

# BERKOMITMEN UNTUK **PULIH LEBIH KUAT**

Committed to Recover Stronger

## 2022

Laporan Tahunan  
Annual Report



## **Sanggahan dan Batasan Tanggung Jawab**

PT Angkasa Pura I yang selanjutnya disebut “Perusahaan”, menjalankan usaha di bidang kebandarudaraan dan telah menerbitkan laporan tahunan sejak tahun 1964. Laporan tahunan ini memuat laporan keuangan dan pendapatan, proyeksi, rencana, strategi, kebijakan dan tujuan perusahaan. Pernyataan-pernyataan ini memiliki peluang risiko, ketidakpastian dan dapat menyebabkan perkembangan aktual yang berbeda secara material dari yang dilaporkan.

Pernyataan berwawasan ke depan dalam laporan ini didasarkan pada berbagai asumsi tentang kondisi saat ini dan masa depan serta lingkungan bisnis dimana perusahaan berada. Perusahaan tidak menjamin bahwa dokumen yang telah dipastikan validitasnya akan memberikan hasil yang diharapkan.

Pembaca laporan tahunan ini dapat mengirimkan pertanyaan, komentar atau meminta informasi lebih lanjut tentang PT Angkasa Pura I melalui:

### **Gede Eka Sandi Asmadi**

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## **Disclaimer**

PT Angkasa Pura I, here in after referred to as the “Company” has been running a business in the airport sector and has published the Annual Report since 1964. This annual report contains statements of financial position and income, projections, plans, strategies, policies, and the Company’s goals. These statements have the prospect of risk, uncertainty and could result in actual developments being materially different from those reported.

The forward-looking statements in this report are based on various assumptions about current and future conditions as well as the business environment where the company operates. The Company cannot guarantee that the legally confirmed documents can achieve the expected results.

The readers of this Annual Report can submit questions or responses, or request further information on PT Angkasa Pura I through:



# BERKOMITMEN UNTUK PULIH LEBIH KUAT

Committed to Recover Stronger

2022

Tahun 2022 adalah tahun yang menjadi momentum pemulihan trafik penerbangan global yang mulai menguat serta pulih secara substansial karena pembatasan persyaratan perjalanan yang dicabut serta masyarakat yang menyatakan keinginannya untuk melakukan perjalanan. PT Angkasa Pura I memanfaatkan momentum tersebut dan berkomitmen untuk pulih lebih kuat dengan menjalankan strategi *dual transformation* demi tercipta pertumbuhan berkelanjutan.

The year 2022 is a momentum for the recovery of global aviation traffic which has begun to strengthen and recover substantially due to the lifting of restrictions on travel requirements and the community expressing their interest in traveling. PT Angkasa Pura I seized the momentum and committed to recover stronger by implementing a dual transformation strategy to create sustainable growth.

## KESINAMBUNGAN TEMA

### Themes Continuity



### BANGKIT DAN MENJADI LEBIH TANGGUH

Rise and Become Stronger

2021

Tahun 2021 merupakan tahun keniscayaan. Pandemi yang melanda hebat dan menghantam perekonomian pada tahun sebelumnya sudah mulai mereda. Ini saatnya bagi PT Angkasa Pura I untuk bangkit dan kembali berperan sebagai salah satu penopang utama industri penerbangan nasional. Dengan adanya pandemi, PT Angkasa Pura I menempa diri menjadi lebih tangguh menjadi organisasi berdaya tahan tinggi dalam menghadapi berbagai tekanan di masa depan.

2021 was a difficult year. The pandemic that hit the economy hard in the previous year has begun to subside. This was PT Angkasa Pura I's moment to rebound and return to its role as a main pillar of the national aviation industry. During the pandemic, PT Angkasa Pura I has forged itself to become a highly resilient organization in facing various pressures in the future.



### SURVIVING AND INNOVATING

2020

Pandemi COVID-19 yang mendunia menyebabkan menurunnya operasional penerbangan diseluruh dunia, termasuk PT Angkasa Pura I (Persero). Dalam rangka mempertahankan kinerja dan menyongsong era *new normal*, maka Angkasa Pura I akan terus berinovasi dalam berbagai aspek untuk menanggapi pandemi sekaligus meningkatkan kinerja.

