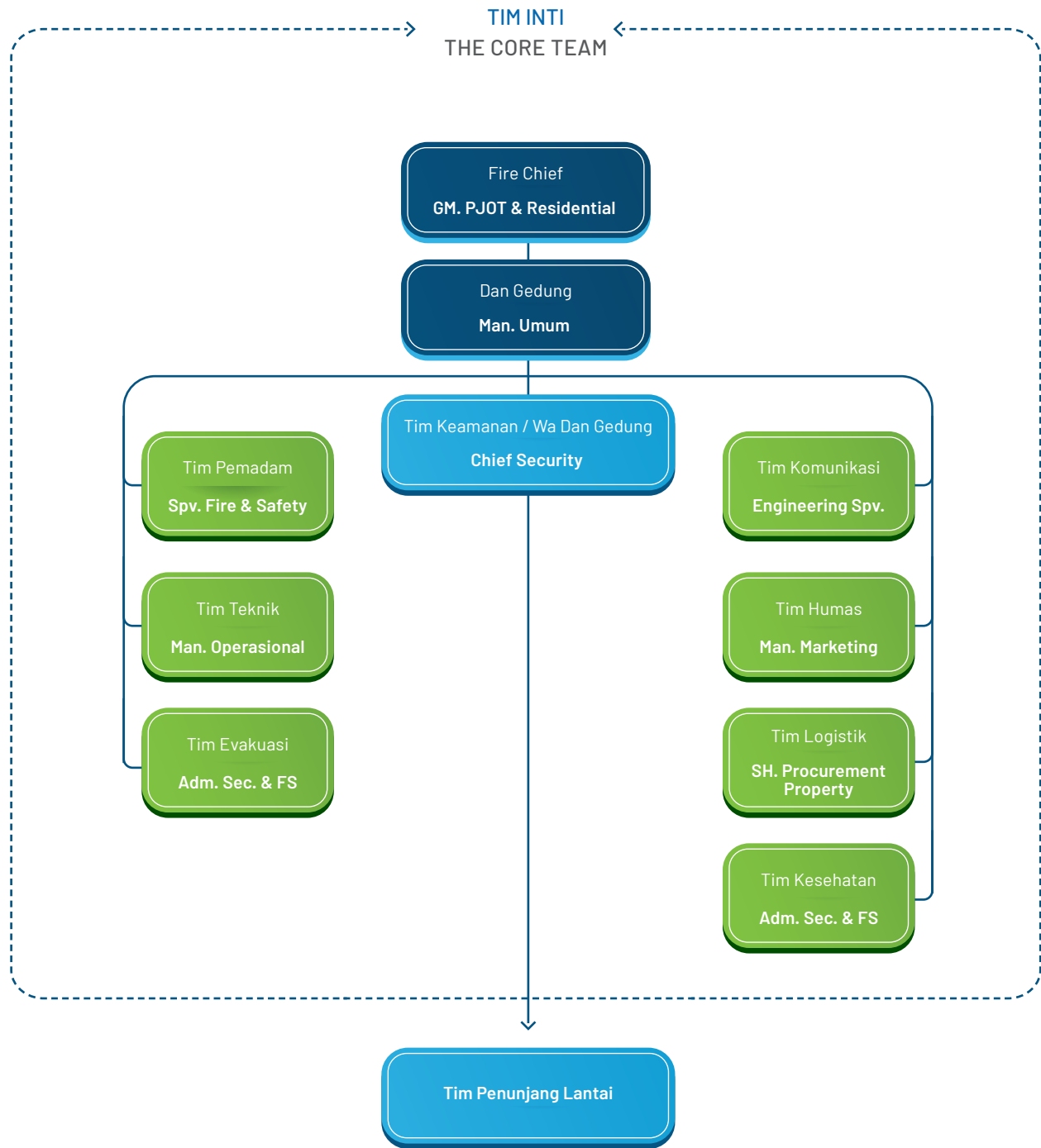
Until the end of 2020, PT Patra Jasa recorded working hours of 14,608,877 with the number of recordable personal incidents at the *First Aid Case* (FAC) level of five (5) cases with the distribution of two (2) cases at PT Patra Jasa and three (3) the case at PT Prima Armada Raya.

There are no recordable incidents at the *Medical Treatment Case* (MTC), *Restricted Work Case*, *Lost Time Incident* or *Fatality* (NoA) levels.

With these achievements, PT Patra Jasa consolidated its Total *Recordable Incident* (TRIR) performance at the end of 2020 of 0.00 – far below the limit stated in the performance agreement of 0.44.

PT PATRA JASA  
PATRA JASA OFFICE TOWER

STRUKTUR ORGANISASI TIM INTI PENANGGULANGAN KEADAAN DARURAT  
ORGANIZATIONAL STRUCTURE OF THE EMERGENCY RESPONSE TEAM



## Pengembangan Kompetensi

Setiap pekerja yang memenuhi persyaratan diberikan kesempatan untuk mengikuti berbagai program pengembangan yang diselenggarakan oleh pihak internal maupun eksternal Perseroan. Program pengembangan kompetensi tersebut mencakup pelatihan, kursus, dan seminar yang disesuaikan dengan kebutuhan masing masing pekerja. Selama tahun 2020 Perseroan telah melaksanakan berbagai pelatihan yang diperlukan untuk meningkatkan kompetensi pekerja yang diikuti oleh 98 peserta. Pelatihan tersebut diantaranya adalah seminar dan *in house*.

## Penyesuaian Upah

Dalam rangka meningkatkan kesejahteraan pekerja, Perseroan melaksanakan penyesuaian upah setiap tahun. Gaji seluruh pekerja baik wanita maupun laki laki telah sesuai dengan ketentuan upah minimum yang ditetapkan Pemerintah. Selain itu, Perseroan juga memberikan sejumlah insentif berdasarkan kinerja pekerja sebagai bentuk apresiasi sehingga pekerja dapat senantiasa meningkatkan produktivitasnya. Program ini menjadi salah satu upaya Perseroan dalam mendukung pencapaian KPI Perseroan tahun 2020 pada aspek Fokus Tenaga Kerja dalam indikator produktivitas pekerja yang mencapai 7 juta/orang.

## Program Pemeriksaan Kesehatan Berkala

Perseroan menyediakan fasilitas pemeriksaan kesehatan berkala bagi seluruh pekerja. Program ini juga merupakan upaya untuk memastikan bahwa kesehatan pekerja dan pencegahan terhadap penyakit kerja untuk meningkatkan produktivitas pekerja tercapai.

## Biaya Pelaksanaan Tanggung Jawab Sosial Perseroan Terhadap Kesehatan

Selama tahun 2020 Perseroan mengeluarkan biaya untuk program tanggung jawab sosial perseroan terhadap kesehatan sebesar Rp3.500.000.

## Penggunaan Tenaga Kerja Lokal

Perseroan senantiasa melakukan proses rekrutmen yang mengedepankan asas-asas keterbukaan, kewajaran dan kompetensi yang dimiliki oleh kandidat dengan memperhatikan ketersediaan tenaga kerja lokal/nasional.

## Competence Development

Every employee who fulfills the requirements is given the opportunity to participate in various development programs organized by the Company, both internally and externally. The competence development program includes training, courses, and seminar that are tailored to the needs of each employee. In 2020, the Company held various training required to improve employee competence, attended by 98 employees. The training included seminars and in-house.

## Wage Adjustment

The Company adjusts wages every year to improve employee welfare. The salary of all employees, both women, and men, is following the minimum wage stipulated by the Government. Besides, the Company also provides several incentives based on employee performance as a form of appreciation, and thereby the employees always increase their productivity. This program is one of the Company's efforts in supporting the Company's KPI achievement in 2020 in the Employment Focus for employee productivity indicators, which achieved 7 million/person.

## Periodical Medical Check-Up Program

The Company provides periodical medical check-up for all employees. This activity includes examination of ship crew in accordance with Sea Transportation standards. The program is also an effort to ensure that the employees are healthy and to prevent any occupational diseases to achieve employee productivity improvement.

## Implementation Costs Of Corporate Social Responsibility On Health

During 2020 the Company incurred costs for the company's social Rp3,500,000.

## Use Of Local Labor

The Company continues to carry out a recruitment process that promotes the principles of openness, fairness, and competence possessed by candidates by taking into account the availability of local/national workforce.

## Kesetaraan Gender Dan Kesempatan Kerja

Perseroan senantiasa memberikan kesempatan dan peluang yang sama bagi seluruh pekerja untuk berkontribusi di Perseroan tanpa memandang perbedaan agama, etnik, ras atau gender sehingga seluruh peraturan yang berlaku diterapkan secara konsisten dan setara kepada seluruh pekerja. Proses rekrutmen pekerja pun dilakukan secara terbuka dan melalui berbagai jalur dengan mencantumkan persyaratan-persyaratan yang dibutuhkan sebagai calon SDM Perseroan. Pada tahun 2020, jumlah pekerja Perseroan sebanyak 861 orang yang terdiri dari 614 pekerja laki-laki dan 247 pekerja perempuan.

## Kesetaraan Remunerasi

Perseroan memberikan remunerasi kepada pekerja dengan tidak membedakan jumlah dan komponen remunerasi berdasarkan jenis kelamin, melainkan status pekerja, jenjang jabatan, masa kerja, dan hasil penilaian kinerja. Remunerasi bagi pekerja waktu tidak tertentu meliputi perawatan kesehatan, insentif dan tunjangan, dan program pensiun.

## Program Pensiun

Pekerja yang mencapai batas usia pensiun yaitu 55 tahun 6 bulan mendapatkan manfaat pensiun dari Perseroan. Selama tahun 2020 pekerja yang pensiun sebanyak 6 pekerja dan sebanyak 2 orang meninggal dunia dan berhak atas manfaat pensiun sebesar Rp3.973.733.383.

## Tingkat Turnover Pekerja

Tingkat persentase *turnover* pekerja pada tahun 2020 adalah sebesar 5,17%. Perseroan mencatat sebanyak 9 pekerja yang keluar dikarenakan pensiun dan meninggal dunia. Secara rinci, informasi tingkat turnover pekerja pada tahun 2020 sebagai berikut:

| Penyebab Cause              | Tahun Year |      |
|-----------------------------|------------|------|
|                             | 2020       | 2019 |
| Pensiun Pension             | 6          | 17   |
| Pengunduran Diri Resign     | 16         | 16   |
| PHK Work Termination        | 18         | 37   |
| Meninggal Dunia Passed Away | 2          | -    |
| Jumlah / Total              | 43         | 70   |

## Gender Equality And Employment Opportunity

The Company always provides equal opportunities for all employees to contribute to the Company, regardless of religion, ethnicity, race, or gender. Thus, all applicable laws are applied consistently and equally to all employees. The employee recruitment process is carried out openly and through various channels by publishing the requirements needed as candidates for the Company's HR. In 2020, the Company had 861 employees, consisting of 614 male employees and 247 female employees.

## Remuneration Equality

The Company provides remuneration to employees, not discriminating against the values and components of remuneration based on gender, but on employment status, level of office, length of service, and performance appraisal results. Remuneration for permanent employees includes health care, incentives and benefits, and pension programs.

## Pension Program

Employees who reach the retirement age limit are 55 years 6 month get pension benefits from the Company. During the year 2020 retired employees were 6 workers and as many as 2 people have died and are entitled to pension benefits amounting to Rp3,973,733,383.

## Employee Turnover Rate

The employee turnover rate in 2020 was 5,17%. The Company recorded as many as 9 employees who left due to retirement and death. In detail, the information on employee turnover rate in 2020 was as follows:

## Survei Kepuasan Pekerja

Sebagai sebuah upaya untuk terus memperbaiki kondisi lingkungan kerja, Patra Jasa pada Tahun 2020 mengadakan Survey Kepuasan Pekerja. Salah satu faktor yang mempengaruhi produktivitas pekerja adalah tingkat kepuasan. Hal ini mendorong Perseroan untuk melaksanakan survei kepuasan pekerja secara rutin. Hasil yang diperoleh dari survei tersebut dipandang sebagai *feedback* dari pekerja atas implementasi kebijakan pengelolaanan SDM yang berlaku saat ini. Selanjutnya dari hasil *feedback* tersebut akan dirumuskan sebagai penyempurnaan kebijakan pengelolaanan SDM untuk periode selanjutnya.

## Mekanisme Pengaduan Masalah Ketenagakerjaan

Perseroan memiliki mekanisme pengaduan keluhan, ketidakpuasan, atau keberatan yang dirasakan mengganggu pekerja dalam pelaksanaan tugasnya. Mekanisme pekerja untuk menyelesaikan keluhan mengenai masalah ketenagakerjaan diatur dalam prosedur prosedur PKB Patra Jasa.

## Mekanisme Penyelesaian Keluhan Pekerja

Selama tahun 2020 Perseroan tidak menerima pengaduan dari pekerja mengenai kesejahteraan.

## TANGGUNG JAWAB SOSIAL PERSEROAN TERHADAP KEMASYARAKATAN

### Kebijakan dan Komitmen

Perseroan berupaya meningkatkan kontribusi terhadap masyarakat melalui pelaksanaan program tanggung jawab sosial yang diatur dalam Pedoman Tata Kelola Perusahaan / GCG Perseroan.

### Lingkup Pelaksanaan Tanggung Jawab Sosial Perusahaan Terhadap Kemasyarakatan

Program tanggung jawab sosial perusahaan terhadap kemasyarakatan ditetapkan berdasarkan kajian dan analisa rencana kegiatan di *Corporate Secretary* sehingga sasaran dan kegiatan yang dilakukan tepat sesuai dan tepat sasaran dengan kebutuhan masyarakat sekitar.

### Rencana dan Realisasi Kegiatan Tahun 2020

Perseroan menyusun rencana program tanggung jawab sosial perusahaan terhadap kemasyarakatan. Rencana tersebut disusun sebagai program kerja *Corporate Secretary* yang dimuat dalam RKAP 2020. Beberapa kegiatan yang direncanakan antara lain:

- Baksos Sembako
- Bantuan Bencana Banjir
- Bantuan Paket Sembako penanganan Covid-19
- Bantuan Pembangunan Masjid

## Employee Satisfaction Survey

As an effort to continue to improve working environment conditions, Patra Jasa in 2020, conducted a Worker Satisfaction and Engagement Survey. One of the factors that influence employee productivity is the level of satisfaction. It encourages the Company to carry out regular employee satisfaction surveys. The results from the survey are considered as feedback from employees on the implementation of current HR management policies. Furthermore, the results of the feedback will be formulated as HR management policy refinement for the next period.

## Employment Problem Complaint Mechanism

The company has a mechanism for complaints, dissatisfaction, or objections that are perceived as disturbing employees in carrying out their duties. The employee mechanism for resolving complaints about labor issues is regulated in Procedure of PKB Patra Jasa.

## Employee Complaint Resolution Mechanism

During 2020 the Company did not receive complaints from employee regarding welfare.

## CORPORATE SOCIAL RESPONSIBILITY TOWARDS COMMUNITY

### Policies and Commitment

The Company strives to improve contributions to the community through the social responsibility programs, regulated in the Company's Corporate Governance Guidelines.

### Scope Of Corporate Social Responsibility Towards Community

The corporate social responsibility program towards community is determined based on the study and analysis of the activity plan at the Corporate Secretary. Thus, the objectives and activities carried out shall be appropriate and targeted to the needs of the surrounding community.

### Activities Plan and Realization In 2020

The Company compiled the corporate social responsibility program towards community. The plan was compiled as a Corporate Secretary work program, contained in the 2020 Work Plan and Budget (RKAP). Some of the planned activities include:

- Baksos Sembako
- Bantuan Bencana Banjir
- Bantuan Paket Sembako penanganan Covid-19
- Bantuan Pembangunan Masjid

- Safari Ramadhan
- Santunan anak yatim
- Pemberian hewan qurban

Manfaat yang didapatkan dalam kegiatan korporasi tersebut dapat dirasakan langsung oleh masyarakat dan dapat memberikan interaksi, *support* dan meringankan beban terhadap korban bencana.

## Program Peningkatan Akses Pendidikan

Perusahaan menyadari masa depan dari bangsa dan negara ini bergantung pada generasi muda saat ini, oleh karena itu pendidikan merupakan kunci pembangunan kaum muda untuk masa mendatang. Dalam bidang pendidikan, Perseroan mendukung beberapa kegiatan, mulai dari bantuan sarana dan dan prasarana pendidikan, penyediaan buku literasi untuk Sekolah Dasar, pelatihan kepariwisataan untuk siswa SMK/Karang Taruna dan penyaluran bantuan untuk pembangunan Masjid Mardiyah UGM.

## Biaya Pelaksanaan Tanggung Jawab Sosial Perseroan Terhadap Peningkatan Pendidikan

Selama tahun 2020 Perseroan mengeluarkan biaya untuk program tanggung jawab sosial perseroan terhadap pendidikan sebesar Rp1.179.434.700.

## Biaya Pelaksanaan Tanggung Jawab Sosial Perseroan Terhadap Kemasyarakatan

Selama tahun 2020 Perseroan mengeluarkan biaya untuk program tanggung jawab sosial perseroan terhadap kemasyarakatan sebesar Rp282.778.871 di luar sumbangan dari pekerja yang diberikan bersama sumbangan terhadap korban bencana alam di tahun 2020.

## Dampak Kegiatan

Untuk kegiatan CSR lainnya juga telah memberikan manfaat bagi masyarakat dalam mensejahterakan dan membantu masyarakat yang terkena dampak Covid-19. Dengan demikian, secara umum bisa disampaikan bahwa kegiatan CSR telah memberikan manfaat terhadap pembangunan berkelanjutan khususnya terkait dengan pengentasan kemiskinan, menghilangkan kelaparan dan meningkatkan kualitas pendidikan masyarakat.

## Saluran Pengaduan di Bidang Kemasyarakatan

Untuk saluran pengaduan di bidang kemasyarakatan dapat disampaikan pada Divisi *Corporate Secretary* atau dapat email: sekper@patra-jasa.com.

- Safari Ramadhan
- Santunan anak yatim
- Pemberian hewan qurban

The benefits gained in these corporate activities can be felt directly by the community and can provide interaction, support and lighten the burden on disaster victims.

## Education Access Improvement Program

The company is aware of the future of the nation and state this depends on the young generation today, therefore education is the key to youth development for the future. In the field of education, the Company supports several activities, starting from providing education facilities and infrastructure assistance, providing literacy book for Elementary School, tourism training for SMK students/Karang Taruna and providing assistance for Mardiyah Mosque UGM construction.

## Costs of Implementing Corporate Social Responsibility Towards Improving Education

During 2020, the Company will spend on corporate social responsibility programs towards education in the amount of Rp1,179,434,700.

## Cost of Corporate Social Responsibility Towards Community

During 2020, the Company incurred costs for the corporate social responsibility program towards community amounted to Rp282,778,871, excluding employees' contributions, which were given together with donations to the victims of natural disasters in 2020.

## Impact Of Activities

Other CSR activities have also benefited the community to prosper and assist the community affected by the Covid-19 pandemic. Thus, in general, it can be said that CSR activities have provided benefits for sustainable development, especially related to poverty alleviation, eliminating hunger, and improving the quality of public education.

## Complaint Channels in Community

Complaints channel in community can be submitted to the Corporate Secretary Division or an email to sekper@patra-jasa.com.

## TANGGUNG JAWAB PERSEROAN TERHADAP KONSUMEN

### Target/Rencana Kegiatan Tahun 2020

Perseroan menyusun rencana program tanggung jawab Perseroan terhadap pelanggan untuk membangun reputasi dan citra Perseroan serta meningkatkan loyalitas pelanggan. Tahun 2020 Target KPI pada *Survey Kepuasan Pelanggan* di Skala 3,75. Perseroan dapat memenuhi target dengan indeks hasil *survey* kepuasan pelanggan pada skala 4,19.

Beberapa kegiatan yang direncanakan antara lain adalah dengan pemenuhan rekomendasi hasil *survey* pelanggan tahun sebelumnya (2019) yaitu Perseroan perlu melakukan upaya untuk meningkatkan kepuasan pelanggan dengan cara merespons atribut-atribut pelayanan yang memiliki tingkat kepuasan di bawah rata-rata dan tingkat kepentingan yang tinggi di mata pelanggan, yaitu:

dengan terus melakukan pelatihan-pelatihan guna meningkatkan mutu pelayanan terhadap tamu hotel

### Kegiatan yang Dilakukan dan Dampak Atas Kegiatan Tersebut

Perseroan melaksanakan beberapa program tanggung jawab terhadap pelanggan untuk memenuhi hak dan harapan pelanggan serta sebagai wujud kontribusi terhadap *Sustainable Development Goals* (SDGs) diantaranya:

- Tercapainya *Agreement* SLA/SLG Perseroan dengan Pelanggan
- Memenuhi dan menindaklanjuti keluhan pelanggan

### Sistem Manajemen Mutu

Kualitas layanan merupakan salah satu faktor yang berpengaruh terhadap kepuasan pelanggan. Hal ini mendorong Perseroan untuk memberikan layanan terbaik bagi seluruh pelanggan dengan menerapkan sistem manajemen mutu. Perseroan menetapkan dan meninjau sasaran mutu, K3, dan lingkungan secara rutin. Hal ini diharapkan mampu menjadikan implementasinya senantiasa relevan dengan proses bisnis Perseroan sehingga keseluruhan program dapat mencegah cedera, sakit akibat kerja dan pencemaran terhadap lingkungan. Perseroan membentuk Divisi HSSE agar bertanggung jawab melaksanakan pengelolaan mutu layanan melalui penerapan praktik kesehatan dan keselamatan kerja untuk meminimalkan risiko yang ditimbulkan.

### Kesehatan Dan Keselamatan Pelanggan

Perseroan senantiasa mengutamakan aspek kesehatan dan keselamatan pelanggan dalam memberikan layanan pemanduan serta melakukan perbaikan berkesinambungan. Beberapa upaya Perseroan diantaranya mengimplementasikan *Management Walkthrough*, CSMS (*Contractor Safety Management System*), Peka (Pengamatan Keselamatan Kerja), HSSE *Monthly Meeting*, dan *Safety Induction*.

## CORPORATE RESPONSIBILITY TO CUSTOMERS

### Target/ Activity Plan In 2020

The Company formulates corporate responsibility plan to its customers to build the corporate reputation and image and increase customer loyalty. In 2020, the KPI Target for Customer Satisfaction Survey was on the scale of 3,75. The Company could meet the target with a customer satisfaction survey index on the scale 4,19.

The various planned activities included the fulfillment of recommendations from the previous year's customer survey result (2019), the Company needed to make efforts to improve customer satisfaction by responding to service attributes that had below average satisfaction levels and a high level of importance in the eyes of customers, i.e.:

by continuously conducting trainings to improve services quality to hotel guests.

### Activities Carried Out and Effects from Such Activities

The Company implements several responsibility programs towards customers to fulfill the rights and expectation of the customers, as well as a form of a contribution to the Sustainable Development Goals (SDGs) including:

- Achieving Company's SLA/SLG Agreement with Customers
- Fulfilling and following-up customers' complaints

### Quality Management System

Service quality is one of the factors that influence customer satisfaction. It encourages the Company to provide the best service for all customers by implementing a quality management system. The Company sets and reviews quality, OHS, and environmental targets periodically. It is expected to be able to ensure that the implementation is always relevant to the Company's business processes to prevent injuries, occupational diseases, and environmental pollution. The Company established the HSSE Division that is responsible for conducting the service quality management through occupational health and safety practices to minimize any risks that may arise.

### Customer Health And Safety

The Company prioritizes health and aspects customer safety in providing guiding services and making continuous improvements. Some of the Company's efforts include implementing Management Walkthrough, CSMS (*Contractor Safety Management System*), Sensitive (Work Safety Observations), HSSE Monthly Meeting and Safety Induction.

### Informasi Pelayanan

Perseroan memberikan kemudahan bagi pelanggan untuk mengakses informasi baik mengenai layanan maupun hal lainnya yang dibutuhkan melalui *website* Perseroan dan media lainnya. Selain itu, Perseroan juga melaksanakan *survey* kepuasan pelanggan hotel secara rutin melalui kuesioner *Guest Comment* sebagai sarana sosialisasi layanan maupun media untuk berinteraksi secara langsung sehingga Perseroan dapat menggali keinginan dan harapan pelanggan untuk proses peningkatan dan perbaikan kualitas layanan.

### Sarana, Jumlah dan Penanggulangan Pengaduan Konsumen

Perseroan menyediakan sarana yang dapat digunakan oleh pelanggan untuk menyampaikan pengaduan atas layanan yang diberikan. Hal ini juga menjadi salah satu upaya Perseroan untuk mendapatkan informasi yang dapat ditindaklanjuti untuk meningkatkan kualitas layanan. Pengaduan pelanggan dapat disampaikan melalui sosial media Patra Jasa (Instagram@patra.jasa & Facebook @pajas.pt). Setiap pengaduan pelanggan melalui akun media sosial resmi akan diterima oleh Corporate Secretary dan akan ditindaklanjuti oleh fungsi terkait. Pada tahun 2020, terdapat 311 pengaduan.

| Jenis Interaksi<br>Type of Interaction | Jumlah Pengaduan Masuk<br>Number of Incoming Complaints | Jumlah Pengaduan Selesai<br>Number of Completed Complaints | Persentase Penyelesaian<br>Percentage of Completion |
|----------------------------------------|---------------------------------------------------------|------------------------------------------------------------|-----------------------------------------------------|
| Keluhan<br>Complaint                   | 19                                                      | 19                                                         | 100%                                                |
| Permintaan<br>Request                  | 57                                                      | 57                                                         | 100%                                                |
| Pertanyaan<br>Question                 | 235                                                     | 235                                                        | 100%                                                |

### Survei Kepuasan Pelanggan

Perseroan melaksanakan survei kepuasan pelanggan secara berkala dengan tujuan untuk mengidentifikasi tanggapan, respon dan harapan pelanggan terhadap masing-masing layanan yang telah diberikan. Hasil pelaksanaan survei pelanggan tersebut harus ditindaklanjuti oleh pihak terkait.

Berikut hasil survei kepuasan pelanggan hotel adalah 4,19.

### Service Information

The Company facilitates the customer to access information about both services and other matters needed through the Company's website and other media. In addition, the Company also holds hotel customer satisfaction survey routinely through Guest Comment questionnaire as a means of socializing services and media to interact face-to-face with the customers. Thus, the Company can explore the customers' needs and expectations to improve and refine service quality.

### Facilities, Numbers, and Countermeasures for Consumer Complaints

The Company provides facilities that can be utilized by customers to submit complaints about the services provided. It is also one of the Company's efforts to obtain information to be followedup to improve service quality. Customer complaints about the corporation can be sent by Patra Jasa's social media (Instagram @patra.jasa & Facebook @pajas.pt). Each customer complaint will be received by the Corporate Secretary and will be followed up by the related function. In 2020, there were 311 complaints.

### Customer Satisfaction Survey

The Company carries out customer satisfaction surveys regularly with the objective of identifying customer responses and expectations for each service provided. The customer satisfaction survey implementation is regulated must be followed up by related parties.

The result of hotel's customer satisfaction survey is 4.19.

# LAPORAN KEUANGAN

Financial Statements

**PT PATRA JASA  
DAN ENTITAS ANAK/*AND SUBSIDIARIES***

**LAPORAN KEUANGAN KONSOLIDASIAN/  
*CONSOLIDATED FINANCIAL STATEMENTS***

**31 DESEMBER 2020/  
*31 DECEMBER 2020***

**PT PATRA JASA  
DAN ENTITAS ANAK/AND SUBSIDIARIES**

**SURAT PERNYATAAN DIREKSI TENTANG  
TANGGUNG JAWAB ATAS  
LAPORAN KEUANGAN KONSOLIDASIAN PADA  
TANGGAL 31 DESEMBER 2020 SERTA UNTUK  
TAHUN YANG BERAKHIR 31 DESEMBER 2020**

**BOARD DIRECTORS' STATEMENT REGARDING  
THE RESPONSIBILITY FOR THE  
CONSOLIDATED FINANCIAL STATEMENTS AS  
AT 31 DESEMBER 2020 AND FOR THE YEAR  
ENDED 31 DECEMBER 2020**

Atas nama Direksi, saya yang bertanda tangan di bawah ini:

*On behalf of the Board of Directors, I, the undersigned:*

Nama : Teddy Kurniawan Gusti  
Alamat Kantor : Patra Jasa Office Tower Lt. 3A  
Jl. Gatot Subroto Kav 32-34,  
Jakarta Selatan 12950  
Telepon : 021 - 5217200  
Jabatan : Plt. Direktur Utama

Name : Teddy Kurniawan Gusti  
Office Address : Patra Jasa Office Tower Lt. 3A  
Jl. Gatot Subroto Kav 32-34,  
Jakarta Selatan 12950  
Telephone : 021 - 5217200  
Position : Acting President Director

Nama : Iswina Dwi Yunanto  
Alamat Kantor : Patra Jasa Office Tower Lt. 3A  
Jl. Gatot Subroto Kav 32-34,  
Jakarta Selatan 12950  
Telepon : 021 - 5217202  
Jabatan : Direktur Keuangan dan Umum

Name : Iswina Dwi Yunanto  
Office Address : Patra Jasa Office Tower Lt. 3A  
Jl. Gatot Subroto Kav 32-34,  
Jakarta Selatan 12950  
Telephone : 021 - 5217202  
Position : Finance and General Affair Director

*declare that:*

menyatakan bahwa:

- |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>1. Kami bertanggung jawab atas penyusunan dan penyajian laporan keuangan konsolidasian PT Patra Jasa dan entitas anak ("Grup");</p> <p>2. Laporan keuangan konsolidasian telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;</p> <p>3. a. Semua informasi dalam laporan keuangan konsolidasian Grup telah dimuat secara lengkap dan benar;</p> <p style="padding-left: 40px;">b. Laporan keuangan konsolidasian Grup tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material; dan</p> <p>4. Kami bertanggung jawab atas sistem pengendalian internal Grup.</p> | <p>1. <i>We are responsible for the preparation and presentation of the consolidated financial statements of PT Patra Jasa and subsidiaries (the "Group");</i></p> <p>2. <i>The Group's consolidated financial statements have been prepared and presented in accordance with Indonesian Financial Accounting Standards;</i></p> <p>3. a. <i>All information has been fully and correctly disclosed in the Group's consolidated financial statements;</i></p> <p style="padding-left: 40px;">b. <i>The Group's consolidated financial statements do not contain any false material information or facts, nor do they omit material information or facts; and</i></p> <p>4. <i>We are responsible for the Group's internal control systems.</i></p> |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

Demikian pernyataan ini dibuat dengan sebenarnya.

*Thus this statement is made truthfully.*

Atas nama dan mewakili Dewan Direksi:

*For and on behalf of the Board of Directors:*

JAKARTA  
5 Maret/March 2021

**Teddy Kurniawan Gusti**  
Plt. Direktur Utama/Acting President Director

**Iswina Dwi Yunanto**  
Direktur Keuangan dan Umum/Finance and General  
Affair Director



**LAPORAN AUDITOR INDEPENDEN  
KEPADA PARA PEMEGANG SAHAM**

**INDEPENDENT AUDITORS' REPORT  
TO THE SHAREHOLDERS OF**

**PT PATRA JASA**

Kami telah mengaudit laporan keuangan konsolidasian PT Patra Jasa dan entitas anaknya terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2020, 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.

**Tanggung jawab manajemen atas laporan keuangan konsolidasian**

Manajemen bertanggung jawab atas penyusunan dan penyajian wajar 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 konsolidasian yang bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan.

**Tanggung jawab Auditor**

Tanggung jawab kami adalah untuk menyatakan suatu opini atas laporan keuangan konsolidasian tersebut berdasarkan audit kami. Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia. Standar tersebut mengharuskan kami untuk mematuhi ketentuan etika serta merencanakan dan melaksanakan audit untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian tersebut bebas dari kesalahan penyajian material.

*We have audited the accompanying consolidated financial statements of PT Patra Jasa and its subsidiaries, which comprise the consolidated statement of financial position as at 31 December 2020, 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.*

**Management's responsibility for the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.*

**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.*

**Kantor Akuntan Publik Tanudiredja, Wibisana, Rintis & Rekan**

WTC 3, Jl. Jend. Sudirman Kav. 29-31, Jakarta 12920 – Indonesia

T: +62 21 50992901 / 31192901, F: +62 21 52905555 / 52905050, [www.pwc.com/id](http://www.pwc.com/id)

Nomor Izin Usaha: KEP-241/KM.1/2015.

00230/2.1025/AU.1/03/1130-2/1/III/2021



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 yang 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 keefektifitasan pengendalian internal entitas. Suatu audit juga mencakup pengevaluasian atas ketepatan kebijakan akuntansi yang digunakan dan kewajaran estimasi akuntansi yang dibuat oleh manajemen, serta pengevaluasian atas penyajian laporan keuangan 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 Patra Jasa dan entitas anaknya tanggal 31 Desember 2020, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

*An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the consolidated financial statements. The procedures selected depend on the auditors' judgment, 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 Patra Jasa and its subsidiaries as at 31 December 2020, and their consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.*

JAKARTA  
5 Maret/March 2021

**Daniel Kohar, S.E., CPA**

Izin Akuntan Publik/License of Public Accountant No. AP.1130

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 1/1 Schedule**

**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN  
31 DESEMBER 2020**  
(Disajikan dalam jutaan Rupiah)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION  
AS AT 31 DECEMBER 2020**  
(Expressed in millions of Rupiah)

| <b>ASET</b>                            | <b>Catatan/<br/>Notes</b> | <b>2020</b>      | <b>2019</b>      | <b>ASSETS</b>                     |
|----------------------------------------|---------------------------|------------------|------------------|-----------------------------------|
| <b>ASET LANCAR</b>                     |                           |                  |                  | <b>CURRENT ASSETS</b>             |
| Kas dan setara kas                     | 4                         | 191,114          | 302,887          | Cash and cash equivalents         |
| Piutang usaha                          |                           |                  |                  | Trade receivables                 |
| Pihak berelasi                         | 5                         | 168,187          | 257,240          | Related parties                   |
| Pihak ketiga                           | 5                         | 42,244           | 106,945          | Third parties                     |
| Aset kontrak                           |                           |                  |                  | Contract assets                   |
| Pihak berelasi                         | 6                         | 183,880          | 142,301          | Related parties                   |
| Pihak ketiga                           | 6                         | 184,805          | 131,369          | Third parties                     |
| Piutang lain-lain – pihak ketiga       |                           | 4,498            | 6,337            | Other receivables – third parties |
| Persediaan                             | 7                         | 958,991          | 940,594          | Inventories                       |
| Pajak dibayar di muka                  |                           |                  |                  | Prepaid taxes                     |
| Pajak lain-lain                        | 18a                       | 4,517            | 5,129            | Other taxes                       |
| Uang muka dan beban<br>dibayar dimuka  | 8                         | 68,730           | 60,667           | Advances<br>and prepayments       |
| Aset lancar lainnya                    |                           | 10,066           | 7,550            | Other current assets              |
| <b>Jumlah aset lancar</b>              |                           | <b>1,817,032</b> | <b>1,961,019</b> | <b>Total current assets</b>       |
| <b>ASET TIDAK LANCAR</b>               |                           |                  |                  | <b>NON-CURRENT ASSETS</b>         |
| Uang muka dan beban<br>dibayar di muka | 8                         | 54,717           | 29,574           | Advances<br>and prepayments       |
| Investasi pada entitas asosiasi        | 9                         | 1,097            | 2,679            | Investment in associates          |
| Pajak dibayar di muka                  |                           |                  |                  | Prepaid taxes                     |
| Pajak penghasilan badan                | 18a                       | 17,512           | 5,987            | Corporate income tax              |
| Pajak lain-lain                        | 18a                       | 103,338          | 27,308           | Other taxes                       |
| Aset pajak tangguhan                   | 18e                       | 31,280           | 42,077           | Deferred tax assets               |
| Properti investasi                     | 10                        | 977,468          | 687,272          | Investment properties             |
| Aset tetap                             | 11                        | 1,499,364        | 1,448,183        | Fixed assets                      |
| Aset hak-guna                          | 17a                       | 101,854          | -                | Right-of-use-assets               |
| Tanah untuk pengembangan               | 12                        | 109,934          | 68,428           | Land for development              |
| Aset takberwujud                       |                           | 465              | 11,178           | Intangible assets                 |
| Aset tidak lancar lainnya              |                           | 19,987           | 5,013            | Other non-current assets          |
| <b>Jumlah aset tidak lancar</b>        |                           | <b>2,917,016</b> | <b>2,327,699</b> | <b>Total non-current assets</b>   |
| <b>JUMLAH ASET</b>                     |                           | <b>4,734,048</b> | <b>4,288,718</b> | <b>TOTAL ASSETS</b>               |

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 1/2 Schedule**

**LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN  
31 DESEMBER 2020**  
(Disajikan dalam jutaan Rupiah,  
kecuali nilai nominal dan data saham)

**CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION  
AS AT 31 DECEMBER 2020**  
(Expressed in millions of Rupiah,  
except for par value and share data)

|                                                                                                                             | <u>Catatan/<br/>Notes</u> | <u>2020</u>             | <u>2019</u>             |                                                                                                              |
|-----------------------------------------------------------------------------------------------------------------------------|---------------------------|-------------------------|-------------------------|--------------------------------------------------------------------------------------------------------------|
| <b>LIABILITAS</b>                                                                                                           |                           |                         |                         | <b>LIABILITIES</b>                                                                                           |
| <b>LIABILITAS JANGKA PENDEK</b>                                                                                             |                           |                         |                         | <b>CURRENT LIABILITIES</b>                                                                                   |
| Utang usaha                                                                                                                 |                           |                         |                         | Trade payables                                                                                               |
| Pihak berelasi                                                                                                              | 13                        | 34,406                  | 282,162                 | Related parties                                                                                              |
| Pihak ketiga                                                                                                                | 13                        | 68,833                  | 91,054                  | Third parties                                                                                                |
| Jaminan pelanggan                                                                                                           |                           | 10,529                  | 9,447                   | Customer deposits                                                                                            |
| Biaya yang masih harus dibayar                                                                                              | 14                        | 80,676                  | 94,656                  | Accrued expenses                                                                                             |
| Bagian lancar dari liabilitas kontrak                                                                                       | 19                        | 166,262                 | 152,263                 | Current portion of contract liabilities                                                                      |
| Pinjaman bank                                                                                                               |                           |                         |                         | Bank loans                                                                                                   |
| Utang bank jangka pendek                                                                                                    | 15                        | 569,428                 | 214,723                 | Short-term bank loans                                                                                        |
| Bagian lancar dari utang bank jangka panjang                                                                                | 15                        | 98,896                  | 152,361                 | Current portion of long-term bank loans                                                                      |
| Utang pembiayaan konsumen yang jatuh tempo dalam satu tahun                                                                 | 16                        | 34,304                  | 194,152                 | Current portion of consumer finance loans                                                                    |
| Utang pajak                                                                                                                 |                           |                         |                         | Taxes payable                                                                                                |
| Pajak penghasilan badan                                                                                                     | 18b                       | -                       | 2,454                   | Corporate income tax                                                                                         |
| Pajak lain-lain                                                                                                             | 18b                       | 27,833                  | 26,973                  | Other taxes                                                                                                  |
| Liabilitas lancar lainnya                                                                                                   |                           | 16,069                  | 21,314                  | Other current liabilities                                                                                    |
| Bagian lancar dari liabilitas sewa                                                                                          | 17b                       | 26,002                  | -                       | Current portion of lease liabilities                                                                         |
| <b>Jumlah liabilitas jangka pendek</b>                                                                                      |                           | <b><u>1,133,238</u></b> | <b><u>1,241,559</u></b> | <b>Total current liabilities</b>                                                                             |
| <b>LIABILITAS JANGKA PANJANG</b>                                                                                            |                           |                         |                         | <b>NON-CURRENT LIABILITIES</b>                                                                               |
| Utang bank jangka panjang - setelah dikurangi bagian lancar                                                                 | 15                        | 314,180                 | 97,425                  | Long-term bank loans - net of current portion                                                                |
| Utang pembiayaan sewa konsumen – setelah dikurangi bagian lancar                                                            | 16                        | 365,305                 | 115,107                 | Obligations under consumer finance loans – net of current portion                                            |
| Liabilitas pajak tangguhan                                                                                                  | 18e                       | 56,037                  | 68,111                  | Deferred tax liabilities                                                                                     |
| Liabilitas kontrak - setelah dikurangi bagian lancar                                                                        | 19                        | 40,532                  | 23,791                  | Contract liabilities - net of current portion                                                                |
| Liabilitas sewa dikurangi bagian yang jatuh tempo dalam satu tahun                                                          | 17b                       | 79,236                  | -                       | Lease liabilities, net of current portion                                                                    |
| Liabilitas imbalan kerja                                                                                                    | 20                        | 144,896                 | 144,236                 | Employee benefits liabilities                                                                                |
| Liabilitas jangka panjang lainnya                                                                                           |                           | 3,414                   | 3,276                   | Other non-current liabilities                                                                                |
| <b>Jumlah liabilitas jangka panjang</b>                                                                                     |                           | <b><u>1,003,600</u></b> | <b><u>451,946</u></b>   | <b>Total non-current liabilities</b>                                                                         |
| <b>JUMLAH LIABILITAS</b>                                                                                                    |                           | <b><u>2,136,838</u></b> | <b><u>1,693,505</u></b> | <b>TOTAL LIABILITIES</b>                                                                                     |
| <b>EKUITAS</b>                                                                                                              |                           |                         |                         | <b>EQUITY</b>                                                                                                |
| Modal saham - ditempatkan dan disetor penuh 1.537.195 saham dengan nilai nominal Rp1.000.000 (nilai penuh) per lembar saham | 21                        | 1,537,195               | 1,537,195               | Share capital - issued and fully paid 1,537,195 shares at a par value of Rp1,000,000 (full amount) per share |
| Tambahan modal disetor                                                                                                      | 22                        | (1,368)                 | (1,368)                 | Additional paid-in capital                                                                                   |
| Saldo laba                                                                                                                  |                           |                         |                         | Retained earnings                                                                                            |
| Ditentukan                                                                                                                  |                           | 192,606                 | 192,606                 | Appropriated                                                                                                 |
| Tidak ditentukan                                                                                                            |                           | 660,306                 | 658,125                 | Unappropriated                                                                                               |
| Jumlah ekuitas yang dapat diatribusikan kepada pemilik entitas induk                                                        |                           | 2,388,739               | 2,386,558               | Total equity attributable to owners of the parent entity                                                     |
| Kepentingan nonpengendali                                                                                                   | 23                        | 208,471                 | 208,655                 | Non-controlling interests                                                                                    |
| <b>JUMLAH EKUITAS</b>                                                                                                       |                           | <b><u>2,597,210</u></b> | <b><u>2,595,213</u></b> | <b>TOTAL EQUITY</b>                                                                                          |
| <b>JUMLAH LIABILITAS DAN EKUITAS</b>                                                                                        |                           | <b><u>4,734,048</u></b> | <b><u>4,288,718</u></b> | <b>TOTAL LIABILITIES AND EQUITY</b>                                                                          |

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes form an integral part of these consolidated financial statements.

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 2 Schedule**

| LAPORAN LABA RUGI DAN PENGHASILAN<br>KOMPREHENSIF LAIN KONSOLIDASIAN<br>UNTUK TAHUN YANG BERAKHIR<br>31 DESEMBER 2020<br>(Disajikan dalam jutaan Rupiah) |                   | CONSOLIDATED STATEMENT OF PROFIT OR<br>LOSS AND OTHER COMPREHENSIVE INCOME<br>FOR THE YEAR ENDED<br>31 DECEMBER 2020<br>(Expressed in millions of Rupiah) |           |                                                                   |
|----------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|-------------------------------------------------------------------|
|                                                                                                                                                          | Catatan/<br>Notes | 2020                                                                                                                                                      | 2019      |                                                                   |
| PENDAPATAN                                                                                                                                               | 24                | 1,853,234                                                                                                                                                 | 1,751,954 | REVENUE                                                           |
| BEBAN POKOK PENDAPATAN                                                                                                                                   | 25                | (1,348,209)                                                                                                                                               | (943,556) | COST OF REVENUE                                                   |
| LABA KOTOR                                                                                                                                               |                   | 505,025                                                                                                                                                   | 808,398   | GROSS PROFIT                                                      |
| Beban umum dan administrasi                                                                                                                              | 26                | (328,149)                                                                                                                                                 | (381,842) | General and administrative expenses                               |
| Pendapatan keuangan                                                                                                                                      |                   | 6,010                                                                                                                                                     | 17,330    | Finance income                                                    |
| Beban keuangan                                                                                                                                           |                   | (115,255)                                                                                                                                                 | (79,449)  | Finance costs                                                     |
| Lain-lain, bersih                                                                                                                                        |                   | (15,157)                                                                                                                                                  | (514)     | Others, net                                                       |
| Laba sebelum pajak penghasilan dan pajak final                                                                                                           |                   | 52,474                                                                                                                                                    | 363,923   | Profit before income tax and final tax                            |
| Beban pajak final                                                                                                                                        | 18d               | (29,694)                                                                                                                                                  | (31,244)  | Final tax expenses                                                |
| LABA SEBELUM PAJAK PENGHASILAN                                                                                                                           |                   | 22,780                                                                                                                                                    | 332,679   | PROFIT BEFORE INCOME TAX                                          |
| BEBAN PAJAK PENGHASILAN                                                                                                                                  |                   |                                                                                                                                                           |           | INCOME TAX EXPENSES                                               |
| Kini                                                                                                                                                     | 18c               | (1,369)                                                                                                                                                   | (7,541)   | Current                                                           |
| Tangguhan                                                                                                                                                | 18e               | 654                                                                                                                                                       | (20,157)  | Deferred                                                          |
| Jumlah beban pajak penghasilan                                                                                                                           |                   | (715)                                                                                                                                                     | (27,698)  | Total income tax expenses                                         |
| LABA TAHUN BERJALAN                                                                                                                                      |                   | 22,065                                                                                                                                                    | 304,981   | PROFIT FOR THE YEAR                                               |
| Laba komprehensif lainnya:                                                                                                                               |                   |                                                                                                                                                           |           | Other comprehensive income:                                       |
| Pos yang tidak akan direklasifikasi ke laba rugi:                                                                                                        |                   |                                                                                                                                                           |           | Item that will not be reclassified to profit or loss:             |
| Penilaian kembali liabilitas imbalan kerja                                                                                                               | 20                | (2,830)                                                                                                                                                   | (6,080)   | Remeasurement of employee benefit liabilities                     |
| Pajak penghasilan terkait                                                                                                                                | 18e               | 623                                                                                                                                                       | 1,520     | Related income tax                                                |
|                                                                                                                                                          |                   | (2,207)                                                                                                                                                   | (4,560)   |                                                                   |
| JUMLAH LABA KOMPREHENSIF TAHUN BERJALAN                                                                                                                  |                   | 19,858                                                                                                                                                    | 300,421   | TOTAL COMPREHENSIVE INCOME FOR THE YEAR                           |
| JUMLAH LABA YANG DAPAT DISTRIBUSIKAN KEPADA:                                                                                                             |                   |                                                                                                                                                           |           | PROFIT ATTRIBUTABLE TO:                                           |
| Pemilik entitas induk                                                                                                                                    |                   | 22,244                                                                                                                                                    | 304,625   | Owner of the parent                                               |
| Kepentingan nonpengendali                                                                                                                                |                   | (179)                                                                                                                                                     | 356       | Non-controlling interest                                          |
|                                                                                                                                                          |                   | 22,065                                                                                                                                                    | 304,981   |                                                                   |
| JUMLAH PENGHASILAN KOMPREHENSIF YANG DAPAT DISTRIBUSIKAN KEPADA:                                                                                         |                   |                                                                                                                                                           |           | TOTAL COMPREHENSIVE INCOME ATTRIBUTABLE TO:                       |
| Pemilik entitas induk                                                                                                                                    |                   | 20,042                                                                                                                                                    | 300,063   | Owner of the parent                                               |
| Kepentingan nonpengendali                                                                                                                                | 23                | (184)                                                                                                                                                     | 358       | Non-controlling interest                                          |
|                                                                                                                                                          |                   | 19,858                                                                                                                                                    | 300,421   |                                                                   |
| Laba bersih per saham yang dapat diatribusikan kepada pemilik entitas induk                                                                              |                   | 14,471                                                                                                                                                    | 198,169   | Earning per share attributable to the owners of the parent entity |

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes form an integral part of these consolidated financial statements.

PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES

Lampiran 3 Schedule

LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020

(Disajikan dalam jutaan Rupiah)

CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
FOR THE YEAR ENDED 31 DECEMBER 2020

(Expressed in millions of Rupiah)

|                                             | Diatribusikan kepada pemilik entitas induk/<br>Attributable to owner of the parent entity |                                                             |                                  |                                         | Total ekuitas<br>yang dapat<br>diatribusikan<br>kepada<br>pemilik entitas<br>induk/Equity<br>attributable<br>to owners of the<br>parent entity | Kepentingan<br>non<br>pengendali/<br>Non-controlling<br>interests | Jumlah<br>ekuitas/<br>Total equity |                                                        |
|---------------------------------------------|-------------------------------------------------------------------------------------------|-------------------------------------------------------------|----------------------------------|-----------------------------------------|------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------|------------------------------------|--------------------------------------------------------|
|                                             | Modal saham/<br>Share Capital                                                             | Tambahan modal<br>disetor/<br>Additional<br>paid-in Capital | Saldo laba/<br>Retained earnings |                                         |                                                                                                                                                |                                                                   |                                    |                                                        |
|                                             |                                                                                           |                                                             | Dicadangkan/<br>Appropriated     | Tidak<br>dicadangkan/<br>Unappropriated |                                                                                                                                                |                                                                   |                                    |                                                        |
| Saldo 1 Januari 2019                        | 1,537,195                                                                                 | (1,368)                                                     | 192,606                          | 371,321                                 | 2,099,754                                                                                                                                      | 3,282                                                             | 2,103,036                          | Balance as at 1 January 2019                           |
| Setoran modal oleh                          |                                                                                           |                                                             |                                  |                                         |                                                                                                                                                |                                                                   |                                    | Capital contributions by                               |
| kepentingan non-pengendali                  | -                                                                                         | -                                                           | -                                | -                                       | -                                                                                                                                              | 205,015                                                           | 205,015                            | non-controlling interests                              |
| Laba tahun berjalan                         | -                                                                                         | -                                                           | -                                | 304,625                                 | 304,625                                                                                                                                        | 356                                                               | 304,981                            | Profit for the year                                    |
| Penilaian kembali liabilitas imbalan kerja  | -                                                                                         | -                                                           | -                                | (4,562)                                 | (4,562)                                                                                                                                        | 2                                                                 | (4,560)                            | Remeasurement of employee benefit liabilities          |
| Pembayaran dividen                          | -                                                                                         | -                                                           | -                                | (13,259)                                | (13,259)                                                                                                                                       | -                                                                 | (13,259)                           | Payment of dividends                                   |
| Saldo 31 Desember 2019                      | 1,537,195                                                                                 | (1,368)                                                     | 192,606                          | 658,125                                 | 2,386,558                                                                                                                                      | 208,655                                                           | 2,595,213                          | Balance as at 31 December 2019                         |
| Penyesuaian saldo atas penerapan<br>PSAK 71 | -                                                                                         | -                                                           | -                                | (17,861)                                | (17,861)                                                                                                                                       | -                                                                 | (17,861)                           | Opening balance adjustment upon<br>adoption of SFAS 71 |
| Saldo 1 Januari 2020<br>setelah penyesuaian | 1,537,195                                                                                 | (1,368)                                                     | 192,606                          | 640,264                                 | 2,368,697                                                                                                                                      | 208,655                                                           | 2,577,352                          | Balance as at 1 January 2020<br>after adjustment       |
| Setoran modal oleh                          |                                                                                           |                                                             |                                  |                                         |                                                                                                                                                |                                                                   |                                    | Capital contributions by                               |
| kepentingan non-pengendali                  | -                                                                                         | -                                                           | -                                | -                                       | -                                                                                                                                              | -                                                                 | -                                  | non-controlling interests                              |
| Laba tahun berjalan                         | -                                                                                         | -                                                           | -                                | 22,244                                  | 22,244                                                                                                                                         | (179)                                                             | 22,065                             | Profit for the year                                    |
| Penilaian kembali liabilitas imbalan kerja  | -                                                                                         | -                                                           | -                                | (2,202)                                 | (2,202)                                                                                                                                        | (5)                                                               | (2,207)                            | Remeasurement of employee benefit liabilities          |
| Pembayaran dividen                          | -                                                                                         | -                                                           | -                                | -                                       | -                                                                                                                                              | -                                                                 | -                                  | Payment of dividends                                   |
| Saldo 31 Desember 2020                      | 1,537,195                                                                                 | (1,368)                                                     | 192,606                          | 660,306                                 | 2,388,739                                                                                                                                      | 208,471                                                           | 2,597,210                          | Balance as at 31 December 2020                         |

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 4 Schedule**

**LAPORAN ARUS KAS KONSOLIDASIAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2020**

(Disajikan dalam jutaan Rupiah)

**CONSOLIDATED STATEMENT OF CASH FLOWS  
FOR THE YEAR ENDED  
31 DECEMBER 2020**

(Expressed in million Rupiah)

|                                                                | <u>2020</u>                  | <u>2019</u>                  |                                                               |
|----------------------------------------------------------------|------------------------------|------------------------------|---------------------------------------------------------------|
| <b>ARUS KAS DARI AKTIVITAS OPERASI</b>                         |                              |                              | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                   |
| Penerimaan dari pelanggan                                      | 1,922,683                    | 1,558,325                    | Receipts from customers                                       |
| Pembelian kendaraan untuk disewakan                            | (40,336)                     | (42,384)                     | Acquisition of rental vehicles                                |
| Pembayaran kepada karyawan                                     | (681,144)                    | (494,966)                    | Payments to employees                                         |
| Pembayaran kepada pemasok dan pihak ketiga lainnya             | (962,450)                    | (453,810)                    | Payments to vendor and other third parties                    |
| Pembayaran bunga                                               | (107,227)                    | (79,449)                     | Payments for interest                                         |
| Penerimaan pendapatan bunga                                    | 6,010                        | 17,330                       | Receipts from interest income                                 |
| Pembayaran pajak penghasilan dan pajak final                   | (45,042)                     | (36,230)                     | Payments for income tax and final tax                         |
| <b>Arus kas bersih diperoleh dari aktivitas operasi</b>        | <b><u>92,494</u></b>         | <b><u>468,816</u></b>        | <b>Net cash generated from operating activities</b>           |
| <b>ARUS KAS DARI AKTIVITAS INVESTASI</b>                       |                              |                              | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                   |
| Perolehan aset tetap                                           | (173,895)                    | (508,693)                    | Acquisition of fixed assets                                   |
| Perolehan tanah untuk pengembangan                             | (8,952)                      | (19,579)                     | Acquisition of land for development                           |
| Perolehan entitas anak                                         | -                            | (2,470)                      | Acquisition of new subsidiary                                 |
| Perolehan properti investasi                                   | (300,554)                    | (564)                        | Acquisition of investment properties                          |
| <b>Arus kas bersih digunakan untuk aktivitas investasi</b>     | <b><u>(483,401)</u></b>      | <b><u>(531,306)</u></b>      | <b>Net cash used in investing activities</b>                  |
| <b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>                       |                              |                              | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                   |
| Penerimaan dari pinjaman jangka pendek                         | 726,705                      | 386,566                      | Proceeds of short-term loan                                   |
| Pembayaran dari pinjaman jangka pendek                         | (372,000)                    | (382,890)                    | Repayments of short-term loan                                 |
| Penerimaan dari pinjaman jangka panjang                        | 310,000                      | -                            | Proceeds from long-term loan                                  |
| Pembayaran dari pinjaman jangka panjang                        | (146,710)                    | (106,856)                    | Repayments of long-term loan                                  |
| Penerimaan utang pembiayaan konsumen                           | 104,559                      | 87,237                       | Proceeds from consumer finance loan                           |
| Pembayaran utang pembiayaan konsumen                           | (328,142)                    | (114,380)                    | Repayments for obligations under consumer finance loans       |
| Setoran modal di entitas anak oleh pemegang saham minoritas    | -                            | 205,015                      | Paid up capital at subsidiaries by the minority interest      |
| Pembayaran liabilitas sewa                                     | (7,250)                      | -                            | Repayment of lease liabilities                                |
| Pembayaran beban keuangan                                      | (8,028)                      | -                            | Payment of finance costs                                      |
| Dividen                                                        | -                            | (13,259)                     | Dividends                                                     |
| <b>Arus kas bersih yang diperoleh dari aktivitas pendanaan</b> | <b><u>279,134</u></b>        | <b><u>61,433</u></b>         | <b>Net cash generated from financing activities</b>           |
| <b>PENURUNAN BERSIH DARI KAS DAN SETARA KAS</b>                | <b><u>(111,773)</u></b>      | <b><u>(1,057)</u></b>        | <b>NET DECREASE IN CASH AND CASH EQUIVALENTS</b>              |
| <b>KAS DAN SETARA KAS PADA AWAL TAHUN</b>                      | <b><u>302,887</u></b>        | <b><u>303,944</u></b>        | <b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b> |
| <b>KAS DAN SETARA KAS PADA AKHIR TAHUN</b>                     | <b><u><u>191,114</u></u></b> | <b><u><u>302,887</u></u></b> | <b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>       |

Catatan atas laporan keuangan konsolidasian merupakan bagian yang tidak terpisahkan dari laporan keuangan konsolidasian.

The accompanying notes form an integral part of the consolidated financial statements.

## PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES

### Lampiran 5/1 Schedule

#### CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN 31 DESEMBER 2020

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

#### NOTES TO THE CONSOLIDATED FINANCIAL STATEMENTS 31 DECEMBER 2020

(Expressed in millions of Rupiah,  
unless otherwise stated)

#### 1. INFORMASI UMUM

##### a. Pendirian dan informasi umum

PT Patra Jasa ("Perusahaan"), dahulunya bernama Vacantie Cord Puntjak N.V, didirikan pada tahun 1963. Selanjutnya berubah nama menjadi PT Patra Jasa berdasarkan Akta No. 18, tanggal 17 Juli 1975 oleh Notaris Achmad Daroqutni, Notaris di Jakarta dan dimuat dalam buku register Kantor Pengadilan Negeri Jakarta No. 4027 tanggal 24 November 1975 dan Berita Negara Republik Indonesia No. 102 tanggal 23 Desember 1975. Akta tersebut telah mendapatkan persetujuan dari Menteri Kehakiman Republik Indonesia No. Y.A.5/278/12 tanggal 4 November 1975.

Anggaran Dasar Perusahaan telah beberapa kali mengalami perubahan. Perubahan terakhir dibuat berdasarkan Akta Notaris No. 16 tanggal 19 September 2017 oleh Lenny Janis Ishak, S.H. mengenai peningkatan modal dasar dan modal disetor. Akta perubahan tersebut telah mendapatkan persetujuan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0019356.AH.01.02 Tahun 2017 tanggal 20 September 2017.

Sesuai dengan Anggaran Dasar, Perusahaan dan entitas anak ("Grup") menjalankan aktivitas-aktivitas sebagai berikut:

- 1) Bergerak dalam bidang *hospitality*, properti dan catering;
- 2) Untuk mencapai maksud dan tujuan diatas, Perusahaan melakukan usaha di bidang:
  - a. Pengembangan dan pengelolaan perhotelan, perkantoran, perumahan, apartemen dan bangunan lainnya. Khusus untuk mencapai maksud dan tujuan di atas, Perusahaan dapat melaksanakan kegiatan usaha, termasuk kegiatan investasi, dengan bertindak sebagai pengembang dan pengelola yang kegiatannya meliputi perencanaan, pelaksanaan, pengawasan konstruksi, pengelolaan dan penyewaan perumahan, perkantoran, perhotelan dan apartemen termasuk pengalihan dengan pola kepemilikan bersama (*strata title*) beserta dengan fasilitas pendukung lainnya.

#### 1. GENERAL INFORMATION

##### a. Establishment and general information

*PT Patra Jasa (the "Company"), formerly named Vacantie Cord Puntjak N.V, was established in 1963. Its name changed to PT Patra Jasa by Deed No. 18, dated 17 July 1975 based on Notary Achmad Daroqutni, Notary in Jakarta and registered in the Jakarta District Court registration book No. 4027 dated 24 November 1975 and State Gazette of Republic of Indonesia No. 102 dated 23 December 1975. This deed has been approved by Minister of Justice Republic of Indonesia as stated In the letter No. Y.A.5/278/12 dated 4 November 1975.*

*The Company's Articles of Association have been amended several times. The last amendment made based on Notarial Deed No. 16 dated 19 September 2017 of Lenny Janis Ishak, S.H. concerning the increase in authorised capital and issued and fully paid capital. This amended deed has been approved by the Minister of Law and Human Rights of the Republic of Indonesia, No. AHU-0019356.AH.01.02 Year 2017 dated 20 September 2017.*

*In accordance with its Articles of Association, the Company and its subsidiaries ("Group") conduct the following activities:*

- 1) *Engaged in hospitality, property and catering;*
- 2) *To achieve such purposes, the Company conducts the following activities:*
  - a. *Development and management of hospitality, office, residential, apartments and other building. Specifically to achieve the objectives above, the Group may conduct business activities, including investment activities, by acting as a developer and administrator whose activities include planning, executing, construction supervising, management and rental of housing, offices, hotels and apartments, including the transfer of the pattern of co-ownership (strata title) along with other supporting facilities.*

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/2 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN  
31 DESEMBER 2020**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS  
31 DECEMBER 2020**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**1. INFORMASI UMUM (lanjutan)**

**a. Pendirian dan informasi umum (lanjutan)**

- b. Jasa, meliputi pengelolaan perhotelan, pengelolaan perkantoran, perumahan, apartemen dan bangunan lainnya, broker agen properti, dan catering.

Pemegang saham terakhir Perusahaan adalah Pemerintah Republik Indonesia.

Perusahaan beroperasi secara komersial sejak tahun 1963. Kantor pusat Perusahaan berkedudukan di Gedung Patra Jasa, Jl. Gatot Soebroto Kav. 32-34, Jakarta Selatan.

Pada tanggal 31 Desember 2020 dan 2019, susunan anggota Dewan Komisaris dan Direksi Perusahaan adalah sebagai berikut:

|                                   | <b>2020</b>                          |
|-----------------------------------|--------------------------------------|
| <b><u>Dewan Komisaris</u></b>     |                                      |
| Komisaris Utama                   | -                                    |
| Komisaris:                        | Soerjaningsih<br>Emir Kresna Wardana |
| <b><u>Dewan Direksi</u></b>       |                                      |
| Plt Direktur Utama                | Teddy Kurniawan Gusti                |
| Direktur Utama                    | -                                    |
| Direktur Pengembangan<br>Bisnis   | Teddy Kurniawan Gusti                |
| Plt Direktur Teknik               | Litta Indriya Ariesca                |
| Direktur Teknik                   | -                                    |
| Direktur Keuangan<br>dan Umum     | Iswina Dwi Yunanto                   |
| Direktur Pemasaran dan<br>Operasi | Litta Indriya Ariesca                |

Pada tanggal 31 Desember 2020, Grup mempunyai karyawan tetap sebanyak 494 (2019: 480 karyawan) (tidak diaudit).

**b. Struktur Perusahaan**

Pada tanggal 31 Desember 2020 dan 2019, persentase kepemilikan Perusahaan, baik secara langsung maupun tidak langsung dan jumlah aset entitas anak adalah sebagai berikut:

**1. GENERAL INFORMATION (continued)**

**a. Establishment and general information  
(continued)**

- b. Services, including hospitality management, management offices, residentials, apartments, and other buildings, brokerage property agent, and catering.

The Company's ultimate shareholder is the Government of the Republic of Indonesia.

The Company started its commercial operations in 1963. The Company's head office is located at Patra Jasa Building, Jl. Gatot Soebroto Kav. 32-34, South Jakarta.

As at 31 December 2020 and 2019, the composition of the Company's Board of Commissioners and Directors was as follows:

|                       | <b>2019</b> |                                       |
|-----------------------|-------------|---------------------------------------|
|                       |             | <b><u>Board of Commissioners</u></b>  |
| Lelin Eprianto        |             | President Commissioner                |
| Soerjaningsih         |             | Commissioners:                        |
| Emir Kresna Wardana   |             |                                       |
| Torang M. Napitapulu  |             |                                       |
|                       |             | <b><u>Board of Directors</u></b>      |
| -                     |             | Acting President Director             |
| Dani Adriananta       |             | President Director                    |
|                       |             | Business Development                  |
| Teddy Kurniawan Gusti |             | Director                              |
| -                     |             | Acting Technical Director             |
| Ferry Febrianto       |             | Technical Director                    |
| M. Shabran Fauzani    |             | Finance and General Director          |
| Teddy Kurniawan Gusti |             | Marketing and Operational<br>Director |

As at 31 December 2020, the Group has 494 (2019: 480 permanent employees) (unaudited).

**b. The Company's structure**

As at 31 December 2020 and 2019, the percentage of ownership of the Company, either directly or indirectly, and the total assets of the subsidiaries are as follows:

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/3 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN  
31 DESEMBER 2020**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS  
31 DECEMBER 2020**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**1. INFORMASI UMUM (lanjutan)**

**1. GENERAL INFORMATION (continued)**

**b. Struktur Perusahaan (lanjutan)**

**b. The Company's structure (continued)**

| Entitas anak dan kegiatan usaha/<br><i>Subsidiary and business activities</i>                                                                                                                                            | Persentase kepemilikan/<br><i>Percentage of ownership</i> |        | Tahun usaha<br>komersial<br>dimulai/ <i>Year<br/>commercial<br/>operations<br/>started</i> | Jumlah aset dalam<br>jutaan Rupiah sebelum<br>jurnal eliminasi/ <i>Total assets<br/>in millions of Rupiah before<br/>elimination entries</i> |           |
|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------|--------|--------------------------------------------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------|-----------|
|                                                                                                                                                                                                                          | 2020                                                      | 2019   |                                                                                            | 2020                                                                                                                                         | 2019      |
| Dimiliki langsung oleh Perusahaan/<br><i>Held directly by the Company</i>                                                                                                                                                |                                                           |        |                                                                                            |                                                                                                                                              |           |
| PT Prima Armada Raya ("PAR")<br>Sewa dan beli kendaraan bermotor,<br>jasa pengangkutan umum di darat<br>dan perbengkelan/ <i>Rental and lease<br/>of motor vehicles, public transport<br/>services and car workshops</i> | 99.95%                                                    | 99.95% | 2014                                                                                       | 1,223,434                                                                                                                                    | 1,132,277 |
| PT Mitra Tours and Travel ("MTT")<br>Bidang wisata dan perjalanan/<br><i>Tour and travel business</i>                                                                                                                    | 96.50%                                                    | 96.50% | 1973                                                                                       | 109,980                                                                                                                                      | 170,109   |
| PT Patra Wijaya Realtindo ("PWR")                                                                                                                                                                                        | 60.00%                                                    | 60.00% | 2019                                                                                       | 955,007                                                                                                                                      | 212,526   |
| Entitas asosiasi dan ventura bersama/<br><i>Associates and joint venture entities</i>                                                                                                                                    |                                                           |        |                                                                                            |                                                                                                                                              |           |
| Entitas asosiasi dan ventura bersama/<br><i>Associates and joint venture entities</i>                                                                                                                                    | Persentase kepemilikan/<br><i>Percentage of ownership</i> |        | Tahun usaha<br>komersial<br>dimulai/ <i>Year<br/>commercial<br/>operations<br/>started</i> | Aktivitas usaha/<br><i>Business activities</i>                                                                                               |           |
|                                                                                                                                                                                                                          | 2020                                                      | 2019   |                                                                                            |                                                                                                                                              |           |
| Dimiliki langsung oleh Perusahaan/<br><i>Held directly by the Company</i>                                                                                                                                                |                                                           |        |                                                                                            |                                                                                                                                              |           |
| PT Patra Indonesia ("PI")                                                                                                                                                                                                | 30.00%                                                    | 30.00% | 1992                                                                                       | Perhotelan/Hotel                                                                                                                             |           |
| Hotel Indonesia Group ("HIG")                                                                                                                                                                                            | 49.00%                                                    | 49.00% | 2019                                                                                       | Operator hotel bagi jaringan<br>hotel milik BUMN/ <i>Hotel<br/>operators for state-owned<br/>hotel chains</i>                                |           |
| Entitas asosiasi dan ventura bersama/<br><i>Associates and joint venture entities</i>                                                                                                                                    |                                                           |        |                                                                                            |                                                                                                                                              |           |
| Entitas asosiasi dan ventura bersama/<br><i>Associates and joint venture entities</i>                                                                                                                                    | Persentase kepemilikan/<br><i>Percentage of ownership</i> |        | Tahun usaha<br>komersial<br>dimulai/ <i>Year<br/>commercial<br/>operations<br/>started</i> | Aktivitas usaha/<br><i>Business activities</i>                                                                                               |           |
|                                                                                                                                                                                                                          | 2020                                                      | 2019   |                                                                                            |                                                                                                                                              |           |
| Dimiliki melalui MTT/<br><i>Held through MTT</i>                                                                                                                                                                         |                                                           |        |                                                                                            |                                                                                                                                              |           |
| PT Manajemen CBT Nusantara                                                                                                                                                                                               | 24.40%                                                    | 33.33% | 2019                                                                                       | Pembangunan desa wisata yang<br>dikelola oleh BUMN/ <i>Development<br/>of tourism villages managed by<br/>state-owned enterprises</i>        |           |

**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN**

**2. SIGNIFICANT ACCOUNTING POLICIES**

Laporan keuangan konsolidasian Grup telah disusun dan disetujui oleh Direksi Perusahaan pada tanggal 5 Maret 2021.

*The Group's consolidated financial statements were prepared and authorised for issuance by the Company's Directors on 5 March 2021.*

Berikut ini adalah kebijakan akuntansi yang signifikan yang diterapkan dalam penyusunan laporan keuangan konsolidasian Grup, yang sesuai dengan Standar Akuntansi Keuangan di Indonesia.

*Presented below are the significant accounting policies adopted in preparing the consolidated financial statements of the Group, which are in conformity with Indonesia Financial Accounting Standards.*

Kebijakan akuntansi telah diterapkan secara konsisten terhadap tahun yang disajikan, kecuali dinyatakan lain.

*The accounting policies have been consistently applied to all the years presented, unless otherwise stated.*

PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES

Lampiran 5/4 Schedule

**CATATAN ATAS LAPORAN KEUANGAN  
KONSOLIDASIAN  
31 DESEMBER 2020**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS  
31 DECEMBER 2020**

(Expressed in millions of Rupiah,  
unless otherwise stated)

**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**a. Dasar penyusunan laporan keuangan konsolidasian**

Laporan keuangan konsolidasian telah disusun dengan dasar harga perolehan, serta menggunakan dasar akrual kecuali untuk laporan arus kas konsolidasian.

Laporan arus kas disusun dengan menggunakan metode langsung dengan mengelompokkan arus kas dalam aktivitas operasi, investasi dan pendanaan.

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mengharuskan penggunaan estimasi dan asumsi dan juga mengharuskan manajemen untuk membuat pertimbangan dalam proses penerapan kebijakan akuntansi Grup. Area yang memerlukan tingkat pertimbangan yang lebih tinggi atau kompleks atau area dimana asumsi dan estimasi dapat berdampak signifikan terhadap laporan keuangan konsolidasian diungkapkan di Catatan 3.

**Perubahan pada Pernyataan Standar Akuntansi Keuangan ("PSAK") dan Interpretasi Pernyataan Standar Akuntansi Keuangan ("ISAK")**

Grup menerapkan PSAK 71, PSAK 72 dan PSAK 73 efektif untuk tahun yang dimulai pada 1 Januari 2020.

**PSAK 71 "Instrumen Keuangan" ("PSAK 71")**

PSAK 71 menggantikan ketentuan PSAK 55 yang terkait dengan pengakuan, klasifikasi dan pengukuran aset keuangan dan liabilitas keuangan, penghentian pengakuan instrumen keuangan, penurunan nilai aset keuangan dan akuntansi lindung nilai.

Untuk piutang usaha, Grup menerapkan metode yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang disyaratkan oleh PSAK 71 yang mengharuskan penggunaan provisi kerugian ekspektasian seumur hidup untuk semua piutang usaha.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**a. Basis of preparation of the consolidated financial statements**

The consolidated financial statements have been prepared on the basis of historical costs and using the accrual basis except for the consolidated statement of cash flows.

The statement of cash flows is prepared based on the direct method by classifying cash flows on the basis of operating, investing and financing activities.

The preparation of consolidated financial statements in conformity with Indonesian Financial Accounting Standards requires the use of certain critical accounting estimates and assumptions. It also requires management to exercise its judgement in the process of applying the Group's accounting policies. The areas involving a higher degree of judgement or complexity, or areas where assumptions and estimates are significant to the consolidated financial statements are disclosed in Note 3.

**Changes to Statements of Financial Accounting Standards ("SFAS") and Interpretations of Statements of Financial Accounting Standards ("IFAS")**

The Group has adopted SFAS 71, SFAS 72 and SFAS 73 effective for the financial year beginning 1 January 2020.

**SFAS 71 "Financial Instruments" ("SFAS 71")**

SFAS 71 replaces the provisions of PSAK 55 that relate to the recognition, classification and measurement of financial assets and financial liabilities, derecognition of financial instruments, impairment of financial assets and hedge accounting.

For trade receivables, the Group applies the simplified approach to provide for expected credit losses prescribed by SFAS 71 which requires the use of lifetime expected loss provision of all trade receivables.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**a. Dasar penyusunan laporan keuangan  
konsolidasian (lanjutan)**

**Perubahan pada PSAK dan ISAK (lanjutan)**

PSAK 71: Instrumen Keuangan (lanjutan)

Penerapan PSAK 71 menyebabkan kenaikan provisi atas penurunan nilai aset keuangan sebesar Rp17.861 yang diakui sebagai penyesuaian atas saldo laba pada 1 Januari 2020, dengan komposisi provisi penurunan nilai untuk piutang usaha Rp15.521 dan aset kontrak Rp2.340.

PSAK 72: Pendapatan dari Kontrak dengan Pelanggan

Grup melakukan penerapan atas PSAK 72 secara efektif untuk tahun buku yang dimulai pada 1 Januari 2020, tetapi tidak menyajikan kembali angka-angka komparatif untuk periode pelaporan sebelumnya sebagaimana diizinkan berdasarkan ketentuan transisi khusus dalam standar.

Grup mengidentifikasi perubahan tertentu dalam kebijakan akuntansi yang berkaitan dengan pendapatannya dari kontrak dengan pelanggan tetapi standar ini tidak memiliki pengaruh material terhadap aset bersih Grup pada tanggal 1 Januari 2020, sehingga tidak ada penyesuaian transisi yang disajikan. Penerapan PSAK 72 menghasilkan perubahan kebijakan akuntansi dan penyesuaian terhadap jumlah yang diakui dalam laporan keuangan sebagai berikut:

**Pengakuan pendapatan**

PSAK ini mengatur model pengakuan pendapatan dari kontrak dengan pelanggan, dimana digunakan model lima langkah pengakuan pendapatan. Penerapan PSAK ini mempengaruhi pengakuan pendapatan Kelompok Usaha dari penjualan properti (unit apartemen) yang diakui saat Grup telah memenuhi kewajiban pelaksanaan pada suatu waktu tertentu yang diindikasikan melalui serah terima unit kepada pelanggan, dimana sebelumnya telah diakui sesuai dengan metode persentase penyelesaian.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**a. Basis of preparation of the consolidated  
financial statements (continued)**

**Changes to SFAS and IFAS (continued)**

SFAS 71: Financial Instruments (continued)

The adoption of PSAK 71 resulted in an increase in the provision for impairment of financial asset by Rp17,861 which was recognised as an adjustment to the retained earnings as at 1 January 2020, which comprised provision for impairment of trade receivables of Rp15,521 and contract assets of Rp2,340.

SFAS 72: Revenue from Contracts with Customers

The Group effectively implemented SFAS 72 for the financial year starting 1 January 2020, but did not restate comparative figures for the previous reporting period as permitted under the specific transition provisions in the standard.

The Group identified certain changes in accounting policy relating to its revenue from contracts with customers but this standard had no material effect on the Group's net assets as at 1 January 2020, so no transition adjustment is presented. The application of SFAS 72 resulted in changes in accounting policies and adjustments to the amounts recognised in the financial statements as follows:

**Revenue recognition**

This PSAK establishes revenue recognition from contracts with customers, which uses five steps of assessment model. The adoption of this PSAK affect the Group's revenue recognition from sales of properties (apartment), by which revenue is recognised when the Group has fulfilled the performance obligation at a point in time which indicated by the hand over of the unit to the customer, while previously recognised based on the percentage of completion method.

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(lanjutan)**

**a. Dasar penyusunan laporan keuangan  
konsolidasian (lanjutan)**

**Perubahan pada PSAK dan ISAK (lanjutan)**

PSAK 72: Pendapatan dari Kontrak dengan  
Pelanggan (lanjutan)

**Pengakuan beban**

Pada periode pelaporan sebelumnya, biaya dari kontrak dengan pelanggan diakui pada saat terjadinya. Berdasarkan PSAK 72, biaya yang berhubungan langsung dengan kontrak yang menghasilkan sumber daya untuk memenuhi kontrak dikapitalisasi sebagai aset dan diamortisasi secara sistematis sejalan dengan penyerahan barang atau jasa terkait kepada pelanggan.

**Komponen pendanaan signifikan**

Komponen pendanaan terjadi saat periode antara penyerahan barang atau jasa yang dijanjikan kepada pelanggan dan pembayaran oleh pelanggan terkait dengan kontrak tertentu melebihi satu tahun. Berdasarkan PSAK 72, Grup menyesuaikan harga transaksi penjualan rumah, kavling tanah, komersial dan apartemen pada segmen properti untuk nilai waktu uang.

PSAK 73: Sewa

Grup melakukan penerapan atas PSAK 73 secara efektif untuk tahun buku yang dimulai pada 1 Januari 2020, tetapi tidak menyajikan kembali angka-angka komparatif untuk periode pelaporan sebelumnya sebagaimana diizinkan berdasarkan ketentuan transisi khusus dalam standar.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**a. Basis of preparation of the consolidated  
financial statements (continued)**

**Changes to SFAS and IFAS (continued)**

SFAS 72: Revenue from Contracts with  
Customers (continued)

**Cost recognition**

*In previous reporting period, expense from contracts with customers are recognised when they are incurred. Under SFAS 72, the costs directly related to the contract that produce the resources to fulfill the contract are capitalised as asset and amortised on a systematic basis that is consistent with the transfer of the related goods or services to the customers.*

**Significant financing component**

*Financing component occurred when the period between the transfer of the promised goods or services to the customer and payment by the customer related to certain contract exceeds one year. Under SFAS 72, the Group adjusted the transaction price sales of houses, related lands, commercials and apartments for the time value of money.*

SFAS 73: Leases

*The Group effectively implemented SFAS 73 for the financial year starting 1 January 2020, but did not restate comparative figures for the previous reporting period as permitted under the specific transition provisions in the standard.*

**Jumlah/amount**

Komitmen sewa operasi  
pada 31 Desember 2019

110,226

Dikurangi:

- Sewa jangka pendek

(2,103)

- Sewa atas aset bernilai rendah

(842)

Jumlah liabilitas sewa yang  
diakui pada 1 Januari 2020

107,281

Operating lease commitment  
as at 31 December 2019

Less:

Short-term lease -  
Leases of low value-assets -

Lease liabilities recognised  
as at 1 January 2020

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**a. Dasar penyusunan laporan keuangan konsolidasian (lanjutan)**

**Perubahan pada PSAK dan ISAK (lanjutan)**

Panduan Praktis

Dalam menerapkan PSAK 73 untuk pertama kalinya, Grup menerapkan cara praktis berikut yang diizinkan oleh standar:

- 1) Sewa operasi yang masa sewanya berakhir dalam 12 bulan dari 1 Januari 2020 diperlakukan sebagai sewa jangka pendek.
- 2) Menggunakan tinjauan ke belakang (*hindsight*) dalam menentukan masa sewa jika kontrak mengandung opsi untuk memperpanjang atau menghentikan sewa.
- 3) Mengecualikan biaya langsung awal dari pengukuran asset hak-guna pada tanggal penerapan awal.
- 4) Menerapkan tingkat diskonto tunggal untuk portofolio sewa dengan karakteristik yang cukup serupa.
- 5) Mengandalkan penilaian apakah sewa bersifat memberatkan sesuai PSAK 57, "Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi" segera sebelum tanggal penerapan awal sebagai alternatif untuk melakukan tinjauan penurunan nilai.

Grup tidak menerapkan PSAK 73 ini untuk kontrak yang sebelumnya tidak diidentifikasi mengandung sewa sesuai PSAK 30 dan ISAK 8.

Standar baru, amandemen dan interpretasi yang telah diterbitkan, yang relevan dengan operasi Grup, dan yang berlaku efektif untuk tahun buku yang dimulai pada atau setelah tanggal 1 Januari 2020 namun tidak berdampak material terhadap laporan keuangan konsolidasian Grup adalah sebagai berikut:

- Amandemen PSAK 1 "Penyajian Laporan Keuangan"
- Amandemen PSAK 15 "Investasi pada Entitas Asosiasi dan Ventura Bersama"
- Amandemen PSAK 25 "Kebijakan Akuntansi, Perubahan Estimasi Akuntansi, dan Kesalahan"
- Penyesuaian tahunan atas PSAK 1 "Penyajian Laporan Keuangan"
- ISAK No. 35: Penyajian Laporan Keuangan Entitas Berorientasi Nonlaba
- Amandemen PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran", PSAK 60 "Instrumen Keuangan: Pengungkapan" dan PSAK 71 "Instrumen Keuangan" tentang reformasi acuan suku bunga;

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**a. Basis of preparation of the consolidated financial statements (continued)**

**Changes to SFAS and IFAS (continued)**

Practical Expedient

In applying SFAS 73 for the first time, the Group applies the following practical expedients permitted by the standard:

- 1) Operating leases with a remaining lease term of less than 12 months as at 1 January 2020 are treated as short-term leases.
- 2) The use of hindsight in determining the lease term where the contract contains options to extend or terminate the lease.
- 3) The exclusion of initial direct costs for the measurement of the right-of-use asset at the date of initial adoption.
- 4) The use of a single discount rate to a portfolio of leases with reasonably similar characteristics.
- 5) Rely on the assessment of whether leases are onerous based on SFAS 57, "Provisions, Contingent Liabilities and Contingent Assets" immediately before the date of initial application as an alternative to perform an impairment review.

The Group does not apply PSAK 73 to contract previously identified as not containing leases under SFAS 30 and IFAS 8.

New standards, amendments and interpretations issued which are relevant to the Group's operation and effective for the financial year beginning 1 January 2020, which do not have a material impact on the consolidated financial statements of the Group are as follows:

- The amendments to SFAS 1 "Presentation of Financial Statements"
- The amendments to SFAS 15 "Investment in Associates and Joint Ventures"
- The amendments to SFAS 25 "Accounting Policies, Changes in Accounting Estimates and Errors"
- Annual Improvements on SFAS 1 "Presentation of Financial Statements"
- IFAS No. 35: Presentation of Financial Statements of Non-profit Oriented Entities
- The amendments of SFAS 55 "Financial Instruments: Recognition and Measurement", SFAS 60 "Financial Instruments Disclosure" and SFAS 71 "Financial Instrument" about interest rate benchmark reform;

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**a. Dasar penyusunan laporan keuangan  
konsolidasian (lanjutan)**

**Perubahan pada PSAK dan ISAK (lanjutan)**

- Amandemen PSAK 71 "Instrumen Keuangan: tentang Fitur Percepatan Pelunasan dengan Kompensasi Negatif;
- Amandemen PSAK 73 "Sewa" tentang konsesi sewa terkait COVID-19;
- ISAK 36 "Interpretasi atas Interaksi antara Ketentuan Mengenai Hak atas Tanah dalam PSAK 16: Aset Tetap dan PSAK 73: Sewa".

Standar baru, amandemen dan interpretasi yang telah diterbitkan, yang relevan dengan operasi Grup, namun belum berlaku efektif untuk tahun buku yang dimulai pada 1 Januari 2020 adalah sebagai berikut:

Efektif 1 Januari 2021:

- Amandemen PSAK 22 "Kombinasi Bisnis";
- Amandemen PSAK 55 "Instrumen Keuangan: Pengakuan dan Pengukuran (Reformasi IBOR Tahap 2)";
- Amandemen PSAK 60 "Instrumen Keuangan: Pengungkapan (Reformasi IBOR Tahap 2)";
- Amandemen PSAK 71 "Instrumen Keuangan (Reformasi IBOR Tahap 2)";
- Amandemen PSAK 73 "Sewa (Reformasi IBOR Tahap 2)".

Efektif 1 Januari 2022:

- Amandemen PSAK 22 "Kombinasi Bisnis (Referensi ke Kerangka Konseptual Pelaporan Keuangan)";
- Amandemen PSAK 57 "Provisi, Liabilitas Kontinjensi dan Aset Kontinjensi: Kontrak Memberatkan – Biaya Pemenuhan Kontrak";
- Penyesuaian tahunan atas PSAK 71 "Instrumen Keuangan";
- Penyesuaian tahunan atas PSAK 73 "Sewa".

Efektif 1 Januari 2023:

- Amandemen PSAK 1 "Penyajian Laporan Keuangan (Klasifikasi Liabilitas sebagai Jangka Pendek atau Panjang)".

Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, Grup masih mengevaluasi dampak dari penerapan standar dan interpretasi diatas terhadap laporan keuangan konsolidasian Grup.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**a. Basis of preparation of the consolidated  
financial statements (continued)**

**Changes to SFAS and IFAS (continued)**

- The amendments of SFAS 71 "Financial Instruments: Prepayment Features with Negative Compensation";
- The amendments of SFAS 73 "Lease" about rent concession related to COVID-19;
- IFAS 36 "Interpretation of the Interaction between Provisions regarding Land Rights in SFAS 16: Fixed Assets and SFAS 73: Leases".

New standards, amendments and interpretations issued which are relevant to the Group's operation, but not yet effective for the financial year beginning 1 January 2020 are as follows:

Effective 1 January 2021:

- The amendments to SFAS 22 "Business Combination";
- The amendments to SFAS 55 "Financial Instruments: Recognition and Measurement (IBOR Reform Batch 2)";
- The amendments to SFAS 60 "Financial Instruments: Disclosures (IBOR Reform Batch 2)";
- The amendments to SFAS 71 "Financial Instruments (IBOR Reform Batch 2)";
- The amendments to SFAS 73 "Lease (IBOR Reform Batch 2)".

Effective 1 January 2022:

- The amendments to SFAS 22 "Business Combination (References to the Conceptual Framework of Financial Reporting)";
- The amendments to SFAS 57 "Provisions, Contingent Liabilities and Contingent Assets: Onerous Contracts – Cost of Fulfilling the Contracts";
- Annual improvement on SFAS 71 "Financial Instruments";
- Annual improvement on SFAS 73 "Lease".

Effective 1 January 2023:

- The amendments to SFAS 1 "Presentation of Financial Statements (Liabilities Classification as Short or Long-term)".

As at the completion date of the consolidated financial statements, the Group is still evaluating the impact of the application of the above standards and interpretations on the Group's consolidated financial statements.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**b. Prinsip-prinsip konsolidasi**

**i. Entitas anak**

Entitas anak adalah seluruh entitas (termasuk entitas terstruktur) dimana Grup memiliki pengendalian. Grup mengendalikan entitas lain ketika Grup terekspos atas, atau memiliki hak untuk, pengembalian yang bervariasi dari keterlibatannya dengan entitas dan memiliki kemampuan untuk mempengaruhi pengembalian tersebut melalui kekuasaannya atas entitas tersebut. Entitas anak dikonsolidasikan secara penuh sejak tanggal dimana pengendalian dialihkan kepada Grup. Entitas anak tidak dikonsolidasikan lagi sejak tanggal dimana Grup kehilangan pengendalian.

Grup menerapkan metode akuisisi untuk mencatat kombinasi bisnis. Imbalan yang dialihkan untuk akuisisi suatu entitas anak adalah sebesar nilai wajar aset yang dialihkan, liabilitas yang diakui terhadap pemilik pihak yang diakuisi sebelumnya dan kepentingan ekuitas yang diterbitkan oleh Grup. Imbalan yang dialihkan termasuk nilai wajar aset atau liabilitas yang timbul dari kesepakatan imbalan kontinjensi. Aset teridentifikasi yang diperoleh dan liabilitas serta liabilitas kontinjensi yang diambil alih dalam suatu kombinasi bisnis diukur pada awalnya sebesar nilai wajar pada tanggal akuisisi.

Grup mengakui kepentingan nonpengendali pada pihak yang diakuisisi baik sebesar nilai wajar atau sebesar bagian proporsional kepentingan nonpengendali atas aset neto pihak yang diakuisisi. Kepentingan nonpengendali disajikan di ekuitas dalam laporan posisi keuangan konsolidasian, terpisah dari ekuitas pemilik entitas induk.

Selisih lebih imbalan yang dialihkan, jumlah setiap kepentingan nonpengendali pada pihak diakuisisi dan nilai wajar pada tanggal akuisisi kepentingan ekuitas sebelumnya dimiliki oleh pihak pengakuisisi pada pihak diakuisisi atas nilai wajar aset bersih teridentifikasi yang diperoleh dicatat sebagai goodwill. Jika jumlah tersebut lebih rendah dari nilai wajar aset bersih teridentifikasi atas bisnis yang diakuisisi dalam kasus pembelian dengan diskon, selisihnya diakui dalam laporan laba rugi.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**b. Principles of consolidation**

**i. Subsidiaries**

*Subsidiaries are all entities (including structured entities) over which the Group has control. The Group controls an entity when the Group is exposed to, or has rights to, variable returns from its involvement with the entity and has the ability to affect those returns through its power over the entity. Subsidiaries are fully consolidated from the date on which control is transferred to the Group. They are deconsolidated from the date on which that control ceases.*

*The Group applies the acquisition method to account for business combinations. The consideration transferred for the acquisition of a subsidiary is the fair value of the assets transferred, the liabilities incurred to the former owners of the acquiree and the equity interests issued by the Group. The consideration transferred includes the fair value of any asset or liability resulting from a contingent consideration arrangement. Identifiable assets acquired and liabilities and contingent liabilities assumed in a business combination are measured initially at their fair values at the acquisition date.*

*The Group recognises any non-controlling interest in the acquiree either at fair value or at the non-controlling interest's proportionate share of the acquiree's net assets. A non-controlling interest is reported as equity in the consolidated statement of financial position, separate from the equity of the parent entity.*

*The excess of the consideration transferred the amount of any non-controlling interest in the acquiree and the acquisition-date fair value of any previous equity interest in the acquiree over the fair value of the net identifiable assets acquired is recorded as goodwill. If those amount are less than the fair value of the net identifiable assets of the business acquired, in the case of a bargain purchase, the difference is recognised directly in the income statement.*

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(lanjutan)**

**b. Prinsip-prinsip konsolidasi (lanjutan)**

**i. Entitas anak (lanjutan)**

Imbalan kontinjensi yang masih harus dialihkan oleh Grup diakui sebesar nilai wajar pada tanggal akuisisi. Perubahan selanjutnya atas nilai wajar imbalan kontinjensi yang diakui sebagai aset atau liabilitas dan dicatat sesuai dengan PSAK 55 (Revisi 2014): Instrumen Keuangan: Pengakuan dan Pengukuran, dalam laporan laba rugi. Imbalan kontinjensi yang diklasifikasikan sebagai ekuitas tidak diukur kembali dan penyelesaian selanjutnya diperhitungkan dalam ekuitas.

Biaya yang terkait dengan akuisisi dibebankan pada saat terjadinya.

Jika kombinasi bisnis diperoleh secara bertahap, nilai wajar pada tanggal akuisisi dari kepentingan ekuitas yang sebelumnya dimiliki oleh pihak pengakuisisi pada pihak yang diakuisisi diukur kembali ke nilai wajar tanggal akuisisi melalui laporan laba rugi. Pihak pengakuisisi mungkin telah mengakui perubahan nilai wajar atas kepentingan ekuitasnya dalam penghasilan komprehensif lain. Jika demikian, jumlah yang telah diakui dalam penghasilan komprehensif lain diakui dengan dasar yang sama sebagaimana dipersyaratkan jika pihak pengakuisisi telah melepas secara langsung kepentingan ekuitas yang dimiliki sebelumnya.

Transaksi, saldo dan keuntungan antar entitas Grup yang belum direalisasi telah dieliminasi. Kerugian yang belum direalisasi juga dieliminasi. Jika diperlukan, nilai yang dilaporkan oleh entitas anak telah diubah untuk menyesuaikan dengan kebijakan akuntansi yang diadopsi oleh Grup.

**ii. Entitas asosiasi**

Entitas asosiasi adalah seluruh entitas dimana Grup memiliki pengaruh signifikan namun bukan pengendalian, biasanya melalui kepemilikan hak suara antara 20% dan 50%. Investasi entitas asosiasi dicatat dengan metode ekuitas, setelah pada awalnya diakui pada nilai perolehan.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**b. Principles of consolidation (continued)**

**i. Subsidiaries (continued)**

Any contingent consideration to be transferred by the Group is recognised at fair value at the acquisition date. Subsequent changes to the fair value of the contingent consideration that is deemed to be an asset or liability is recognised in accordance with SFAS 55 (Revised 2014): Financial Instrument: Recognition and Measurement in profit or loss. Contingent consideration that is classified as equity is not remeasured, and its subsequent settlement is accounted for within equity.

Acquisition-related costs are expensed as incurred.

If the business combination is achieved in stages, the acquisition date carrying value of the acquirer's previously held equity interest in the acquiree is remeasured to fair value at the acquisition date through profit or loss. The acquirer may have recognised changes in the value of its equity interest in other comprehensive income. If so, the amount that was recognised in other comprehensive income shall be recognised on the same basis as would be required if the acquirer has disposed directly of the previously held equity interest.

Inter-company transactions, balances and unrealised gains on transactions between entities within the Group are eliminated. Unrealised losses are also eliminated. When necessary amounts reported by subsidiaries have been adjusted to conform to the Group's accounting policies.

**ii. Associates**

Associates are all entities over which the Group has significant influence but not control, generally accompanying a shareholding of between 20% and 50% of the voting rights. Investment in associates are accounted for using the equity method of accounting, after initially being recognised at cost.

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**Lampiran 5/11 Schedule**

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**b. Prinsip-prinsip konsolidasi (lanjutan)**

**iii. Pengaturan bersama**

Menurut PSAK 66, pengaturan bersama diklasifikasikan sebagai operasi bersama atau ventura bersama bergantung pada hak dan kewajiban kontraktual para investor bukan struktur hukum dari pengaturan bersama. Grup telah menilai sifat dari pengaturan bersama dan menentukan pengaturan tersebut sebagai ventura bersama. Ventura bersama dicatat menggunakan metode ekuitas, setelah pada awalnya diakui sebagai biaya pada laporan posisi keuangan konsolidasian.

**iv. Metode ekuitas**

Jika bagian Grup atas kerugian entitas asosiasi atau ventura bersama sama dengan atau melebihi kepentingannya pada entitas asosiasi atau ventura bersama, termasuk piutang tanpa agunan, Grup menghentikan pengakuan bagian kerugiannya, kecuali Grup memiliki kewajiban atau melakukan pembayaran atas nama entitas asosiasi atau ventura bersama.

Sesuai metode ekuitas, investasi pada awalnya dicatat pada biaya perolehan dan selanjutnya disesuaikan untuk mengakui bagian investor atas laba rugi pasca akuisisi dari investee atas laba rugi, dan bagiannya dalam pergerakan pendapatan komprehensif lainnya dari investee atas pendapatan komprehensif lainnya.

Keuntungan yang belum terealisasi atas transaksi antara Grup dengan entitas asosiasi dan ventura bersama dieliminasi sebesar kepentingan Grup dalam entitas-entitas tersebut. Kerugian yang belum terealisasi juga dieliminasi kecuali transaksi tersebut memberikan bukti adanya penurunan nilai aset yang dialihkan. Kebijakan akuntansi entitas asosiasi dan ventura bersama telah diubah jika diperlukan untuk memastikan konsistensi dari kebijakan yang diterapkan oleh Grup.