The global COVID-19 pandemic has caused a decline in flight traffic across the globe, including in PT Angkasa Pura I (Persero). In order to maintain performance and welcome the new normal era, The company continues to innovate in various aspects to respond to the pandemic as well as improve performance.



## KESINAMBUNGAN TEMA

Themes Continuity



### MEMPERKUAT BISNIS DAN PORTOFOLIO, MENINGKATKAN KENYAMANAN PENUMPANG

Strengthening Business and Portfolio, Enhancing Passenger Experience

2019

PT Angkasa Pura I (Persero) terus berupaya mamantapkan jalan untuk menjadi salah satu operator bandara terbaik di Asia dengan memperkuat bisnis dan portofolio. Hal ini dilakukan melalui pembangunan kinerja finansial yang baik, pengembangan bandara baru, peningkatan pelayanan serta menerapkan standar internasional. Selain itu, inovasi pelayanan serta fasilitas di bandara baru maupun bandara eksisting menjadi prioritas untuk meningkatkan kualitas pengalaman penumpang.

PT Angkasa Pura I (Persero) continues to strengthen its business and portfolio in order to become one of Asia's best airport operators. The endeavor was carried out by achieving good financial performance, developing a new airport, improving services, and implementing international standards. Furthermore, innovation in services and facilities at new and existing airports is a priority in order to improve the quality of the passenger experience.

### SEMAKIN MANTAP MEMASUKI STANDAR KELAS DUNIA

Growing Steadily to Enter Global Class Standard

2018

Sebagai pelopor perusahaan kebandarudaraan secara komersial di Indonesia, PT Angkasa Pura I (Persero) saat ini mengelola 13 (tiga belas) bandara di Indonesia. Berawal dari mimpi Presiden Soekarno yang ingin bandara di Indonesia dapat setara dengan bandara di negara maju, saat ini PT Angkasa Pura I (Persero) telah menjadi salah satu dari 10 (sepuluh) perusahaan pengelola bandara terbaik di Asia

As the pioneer of Indonesia's commercial airports, PT Angkasa Pura I (Persero) is currently managing 13 (thirteen) airports in the middle and eastern region of Indonesia. It was initiated from President Soekarno's vision to equalize the airport development in Indonesia with those in the advanced countries, then PT Angkasa Pura I (Persero) has successfully been recorded as one among 10 (ten) most fast-growing airport management companies in Asia.

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## KILAS CAPAIAN

### Highlights of Achievements



**Pendapatan Aeronautika**  
Aeronautical Revenue

**Rp3,29** triliun | trillion



**Pendapatan Non-aeronautika**  
Non-aeronautical Revenue

**Rp2,67** triliun | trillion



**Pelayanan Jasa Pendaratan, Penempatan,  
dan Penyimpanan Pesawat Udara (PJP4U)**  
Landing, Parking, and Hangar Service  
Charge (PJP4U)