Dividen yang diterima dan yang akan diterima dari entitas asosiasi atau ventura bersama diakui sebagai pengurang jumlah tercatat investasi.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**b. Principles of consolidation (continued)**

**iii. Joint arrangements**

Under SFAS 66, investments in joint arrangements are classified as either joint operations or joint ventures depending on the contractual rights and obligations each investor rather than the legal structure of the joint arrangement. Group has assessed the nature of its joint arrangements and determined them to be joint ventures. Joint ventures are accounted for using the equity method, after initially being recognised at cost in the consolidated statement of financial position.

**iv. Equity method**

When the Group's share of losses in an associate or joint venture equals or exceeds its interest in the associate or joint venture, including any other unsecured receivables, the Group does not recognise further losses, unless it has incurred legal or constructive obligations or made payments on behalf of the associate or joint venture.

Under the equity method, the investment is initially recognised at cost and adjusted thereafter to recognise the investor's share of the post-acquisition profits or losses of the investee in profit or loss, and its share of movements in other comprehensive income of the investee in other comprehensive income.

Unrealised gains on transactions between the Group and its associates and joint ventures are eliminated to the extent of the Group's interest in these entities. Unrealised losses are also eliminated unless the transaction provides evidence of an impairment of the asset transferred. Accounting policies of the associates and joint ventures have been changed where necessary to ensure consistency with the policies adopted by the Group.

Dividends received or receivable from associates or joint ventures are recognised as reduction in the carrying amount of the investment.

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(lanjutan)**

**b. Prinsip-prinsip konsolidasi (lanjutan)**

**iv. Metode ekuitas (lanjutan)**

Pada setiap tanggal pelaporan, Grup menentukan apakah terdapat bukti objektif bahwa telah terjadi penurunan nilai pada investasi pada entitas asosiasi. Jika demikian, maka nilai tercatat dari investasi yang dicatat dengan akuntansi ekuitas diuji untuk penurunan nilai.

**v. Perubahan kepemilikan**

Grup memperlakukan transaksi dengan kepentingan nonpengendali yang tidak mengakibatkan hilangnya kontrol sebagai transaksi dengan pemilik ekuitas Grup. Perubahan dalam kepemilikan menghasilkan penyesuaian antara nilai tercatat dari kepentingan pengendali dan nonpengendali untuk mencerminkan kepentingan relatifnya di anak perusahaan. Selisih antara jumlah penyesuaian untuk kepentingan nonpengendali dan pertimbangan yang dibayarkan atau diterima diakui dalam cadangan terpisah dalam ekuitas yang dapat diatribusikan kepada pemilik Grup.

Ketika Grup tidak lagi mengkonsolidasikan atau mencatat menggunakan metode ekuitas untuk investasi karena hilangnya pengendalian, pengendalian bersama atau pengaruh signifikan, maka kepentingan yang masih tersisa atas entitas diukur kembali berdasarkan nilai wajarnya, dan perubahan nilai tercatat diakui dalam laporan laba rugi. Nilai tercatat awal adalah sebesar nilai wajar untuk kepentingan pengukuran kembali kepentingan yang tersisa sebagai entitas asosiasi, ventura bersama atau aset keuangan. Di samping itu, jumlah yang sebelumnya diakui pada pendapatan komprehensif lain sehubungan dengan entitas tersebut dicatat seolah-olah Grup telah melepas aset atau liabilitas terkait. Hal ini dapat berarti bahwa jumlah yang sebelumnya diakui pada pendapatan komprehensif lain direklasifikasi ke laporan laba rugi.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**b. Principles of consolidation (continued)**

**iv. Equity method (continued)**

*The Group determines at each reporting date whether there is any objective evidence that the investment in the associate is impaired. If this is the case, the carrying amount of the equity accounting investments is tested for impairment.*

**v. Changes in ownership interests**

*The Group treats transactions with non-controlling interests that do not result in a loss of control as transactions with equity owners of the Group. A change in ownership interest results in an adjustment between the carrying amounts of the controlling and non-controlling interests to reflect their relative interests in the subsidiary. Any difference between the amount of the adjustment to non-controlling interests and any consideration paid or received is recognised in a separate reserve within equity attributable to owners of the Group.*

*When the Group ceases to consolidate or equity account for an investment because of a loss of control, joint control or significant influence, any retained interest in the entity is remeasured to its fair value at the date when the control is lost, with the change in carrying amount recognised in profit or loss. The fair value is the initial carrying amount for the purposes of subsequently accounting for the retained interest as an associate, joint venture or financial asset. In addition, any amounts previously recognised in other comprehensive income in respect of that entity are accounted for as if the Group had directly disposed of the related assets or liabilities. This may mean that amounts previously recognised in other comprehensive income are reclassified to profit or loss.*

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(lanjutan)**

**b. Prinsip-prinsip konsolidasi (lanjutan)**

**v. Perubahan kepemilikan (lanjutan)**

Jika kepemilikan saham pada ventura bersama atau perusahaan asosiasi berkurang namun pengendalian bersama atau pengaruh signifikan dipertahankan, hanya sebagian proporsional dari jumlah yang telah diakui sebelumnya dalam pendapatan komprehensif lainnya yang direklasifikasi ke laba atau rugi jika diperlukan.

**c. Penjabaran mata uang asing**

**Mata uang fungsional dan penyajian**

Item-item yang disertakan dalam laporan keuangan setiap entitas anggota Grup diukur menggunakan mata uang yang sesuai dengan lingkungan ekonomi utama di mana entitas beroperasi ("mata uang fungsional").

Laporan keuangan konsolidasian disajikan dalam Rupiah yang merupakan mata uang fungsional Perusahaan dan penyajian Grup.

Transaksi dalam mata uang asing dicatat dalam mata uang fungsional berdasarkan nilai tukar yang berlaku pada saat transaksi dilakukan. Pada tanggal laporan posisi keuangan konsolidasian, aset dan liabilitas moneter dalam mata uang asing disesuaikan untuk mencerminkan kurs yang berlaku pada tanggal tersebut dan laba atau rugi kurs yang timbul dikreditkan atau dibebankan pada laba rugi tahun berjalan.

Nilai tukar yang digunakan adalah sebagai berikut:

|                   | <u>2020</u> | <u>2019</u> |
|-------------------|-------------|-------------|
| 1 Dolar AS/Rupiah | 14,105      | 13,901      |

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**b. Principles of consolidation (continued)**

**v. Changes in ownership interests  
(continued)**

*If the ownership interest in a joint venture or an associate is reduced but joint control or significant influence is retained, only a proportionate share of the amounts previously recognised in other comprehensive income are reclassified to profit or loss where appropriate.*

**c. Foreign currency translation**

**Functional and presentation currency**

*Items included in the financial statements of each of the Group's entities are measured using the currency of the primary economic environment in which the entity operates (the "functional currency").*

*The consolidated financial statements are presented in Rupiah, which is the functional of the Company and the presentation currency of the Group.*

*Transactions involving foreign currencies are recorded in the functional currency at the rates of exchange prevailing at the time the transactions are made. At the consolidated statement of financial position date, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the prevailing exchange rates at such date and the resulting gains or losses are credited or charged to current year profit or loss.*

*The exchange rates used were as follows:*

1 US Dollar/Rupiah

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**d. Aset keuangan**

**d. Financial assets**

**Sebelum 1 Januari 2020**

**Before 1 January 2020**

**i. Klasifikasi**

**i. Classification**

Grup mengklasifikasikan aset keuangan dalam kategori berikut ini: (i) diukur pada nilai wajar melalui laporan laba rugi, (ii) pinjaman yang diberikan dan piutang, (iii) tersedia untuk dijual, serta (iv) dimiliki hingga jatuh tempo. Klasifikasi ini tergantung pada tujuan saat aset keuangan tersebut diperoleh. Grup menentukan klasifikasi aset keuangan tersebut pada saat pengakuan awal. Pada tanggal 31 Desember 2020, Grup hanya mempunyai aset keuangan yang dikategorikan sebagai pinjaman yang diberikan dan piutang.

*The Group classifies its financial assets in the following categories: (i) at fair value through profit or loss, (ii) loans and receivables, (iii) available-for-sale, and (iv) held to maturity. The classification depends on the purpose for which the financial assets were acquired. The Group determines the classification of its financial assets at initial recognition. As at 31 December 2020, the Group only had financial assets classified as loans and receivables.*

**- Pinjaman yang diberikan dan piutang**

**- Loans and receivables**

Pinjaman yang diberikan dan piutang adalah aset keuangan nonderivatif dengan pembayaran yang tetap atau dapat ditentukan dan tidak mempunyai kuotasi harga di pasar aktif. Pinjaman yang diberikan dan piutang dimasukkan sebagai aset lancar, kecuali jika jatuh temponya melebihi 12 bulan setelah akhir periode pelaporan. Pinjaman yang diberikan dan piutang ini dimasukkan sebagai aset tidak lancar.

*Loans and receivables are non-derivative financial assets with fixed or determinable payments that are not quoted in an active market. They are included in current assets, except for maturities greater than 12 months after the end of reporting period. These are classified as non-current assets.*

Aset keuangan Grup yang dikategorikan sebagai pinjaman yang diberikan dan piutang terdiri dari kas dan setara kas, piutang usaha dan piutang lain-lain pada laporan posisi keuangan.

*The Group's financial assets categorised as loans and receivables comprise cash and cash equivalents, trade receivables and other receivables in the statement of the financial position.*

**ii. Pengakuan dan pengukuran**

**ii. Recognition and measurement**

Pinjaman yang diberikan dan piutang dicatat sebesar biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif ("SBE").

*Loans and receivables are carried at amortised cost using the effective interest rate ("EIR") method.*

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**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**d. Aset keuangan (lanjutan)**

**d. Financial assets (continued)**

**Setelah 1 Januari 2020**

**After 1 January 2020**

**i. Klasifikasi**

**i. Classification**

Mulai tanggal 1 Januari 2020, Grup menerapkan PSAK 71, yang mensyaratkan pengaturan instrument keuangan terkait klasifikasi dan pengukuran, penurunan nilai atas instrumen aset keuangan dan akuntansi lindung nilai. Dengan demikian, kebijakan akuntansi yang berlaku untuk periode pelaporan kini adalah seperti tercantum di bawah ini.

*From 1 January 2020, the Group has adopted SFAS 71, which sets the requirements for classification and measurement, impairment in value of financial assets and hedge accounting. Therefore, accounting policies applied for the current reporting period are as described below.*

Klasifikasi dan pengukuran aset keuangan ditentukan berdasarkan jenis aset. Untuk aset keuangan berupa instrumen utang, pengklasifikasiannya harus didasarkan pada bisnis model dan arus kas kontraktual – apakah semata dari pembayaran pokok dan bunga.

*Classification and measurement of financial assets are determined based on the type of assets. For financial assets in the form of debt instruments, classification is determined based on business model and contractual cash flows - whether from solely payment of principal and interest.*

Secara umum, aset keuangan diklasifikasikan dalam dua kategori sebagai berikut:

*In general, financial assets are classified in two categories as follows:*

1. Aset keuangan yang diukur dengan biaya diamortisasi;
2. Aset keuangan yang diukur dengan nilai wajar melalui laba rugi atau melalui penghasilan komprehensif lain.

1. Financial assets at amortised cost;
2. Financial assets at fair value through profit or loss ("FVTPL") or other comprehensive income ("FVOCI").

Pada tanggal pelaporan keuangan, Grup hanya memiliki aset keuangan dengan kategori sebagai biaya diamortisasi yang terdiri dari kas dan setara kas, piutang usaha, aset kontrak, dan piutang lain-lain.

*As at the reporting date, the Group only has financial assets which are categorised as amortised cost comprise of cash and cash equivalents, trade receivables, contract asset, and other receivables.*

**ii. Pengakuan dan pengukuran**

**ii. Recognition and measurement**

Pembelian dan penjualan aset keuangan diakui pada saat tanggal perdagangan dimana, Grup berkomitmen untuk membeli atau menjual aset keuangan. Aset keuangan dihentikan pengakuannya ketika hak untuk menerima arus kas dari aset keuangan tersebut telah kadaluwarsa atau dialihkan dan Grup telah mengalihkan secara substansial risiko dan manfaat atas kepemilikan.

*Regular way purchases and sales of financial assets are recognised on trade date, being the date on which the Group commits to purchase or sell the asset. Financial assets are derecognised when the rights to receive cash flows from the financial assets have expired or have been transferred and the Group has transferred substantially all the risks and rewards of ownership.*

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**d. Aset keuangan (lanjutan)**

**Setelah 1 Januari 2020** (lanjutan)

**ii. Pengakuan dan pengukuran (lanjutan)**

Grup menentukan klasifikasi aset keuangan pada nilai wajar ditambah dengan, dalam hal aset keuangan diukur dengan nilai wajar tidak melalui laporan laba rugi, biaya transaksi yang dapat diatribusikan secara langsung pada akuisisi aset keuangan. Biaya transaksi atas aset keuangan pada nilai wajar melalui laporan laba rugi dibebankan pada laporan laba rugi.

**e. Penurunan nilai aset keuangan**

**Sebelum 1 Januari 2020**

Pada setiap akhir periode pelaporan, Grup menilai apakah terdapat bukti objektif bahwa aset keuangan atau kelompok aset keuangan telah mengalami penurunan nilai. Aset keuangan atau kelompok aset keuangan diturunkan nilainya dan kerugian penurunan nilai terjadi hanya jika terdapat bukti objektif bahwa penurunan nilai merupakan akibat dari satu atau lebih peristiwa yang terjadi setelah pengakuan awal aset (peristiwa kerugian) dan peristiwa kerugian (atau peristiwa) tersebut memiliki dampak pada estimasi arus kas masa datang atas aset keuangan atau kelompok aset keuangan yang dapat diestimasi secara andal.

Untuk kategori pinjaman yang diberikan dan piutang, jumlah kerugian diukur sebesar selisih antara nilai tercatat aset dan nilai kini dari estimasi arus kas masa datang diestimasi (tidak termasuk kerugian kredit masa depan yang belum terjadi) yang didiskonto menggunakan SBE awal dari aset tersebut. Nilai tercatat aset dikurangi dan jumlah kerugian diakui pada laporan laba rugi. Jika pinjaman yang diberikan memiliki tingkat bunga mengambang, tingkat diskonto yang digunakan untuk mengukur kerugian penurunan nilai adalah tingkat bunga efektif saat ini yang ditentukan dalam kontrak. Untuk alasan praktis, Grup dapat mengukur penurunan nilai berdasarkan nilai wajar instrumen dengan menggunakan harga pasar yang dapat diobservasi.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**d. Financial assets (continued)**

**After 1 January 2020** (continued)

**ii. Recognition and measurement  
(continued)**

At initial recognition, the Group measures a financial asset at its fair value plus, in the case of a financial asset not at FVTPL, transaction costs that are directly attributable to the acquisition of the financial asset. Transaction costs of financial assets carried at FVTPL are expensed in profit or loss.

**e. Impairment of financial assets**

**Before 1 January 2020**

At the end of each reporting period, the Group assesses whether there is objective evidence that a financial asset or Group of financial assets is impaired. A financial asset or a group of financial assets is impaired and impairment losses are incurred only if there is objective evidence of impairment as a result of one or more events that occurred after the initial recognition of the asset (a loss event) and that loss event (or events) has an impact on the estimated future cash flows of the financial asset or group of financial assets that can be reliably estimated.

For the loans and receivables category, the amount of the loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows (excluding future credit losses that have not been incurred) discounted at the financial asset's original EIR. The carrying amount of the asset is reduced and the amount of the loss is recognised in the profit or loss. If a loan has a floating interest rate, the discount rate for measuring any impairment loss is the current effective interest rate determined under the contract. As a practical expedient, the Group may measure impairment on the basis of an instrument's fair value using an observable market price.

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2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)

e. Penurunan nilai aset keuangan (lanjutan)

**Sebelum 1 Januari 2020** (lanjutan)

Jika, pada periode selanjutnya, jumlah penurunan nilai berkurang dan penurunan tersebut dapat dihubungkan secara objektif dengan peristiwa yang terjadi setelah penurunan nilai diakui (misalnya meningkatnya peringkat kredit debitur), pemulihan atas jumlah penurunan nilai yang telah diakui sebelumnya diakui pada laporan laba rugi.

**Setelah 1 Januari 2020**

Mulai tanggal 1 Januari 2020, Grup menilai apakah risiko kredit dari instrumen keuangan telah meningkat secara signifikan sejak pengakuan awal. Ketika melakukan penilaian, Grup menggunakan perubahan atas risiko gagal bayar yang terjadi sepanjang perkiraan usia instrumen keuangan daripada perubahan atas jumlah kerugian kredit ekspektasian ("KKE").

Dalam melakukan penilaian, Grup membandingkan antara risiko gagal bayar yang terjadi atas instrumen keuangan pada saat periode pelaporan dengan risiko gagal bayar yang terjadi atas instrumen keuangan pada saat pengakuan awal dan mempertimbangkan kewajaran serta ketersediaan informasi, yang tersedia tanpa biaya atau usaha, yang mengindikasikan kenaikan risiko kredit sejak pengakuan awal.

Grup menerapkan metode sederhana untuk mengukur KKE dengan menggunakan *lifetime expected loss allowance* terhadap piutang usaha dan piutang usaha yang belum difakturkan.

f. Liabilitas keuangan

i. Klasifikasi

Liabilitas keuangan yang diterbitkan oleh Grup diklasifikasikan sesuai dengan substansi perjanjian kontraktual dan definisi liabilitas keuangan.

ii. Pengakuan dan pengukuran

Utang bank, utang pembiayaan konsumen dan pinjaman lainnya pada awalnya diukur pada nilai wajar, setelah dikurangi biaya transaksi, dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode suku bunga efektif, dengan beban bunga diakui berdasarkan metode SBE.

2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)

e. Impairment of financial assets (continued)

**Before 1 January 2020** (continued)

If, in a subsequent period, the amount of the impairment loss decreases and the decrease can be related objectively to an event occurring after the impairment was recognised (such as an improvement in the debtor's credit rating), the reversal of the previously recognised impairment loss is recognised in the profit or loss.

**After 1 January 2020**

From 1 January 2020, the Group assesses whether the credit risk on a financial instrument has increased significantly since initial recognition. When making the assessment, the Group uses the change in the risk of a default occurring over the expected life of the financial instrument instead of the change in the amount of expected credit losses ("ECL").

To make that assessment, the Group compares the risk of a default occurring on the financial instrument as at the reporting date with the risk of a default occurring on the financial instrument as at the date of initial recognition and considers reasonable and supportable information, that is available without undue cost or effort, that is indicative of significant increases in credit risk since initial recognition.

The Group applied a simplified approach to measure such ECL which uses a lifetime expected loss allowance for trade receivables and unbilled receivable.

f. Financial liabilities

i. Classification

Financial liabilities issued by the Group are classified according to the substance of the contractual arrangements entered into and the definitions of a financial liability.

ii. Recognition and measurement

Bank loans, consumer finance loan and other borrowings are initially measured at fair value, net of transaction costs, and are subsequently measured at amortised cost, using EIR method, with interest expense recognised on an effective yield basis.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**g. Instrumen keuangan disalinghapus**

Aset keuangan dan liabilitas keuangan disalinghapuskan dan jumlah netonya dilaporkan pada laporan posisi keuangan ketika terdapat hak yang berkekuatan hukum untuk melakukan salinghapus atas jumlah yang telah diakui tersebut dan adanya niat untuk menyelesaikan secara neto, atau untuk merealisasikan aset dan menyelesaikan liabilitas secara bersamaan.

**h. Transaksi dengan pihak berelasi**

Grup mempunyai transaksi dengan pihak berelasi sebagaimana didefinisikan pada PSAK 7 (Revisi 2010).

Pemegang saham mayoritas Perusahaan adalah Pertamina, badan usaha milik negara. Maka, saldo dan transaksi yang material antara Grup dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan. Grup memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi.

Transaksi dengan pihak berelasi dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Lihat Catatan 27 untuk rincian transaksi dan saldo pihak berelasi.

**i. Kas dan setara kas**

Kas dan setara kas dalam laporan posisi keuangan terdiri dari kas, bank dan deposito jangka pendek dengan jangka waktu jatuh tempo antara 3 bulan atau kurang pada saat penempatan dan tidak dibatasi penggunaannya, dan mana yang memiliki risiko tidak signifikan dari perubahan nilai.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**g. Offsetting financial instruments**

*Financial assets and liabilities are offset and the net amount is reported in the statement of financial position when there is a legally enforceable right to offset the recognised amounts and there is an intention to settle on a net basis, or realise the asset and settle the liability simultaneously.*

**h. Transaction with related parties**

*The Group has transactions with related parties as defined in SFAS 7 (Revised 2010).*

*The Company's parent entity is Pertamina, an state-owned enterprise. Therefore, significant transactions and balances of the Group with the Government of the Republic of Indonesia and Government-related entities are disclosed in the relevant notes to the consolidated financial statements. The Group elected to disclose the transactions with Government-related entities, using the exemption from general related party disclosure requirements.*

*Transactions with related parties are based on terms agreed by the parties, which may not be the same as those of the transactions between unrelated parties.*

*Refer to Note 27 for details of related parties transactions and balances.*

**i. Cash and cash equivalents**

*Cash and cash equivalents in the statement of financial position comprise cash on hand and in banks and short-term deposits with an original maturity of 3 months or less at the time of placements and not restricted to use, and which are subject to an insignificant risk of changes in value.*

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**Lampiran 5/19 Schedule**

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**j. Piutang usaha dan piutang lain-lain**

Piutang usaha adalah jumlah tagihan dari pelanggan untuk barang atau jasa yang dijual atau diberikan dalam transaksi bisnis pada umumnya. Jika pembayaran piutang diharapkan selesai dalam satu tahun atau kurang, piutang tersebut dikelompokkan sebagai aset lancar. Jika tidak, piutang tersebut disajikan sebagai aset tidak lancar.

Piutang usaha dan piutang lain-lain pada awalnya diakui sebesar nilai wajar dan selanjutnya diukur pada biaya perolehan diamortisasi dengan menggunakan metode bunga efektif, apabila dampak pendiskontoan signifikan, dan dikurangi provisi atas penurunan nilai.

**k. Persediaan**

**Aset real estat**

Aset real estat yang terdiri dari bangunan siap dijual, tanah belum dikembangkan, tanah yang sedang dikembangkan dan bangunan dalam konstruksi, dinyatakan sebesar biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah.

Biaya perolehan tanah yang belum dikembangkan meliputi biaya pra-perolehan dan perolehan tanah. Biaya perolehan akan dipindahkan ke tanah yang sedang dikembangkan pada saat pengembangan tanah akan dimulai atau dipindahkan ke bangunan dalam penyelesaian pada saat tanah tersebut siap dibangun.

Biaya perolehan tanah yang sedang dikembangkan meliputi biaya perolehan tanah yang belum dikembangkan ditambah dengan biaya pengembangan langsung dan tidak langsung yang dapat diatribusikan pada aset pengembangan real estat serta biaya pinjaman. Biaya perolehan tanah yang sedang dikembangkan akan dipindahkan ke bangunan yang sedang dikonstruksi pada saat tanah tersebut selesai dikembangkan.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**j. Trade and other receivables**

Trade receivables are amounts due from customers for goods and services sold or provided in the ordinary course of business. If collection is expected in one year or less, they are classified as current assets. If not, they are presented as non-current assets.

Trade and other receivables are recognised initially at fair value and subsequently measured at amortised cost using the effective interest method, if the impact of discounting is significant, and less any provision for impairment.

**k. Inventories**

**Real estate assets**

Real estate assets consisting of building ready for sale, land not yet developed, land under development and buildings under construction, are stated at cost or net realisable value, whichever is lower.

The cost of land not yet developed consists of predevelopment costs and cost of the land. The cost of the land not yet developed is transferred to the land under development account when the development of the land has started or is transferred to the assets under construction account when the land is ready for development.

The cost of land under development consists of cost of land not yet developed, direct and indirect costs related to the development of real estate assets and borrowing costs. The cost of land under development is transferred to the buildings under construction account when the land development is completed.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**k Persediaan (lanjutan)**

**Aset real estat (lanjutan)**

Biaya perolehan bangunan yang sedang dikonstruksi meliputi biaya perolehan tanah yang telah selesai dikembangkan ditambah dengan biaya konstruksi, biaya lainnya yang dapat diatribusikan pada aktivitas pengembangan real estat dan biaya pinjaman, serta dipindahkan ke bangunan yang siap dijual pada saat selesai dibangun dan siap dijual.

Biaya aktivitas pengembangan real estat yang dikapitalisasi ke proyek pengembangan real estat adalah:

- Biaya praperolehan tanah;
- Biaya perolehan tanah;
- Biaya yang secara langsung berhubungan dengan proyek;
- Biaya yang dapat diatribusikan pada aktivitas pengembangan real estat; dan
- Biaya pinjaman.

Biaya yang dialokasikan sebagai beban proyek adalah:

- Biaya pra-perolehan tanah atas tanah yang tidak berhasil diperoleh; dan
- Kelebihan biaya dari hasil yang diperoleh atas pembangunan sarana umum yang dikomersialkan, yang dijual atau dialihkan, sehubungan dengan penjualan unit

Grup tetap melakukan kapitalisasi biaya ke proyek pengembangan walaupun realisasi pendapatan pada masa depan lebih rendah dari nilai tercatat proyek. Atas perbedaan yang terjadi Grup melakukan penyisihan secara periodik. Jumlah penyisihan tersebut akan mengurangi nilai tercatat proyek dan dibebankan ke laba rugi tahun berjalan.

Biaya yang telah dikapitalisasi ke proyek pengembangan real estat dialokasikan ke setiap unit real estat dengan metode identifikasi khusus.

Beban yang diakui di laba rugi pada saat terjadinya adalah biaya yang tidak berhubungan dengan proyek real estat.

**Persediaan hotel/motel**

Persediaan hotel/motel yang terdiri dari makanan, minuman, bahan pemeliharaan gedung dan keperluan hotel lainnya dinyatakan sebesar biaya perolehan atau nilai realisasi bersih, mana yang lebih rendah. Biaya perolehan ditentukan dengan metode rata-rata tertimbang.

Penyisihan persediaan usang ditentukan berdasarkan hasil penelaahan terhadap keadaan pada akhir periode pelaporan.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**k. Inventories (continued)**

**Real estate assets (continued)**

The cost of building under construction consists of the cost of developed land, construction costs, other costs related to the development of real estate and borrowing costs, and is transferred to the building when it is completed and ready for sale.

The real estate development costs which are capitalised to the real estate development project are:

- Land preacquisition costs;
- Land acquisition cost;
- Project direct costs;
- Costs that are attributable to real estate development activities; and
- Borrowing costs.

Costs which are allocated to project costs are:

- Pre-acquisition costs of land which is not successfully acquired; and
- Excess of costs over anticipated proceeds on the sale or transfer of commercialised public utilities, in connection with the sale of units.

The Group capitalises the costs of project development even if the realisation of projected revenue is lower than the capitalised project costs. However, the Group recognises provisions periodically for the difference that may arise. The provision is accounted for as a reduction in capitalised project costs and is charged to profit or loss for the year.

Costs capitalised to real estate project development are allocated to each real estate unit using the specific identification method.

Expenses which are not related to the development of real estate are charged to profit or loss when incurred.

**Hotel/motel inventories**

Hotel/motel inventories which consist of foods, beverages, building maintenance supplies and hotel supplies, are stated at cost or net realisable value, whichever is lower. Cost is determined using the weighted average method.

Allowance for inventory obsolescence is determined based on review of inventory condition at the end of reporting period.

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2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)

k. Persediaan (lanjutan)

**Persediaan lainnya**

Persediaan lainnya yang terdiri dari kendaraan bekas dinyatakan dengan nilai yang lebih rendah antara harga perolehan dan nilai realisasi bersih. Harga perolehan adalah nilai tercatat kendaraan pada saat transfer dari kendaraan operasional menjadi kendaraan bekas siap jual. Nilai realisasi bersih adalah estimasi harga penjualan dalam kegiatan usaha biasa, dikurangi estimasi biaya penyelesaian dan estimasi beban penjualan.

l. Beban dibayar di muka

Beban dibayar di muka diamortisasi dan dibebankan pada operasi selama masa manfaatnya, dan disajikan sebagai aset lancar atau aset tidak lancar sesuai sifatnya masing-masing.

m. Beban tangguhan

Biaya-biaya tertentu, yang mempunyai masa manfaat lebih dari satu tahun, sehubungan dengan biaya perolehan sistem perangkat lunak, dan beban perolehan hak atas tanah yang ditangguhkan dan tidak memenuhi syarat untuk dicatat sebagai aset, ditangguhkan dan diamortisasi selama masa manfaatnya dengan menggunakan metode garis lurus.

Beban-beban ini disajikan sebagai bagian dari akun "Aset tidak lancar lainnya" pada laporan posisi keuangan konsolidasian.

n. Aset tetap

Aset tetap dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai. Biaya perolehan termasuk biaya penggantian bagian aset tetap saat biaya tersebut terjadi, jika memenuhi kriteria pengakuan. Selanjutnya, pada saat inspeksi yang signifikan dilakukan, biaya inspeksi itu diakui ke dalam jumlah nilai tercatat aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laba rugi pada saat terjadinya.

2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)

k. Inventories (continued)

**Other inventories**

Other inventories which consist of used vehicles are stated at the lower of cost or net realisable value. Cost is the carrying value of the vehicle when its status was transferred from operational vehicle to used vehicle ready to sell. Net realisable value is the estimated selling price in the ordinary course of business, less an estimation of the cost of completion and selling expenses.

l. Prepaid expenses

Prepaid expenses are amortised and charged to operations over the periods benefited, and are presented as current asset or non-current asset based on their nature.

m. Deferred charges

Certain expenditures, which benefits extend over a period of more than one year, relating to systems software cost, and deferred land right acquisition costs that do not fulfill the criteria to be recognised as fixed assets, are deferred and amortised over the periods benefited using the straight-line method.

These expenditures are presented as part of "Other non-current assets" account in the consolidated statement of financial position.

n. Fixed assets

Fixed assets are stated at cost less accumulated depreciation and impairment losses. If the recognition criteria are met, the acquisition cost will include the cost of replacing part of the fixed assets when that cost is incurred. Likewise, when a major inspection is performed, its cost is recognised in the carrying amount of the fixed assets as a replacement if the recognition criteria are satisfied. All other repairs and maintenance costs that do not meet the recognition criteria are recognised in profit or loss as incurred.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**n. Aset tetap (lanjutan)**

**n. Fixed assets (continued)**

Tanah tidak disusutkan. Penyusutan aset lain dihitung dengan menggunakan metode garis lurus untuk mengalokasikan harga perolehan atau jumlah revaluasi sampai dengan nilai sisanya selama masa manfaat yang diestimasi, sebagai berikut:

*Land is not depreciated. Depreciation on other assets is calculated using the straight-line method to allocate their cost or revalued amounts to their residual values over their estimated useful lives, as follows:*

|                              | <u>Tahun/Years</u> |                                           |
|------------------------------|--------------------|-------------------------------------------|
| Pengembangan tanah           | 10 - 20            | Land improvements                         |
| Bangunan                     | 10 - 20            | Building                                  |
| Kendaraan                    | 8                  | Vehicles                                  |
| Mesin dan perlengkapan       | 4 - 8              | Machinery and equipment                   |
| Perabot dan peralatan kantor | 4 - 8              | Furniture, fixtures and office equipments |

Biaya-biaya setelah pengakuan awal diakui sebagai bagian nilai tercatat aset atau sebagai aset yang terpisah, sebagaimana mestinya, hanya jika kemungkinan besar Grup mendapat manfaat ekonomis di masa depan berkenaan dengan aset tersebut dan biaya perolehan aset dapat diukur dengan andal. Nilai tercatat dari komponen yang diganti dihapuskan. Biaya perbaikan dan pemeliharaan dibebankan ke dalam laporan laba rugi dalam periode keuangan ketika biaya-biaya tersebut terjadi.

*Subsequent costs are included in the asset's carrying amount or recognised as a separate asset, as appropriate, only when it is probable that future economic benefits associated with the item will flow to the Group and the cost of the item can be measured reliably. The carrying amount of replaced part is derecognised. All other repairs and maintenance are charged to the profit or loss during the financial period in which they are incurred.*

Biaya legal awal untuk mendapatkan hak legal ketika tanah diperoleh pertama kali dalam bentuk Hak Guna Usaha ("HGU"), Hak Guna Bangunan ("HGB") dan Hak Pakai ("HP") diakui sebagai bagian biaya akuisisi tanah dan biaya-biaya tersebut tidak didepresiasi. Sedangkan biaya pengurusan atas perpanjangan atau pembaruan legal hak atas tanah diakui sebagai beban ditangguhkan dan diamortisasi sepanjang mana yang lebih pendek antara umur hukum hak dan umur ekonomis tanah.

*Initial legal costs incurred to obtain legal rights when the land rights were initially acquired in the form of Right to Cultivate ("Hak Guna Usaha" or "HGU"), Right to Build ("Hak Guna Bangunan" or "HGB") and Right to Use ("Hak Pakai" or "HP") are recognised as part of the acquisition cost of the land and these costs are not depreciated. On the other hand, the extension or the legal renewal costs is recognised as a deferred charges and amortised over the shorter of the rights' legal life and land's economic life.*

Nilai sisa aset, masa manfaat dan metode penyusutan ditelaah dan jika perlu disesuaikan, pada setiap akhir periode pelaporan.

*The assets' residual values, useful lives and depreciation method are reviewed and adjusted if appropriate, at the end of each reporting period.*

Nilai tercatat aset segera diturunkan sebesar jumlah yang dapat dipulihkan jika nilai tercatat aset lebih besar dari estimasi jumlah yang dapat dipulihkan.

*An asset's carrying amount is written down immediately to its recoverable amount if the asset's carrying amount is greater than its estimated recoverable amount.*

Keuntungan atau kerugian bersih atas pelepasan aset tetap ditentukan dengan membandingkan hasil yang diterima dengan nilai tercatat dan diakui pada "(kerugian)/keuntungan lain-lain - neto" dalam laporan laba rugi.

*Net gains or losses on disposals are determined by comparing the proceeds with the carrying amount and are recognised within "other (losses)/gains - net" in the profit or loss.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**n. Aset tetap (lanjutan)**

Akumulasi biaya konstruksi bangunan dan pemasangan mesin dikapitalisasi sebagai aset dalam penyelesaian. Biaya tersebut direklasifikasi ke akun aset tetap pada saat proses konstruksi atau pemasangan selesai. Penyusutan dimulai pada saat aset tersebut siap untuk digunakan sesuai dengan tujuan yang diinginkan manajemen.

**o. Properti investasi**

Properti investasi awalnya diukur berdasarkan biayanya, termasuk biaya transaksi yang terkait. Setelah pengakuan awal, properti investasi dicatat sebesar nilai wajarnya. Properti investasi dalam konstruksi diukur menggunakan nilai wajar jika nilai wajar dianggap dapat diukur secara andal. Properti investasi dalam konstruksi yang nilai wajarnya tidak dapat diukur secara andal, tetapi perusahaan mengharapkan nilai wajarnya dapat diukur secara andal ketika konstruksi selesai, diukur senilai biaya dikurangi penurunan nilai sampai nilai wajarnya dapat diukur secara andal atau konstruksi diselesaikan - yang mana yang lebih awal.

Penilaian dilakukan pada tanggal neraca oleh penilai ahli dengan kualifikasi yang diakui dan relevan dan memiliki pengalaman terbaru atas lokasi dan kategori dari properti investasi dinilai.

Penambahan selanjutnya dikapitalisasi ke nilai tercatat aset hanya ketika ada keuntungan ekonomi di masa yang akan datang dapat dinikmati oleh Grup dari penambahan tersebut dan hal tersebut dapat diukur secara andal. Biaya perbaikan dan perawatan lainnya akan menjadi biaya saat terjadi. Ketika bagian dari properti investasi digantikan, nilai tercatat dari bagian yang digantikan tersebut akan dihapus.

Perubahan nilai wajar diakui di laba rugi. Properti investasi tidak diakui ketika dilepas.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**n. Fixed assets (continued)**

*The accumulated costs of the construction of buildings and the installation of machinery are capitalised as construction in progress. These costs are reclassified to property, plant and equipment when the construction or installation is complete. Depreciation is charged from the date the assets are ready for use in the manner intended by management.*

**o. Investment properties**

*Investment properties is measured initially at its cost, including related transaction costs. After initial recognition, investment properties is carried at fair value. Investment properties under construction is measured at fair value if the fair value is considered to be reliably determinable. Investment properties under construction for which the fair value cannot be determined reliably, but for which the company expects that the fair value of the property will be reliably determinable when construction is completed, are measured at cost less impairment until the fair value becomes reliably determinable or construction is completed - whichever is earlier.*

*Valuations are performed as of the financial position date by professional valuers who hold recognised and relevant professional qualifications and have recent experience in the location and category of the investment properties being valued.*

*Subsequent expenditure is capitalised to the asset's carrying amount only when it is probable that future economic benefits associated with the expenditure will flow to the Group and the cost of the item can be measured reliably. All other repairs and maintenance costs are expensed when incurred. When part of an investment properties is replaced, the carrying amount of the replaced part is derecognised.*

*Changes in fair values are recognised in the profit or loss. Investment properties are derecognised when they have been disposed.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**p. Aset takberwujud**

**i. Hak atas tanah**

Biaya legal awal untuk mendapatkan hak legal diakui sebagai bagian biaya akuisisi tanah, biaya-biaya tersebut tidak didepresiasi. Biaya terkait dengan pembaruan hak atas tanah diakui sebagai aset tak berwujud dan diamortisasi sepanjang umur hukum hak atas tanah.

**ii. Perangkat lunak**

Biaya pengembangan piranti lunak komputer diakui sebagai aset yang diamortisasi selama estimasi masa manfaat, yang tidak lebih dari tiga tahun.

**q. Penurunan nilai aset non-keuangan**

Aset yang memiliki masa manfaat yang tidak terbatas – misalnya *goodwill* atau aset takberwujud yang tidak siap untuk digunakan – tidak diamortisasi namun diuji penurunan nilainya setiap tahun, atau lebih sering apabila terdapat peristiwa atau perubahan pada kondisi yang mengindikasikan kemungkinan penurunan nilai. Aset yang tidak diamortisasi diuji ketika terdapat indikasi bahwa nilai tercatatnya mungkin tidak dapat dipulihkan. Penurunan nilai diakui jika nilai tercatat aset melebihi jumlah terpulihkan. Jumlah terpulihkan adalah yang lebih tinggi antara nilai wajar aset dikurangi biaya untuk menjual dan nilai pakai aset. Dalam menentukan penurunan nilai, aset dikelompokkan pada tingkat yang paling rendah dimana terdapat arus kas masuk yang dapat diidentifikasi, yang sebagian besar tidak tergantung pada arus masuk kas dari aset lain atau kelompok aset (unit penghasil kas). Aset nonkeuangan selain *goodwill* yang mengalami penurunan nilai diuji setiap tanggal pelaporan untuk menentukan apakah terdapat kemungkinan pemulihan penurunan nilai.

Pemulihan rugi penurunan nilai, untuk aset selain *goodwill*, diakui jika, dan hanya jika, terdapat perubahan estimasi yang digunakan dalam menentukan jumlah terpulihkan aset sejak pengujian penurunan nilai terakhir kali. Pembalikan rugi penurunan nilai tersebut diakui segera dalam laba rugi, kecuali aset yang disajikan pada jumlah revaluasi sesuai dengan PSAK lain. Rugi penurunan nilai yang diakui atas *goodwill* tidak dibalik lagi.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**p. Intangible assets**

**i. Land rights**

Initial legal costs incurred to obtain legal rights are recognised as part of the acquisition cost of the land, and these costs are not depreciated. Costs related to renewal of land rights are recognised as intangible assets and amortised during the period of the land rights.

**ii. Software**

Computer software development costs recognised as assets are amortised over their estimated useful lives, which does not exceed three years.

**q. Impairment of non-financial assets**

Assets that have an indefinite useful life – for example, goodwill or intangible assets not ready for use – are not subject to amortisation but tested annually for impairment, or more frequently if events or changes in circumstances indicate that they might be impaired. Assets that are subject to amortisation are reviewed for impairment whenever events or changes in circumstances indicate that the carrying amount may not be recoverable. An impairment loss is recognised for the amount by which the asset's carrying amount exceeds its recoverable amount. The recoverable amount is the higher of an asset's fair value less costs to sell and VIU. For the purposes of assessing impairment, assets are grouped at the lowest levels for which there are separately identifiable cash inflows, which are largely independent of the cash inflows from other assets or group of assets (cash generating units). Non-financial assets other than goodwill that suffer impairment are reviewed for possible reversal of the impairment at each reporting date.

Reversal on impairment loss for assets other than goodwill would be recognised if, and only if, there has been a change in the estimates used to determine the asset's recoverable amount since the last impairment test was carried out. Reversal on impairment losses will be immediately recognised on profit or loss, except for assets measured using the revaluation model as required by other SFAS. Impairment losses relating to goodwill would not be reversed.

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**Lampiran 5/25 Schedule**

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**r. Utang usaha**

Utang usaha adalah kewajiban untuk membayar barang atau jasa yang diperoleh dari pemasok dalam kegiatan usaha normal. Utang usaha diklasifikasikan sebagai liabilitas jangka pendek apabila pembayaran jatuh tempo dalam waktu satu tahun atau kurang. Jika tidak, utang usaha tersebut disajikan sebagai liabilitas jangka panjang.

Utang usaha pada awalnya diakui pada nilai wajar dan kemudian diukur pada biaya perolehan diamortisasi dengan menggunakan metode SBE.

**s. Imbalan karyawan**

**i. Kewajiban pensiun**

Entitas-entitas di dalam Grup mengoperasikan berbagai skema pensiun. Grup memiliki program imbalan pasti. Program imbalan pasti ditentukan berdasarkan jumlah imbalan pensiun yang akan diterima seorang pekerja pada saat pensiun, biasanya tergantung oleh satu faktor atau lebih, misalnya usia, masa bekerja dan kompensasi.

Sehubungan dengan program imbalan pasti, liabilitas diakui pada laporan posisi keuangan sebesar nilai kini kewajiban imbalan pasti pada akhir periode pelaporan dikurangi nilai wajar aset program. Kewajiban imbalan pasti dihitung setiap tahun oleh aktuaris yang independen dengan menggunakan metode *projected unit credit*. Nilai kini kewajiban imbalan pasti ditentukan dengan mendiskontokan arus kas keluar yang diestimasi dengan menggunakan tingkat bunga Obligasi Pemerintah (dikarenakan saat ini tidak ada pasar aktif untuk obligasi perusahaan yang berkualitas tinggi) yang didenominasikan dalam mata uang dimana imbalan akan dibayarkan dan memiliki jangka waktu jatuh tempo mendekati jangka waktu kewajiban pensiun.

Biaya bunga bersih dihitung dengan menerapkan tingkat diskonto terhadap saldo bersih kewajiban imbalan pasti dan nilai wajar aset program. Biaya ini termasuk dalam beban imbalan kerja dalam laporan laba rugi.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**r. Trade payables**

Trade payables are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Trade payables are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities.

Trade payables are recognised initially at fair value and subsequently measured at amortised cost using EIR method.

**s. Employee benefits**

**i. Pension obligations**

Group companies operate various pension schemes. The Group has defined benefit plans. Defined benefit plans define an amount of pension benefit that an employee will receive on retirement, usually dependent on one or more factors such as age, years of service and compensation.

The liability recognised in the statement of financial position in respect of defined benefit pension plans is the present value of the defined benefit obligation at the end of the reporting period less the fair value of plan assets. The defined benefit obligation is calculated annually by independent actuaries using the projected unit credit method. The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using interest rates of Government Bonds (considering currently there is no deep market for high-quality corporate bonds) that are denominated in the currency in which the benefits will be paid, and that have terms to maturity approximating to the terms of the related pension obligation.

The net interest cost is calculated by applying the discount rate to the net balance of the defined benefit obligation and the fair value of plan assets. This cost is included in employee benefit expense in the statement of profit or loss.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**s. Imbalan karyawan (lanjutan)**

**i. Kewajiban pensiun (lanjutan)**

Keuntungan dan kerugian atas pengukuran kembali yang timbul dari penyesuaian dan perubahan dalam asumsi-asumsi aktuarial langsung diakui seluruhnya melalui pendapatan komprehensif lain pada saat terjadinya. Keuntungan dan kerugian ini termasuk didalam laba ditahan pada laporan perubahan ekuitas dan pada neraca.

Perubahan nilai kini atas kewajiban imbalan pasti yang timbul dari Amendemen rencana atau pembatasan langsung diakui dalam laporan laba rugi sebagai biaya jasa lalu.

**ii. Kewajiban pascakerja lainnya**

Grup memberikan imbalan kerja jangka panjang lainnya, seperti uang penghargaan, penghargaan pengabdian dan masa persiapan pensiun. Imbalan ini dihitung dengan menggunakan metodologi yang sama dengan metodologi yang digunakan dalam perhitungan program pensiun imbalan pasti, namun pengukuran kembali atas kewajiban imbalan kerja diakui langsung sebagai beban atau pendapatan pada laba rugi.

**iii. Program imbalan iuran pasti**

Grup mempunyai program asuransi pensiun untuk seluruh karyawan tetap yang memenuhi syarat. Pembayaran premi awal sekaligus dan premi periodik ditentukan berdasarkan perhitungan secara periodik yang disetujui oleh Grup dan Dana Pensiun Lembaga Keuangan. Selisih antara premi pertanggung dengan kontribusi karyawan ditanggung oleh Grup.

**t. Provisi**

Provisi diakui jika Grup memiliki liabilitas kini (baik bersifat hukum maupun bersifat konstruktif) yang akibat peristiwa masa lalu, besar kemungkinannya penyelesaian liabilitas tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomis dan estimasi yang andal mengenai jumlah liabilitas tersebut dapat dibuat.

Provisi ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan liabilitas kemungkinan besar tidak terjadi, maka provisi dibatalkan.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**s. Employee benefits (continued)**

**i. Pension obligations (continued)**

Remeasurement gains and losses arising from experience adjustments and changes in actuarial assumptions are charged or credited to equity in other comprehensive income in the period in which they arise. They are included in retained earnings in the statement of changes in equity and in the balance sheet.

Changes in the present value of the defined benefit obligation resulting from plan amendments or curtailments are recognised immediately in a profit or loss as past service costs.

**ii. Other post-employment obligations**

The Group also provides other long-term employee benefits, such as long service reward, jubilee rewards and pre-pension benefits. These benefits have been accounted for using the same methodology as for the defined benefit pension plan, however, remeasurement of the employee benefit obligation is directly recognised as expense or income in profit or loss.

**iii. Defined contribution benefit program**

The Group has a retirement insurance plan covering all of its qualified permanent employees. One-time initial retirement premium and periodic premium payments are based on periodic calculations agreed between the Group and the Financial Institution Pension Fund. The difference between the premium and employee contributions is covered by the Group.

**t. Provisions**

Provisions are recognised when the Group has a present obligation (legal or constructive) as a result of a past event, it is probable that an outflow of resources embodying economic benefits will be required to settle the obligation and a reliable estimate can be made of the amount of the obligation.

Provisions are reviewed at each reporting date and adjusted to reflect the current best estimate. If it is no longer probable that an outflow of resources embodying economic benefits will be required to settle the obligation, the provision is reversed.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**t. Provisi (lanjutan)**

Penyelesaian program terjadi ketika entitas melakukan transaksi yang menghapuskan semua kewajiban hukum atau konstruktif untuk sebagian atau seluruh imbalan dalam program imbalan pasti.

**u. Pinjaman bank**

Pada saat pengakuan awal, pinjaman diakui sebesar nilai wajar, dikurangi dengan biaya-biaya transaksi yang terjadi. Selanjutnya, pinjaman diukur sebesar biaya perolehan diamortisasi; selisih antara penerimaan (dikurangi biaya transaksi) dan nilai pelunasan dicatat pada laporan laba rugi selama periode pinjaman dengan menggunakan metode bunga efektif.

Biaya yang dibayar untuk memperoleh fasilitas pinjaman diakui sebagai biaya transaksi pinjaman sepanjang besar kemungkinan sebagian atau seluruh fasilitas akan ditarik. Dalam hal ini, biaya memperoleh pinjaman ditangguhkan sampai penarikan pinjaman terjadi. Sepanjang tidak terdapat bukti bahwa besar kemungkinan sebagian atau seluruh fasilitas akan ditarik, biaya memperoleh pinjaman dikapitalisasi sebagai pembayaran di muka untuk jasa likuiditas dan diamortisasi selama periode fasilitas yang terkait.

Biaya pinjaman akan dihentikan pengakuannya dari laporan posisi keuangan ketika kewajiban yang tertulis pada kontrak dibatalkan, atau sudah tidak berlaku. Selisih antara nilai tercatat dari liabilitas keuangan yang sudah berakhir atau dialihkan ke pihak lain, dan imbalan yang dibayarkan, termasuk aset non kas yang dialihkan atau liabilitas yang ditanggung, dialui dalam laba rugi sebagai pendapatan lain-lain atau biaya keuangan

Pinjaman diklasifikasikan sebagai liabilitas jangka pendek kecuali Grup memiliki hak tanpa syarat untuk menunda pembayaran liabilitas selama paling tidak 12 bulan setelah tanggal pelaporan

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**t. Provisions (continued)**

*A settlement occurs when an entity enters into a transaction that eliminates all further legal or constructive obligation for part or all of the benefits provided under a defined benefit plan.*

**u. Bank loan**

*Borrowings are recognised initially at fair value, net of transaction costs incurred. Borrowings are subsequently carried at amortised cost; any difference between the proceeds (net of transaction costs) and the redemption value is recognised in the profit or loss over the period of the borrowings using the effective interest method.*

*Fees paid on the establishment of loan facilities are recognised as transaction costs of the loan to the extent that it is probable that some or all of the facility will be drawn down. In this case, the fee is deferred until the draw-down occurs. To the extent that there is no evidence that it is probable that some or all of the facility will be drawn down, the fee is capitalised as a pre-payment for liquidity services and amortised over the period of the facility to which it relates.*

*Borrowings are removed from the statement of financial position when the obligation specified in the contract is discharged, cancelled or expired. The difference between the carrying amount of a financial liability that has been extinguished or transferred to another party and the consideration paid, including any non-cash assets transferred or liabilities assumed, is recognised in profit or loss as other income or finance costs.*

*Borrowings are classified as current liabilities unless the Group has an unconditional right to defer the settlement of the liability for at least 12 months after the reporting date.*

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2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)

v. Biaya pinjaman

Biaya bunga dan biaya pinjaman lainnya, seperti biaya diskonto pinjaman baik yang secara langsung atau tidak langsung digunakan untuk pendanaan konstruksi aset kualifikasian, dikapitalisasi hingga aset tersebut selesai dikonstruksi. Untuk biaya pinjaman yang dapat diatribusikan secara langsung pada aset kualifikasian, jumlah yang dikapitalisasi ditentukan dari biaya pinjaman aktual yang terjadi selama periode berjalan, dikurangi penghasilan yang diperoleh dari investasi sementara atas dana hasil pinjaman tersebut. Untuk pinjaman yang tidak dapat diatribusikan secara langsung pada suatu aset kualifikasian, jumlah yang dikapitalisasi ditentukan dengan mengalikan tingkat kapitalisasi terhadap jumlah yang dikeluarkan untuk memperoleh aset kualifikasian. Tingkat kapitalisasi dihitung berdasarkan rata-rata tertimbang biaya pinjaman yang dibagi dengan jumlah pinjaman yang tersedia selama periode, selain pinjaman yang secara spesifik diambil untuk tujuan memperoleh suatu aset kualifikasian.

w. Sewa

Sebelum 1 Januari 2020

Grup mengadakan perjanjian yang mengandung sewa di mana Grup bertindak sebagai lessee dan lessor. Grup mengevaluasi apakah secara substansial risiko dan manfaat yang terkait dengan kepemilikan aset beralih berdasarkan PSAK 30, yang mensyaratkan Grup membuat pertimbangan dan estimasi dari pengalihan risiko dan manfaat terkait dengan aset.

**Grup sebagai penyewa**

Sewa pembiayaan yang mengalihkan kepada Grup secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset, dikapitalisasi pada awal masa sewa sebesar nilai wajar dari aset sewa pembiayaan atau, jika lebih rendah, sebesar nilai kini dari pembayaran sewa minimum. Pembayaran sewa dipisahkan antara beban keuangan dan pengurangan liabilitas sewa, sedemikian rupa sehingga menghasilkan suatu suku bunga periodik yang konstan atas saldo liabilitas yang tersisa. Beban keuangan dibebankan langsung pada laporan laba rugi.

2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)

v. Borrowing cost

Interest and other borrowing costs, such as discount fees on loans either directly or indirectly used in financing the construction of a qualifying asset, are capitalised up to the date when construction is complete. For borrowings that are directly attributable to a qualifying asset, the amount to be capitalised is determined as the actual borrowing cost incurred during the period, less any income earned on the temporary investment of such borrowings. For borrowings that are not directly attributable to a qualifying asset, the amount to be capitalised is determined by applying a capitalisation rate to the amount expended on the qualifying assets. The capitalisation rate is the weighted average of the total borrowing costs applicable to the total borrowings outstanding during the period, other than borrowings made specifically for the purpose of obtaining a qualifying asset.

w. Leases

Before 1 January 2020

The Group has entered into arrangements that contain lease in which the Group is both a lessee and lessor. The Group evaluates whether all of the risks and rewards incidental to ownership are substantially transferred based on SFAS 30 which requires the Group to make judgments and estimates of transfer of risks and rewards of the assets.

**The Group as a lessee**

A finance lease that transfers to the Group substantially all the risks and benefits incidental to ownership of the leased item, is capitalised at the commencement of the leased item at the fair value of the finance lease assets or, if lower, at the present value of the minimum lease payments. Lease payments are apportioned between finance charges and reduction of the lease liability so as to achieve a constant rate of interest on the remaining balance of the liability. Finance charges are charged directly to profit or loss.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**w. Sewa (lanjutan)**

**Sebelum 1 Januari 2020** (lanjutan)

**Grup sebagai penyewa (lanjutan)**

Aset sewa pembiayaan disusutkan selama masa manfaat dari aset tersebut. Tetapi, jika tidak terdapat kepastian memadai bahwa Grup akan memperoleh kepemilikan di akhir masa sewa, maka aset disusutkan selama mana yang lebih pendek antara taksiran masa manfaat aset dan masa sewa.

Pembayaran sewa operasi diakui sebagai beban usaha dalam laporan laba rugi secara garis lurus selama masa sewa.

**Grup sebagai pemberi sewa**

Apabila aset disewakan melalui sewa operasi, aset disajikan di laporan posisi keuangan konsolidasian sesuai sifat aset tersebut. Penghasilan sewa diakui sebagai pendapatan dengan dasar garis lurus selama masa sewa.

**Setelah 1 Januari 2020**

Mulai tanggal 1 Januari 2020, Grup melakukan penerapan PSAK 73 yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai 'sewa operasi'. Kebijakan ini berlaku untuk kontrak yang disepakati atau berubah, pada atau setelah 1 Januari 2020.

**Grup sebagai penyewa**

Pada tanggal permulaan kontrak, Grup menilai apakah kontrak merupakan, atau mengandung sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

Untuk menilai apakah kontrak memberikan hak untuk mengendalikan penggunaan aset identifikasi, Grup harus menilai apakah:

- Kontrak melibatkan penggunaan aset yang diidentifikasi - ini dapat ditentukan secara eksplisit atau implisit, dan harus berbeda secara fisik atau secara substansial mewakili seluruh kapasitas aset. Jika pemasok memiliki hak substitusi substantif, maka aset tidak teridentifikasi;

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**w. Lease (continued)**

**Before 1 January 2020** (continued)

**The Group as a lessee (continued)**

Lease assets are depreciated over the useful life of the asset. However, if there is no reasonable certainty that the Group will obtain ownership by the end of the lease term, the asset is depreciated over the shorter of the estimated useful life of the asset and the lease term.

Operating lease payments are recognised as an operating expense in profit or loss on a straight-line basis over the lease term.

**The Group as a lessor**

When assets are leased out under an operating lease, the asset is included in the consolidated statement of financial position based on the nature of the asset. Lease income is recognised over the term of the lease on a straight-line basis.

**After 1 January 2020**

From 1 January 2020, the Group has applied SFAS 73, which set the requirement for the recognition of lease liabilities in relation to leases which had previously classified as 'operating lease'. This policy is applied to contracts entered into or changes, on or after 1 January 2020.

**The Group as a lessee**

At the inception of a contract, the Group assesses whether the contract is, or contains a lease. A contract is or contains a lease if the contract conveys the right to control the use of an identified assets for a period of time in exchange for consideration.

To assess whether a contract conveys the right to control the use of an identified asset, the Group shall assess whether:

- The contract involves the use of an identified asset - this can be explicitly specified or implicitly, and must physically distinct or represents substantially all of the total capacity. If the supplier has substantive substitution rights, then there is no identified asset;

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**w. Sewa (lanjutan)**

**Setelah 1 Januari 2020 (lanjutan)**

**Grup sebagai penyewa (lanjutan)**

- Grup memiliki hak untuk memperoleh secara substansial semua manfaat ekonomik dari penggunaan aset identifikasian selama periode penggunaan; dan
- Grup memiliki hak untuk mengarahkan penggunaan aset. Grup memiliki hak ini hanya jika Grup memiliki hak untuk pengambilan keputusan yang relevan tentang bagaimana dan untuk tujuan apa aset tersebut digunakan telah ditentukan sebelumnya, dan:
  1. Grup memiliki hak untuk mengoperasikan aset;
  2. Grup telah mendesain aset dengan cara menetapkan sebelumnya bagaimana dan untuk tujuan apa aset akan digunakan selama periode penggunaan.

Pada tanggal inepsi atau pada penilaian kembali atas kontrak yang mengandung sebuah komponen sewa, Grup mengalokasikan imbalan dalam kontrak ke masing-masing komponen sewa berdasarkan harga tersendiri relatif dari komponen sewa dan harga tersendiri agregat dari komponen nonsewa. Namun, untuk sewa penunjang dimana bertindak sebagai penyewa, Grup memutuskan untuk tidak memisahkan komponen nonsewa dan mencatat komponen sewa dan nonsewa tersebut sebagai satu komponen sewa.

Pada tanggal permulaan sewa, Grup mengakui aset hak-guna dan liabilitas sewa. Aset hak-guna diukur pada biaya perolehan, dimana meliputi jumlah pengukuran awal liabilitas sewa yang disesuaikan dengan pembayaran sewa yang dilakukan atau sebelum tanggal permulaan, ditambah dengan biaya langsung awal yang dikeluarkan dan estimasi biaya yang akan dikeluarkan untuk membongkar dan memindahkan aset pendasar atau untuk merestorasi aset pendasar ke kondisi yang disyaratkan oleh ketentuan sewa, dikurangi dengan insentif sewa yang diterima.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**w. Lease (continued)**

**After 1 January 2020 (continued)**

**The Group as a lessee (continued)**

- The Group has the right to obtain substantially all economic benefits from use of the asset throughout the period of use; and
- The Group has the right to direct the use of the asset. The Group has this right only if it has the rights to make relevant decisions about how and for what purpose the asset is being used are predetermined, and:
  1. Group has the right to operate the asset;
  2. Group has designed the asset in a way that predetermined how and for what purpose it will be used.

At the inception date or on reassessment of a contract that contains a lease component, the Group allocates the consideration in the contract to each lease component on the basis of their relative stand-alone prices and the aggregate stand-alone prices of the non-lease component. However, for the leases of improvements in which the Group is a lessee, the Group has elected not to separate non-lease components and account for the lease and non-lease components as a single lease component.

The Group recognises a right-of-use asset and a lease liability at the lease commencement date. The right-of-use asset is initially measured at cost, which comprises the initial amount of the lease liability adjusted for any lease payment made at or before the commencement date, plus any initial direct cost incurred and an estimate of costs to dismantle and remove the underlying asset or to restore the underlying asset to the condition required by the terms and conditions of the lease, less any lease incentives received.

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2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)

w. Sewa (lanjutan)

Setelah 1 Januari 2020 (lanjutan)

**Grup sebagai penyewa (lanjutan)**

Aset hak-guna kemudian disusutkan menggunakan metode garis lurus dari tanggal permulaan hingga tanggal yang lebih awal antara akhir umur manfaat aset hak-guna atau akhir masa sewa.

Liabilitas sewa diukur pada nilai kini pembayaran sewa yang belum dibayar pada tanggal permulaan, didiskontokan dengan menggunakan suku bunga implisit dalam sewa atau jika suku bunga tersebut tidak dapat ditentukan, maka menggunakan suku bunga pinjaman inkremental. Pada umumnya, Grup menggunakan suku bunga pinjaman inkremental sebagai tingkat bunga diskonto.

Pembayaran sewa dialokasikan menjadi bagian pokok dan biaya keuangan. Biaya keuangan dibebankan pada laba rugi selama periode sewa sehingga menghasilkan tingkat suku bunga periodik yang konstan atas saldo liabilitas untuk setiap periode.

Grup menyajikan aset hak-guna dan liabilitas sewa sebagai akun terpisah di dalam laporan posisi keuangan konsolidasian.

**Sewa jangka pendek dan yang aset dasarnya bernilai rendah**

Grup memutuskan untuk tidak mengakui aset hak-guna dan liabilitas sewa untuk sewa jangka-pendek yang memiliki masa sewa 12 bulan atau kurang. Perseroan mengakui pembayaran sewa atas sewa tersebut sebagai beban dengan dasar garis lurus selama masa sewa.

**Modifikasi sewa**

Grup mencatat modifikasi sewa sebagai sewa terpisah jika:

- modifikasi meningkatkan ruang lingkup sewa dengan menambahkan hak untuk menggunakan satu aset pendasar atau lebih; dan
- imbalan sewa meningkat sebesar jumlah yang setara dengan harga tersendiri untuk peningkatan dalam ruang lingkup dan penyesuaian yang tepat pada harga tersendiri tersebut untuk merefleksikan kondisi kontrak tertentu.

2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)

w. Lease (continued)

After 1 January 2020 (continued)

**The Group as a lessee (continued)**

The right-of-use asset is subsequently depreciated using the straight-line method from the commencement date to the earlier of the end of the useful life of the right-of-use asset or the end of the lease term.

Lease liabilities are measured at the present value of any unpaid lease payments at the inception date, discounted using the interest rate implicit in the lease or, if that interest rate cannot be determined, then using the incremental borrowing rate. Generally, the Group uses incremental borrowing rate as the interest rate.

Each lease payment is allocated between the liability and finance cost. The finance cost is charged to profit or loss over the lease period so as to produce a constant periodic rate of interest on the remaining balance of the liability for each period.

The Group presents right-of-use assets and lease liabilities as separate line items in the consolidated statement of financial position.

**Short-term leases and leases of low-value assets**

The Company has elected not to recognise right-of-use assets and lease liabilities for short-term leases that have a lease term of 12 months or less. The Company recognises the lease payments associated with these leases as an expense on a straight-line basis over the lease term.

**Lease modification**

The Group account for a lease modification as a separate lease if both:

- the modification increases the scope of the lease by adding the right to use one or more underlying assets; and
- the consideration for the lease increases by an amount commensurate with the stand-alone price for the increase in scope and any appropriate adjustments to that stand-alone price to reflect the circumstances of the particular contract.

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2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)

w. Sewa (lanjutan)

Setelah 1 Januari 2020 (lanjutan)

**Grup sebagai penyewa** (lanjutan)

**Modifikasi sewa** (lanjutan)

Untuk modifikasi sewa yang tidak dicatat sebagai sewa terpisah, pada tanggal efektif modifikasi sewa, Grup:

- mengukur kembali dan mengalokasikan imbalan kontrak modifikasian;
- menentukan masa sewa dari sewa modifikasian;
- mengukur kembali liabilitas sewa dengan mendiskontokan pembayaran sewa revisian menggunakan tingkat diskonto revisian berdasarkan sisa umur sewa dan sisa pembayaran sewa dengan melakukan penyesuaian terhadap aset hak-guna. Tingkat diskonto revisian ditentukan sebagai suku bunga pinjaman inkremental penyewa pada tanggal efektif modifikasi;
- menurunkan jumlah tercatat aset hak-guna untuk merefleksikan penghentian parsial atau penuh sewa untuk modifikasi sewa yang menurunkan ruang lingkup sewa. Grup mengakui dalam laba rugi setiap laba rugi yang terkait dengan penghentian parsial atau penuh sewa tersebut.
- membuat penyesuaian terkait dengan aset hak-guna untuk seluruh modifikasi sewa lainnya.

**Grup sebagai pemberi sewa**

Ketika Grup bertindak sebagai pesewa, Grup mengklasifikasi masing-masing sewanya baik sewa operasi atau sewa pembiayaan.

Untuk mengklasifikasi masing-masing sewa, Grup membuat penilaian secara keseluruhan atas apakah sewa mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset pendasar. Jika penilaian membuktikan hal tersebut, maka sewa diklasifikasikan sebagai sewa pembiayaan; jika tidak maka, merupakan sewa operasi. Sebagai bagian dari penilaian ini, Grup mempertimbangkan beberapa indikator seperti apakah masa sewa adalah sebagian besar dari umur ekonomik aset pendasar.

2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)

w. **Lease** (continued)

After 1 January 2020 (continued)

**The Group as a lessee** (continued)

**Lease modification** (continued)

For a lease modification that is not accounted for as separate leases, at the effective date of the lease modification, the Group:

- remeasure and allocate the consideration in the modified contract;
- determine the lease term of the modified lease;
- remeasure the lease liability by discounting the revised lease payments using a revised discount rate on the basis of the remaining lease term and the remaining lease payment with a corresponding adjustment to the right-of-use assets. The revised discount rate is determined as the Group's incremental borrowing rate at the effective date of the modification;
- decrease the carrying amount of the right-of-use asset to reflect the partial or full termination of the lease for lease modifications that decrease the scope of the lease. The Group recognised in profit or loss any gain or loss relating to the partial or full termination of the lease; and
- make a corresponding adjustment to the right-of-use asset for all other lease modifications.

**The Group as a lessor**

When the Group acts as a lessor, it shall classify each of its leases as either an operating lease or a finance lease.

To classify each lease, the Group makes an overall assessment of whether the lease transfers substantially all of the risks and rewards incidental to ownership of the underlying asset. If this is the case, then the lease is classified as a finance lease; if not, then it is an operating lease. As part of this assessment, the Group considers certain indicators such as whether the lease term is for the major part of the economic life of the asset.

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**w. Sewa (lanjutan)**

**Setelah 1 Januari 2020 (lanjutan)**

**Grup sebagai pemberi sewa (lanjutan)**

Dalam sewa pembiayaan, dimana Grup mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan aset, Grup mengakui dan menyajikan aset berupa piutang sewa pembiayaan di laporan posisi keuangan konsolidasian sebesar jumlah yang sama dengan investasi sewa neto. Penerimaan piutang sewa diperlakukan sebagai pembayaran pokok dan pendapatan keuangan. Pengakuan pendapatan keuangan didasarkan pada suatu pola yang mencerminkan suatu tingkat pengembalian periodik yang konstan atas investasi neto Grup sebagai lessor dalam sewa pembiayaan.

Grup mengakui pembayaran sewa yang diterima dari sewa operasi sebagai pendapatan dengan dasar garis lurus selama masa sewa.

**Grup sebagai pesewa-antara**

Ketika Grup adalah pesewa-antara, Grup memperhitungkan kepentingannya di sewa utama dan subsewa secara terpisah. Grup mengklasifikasikan suatu subsewa dengan mengacu pada aset hak-guna yang timbul dari sewa utama, bukan dengan mengacu pada aset pendasar. Jika sewa utama adalah sewa jangka pendek di mana Grup sebagai penyewa telah menerapkan pengecualian untuk sewa jangka pendek tersebut, maka sewa tersebut diklasifikasikan sebagai sewa operasi.

**x. Perpajakan**

Beban pajak terdiri dari pajak kini, pajak tangguhan dan pajak final. Pajak diakui dalam laba rugi, kecuali jika pajak tersebut terkait dengan transaksi atau kejadian yang diakui di pendapatan komprehensif lain atau langsung diakui ke ekuitas. Dalam hal ini, pajak tersebut masing-masing diakui dalam pendapatan komprehensif lain atau ekuitas.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**w. Lease (continued)**

**After 1 January 2020 (continued)**

**The Group as a lessor (continued)**

*Under a finance lease, where the Group transfers substantially all the risks and rewards related to the ownership of the leased item, the Group recognised and presented a finance lease receivables in the consolidated statement of financial position at an amount equal to the net investment in the lease. Lease payments received are treated as payments of principal and finance income. The recognition of finance income is based on a pattern reflecting a constant periodic rate of return on the Group's net investment as lessors in finance leases.*

*The Group recognises lease payments received under operating leases as income on the straight-line basis over the lease term.*

**The Group as intermediate lessor**

*When the Group acts as intermediate lessor, it accounts for its interests in the head lease and the sub-lease separately. The Group assesses the lease classification of a sub-lease with reference to the right-of-use asset arising from the head lease, not with reference to the underlying asset. If a head lease is a short-term lease to which the Group applies the exemption for short term lease, then it classifies the sub-lease as an operating lease.*

**x. Taxation**

*The tax expense comprises current, deferred and final tax. Tax is recognised in profit or loss, except to the extent that it relates to items recognised in other comprehensive income or directly in equity. In this case, the tax is also recognised in other comprehensive income or directly in equity, respectively.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**x. Perpajakan (lanjutan)**

Beban pajak kini dihitung berdasarkan peraturan perpajakan yang berlaku pada tanggal pelaporan keuangan, di negara dimana Perusahaan dan entitas anak beroperasi dan menghasilkan pendapatan kena pajak. Manajemen secara periodik mengevaluasi posisi yang dilaporkan di Surat Pemberitahuan Tahunan sehubungan dengan situasi di mana aturan pajak yang berlaku membutuhkan interpretasi. Jika perlu, manajemen menentukan provisi berdasarkan jumlah yang diharapkan akan dibayar kepada otoritas pajak.

Pajak penghasilan tangguhan diakui, dengan menggunakan metode *balance sheet liability* untuk semua perbedaan temporer antara dasar pengenaan pajak atas aset dan liabilitas dengan nilai tercatatnya pada laporan keuangan konsolidasian. Namun, liabilitas pajak penghasilan tangguhan tidak diakui jika berasal dari pengakuan awal goodwill atau pada saat pengakuan awal aset dan liabilitas yang timbul dari transaksi selain kombinasi bisnis yang pada saat transaksi tersebut tidak mempengaruhi laba rugi akuntansi dan laba rugi kena pajak. Pajak penghasilan tangguhan ditentukan dengan menggunakan tarif pajak yang telah berlaku atau secara substantif telah berlaku pada akhir periode pelaporan dan diharapkan diterapkan ketika aset pajak penghasilan tangguhan direalisasi atau liabilitas pajak penghasilan tangguhan diselesaikan.

Aset pajak penghasilan tangguhan diakui hanya jika besar kemungkinan jumlah penghasilan kena pajak di masa depan akan memadai untuk dikompensasi dengan perbedaan temporer yang masih dapat dimanfaatkan.

Atas perbedaan temporer dalam investasi pada entitas anak dibentuk pajak penghasilan tangguhan, kecuali untuk liabilitas pajak penghasilan tangguhan dimana saat pembalikan perbedaan temporer dikendalikan oleh Grup dan sangat mungkin perbedaan temporer tersebut tidak akan dibalik di masa mendatang.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**x. Taxation (continued)**

*The current income tax charge is calculated on the basis of the tax laws enacted or substantively enacted at the reporting date in the countries where the Company and its subsidiaries operate and generate taxable income. Management periodically evaluates positions taken in annual tax returns with respect to situations in which applicable tax regulations are subject to interpretation. It establishes provisions where appropriate on the basis of amounts expected to be paid to the tax authorities.*

*Deferred income tax is recognised, using the balance sheet liability method, on temporary differences arising between the tax bases of assets and liabilities and their carrying amounts in the consolidated financial statements. However, deferred tax liabilities are not recognised if they arise from the initial recognition of goodwill and deferred income tax is not accounted for if it arises from initial recognition of an asset or liability in a transaction other than a business combination that at the time of the transaction affects neither accounting nor taxable profit or loss. Deferred income tax is determined using tax rates that have been enacted or substantially enacted as at the reporting period and is expected to apply when the related deferred income tax asset is realised or the deferred income tax liability is settled.*

*Deferred income tax assets are recognised only to the extent that it is probable that future taxable profit will be available against which the temporary differences can be utilised.*

*Deferred income tax is provided on temporary differences arising on investments in subsidiaries, except for deferred income tax liability where the timing of the reversal of the temporary difference is controlled by the Group and it is probable that the temporary difference will not be reversed in the foreseeable future.*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**x. Perpajakan (lanjutan)**

Aset dan liabilitas pajak penghasilan tangguhan dapat saling hapus apabila terdapat hak yang berkekuatan hukum untuk melakukan saling hapus antara aset pajak kini dengan liabilitas pajak kini dan apabila aset dan liabilitas pajak penghasilan tangguhan dikenakan oleh otoritas perpajakan yang sama, baik atas entitas kena pajak yang sama ataupun berbeda dan adanya niat untuk melakukan penyelesaian saldo-saldo tersebut secara neto.

**y. Pendapatan dan beban**

**Pendapatan**

Mulai tanggal 1 Januari 2020, Grup melakukan penerapan PSAK 72 yang mensyaratkan pengakuan pendapatan harus memenuhi lima langkah analisa sebagai berikut:

1. Identifikasi kontrak dengan pelanggan.
2. Identifikasi kewajiban pelaksanaan dalam kontrak. Kewajiban pelaksanaan merupakan janji-janji dalam kontrak untuk menyerahkan barang atau jasa yang memiliki karakteristik berbeda ke pelanggan.
3. Penetapan harga transaksi. Harga transaksi merupakan jumlah imbalan yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan. Jika imbalan yang dijanjikan di kontrak mengandung suatu jumlah yang bersifat variabel, maka Grup membuat estimasi jumlah imbalan tersebut sebesar jumlah yang diharapkan berhak diterima atas diteruskannya barang atau jasa yang dijanjikan ke pelanggan dikurangi dengan stimasi jumlah jaminan kinerja jasa yang kan dibayarkan selama periode kontrak.
4. Alokasi harga transaksi ke setiap kewajiban pelaksanaan dengan menggunakan dasar harga jual berdiri sendiri relatif dari setiap barang atau jasa berbeda yang dijanjikan di kontrak. Ketika tidak dapat diamati secara langsung, harga jual berdiri sendiri relatif diperkirakan berdasarkan biaya yang diharapkan ditambah marjin.
5. Pengakuan pendapatan ketika kewajiban pelaksanaan telah dipenuhi dengan menyerahkan barang atau jasa yang dijanjikan ke pelanggan (ketika pelanggan telah memiliki kendali atas barang atau jasa tersebut).

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**x. Taxation (continued)**

*Deferred income tax assets and liabilities are offset when there is a legally enforceable rights to offset current tax assets against current tax liabilities and when the deferred income tax assets and liabilities relate to income taxes levied by the same taxation authority on the same taxable entities where there is an intention to settle the balances on a net basis.*

**y. Revenue and expense**

**Revenue**

*From 1 January 2020, the Group has applied PSAK 72, which requires revenue recognition to fulfill five steps of assessment:*

1. *Identify contract(s) with a customer*
2. *Identify the performance obligations in the contract. Performance obligations are promises in a contract to transfer to a customer goods or services that are distinct.*
3. *Determine the transaction price. Transaction price is the amount of consideration to which an entity expects to be entitled in exchange for transferring promised goods or services to a customer. If the consideration promised in a contract includes a variable amount, the Group estimates the amount of consideration to which it expects to be entitled in exchange for transferring the promised goods or services to a customer less the estimated amount of service level guarantee which will be paid during the contract period.*
4. *Allocate the transaction price to each performance obligation on the basis of the relative stand-alone selling prices of each distinct goods or services promised in the contract. Where these are not directly observable, the relative stand-alone selling prices are estimated based on expected cost plus margin.*
5. *Recognise revenue when performance obligation is satisfied by transferring a promised goods or services to a customer (which is when the customer obtains control of that goods or services).*

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**y. Pendapatan dan beban (lanjutan)**

**y. Revenue and expense (continued)**

**Pendapatan (lanjutan)**

**Revenue (continued)**

Kewajiban pelaksanaan dapat dipenuhi:

*A performance obligation may be satisfied:*

1. Suatu titik waktu (umumnya janji untuk menyerahkan barang ke pelanggan); atau
2. Suatu periode waktu (umumnya janji untuk menyerahkan jasa ke pelanggan). Untuk kewajiban pelaksanaan yang dipenuhi dalam suatu periode waktu, Grup memilih ukuran penyelesaian yang sesuai untuk penentuan jumlah pendapatan yang harus diakui karena telah terpenuhinya kewajiban pelaksanaan.

1. *A point in time (typically for promises to transfer goods to a customer); or*
2. *Over time (typically for promises to transfer services to a customer). For a performance obligation satisfied over time, the Group selects an appropriate measure of progress to determine the amount of revenue that should be recognised as the performance obligation is satisfied.*

Pembayaran harga transaksi berbeda untuk setiap kontrak. Aset kontrak diakui ketika jumlah penerimaan dari pelanggan kurang dari saldo kewajiban pelaksanaan yang telah dipenuhi. Kewajiban kontrak diakui ketika jumlah penerimaan dari pelanggan lebih dari saldo kewajiban pelaksanaan yang telah dipenuhi.

*Payment of the transaction price differs for each contract. A contract asset is recognised once the consideration paid by customer is less than the balance of performance obligation which has been satisfied. A contract liability is recognised once the consideration paid by customer is more than the balance of performance obligation which has been satisfied.*

Tabel berikut ini menunjukkan perubahan atas perlakuan akuntansi pada tipe pendapatan yang terdampak PSAK 72:

*The following table shows the changes in the accounting treatment of the types of revenue affected by SFAS 72:*

| <b>Pendapatan / Revenue</b>                                                                            | <b>2020 (PSAK 72 / SFAS 72)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                | <b>2019 (PSAK 23 dan PSAK 44 / SFAS 23 and SFAS 44)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|--------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Penjualan rumah, ruko, kondominium, apartemen, perkantoran, pusat belanja dan bangunan sejenis lainnya | Pendapatan atas penjualan rumah, ruko, kondominium, apartemen, perkantoran, pusat perbelanjaan dan bangunan sejenis lainnya diakui pada waktu tertentu saat pengendalian atas unit properti tersebut telah dialihkan kepada pelanggan. Pengalihan pengendalian dari Grup kepada pelanggan ditunjukkan melalui Perjanjian Pengikatan Jual Beli (PPJB) dan Berita Acara Serah Terima (BAST) unit kepada pelanggan yang telah disetujui dan ditandatangani oleh kedua belah pihak | Pendapatan dari penjualan bangunan rumah, ruko dan bangunan sejenis lainnya beserta kavling tanahnya diakui dengan metode akrual penuh apabila seluruh kriteria berikut terpenuhi: <ul style="list-style-type: none"> <li>• proses penjualan telah selesai;</li> <li>• harga jual akan tertagih;</li> <li>• tagihan penjual tidak akan bersifat subordinasi di masa depan terhadap pinjaman lain yang akan diperoleh pembeli;</li> <li>• jumlah pembayaran oleh pembeli telah mencapai 20% dari harga jual yang disepakati dan jumlah tersebut tidak dapat diminta kembali oleh pembeli;</li> <li>• harga jual akan tertagih; tagihan penjual tidak bersifat subordinasi terhadap pinjaman lain yang akan diperoleh pembeli di masa depan;</li> </ul> |

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN**  
(lanjutan)

**2. SIGNIFICANT**  
(continued)

**ACCOUNTING POLICIES**

**y. Pendapatan dan beban** (lanjutan)

**y. Revenue and expense** (continued)

**Pendapatan** (lanjutan)

**Revenue** (continued)

| Pendapatan / Revenue | 2020 (PSAK 72 / SFAS 72) | 2019 (PSAK 23 dan PSAK 44 / SFAS 23 and SFAS 44)                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |
|----------------------|--------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                      |                          | <ul style="list-style-type: none"> <li>proses pengembangan tanah telah selesai sehingga penjual tidak berkewajiban lagi untuk menyelesaikan kavling tanah yang dijual, seperti kewajiban untuk mematangkan kavling tanah atau kewajiban untuk membangun fasilitas-fasilitas pokok yang dijanjikan oleh atau menjadi kewajiban penjual, sesuai dengan pengikatan jual beli atau ketentuan peraturan perundangundangan; dan</li> <li>hanya kavling tanah saja yang dijual, tanpa diwajibkan keterlibatan penjual dalam pendirian bangunan di atas kavling tersebut.</li> </ul> <p>Pendapatan dari penjualan unit bangunan kondominium, apartemen, perkantoran, pusat belanja dan bangunan sejenis lainnya, serta unit dalam kepemilikan secara <i>time sharing</i>, diakui dengan metode persentase penyelesaian apabila seluruh kriteria berikut ini terpenuhi:</p> <ul style="list-style-type: none"> <li>proses konstruksi telah melampaui tahap awal, yaitu fondasi bangunan telah selesai dan semua persyaratan untuk memulai pembangunan telah terpenuhi;</li> <li>jumlah pembayaran oleh pembeli telah mencapai 20% dari harga jual yang telah disepakati dan jumlah tersebut tidak dapat diminta kembali oleh pembeli; dan</li> <li>jumlah pendapatan penjualan dan biaya unit bangunan dapat diestimasi dengan andal.</li> </ul> |

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN 2. SIGNIFICANT ACCOUNTING POLICIES**  
(lanjutan) (continued)

**y. Pendapatan dan beban (lanjutan)**

**y. Revenue and expense (continued)**

**Pendapatan (lanjutan)**

**Revenue (continued)**

| <b>Pendapatan / Revenue</b>                                                                                                | <b>2020 (PSAK 72 / SFAS 72)</b>                                                                                                                                                                                                                                                                                                                                                                                                                     | <b>2019 (PSAK 23 dan PSAK 44 / SFAS 23 and SFAS 44)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Revenues from sales of houses, shop houses, condominiums, apartments, offices, shopping centre and other similar property. | Revenues from sales of houses, shop houses, condominiums, apartments, offices, shopping centre and other similar property are recognised at a point in time when the customer obtains control of the property unit. The transfer of control from the Group to the customer is substantiated through "Perjanjian Pengikatan Jual Beli (PPJB)" and "Berita Acara Serah Terima (BAST)" to customer which has been approved and signed by both parties. | <p>Revenues from sales of houses, shop houses, and other similar property and related land are recognised under the full accrual method if all of the following conditions are met:</p> <ul style="list-style-type: none"> <li>• a sale is consummated;</li> <li>• the selling price is collectible;</li> <li>• the seller's receivable is not subject to future subordination against other loans which will be obtained by the buyer; and</li> <li>• total payments by the buyer are at least 20% of the agreed selling price and the amount is not refundable;</li> <li>• the selling price is collectible;</li> <li>• the receivable is not subordinated to other loans in the future;</li> <li>• the land development process is complete so that the seller has no further obligations related to the lots sold, such as obligation to construct amenities or obligation to build other facilities applicable to the lots sold as provided in the agreement between the seller and the buyer or regulated by law; and</li> <li>• only the lots are sold, without any requirement of the seller's involvement in the construction of building on the lots.</li> </ul> <p>Revenues from sales of condominiums, apartments, offices, shopping centre and other similar property, and units in a time sharing ownership, are recognised using the percentage-of-completion method if all of the following conditions are met:</p> <ul style="list-style-type: none"> <li>• the construction process has already commenced, i.e., the building foundation has been completed and all of the requirements to commence construction have been fulfilled;</li> </ul> |

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN 2. SIGNIFICANT ACCOUNTING POLICIES**  
(lanjutan) (continued)

**y. Pendapatan dan beban (lanjutan)**

**y. Revenue and expense (continued)**

**Pendapatan (lanjutan)**

**Revenue (continued)**

| <b>Pendapatan / Revenue</b>                              | <b>2020 (PSAK 72 / SFAS 72)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <b>2019 (PSAK 23 dan PSAK 44 / SFAS 23 and SFAS 44)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|----------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                                                          |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                       | <ul style="list-style-type: none"> <li>total payments by the buyer are at least 20% of the agreed selling price and the amount is not refundable; and</li> <li>the amount of revenue and the cost of the property can be reliably estimated.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                         |
| Pendapatan jasa manajemen fasilitas dan tur & travel     | <p>Pendapatan jasa manajemen fasilitas dan tur &amp; travel selain jasa keagenan diakui sepanjang waktu berdasarkan tingkat penyelesaian dari transaksi pada akhir periode pelaporan.</p> <p>Untuk penjualan tiket dan pemesanan hotel pada pendapatan tur &amp; travel, arus masuk bruto manfaat ekonomi mencakup jumlah yang ditagih untuk kepentingan prinsipal yang tidak mengakibatkan kenaikan ekuitas Grup. Jumlah yang ditagih atas nama prinsipal bukan merupakan pendapatan. Pendapatan keagenan diakui senilai pendapatan bersih atas jasa keagenan atau senilai komisi pada waktu tertentu saat tiket dan voucher hotel diserahkan kepada pelanggan.</p>                                                                                                                  | <p>Pendapatan jasa manajemen fasilitas diakui saat jasa diberikan dengan mengacu pada tingkat penyelesaian transaksi.</p> <p>Pendapatan tur &amp; travel selain jasa keagenan diakui pada saat jasa telah diberikan kepada pelanggan dan faktur penjualan telah diterbitkan kepada pelanggan.</p> <p>Untuk penjualan tiket dan pemesanan hotel pada pendapatan tur &amp; travel, arus masuk bruto manfaat ekonomi mencakup jumlah yang ditagih untuk kepentingan prinsipal yang tidak mengakibatkan kenaikan ekuitas Grup. Jumlah yang ditagih atas nama prinsipal bukan merupakan pendapatan. Pendapatan keagenan diakui senilai pendapatan bersih atas jasa keagenan atau senilai komisi.</p> |
| Facility management services and tours & travel revenues | <p>Revenue facility management services and tours &amp; travel other than agency services are recognised over time based on the stage of completion of the transaction as at reporting date. The stage of completion is assessed by reference to surveys of work performed.</p> <p>For the sales of tickets and hotel booking services under tours &amp; travel revenues, the gross inflows of economic benefits include amounts collected on behalf of the principal which do not result in increases of equity of the Company. The amounts collected on behalf of the principle are not revenue. The agency revenue is recognised at the net amount of agency services or equal to the comission at a point in time when ticket and hotel voucher is provided to the customers.</p> | <p>Revenue is recognised when the service is rendered by reference to the stage of completion of transactions.</p> <p>Tour &amp; travels revenue other than agency services is recognised when services are rendered and invoice was issued to the customers.</p> <p>For sales of tickets and hotel booking services under tours &amp; travel revenues, the gross inflows of economic benefits include amounts collected on behalf of the principal which do not result in increases of equity of the Company. The amounts collected on behalf of the principle are not revenue. The agency revenue is recognised at the net amount of agency services or equal to the comission.</p>           |

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(lanjutan) (continued)

**y. Pendapatan dan beban (lanjutan)**

**y. Revenue and expense (continued)**

**Pendapatan (lanjutan)**

**Revenue (continued)**

| <b>Pendapatan / Revenue</b>                                                                                     | <b>2020 (PSAK 72 / SFAS 72)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         | <b>2019 (PSAK 23 dan PSAK 44 / SFAS 23 and SFAS 44)</b>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|-----------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pendapatan hotel dan catering<br><br><i>Hotel and catering revenue</i>                                          | Pendapatan hotel dan catering diakui pada waktu tertentu saat pengendalian atas barang atau jasa diberikan kepada tamu hotel atau pengunjung restoran.<br><br><i>Hotel and catering revenue are recognised at a point in time when the control over the goods or services were provided to the hotel guests or restaurant visitors.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                 | Pendapatan hotel dan catering diakui pada saat barang atau jasa diberikan kepada tamu hotel atau pengunjung restoran.<br><br><i>Hotel and catering revenue are recognised when the goods or services provided to hotel guests or restaurant visitors.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                   |
| Mekanisme elemen ganda<br><br><i>Multiple element arrangements</i>                                              | Ketika dua atau lebih aktivitas penghasil pendapatan atau produk dijual dalam satu mekanisme, setiap elemen produk atau jasa dipertimbangkan sebagai kewajiban pelaksanaan terpisah dan dihitung secara terpisah. Total pendapatan akan dialokasikan untuk setiap kewajiban pelaksanaan yang diidentifikasi terpisah berdasarkan harga jual berdiri sendiri atas setiap kewajiban pelaksanaan dan penerapan kriteria pengakuan pendapatan diaplikasikan pada setiap kewajiban pelaksanaan tersebut di atas.<br><br><i>Where two or more revenue generating activities or deliverables are sold under a single arrangement, each deliverable is considered to be a separate performance obligation and accounted for separately. The total revenue is allocated to each performance obligation based on the stand-alone selling price of each performance obligation and the appropriate revenue recognition criteria are applied to each performance obligation as described above.</i> | Ketika dua atau lebih aktivitas penghasil pendapatan atau produk dijual dalam satu mekanisme, setiap elemen produk atau jasa dipertimbangkan sebagai unit akuntansi terpisah dan dihitung secara terpisah. Total pendapatan akan dialokasikan untuk setiap komponen yang diidentifikasi terpisah berdasarkan nilai jual relatif atas setiap komponen dan penerapan kriteria pengakuan pendapatan diaplikasikan pada setiap komponen tersebut di atas.<br><br><i>Where two or more revenue generating activities or deliverables are sold under a single arrangement, each deliverable is considered to be a separate unit of accounting and accounted for separately. The total revenue is allocated to each separately identifiable component based on the relative selling price of each component and the appropriate revenue recognition criteria are applied to each component as described above.</i> |
| Penghasilan sewa perkantoran, perumahan dan kendaraan<br><br><i>Office, residence and vehicle rental income</i> | Penghasilan sewa diakui dengan dasar garis lurus selama masa sewa.<br><br><i>Rental income is recognised on a straight-line basis over the lease terms.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             | Tidak terdapat perubahan atas perlakuan akuntansi terkait pendapatan sewa perkantoran, perumahan dan kendaraan.<br><br><i>There is no change in the accounting treatment related to office, residence and vehicle rental income.</i>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                        |

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**2. KEBIJAKAN AKUNTANSI YANG SIGNIFIKAN  
(lanjutan)**

**y. Pendapatan dan beban (lanjutan)**

**Beban**

**Sebelum 1 Januari 2020**

Beban diakui pada saat terjadinya dengan dasar akrual.

**Setelah 1 Januari 2020**

Biaya yang secara langsung berhubungan dengan kontrak, menghasilkan sumber daya untuk memenuhi kontrak ("biaya untuk memenuhi") atau penambahan untuk mendapatkan kontrak ("biaya untuk memperoleh") dan diharapkan dapat dipulihkan. Beban tersebut dengan demikian memenuhi syarat kapitalisasi berdasarkan PSAK 72 dan diakui sebagai aset lancar lain-lain. Beban tersebut diamortisasi dengan cara sistematis sejalan dengan penyerahan barang atau jasa yang terkait dengan aset tersebut.

**z. Penghasilan/beban bunga**

Untuk semua instrumen keuangan yang diukur pada biaya perolehan diamortisasi, penghasilan atau beban bunga dicatat dengan menggunakan metode suku bunga efektif, 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.

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN**

Estimasi dan pertimbangan terus dievaluasi berdasarkan pengalaman historis dan faktor-faktor lain, termasuk ekspektasi peristiwa masa depan yang diyakini wajar berdasarkan kondisi yang ada.

Grup membuat estimasi dan asumsi mengenai masa depan. Estimasi akuntansi yang dihasilkan, menurut definisi, akan jarang sekali sama dengan hasil aktualnya. Estimasi dan asumsi yang secara signifikan berisiko menyebabkan penyesuaian material terhadap jumlah tercatat aset dan liabilitas selama 12 bulan ke depan dipaparkan di bawah ini.

**2. SIGNIFICANT ACCOUNTING POLICIES  
(continued)**

**y. Revenue and expense (continued)**

**Expense**

**Before 1 January 2020**

Expenses are recognised as incurred on an accrual basis.

**After 1 January 2020**

The costs that directly relate to the contract generate resources to satisfy the contract ("cost to fulfill") or is incremental of obtaining a contract ("cost to obtain") and are expected to be recovered. These costs are therefore eligible for capitalisation under SFAS 72 and recognised as other current assets. Such cost will be amortised on a systematic basis that is consistent with the transfer of the goods or services to which such asset relates.

**z. Interest income/expense**

For all financial instruments measured at amortised cost, interest income or expense is recorded using the effective interest rates method, 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.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS**

Estimates and judgments are continually evaluated and are based on historical experience and other factors, including expectations of future events that are believed to be reasonable under the circumstances.

The Group makes estimates and assumptions concerning the future. The resulting accounting estimates will, by definition, seldom equal the related actual results. The estimates and assumptions that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next 12 months are addressed below.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**a. Ketidakpastian eksposur perpajakan**

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah yang tercatat pada akun tagihan pajak dapat dipulihkan dan direstitusi oleh Kantor Pajak. Lebih lanjut, manajemen mempertimbangkan liabilitas yang mungkin timbul dari hasil pemeriksaan pajak yang masih diajukan keberatannya.

Pertimbangan signifikan dilakukan dalam menentukan provisi atas pajak penghasilan badan maupun pajak lainnya atas transaksi tertentu. Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari penghasilan kena pajak di masa depan. Grup membuat analisis untuk semua posisi pajak terkait dengan pajak penghasilan untuk menentukan jika liabilitas pajak yang belum diakui harus diakui.

**b. Imbalan kerja**

Nilai kini kewajiban pensiun dan imbalan jangka panjang lainnya tergantung pada sejumlah faktor yang ditentukan berdasarkan basis dari aktuarial dengan menggunakan sejumlah asumsi. Asumsi yang digunakan dalam menentukan beban/(pendapatan) bersih untuk pensiun termasuk tingkat diskonto, kenaikan gaji di masa depan, perubahan remunerasi masa depan, tingkat pengurangan karyawan, tingkat harapan hidup dan periode sisa yang diharapkan dari masa aktif karyawan. Setiap perubahan dalam asumsi-asumsi ini akan berdampak pada nilai tercatat atas kewajiban pensiun dan imbalan jangka panjang lainnya.

Grup menentukan tingkat diskonto yang sesuai pada setiap akhir tahun. Tingkat suku bunga inilah yang digunakan untuk menentukan nilai kini dari estimasi arus kas keluar masa depan yang akan dibutuhkan untuk memenuhi kewajiban pensiun dan imbalan jangka panjang lainnya. Dalam menentukan tingkat diskonto yang sesuai, Grup menggunakan tingkat suku bunga obligasi pemerintah (dengan pertimbangan saat ini tidak ada pasar aktif untuk obligasi korporat berkualitas tinggi) dalam mata uang yang sama dengan mata uang imbalan yang akan dibayarkan dan memiliki waktu jatuh tempo yang kurang lebih sama dengan waktu jatuh tempo kewajiban pensiun dan imbalan jangka panjang lainnya yang bersangkutan.

Untuk kenaikan gaji masa depan, Grup mengumpulkan data historis mengenai perubahan gaji dasar pekerja dan menyesuaikan dengan perencanaan bisnis masa depan.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**a. Uncertain tax exposures**

*Based on the tax regulations currently enacted, management assessed whether the amounts recorded under estimated claims for tax refund are recoverable and refundable by the Tax Office. Further, the management also assessed the possible liabilities that may arise from the tax assessments under objection.*

*Significant judgement is involved in determining the provision for corporate income tax and other taxes on certain transactions. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. The Group makes an analysis of all tax positions related to income taxes to determine if a tax liability for unrecognised taxes should be recognised.*

**b. Employee benefits**

*The present value of the pension and other long-term benefit obligations depends on a number of factors that are determined on an actuarial basis using a number of assumptions. The assumptions used in determining the net expense/(income) for pensions include the discount rate, future salary increase, future remuneration changes, employee attrition rates, life expectancy and expected remaining periods of employee service. Any changes in these assumptions will have an impact on the carrying amount of the pension obligation.*

*The Group determines the appropriate discount rate at the end of each year. This is the interest rate that should be used to determine the present value of estimated future cash outflows expected to be required to settle the pension obligation. In determining the appropriate discount rate, the Group considers the interest rates of government bonds (considering there is no deep market for high-quality corporate bonds) that are denominated in the currency in which the benefits will be paid and that have terms to maturity approximating the terms of the related pension obligation.*

*For the rate of future salary increases, the Group collects all historical data relating to changes in base salaries and adjusts it for future business plans.*

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**b. Imbalan kerja (lanjutan)**

Asumsi kunci lainnya untuk kewajiban pensiun dan imbalan jangka panjang lainnya didasarkan sebagian pada kondisi pasar saat ini.

**c. Estimasi masa manfaat aset tetap**

Grup mengestimasi masa manfaat ekonomis aset tetap berdasarkan utilisasi dari aset yang diharapkan dan didukung dengan rencana dan strategi usaha dan perilaku pasar. Estimasi dari masa manfaat aset tetap adalah berdasarkan penelaahan Grup terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang sejenis. 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.

Grup mengestimasi masa manfaat ekonomis aset tetap antara 4 sampai dengan 20 tahun. Ini adalah umur yang secara umum diharapkan dalam industri dimana Grup menjalankan bisnisnya. Perubahan tingkat pemakaian dan perkembangan teknologi dapat mempengaruhi masa manfaat ekonomis dan nilai sisa aset, dan karenanya biaya penyusutan masa depan mungkin direvisi.

**d. Penurunan nilai aset keuangan**

Penerapan PSAK 71 menyebabkan perubahan terhadap penilaian signifikan estimasi dan asumsi akuntansi terhadap provisi untuk kerugian penurunan nilai atas piutang. Grup menerapkan pendekatan yang disederhanakan untuk mengukur kerugian kredit ekspektasian yang menggunakan cadangan kerugian kredit ekspektasian seumur hidup untuk seluruh piutang usaha. Dalam penentuan kerugian kredit ekspektasian, manajemen diharuskan untuk menggunakan pertimbangan dalam mendefinisikan hal apa yang dianggap sebagai kenaikan risiko kredit yang signifikan dan dalam pembuatan asumsi dan estimasi, untuk menghubungkan informasi yang relevan tentang kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi. Pertimbangan diaplikasikan dalam menentukan periode seumur hidup dan titik pengakuan awal piutang.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**b. Employee benefits (continued)**

Other key assumptions for pension obligations and other long-term benefits are based in part on current market conditions.

**c. Estimating useful lives of fixed assets**

The Group estimates the useful lives of its fixed assets based on expected asset utilisation as supported by business plans and strategies that also consider expected market behavior. The estimation of the useful lives of fixed assets is based on the Group's assessment of industry practice, internal technical evaluation and experience with similar assets. The estimated useful lives are reviewed at least each financial period-end and are updated if expectations differ from previous estimates due to physical wear and tear, technical or commercial obsolescence 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 caused by changes in the factors mentioned above.

The Group estimates the useful lives of its fixed assets to be within 4 to 20 years. These are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage and technological development could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

**d. Impairment of financial assets**

The implementation of SFAS 71 resulted in a change to the assessment of the significant accounting estimates and judgements related to provision for loss impairment of receivables. The Group applies a simplified approach to measure expected credit losses which uses a lifetime expected loss allowance for all trade receivables. In determining expected credit losses, management is required to exercise judgement in defining what is considered to be a significant increase in credit risk and in making assumptions and estimates to incorporate relevant information about past events, current conditions and forecasts of economic conditions. Judgement has been applied in determining the lifetime and point of initial recognition of receivables.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**d. Penurunan nilai aset keuangan (lanjutan)**

Tingkat provisi yang spesifik dievaluasi oleh manajemen dengan dasar faktor-faktor yang memengaruhi tingkat tertagihnya piutang tersebut. Dalam kasus ini, Grup menggunakan pertimbangan berdasarkan fakta dan kondisi terbaik yang tersedia meliputi tetapi tidak terbatas pada jangka waktu hubungan Grup dengan pelanggan dan status kredit pelanggan berdasarkan laporan dari pihak ketiga dan faktor-faktor pasar yang telah diketahui, untuk mencatat pencadangan spesifik untuk pelanggan terhadap jumlah jatuh tempo untuk mengurangi piutang Grup menjadi jumlah yang diharapkan tertagih.

Pencadangan secara spesifik ini dievaluasi kembali dan disesuaikan jika terdapat informasi tambahan yang diterima yang memengaruhi jumlah yang diestimasi. Selain provisi khusus terhadap piutang yang signifikan secara individual, Grup juga mengakui provisi penurunan nilai secara kolektif terhadap risiko kredit debitur yang dikelompokkan berdasarkan karakteristik kredit yang sama, dan meskipun tidak secara spesifik diidentifikasi membutuhkan provisi khusus, memiliki risiko gagal bayar lebih tinggi daripada ketika piutang pada awalnya diberikan kepada debitur.

**e. Sewa**

Grup mengadakan perjanjian sewa di mana Grup bertindak sebagai lessee atau lessor. Grup mengevaluasi pihak yang memiliki hak untuk mengendalikan aset sewaan berdasarkan PSAK 73, yang mensyaratkan Grup untuk membuat pertimbangan dan estimasi dari hak untuk mengendalikan aset sewaan.

Grup mempunyai beberapa perjanjian sewa dimana Grup bertindak sebagai penyewa untuk beberapa aset tertentu. Grup mengevaluasi apakah Grup memiliki hak untuk mengendalikan aset sewaan berdasarkan PSAK 73: Sewa, yang mensyaratkan Grup untuk membuat pertimbangan dan estimasi dari hak untuk mengendalikan aset sewaan.

Karena Grup tidak dapat dengan mudah menentukan suku bunga implisit, manajemen menggunakan suku bunga pinjaman inkremental Grup sebagai tingkat diskonto. Ada beberapa faktor yang perlu dipertimbangkan dalam menentukan suku bunga pinjaman inkremental, yang banyak di antaranya memerlukan pertimbangan untuk dapat secara andal mengukur penyesuaian yang diperlukan untuk sampai pada tingkat diskonto akhir. Dalam menentukan suku bunga pinjaman inkremental, Grup mempertimbangkan faktor-faktor utama berikut: risiko kredit korporat Grup, jangka waktu sewa, jangka waktu pembayaran sewa, lingkungan ekonomi, waktu saat sewa terjadi, dan mata uang di mana pembayaran sewa ditentukan.

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**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**d. Impairment of financial assets (continued)**

*The level of a specific provision is evaluated by management on the basis of factors that affect the collectibility of the accounts. In these cases, the Group uses judgement based on the best available facts and circumstances, including but not limited to, the length of the Group's relationship with the customers and customers' credits status based on third-party credit reports and known market factors, to record specific reserves for customers against amounts due in order to reduce the Group's receivables to amounts that it expects to collect.*

*These specific reserves are re-evaluated and adjusted as additional information received affects the amounts estimated. In addition to specific provision against individually significant receivables, the Group also recognises a collective impairment provision against credit exposure of its debtors which are grouped based on common credit characteristics, and although not specifically identified as requiring a specific provision, have a greater risk of default than when the receivables were originally granted to the debtors.*

**e. Leases**

*The Group has entered into lease arrangements in which the Group is a lessee or lessor. The Group evaluates which parties have the right to control the use of leased asset based on SFAS 73, which requires the Group to make judgements and estimates of right to control the leased asset.*

*The Group has various lease agreements where the Group acts as a lessee in respect of certain assets. The Group evaluates whether the Group has the right to control the use of leased asset based on SFAS 73: Lease, which requires the Group to make judgements and estimates of right to control the leased asset.*

*Since the Group could not readily determine the implicit rate, management uses the Group's incremental borrowing rate as a discount rate. There are a number of factors to consider in determining an incremental borrowing rate, many of which need judgement in order to be able to reliably quantify any necessary adjustments to arrive at the final discount rates. In determining an incremental borrowing rate, the Group considers the following main factors: the Group's corporate credit risk, the lease term, the lease payment term, the economic environment, the time at which the lease is entered into, and the currency in which the lease payments are denominated.*

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**Lampiran 5/45 Schedule**

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**e. Sewa (lanjutan)**

Dalam menentukan jangka waktu sewa, Grup mempertimbangkan semua fakta dan keadaan yang menimbulkan insentif ekonomi untuk menggunakan opsi perpanjangan, opsi pembelian atau tidak menggunakan opsi penghentian. Opsi perpanjangan (atau periode setelah opsi penghentian kontrak kerja) hanya termasuk dalam jangka waktu sewa jika cukup pasti akan diperpanjang (atau tidak dihentikan). Penilaian tersebut ditinjau jika terjadi peristiwa signifikan atau perubahan signifikan dalam situasi yang memengaruhi penilaian ini dan berada dalam kendali Grup.

**f. Penentuan aset yang diklasifikasikan  
sebagai dimiliki untuk dijual**

Pada tanggal 14 September 2020, PT Pertamina (Persero) selaku pemegang saham utama Grup bersama-sama dengan PT Garuda Indonesia (Persero) Tbk., PT Pegadaian (Persero) dan PT Hotel Indonesia Natour (Persero) ("HIN") (selanjutnya disebut sebagai "Para Pihak") menandatangani Nota Kesepahaman Rencana Konsolidasi Bisnis Hotel BUMN ("Nota Kesepahaman") yang berjangka waktu hingga 13 September 2021. Nota Kesepahaman tersebut bertujuan untuk menindaklanjuti kesepakatan maupun diskusi yang dilakukan Para Pihak dalam rangka pelaksanaan rencana konsolidasi bisnis hotel BUMN. Dalam rencana konsolidasi bisnis tersebut Para Pihak akan mengkonsolidasikan bisnis hotel yang dimiliki oleh Para Pihak termasuk di dalamnya unit hotel milik Grup yaitu The Patra Bali Resort & Villas ("Patra Bali").

Aset atau kelompok aset diklasifikasikan sebagai aset dimiliki untuk dijual jika jumlah tercatatnya akan dipulihkan terutama melalui transaksi penjualan daripada melalui pemakaian berlanjut. Dalam hal ini, aset harus berada dalam keadaan segera dapat dijual dan penjualannya harus sangat mungkin terjadi (*highly probable*).

Grup berpendapat bahwa Patra Bali tidak dapat diklasifikasikan sebagai aset yang dimiliki untuk dijual karena Grup belum mendapatkan persetujuan pemegang saham untuk transaksi penjualan Patra Bali sehingga transaksi ini tidak memenuhi persyaratan *highly probable*.

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**e. Leases (continued)**

*In determining the lease term, the Group considers all facts and circumstances that create an economic incentive to exercise an extension option, purchase option or not exercise a termination option. Extension options (or periods after termination options) are only included in the lease term if the lease is reasonably certain to be extended (or not terminated). The lease term is reviewed if a significant event or a significant change in circumstances occurs which affects this assessment and that is within the control of the Group.*

**f. Determination of assets classified as held  
for sale**

*On 14 September 2020, PT Pertamina (Persero) as the ultimate shareholder of the Group together with PT Garuda Indonesia (Persero) Tbk., PT Pegadaian (Persero) dan PT Hotel Indonesia Natour (Persero) ("HIN") (collectively referred as "the Parties") signed Memorandum of Understanding on Consolidation of SOE Hotel Business Plan ("MoU") which valid until 13 September 2021. The objectives of the MoU are to follow up the agreements and discussions made by the Parties in the context of consolidation of SOE hotel business plan. In the business plan, the Parties are agreed to consolidate the hotel owned by the Parties, including the hotel owned by the Group namely the Patra Bali Resort & Villas ("Patra Bali").*

*Non-current assets are classified as held for sale if their carrying amount will be recovered principally through sale rather than through continuing use. Held for sale classification is only achieved where the asset is available for immediate sale in its present condition and the sale is highly probable.*

*The Group considered that the Patra Bali is not classified as an asset held for sale because the Group has not yet obtained the shareholder approval on this transaction hence this transaction does not meet highly probable criteria.*

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/46 Schedule**

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**3. SIGNIFICANT ACCOUNTING JUDGEMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**g. Pengakuan pendapatan penjualan properti**

**g. Revenue recognition on sales of properties**

Penerapan PSAK 72 menyebabkan perubahan terhadap metode pengakuan pendapatan Grup atas penjualan properti. Sejak 1 Januari 2020, Grup mengakui pendapatan atas penjualan properti seperti rumah, ruko, kondominium, apartemen, perkantoran, pusat perbelanjaan dan bangunan sejenisnya diakui pada waktu tertentu saat pengendalian atas unit tersebut telah dialihkan kepada pelanggan. Pengalihan pengendalian dari Grup kepada pelanggan ditunjukkan melalui PPJB dan BAST unit properti kepada pelanggan yang telah disetujui dan ditandatangani oleh kedua belah pihak.

*The adoption of PSAK 72 resulted in changes in the Group's revenue recognition method from sales of property such as houses, shop houses, condominiums, apartments, offices, shopping centers and other similar properties. Since 1 January 2020, the Group recognised revenue from sales of property at a point in time when customers obtained control of the property unit. The transfer of control is substantiated through PPJB and BAST which has been approved and signed by both parties.*

Sebelum 1 Januari 2020, Grup mengakui pendapatan atas penjualan rumah, ruko, dan bangunan sejenisnya dengan metode akrual berdasarkan kebijakan akuntansi yang dijelaskan dalam Catatan 2y. Sementara pendapatan atas penjualan kondominium, apartemen, perkantoran, pusat perbelanjaan dan bangunan sejenis diakui dengan metode persentase penyelesaian berdasarkan kebijakan akuntansi yang dijelaskan dalam Catatan 2y.

*Prior to 1 January 2020, the Group recognises revenue from sales of house, shop houses and similar properties under accrual method based on the accounting policy as described in Note 2y. Meanwhile, revenue from sales of condominium, apartment, offices, shopping centers and similar properties are recognised using percentage of completion method based on the accounting policy as described in Note 2y.*

**4. KAS DAN SETARA KAS**

**4. CASH AND CASH EQUIVALENTS**

|                    | <u>2020</u>           | <u>2019</u>           |               |
|--------------------|-----------------------|-----------------------|---------------|
| Kas                | 1,578                 | 345                   | Cash on hand  |
| Bank di bank       | 86,701                | 202,442               | Cash in banks |
| Deposito berjangka | <u>102,835</u>        | <u>100,100</u>        | Time deposit  |
|                    | <u><b>191,114</b></u> | <u><b>302,887</b></u> |               |

Tingkat suku bunga tahunan deposito berjangka dalam mata uang rupiah adalah sebagai berikut:

*Interest rates on time deposits denominated in Rupiah are as follows:*

|        | <u>2020</u>   | <u>2019</u>   |        |
|--------|---------------|---------------|--------|
| Rupiah | 3.50% - 5.00% | 6.00% - 6.50% | Rupiah |

Lihat catatan 27 untuk rincian saldo dan transaksi dengan entitas berelasi dengan Pemerintah.

*Refer to note 27 for details of Government-related entities balances and transactions.*

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## Lampiran 5/47 Schedule

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## 5. PIUTANG USAHA

## 5. TRADE RECEIVABLES

|                                                 | 2020           | 2019           |                                        |
|-------------------------------------------------|----------------|----------------|----------------------------------------|
| Pihak berelasi (Catatan 27)                     | 172,284        | 257,754        | Related parties (Note 27)              |
| Pihak ketiga                                    | 67,950         | 114,709        | Third parties                          |
| Dikurangi: Cadangan kerugian<br>penurunan nilai | (29,803)       | (8,278)        | Less: Allowance for<br>impairment loss |
|                                                 | <b>210,431</b> | <b>364,185</b> |                                        |

Analisa umur piutang usaha adalah sebagai berikut :

The aging analysis of trade receivables are as follows:

|                                                 | 2020           | 2019           |                                        |
|-------------------------------------------------|----------------|----------------|----------------------------------------|
| Pihak berelasi                                  |                |                | Related parties                        |
| 0 - 30 hari                                     | 41,016         | 71,483         | 0 - 30 days                            |
| 31 - 90 hari                                    | 26,894         | 53,190         | 31 - 90 days                           |
| 91 - 365 hari                                   | 45,875         | 111,711        | 91 - 365 days                          |
| Lebih dari 365 hari                             | 58,499         | 21,370         | Over 365 days                          |
|                                                 | 172,284        | 257,754        |                                        |
| Dikurangi: Cadangan kerugian<br>penurunan nilai | (4,097)        | (514)          | Less: Allowance for<br>impairment loss |
| <b>Jumlah, neto</b>                             | <b>168,187</b> | <b>257,240</b> | <b>Total, net</b>                      |
|                                                 | 2020           | 2019           |                                        |
| Pihak ketiga                                    |                |                | Third parties                          |
| 0 - 30 hari                                     | 7,680          | 48,689         | 0 - 30 days                            |
| 31 - 90 hari                                    | 4,563          | 13,011         | 31 - 90 days                           |
| 91 - 365 hari                                   | 49,251         | 30,300         | 91 - 365 days                          |
| Lebih dari 365 hari                             | 6,456          | 22,709         | Over 365 days                          |
|                                                 | 67,950         | 114,709        |                                        |
| Dikurangi: Cadangan kerugian<br>penurunan nilai | (25,706)       | (7,764)        | Less: Allowance for<br>impairment loss |
| <b>Jumlah, neto</b>                             | <b>42,244</b>  | <b>106,945</b> | <b>Total, net</b>                      |

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/48 Schedule**

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**5. PIUTANG USAHA (lanjutan)**

Perubahan cadangan kerugian penurunan nilai piutang adalah sebagai berikut:

|                                               | <u>2020</u>          | <u>2019</u>         |
|-----------------------------------------------|----------------------|---------------------|
| Saldo awal tahun                              | 8,278                | 4,771               |
| Penyesuaian saldo atas penerapan awal PSAK 71 | 15,521               | -                   |
| Penambahan                                    | <u>6,004</u>         | <u>3,507</u>        |
| <b>Saldo akhir</b>                            | <b><u>29,803</u></b> | <b><u>8,278</u></b> |

Grup menerapkan cadangan kerugian ekspektasian seumur hidup untuk seluruh piutang usaha. Untuk mengukur kerugian kredit ekspektasian, piutang usaha telah dikelompokkan berdasarkan karakteristik risiko kredit dan waktu jatuh tempo yang serupa.

Perhitungan cadangan penurunan nilai piutang secara individual dilakukan untuk pelanggan yang telah mengalami kesulitan pembayaran sesuai dengan periode yang telah ditentukan dan pelanggan yang umumnya memiliki peringkat kredit.

Perhitungan cadangan penurunan nilai piutang secara kolektif dilakukan untuk pelanggan yang secara nilai tidak signifikan dan ada kemungkinan gagal bayar. Perhitungan ini mempertimbangkan tren pembayaran piutang yang dilakukan oleh konsumen, informasi yang relevan tentang kejadian masa lalu, kondisi terkini dan perkiraan atas kondisi ekonomi.

**5. TRADE RECEIVABLES (continued)**

The movement of allowance for impairment loss of receivables is as follows:

|                                               | <u>2020</u>          | <u>2019</u>         |                                                          |
|-----------------------------------------------|----------------------|---------------------|----------------------------------------------------------|
| Saldo awal tahun                              | 8,278                | 4,771               | Beginning balance                                        |
| Penyesuaian saldo atas penerapan awal PSAK 71 | 15,521               | -                   | Opening balance adjustment upon initial adoption SFAS 71 |
| Penambahan                                    | <u>6,004</u>         | <u>3,507</u>        | Addition                                                 |
| <b>Saldo akhir</b>                            | <b><u>29,803</u></b> | <b><u>8,278</u></b> | <b>Ending balance</b>                                    |

The Group applies the lifetime expected loss provision for all trade receivables. To measure the expected credit losses, trade receivables have been grouped based on similar credit risk characteristics and the days past due.

Allowance for impairment for individual receivables is provided for customers that have difficulties in fulfilling their obligations according to the defined period and generally have credit ratings.

Allowance for impairment for collective receivables is provided for customers that have insignificant balances and with possibilities of payment default. This calculation considers trends of payment made by customers, relevant information about past events, current conditions and forecasts of economic conditions.

**6. ASET KONTRAK**

|                                              | <u>2020</u>           | <u>2019</u>           |
|----------------------------------------------|-----------------------|-----------------------|
| Pihak berelasi (Catatan 27)                  | 183,942               | 142,301               |
| Pihak ketiga                                 | 186,709               | 131,910               |
| Dikurangi: Cadangan kerugian penurunan nilai | <u>(1,966)</u>        | <u>(541)</u>          |
|                                              | <b><u>368,685</u></b> | <b><u>273,670</u></b> |

Aset kontrak dengan pihak ketiga terutama berasal dari penjualan apartemen, rumah toko (ruko) dan rumah dimana serah terima unit telah dilakukan dengan pelanggan tetapi penagihannya dilakukan secara mencicil.

**6. CONTRACT ASSETS**

|                                              | <u>2020</u>           | <u>2019</u>           |                                     |
|----------------------------------------------|-----------------------|-----------------------|-------------------------------------|
| Pihak berelasi (Catatan 27)                  | 183,942               | 142,301               | Related parties (Note 27)           |
| Pihak ketiga                                 | 186,709               | 131,910               | Third parties                       |
| Dikurangi: Cadangan kerugian penurunan nilai | <u>(1,966)</u>        | <u>(541)</u>          | Less: Allowance for impairment loss |
|                                              | <b><u>368,685</u></b> | <b><u>273,670</u></b> |                                     |

Contract assets with third parties mainly come from the sales of apartments, small office home office (soho) and houses where the delivery of the units have been made with the customers but are billed in installments.

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## Lampiran 5/49 Schedule

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## 6. ASET KONTRAK (lanjutan)

Perubahan cadangan kerugian penurunan nilai aset  
kontrak adalah sebagai berikut:

## 6. CONTRACT ASSETS (continued)

The movement of allowance for impairment loss of  
contract assets is as follows:

|                                                  | 2020         | 2019       |                                                             |
|--------------------------------------------------|--------------|------------|-------------------------------------------------------------|
| Saldo awal tahun                                 | 541          | -          | Beginning balance                                           |
| Penyesuaian saldo atas<br>penerapan awal PSAK 71 | 2,340        | -          | Opening balance adjustment<br>upon initial adoption SFAS 71 |
| Penambahan                                       | 11           | 541        | Addition                                                    |
| Penghapusan                                      | (926)        | -          | Write-off                                                   |
| <b>Saldo akhir</b>                               | <b>1,966</b> | <b>541</b> | <b>Ending balance</b>                                       |

## 7. PERSEDIAAN

## 7. INVENTORIES

|                                  | 2020           | 2019           |                                |
|----------------------------------|----------------|----------------|--------------------------------|
| <u>Persediaan hotel</u>          |                |                | <u>Hotel inventories</u>       |
| Perlengkapan penunjang           | 1,635          | 2,146          | Material and supplies          |
| Makanan dan minuman              | 1,204          | 1,540          | Foods and beverages            |
| Sub-total                        | 2,839          | 3,686          | Sub-total                      |
| <u>Aset real estat</u>           |                |                | <u>Real estate assets</u>      |
| Persediaan tersedia untuk dijual |                |                | Available for sale inventories |
| Apartemen                        | 784,185        | 804,081        | Apartment                      |
| Kavling tanah                    | 73,794         | 29,256         | Land lots                      |
| Unit bangunan                    | 12,515         | 18,210         | Building units                 |
| Tanah untuk pengembangan         | 45,604         | 76,616         | Lands under development        |
| Sub-total                        | 916,098        | 928,163        | Sub-total                      |
| <u>Persediaan lainnya</u>        |                |                | <u>Other inventory</u>         |
| Kendaraan                        | 40,054         | 8,745          | Vehicles                       |
| Sub-total                        | 40,054         | 8,745          | Sub-total                      |
| <b>Jumlah</b>                    | <b>958,991</b> | <b>940,594</b> | <b>Total</b>                   |

Manajemen berkeyakinan bahwa tidak ada indikasi  
penurunan nilai persediaan pada tanggal  
31 Desember 2020 dan 2019.Management believes that there are no changes in  
circumstances that indicate material impairment of  
inventories as at 31 December 2020 and 2019.

## 8. UANG MUKA DAN BEBAN DIBAYAR DIMUKA

## 8. ADVANCES AND PREPAYMENTS

|                           | 2020     | 2019     |                           |
|---------------------------|----------|----------|---------------------------|
| Asuransi                  | 37,815   | 38,713   | Insurances                |
| Pembelian aset tetap      | 28,764   | 17,712   | Purchase of fixed asset   |
| Perlengkapan pemeliharaan | 21,145   | 40       | Maintenance supplies      |
| Uang muka kerja karyawan  | 14,070   | 19,220   | Employee working advances |
| Pembelian persediaan      | 8,141    | -        | Purchase of inventory     |
| Lainnya                   | 13,512   | 14,556   | Others                    |
|                           | 123,447  | 90,241   |                           |
| Dikurangi:                |          |          | Less:                     |
| Bagian tidak lancar       | (54,717) | (29,574) | Non-current portion       |
| Bagian lancar             | 68,730   | 60,667   | Current portion           |

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/50 Schedule**

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**9. INVESTASI PADA ENTITAS ASOSIASI**

**9. INVESTMENT IN ASSOCIATES**

| 2020                                               |                                                                |                                  |                         |                                              |                                |  |                               |
|----------------------------------------------------|----------------------------------------------------------------|----------------------------------|-------------------------|----------------------------------------------|--------------------------------|--|-------------------------------|
| Persentase kepemilikan/<br>Percentage of ownership | Jumlah saham yang dimiliki (lembar)/<br>Total number of shares | Saldo awal/<br>Beginning balance | Penambahan/<br>Addition | Bagian laba(rugi)/<br>Share of profit/(loss) | Saldo akhir/<br>Ending balance |  |                               |
| PI                                                 | 30.00                                                          | 2,376                            | 238                     | -                                            | 238                            |  | PI                            |
| HIG                                                | 49.00                                                          | 1,470                            | -                       | (1,156)                                      | 523                            |  | HIG                           |
| PT Manajemen CBT Nusantara                         | 33.33                                                          | 1,000                            | -                       | (426)                                        | 574                            |  | PT Manajemen CBT Nusantara    |
| Dikurangi:                                         |                                                                |                                  |                         |                                              |                                |  | Less:                         |
| Cadangan kerugian penurunan nilai                  | -                                                              | (238)                            | -                       | -                                            | (238)                          |  | Allowance for impairment loss |
| <b>Jumlah</b>                                      | <b>112.33</b>                                                  | <b>4,846</b>                     | <b>-</b>                | <b>(1,582)</b>                               | <b>1,097</b>                   |  | <b>Total</b>                  |
| 2019                                               |                                                                |                                  |                         |                                              |                                |  |                               |
| Persentase kepemilikan/<br>Percentage of ownership | Jumlah saham yang dimiliki (lembar)/<br>Total number of shares | Saldo awal/<br>Beginning balance | Penambahan/<br>Addition | Bagian laba(rugi)/<br>Share of profit/(loss) | Saldo akhir/<br>Ending balance |  |                               |
| PI                                                 | 30.00                                                          | 2,376                            | -                       | -                                            | 238                            |  | PI                            |
| HIG                                                | 49.00                                                          | 1,470                            | 1,470                   | 209                                          | 1,679                          |  | HIG                           |
| PT Manajemen CBT Nusantara                         | 33.33                                                          | 1,000                            | 1,000                   | -                                            | 1,000                          |  | PT Manajemen CBT Nusantara    |
| Dikurangi:                                         |                                                                |                                  |                         |                                              |                                |  | Less:                         |
| Cadangan kerugian penurunan nilai                  | -                                                              | (238)                            | -                       | -                                            | (238)                          |  | Allowance for impairment loss |
| <b>Jumlah</b>                                      | <b>112.33</b>                                                  | <b>4,846</b>                     | <b>2,470</b>            | <b>209</b>                                   | <b>2,679</b>                   |  | <b>Total</b>                  |

Penyertaan saham pada PI telah diturunkan nilainya sesuai dengan koreksi audit Badan Pengawas Keuangan dan Pembangunan pada tahun 1999/2000 karena entitas tersebut mengalami kerugian.

*Investment in shares at PI was impaired in accordance with Financial and Development Supervisory Agency audit corrections in year 1999/2000 because the entity suffered losses.*

**10. PROPERTI INVESTASI**

**10. INVESTMENT PROPERTIES**

| 2020                             |                          |                           |                                     |                                |                                 |
|----------------------------------|--------------------------|---------------------------|-------------------------------------|--------------------------------|---------------------------------|
| Saldo awal/<br>Beginning balance | Penambahan/<br>Additions | Pengurangan/<br>Disposals | Reklasifikasi/<br>Reclassifications | Saldo akhir/<br>Ending balance |                                 |
| <b>Harga perolehan</b>           |                          |                           |                                     |                                | <b>Acquisition cost</b>         |
| Tanah                            | 20,497                   | -                         | -                                   | 20,497                         | Land                            |
| Pengembangan tanah               | 236                      | -                         | -                                   | 236                            | Land improvement                |
| Bangunan                         | 308,569                  | 7,853                     | -                                   | 324,731                        | Building                        |
| Aset dalam pembangunan:          |                          |                           |                                     |                                | Assets under construction:      |
| Bangunan                         | 537,654                  | 292,701                   | -                                   | 830,355                        | Building                        |
| <b>Sub-total</b>                 | <b>866,956</b>           | <b>300,554</b>            | <b>8,309</b>                        | <b>1,175,819</b>               | <b>Sub-total</b>                |
| <b>Akumulasi penyusutan</b>      |                          |                           |                                     |                                | <b>Accumulated depreciation</b> |
| Pengembangan tanah               | 260                      | -                         | (144)                               | 116                            | Land improvement                |
| Bangunan                         | 179,424                  | 18,811                    | -                                   | 198,235                        | Building                        |
| <b>Sub-total</b>                 | <b>179,684</b>           | <b>18,811</b>             | <b>(144)</b>                        | <b>198,351</b>                 | <b>Sub-total</b>                |
| <b>Nilai buku</b>                | <b>687,272</b>           |                           |                                     | <b>977,468</b>                 | <b>Book value</b>               |

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## Lampiran 5/51 Schedule

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## 10. PROPERTI INVESTASI (lanjutan)

## 10. INVESTMENT PROPERTIES (continued)

|                             | 2019                                |                          |                           |                                     |                                   |
|-----------------------------|-------------------------------------|--------------------------|---------------------------|-------------------------------------|-----------------------------------|
|                             | Saldo awal/<br>Beginning<br>balance | Penambahan/<br>Additions | Pengurangan/<br>Disposals | Reklasifikasi/<br>Reclassifications | Saldo akhir/<br>Ending<br>balance |
| <b>Harga perolehan</b>      |                                     |                          |                           |                                     | <b>Acquisition cost</b>           |
| Tanah                       | 20,566                              | 463                      | -                         | (532)                               | 20,497                            |
| Pengembangan tanah          | 236                                 | -                        | -                         | -                                   | 236                               |
| Bangunan                    | 306,241                             | 1,653                    | -                         | 675                                 | 308,569                           |
| Aset dalam pembangunan:     |                                     |                          |                           |                                     | Assets under construction:        |
| Bangunan                    | 51,709                              | 485,945                  | -                         | -                                   | 537,654                           |
| Sub-total                   | 378,752                             | 488,061                  | -                         | 143                                 | 866,956                           |
| <b>Akumulasi penyusutan</b> |                                     |                          |                           |                                     | <b>Accumulated depreciation</b>   |
| Pengembangan tanah          | 117                                 | 143                      | -                         | -                                   | 260                               |
| Bangunan                    | 166,440                             | 13,523                   | -                         | (539)                               | 179,424                           |
| Sub-total                   | 166,557                             | 13,666                   | -                         | (539)                               | 179,684                           |
| <b>Nilai buku</b>           | <b>212,195</b>                      |                          |                           |                                     | <b>Book value</b>                 |

Rincian properti investasi tanah pada 31 Desember 2020 adalah sebagai berikut:

The detail of investment properties land as at 31 December 2020 are as follows:

|                         | Luas/Wide<br>(m <sup>2</sup> /sqm)<br>(tidak diaudit/<br>unaudited) | Biaya perolehan/<br>Acquisition cost |                        |
|-------------------------|---------------------------------------------------------------------|--------------------------------------|------------------------|
| Jakarta (Perumahan)     | 73,060                                                              | 9,011                                | Jakarta (Residential)  |
| Pulau Bira              | 174,780                                                             | 6,864                                | Bira Island            |
| Solo                    | 8,337                                                               | 3,110                                | Solo                   |
| Surabaya                | 56,693                                                              | 636                                  | Surabaya               |
| Jakarta (Gedung kantor) | 14,222                                                              | 295                                  | Jakarta (Office tower) |
| Anyer                   | 203,586                                                             | 277                                  | Anyer                  |
| Flores                  | 42,148                                                              | 220                                  | Flores                 |
| Prapat                  | 163,345                                                             | 84                                   | Prapat                 |
| <b>Jumlah</b>           | <b>736,171</b>                                                      | <b>20,497</b>                        | <b>Total</b>           |

Tanah yang termasuk sebagai properti investasi terdiri dari tanah untuk bangunan sewa perumahan dan kantor dan tanah yang tidak ditujukan untuk dijual.

Land included as investment property consists of land for residential and office rental and land not intended for sale.

Properti investasi bangunan pada 31 Desember 2020 terdiri dari gedung Patra Jasa Office Tower dan rumah di Patra Kuningan.

Investment properties buildings as at 31 December 2020 consists of Patra Jasa Office Tower and houses in Patra Kuningan.

Beban penyusutan disajikan dalam laporan laba rugi dan penghasilan komprehensif lain sebagai berikut:

Depreciation expense is presented in the statement of profit or loss and other comprehensive income as follows:

|                                     | 2020          | 2019          |                           |
|-------------------------------------|---------------|---------------|---------------------------|
| Beban pokok pendapatan (Catatan 25) | 18,811        | 13,666        | Cost of revenue (Note 25) |
| <b>Jumlah</b>                       | <b>18,811</b> | <b>13,666</b> | <b>Total</b>              |

Manajemen berkeyakinan bahwa sampai dengan diterbitkannya laporan ini, tidak terdapat indikasi penurunan nilai atas properti investasi.

Management believes that up to the issuance date of this report, there is no indication of impairment on investment properties.

Bangunan diasuransikan secara gabungan dengan aset tetap. Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungan.

Buildings are covered by insurance combined with fixed assets. Management believes that the sum insured amount is adequate to cover possible losses on assets insured.

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**11. ASET TETAP**

**11. FIXED ASSETS**

| 2020                         |                                     |                          |                          |                                     |                                   |                                 |
|------------------------------|-------------------------------------|--------------------------|--------------------------|-------------------------------------|-----------------------------------|---------------------------------|
|                              | Saldo awal/<br>Beginning<br>balance | Penambahan/<br>Additions | Pengurangan/<br>Disposal | Reklasifikasi/<br>Reclassifications | Saldo akhir/<br>Ending<br>balance |                                 |
| <b>Harga perolehan</b>       |                                     |                          |                          |                                     |                                   | <b>Acquisition cost</b>         |
| Tanah                        | 26,682                              | -                        | -                        | -                                   | 26,682                            | Land                            |
| Pengembangan tanah           | 5,373                               | -                        | -                        | -                                   | 5,373                             | Land improvement                |
| Bangunan                     | 585,627                             | 20,294                   | -                        | (29,725)                            | 576,196                           | Building                        |
| Kendaraan                    | 1,149,527                           | 354,268                  | -                        | (288,868)                           | 1,214,927                         | Vehicles                        |
| Mesin dan peralatan berat    | 291,151                             | 32,523                   | -                        | (2,311)                             | 321,363                           | Machinery and heavy equipments  |
| Perabot dan peralatan kantor | 1,256                               | 2,410                    | -                        | (180)                               | 3,486                             | Office furniture and fixtures   |
| Aset dalam pembangunan       |                                     |                          |                          |                                     |                                   | Assets under construction       |
| Bangunan                     | 95,319                              | 114,142                  | -                        | (78,915)                            | 130,546                           | Building                        |
| Aset bergerak                | 1,819                               | 4,527                    | -                        | -                                   | 6,346                             | Movable asset                   |
| <b>Sub-total</b>             | <b>2,156,754</b>                    | <b>528,164</b>           | <b>-</b>                 | <b>(399,999)</b>                    | <b>2,284,919</b>                  | <b>Sub-total</b>                |
| <b>Akumulasi penyusutan</b>  |                                     |                          |                          |                                     |                                   | <b>Accumulated depreciation</b> |
| Pengembangan tanah           | 3,359                               | 130                      | -                        | -                                   | 3,489                             | Land improvement                |
| Bangunan                     | 221,948                             | 34,372                   | -                        | -                                   | 256,320                           | Building                        |
| Kendaraan                    | 291,440                             | 164,653                  | -                        | (147,049)                           | 309,044                           | Vehicles                        |
| Mesin dan peralatan berat    | 191,389                             | 24,329                   | -                        | -                                   | 215,718                           | Machinery and heavy equipments  |
| Perabot dan peralatan kantor | 435                                 | 549                      | -                        | -                                   | 984                               | Office furniture and fixtures   |
| <b>Sub-total</b>             | <b>708,571</b>                      | <b>224,033</b>           | <b>-</b>                 | <b>(147,049)</b>                    | <b>785,555</b>                    | <b>Sub-total</b>                |
| <b>Nilai buku</b>            | <b>1,448,183</b>                    |                          |                          |                                     | <b>1,499,364</b>                  | <b>Book value</b>               |

| 2019                         |                                     |                          |                          |                                     |                                   |                                 |
|------------------------------|-------------------------------------|--------------------------|--------------------------|-------------------------------------|-----------------------------------|---------------------------------|
|                              | Saldo awal/<br>Beginning<br>balance | Penambahan/<br>Additions | Pengurangan/<br>Disposal | Reklasifikasi/<br>Reclassifications | Saldo akhir/<br>Ending<br>balance |                                 |
| <b>Harga perolehan</b>       |                                     |                          |                          |                                     |                                   | <b>Acquisition cost</b>         |
| Tanah                        | 26,682                              | -                        | -                        | -                                   | 26,682                            | Land                            |
| Pengembangan tanah           | 5,268                               | -                        | -                        | 105                                 | 5,373                             | Land improvement                |
| Bangunan                     | 425,505                             | 1,625                    | -                        | 158,497                             | 585,627                           | Building                        |
| Kendaraan                    | 972,709                             | 236,329                  | -                        | (59,511)                            | 1,149,527                         | Vehicles                        |
| Mesin dan peralatan berat    | 248,075                             | 44                       | -                        | 43,032                              | 291,151                           | Machinery and heavy equipments  |
| Perabot dan peralatan kantor | 695                                 | 561                      | -                        | -                                   | 1,256                             | Office furniture and fixtures   |
| Aset dalam pembangunan       |                                     |                          |                          |                                     |                                   | Assets under construction       |
| Bangunan                     | 122,322                             | 261,670                  | -                        | (288,673)                           | 95,319                            | Building                        |
| Aset bergerak                | -                                   | 1,819                    | -                        | -                                   | 1,819                             | Movable asset                   |
| <b>Sub-total</b>             | <b>1,801,256</b>                    | <b>502,048</b>           | <b>-</b>                 | <b>(146,550)</b>                    | <b>2,156,754</b>                  | <b>Sub-total</b>                |
| <b>Akumulasi penyusutan</b>  |                                     |                          |                          |                                     |                                   | <b>Accumulated depreciation</b> |
| Pengembangan tanah           | 2,979                               | 380                      | -                        | -                                   | 3,359                             | Land improvement                |
| Bangunan                     | 191,110                             | 30,838                   | -                        | -                                   | 221,948                           | Building                        |
| Kendaraan                    | 196,212                             | 126,935                  | -                        | (31,707)                            | 291,440                           | Vehicles                        |
| Mesin dan peralatan berat    | 170,877                             | 20,512                   | -                        | -                                   | 191,389                           | Machinery and heavy equipments  |
| Perabot dan peralatan kantor | 299                                 | 136                      | -                        | -                                   | 435                               | Office furniture and fixtures   |
| <b>Sub-total</b>             | <b>561,477</b>                      | <b>178,801</b>           | <b>-</b>                 | <b>(31,707)</b>                     | <b>708,571</b>                    | <b>Sub-total</b>                |
| <b>Nilai buku</b>            | <b>1,239,779</b>                    |                          |                          |                                     | <b>1,448,183</b>                  | <b>Book value</b>               |

Beban penyusutan aset tetap untuk tahun-tahun yang berakhir pada 31 Desember 2020 dan 2019 dialokasikan sebagai berikut:

*Depreciation of fixed assets for the years ended 31 December 2020 and 2019 is allocated as follows:*

|                                     | 2020           | 2019           |                              |
|-------------------------------------|----------------|----------------|------------------------------|
| Beban pokok pendapatan (Catatan 25) | 220,571        | 175,615        | Cost of revenue (Note 25)    |
| Beban usaha (Catatan 26)            | 3,462          | 3,186          | Operating expenses (Note 26) |
| <b>Jumlah</b>                       | <b>224,033</b> | <b>178,801</b> | <b>Total</b>                 |

Aset tetap dan properti investasi Perusahaan telah diasuransikan terhadap risiko kerusakan dan risiko lainnya dengan nilai pertanggungan masing-masing sebesar Rp2.095.414 dan Rp1.611.298 pada 31 Desember 2020 dan 2019.

*The Company's fixed assets and investment properties have been insured against losses from damage risks and other risks with sum insured of Rp2,095,414 and Rp1,611,298 as at 31 December 2020 and 2019, respectively.*

Manajemen berpendapat bahwa nilai pertanggungan tersebut cukup untuk menutup kemungkinan kerugian atas aset yang dipertanggungkan.

*Management believes that the sum insured amount is adequate to cover possible losses on assets insured.*

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**12. TANAH UNTUK PENGEMBANGAN**

**12. LAND FOR DEVELOPMENT**

|                     | <b>2020</b>                                                                 |                                                      | <b>2019</b>                                                                 |                                                      |                       |
|---------------------|-----------------------------------------------------------------------------|------------------------------------------------------|-----------------------------------------------------------------------------|------------------------------------------------------|-----------------------|
|                     | <b>Luas/Wide<br/>(m<sup>2</sup>/sqm)<br/>(tidak diaudit/<br/>unaudited)</b> | <b>Biaya<br/>perolehan/<br/>Acquisition<br/>cost</b> | <b>Luas/Wide<br/>(m<sup>2</sup>/sqm)<br/>(tidak diaudit/<br/>unaudited)</b> | <b>Biaya<br/>perolehan/<br/>Acquisition<br/>cost</b> |                       |
| Surabaya            | 8,575                                                                       | 44,342                                               | 8,575                                                                       | 35,512                                               | Surabaya              |
| Lombok              | 93,736                                                                      | 7,417                                                | 93,736                                                                      | 7,295                                                | Lombok                |
| Pulau Bira          | 11,652                                                                      | 21,000                                               | 11,652                                                                      | 21,000                                               | Bira Island           |
| Jakarta (Perumahan) | -                                                                           | -                                                    | 22,385                                                                      | 3,890                                                | Jakarta (Residential) |
| Semarang            | 54,634                                                                      | 731                                                  | 54,634                                                                      | 731                                                  | Semarang              |
| Cirebon             | 43,145                                                                      | 36,444                                               | -                                                                           | -                                                    | Semarang              |
| <b>Jumlah</b>       | <b>211,742</b>                                                              | <b>109,934</b>                                       | <b>190,982</b>                                                              | <b>68,428</b>                                        | <b>Total</b>          |

Tanah dalam tanah untuk pengembangan adalah tanah yang ditujukan untuk dijual.

*Land included as the land for development is land that is intended for sale.*

Dalam rangka pengurusan sertifikat, pengembangan tanah, kompensasi pengosongan tanah, dan jasa hukum, Perusahaan telah mengeluarkan biaya sebesar Rp8.952 dan Rp19.579 selama tahun 2020 dan 2019.

*In relation to certificate extension, land development, compensation for land clearing, and legal service, the Company incurred Rp8,952 and Rp19,579 during 2020 and 2019, respectively.*

**13. UTANG USAHA**

**13. TRADE PAYABLES**

|                             | <b>2020</b>    | <b>2019</b>    |                           |
|-----------------------------|----------------|----------------|---------------------------|
| Pihak berelasi (Catatan 27) | 34,406         | 282,162        | Related parties (Note 27) |
| Pihak ketiga                | 68,833         | 91,054         | Third parties             |
|                             | <b>103,239</b> | <b>373,216</b> |                           |

Seluruh utang usaha didenominasi dalam mata uang Rupiah.

*All trade payables are denominated in Rupiah.*

Utang usaha tidak dijamin, tidak dikenakan bunga dan umumnya dikenakan syarat pembayaran antara 1 hari sampai dengan 60 hari.

*Trade payables are unsecured, non-interest bearing and generally on 1 to 60 days terms of payment.*

**14. BIAYA YANG MASIH HARUS DIBAYAR**

**14. ACCRUED EXPENSES**

|                                            | <b>2020</b>   | <b>2019</b>   |                                 |
|--------------------------------------------|---------------|---------------|---------------------------------|
| Asuransi                                   | 22,980        | 13,617        | Insurance                       |
| Gaji                                       | 20,832        | 11,023        | Salaries                        |
| Bonus dan insentif                         | 15,809        | 45,342        | Bonus and incentives            |
| Utilitas dan pemeliharaan                  | 4,975         | 11,368        | Utilities and maintenance       |
| Lainnya (masing-masing dibawah Rp5 miliar) | 16,080        | 13,306        | Others (each below Rp5 billion) |
|                                            | <b>80,676</b> | <b>94,656</b> |                                 |

**15. UTANG BANK**

**15. BANK LOANS**

|                                                 | <b>2020</b>    | <b>2019</b>    |                                       |
|-------------------------------------------------|----------------|----------------|---------------------------------------|
| Utang bank jangka pendek                        |                |                | Short-term bank loans                 |
| Entitas berelasi dengan Pemerintah (Catatan 27) | 469,428        | 164,723        | Government-related entities (Note 27) |
| Pihak ketiga                                    | 100,000        | 50,000         | Third parties                         |
|                                                 | <b>569,428</b> | <b>214,723</b> |                                       |

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**15. UTANG BANK (lanjutan)**

**15. BANK LOANS (continued)**

|                                                    | <b>2020</b>          | <b>2019</b>           |                                          |
|----------------------------------------------------|----------------------|-----------------------|------------------------------------------|
| <u>Utang bank jangka panjang</u>                   |                      |                       | <u>Long-term bank loans</u>              |
| Entitas berelasi dengan<br>Pemerintah (Catatan 27) | <u>413,076</u>       | <u>249,786</u>        | Government-related<br>entities (Note 27) |
| Dikurangi:<br>Bagian tidak lancar                  | <u>(314,180)</u>     | <u>(97,425)</u>       | Less:<br>Non-current portion             |
| Bagian lancar                                      | <u><u>98,896</u></u> | <u><u>152,361</u></u> | Current portion                          |

| <b>Kreditur/<br/>Creditor</b>                | <b>Jenis fasilitas/<br/>Facility type</b>          | <b>Jumlah fasilitas/<br/>Total facility</b> | <b>Tanggal jatuh<br/>tempol/<br/>Maturity date</b> | <b>Suku bunga<br/>per tahun/<br/>Interest rate<br/>per annum</b> | <b>Jaminan/<br/>Collateral</b>                                      | <b>Klasifikasi/<br/>Classification</b>               |
|----------------------------------------------|----------------------------------------------------|---------------------------------------------|----------------------------------------------------|------------------------------------------------------------------|---------------------------------------------------------------------|------------------------------------------------------|
| PT Bank Mandiri<br>(Persero) Tbk             | <i>Notional pooling</i>                            | Rp400,000                                   | 08 Agustus/August<br>2021                          | 7.25%                                                            | Tidak ada<br>jaminan/<br>No collateral                              | Utang bank jangka<br>pendek/Short-<br>term bank loan |
| PT Bank Mandiri<br>(Persero) Tbk             | Kredit modal<br>kerja/Working capital<br>loan      | Rp13,000                                    | 03 Mei/May 2021                                    | 9.75%                                                            | Tagihan atau<br>piutang<br>usaha/Billing<br>or trade<br>receivables | Utang bank jangka<br>pendek/Short-<br>term bank loan |
| PT Bank Rakyat<br>Indonesia<br>(Persero) Tbk | <i>Notional pooling</i>                            | Rp50,000                                    | 1 Agustus/August<br>2021                           | 7.25%                                                            | Tidak ada<br>jaminan/<br>No collateral                              | Utang bank jangka<br>pendek/Short-<br>term bank loan |
| PT Bank Rakyat<br>Indonesia<br>(Persero) Tbk | Kredit modal<br>kerja/Working capital<br>loan      | Rp50,000                                    | 13 April/April 2021                                | 8.30%                                                            | Tidak ada<br>jaminan/<br>No collateral                              | Utang bank jangka<br>pendek/Short-<br>term bank loan |
| PT Bank Permata<br>Tbk                       | Fasilitas Money<br>Market/Money Market<br>Facility | Rp100,000                                   | 27 Agustus/August<br>2021                          | 8.5%                                                             | Tidak ada<br>jaminan/<br>No collateral                              | Utang bank jangka<br>pendek/Short-<br>term bank loan |
| PT Bank Rakyat<br>Indonesia<br>(Persero) Tbk | Kredit<br>investasi/Investment<br>loan credit      | Rp222,505                                   | 6 Oktober/October<br>2021                          | 9.25%                                                            | Kendaraan yang<br>dibiayai/<br>Financed<br>vehicles                 | Utang bank jangka<br>panjang/Long-<br>term bank loan |
| PT Bank Rakyat<br>Indonesia<br>Syariah       | Kredit<br>investasi/Investment<br>loan credit      | Rp150,000                                   | 29 Juli/July 2022                                  | 9.30%                                                            | Kendaraan yang<br>dibiayai/<br>Financed<br>vehicles                 | Utang bank jangka<br>panjang/Long-<br>term bank loan |
| PT Bank Tabungan<br>Negara<br>(Persero)Tbk   | Kredit<br>investasi/Investment<br>loan credit      | Rp680,000                                   | September/<br>September 2029                       | 8.45%                                                            | Piutang sewa/<br>Lease<br>receivables<br>from tenants               | Utang bank jangka<br>panjang/Long-<br>term bank loan |

Sesuai perjanjian pinjaman, Grup diwajibkan memenuhi persyaratan-persyaratan tertentu antara lain batasan rasio keuangan dan persyaratan administrasi. Perusahaan telah memenuhi persyaratan tersebut pada tanggal 31 Desember 2020.

*Under the loan agreements, the Group is required to comply with certain covenants, such as financial ratio covenants and administrative requirements. The Company has complied with those covenants as at 31 December 2020.*

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**16. UTANG PEMBIAYAAN KONSUMEN**

PAR, entitas anak, memiliki beberapa utang pembiayaan konsumen untuk pembelian kendaraan bermotor dengan jangka waktu pembayaran selama 3 tahun dan dilunasi melalui angsuran bulanan. Suku bunga atas fasilitas pembiayaan konsumen pada tahun 2020 dan 2019 berkisar antara 9% sampai dengan 10%.

**16. OBLIGATIONS UNDER CONSUMER FINANCE  
LOANS**

PAR, a subsidiary, has several consumer finance loans for purchases motor vehicles with financing terms of 3 years and are being repaid through monthly installments. Interest rates of consumer finance facilities in 2020 and 2019 are ranging from 9% to 10%.

|                                                    | <u>2020</u>      | <u>2019</u>      |                                          |
|----------------------------------------------------|------------------|------------------|------------------------------------------|
| Entitas berelasi dengan<br>Pemerintah (Catatan 27) | 45,987           | 127,152          | Government-related entities<br>(Note 27) |
| Pihak ketiga                                       | <u>353,622</u>   | <u>182,107</u>   | Third parties                            |
|                                                    | <u>399,609</u>   | <u>309,259</u>   |                                          |
| Dikurangi:<br>Bagian tidak lancar                  | <u>(365,305)</u> | <u>(115,107)</u> | Less:<br>Non-current portion             |
| Bagian lancar                                      | <u>34,304</u>    | <u>194,152</u>   | Current portion                          |

Utang pembiayaan konsumen tersebut dijamin dengan aset yang dibiayai (Catatan 16).

These consumer financing loans are collateralised by the leased assets (Note 16).

Selama 2020, PAR melakukan pendanaan kembali atas aset kendaraan yang telah lunas kepada PT Mega Central Finance dan PT BRI Finance masing-masing sebesar Rp104.559 dan nil (2019: Rp64.862 dan Rp22.375).

During 2020, PAR was refinancing the vehicles which have been fully repaid to PT Mega Central Finance dan PT BRI Finance amounting to Rp104,559 and nil (2019: Rp64,862 and Rp22,375), respectively.

**17. SEWA**

**17. LEASES**

**a. Aset hak-guna**

**a. Right-of-use assets**

|                              | <u>2020</u>                                  |                                  |                                            |                                  |
|------------------------------|----------------------------------------------|----------------------------------|--------------------------------------------|----------------------------------|
|                              | <u>Saldo awal/<br/>Beginning<br/>balance</u> | <u>Penambahan/<br/>Additions</u> | <u>Saldo akhir/<br/>Ending<br/>balance</u> |                                  |
| <b>Harga perolehan</b>       |                                              |                                  |                                            | <b>Cost</b>                      |
| Tanah                        | 35,131                                       | 5,207                            | 40,338                                     | Land                             |
| Bangunan                     | <u>82,016</u>                                | <u>-</u>                         | <u>82,016</u>                              | Building                         |
|                              | <u>117,147</u>                               | <u>5,207</u>                     | <u>122,354</u>                             |                                  |
| <b>Akumulasi penyusutan:</b> |                                              |                                  |                                            | <b>Accumulated depreciation:</b> |
| Tanah                        | -                                            | 4,776                            | 4,776                                      | Land                             |
| Bangunan                     | <u>-</u>                                     | <u>15,724</u>                    | <u>15,724</u>                              | Building                         |
|                              | <u>-</u>                                     | <u>20,500</u>                    | <u>20,500</u>                              |                                  |
| <b>Nilai buku</b>            | <u>117,147</u>                               |                                  | <u>101,854</u>                             | <b>Net book value</b>            |

Pada tanggal 1 Januari 2020, saldo awal aset hak-guna adalah sebesar Rp117.147. Penambahan aset hak-guna selama tahun yang berakhir pada 31 Desember 2020 adalah sebesar Rp5.207.

As at 1 January 2020, the beginning balance of the right-of-use assets was Rp117,147. Additions to the right-of-use assets during the year ended 31 December 2020 amounted to Rp5,207.

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## 17. SEWA (lanjutan)

## 17. LEASES (continued)

## a. Aset hak-guna (lanjutan)

## a. Right-of-use assets (continued)

Biaya penyusutan yang dibebankan tahun yang berakhir pada 31 December 2020 dan 2019 adalah sebagai berikut:

Depreciation expenses for the year ended 31 December 2020 and 2019 were charged as follows:

|                                     | 2020          | 2019     |                           |
|-------------------------------------|---------------|----------|---------------------------|
| Beban pokok pendapatan (Catatan 25) | 20,500        | -        | Cost of revenue (Note 25) |
|                                     | <u>20,500</u> | <u>-</u> |                           |

## b. Liabilitas sewa

## b. Lease liabilities

|                     | 2020          | 2019     |                     |
|---------------------|---------------|----------|---------------------|
| Saldo awal          | 107,281       | -        | Beginning balance   |
| Penambahan          | 5,207         | -        | Additions           |
| Beban bunga         | 8,028         | -        | Interest expense    |
| Pembayaran          | (15,278)      | -        | Payment             |
| Saldo akhir         | 105,238       | -        | Ending balance      |
| Dikurangi:          |               |          | Less:               |
| Bagian tidak lancar | (79,236)      | -        | Non-current portion |
| Bagian lancar       | <u>26,002</u> | <u>-</u> | Current portion     |

Laporan laba rugi menyajikan saldo berikut berkaitan dengan sewa:

The statement of profit or loss show the following amounts related to leases:

|                                              | 2020                 |                                               |
|----------------------------------------------|----------------------|-----------------------------------------------|
| Beban bunga                                  | 8,028                | Interest expense                              |
| Beban terkait sewa jangka pendek             | 2,103                | Expenses related to short-term lease          |
| Beban terkait sewa atas aset bernilai rendah | <u>842</u>           | Expenses related to lease of low value assets |
| <b>Jumlah</b>                                | <b><u>10,973</u></b> | <b>Total</b>                                  |

Jumlah yang terkait dengan sewa jangka pendek dan sewa atas aset bernilai rendah tidak dimasukkan sebagai liabilitas sewa berdasarkan sifatnya sebagaimana dibahas pada Catatan 2a.

Amounts related to short-term leases and leases of low-value are not required to be included as lease liabilities based on their nature as discussed in Note 2a.

Laporan arus kas menyajikan saldo berikut berkaitan dengan sewa:

The statement of cash flows show the following amounts related to leases:

|                                                    | 2020  | 2019 |                                             |
|----------------------------------------------------|-------|------|---------------------------------------------|
| <b>Arus kas dari aktivitas operasi</b>             |       |      | <b>Cash flows from operating activities</b> |
| Pembayaran kepada pemasok dan pihak ketiga lainnya | 2,945 | -    | Payments to suppliers other third parties   |
| <b>Arus kas dari aktivitas pendanaan</b>           |       |      | <b>Cash flows from financing activities</b> |
| Pembayaran kembali atas liabilitas sewa            | 7,250 | -    | Repayment of lease liabilities              |
| Pembayaran beban keuangan                          | 8,028 | -    | Payment of finance costs                    |

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## 17. SEWA (lanjutan)

## b. Liabilitas sewa (lanjutan)

Grup menandatangani beberapa perjanjian sewa yang sebagian besar berkaitan dengan sewa tanah dan bangunan. Perjanjian sewa biasanya memiliki periode tetap dari satu sampai dengan tiga puluh dua tahun. Ketentuan sewa dinegosiasikan secara individu dan mengandung syarat dan ketentuan yang berbeda. Perjanjian sewa tidak memberikan persyaratan apapun, tetapi aset yang disewakan tidak dapat digunakan sebagai jaminan atas pinjaman.

## 17. LEASES (continued)

## b. Lease liabilities (continued)

The Group entered into several lease agreements which are mainly related to land rental and rental of buildings. Rental agreements are typically made for fixed periods of one to thirty two years. Lease terms are negotiated on an individual basis and contain a wide range of different terms and conditions. The lease agreements do not impose any covenants, but leased assets may not be used as security for borrowing purposes.

## 18. PERPAJAKAN

## a. Pajak dibayar di muka

|                         | 2020           | 2019          |
|-------------------------|----------------|---------------|
| Pajak penghasilan badan |                |               |
| - 2016                  | 1,369          | 1,369         |
| - 2019                  | 4,618          | 4,618         |
| - 2020                  | 11,525         | -             |
| Pajak lain-lain         |                |               |
| - Pasal 4(2)            | 4,517          | 5,129         |
| - PPN                   | 103,338        | 27,308        |
|                         | <u>125,367</u> | <u>38,424</u> |
| Bagian lancar           |                |               |
| Pajak lain-lain         | 4,517          | 5,129         |
| Bagian tidak lancar     |                |               |
| Pajak penghasilan badan | 17,512         | 5,987         |
| Pajak lain-lain         | 103,338        | 27,308        |

Corporate income tax  
2016 -  
2019 -  
2020 -

Other taxes  
Article 4(2) -  
PPN -

Current portion  
Other taxes

Non-current portion  
Corporate income tax  
Other taxes

## b. Utang pajak

## b. Taxes payable

|                         | 2020          | 2019          |
|-------------------------|---------------|---------------|
| Pajak penghasilan badan |               |               |
| - 2019                  | -             | 2,454         |
|                         | <u>-</u>      | <u>2,454</u>  |
| Pajak lain-lain         |               |               |
| Pasal 21                | 4,910         | 2,913         |
| Pasal 22                | -             | 4,232         |
| Pasal 23                | 1,279         | 10,179        |
| Pasal 26                | -             | 280           |
| Pasal 4 (2)             | 16,426        | 7,945         |
| PPN                     | 5,218         | 1,424         |
|                         | <u>27,833</u> | <u>26,973</u> |
| Jumlah utang pajak      | <u>27,833</u> | <u>29,427</u> |

Corporate income tax  
2019 -

Other taxes  
Article 21  
Article 22  
Article 23  
Article 26  
Article 4 (2)  
VAT

Total taxes payable

## c. (Beban)/manfaat pajak penghasilan

## c. Income tax (expenses)/benefits

|                 | 2020           | 2019            |
|-----------------|----------------|-----------------|
| Pajak kini      |                |                 |
| Perusahaan      | -              | -               |
| Entitas anak    | (1,369)        | (7,541)         |
| Sub-total       | <u>(1,369)</u> | <u>(7,541)</u>  |
| Pajak tangguhan |                |                 |
| Perusahaan      | (11,686)       | 508             |
| Entitas anak    | 12,340         | (20,665)        |
| Sub-total       | <u>654</u>     | <u>(20,157)</u> |
| Jumlah          | <u>(715)</u>   | <u>(27,698)</u> |

Current tax  
The Company  
Subsidiaries

Sub-total

Deferred tax  
The Company  
Subsidiaries

Sub-total

Total

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## 18. PERPAJAKAN (lanjutan)

## 18. TAXATION (continued)

## c. (Beban)/manfaat pajak penghasilan (lanjutan)

## c. Income tax (expenses)/benefits (continued)

Rekonsiliasi antara laba sebelum beban pajak, seperti yang tercantum dalam laba rugi dan estimasi laba kena pajak atau rugi fiskal adalah sebagai berikut:

The reconciliation between profit before tax, as shown in profit or loss and estimated taxable income or taxable losses is as follows:

|                                                                                                                                | 2020            | 2019            |                                                                                                                           |
|--------------------------------------------------------------------------------------------------------------------------------|-----------------|-----------------|---------------------------------------------------------------------------------------------------------------------------|
| Laba konsolidasian sebelum pajak penghasilan                                                                                   | 22,780          | 332,679         | Consolidated profit before income tax                                                                                     |
| Dikurangi:<br>Laba sebelum pajak entitas anak                                                                                  | (30,315)        | (101,940)       | Deducted by:<br>Profit before tax of subsidiaries                                                                         |
| (Rugi)/laba sebelum beban pajak penghasilan Perusahaan                                                                         | (7,535)         | 230,739         | (Loss)/profit before income tax expense of the Company                                                                    |
| Pendapatan dan beban yang telah dikenakan pajak penghasilan final                                                              | (37,583)        | (363,051)       | Revenue and expenses subjected to final tax                                                                               |
| Rugi sebelum pajak dari pendapatan yang tidak dikenakan pajak final                                                            | (45,118)        | (132,312)       | Loss before income tax from income not subjected to final tax                                                             |
| <b>Koreksi fiskal:</b>                                                                                                         |                 |                 | <b>Fiscal corrections:</b>                                                                                                |
| Beban imbalan kerja                                                                                                            | (2,073)         | 6,988           | Employee benefits expense                                                                                                 |
| Beban penyusutan aset tetap                                                                                                    | 2,768           | 14,072          | Depreciation expense of fixed assets                                                                                      |
| Beban penyusutan aset hak guna                                                                                                 | (5,364)         | -               | Depreciation expense of right-of-use asset                                                                                |
| Penyisihan penurunan nilai piutang                                                                                             | (241)           | 4,044           | Allowance for impairment loss of receivable                                                                               |
| Beban yang tidak dapat dikurangkan                                                                                             | 36,363          | 110,849         | Non-deductible expense                                                                                                    |
| Bunga jasa giro dan deposito                                                                                                   | (15,851)        | (16,991)        | Interest income and time deposit                                                                                          |
| <b>(Rugi)/laba kena pajak - Perusahaan</b>                                                                                     | <b>(29,516)</b> | <b>(13,350)</b> | <b>(Tax loss)/taxable income - the Company</b>                                                                            |
| <b>Beban pajak kini - Perusahaan</b>                                                                                           | <b>-</b>        | <b>-</b>        | <b>Current tax expense - the Company</b>                                                                                  |
| Rugi fiskal yang dapat dikompensasikan dengan penghasilan kena pajak di masa mendatang terjadi di tahun pajak sebagai berikut: |                 |                 | Tax losses carried forward which can be offset against future taxable income were incurred in the following fiscal years: |

|               | 2020          |              |
|---------------|---------------|--------------|
| 2016          | 5,005         | 2016         |
| 2017          | 26,935        | 2017         |
| 2020          | 29,516        | 2020         |
| <b>Jumlah</b> | <b>61,456</b> | <b>Total</b> |

Perusahaan mengakumulasi kerugian fiskal yang dapat dipakai sebagai pengurang penghasilan kena pajak di masa mendatang selama lima tahun sebagaimana ditetapkan dalam peraturan pajak yang berlaku. Akan tetapi, Perusahaan belum mencatat rugi fiskal tersebut sebagai aset pajak tangguhan karena tidak terdapat keyakinan bahwa rugi fiskal tersebut dapat digunakan sebelum masa berlaku berakhir.

The Company has accumulated corporate income tax losses which are available to be carried forward and offset against future taxable income for five years as specified in applicable tax regulations. However, the Company has not recognised these tax losses as deferred tax assets as it is uncertain that the tax losses can be utilised prior to their expiry.

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## 18. PERPAJAKAN (lanjutan)

## 18. TAXATION (continued)

## c. (Beban)/manfaat pajak penghasilan (lanjutan)

## c. Income tax (expenses)/benefits (continued)

Pajak atas laba sebelum pajak penghasilan konsolidasian Grup berbeda dari nilai teoritis yang muncul apabila menggunakan rata-rata tertimbang tarif pajak terhadap laba pada entitas konsolidasian sebagai berikut:

The tax on the Group's consolidated profit before income tax differs from the theoretical amount that would arise using the weighted average tax rate applicable to profits on the consolidated entities as follows:

|                                                                      | 2020       | 2019          |                                                           |
|----------------------------------------------------------------------|------------|---------------|-----------------------------------------------------------|
| Laba konsolidasian sebelum pajak penghasilan                         | 22,780     | 332,679       | Consolidated profit before income tax                     |
| Pajak penghasilan dihitung dengan tarif yang berlaku                 | 5,012      | 83,170        | Income tax calculated at applicable tax rate              |
| Dampak pajak penghasilan atas: Pendapatan yang dikenakan pajak final | (106,820)  | (161,765)     | Tax effects of:<br>Revenue subjected to final tax         |
| Beban pokok pendapatan atas pendapatan yang dikenakan pajak final    | 98,468     | 66,616        | Cost of revenue related to revenue subjected to final tax |
| Beban yang tidak dapat diperhitungkan menurut pajak                  | 7,181      | 30,571        | Expenses not deductible for tax purposes                  |
| Penyesuaian terkait perubahan tarif pajak penghasilan                | (31,198)   | -             | Adjustment related to changes in income tax rate          |
| Manfaat pajak atas rugi fiskal yang tidak diakui                     | 26,727     | 3,338         | Unrecognised income tax benefit from fiscal loss          |
| Penyesuaian tahun sebelumnya                                         | 1,345      | 5,768         | Adjustment from prior period                              |
| <b>Beban pajak penghasilan konsolidasian</b>                         | <b>715</b> | <b>27,698</b> | <b>Consolidated income tax expense</b>                    |

## d. Beban pajak final

## d. Final tax expenses

Pajak penghasilan final sehubungan dengan penjualan perumahan, sewa perumahan dan perkantoran adalah sebagai berikut:

Final income tax in connection with housing sales, residential and office rental is as follows:

|                                        | 2020          | 2019          |                             |
|----------------------------------------|---------------|---------------|-----------------------------|
| Sewa perumahan dan perkantoran         | 21,097        | 17,434        | Residential and office rent |
| Pengalihan hak atas tanah dan bangunan | 8,382         | 11,571        | Sales of land and building  |
| Hotel                                  | 215           | 2,239         | Hotel                       |
| <b>Jumlah</b>                          | <b>29,694</b> | <b>31,244</b> | <b>Total</b>                |

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**18. PERPAJAKAN (lanjutan)**

**18. TAXATION (continued)**

**e. Pajak tangguhan**

**e. Deferred taxes**

| 2020                              |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      |                                          |  |
|-----------------------------------|-------------------------------------|------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------|------------------------------------------------------------------------------|-----------------------------------------------------------------|--------------------------------------|------------------------------------------|--|
|                                   | Saldo awal/<br>Beginning<br>balance | (Dibebankan)/<br>Dikreditkan<br>pada laporan<br>laba rugi/<br>(Charged)/<br>Credited<br>to the<br>profit or loss | Dibebankan<br>pada<br>penghasilan<br>komprehensif<br>lainnya/<br>Charged<br>to other<br>comprehensive<br>income | Dampak atas<br>perubahan<br>tarif pajak/<br>Impact of<br>changes<br>tax rate | Penyesuaian<br>tahun<br>sebelumnya/<br>Prior year<br>adjustment | Saldo<br>akhir/<br>Ending<br>balance |                                          |  |
| <b>Aset pajak tangguhan</b>       |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Deferred tax assets</b>               |  |
| <b>Perusahaan</b>                 |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>The Company</b>                       |  |
| Piutang usaha                     | 1,412                               | (53)                                                                                                             | -                                                                                                               | (7)                                                                          | (1,345)                                                         | 7                                    | Trade receivables                        |  |
| Aset tetap                        | 3,574                               | 609                                                                                                              | -                                                                                                               | (2,871)                                                                      | -                                                               | 1,312                                | Fixed assets                             |  |
| Liabilitas imbalan kerja          | 35,830                              | (456)                                                                                                            | 586                                                                                                             | (6,984)                                                                      | -                                                               | 28,976                               | Employee benefits liability              |  |
| Sewa                              | -                                   | (1,180)                                                                                                          | -                                                                                                               | 599                                                                          | -                                                               | (581)                                | Lease                                    |  |
| Jumlah                            | 40,816                              | (1,080)                                                                                                          | 586                                                                                                             | (9,263)                                                                      | (1,345)                                                         | 29,714                               | Total                                    |  |
| <b>Entitas anak</b>               |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Subsidiary</b>                        |  |
| Piutang usaha                     | 791                                 | 363                                                                                                              | -                                                                                                               | (95)                                                                         | -                                                               | 1,059                                | Trade receivables                        |  |
| Aset tetap                        | 29                                  | (17)                                                                                                             | -                                                                                                               | -                                                                            | -                                                               | 12                                   | Fixed assets                             |  |
| Tantiem & bonus                   | 231                                 | 62                                                                                                               | -                                                                                                               | (28)                                                                         | -                                                               | 265                                  | Tantiem & bonus                          |  |
| Aset tak berwujud                 | (19)                                | (16)                                                                                                             | -                                                                                                               | 48                                                                           | -                                                               | 13                                   | Intangible assets                        |  |
| Liabilitas imbalan kerja          | 229                                 | (22)                                                                                                             | 37                                                                                                              | (27)                                                                         | -                                                               | 217                                  | Employee benefits liability              |  |
| Jumlah                            | 1,261                               | 370                                                                                                              | 37                                                                                                              | (102)                                                                        | -                                                               | 1,566                                | Total                                    |  |
| <b>Aset pajak tangguhan</b>       | <u>42,077</u>                       |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 | <u>31,280</u>                        | <b>Deferred tax assets</b>               |  |
| <b>Liabilitas pajak tangguhan</b> |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Deferred tax liability</b>            |  |
| <b>Entitas anak</b>               |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Subsidiary</b>                        |  |
| Piutang usaha                     | -                                   | (21)                                                                                                             | -                                                                                                               | -                                                                            | -                                                               | (21)                                 | Trade receivables                        |  |
| Aset tetap                        | 69,312                              | 28,725                                                                                                           | -                                                                                                               | (40,707)                                                                     | -                                                               | 57,330                               | Fixed assets                             |  |
| Tantiem & bonus                   | (1,202)                             | (215)                                                                                                            | -                                                                                                               | 144                                                                          | -                                                               | (1,273)                              | Tantiem & bonus                          |  |
| Beban ditangguhkan                | 1                                   | -                                                                                                                | -                                                                                                               | -                                                                            | -                                                               | 1                                    | Deferred charges                         |  |
| Jumlah                            | 68,111                              | 28,489                                                                                                           | -                                                                                                               | (40,563)                                                                     | -                                                               | 56,037                               | Total                                    |  |
| <b>Liabilitas pajak tangguhan</b> | <u>68,111</u>                       |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 | <u>56,037</u>                        | <b>Deferred tax liabilities</b>          |  |
| <b>Beban pajak tangguhan</b>      |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Consolidated deferred tax expense</b> |  |
| <b>Konsolidasian</b>              |                                     | (29,199)                                                                                                         | 623                                                                                                             | 31,198                                                                       | (1,345)                                                         |                                      |                                          |  |
|                                   |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      |                                          |  |
| 2019                              |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      |                                          |  |
|                                   | Saldo awal/<br>Beginning<br>balance | (Dibebankan)/<br>Dikreditkan<br>pada laporan<br>laba rugi/<br>(Charged)/<br>Credited<br>to the<br>profit or loss | Dibebankan<br>pada<br>penghasilan<br>komprehensif<br>lainnya/<br>Charged<br>to other<br>comprehensive<br>income | Dampak atas<br>perubahan<br>tarif pajak/<br>Impact of<br>changes<br>tax rate | Penyesuaian<br>tahun<br>sebelumnya/<br>Prior year<br>adjustment | Saldo<br>akhir/<br>Ending<br>balance |                                          |  |
| <b>Aset pajak tangguhan</b>       |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Deferred tax assets</b>               |  |
| <b>Perusahaan</b>                 |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>The Company</b>                       |  |
| Piutang usaha                     | 5,336                               | 1,011                                                                                                            | -                                                                                                               | -                                                                            | (4,935)                                                         | 1,412                                | Trade receivables                        |  |
| Aset tetap                        | 56                                  | 3,518                                                                                                            | -                                                                                                               | -                                                                            | -                                                               | 3,574                                | Fixed assets                             |  |
| Liabilitas imbalan kerja          | 33,373                              | 1,747                                                                                                            | 1,543                                                                                                           | -                                                                            | (833)                                                           | 35,830                               | Employee benefits liability              |  |
| Jumlah                            | 38,765                              | 6,276                                                                                                            | 1,543                                                                                                           | -                                                                            | (5,768)                                                         | 40,816                               | Total                                    |  |
| <b>Entitas anak</b>               |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Subsidiary</b>                        |  |
| Piutang usaha                     | 791                                 | -                                                                                                                | -                                                                                                               | -                                                                            | -                                                               | 791                                  | Trade receivables                        |  |
| Aset tetap                        | 35                                  | (6)                                                                                                              | -                                                                                                               | -                                                                            | -                                                               | 29                                   | Fixed assets                             |  |
| Tantiem & bonus                   | 134                                 | 97                                                                                                               | -                                                                                                               | -                                                                            | -                                                               | 231                                  | Tantiem & bonus                          |  |
| Aset tak berwujud                 | -                                   | (19)                                                                                                             | -                                                                                                               | -                                                                            | -                                                               | (19)                                 | Intangible assets                        |  |
| Liabilitas imbalan kerja          | 231                                 | 21                                                                                                               | (23)                                                                                                            | -                                                                            | -                                                               | 229                                  | Employee benefits liability              |  |
| Jumlah                            | 1,191                               | 93                                                                                                               | (23)                                                                                                            | -                                                                            | -                                                               | 1,261                                | Total                                    |  |
| <b>Aset pajak tangguhan</b>       | <u>39,956</u>                       |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 | <u>42,077</u>                        | <b>Deferred tax assets</b>               |  |
| <b>Liabilitas pajak tangguhan</b> |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Deferred tax liability</b>            |  |
| <b>Entitas anak</b>               |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Subsidiary</b>                        |  |
| Aset tetap                        | 48,771                              | 20,541                                                                                                           | -                                                                                                               | -                                                                            | -                                                               | 69,312                               | Fixed assets                             |  |
| Tantiem & bonus                   | (1,419)                             | 217                                                                                                              | -                                                                                                               | -                                                                            | -                                                               | (1,202)                              | Tantiem & bonus                          |  |
| Beban ditangguhkan                | 1                                   | -                                                                                                                | -                                                                                                               | -                                                                            | -                                                               | 1                                    | Deferred charges                         |  |
| Jumlah                            | 47,353                              | 20,758                                                                                                           | -                                                                                                               | -                                                                            | -                                                               | 68,111                               | Total                                    |  |
| <b>Liabilitas pajak tangguhan</b> | <u>47,353</u>                       |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 | <u>68,111</u>                        | <b>Deferred tax liabilities</b>          |  |
| <b>Beban pajak tangguhan</b>      |                                     |                                                                                                                  |                                                                                                                 |                                                                              |                                                                 |                                      | <b>Consolidated deferred tax expense</b> |  |
| <b>Konsolidasian</b>              |                                     | (14,389)                                                                                                         | 1,520                                                                                                           | -                                                                            | (5,768)                                                         |                                      |                                          |  |

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**18. PERPAJAKAN (lanjutan)**

**f. Surat Ketetapan Pajak ("SKP")**

**Anak perusahaan**

Pada 8 Juni 2018, PAR, entitas anak, menerima Surat Ketetapan Pajak Kurang Bayar ("SKPKB") dari Kantor Pajak atas pajak penghasilan badan tahun pajak 2016 sebesar Rp6.764 termasuk denda pajak sebesar Rp1.790. Sehubungan dengan klaim Perusahaan atas lebih bayar sebesar Rp3.422.

Atas keputusan tersebut, PAR mengajukan keberatan pajak. Pada 16 Oktober 2018, PAR menerima Surat Keputusan dari Kantor Pajak yang menyatakan atas lebih bayar pajak penghasilan badan tahun pajak 2016 sebesar Rp1.369 dan denda pajak dikoreksi menjadi nol.

Pada tanggal 6 Agustus 2019, PAR menerima Surat Keputusan dari Kantor Pajak yang membatalkan keputusan sebelumnya dan menetapkan bahwa atas tahun fiskal 2016, PAR mengalami kurang bayar pajak sebesar Rp6.764.

Pada tanggal 29 Oktober 2019, PAR mengajukan kembali keberatan pajak atas surat keputusan dari kantor pajak. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, PAR sedang menunggu keputusan atas hasil sidang.

**g. Administrasi pajak di Indonesia**

UU perpajakan yang berlaku di Indonesia mengatur bahwa Grup menghitung dan membayar sendiri besarnya jumlah pajak yang terutang secara individu. Berdasarkan peraturan perundang-undangan yang berlaku, DJP dapat menetapkan atau mengubah jumlah pajak terutang dalam jangka waktu lima tahun sejak saat terutangnya pajak.

**18. TAXATION (continued)**

**f. Tax Assessment Letters ("SKP")**

**Subsidiary**

On June 8, 2018, PAR, subsidiary, received tax underpayment assessment letters from Tax Authority stating that the Company has an underpayment of 2016 corporate income tax of Rp6,764 includes tax penalty of Rp1,790. In relation with the Company's claim of overpayment of Rp3,422.

In response to the above, PAR filed a tax appeal. On 16 October 2018, PAR received decision letter from Tax Authority stating that PAR has an overpayment of 2016 corporate income tax of Rp1,369 and the tax penalty is revised to nil.

On 6 August 2019, PAR received underpayment assessment letters from Tax Authority which annulled the previous assesment letter and stating that the Company has an underpayment for 2016 corporate income tax of Rp6,764.

On 29 October 2019, PAR filed another tax appeal based on Objection decision letters from Tax Authority. At the completion date of these consolidated financial statements, PAR is still waiting for decision by the trial.

**g. Tax administration in Indonesia**

The taxation laws of Indonesia require the Group to calculate and pay individual tax on the basis of self-assessment. Under the prevailing regulations, the DGT may assess or amend taxes within five years of the time the tax becomes due.

**19. LIABILITAS KONTRAK**

|                                 | <b>2020</b>     |
|---------------------------------|-----------------|
| Sewa kendaraan                  | 110,688         |
| Unit apartemen                  | 39,518          |
| Unit perkantoran                | 26,189          |
| Unit perumahan                  | 13,947          |
| Unit <i>hospitality</i> dan FMS | 13,603          |
| Uang muka tur & travel          | 2,849           |
|                                 | <u>206,794</u>  |
| Dikurangi:                      |                 |
| Bagian tidak lancar             | <u>(40,532)</u> |
| Bagian lancar                   | <u>166,262</u>  |

Liabilitas kontrak atas sewa kendaraan berasal dari entitas anak Pertamina (Catatan 27).

**19. CONTRACT LIABILITIES**

|  | <b>2019</b>     |                          |
|--|-----------------|--------------------------|
|  | 100,153         | Vehicle rent             |
|  | 11,104          | Apartment unit           |
|  | 34,645          | Office tower unit        |
|  | 16,129          | Residential unit         |
|  | 7,234           | Hospitality and FMS unit |
|  | <u>6,789</u>    | Advance tour & travel    |
|  | <u>176,054</u>  |                          |
|  | <u>(23,791)</u> | Less:                    |
|  | <u>152,263</u>  | Non-current portion      |
|  |                 | Current portion          |

Contract liabilities for of vehicle rent were received from Pertamina subsidiaries (Note 27).

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**20. LIABILITAS IMBALAN KERJA**

Grup memberikan imbalan kerja jangka panjang kepada karyawan sesuai dengan Perjanjian Kerja Bersama yang dibandingkan dengan imbalan berdasarkan Undang-undang Ketenagakerjaan No. 13/2003 (UU No. 13/2003), mana yang lebih tinggi. Imbalan tersebut tidak didanai.

Liabilitas imbalan kerja Perusahaan dan entitas anak pada tanggal 31 Desember 2020 dan 2019 dihitung oleh PT Padma Radya Aktuaria, aktuaris independen.

Berikut asumsi utama aktuari yang digunakan:

|                         | <u>2020</u>                          | <u>2019</u>                          |                                      |
|-------------------------|--------------------------------------|--------------------------------------|--------------------------------------|
| Tingkat bunga aktuarial | 6.5%<br>per tahun/per annum          | 7.50%<br>per tahun/per annum         | Actuarial discount rate<br>per annum |
| Tingkat mortalitas      | TMI IV 2019                          | TMI III 2011                         | Mortality rate                       |
| Kenaikan gaji dan upah  | 5.00% - 8.00%<br>per tahun/per annum | 5.00% - 8.00%<br>per tahun/per annum | Wages and salaries increase          |
| Umur pensiun            | 55 - 56 tahun/years                  | 55 - 56 tahun/years                  | Retirement age                       |
| Tingkat cacat           | 10.00% dari<br>TMI IV 2019           | 10.00%<br>TMI III 2011               | Disability rate<br>Disability rate   |

Saldo kewajiban imbalan kerja yang diakui pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

|                                            | <u>2020</u>           | <u>2019</u>           |                                       |
|--------------------------------------------|-----------------------|-----------------------|---------------------------------------|
| Imbalan pasca kerja                        | 133,716               | 116,104               | Post-employment benefit               |
| Imbalan pasca kerja jangka panjang lainnya | <u>11,180</u>         | <u>28,132</u>         | Other long-term<br>employment benefit |
| <b>Jumlah</b>                              | <b><u>144,896</u></b> | <b><u>144,236</u></b> | <b>Total</b>                          |

Beban imbalan kerja yang diakui pada laporan laba rugi adalah sebagai berikut:

**20. EMPLOYEE BENEFITS LIABILITIES**

The Group provides long-term employee benefits to its employees in accordance with the Collective Labor Agreement and Labor Law No. 13/2003 (Law No. 13/2003), whichever is higher. The benefits are unfunded.

The employee benefits liabilities of the Company and its subsidiaries, at 31 December 2020 and 2019 were calculated by PT Padma Radya Aktuaria, an independent actuary.

Below are the key actuarial assumptions used:

The balance of employee benefits obligations recognised in the consolidated statements of financial position are as follows:

Employee benefits expenses recognised in profit or loss are as follows:

|                                                                                                                  | <u>2020</u>                                           |                                                                                      |                      |                                                                                                  |
|------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------------------------------|----------------------|--------------------------------------------------------------------------------------------------|
|                                                                                                                  | Imbalan pasca<br>kerja/<br>Post-employment<br>benefit | Imbalan kerja<br>jangka panjang<br>lainnya/Other<br>employment<br>long-term benefits | Jumlah/<br>Total     |                                                                                                  |
| Beban jasa kini                                                                                                  | 10,414                                                | 766                                                                                  | 11,180               | Current service cost                                                                             |
| Beban bunga                                                                                                      | 8,660                                                 | 777                                                                                  | 9,437                | Interest expense                                                                                 |
| Biaya jasa lalu                                                                                                  | 509                                                   | (19,591)                                                                             | (19,082)             | Past service cost                                                                                |
| Laba pengukuran kembali<br>atas program imbalan<br>pasti yang diakui<br>sebagai penghasilan<br>komprehensif lain | <u>-</u>                                              | <u>1,481</u>                                                                         | <u>1,481</u>         | Remeasurement gain on<br>defined benefit plans<br>recognised as other<br>comprehensive<br>income |
| <b>Jumlah</b>                                                                                                    | <b><u>19,583</u></b>                                  | <b><u>(16,567)</u></b>                                                               | <b><u>3,016</u></b>  | <b>Total</b>                                                                                     |
|                                                                                                                  | <u>2019</u>                                           |                                                                                      |                      |                                                                                                  |
|                                                                                                                  | Imbalan pasca<br>kerja/<br>Post-employment<br>benefit | Imbalan kerja<br>jangka panjang<br>lainnya/Other<br>employment<br>long-term benefits | Jumlah/<br>Total     |                                                                                                  |
| Beban jasa kini                                                                                                  | 7,382                                                 | 1,960                                                                                | 9,342                | Current service cost                                                                             |
| Beban bunga                                                                                                      | 8,228                                                 | 2,020                                                                                | 10,248               | Interest expense                                                                                 |
| Biaya jasa lalu                                                                                                  | -                                                     | -                                                                                    | -                    | Past service cost                                                                                |
| Laba pengukuran kembali<br>atas program imbalan<br>pasti yang diakui<br>sebagai penghasilan<br>komprehensif lain | <u>-</u>                                              | <u>1,001</u>                                                                         | <u>1,001</u>         | Remeasurement gain on<br>defined benefit plans<br>recognised as other<br>comprehensive<br>income |
| <b>Jumlah</b>                                                                                                    | <b><u>15,610</u></b>                                  | <b><u>4,981</u></b>                                                                  | <b><u>20,591</u></b> | <b>Total</b>                                                                                     |

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**20. LIABILITAS IMBALAN KERJA (lanjutan)**

Dari total beban di atas, Rp3.016 (2019: Rp20.591)  
dimasukkan sebagai beban umum dan administrasi.

Pengukuran kembali kewajiban imbalan kerja yang  
diakui sebagai penghasilan komprehensif lainnya  
adalah sebagai berikut:

**20. EMPLOYEE BENEFITS LIABILITIES (continued)**

From the total charges above, Rp3,016  
(2019: Rp20,591) were included in general and  
administration expenses.

Remeasurement of employee benefit obligation  
recognised as other comprehensive income are as  
follows:

|                                      | <u>2020</u>         | <u>2019</u>         |                                  |
|--------------------------------------|---------------------|---------------------|----------------------------------|
| Kerugian aktuarial yang timbul dari: |                     |                     | Actuarial loss from:             |
| Penyesuaian pengalaman               | (7,671)             | (473)               | Experience adjustment            |
| Perubahan asumsi demografi           | (48)                | (228)               | Change in demographic assumption |
| Perubahan asumsi keuangan            | <u>10,549</u>       | <u>6,781</u>        | Change in financial assumption   |
| <b>Jumlah</b>                        | <u><b>2,830</b></u> | <u><b>6,080</b></u> | <b>Total</b>                     |

Mutasi kewajiban imbalan pasti selama tahun  
berjalan adalah sebagai berikut:

The movement in the post-employment benefit over  
the year is as follows:

|                                                                                 | <u>Imbalan pasca<br/>kerja/<br/>Post-employment<br/>benefit</u> | <u>Imbalan kerja<br/>jangka panjang<br/>lainnya/Other<br/>employment<br/>long-term benefits</u> | <u>Jumlah/<br/>Total</u> |                                                                    |
|---------------------------------------------------------------------------------|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------|--------------------------|--------------------------------------------------------------------|
| <b>Per 1 Januari 2019</b>                                                       | <u><b>105,312</b></u>                                           | <u><b>25,772</b></u>                                                                            | <u><b>131,084</b></u>    | <b>At 1 December 2019</b>                                          |
| Beban imbalan kerja                                                             | 15,610                                                          | 4,981                                                                                           | 20,591                   | Employee benefits expense                                          |
| Kerugian aktuarial<br>yang diakui melalui<br>penghasilan<br>komprehensif lain   | 6,080                                                           | -                                                                                               | 6,080                    | Actuarial loss<br>recognised through other<br>comprehensive income |
| Imbalan yang dibayarkan                                                         | <u>(10,898)</u>                                                 | <u>(2,621)</u>                                                                                  | <u>(13,519)</u>          | Benefits paid                                                      |
| <b>Per 31 Desember 2019</b>                                                     | <u><b>116,104</b></u>                                           | <u><b>28,132</b></u>                                                                            | <u><b>144,236</b></u>    | <b>At 31 December 2019</b>                                         |
| Beban imbalan kerja                                                             | 19,583                                                          | (16,567)                                                                                        | 3,016                    | Employee benefits expense                                          |
| Keuntungan aktuarial<br>yang diakui melalui<br>penghasilan<br>komprehensif lain | 2,830                                                           | -                                                                                               | 2,830                    | Actuarial gain<br>recognised through other<br>comprehensive income |
| Imbalan yang dibayarkan                                                         | <u>(4,801)</u>                                                  | <u>(385)</u>                                                                                    | <u>(5,186)</u>           | Benefits paid                                                      |
| <b>Per 31 Desember 2020</b>                                                     | <u><b>133,716</b></u>                                           | <u><b>11,180</b></u>                                                                            | <u><b>144,896</b></u>    | <b>At 31 December 2020</b>                                         |

Sensitivitas liabilitas pensiun secara keseluruhan  
terhadap perubahan asumsi tingkat diskonto dan  
tingkat pertumbuhan gaji adalah sebagai berikut:

Sensitivity of the overall pension liability to changes  
in the discount rate and salary increase rate  
assumptions is as follows:

|                          | <u>Perubahan asumsi/<br/>Change in assumptions</u>  | <u>Dampak terhadap<br/>liabilitas secara<br/>keseluruhan/<br/>Impact on overall<br/>liability</u> |                      |
|--------------------------|-----------------------------------------------------|---------------------------------------------------------------------------------------------------|----------------------|
| Tingkat diskonto         | kenaikan/increase by 1%<br>penurunan/decrease by 1% | turun/decrease to Rp 10,546<br>naik/increase to Rp 11,976                                         | Discount rate        |
| Tingkat pertumbuhan gaji | kenaikan/increase by 1%<br>penurunan/decrease by 1% | naik/increase to Rp 13,140<br>turun/decrease to Rp 11,028                                         | Salary increase rate |

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## 20. LIABILITAS IMBALAN KERJA (lanjutan)

Analisis sensitivitas didasarkan pada perubahan atas satu asumsi aktuarial dimana asumsi lainnya dianggap konstan. Dalam prakteknya, hal ini jarang terjadi dan perubahan beberapa asumsi mungkin saling berkorelasi. Dalam perhitungan sensitivitas kewajiban imbalan pascakerja atas asumsi aktuarial utama, metode yang sama (perhitungan nilai kini kewajiban imbalan pascakerja) telah diterapkan seperti dalam penghitungan kewajiban pensiun yang diakui dalam laporan posisi keuangan.

Analisis jatuh tempo yang diharapkan dari imbalan pascakerja dan imbalan jangka panjang lainnya yang tidak terdiskonto adalah sebagai berikut:

## 20. EMPLOYEE BENEFITS LIABILITIES (continued)

The sensitivity analyses are based on a change in an assumption while holding all other assumptions constant. In practice, this is unlikely to occur, and changes in some of the assumptions maybe correlated. When calculating the sensitivity of the postemployment benefit obligation to significant actuarial assumptions, the same method (present value of the post-employment benefit obligation) has been applied as when calculating the pension liability recognised within the statement of financial position.

The expected maturity analysis of undiscounted post-employment benefit and other long-term benefits, are as follows:

|                    | Kurang dari<br>1 tahun/<br>Less than<br>1 year | 1 - 5 tahun/<br>Between<br>1 - 5 years | Lebih dari<br>5 tahun/<br>More than<br>5 years |                         |
|--------------------|------------------------------------------------|----------------------------------------|------------------------------------------------|-------------------------|
| Imbalan pascakerja | 7,792                                          | 48,422                                 | 603,318                                        | Post-employment benefit |

Durasi rata-rata dari kewajiban imbalan kerja pada tanggal 31 Desember 2020 adalah 12 tahun (2019: 10.90).

The average duration of the benefits obligation at 31 December 2020 is 12 years (2019: 10.90).

## 21. MODAL SAHAM

## 21. SHARE CAPITAL

|               | Kepemilikan/<br>Percentage of<br>ownership | Jumlah saham/<br>Number of<br>shares | Jumlah/<br>Total |              |
|---------------|--------------------------------------------|--------------------------------------|------------------|--------------|
| Pertamina     | 99.999%                                    | 1,537,185                            | 1,537,185        | Pertamina    |
| PDV           | 0.001%                                     | 10                                   | 10               | PDV          |
| <b>Jumlah</b> | <b>100.00%</b>                             | <b>1,537,195</b>                     | <b>1,537,195</b> | <b>Total</b> |

## 22. TAMBAHAN MODAL DISETOR

## 22. ADDITIONAL PAID-IN CAPITAL

|                                                                                                              | 2020           | 2019           |                                                                                                                                                     |
|--------------------------------------------------------------------------------------------------------------|----------------|----------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Agio saham                                                                                                   | 653            | 653            | Paid-in capital excess of par                                                                                                                       |
| Selisih nilai transaksi restrukturisasi entitas sepengendali PT Patra Drilling Contractor Indonesia ("PDCI") | (2,284)        | (2,283)        | Difference in value resulting from restructuring transactions between entities under common control PT Patra Drilling Contractor Indonesia ("PDCI") |
| MTT                                                                                                          | 263            | 262            | MTT                                                                                                                                                 |
| <b>Jumlah</b>                                                                                                | <b>(1,368)</b> | <b>(1,368)</b> | <b>Total</b>                                                                                                                                        |

Selisih nilai transaksi restrukturisasi entitas sepengendali merupakan selisih antara nilai pembelian dengan nilai buku unit usaha catering PDCI dan MTT yang dialihkan ke Grup.

Difference in value resulting from restructuring transactions between entity under common control represents the difference between acquisition cost with book value of PT PDCI's catering business unit and MTT which were transferred to the Group.

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**23. KEPENTINGAN NONPENGENDALI**

**23. NON-CONTROLLING INTERESTS**

|                                                   | <u>2020</u>           | <u>2019</u>           |                                                                   |
|---------------------------------------------------|-----------------------|-----------------------|-------------------------------------------------------------------|
| Saldo awal tahun                                  | 208,655               | 3,282                 | <i>Beginning balance</i>                                          |
| Bagian minoritas atas<br>akuisisi anak perusahaan | -                     | 205,015               | <i>Minority interest portion of<br/>acquisition of subsidiary</i> |
| Pendapatan komprehensif<br>anak perusahaan        | <u>(184)</u>          | <u>358</u>            | <i>Comprehensive income of subsidiaries</i>                       |
| <b>Jumlah</b>                                     | <b><u>208,471</u></b> | <b><u>208,655</u></b> | <b>Total</b>                                                      |

Kepentingan nonpengendali atas aset bersih entitas anak pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

*Non-controlling interest in net assets of subsidiaries in the consolidated statement of financial position are as follows:*

|              | <u>2020</u>           | <u>2019</u>           |                     |
|--------------|-----------------------|-----------------------|---------------------|
| Entitas anak |                       |                       | <i>Subsidiaries</i> |
| PAR          | 150                   | 131                   | <i>PAR</i>          |
| MTT          | 3,593                 | 3,514                 | <i>MTT</i>          |
| PWR          | <u>204,728</u>        | <u>205,010</u>        | <i>PWR</i>          |
|              | <b><u>208,471</u></b> | <b><u>208,655</u></b> |                     |

Porsi kepentingan nonpengendali atas laba komprehensif konsolidasian adalah sebagai berikut:

*Non-controlling interests' share of from consolidated comprehensive income are as follows:*

|              | <u>2020</u>         | <u>2019</u>       |                     |
|--------------|---------------------|-------------------|---------------------|
| Entitas anak |                     |                   | <i>Subsidiaries</i> |
| PAR          | 20                  | 33                | <i>PAR</i>          |
| MTT          | 79                  | 315               | <i>MTT</i>          |
| PWR          | <u>(283)</u>        | <u>10</u>         | <i>PWR</i>          |
|              | <b><u>(184)</u></b> | <b><u>358</u></b> |                     |

Pada tanggal 23 Desember 2019, PT Wika Realty dan PT Wijaya Karya Bangunan Gedung melakukan penyetoran uang muka setoran modal sebesar Rp200.000 kepada PWR berdasarkan Kesepakatan Bersama Pemegang Saham pada tanggal 16 Desember 2019.

*On 23 December 2019, PT Wika Realty and PT Wijaya Karya Bangunan Gedung paid an advance for share capital amounting to Rp200,000 to PWR based on the Memorandum of Understanding dated 16 December 2019.*

Sampai dengan 31 Desember 2020, Perusahaan sebagai entitas induk telah menyetorkan modal saham sebesar Rp742.500 kepada PWR.

*Up to 31 December 2020, the Company as the parent entity has paid up share capital of Rp742,500 to PWR.*

**24. PENDAPATAN**

**24. REVENUE**

|                                               | <u>2020</u>             | <u>2019</u>             |                                         |
|-----------------------------------------------|-------------------------|-------------------------|-----------------------------------------|
| <b>Pendapatan kontrak dengan pelanggan</b>    |                         |                         | <b>Revenue contracts from customers</b> |
| Jasa manajemen fasilitas                      | 318,044                 | 159,935                 | <i>Facility management services</i>     |
| Properti                                      | 291,173                 | 462,834                 | <i>Properties</i>                       |
| Tour and travel                               | 141,562                 | 144,282                 | <i>Tours and travel</i>                 |
| Hotel dan catering                            | 132,035                 | 204,067                 | <i>Hotels and catering</i>              |
| Lainnya (masing-masing dibawah<br>Rp1 miliar) | <u>2,659</u>            | <u>6</u>                | <i>Others (each below Rp1 billion)</i>  |
|                                               | <b><u>885,473</u></b>   | <b><u>971,124</u></b>   |                                         |
| <b>Pendapatan sewa dan lainnya</b>            |                         |                         | <b>Rent and other revenues</b>          |
| Sewa kendaraan                                | 642,147                 | 583,937                 | <i>Vehicles rent</i>                    |
| Penjualan kendaraan                           | 134,282                 | 22,555                  | <i>Vehicles sales</i>                   |
| Perkantoran                                   | 112,836                 | 104,709                 | <i>Offices</i>                          |
| Perumahan                                     | <u>78,496</u>           | <u>69,629</u>           | <i>Residence</i>                        |
|                                               | <b><u>967,761</u></b>   | <b><u>780,830</u></b>   |                                         |
| <b>Jumlah</b>                                 | <b><u>1,853,234</u></b> | <b><u>1,751,954</u></b> | <b>Total</b>                            |

Lihat Catatan 27 untuk rincian transaksi dengan entitas berelasi.

*Refer to Note 27 for details of related entities transactions.*

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**Lampiran 5/66 Schedule**

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**25. BEBAN POKOK PENDAPATAN**

**25. COST OF REVENUE**

|                                            | <u>2020</u>             | <u>2019</u>           |
|--------------------------------------------|-------------------------|-----------------------|
| <b>Beban pokok pendapatan:</b>             |                         |                       |
| Properti                                   | 223,697                 | 131,626               |
| Jasa manajemen fasilitas                   | 139,234                 | 70,085                |
| Tur dan perjalanan                         | 133,522                 | 137,236               |
| Penjualan kendaraan bekas                  | 119,559                 | 21,424                |
| Hotel dan katering                         | 46,115                  | 40,398                |
| Sewa kendaraan                             | 29,876                  | 25,858                |
|                                            | <u>692,003</u>          | <u>426,627</u>        |
| Sub-total                                  |                         |                       |
| <b>Beban langsung:</b>                     |                         |                       |
| Gaji dan tunjangan                         | 326,257                 | 263,874               |
| Penyusutan aset tetap (Catatan 11)         | 220,571                 | 175,615               |
| Perbaikan dan perawatan                    | 21,252                  | 26,329                |
| Penyusutan aset hak guna (Catatan 17)      | 20,500                  | -                     |
| Perlengkapan operasional                   | 18,739                  | 11,928                |
| Penyusutan properti investasi (Catatan 10) | 18,811                  | 13,666                |
| Peralatan operasional                      | 9,119                   | 10,775                |
| Listrik, air dan gas                       | 9,023                   | 8,344                 |
| Sewa                                       | 2,753                   | 3,722                 |
| Seragam                                    | 2,571                   | 1,394                 |
| Lainnya (masing-masing dibawah Rp1 miliar) | 6,610                   | 1,282                 |
|                                            | <u>656,206</u>          | <u>516,929</u>        |
| Sub-total                                  |                         |                       |
| <b>Jumlah</b>                              | <u><b>1,348,209</b></u> | <u><b>943,556</b></u> |

Lihat Catatan 27 untuk rincian transaksi dengan entitas berelasi.

**Cost of revenue:**  
Properties  
Facility management services  
Tours and travel  
Used vehicles sold  
Hotels and catering  
Vehicle rental

Sub-total

**Direct costs:**  
Salaries and wages  
Depreciation of fixed assets (Note 11)  
Repair and maintenance  
Depreciation of right-of-use assets (Note 17)  
Operation supplies  
Depreciation of investment properties (Note 10)  
Operation equipment  
Electricity, water and gas  
Rental  
Uniform

Others (each below Rp1 billion)

Sub-total

**Total**

Refer to Note 27 for details of related entities transactions.

**26. BEBAN UMUM DAN ADMINISTRASI**

**26. GENERAL AND ADMINISTRATIVE EXPENSES**

|                                            | <u>2020</u>    | <u>2019</u>    |
|--------------------------------------------|----------------|----------------|
| Gaji, bonus dan tunjangan                  | 193,262        | 189,231        |
| Pajak dan perizinan                        | 44,213         | 51,032         |
| Listrik, air dan gas                       | 16,539         | 21,580         |
| Jasa laundry, keamanan dan kebersihan      | 13,907         | 34,272         |
| Jasa profesional                           | 11,053         | 10,627         |
| Sewa                                       | 10,206         | 24,547         |
| Medis dan K3L                              | 9,193          | 2,551          |
| Iklan dan promosi                          | 6,599          | 18,554         |
| Denda                                      | 4,756          | -              |
| Beban piutang tak tertagih                 | 3,471          | 2,982          |
| Penyusutan aset tetap (Catatan 11)         | 3,462          | 3,186          |
| Perjalanan dan transportasi                | 3,291          | 18,048         |
| Lainnya (masing-masing dibawah Rp3 miliar) | 8,197          | 5,232          |
|                                            | <u>328,149</u> | <u>381,842</u> |
| <b>Jumlah</b>                              |                |                |

Lihat Catatan 27 untuk rincian transaksi dengan entitas berelasi.

Salaries, bonus and wages  
Tax and permits  
Electricity, water and gas  
Laundry, security and cleaning services  
Professional fee  
Rent  
Medical and SHE  
Advertising and promotions  
Penalty  
Bad debt expense  
Depreciation of fixed assets (Note 11)  
Travelling and transportation

Others (each below Rp3 billion)

**Total**

Refer to Note 27 for details of related entities transactions.

**27. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN PIHAK BERELASI**

**27. SIGNIFICANT BALANCES AND TRANSACTION WITH RELATED PARTIES**

Dalam kegiatan usaha normal, Grup melakukan transaksi usaha dan bukan usaha dengan pihak-pihak berelasi, yang terafiliasi dengan Grup melalui kepemilikan langsung dan tak langsung, dan/atau di bawah kendali pihak yang sama. Harga jual atau beli antara pihak-pihak berelasi ditentukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

In the normal course of business, the Group entered into trade and other transactions with related parties, which are affiliated with the Group through equity ownership, either direct or indirect, and/or under common control. Sales or purchase price among related parties is made based on terms agreed by the parties, which may not be the same as those for transactions between unrelated parties.

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**27. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN  
PIHAK BERELASI (lanjutan)**

Rincian sifat hubungan dan jenis transaksi yang signifikan dengan pihak-pihak berelasi adalah sebagai berikut:

**27. SIGNIFICANT BALANCES AND TRANSACTION  
WITH RELATED PARTIES (continued)**

The details of nature of relationship and types of significant transactions with related parties are as follows:

| <b>Pihak-pihak/<br/>Parties</b>                              | <b>Hubungan/<br/>Relationship</b>                    | <b>Sifat relasi/<br/>Nature of relationship</b>                                                                                                                                                    |
|--------------------------------------------------------------|------------------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Pertamina (Persero) ("Pertamina")                            | Pemegang saham mayoritas/<br>Majority shareholders   | Pendapatan, beban usaha,<br>piutang usaha, aset kontrak, utang<br>usaha dan modal saham/Revenue,<br>operating expense, trade receivables,<br>contract assets, trade payables, and share<br>capital |
| Pertamina Pedeve Indonesia<br>("Pedeve")                     | Pemegang saham/Shareholder                           | Modal saham/Share capital                                                                                                                                                                          |
| Pertamina Lubricants<br>("Lubricants")                       | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina EP Cepu<br>("EP Cepu")                             | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina Internasional<br>Eksplorasi & Produksi<br>("PIEP") | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina Hulu Energi<br>("PHE")                             | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina Hulu Energi<br>Jambi Merang ("PHEJM")              | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina Hulu Indonesia<br>("PHI")                          | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina Hulu Kalimantan Timur<br>("PHKT")                  | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Perusahaan Gas Negara<br>("PGN")                             | Entitas sepengendali/<br>Entity under common control | Piutang usaha, pendapatan, dan beban<br>pokok pendapatan/Trade receivables,<br>revenue, and cost of revenue                                                                                        |
| Perta Arun Gas ("PAG")                                       | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina EP International<br>("International EP")           | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina EP ("EP")                                          | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina International<br>Shipping ("PIS")                  | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Pertamina Patra Niaga<br>("Patra Niaga")                     | Entitas sepengendali/<br>Entity under common control | Piutang usaha dan pendapatan/Trade<br>receivables and revenue                                                                                                                                      |
| Tugu Pratama Indonesia<br>("Tugu")                           | Entitas sepengendali/<br>Entity under common control | Piutang usaha, pendapatan, dan<br>beban pokok pendapatan/ Trade<br>receivables, revenue, and cost of<br>revenue                                                                                    |
| Pertamina Training &<br>Consulting ("PTC")                   | Entitas sepengendali/<br>Entity under common control | Beban usaha/Operating expense                                                                                                                                                                      |
| Pertamina Hulu Energi ONJW<br>("PHE ONJW")                   | Entitas sepengendali/<br>Entity under common control | Pendapatan/Revenue                                                                                                                                                                                 |

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**Lampiran 5/68 Schedule**

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**27. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN  
PIHAK BERELASI (lanjutan)**

**27. SIGNIFICANT BALANCES AND TRANSACTION  
WITH RELATED PARTIES (continued)**

| Pihak-pihak/<br><i>Parties</i>                        | Hubungan/<br><i>Relationship</i>                                                      | Sifat relasi/<br><i>Nature of relationship</i>                                                                    |
|-------------------------------------------------------|---------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------|
| Pertamina Gas ("Pertagas")                            | Entitas sepengendali/<br><i>Entity under common control</i>                           | Pendapatan/Revenue                                                                                                |
| Pertamina Bina Medika<br>("Bina Medika")              | Entitas sepengendali/<br><i>Entity under common control</i>                           | Beban usaha/Operating expense                                                                                     |
| Telekomunikasi Indonesia<br>(Persero) Tbk. ("Telkom") | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Beban usaha/Operating expense                                                                                     |
| Angkasa Pura<br>(Persero) ("Angkasa Pura")            | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Beban usaha/Operating expense                                                                                     |
| Perusahaan Listrik<br>Negara (Persero) ("PLN")        | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Beban usaha/Operating expenses                                                                                    |
| Asuransi Jiwa Tugu<br>Mandiri ("AJTM")                | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Utang usaha/Trade payables                                                                                        |
| Mandiri Utama Finance                                 | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Utang pembiayaan konsumen/<br><i>Obligations under consumer finance loans</i>                                     |
| Mandiri Tunas Finance                                 | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Utang pembiayaan konsumen/<br><i>Obligations under consumer finance loans</i>                                     |
| BRI Finance                                           | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Utang pembiayaan konsumen/<br><i>Obligations under consumer finance loans</i>                                     |
| Wijaya Karya Realty<br>("WKR")                        | Entitas berelasi dengan Pemerintah /<br><i>Government-related entities</i>            | Piutang usaha dan pendapatan/Trade<br><i>receivables and revenue</i>                                              |
| Wijaya Karya Bangunan<br>Gedung Tbk ("WKGB")          | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Utang usaha/Trade payables                                                                                        |
| Hotel Indonesia Group                                 | Entitas asosiasi dan ventura bersama/<br><i>Associates and joint venture entities</i> | Piutang usaha/Trade receivables                                                                                   |
| PT Bank Mandiri (Persero) Tbk<br>("Mandiri")          | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Penempatan kas dan setara kas dan utang<br><i>bank/Placement of cash and cash<br/>equivalents and bank loans</i>  |
| PT Bank Rakyat Indonesia<br>(Persero) Tbk ("BRI")     | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Penempatan kas dan setara kas dan utang<br><i>bank/Placement of cash and cash<br/>equivalents and bank loans</i>  |
| PT Bank Negara Indonesia<br>(Persero) Tbk ("BNI")     | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Penempatan kas dan setara kas/<br><i>Placement of cash and cash equivalents</i>                                   |
| Bank DKI                                              | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Penempatan kas dan setara kas/<br><i>Placement of cash and cash equivalents</i>                                   |
| PT Bank Tabungan Negara<br>(Persero) Tbk ("BTN")      | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Penempatan kas dan setara kas dan utang<br><i>bank/Placement of cash and cash<br/>Equivalents and bank loans</i>  |
| PT Bank Syariah Mandiri<br>("BSM")                    | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Penempatan kas dan setara kas/<br><i>Placement of cash and cash equivalents</i>                                   |
| PT Bank BNI Syariah<br>("BNI Syariah")                | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Penempatan kas dan setara kas dan<br>utang bank/ <i>Placement of cash and<br/>cash equivalents and bank loans</i> |
| PT Bank Rakyat Indonesia Syariah<br>("BRI Syariah")   | Entitas berelasi dengan Pemerintah/<br><i>Government-related entities</i>             | Penempatan kas dan setara kas dan<br>utang bank/ <i>Placement of cash and<br/>cash equivalents and bank loans</i> |

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PIHAK BERELASI (lanjutan)Transaksi-transaksi signifikan dengan pihak-pihak  
berelasi adalah sebagai berikut:27. SIGNIFICANT BALANCES AND TRANSACTION  
WITH RELATED PARTIES (continued)Significant transactions with related parties are as  
follows:

|                                                  | 2020           | 2019           |                                                 |
|--------------------------------------------------|----------------|----------------|-------------------------------------------------|
| <b>Kas dan setara kas</b>                        |                |                | <b>Cash and cash equivalents</b>                |
| Mandiri                                          | 78,860         | 277,910        | Mandiri                                         |
| BTN                                              | 65,193         | 598            | BTN                                             |
| BRI                                              | 26,942         | 2,614          | BRI                                             |
| BNi                                              | 6,181          | 785            | BNi                                             |
| Mandiri Syariah                                  | 17             | 19             | Mandiri Syariah                                 |
| BNi Syariah                                      | 15             | 16             | BNi Syariah                                     |
| BRI Syariah                                      | -              | 2,543          | BRI Syariah                                     |
| Bank DKI                                         | -              | 880            | Bank DKI                                        |
| <b>Jumlah</b>                                    | <b>177,208</b> | <b>285,365</b> | <b>Total</b>                                    |
| <b>Persentase terhadap<br/>jumlah aset</b>       | <b>3.74%</b>   | <b>6.65%</b>   | <b>As a percentage of<br/>total assets</b>      |
| <b>Piutang usaha</b>                             |                |                | <b>Trade receivables</b>                        |
| Pertamina                                        | 30,262         | 131,262        | Pertamina                                       |
| EP                                               | 27,546         | 38,789         | EP                                              |
| EP CEPU                                          | 24,101         | 6,342          | EP CEPU                                         |
| WKR                                              | 15,512         | 15,578         | WKR                                             |
| PHI                                              | 14,422         | 2,912          | PHI                                             |
| PHKT                                             | 12,984         | 13,489         | PHKT                                            |
| Lubricants                                       | 8,579          | 9,496          | Lubricants                                      |
| Patra Niaga                                      | 5,054          | 4,403          | Patra Niaga                                     |
| HIG                                              | 3,266          | 201            | HIG                                             |
| PHEJM                                            | 3,055          | -              | PHEJM                                           |
| International EP                                 | 3,037          | 63             | International EP                                |
| PHE                                              | 2,910          | 11,812         | PHE                                             |
| PAG                                              | 2,786          | 369            | PAG                                             |
| PGN                                              | 2,775          | -              | PGN                                             |
| Tugu                                             | 2,333          | 1,986          | Tugu                                            |
| Lainnya (masing-masing<br>dibawah Rp2 miliar)    | 13,662         | 21,052         | Others (each below Rp2 billion)                 |
| <b>Jumlah</b>                                    | <b>172,284</b> | <b>257,754</b> | <b>Total</b>                                    |
| <b>Persentase terhadap<br/>jumlah aset</b>       | <b>3.64%</b>   | <b>6.01%</b>   | <b>As a percentage of<br/>total assets</b>      |
| <b>Aset kontrak</b>                              |                |                | <b>Contract sssets</b>                          |
| Pertamina                                        | 174,746        | 101,697        | Pertamina                                       |
| PHE                                              | -              | 12,404         | PHE                                             |
| PHKT                                             | -              | 7,766          | PHKT                                            |
| Pertagas                                         | 840            | 7,403          | Pertagas                                        |
| Lainnya (masing-masing<br>dibawah Rp2 miliar)    | 8,356          | 13,031         | Others (each below Rp2 billion)                 |
| <b>Jumlah</b>                                    | <b>183,942</b> | <b>142,301</b> | <b>Total</b>                                    |
| <b>Persentase terhadap<br/>jumlah aset</b>       | <b>3.89%</b>   | <b>3.32%</b>   | <b>As a percentage of<br/>total assets</b>      |
| <b>Utang usaha</b>                               |                |                | <b>Trade payables</b>                           |
| Pertamina                                        | 13,670         | 13,542         | Pertamina                                       |
| WKGB                                             | 9,983          | 244,085        | WKGB                                            |
| AJTM                                             | -              | 13,059         | AJTM                                            |
| Lainnya (masing-masing<br>dibawah Rp5 miliar)    | 10,753         | 11,476         | Others (each below Rp5 billion)                 |
| <b>Jumlah</b>                                    | <b>34,406</b>  | <b>282,162</b> | <b>Total</b>                                    |
| <b>Persentase terhadap<br/>jumlah liabilitas</b> | <b>1.61%</b>   | <b>16.66%</b>  | <b>As a percentage of<br/>total liabilities</b> |

## PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES

## Lampiran 5/70 Schedule

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unless otherwise stated)27. SALDO DAN TRANSAKSI SIGNIFIKAN DENGAN  
PIHAK BERELASI (lanjutan)27. SIGNIFICANT BALANCES AND TRANSACTION  
WITH RELATED PARTIES (continued)

|                                                               | 2020             | 2019             |                                                                     |
|---------------------------------------------------------------|------------------|------------------|---------------------------------------------------------------------|
| <b>Utang bank</b>                                             |                  |                  | <b>Bank loans</b>                                                   |
| <b>Utang bank jangka pendek</b>                               |                  |                  | <b>Short-term bank loans</b>                                        |
| Mandiri                                                       | 384,278          | 124,723          | Mandiri                                                             |
| BRI                                                           | 85,150           | 40,000           | BRI                                                                 |
| <b>Utang bank jangka panjang</b>                              |                  |                  | <b>Long-term bank loans</b>                                         |
| BTN                                                           | 310,000          | -                | BTN                                                                 |
| BRI Syariah                                                   | 76,217           | 113,058          | BRI Syariah                                                         |
| BRI                                                           | 26,859           | 102,777          | BRI                                                                 |
| Mandiri                                                       | -                | 33,951           | Mandiri                                                             |
| <b>Jumlah</b>                                                 | <b>882,504</b>   | <b>414,509</b>   | <b>Total</b>                                                        |
| <b>Persentase terhadap jumlah liabilitas</b>                  | <b>41.30%</b>    | <b>22.47%</b>    | <b>As a percentage of total liabilities</b>                         |
| <b>Utang pembiayaan konsumen</b>                              |                  |                  | <b>Obligations under consumer finance loans</b>                     |
| Mandiri Utama Finance                                         | 21,225           | 67,824           | Mandiri Utama Finance                                               |
| BRI Finance                                                   | 22,707           | 47,866           | BRI Finance                                                         |
| Mandiri Tunas Finance                                         | 2,055            | 11,462           | Mandiri Tunas Finance                                               |
| <b>Jumlah</b>                                                 | <b>45,987</b>    | <b>127,152</b>   | <b>Total</b>                                                        |
| <b>Persentase terhadap jumlah liabilitas</b>                  | <b>2.15%</b>     | <b>7.51%</b>     | <b>As a percentage of total liabilities</b>                         |
| <b>Pendapatan</b>                                             |                  |                  | <b>Revenue</b>                                                      |
| Pertamina                                                     | 1,372,959        | 1,159,516        | Pertamina                                                           |
| PHI                                                           | 45,500           | 20,270           | PHI                                                                 |
| EP Cepu                                                       | 42,240           | 32,664           | EP Cepu                                                             |
| EP                                                            | 40,722           | 45,338           | EP                                                                  |
| Lubricants                                                    | 36,425           | 21,405           | Lubricants                                                          |
| PHKT                                                          | 21,920           | 16,925           | PHKT                                                                |
| PHE                                                           | 18,967           | 42,990           | PHE                                                                 |
| PIEP                                                          | 17,622           | 13,942           | PIEP                                                                |
| PHE ONWJ                                                      | 14,117           | -                | PHE ONWJ                                                            |
| PGN                                                           | 11,111           | -                | PGN                                                                 |
| PIS                                                           | 10,565           | 10,452           | PIS                                                                 |
| Patra Niaga                                                   | 10,116           | 9,742            | Patra Niaga                                                         |
| Pertagas                                                      | 2,344            | 16,728           | Pertagas                                                            |
| Lainnya (masing-masing dibawah Rp10 miliar)                   | 60,795           | 35,823           | Others (each below Rp10 billion)                                    |
| <b>Jumlah</b>                                                 | <b>1,705,403</b> | <b>1,425,795</b> | <b>Total</b>                                                        |
| <b>Persentase terhadap jumlah pendapatan</b>                  | <b>92.02%</b>    | <b>81.38%</b>    | <b>As a percentage of total revenue</b>                             |
| <b>Beban pokok pendapatan</b>                                 |                  |                  | <b>Cost of revenue</b>                                              |
| Tugu                                                          | 341              | 5,772            | Tugu                                                                |
| <b>Jumlah</b>                                                 | <b>341</b>       | <b>5,772</b>     | <b>Total</b>                                                        |
| <b>Persentase terhadap jumlah beban pokok pendapatan</b>      | <b>0.03%</b>     | <b>0.61%</b>     | <b>As a percentage of total cost of revenue</b>                     |
| <b>Beban umum dan administrasi</b>                            |                  |                  | <b>General and administrative expenses</b>                          |
| PLN                                                           | 16,151           | 18,063           | PLN                                                                 |
| PTC                                                           | 6,205            | 1,290            | PTC                                                                 |
| PGN                                                           | 3,885            | 4,087            | PGN                                                                 |
| Angkasa Pura                                                  | 2,982            | 2,791            | Angkasa Pura                                                        |
| Telkom                                                        | 1,665            | 1,076            | Telkom                                                              |
| Pertamina                                                     | 1,605            | 2,240            | Pertamina                                                           |
| Bina Medika                                                   | 1,186            | 559              | Bina Medika                                                         |
| Lainnya (masing-masing dibawah Rp1 miliar)                    | 1,149            | 646              | Others (each below Rp1 billion)                                     |
| <b>Jumlah</b>                                                 | <b>34,828</b>    | <b>30,752</b>    | <b>Total</b>                                                        |
| <b>Persentase terhadap jumlah beban umum dan administrasi</b> | <b>10.61%</b>    | <b>8.05%</b>     | <b>As a percentage of total general and administrative expenses</b> |

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**Lampiran 5/71 Schedule**

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**28. PERIKATAN PENTING DAN KONTINJENSI**

**28. SIGNIFICANT COMMITMENTS AND CONTINGENCIES**

**Entitas induk**

**Nota Kesepahaman Konsolidasi Bisnis Hotel BUMN**

Pada tanggal 14 September 2020, Perusahaan diwakilkan oleh PT Pertamina (Persero) dalam mengadakan Nota Kesepahaman Konsolidasi Bisnis Hotel BUMN dengan PT Garuda Indonesia (Persero) Tbk, PT Hotel Indonesia Natour (Persero), PT Pegadaian (Persero), dan PT Wijaya Karya (Persero) Tbk. Nota Kesepahaman berlaku efektif sejak 14 September 2020 sampai dengan 13 September 2021.

**Perjanjian rancang bangun hotel**

Pada tanggal 12 November 2018, Perusahaan mengadakan perjanjian pekerjaan jasa rancang bangun hotel di Yogyakarta dengan PT Cipta Graha Kanaka senilai Rp49.000. Perjanjian berlangsung hingga 7 Desember 2020.

Perjanjian mencakup rancang bangun untuk pekerjaan struktur, arsitektur, mekanikal, elektrikal, *plumbing* dan interior.

Sampai dengan tanggal laporan keuangan konsolidasian ini, pekerjaan jasa rancang bangun hotel masih dalam proses penyelesaian administrasi dan fase komisioning.

**Perjanjian teknik Grha Pertamina**

Pada tanggal 15 Maret 2019, Perusahaan mengadakan perjanjian pekerjaan struktur, arsitektur, mekanikal, elektrikal dan plumbing untuk Grha Pertamina dengan PT Wijaya Karya Bangunan Gedung Tbk senilai Rp704.550. Perjanjian berlaku hingga 15 September 2020.

Berdasarkan amendemen perjanjian terakhir tanggal 8 Desember 2020, Perusahaan dan PT Wijaya Karya Bangunan Gedung Tbk sepakat untuk mengubah besaran biaya pekerjaan menjadi Rp792.792 dan memperpanjang jangka waktu perjanjian menjadi 9 Desember 2020.

Sampai dengan tanggal laporan keuangan konsolidasian ini, pekerjaan jasa teknik masih dalam proses penyelesaian administrasi dan fase komisioning.

**Parent entity**

**Memorandum of Understanding for BUMN Hotel Business Consolidation**

On 14 September 2020, the Company was represented by PT Pertamina (Persero) in conducting a Memorandum of Understanding for the Consolidation of BUMN Hotel Business with PT Garuda Indonesia (Persero) Tbk, PT Hotel Indonesia Natour (Persero), PT Pegadaian (Persero), and PT Wijaya Karya (Persero) Tbk. The Memorandum of Understanding is effective from 14 September 2020 to 13 September 2021.

**Hotel design agreement**

On 12 November 2018, the Company entered into hotel design agreement in Yogyakarta with PT Cipta Graha Kanaka amounting to Rp49,000. The agreement lasts until 7 December 2020.

Agreement consist of design for structural, architectural, mechanical, electrical, plumbing and interior work.

As at the date of these consolidated financial statements, the progress of hotel design services is still in the completion of administrative matters and commissioning phase.

**Grha Pertamina engineering agreement**

On 15 March 2019, the Company entered into agreement with PT Wijaya Karya Bangunan Gedung Tbk for structural, architectural, mechanical, electrical and plumbing works for Grha Pertamina amounting to Rp704,550. The agreement is valid until 15 September 2020.

Based on latest amendment dated 8 December 2020, the Company and PT Wijaya Karya Bangunan Gedung Tbk agreed to change the amount of work costs to Rp792,792 and extend the term of the agreement until 9 December 2020.

As at the date of these consolidated financial statements, the progress of services is still in the completion of administrative matters and commissioning phase.

## PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES

### Lampiran 5/72 Schedule

#### CATATAN ATAS LAPORAN KEUANGAN KONSOLIDASIAN 31 DESEMBER 2020

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#### 28. PERIKATAN PENTING DAN KONTINJENSI (lanjutan)

##### Entitas induk (lanjutan)

##### **Perjanjian Bangun Guna Serah (BGS)**

Pada tanggal 14 November 2017, Perusahaan mengadakan perjanjian Bangun Guna Serah (BGS) di Jl. Medan Merdeka Timur Jakarta Pusat dengan PT Pertamina (Persero). Perjanjian berlaku selama 27 tahun sejak tanggal perjanjian dimulai.

Pada tanggal 31 Maret 2020, Perusahaan mengadakan perjanjian Bangun Guna Serah (BGS) di Jl. Putri Tujuh Kota Dumai dengan PT Pertamina (Persero). Perjanjian berlaku selama 32 tahun sejak tanggal perjanjian dimulai.

Pada tanggal 29 Maret 2018, Perusahaan mengadakan perjanjian Bangun Guna Serah (BGS) di Jl. Sosrowijayan Yogyakarta dengan PT Sapta Putra Mulyatama. Perjanjian berlaku selama 27 tahun 6 bulan sejak tanggal perjanjian dimulai.

##### Entitas anak

##### **Perjanjian pengelolaan tanah**

Pada tanggal 29 November 2019, PWR melakukan perjanjian perencanaan, pembangunan, pengembangan, pemasaran dan pengelolaan Tanah proyek apartemen The Pakubuwono Patra Kuningan di Jalan Dukuh Patra, Kelurahan Menteng Dalam, Kecamatan Tebet, Kota Jakarta Selatan dengan PT The Pakubuwono Development yang berlaku selama 6 tahun.

Berdasarkan amendemen perjanjian tanggal 7 Januari 2021 PWR dan PT The Pakubuwono Development sepakat untuk mengubah jangka waktu perjanjian dari 6 tahun menjadi 7 tahun.

##### **Perjanjian dengan PT Pertamina (Persero)**

Berdasarkan "Berita Acara Klarifikasi dan Negosiasi Harga" No. BA-53/01100/2018-S7 tanggal 5 Desember 2018, PAR telah menyelesaikan tahap klarifikasi dan negosiasi harga untuk kontrak payung jasa layanan transportasi kepada PT Pertamina (Persero) periode 5 tahun kedua dengan rencana nilai kontrak senilai Rp2.431.869. Perjanjian tersebut, termasuk pengadaan pekerjaan jasa penyewaan kendaraan serta pengemudi dan tunjangan dinas masing-masing senilai Rp2.024.407 dan Rp407.463.

PAR mempunyai perjanjian dengan PT Pertamina (Persero) untuk pengadaan event "Pengundian Berkah Energi Pertamina 2020" berdasarkan perjanjian dengan No. 3950061204 tanggal 29 Mei 2020 dengan total estimasi nilai kontrak sebesar Rp35.968 untuk periode kontrak selama 1 tahun

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#### 28. SIGNIFICANT COMMITMENTS AND CONTINGENCIES (continued)

##### Parent entity (continued)

##### **Build Operate Transfer (BOT) Agreement**

On 14 November 2017, the Company entered into agreement with PT Pertamina (Persero) for Build Operate Transfer (BOT) on Jl. Medan Merdeka Timur Jakarta Pusat. The agreement is valid for 27 years from the date the agreement started.

On 31 March 2020, the Company entered into agreement with PT Pertamina (Persero) for Build Operate Transfer (BOT) on Jl. Putri Tujuh, Dumai. The agreement is valid for 32 years from the date the agreement started.

On 29 March 2018, the Company entered into agreement with PT Sapta Putra Mulyatama for Build Operate Transfer (BOT) on Jl. Sosrowijayan, Yogyakarta. The agreement is valid for 27 years and 6 months from the date the agreement started.

##### Subsidiaries

##### **Land management agreement**

On 29 November 2019, PWR entered into a planning, construction, development, marketing and land management agreement of The Pakubuwono Patra Kuningan apartment project on Jalan Dukuh Patra, Menteng Dalam Village, Tebet District, South Jakarta City with PT The Pakubuwono Development that valid for 6 years.

Based on latest amendment dated 7 January 2021, PWR and PT The Pakubuwono Development agreed to change the term of the agreement from 6 to 7 years.

##### **Agreement with PT Pertamina (Persero)**

Based on Berita Acara Klarifikasi dan Negosiasi No. BA-53/01100/2018-S7 dated 5 December 2018, PAR has completed the stage of clarifying and negotiating prices for framework contract for procurement of the vehicles and drivers service with PT Pertamina (Persero) for second period of 5 years with estimated contract value amounting Rp2,431,869. The agreement, includes procurement of vehicles and drivers service and out of pocket expenses amounting Rp2,024,407 and Rp407,463, respectively.

PAR made an agreement with PT Pertamina (Persero) for event procurement "Pengundian Berkah Energi Pertamina 2020" based on agreement no. 3950061204 dated 29 May 2020, with estimated contract value amounting Rp35,968 with contract period of 1 years.

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/73 Schedule**

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**28. PERIKATAN PENTING DAN KONTINJENSI  
(lanjutan)**

**Entitas anak** (lanjutan)

**Perjanjian dengan PT Pertamina Lubricants**

MTT mempunyai perjanjian dengan PT Pertamina Lubricants untuk pengadaan jasa Layanan Pengurusan Kegiatan berdasarkan perjanjian dengan No. SPKS-001/PL0000/2020-S0 tanggal 20 Januari 2020 dengan total estimasi nilai kontrak sebesar Rp40.000 untuk periode kontrak selama 1 tahun.

**Perjanjian dengan PT Pertamina Hulu Energi dan Anak Perusahaan**

PAR mempunyai perjanjian dengan PT Pertamina Hulu Energi dan Anak Perusahaan untuk "Joint Procurement Light Vehicle Rental Services and Driver for Subsidiary PHE Gross Split and PHE" berdasarkan perjanjian dengan No. 4710002584 tanggal 18 Desember 2019 dengan total estimasi nilai kontrak sebesar Rp182.729 untuk periode kontrak selama 4 tahun.

**Perjanjian dengan PT Pertamina Hulu Kalimantan Timur**

PAR mempunyai perjanjian dengan PT Pertamina Hulu Kalimantan Timur untuk "Jasa-Jasa Transportasi Darat Jakarta dan Balikpapan" berdasarkan perjanjian dengan No. KTBS-SCM-FML-FM040-S tertanggal 3 Januari 2019, dengan total estimasi nilai kontrak sebesar Rp66.204 untuk periode kontrak selama 3 tahun.

**28. SIGNIFICANT COMMITMENTS AND CONTINGENCIES (continued)**

**Subsidiaries** (continued)

**Agreement with PT Pertamina Lubricants**

MTT made a agreement with PT Pertamina Lubricants for procurement of Event Management Services based on agreement no. SPKS-001/PL0000/2020-S0 dated 20 January 2020, with estimated contract value amounting Rp40,000 with contract period of 1 years.

**Agreement with PT Pertamina Hulu Energi and Subsidiaries**

PAR made a cooperation with PT Pertamina Hulu Energi and Subsidiaries for "Joint Procurement Light Vehicle Rental Services and Driver for Subsidiary PHE Gross Split and PHE" based on agreement No. 4710002584 dated 18 December 2019, with estimated contract value amounting Rp182,729 with contract period of 4 years.

**Agreement with PT Pertamina Hulu Kalimantan Timur**

PAR entered into an agreement with PT Pertamina Hulu Kalimantan Timur for "Jasa-Jasa Transportasi Darat Jakarta dan Balikpapan" based on agreement No. KTBS-SCM-FML-FM040-S dated 3 January 2019, with estimated contract value amounting Rp66,204 with contract period for 3 years.

PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES

Lampiran 5/74 Schedule

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28. PERIKATAN PENTING DAN KONTINJENSI  
(lanjutan)

Grup

**Undang-Undang Cipta Kerja**

Pada tanggal 5 Oktober 2020, DPR menyetujui Undang-Undang Cipta Kerja ("RUU Cipta Kerja") - yang biasa dikenal dengan "Undang-Undang Omnibus", yang kemudian ditandatangani Presiden pada tanggal 2 November 2020. Undang-Undang Omnibus mengamandemen lebih dari 75 undang-undang, dan mengharuskan pemerintah pusat untuk menerbitkan lebih dari 30 peraturan pemerintah dan peraturan pelaksana lainnya yang harus dikeluarkan dalam waktu tiga bulan setelah diundangkan Undang-Undang Omnibus. Undang-Undang Omnibus berfokus pada peningkatan kemudahan berusaha di Indonesia (diantaranya, menyederhanakan proses perizinan, menyederhanakan proses pengadaan tanah, memformalkan zona ekonomi, memberikan lebih banyak insentif untuk zona perdagangan bebas dan mengubah undang-undang ketenagakerjaan). Meskipun pengaturan secara detail akan diatur dalam peraturan pelaksanaan, diharapkan bahwa peraturan tersebut dapat memberikan dampak positif bagi perusahaan, baik untuk kegiatan operasional yang sudah ada maupun untuk investasi baru.

Pada bulan Februari 2021, Pemerintah resmi mengundangkan 49 peraturan pelaksana Undang-Undang Omnibus. Grup menilai pada umumnya peraturan pelaksana tersebut tidak akan memberi dampak negatif terhadap bisnis dan operasional Grup.

Pada saat laporan keuangan konsolidasian diotorisasi, Grup masih mempelajari dampak yang mungkin timbul dari peraturan pelaksana Undang-Undang Omnibus, serta pengaruhnya pada laporan keuangan konsolidasian Grup.

**Undang-Undang No. 2/2020**

Pada tanggal 31 Maret 2020, Pemerintah Republik Indonesia mengeluarkan Peraturan Pemerintah Pengganti Undang-Undang ("Perpu") No. 1/2020, yang bertujuan untuk menjaga stabilitas keuangan negara dan sistem keuangan mengingat pandemi COVID-19 serta hal lain yang dapat mengancam ekonomi nasional. Peraturan ini berlaku sejak tanggal diumumkan yaitu 31 Maret 2020.

Selanjutnya Perpu No. 1/2020 ditetapkan menjadi Undang-Undang No. 2/2020 setelah disetujui DPR dan disahkan oleh Presiden pada tanggal 16 Mei 2020. Selanjutnya diundangkan dan mulai berlaku mulai tanggal 18 Mei 2020.

28. SIGNIFICANT COMMITMENTS AND  
CONTINGENCIES (continued)

Group

**Job Creation Bill**

On 5 October 2020, the Indonesian Parliament approved the Job Creation Law - commonly known as the "Omnibus Law", which was later signed by the President on 2 November 2020. The Omnibus Law amended more than 75 current laws and will require the central government to issue more than 30 government regulations and other implementing regulations which must be issued within three months of its enactment. The Omnibus Law focuses on increasing the ease of doing business in Indonesia (e.g., simplifying licensing processes, simplifying land acquisition processes, formalising economic zones, providing more incentives for free trade zones and amending the labour law). While the details will be provided in the implementing regulations, it is expected that these regulations will provide positive impacts on the company, both for the existing operations and for the new investments.

In February 2021, the Government officially enacted 49 implementing regulations of the Omnibus Law. The Group assessed that generally there is no potential adverse impact of the Law to the Group's business and operation.

As at authorisation date of these consolidated financial statements, the Group is still evaluating the potential impact of the implementing regulations of the Omnibus Law, as well as the impact on the Group's consolidated financial statements.

**Law No. 2/2020**

On 31 March 2020, the Government of the Republic of Indonesia issued Government Regulation in Lieu of Law ("Regulation") No. 1/2020, which articulated its policy on maintaining the stability of state finances and the financial system in light of the COVID-19 pandemic and other threats that might endanger the national economy. This regulation was effective immediately when announced on 31 March 2020.

Regulation No. 1/2020 was then enacted as Law No. 2/2020 after the approval of the Indonesian Parliament and received the assent of the President on 16 May 2020 which was effective starting from 18 May 2020.

**PT PATRA JASA DAN ENTITAS ANAK/AND SUBSIDIARIES**

**Lampiran 5/75 Schedule**

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**28. PERIKATAN PENTING DAN KONTINJENSI  
(lanjutan)**

**Grup (lanjutan)**

**Undang-Undang No. 2/2020 (lanjutan)**

Salah satu dari perubahan tersebut mengatur tentang pengurangan tarif pajak, yang berlaku untuk tahun fiskal 2020 dan seterusnya yang dijelaskan lebih lanjut melalui Peraturan Pemerintah No. 30/2020 mengenai penurunan tarif pajak penghasilan bagi wajib pajak badan dalam negeri yang berbentuk perseroan terbuka dan diundangkan tanggal 18 Juni 2020. Perubahan ini menetapkan bahwa tingkat pajak penghasilan untuk perusahaan ditetapkan menjadi 22% untuk tahun fiskal 2020 dan 2021, dan selanjutnya dikurangi menjadi 20% untuk tahun fiskal 2022 dan seterusnya. Dampak dari penurunan tarif pajak ini adalah pengurangan saldo liabilitas pajak tangguhan sebesar Rp40.563 dan saldo aset pajak tangguhan sebesar Rp9.365 pada laporan keuangan konsolidasian 31 Desember 2020.

**Peraturan Menteri Keuangan ("PMK") No.  
21/PMK.010/2021**

Pada tanggal 1 Maret 2021, Menteri Keuangan Republik Indonesia menandatangani Peraturan Menteri Keuangan Republik Indonesia terkait Pajak Pertambahan Nilai atas Penyerahan Rumah Tapak dan Unit Hunian Rumah Susun yang Ditanggung Pemerintah Tahun Anggaran 2021 untuk meningkatkan daya beli masyarakat dan dukungan untuk sektor industri real estat yang terdampak pandemi COVID-19. Insentif PPN diberikan atas penyerahan rumah tapak dan unit hunian rumah susun untuk Masa Pajak Maret 2021 sampai dengan Masa Pajak Agustus 2021.

**29. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO  
KEUANGAN**

Dalam aktivitas usahanya sehari-hari, Grup dihadapkan pada berbagai risiko. Risiko utama yang dihadapi Grup yang timbul dari instrumen keuangan adalah risiko kredit, risiko pasar (yaitu risiko tingkat suku bunga dan risiko nilai tukar mata uang asing) dan risiko likuiditas. Fungsi utama dari manajemen risiko Grup adalah untuk mengidentifikasi seluruh risiko utama, mengukur risiko-risiko ini dan mengelola posisi risiko sesuai dengan kebijakan dan tata cara Grup. Grup secara rutin menelaah kebijakan dan sistem manajemen risiko untuk menyesuaikan dengan perubahan di pasar, produk dan praktek pasar terbaik.

Tujuan dan kebijakan manajemen risiko keuangan Grup adalah untuk memastikan bahwa sumber daya keuangan yang memadai tersedia untuk operasi dan pengembangan bisnis, serta untuk mengelola risiko pasar (yaitu risiko mata uang asing dan risiko tingkat suku bunga), risiko kredit dan risiko likuiditas.

**28. SIGNIFICANT COMMITMENTS AND  
CONTINGENCIES (continued)**

**Group (continued)**

**Law No. 2/2020 (continued)**

One of the notable clauses is on the reduction of the tax rate, which is applicable for fiscal year 2020 onward which was further explained in Government Regulation No. 30/2020 regarding lower domestic corporate income tax rate effective from 18 June 2020. It stipulates that the income tax rate for corporations is set at a rate of 22% for fiscal years 2020 and 2021 and further reduced to 20% for fiscal year 2022 onwards.. The impact of the rate reduction was a decrease in deferred tax liabilities of Rp40,563 and deferred tax asset of Rp9,365 in the consolidated financial statements for the year ended 31 December 2020.

**Minister of Finance Regulation ("PMK") No.  
21/PMK.010/2021**

On 1 March 2021, the Minister of Finance of the Republic of Indonesia signed a Regulation of the Minister of Finance of the Republic of Indonesia regarding Value Added Tax on Handover of Landed Houses and Apartment Units Borne by the Government for the Fiscal Year 2021 to strengthen people's purchasing power and support real estate industry that affected by the COVID-19 pandemic. VAT incentive are provided for the delivery of a landed houses and apartment units for the fiscal period from March 2021 to August 2021.

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES  
AND POLICIES**

In its daily business activities, the Group is exposed to risks. The main risks faced by the Group arising from its financial instruments are credit risk, market risk (i.e. interest rate risk and foreign exchange rate risk) and liquidity risk. The core function of the Group's risk management is to identify all key risks for the Group, measure these risks and manage the risk positions in accordance with its policies and risk appetite. The Group regularly reviews its risk management policies and systems to reflect changes in markets, products and best market practice.

The Group's overall financial risk management and policies seek to ensure that adequate financial resources are available for the operation and development of its business, while managing its exposure to market risk (i.e. foreign exchange risk and interest rate risk), credit risk and liquidity risk.

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**29. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO  
KEUANGAN (lanjutan)**

**a. Risiko kredit**

Risiko kredit adalah risiko bahwa Grup akan mengalami kerugian yang timbul dari debitur atau pihak lawan yang gagal memenuhi kewajiban kontraktual mereka. Grup mengelola dan mengendalikan risiko kredit dengan menetapkan batasan jumlah risiko yang dapat diterima untuk debitur individu dan memantau risiko terkait dengan batasan-batasan tersebut.

Untuk mengukur kerugian kredit ekspektasian, piutang usaha dan aset kontrak telah dikelompokkan berdasarkan karakteristik risiko kredit gabungan dan waktu jatuh tempo.

Tarif kerugian ekspektasian adalah berdasarkan profil pembayaran penjualan masing-masing selama periode 24 bulan sebelum 31 Desember 2020 atau 1 Januari 2020 dan kerugian kredit historis terkait yang dialami dalam periode ini. Tarif historis kerugian disesuaikan dengan informasi pada saat ini dan di masa depan atas faktor makroekonomi yang mempengaruhi kemampuan pelanggan untuk melunasi piutangnya.

Pada tanggal 31 Desember 2020, piutang usaha dan aset kontrak sebesar Rp610.885 (31 Desember 2019: Rp646.674) mengalami penurunan nilai dan telah diprovokasi sebesar Rp31.769 (31 Desember 2019: Rp8.819).

**b. Risiko likuiditas**

Risiko likuiditas adalah risiko dimana Grup tidak bisa memenuhi kewajiban pada saat jatuh tempo. Grup melakukan evaluasi dan pengawasan yang ketat atas arus kas masuk dan kas keluar untuk memastikan tersedianya dana untuk memenuhi kebutuhan pembayaran kewajiban yang jatuh tempo. Secara umum, kebutuhan dana untuk pelunasan kewajiban jangka pendek maupun jangka panjang yang jatuh tempo diperoleh dari pelunasan piutang dari pelanggan yang memiliki jangka waktu kredit satu bulan.

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES  
AND POLICIES (continued)**

**a. Credit risk**

*Credit risk is the risk that the Group will incur a loss arising from their debtors or counterparties' failure to fulfill their contractual obligations. The Group manage and control this credit risk by setting limits on the amount of risk they are willing to accept for individual debtors and by monitoring exposures in relation to such limits.*

*To measure the ECL, trade receivables and contract assets have been grouped based on shared credit risk characteristics and the days past due.*

*The expected loss rates are based on the payment profiles of sales over a period of 24 months before 31 December 2020 or 1 January 2020, respectively, and the corresponding historical credit losses experienced within this period. The historical loss rates are adjusted to reflect current and forward-looking information on macroeconomic factors affecting the ability of the customers to settle the receivables.*

*As at 31 December 2020, trade receivables and contract assets of Rp610,885 (31 December 2019: Rp646,674) were impaired and had been provided for in an amount of Rp31,769 (31 December 2019: Rp8,819).*

**b. Liquidity risk**

*Liquidity risk is the risk that the Group is unable to meet its obligations when they fall due. Group evaluates and monitors cash-in flow and cash-out flow to ensure the availability of fund to settle the due obligation. In general, fund needed to settle the current and long-term liabilities is obtained from settlement of trade receivables from the customers with one month credit term.*

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**29. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO  
KEUANGAN (lanjutan)**

**b. Risiko likuiditas (lanjutan)**

Tabel dibawah merupakan profil liabilitas keuangan Grup berdasarkan arus kas kontraktual yang tidak terdiskonto:

|                                    | <u>Jumlah/Total</u> | <u>Sewaktu-waktu<br/>atau dalam<br/>waktu 1 tahun/<br/>On demand or<br/>within 1 year</u> | <u>Dalam waktu<br/>1 - 5 tahun/<br/>Within<br/>1 - 5 years</u> | <u>Lebih dari<br/>5 tahun/<br/>More than<br/>5 years</u> |
|------------------------------------|---------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|
| <b>Pada 31 Desember 2020</b>       |                     |                                                                                           |                                                                |                                                          |
| Utang bank jangka pendek           | 569,428             | 569,428                                                                                   | -                                                              | -                                                        |
| Utang usaha                        | 87,020              | 87,020                                                                                    | -                                                              | -                                                        |
| Biaya yang masih harus dibayar     | 84,864              | 84,864                                                                                    | -                                                              | -                                                        |
| Bagian lancar dari liabilitas sewa | 26,002              | 26,002                                                                                    | -                                                              | -                                                        |
| Liabilitas lancar lainnya          | 18,684              | 18,684                                                                                    | -                                                              | -                                                        |
| Utang bank jangka panjang          | 413,076             | 98,896                                                                                    | 157,785                                                        | 156,395                                                  |
| Utang pembiayaan konsumen          | 399,609             | 34,304                                                                                    | 365,305                                                        | -                                                        |
| Liabilitas sewa                    | 160,230             | -                                                                                         | 55,980                                                         | 104,250                                                  |
| Liabilitas jangka panjang lainnya  | 3,414               | -                                                                                         | 3,414                                                          | -                                                        |

|                                    | <u>Jumlah/Total</u> | <u>Sewaktu-waktu<br/>atau dalam<br/>Waktu 1 tahun/<br/>On demand or<br/>within 1 year</u> | <u>Dalam waktu<br/>1 - 5 tahun/<br/>Within<br/>1 - 5 years</u> | <u>Lebih dari<br/>5 tahun/<br/>More than<br/>5 years</u> |
|------------------------------------|---------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|
| <b>Pada 31 Desember 2019</b>       |                     |                                                                                           |                                                                |                                                          |
| Utang bank jangka pendek           | 214,723             | 214,723                                                                                   | -                                                              | -                                                        |
| Utang usaha                        | 373,216             | 373,216                                                                                   | -                                                              | -                                                        |
| Biaya yang masih harus dibayar     | 94,656              | 94,656                                                                                    | -                                                              | -                                                        |
| Bagian lancar dari liabilitas sewa |                     |                                                                                           | -                                                              | -                                                        |
| Liabilitas lancar lainnya          | 21,314              | 21,314                                                                                    | -                                                              | -                                                        |
| Utang bank jangka panjang          | 249,786             | 152,361                                                                                   | 97,425                                                         | -                                                        |
| Utang pembiayaan konsumen          | 309,259             | 194,152                                                                                   | 115,107                                                        | -                                                        |
| Liabilitas jangka panjang lainnya  | 3,276               | -                                                                                         | 3,276                                                          | -                                                        |

**c. Risiko pasar**

Grup memiliki eksposur terhadap risiko pasar, yaitu risiko suku bunga dan risiko mata uang asing.

Risiko tingkat bunga arus kas adalah risiko dimana arus kas masa depan dari suatu instrumen keuangan berfluktuasi karena perubahan suku bunga pasar.

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES  
AND POLICIES (continued)**

**b. Liquidity risk (continued)**

The table below summarises the maturity profile of the Group's financial liabilities based on contractual undiscounted payments:

|                                          | <u>Jumlah/Total</u> | <u>Sewaktu-waktu<br/>atau dalam<br/>waktu 1 tahun/<br/>On demand or<br/>within 1 year</u> | <u>Dalam waktu<br/>1 - 5 tahun/<br/>Within<br/>1 - 5 years</u> | <u>Lebih dari<br/>5 tahun/<br/>More than<br/>5 years</u> |
|------------------------------------------|---------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|
| <b>As at 31 December 2020</b>            |                     |                                                                                           |                                                                |                                                          |
| Short-term bank loan                     |                     |                                                                                           |                                                                |                                                          |
| Trade payables                           |                     |                                                                                           |                                                                |                                                          |
| Accrued expenses                         |                     |                                                                                           |                                                                |                                                          |
| Current portion of lease liabilities     |                     |                                                                                           |                                                                |                                                          |
| Other current liabilities                |                     |                                                                                           |                                                                |                                                          |
| Long-term bank loans                     |                     |                                                                                           |                                                                |                                                          |
| Obligations under consumer finance loans |                     |                                                                                           |                                                                |                                                          |
| Lease liabilities                        |                     |                                                                                           |                                                                |                                                          |
| Other non-current liabilities            |                     |                                                                                           |                                                                |                                                          |

|                                          | <u>Jumlah/Total</u> | <u>Sewaktu-waktu<br/>atau dalam<br/>Waktu 1 tahun/<br/>On demand or<br/>within 1 year</u> | <u>Dalam waktu<br/>1 - 5 tahun/<br/>Within<br/>1 - 5 years</u> | <u>Lebih dari<br/>5 tahun/<br/>More than<br/>5 years</u> |
|------------------------------------------|---------------------|-------------------------------------------------------------------------------------------|----------------------------------------------------------------|----------------------------------------------------------|
| <b>As at 31 December 2019</b>            |                     |                                                                                           |                                                                |                                                          |
| Short-term bank loan                     |                     |                                                                                           |                                                                |                                                          |
| Trade payables                           |                     |                                                                                           |                                                                |                                                          |
| Accrued expenses                         |                     |                                                                                           |                                                                |                                                          |
| Current portion of lease liabilities     |                     |                                                                                           |                                                                |                                                          |
| Other current liabilities                |                     |                                                                                           |                                                                |                                                          |
| Long-term bank loans                     |                     |                                                                                           |                                                                |                                                          |
| Obligations under consumer finance loans |                     |                                                                                           |                                                                |                                                          |
| Lease liabilities                        |                     |                                                                                           |                                                                |                                                          |
| Other non-current liabilities            |                     |                                                                                           |                                                                |                                                          |

**c. Market risk**

The Group is exposed to market risk, in particular interest rate risk and foreign currency risk.

Cash flow interest rate risk is the risk that the future cash flows of a financial instrument will fluctuate because of changes in market interest rates.

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**29. KEBIJAKAN DAN TUJUAN MANAJEMEN RISIKO  
KEUANGAN (lanjutan)**

**c. Risiko pasar (lanjutan)**

Grup memiliki pinjaman jangka panjang dengan bunga mengambang. Grup memonitor secara ketat pergerakan suku bunga di pasar dan apabila suku bunga mengalami kenaikan yang signifikan maka Perusahaan akan menegosiasikan suku bunga tersebut dengan para kreditur.

**(i) Risiko tingkat bunga**

Pinjaman yang diterbitkan dengan tingkat bunga variabel mengekspos Grup terhadap risiko suku bunga arus kas.

Pada tanggal 31 Desember 2020, jika tingkat suku bunga pinjaman meningkat/menurun sebesar 100 basis poin dengan semua variabel konstan, laba sebelum beban pajak untuk periode yang berakhir pada tanggal tersebut lebih rendah/tinggi sebesar Rp23.612 terutama sebagai akibat kenaikan/penurunan biaya bunga atas pinjaman dengan tingkat bunga mengambang.

**(ii) Risiko mata uang asing**

Risiko nilai tukar mata uang asing adalah risiko dimana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan nilai tukar mata uang asing. Eksposur Grup terhadap fluktuasi nilai tukar terutama berasal dari kas dan setara kas dalam mata uang AS Dollar.

Apabila terjadi penurunan/penguatan nilai tukar mata uang Rupiah terhadap nilai tukar mata uang asing, maka utang dalam mata uang asing akan meningkat/berkurang dalam mata uang Rupiah. Manajemen tidak melakukan lindung nilai atas risiko mata uang asing ini.

Berikut ini adalah analisis sensitivitas efek 1% perubahan kurs mata uang asing terhadap laba sebelum pajak dengan semua variabel lain dianggap tetap:

**29. FINANCIAL RISK MANAGEMENT OBJECTIVES  
AND POLICIES (continued)**

**c. Market risk (continued)**

*The Group's long-term loan is charged with floating interest rates. The Group strictly monitors the market interest rate fluctuation and if the interest rate significantly increases, they will renegotiate the interest rate with the creditors.*

**(i) Interest rate risk**

*Borrowings issued at variable rates exposes the Group to cash flow interest rate risk.*

*As at 31 December 2020, had the interest rate of the loans been 100 basis points higher/lower with all other variables held constant, profit before income tax expense for the period then ended would have been Rp23,612 lower/higher mainly as a result of higher/lower interest expense on loans with floating interest rates.*

**(ii) Foreign exchange risk**

*Foreign exchange rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in foreign exchange rates. The Group's exposure to exchange rate fluctuations results primarily from cash and cash equivalents which are denominated in US Dollar.*

*If there is a weakening/strengthening of the Rupiah exchange rate, payables in foreign exchange rate will increase/decrease in Rupiah terms. Management did not hedge this foreign exchange rate.*

*The sensitivity analysis of the reasonably possible fluctuation of 1% of the foreign exchange rates to profit before tax with all other variables held constant is as follows:*

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KEUANGAN (lanjutan)

## c. Risiko pasar (lanjutan)

|              | 2020  |
|--------------|-------|
| Kenaikan 1%  | 122   |
| Penurunan 1% | (122) |

## d. Manajemen modal

Grup bertujuan mencapai struktur modal yang optimal untuk memenuhi tujuan usaha, diantaranya dengan mempertahankan rasio modal yang sehat dan maksimalisasi nilai pemegang saham.

Grup mengelola struktur permodalan dan melakukan penyesuaian, berdasarkan perubahan kondisi ekonomi. Untuk memelihara dan menyesuaikan struktur permodalan, Grup dapat menyesuaikan pembayaran dividen kepada pemegang saham, imbalan modal kepada pemegang saham atau menerbitkan saham baru. Tidak ada perubahan atas tujuan, kebijakan maupun proses untuk tahun yang berakhir pada tanggal 31 Desember 2020.

29. FINANCIAL RISK MANAGEMENT OBJECTIVES  
AND POLICIES (continued)

## c. Market risk (continued)

|  | 2019  |             |
|--|-------|-------------|
|  | 160   | Increase 1% |
|  | (160) | Decrease 1% |

## d. Capital management

The Group aims to achieve an optimal capital structure in pursuit of their business objectives, which include maintaining healthy capital ratios and maximising shareholder value.

The Group manages its capital structure and makes adjustments to it, in light of changes in economic conditions. To maintain or adjust the capital structure, the Group may adjust the dividend payment to shareholders, return capital to shareholders or issue new shares. No changes were made in the objectives, policies or processes during the year ended 31 Desember 2020.

## 30. ASET MONETER DALAM MATA UANG ASING

## 30. MONETARY ASSETS IN FOREIGN CURRENCIES

|                                                      | 2020                               |                                                  |                                                        |
|------------------------------------------------------|------------------------------------|--------------------------------------------------|--------------------------------------------------------|
|                                                      | USD<br>Nilai penuh/<br>Full amount | Setara dengan<br>Rupiah/<br>Rupiah<br>equivalent |                                                        |
| <b>Aset</b>                                          |                                    |                                                  | <b>Assets</b>                                          |
| Kas dan setara kas                                   | 861,621                            | 12,153                                           | Cash and cash equivalents                              |
| <b>Jumlah aset moneter<br/>dalam mata uang asing</b> | <b>861,621</b>                     | <b>12,153</b>                                    | <b>Total monetary assets<br/>in foreign currencies</b> |
|                                                      | 2019                               |                                                  |                                                        |
|                                                      | USD<br>Nilai penuh/<br>Full amount | Setara dengan<br>Rupiah/<br>Rupiah<br>equivalent |                                                        |
| <b>Aset</b>                                          |                                    |                                                  | <b>Assets</b>                                          |
| Kas dan setara kas                                   | 958,039                            | 13,318                                           | Cash and cash equivalents                              |
| Piutang usaha                                        | 192,764                            | 2,680                                            | Trade receivables                                      |
| <b>Jumlah aset moneter<br/>dalam mata uang asing</b> | <b>1,150,803</b>                   | <b>15,998</b>                                    | <b>Total monetary assets<br/>in foreign currencies</b> |

Aset moneter di atas dijabarkan menggunakan kurs penutupan Bank Indonesia tanggal 31 Desember 2020.

Monetary assets mentioned above are translated using Bank Indonesia closing rate as at 31 December 2020.

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**31. INFORMASI TAMBAHAN ARUS KAS**

**31. SUPPLEMENTAL CASH FLOW INFORMATION**

**a. Transaksi non-kas**

**a. Non-cash transactions**

|                                                                                          | <u>2020</u> | <u>2019</u> |                                                                                 |
|------------------------------------------------------------------------------------------|-------------|-------------|---------------------------------------------------------------------------------|
| Pembelian kendaraan bermotor yang diperoleh melalui utang bank dan lembaga keuangan lain | 313,933     | 193,945     | Purchase of vehicles obtained through bank loan and other financial institution |
| Penambahan persediaan dari aset tetap                                                    | 180,590     | 113,191     | Additions of inventory from fixed asset                                         |
| Penambahan tanah untuk pengembangan dari persediaan                                      | 32,555      | -           | Additions of land for development from inventory                                |
| Penambahan properti investasi dari aset tetap                                            | 8,309       | 1,652       | Additions of investment properties from fixed assets                            |
| Penambahan persediaan dari aset lancar lainnya                                           | -           | 173,925     | Addition of inventory from other current assets                                 |
| Penambahan aset dalam pembangunan melalui utang usaha                                    | -           | 244,085     | Additions of assets under construction through trade payable                    |

**b. Rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan**

**b. Reconciliation of liabilities arising from financing activities**

Tabel di bawah ini menunjukkan rekonsiliasi liabilitas yang timbul dari aktivitas pendanaan untuk tahun yang berakhir 31 Desember 2020 dan 2019 sebagai berikut:

The below table set out a reconciliation of liabilities arising from financing activities for the year ended 31 December 2020 dan 2019 as follows:

|                                            | <u>Liabilitas sewa/<br/>Lease liabilities</u> | <u>Pinjaman bank<br/>jangka pendek/<br/>Short-term<br/>bank loans</u> | <u>Pinjaman bank<br/>jangka panjang<br/>Long-term<br/>bank loans</u> | <u>Utang pembiayaan<br/>konsumen/<br/>Obligations<br/>under consumer<br/>finance loans</u> | <u>Jumlah/Total</u> |                                               |
|--------------------------------------------|-----------------------------------------------|-----------------------------------------------------------------------|----------------------------------------------------------------------|--------------------------------------------------------------------------------------------|---------------------|-----------------------------------------------|
| <b>1 Januari 2019</b>                      | -                                             | 170,657                                                               | 341,571                                                              | 197,918                                                                                    | 710,146             | <b>1 January 2019</b>                         |
| Akuisisi aset tetap                        | -                                             | 40,390                                                                | 15,071                                                               | 138,484                                                                                    | 193,945             | Fixed asset acquisition                       |
| Arus kas                                   | -                                             | 3,676                                                                 | (106,856)                                                            | (27,143)                                                                                   | (130,323)           | Cash flows                                    |
| <b>31 Desember 2019</b>                    | -                                             | 214,723                                                               | 249,786                                                              | 309,259                                                                                    | 773,768             | <b>31 December 2019</b>                       |
| Penyesuaian saldo awal berdasarkan PSAK 73 | 107,281                                       | -                                                                     | -                                                                    | -                                                                                          | 107,281             | Adjustment beginning balance based on SFAS 73 |
| <b>1 Januari 2020</b>                      | 107,281                                       | 214,723                                                               | 249,786                                                              | 309,259                                                                                    | 881,049             | <b>1 January 2020</b>                         |
| Akuisisi aset tetap                        | -                                             | -                                                                     | -                                                                    | 313,933                                                                                    | 313,933             | Fixed asset acquisition                       |
| Penambahan liabilitas sewa                 | 13,235                                        | -                                                                     | -                                                                    | -                                                                                          | 13,235              | Addition of lease liabilities                 |
| Arus kas                                   | (15,278)                                      | 354,705                                                               | 163,290                                                              | (223,583)                                                                                  | 279,134             | Cash flows                                    |
| <b>31 Desember 2020</b>                    | 105,238                                       | 569,428                                                               | 413,076                                                              | 399,609                                                                                    | 1,487,351           | <b>31 December 2020</b>                       |

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**32. REKLASIFIKASI AKUN**

Angka komparatif pada laporan keuangan untuk tahun yang berakhir pada 31 Desember 2019 telah direklasifikasi untuk menyesuaikan dengan penyajian laporan keuangan untuk tahun yang berakhir pada tanggal 31 Desember 2020, dengan rincian sebagai berikut:

**32. RECLASSIFICATION OF ACCOUNT**

Certain comparative figures in the financial statements of the year ended 31 December 2019 have been reclassified to conform to the basis on which the financial statements for the year ended 31 December 2020 have been presented, with details as follows:

|                    | <b>Sebelum<br/>reklasifikasi/<br/>Before<br/>reclassification</b> | <b>Reklasifikasi/<br/>Reclassification</b> | <b>Sesudah<br/>reklasifikasi/<br/>After<br/>reclassification</b> |                       |
|--------------------|-------------------------------------------------------------------|--------------------------------------------|------------------------------------------------------------------|-----------------------|
| Properti investasi | 149,618                                                           | 537,654                                    | 687,272                                                          | Investment properties |
| Aset tetap         | 1,985,837                                                         | (537,654)                                  | 1,448,183                                                        | Fixed assets          |

**33. WABAH COVID-19**

Sampai dengan tanggal laporan keuangan ini, terdapat penurunan kondisi ekonomi sebagai akibat wabah COVID-19, yang sangat mempengaruhi diantaranya permintaan global atas barang dan jasa serta komoditas gas bumi dan supply chain. Manajemen telah menilai dampak dari kejadian ini terhadap kegiatan operasional Grup dan meyakini bahwa tidak ada dampak negatif yang signifikan yang perlu diperhitungkan dalam jangka pendek walaupun dampak jangka panjang sulit untuk diprediksi saat ini. Manajemen akan terus memonitor hal ini dan mengambil langkah yang diperlukan untuk mengatasi risiko terkait dan ketidakpastian terkait hal tersebut di masa depan.

**33. COVID-19 OUTBREAK**

As at the date of these financial statements, there has been an economic downturn as a result of the COVID-19 outbreak, severely affecting among others global demand for products and services including natural gas commodities and supply chains. Management has assessed the effect of the event to the Group's operations and believes that no significant adverse impact should be considered in the short-term although long-term impacts are difficult to predict at this moment. Management will continue to monitor this and take the necessary actions to address related risks and uncertainties going forward.

**34. INFORMASI KEUANGAN TAMBAHAN**

Informasi keuangan tambahan setelah halaman ini adalah informasi keuangan PT Patra Jasa (entitas induk saja) pada tanggal dan untuk tahun yang berakhir 31 Desember 2020 dan 2019, yang menyajikan investasi Perusahaan pada entitas anak berdasarkan metode biaya dan bukan dengan metode konsolidasi serta investasi Perusahaan pada entitas pengendalian bersama dan asosiasi berdasarkan metode biaya dan bukan metode ekuitas.

**34. SUPPLEMENTARY FINANCIAL INFORMATION**

The supplementary financial information after this page represents financial information of PT Patra Jasa (parent entity only) as at and for the years ended 31 December 2020 and 2019, which present the Company's investments in subsidiaries under the cost method and investment in joint venture and associates entities under the cost method, as opposed to the equity method.

**PT PATRA JASA**  
**INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY**

**Lampiran 6/1 Schedule**

**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2020**  
(Disajikan dalam jutaan Rupiah,  
kecuali nilai nominal dan data saham)

**STATEMENTS OF FINANCIAL POSITION**  
**31 DECEMBER 2020**  
*(Expressed in millions of Rupiah,  
except par value and share data)*

|                                                           | <u>2020</u>             | <u>2019</u>             |                                                   |
|-----------------------------------------------------------|-------------------------|-------------------------|---------------------------------------------------|
| <b>ASET</b>                                               |                         |                         | <b>ASSETS</b>                                     |
| <b>ASET LANCAR</b>                                        |                         |                         | <b>CURRENT ASSETS</b>                             |
| Kas dan setara kas                                        | 156,888                 | 254,520                 | <i>Cash and cash equivalents</i>                  |
| Piutang usaha                                             |                         |                         | <i>Trade receivables</i>                          |
| Pihak berelasi                                            | 100,874                 | 94,864                  | <i>Related parties</i>                            |
| Pihak ketiga                                              | 37,196                  | 99,590                  | <i>Third parties</i>                              |
| Aset kontrak                                              |                         |                         | <i>Contract assets</i>                            |
| Pihak berelasi                                            | 71,972                  | 46,769                  | <i>Related parties</i>                            |
| Pihak ketiga                                              | 184,201                 | 130,064                 | <i>Third parties</i>                              |
| Piutang lain-lain                                         |                         |                         | <i>Other receivables</i>                          |
| Pihak berelasi                                            | 178,889                 | -                       | <i>Related parties</i>                            |
| Pihak ketiga                                              | 4,498                   | 158,101                 | <i>Third parties</i>                              |
| Persediaan                                                | 918,937                 | 931,309                 | <i>Inventories</i>                                |
| Bagian lancar dari pajak dibayar dimuka                   | 4,472                   | 5,129                   | <i>Current portion of prepaid taxes</i>           |
| Uang muka dan beban dibayar dimuka                        | 23,521                  | 14,498                  | <i>Advance and prepayments</i>                    |
| Aset lancar lainnya                                       | 4,466                   | 2,872                   | <i>Other current assets</i>                       |
| <b>Jumlah aset lancar</b>                                 | <b><u>1,685,914</u></b> | <b><u>1,737,716</u></b> | <b>Total current assets</b>                       |
| <b>ASET TIDAK LANCAR</b>                                  |                         |                         | <b>NON-CURRENT ASSETS</b>                         |
| Penyertaan saham                                          | 839,643                 | 98,090                  | <i>Investment in shares</i>                       |
| Pajak dibayar dimuka – setelah<br>dikurangi bagian lancar | -                       | 19,406                  | <i>Prepaid taxes – net of<br/>current portion</i> |
| Aset pajak tangguhan                                      | 29,714                  | 40,815                  | <i>Deferred tax assets</i>                        |
| Properti investasi                                        | 977,468                 | 687,272                 | <i>Investment properties</i>                      |
| Aset hak guna                                             | 101,854                 | -                       | <i>Right-of-use asset</i>                         |
| Aset tetap                                                | 590,542                 | 589,246                 | <i>Fixed assets</i>                               |
| Tanah untuk pengembangan                                  | 109,934                 | 68,428                  | <i>Land for development</i>                       |
| Aset tidak lancar lainnya                                 | 18,043                  | 3,795                   | <i>Other non-current assets</i>                   |
| Aset tak berwujud                                         | -                       | 10,613                  | <i>Intangible assets</i>                          |
| <b>Jumlah aset tidak lancar</b>                           | <b><u>2,667,198</u></b> | <b><u>1,517,665</u></b> | <b>Total non-current assets</b>                   |
| <b>JUMLAH ASET</b>                                        | <b><u>4,353,112</u></b> | <b><u>3,255,381</u></b> | <b>TOTAL ASSETS</b>                               |

**PT PATRA JASA**  
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**Lampiran 6/2 Schedule**

**LAPORAN POSISI KEUANGAN**  
**31 DESEMBER 2020**  
(Disajikan dalam jutaan Rupiah,  
kecuali nilai nominal dan data saham)

**STATEMENTS OF FINANCIAL POSITION**  
**31 DECEMBER 2020**  
*(Expressed in millions of Rupiah,  
except par value and share data)*

|                                          | <u>2020</u>             | <u>2019</u>             |                                      |
|------------------------------------------|-------------------------|-------------------------|--------------------------------------|
| <b>LIABILITAS</b>                        |                         |                         | <b>LIABILITIES</b>                   |
| <b>LIABILITAS JANGKA PENDEK</b>          |                         |                         | <b>CURRENT LIABILITIES</b>           |
| Utang usaha                              |                         |                         | Trade payables                       |
| Pihak berelasi                           | 42,358                  | 275,765                 | Related parties                      |
| Pihak ketiga                             | 55,247                  | 72,743                  | Third parties                        |
| Jaminan pelanggan                        | 10,529                  | 9,448                   | Customer deposits                    |
| Liabilitas yang masih harus dibayar      | 40,545                  | 66,404                  | Accrued liabilities                  |
| Utang pajak                              | 21,076                  | 24,647                  | Taxes payables                       |
| Utang bank jangka pendek                 | 556,428                 | 201,723                 | Short-term bank loans                |
| Bagian lancar dari                       |                         |                         | Current portion of                   |
| liabilitas kontrak                       | 950,075                 | 269,112                 | contract liabilities                 |
| Utang jangka pendek lainnya              | 2,396                   | 4,063                   | Other current payables               |
| Bagian lancar dari                       |                         |                         | Current portion of                   |
| liabilitas sewa                          | 26,002                  | -                       | lease liabilities                    |
| Utang bank jangka panjang yang           |                         |                         | Current maturities of                |
| jatuh tempo dalam satu tahun             | 3,400                   | 33,951                  | long-term bank loans                 |
| <b>Jumlah liabilitas jangka pendek</b>   | <b><u>1,708,056</u></b> | <b><u>957,856</u></b>   | <b>Total current liabilities</b>     |
| <b>LIABILITAS JANGKA PANJANG</b>         |                         |                         | <b>NON-CURRENT LIABILITIES</b>       |
| Utang bank jangka panjang setelah        |                         |                         | Long-term bank loans,                |
| dikurangi bagian yang jatuh tempo        |                         |                         | net of current portion               |
| dalam satu tahun                         | 306,600                 | -                       | Post-employment benefit obligation   |
| Liabilitas imbalan pascakerja            | 143,911                 | 143,320                 |                                      |
| Liabilitas sewa                          |                         |                         | Current portion of                   |
| setelah dikurangi bagian yang            |                         |                         | lease liabilities                    |
| jatuh tempo dalam satu tahun             | 79,236                  | -                       | Other non-current liabilities        |
| Liabilitas keuangan tidak lancar lainnya | 3,413                   | 3,277                   |                                      |
| <b>Jumlah liabilitas jangka panjang</b>  | <b><u>533,160</u></b>   | <b><u>146,597</u></b>   | <b>Total non-current liabilities</b> |
| <b>JUMLAH LIABILITAS</b>                 | <b><u>2,241,216</u></b> | <b><u>1,104,453</u></b> | <b>TOTAL LIABILITIES</b>             |
| <b>EKUITAS</b>                           |                         |                         | <b>EQUITY</b>                        |
| Modal dasar – 1.537.195 saham;           |                         |                         | Authorised – 1.537.195 shares;       |
| ditempatkan dan disetor                  |                         |                         | issued and fully paid                |
| penuh 1,537,195 saham                    |                         |                         | 1,537,195 shares                     |
| dengan nilai nominal                     |                         |                         | at par value of                      |
| Rp1,000,000 per lembar saham             | 1,537,195               | 1,537,195               | Rp1,000,000 per share                |
| Tambahan modal disetor                   | (1,631)                 | (1,631)                 | Additional paid-in capital           |
| Saldo laba                               |                         |                         | Retained earnings                    |
| Ditentukan                               | 192,606                 | 192,606                 | Appropriated                         |
| Tidak ditentukan                         | 383,726                 | 422,758                 | Unappropriated                       |
| <b>JUMLAH EKUITAS</b>                    | <b><u>2,111,896</u></b> | <b><u>2,150,928</u></b> | <b>TOTAL EQUITY</b>                  |
| <b>JUMLAH LIABILITAS</b>                 |                         |                         | <b>TOTAL LIABILITIES</b>             |
| <b>DAN EKUITAS</b>                       | <b><u>4,353,112</u></b> | <b><u>3,255,381</u></b> | <b>AND EQUITY</b>                    |

**PT PATRA JASA**  
**INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY**

**Lampiran 6/3 Schedule**

**LAPORAN LABA RUGI DAN PENGHASILAN**  
**KOMPREHENSIF LAIN**  
**UNTUK TAHUN YANG BERAKHIR**  
**31 DESEMBER 2020**  
(Disajikan dalam jutaan Rupiah)

**STATEMENTS OF PROFIT OR LOSS**  
**AND OTHER COMPREHENSIVE INCOME**  
**FOR THE YEAR ENDED**  
**31 DECEMBER 2020**  
(Expressed in millions of Rupiah)

|                                                              | <u>2020</u>      | <u>2019</u>      |                                                       |
|--------------------------------------------------------------|------------------|------------------|-------------------------------------------------------|
| <b>PENDAPATAN</b>                                            | <b>935,596</b>   | <b>1,007,720</b> | <b>REVENUE</b>                                        |
| <b>BEBAN POKOK PENDAPATAN</b>                                | <b>(587,484)</b> | <b>(367,999)</b> | <b>COST OF REVENUE</b>                                |
| <b>LABA KOTOR</b>                                            | <b>348,112</b>   | <b>639,721</b>   | <b>GROSS PROFIT</b>                                   |
| Beban usaha                                                  | (299,195)        | (371,848)        | Operating expenses                                    |
| Pendapatan keuangan                                          | 14,231           | 16,991           | Finance income                                        |
| Beban keuangan                                               | (44,481)         | (23,917)         | Finance cost                                          |
| Pendapatan lain-lain                                         | 3,492            | 1,012            | Other incomes                                         |
| Laba sebelum pajak penghasilan dan pajak final               | 22,159           | 261,959          | Profit before income tax and final tax                |
| Beban pajak final                                            | (29,694)         | (31,244)         | Final tax expenses                                    |
| <b>(RUGI)/LABA SEBELUM PAJAK</b>                             | <b>(7,535)</b>   | <b>230,715</b>   | <b>(LOSS)/PROFIT BEFORE INCOME TAX</b>                |
| <b>MANFAAT/(BEBAN) PAJAK PENGHASILAN</b>                     |                  |                  | <b>INCOME TAX BENEFIT/(EXPENSES)</b>                  |
| Kini                                                         | -                | -                | Current                                               |
| Tangguhan                                                    | (11,686)         | 508              | Deferred                                              |
| Jumlah manfaat/(beban) pajak penghasilan - neto              | (11,686)         | 508              | Total income tax benefit/(expenses) - net             |
| <b>(RUGI)/LABA TAHUN BERJALAN</b>                            | <b>(19,221)</b>  | <b>231,223</b>   | <b>(LOSS)/INCOME FOR THE YEAR</b>                     |
| <b>PENGHASILAN KOMPREHENSIF LAIN</b>                         |                  |                  | <b>OTHER COMPREHENSIVE INCOME</b>                     |
| Pos-pos yang tidak akan direklasifikasikan ke laba rugi:     |                  |                  | Items that will not reclassified to profit or loss:   |
| Liabilitas imbalan kerja                                     | (2,662)          | (6,171)          | Employee benefits liability                           |
| Pajak penghasilan atas liabilitas imbalan pasca kerja        | 586              | 1,543            | Income tax of employee benefits liabilities           |
|                                                              | (2,076)          | (4,628)          |                                                       |
| <b>JUMLAH (RUGI)/PENGHASILAN KOMPREHENSIF TAHUN BERJALAN</b> | <b>(21,297)</b>  | <b>226,595</b>   | <b>TOTAL COMPREHENSIVE (LOSS)/INCOME FOR THE YEAR</b> |

**PT PATRA JASA**  
**INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY**

**Lampiran 6/4 Schedule**

**LAPORAN PERUBAHAN EKUITAS**  
**UNTUK TAHUN YANG BERAKHIR 31 DESEMBER 2020**  
(Disajikan dalam jutaan Rupiah)

**STATEMENT OF CHANGES IN EQUITY**  
**FOR THE YEAR ENDED 31 DECEMBER 2020**  
(Expressed in millions of Rupiah)

|                                                     | Modal saham<br>ditempatkan<br>dan disetor<br>penuh/<br><i>Issued and<br/>fully paid<br/>share capital</i> | Tambahan<br>modal disetor/<br><i>Additional<br/>paid-in capital</i> | Saldo laba/<br><i>Retained earnings</i>                              |                                                                | Jumlah<br>ekuitas/<br><i>Total<br/>equity</i> |                                                                |
|-----------------------------------------------------|-----------------------------------------------------------------------------------------------------------|---------------------------------------------------------------------|----------------------------------------------------------------------|----------------------------------------------------------------|-----------------------------------------------|----------------------------------------------------------------|
|                                                     |                                                                                                           |                                                                     | Cadangan<br>umum/<br><i>Appropriated<br/>for general<br/>reserve</i> | Belum<br>ditentukan<br>penggunaannya/<br><i>Unappropriated</i> |                                               |                                                                |
| <b>Saldo per 1 Januari 2019</b>                     | <u>1,537,195</u>                                                                                          | <u>(1,631)</u>                                                      | <u>192,606</u>                                                       | <u>209,423</u>                                                 | <u>1,937,593</u>                              | <b>Balance as at<br/>1 January 2019</b>                        |
| Jumlah penghasilan komprehensif<br>tahun berjalan   | -                                                                                                         | -                                                                   | -                                                                    | 226,595                                                        | 226,595                                       | <i>Total comprehensive income<br/>for the year</i>             |
| Pembayaran dividen                                  | -                                                                                                         | -                                                                   | -                                                                    | (13,260)                                                       | (13,260)                                      | <i>Cash dividend</i>                                           |
| <b>Saldo per 31 Desember 2019</b>                   | <u>1,537,195</u>                                                                                          | <u>(1,631)</u>                                                      | <u>192,606</u>                                                       | <u>422,758</u>                                                 | <u>2,150,928</u>                              | <b>Balance as at<br/>31 December 2019</b>                      |
| Penyesuaian saldo atas penerapan PSAK 71            | -                                                                                                         | -                                                                   | -                                                                    | (17,735)                                                       | (17,735)                                      | <i>Opening balance adjustment<br/>upon adoption of SFAS 71</i> |
| <b>Saldo 1 Januari 2020<br/>setelah penyesuaian</b> | <u>1,537,195</u>                                                                                          | <u>(1,631)</u>                                                      | <u>192,606</u>                                                       | <u>405,023</u>                                                 | <u>2,133,193</u>                              | <b>Balance as at 1 January 2020<br/>after adjustment</b>       |
| Jumlah penghasilan komprehensif<br>tahun berjalan   | -                                                                                                         | -                                                                   | -                                                                    | (21,297)                                                       | (21,297)                                      | <i>Total comprehensive income<br/>for the year</i>             |
| <b>Saldo per 31 Desember 2020</b>                   | <u>1,537,195</u>                                                                                          | <u>(1,631)</u>                                                      | <u>192,606</u>                                                       | <u>383,726</u>                                                 | <u>2,111,896</u>                              | <b>Balance as at<br/>31 December 2020</b>                      |

**PT PATRA JASA**  
**INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY**

**Lampiran 6/5 Schedule**

**LAPORAN ARUS KAS**  
**UNTUK TAHUN YANG BERAKHIR**  
**31 DESEMBER 2020**  
(Disajikan dalam jutaan Rupiah)

**STATEMENT OF CASH FLOWS**  
**FOR THE YEAR ENDED**  
**31 DECEMBER 2020**  
(Expressed in millions of Rupiah)

|                                                                        | <u>2020</u>                  | <u>2019</u>                  |                                                               |
|------------------------------------------------------------------------|------------------------------|------------------------------|---------------------------------------------------------------|
| <b>ARUS KAS DARI AKTIVITAS OPERASI</b>                                 |                              |                              | <b>CASH FLOWS FROM OPERATING ACTIVITIES</b>                   |
| Penerimaan kas dari pelanggan                                          | 1,573,477                    | 1,145,587                    | Receipts from customers                                       |
| Pembayaran kepada karyawan                                             | (345,623)                    | (287,627)                    | Payments to employees                                         |
| Penerimaan pendapatan bunga                                            | 14,231                       | 16,991                       | Receipts from interest                                        |
| Pembayaran kepada pemasok dan pihak ketiga lainnya                     | (665,875)                    | (175,290)                    | Payments to vendor and other third parties                    |
| Pembayaran bunga                                                       | (36,452)                     | (23,917)                     | Payments for interest                                         |
| Pembayaran pajak final                                                 | (29,694)                     | (31,244)                     | Payments for final tax                                        |
| <b>Arus kas bersih diperoleh dari aktivitas operasi</b>                | <u><b>510,064</b></u>        | <u><b>644,500</b></u>        | <b>Net cash generated from operating activities</b>           |
| <b>ARUS KAS DARI AKTIVITAS INVESTASI</b>                               |                              |                              | <b>CASH FLOWS FROM INVESTING ACTIVITIES</b>                   |
| Perolehan aset tetap                                                   | (171,167)                    | (508,134)                    | Acquisition of fixed assets                                   |
| Perolehan tanah dalam pengembangan                                     | (8,952)                      | (19,579)                     | Acquisition of land of development                            |
| Investasi pada entitas anak dan ventura bersama                        | (742,500)                    | (64,955)                     | Investment in subsidiary and joint venture                    |
| Perolehan properti investasi                                           | (300,554)                    | (563)                        | Acquisition of investment properties                          |
| <b>Arus kas bersih digunakan untuk aktivitas investasi</b>             | <u><b>(1,223,173)</b></u>    | <u><b>(593,231)</b></u>      | <b>Net cash used in investing activities</b>                  |
| <b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>                               |                              |                              | <b>CASH FLOWS FROM FINANCING ACTIVITIES</b>                   |
| Penerimaan dari pinjaman jangka pendek                                 | 726,705                      | 386,566                      | Proceeds of short-term loan                                   |
| Pembayaran dari pinjaman jangka pendek                                 | (372,000)                    | (382,890)                    | Repayments of short-term loan                                 |
| Penerimaan dari pinjaman jangka panjang                                | 310,000                      | -                            | Proceeds from long-term loan                                  |
| Pembayaran dari pinjaman jangka panjang                                | (33,950)                     | -                            | Repayments of long-term loan                                  |
| Pembayaran liabilitas sewa                                             | (7,250)                      | -                            | Repayment of lease liabilities                                |
| Pembayaran beban keuangan                                              | (8,028)                      | -                            | Payment interest expense                                      |
| Pembayaran dividen                                                     | -                            | (13,259)                     | Dividend payment                                              |
| <b>Arus kas bersih diperoleh/(digunakan) untuk aktivitas pendanaan</b> | <u><b>615,477</b></u>        | <u><b>(9,583)</b></u>        | <b>Net cash generated from/(used in) financing activities</b> |
| <b>(PENURUNAN)/KENAIKAN BERSIH DARI KAS DAN SETARA KAS</b>             | <u><b>(97,632)</b></u>       | <u><b>41,686</b></u>         | <b>NET (DECREASE)/INCREASE IN CASH AND CASH EQUIVALENTS</b>   |
| <b>KAS DAN SETARA KAS PADA AWAL TAHUN</b>                              | <u><b>254,520</b></u>        | <u><b>212,834</b></u>        | <b>CASH AND CASH EQUIVALENTS AT THE BEGINNING OF THE YEAR</b> |
| <b>KAS DAN SETARA KAS PADA AKHIR TAHUN</b>                             | <u><u><b>156,888</b></u></u> | <u><u><b>254,520</b></u></u> | <b>CASH AND CASH EQUIVALENTS AT THE END OF THE YEAR</b>       |

**PT PATRA JASA**  
**INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY**

**Lampiran 6/6 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN  
UNTUK TAHUN YANG BERAKHIR  
31 DESEMBER 2020**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE FINANCIAL STATEMENTS  
FOR THE YEAR ENDED  
31 DECEMBER 2020**

(Expressed in millions of Rupiah, unless otherwise  
stated)

**34. INFORMASI KEUANGAN TAMBAHAN (lanjutan)**

- a. Dasar penyusunan laporan keuangan tersendiri entitas induk

Laporan keuangan tersendiri entitas induk disusun sesuai dengan PSAK 4 (Revisi 2015), "Laporan Keuangan Tersendiri".

PSAK 4 (Revisi 2015) mengatur dalam hal entitas memilih untuk menyajikan laporan keuangan tersendiri maka laporan tersebut hanya dapat disajikan sebagai informasi tambahan dalam laporan keuangan konsolidasian. Laporan keuangan tersendiri adalah laporan keuangan yang disajikan oleh entitas induk yang mencatat investasi pada entitas anak, entitas asosiasi, dan pengendalian bersama entitas berdasarkan kepemilikan ekuitas langsung bukan berdasarkan pelaporan hasil dan aset neto investee.

PSAK 4 (Revisi 2015): Laporan Keuangan Tersendiri yang berlaku efektif sejak 1 Januari 2016, memperkenalkan metode biaya perolehan dan metode ekuitas sebagai metode pencatatan investasi pada entitas anak, ventura bersama, dan entitas asosiasi dalam laporan keuangan tersendiri. Perusahaan menerapkan metode biaya perolehan dalam laporan keuangan entitas induk saja pada tanggal dan tahun-tahun yang berakhir 31 Desember 2020 dan 2019.

Kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan tersendiri entitas induk adalah sama dengan kebijakan akuntansi yang diterapkan dalam penyusunan laporan keuangan konsolidasian sebagaimana diungkapkan dalam Catatan 2 atas laporan keuangan konsolidasian, kecuali untuk penyertaan pada entitas anak dan entitas asosiasi

Mata uang fungsional entitas induk adalah Rupiah. Mata uang penyajian yang digunakan untuk penyusunan laporan keuangan tersendiri adalah Rupiah. Laporan keuangan tersendiri disusun untuk keperluan pelaporan perpajakan Perusahaan.

**34. SUPPLEMENTARY FINANCIAL INFORMATION  
(continued)**

- a. *Basis of preparation of the separate financial statement of the parent entity*

*The separate financial statements of the parent entity are prepared in accordance with the SFAS 4 (Revised 2015), "Separate Financial Statements".*

*SFAS 4 (Revised 2015) regulates that when an entity elected to present the separate financial statements, such financial statements should be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a parent entity, in which the investments are accounted for on the basis of the direct equity interest rather than on the basis of the reported results and net assets of the investees.*

*SFAS 4 (Revised 2015): Separate Financial Statements that effective since January 1, 2016, allows the use of the cost method and equity method to record the investment in subsidiaries, joint ventures, and associates in the separate financial statements. The Company implemented cost method in the financial statements of the parent entity only as at and for the years ended 31 December 2020 and 2019.*

*Accounting policies adopted in the preparation of the parent entity separate financial statements are the same as the accounting policies adopted in the preparation of the consolidated financial statements as disclosed in Note 2 to the consolidated financial statements, except for investments in subsidiaries and associates.*

*The parent entity's functional currency is Indonesian Rupiah. Presentation currency used in the preparation of the separate financial statement is the Indonesian Rupiah. Separate financial statements are prepared for the Company's tax reporting purposes.*

**PT PATRA JASA**  
**INDUK PERUSAHAAN SAJA/PARENT COMPANY ONLY**

**Lampiran 6/7 Schedule**

**CATATAN ATAS LAPORAN KEUANGAN**  
**UNTUK TAHUN YANG BERAKHIR**  
**31 DESEMBER 2020**

(Disajikan dalam jutaan Rupiah,  
kecuali dinyatakan lain)

**NOTES TO THE FINANCIAL STATEMENTS**  
**FOR THE YEAR ENDED**  
**31 DECEMBER 2020**

(Expressed in millions of Rupiah, unless otherwise  
stated)

**34. INFORMASI KEUANGAN TAMBAHAN (lanjutan)**

**34. SUPPLEMENTARY FINANCIAL INFORMATION**  
(continued)

- b. Penyertaan saham pada entitas anak dan entitas asosiasi

- b. Investments in shares of stock of subsidiaries and associates

Informasi mengenai entitas anak dan asosiasi yang dimiliki Perusahaan diungkapkan dalam Catatan 2 atas Laporan Keuangan Konsolidasian.

Information about subsidiaries and associates owned by the Group stated disclosed in Note 2 consolidated financial statements.

Jumlah yang diakui pada laporan posisi keuangan adalah sebagai berikut:

The amounts recognised in the statement of financial position are as follow:

|                                                                                                   | <b>2020</b> | <b>2019</b> |                                                                                 |
|---------------------------------------------------------------------------------------------------|-------------|-------------|---------------------------------------------------------------------------------|
| Investasi saham                                                                                   | 839,643     | 98,090      | Investment in shares                                                            |
|                                                                                                   | 839,643     | 98,090      |                                                                                 |
| <b>Investasi saham</b>                                                                            |             |             | <b>Investement in shares</b>                                                    |
| PAR                                                                                               | 39,980      | 39,980      | PAR                                                                             |
| MTT                                                                                               | 49,140      | 49,140      | MTT                                                                             |
| PWR                                                                                               | 750,000     | 7,500       | PWR                                                                             |
| PI                                                                                                | 238         | 238         | PI                                                                              |
| HI Group                                                                                          | 1,470       | 1,470       | HI Group                                                                        |
| Kerugian dari investasi saham                                                                     | (947)       | -           | Loss from investment in shares                                                  |
| Cadangan kerugian penurunan nilai                                                                 | (238)       | (238)       | Allowance for impairment                                                        |
|                                                                                                   | 839,643     | 98,090      |                                                                                 |
|                                                                                                   | <b>2020</b> | <b>2019</b> |                                                                                 |
| Pada awal periode                                                                                 | 98,090      | 33,135      | At beginning of period                                                          |
| Penambahan                                                                                        | 742,500     | 64,955      | Addition                                                                        |
| Kerugian dari investasi saham                                                                     | (947)       | -           | Loss from investment in shares                                                  |
| Pada akhir periode                                                                                | 839,643     | 98,090      | At the end of the period                                                        |
| Investasi pada entitas anak dan entitas asosiasi yang dimiliki Perusahaan adalah sebagai berikut: |             |             | Investments in subsidiaries and associates owned by the Company are as follows: |

| <b>Nama entitas/<br/>Name of entity</b> | <b>Kedudukan usaha/<br/>Domiciles</b> | <b>Persentase kepemilikan/<br/>% of ownership</b> | <b>Sifat hubungan/<br/>Nature of relationship</b> | <b>Metode pengukuran/<br/>Measurement method</b> |
|-----------------------------------------|---------------------------------------|---------------------------------------------------|---------------------------------------------------|--------------------------------------------------|
| PAR                                     | Jakarta, Indonesia                    | 99.95%                                            | Shareholder                                       | Cost                                             |
| MTT                                     | Jakarta, Indonesia                    | 96.50%                                            | Shareholder                                       | Cost                                             |
| PWR                                     | Jakarta, Indonesia                    | 60.00%                                            | Shareholder                                       | Cost                                             |
| PI                                      | Jakarta, Indonesia                    | 30.00%                                            | Shareholder                                       | Ekuitas/Equity                                   |
| HI Group                                | Jakarta, Indonesia                    | 49.00%                                            | Shareholder                                       | Ekuitas/Equity                                   |