**16.141.191** ton | ton



**Pelayanan Jasa Penumpang  
Pesawat Udara (PJP2U)**  
Passenger Service Charge  
(PJP2U)

**21.908.238** penumpang | passengers

## KILAS CAPAIAN

Highlights of Achievements



**Total Aset**  
Total Asset  
**Rp41,13** triliun | trillion



**Trafik Penumpang**  
Passengers Movement  
**52,29** juta | million



**Trafik Pesawat**  
Aircraft Movement  
**552.851** pergerakan | movement



**Trafik Kargo**  
Cargo Movement  
**464.433** ton | ton

# Ikhtisar





Main Highlights

# Utama





# IKHTISAR KEUANGAN

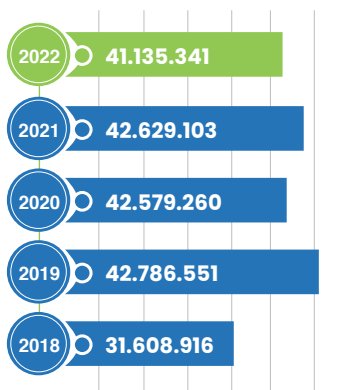
## Financial Highlights

### ● Laporan Posisi Keuangan Konsolidasian

Consolidated Statements of Financial Position

#### Jumlah Aset

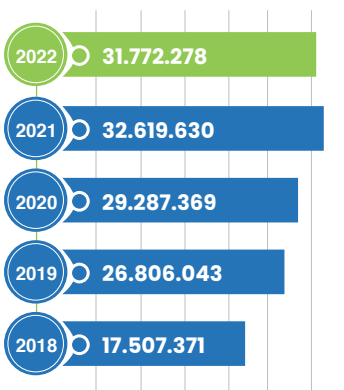
Total Assets



dalam jutaan Rupiah  
in million of Rupiah

#### Jumlah Liabilitas

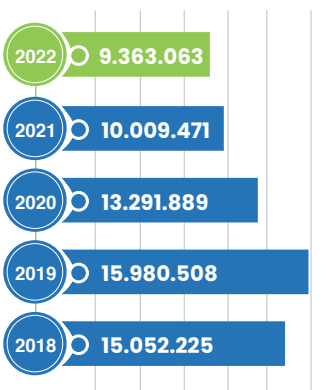
Total Liabilities



dalam jutaan Rupiah  
in million of Rupiah

#### Jumlah Ekuitas

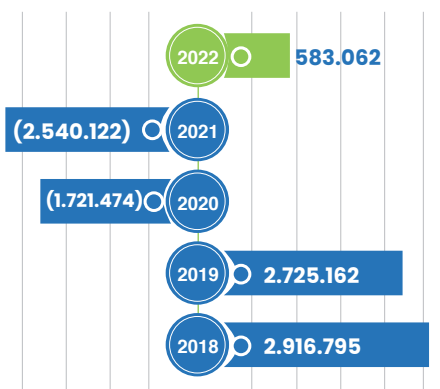
Total Equity



dalam jutaan Rupiah  
in million of Rupiah

#### Laba Usaha

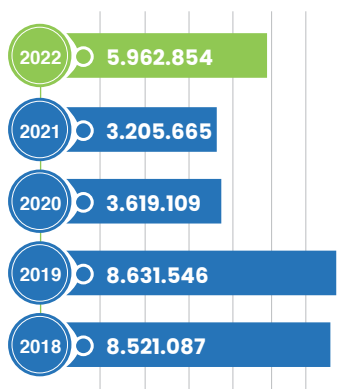
Operating Profit



dalam jutaan Rupiah  
in million of Rupiah

#### Total Pendapatan Usaha

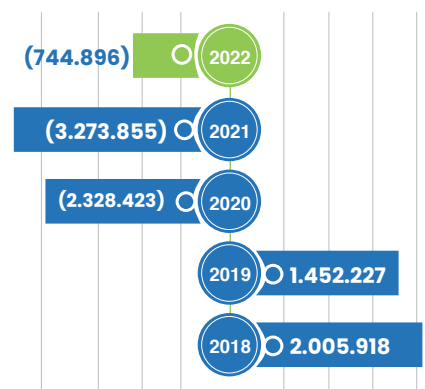
Total Operating Revenue



dalam jutaan Rupiah  
in million of Rupiah

#### Laba (Rugi) Tahun Berjalan

Income (Loss) for the Year



dalam jutaan Rupiah  
in million of Rupiah

## IKHTISAR KEUANGAN

### Financial Highlights

ASET ASSETS					
Uraian Description	2022	2021	2020	2019	2018
<b>Aset lancar</b> Current assets					
Kas dan setara kas Cash and cash equivalents	2.220.932	1.273.304	1.470.030	5.510.904	3.149.114
Investasi jangka pendek Short-term investment	103.557	83.232	96.115	665.862	478.107
Piutang usaha-bersih Accounts receivable-net	540.808	524.383	576.387	527.767	419.575
Piutang lain-lain Other receivables	11.965	329	22.585	803.344	39.712
Persediaan Inventories	23.306	31.232	25.559	69.404	84.808
Uang muka dan biaya dibayar di muka Advances and prepaid expenses	32.186	42.410	46.465	139.960	159.381
Pendapatan yang masih harus diterima Accrued revenues	215.957	135.817	358.456	291.022	298.444
Pajak dibayar di muka Prepaid tax	35.949	1.160.295	1.278.468	840.958	367.865
Aset lancar lain-lain Other current asset	32.102	28.391	8.990	64.277	28.267
<b>Jumlah aset lancar</b> <b>Total current assets</b>	<b>3.216.762</b>	<b>3.279.393</b>	<b>3.883.057</b>	<b>8.913.498</b>	<b>5.025.273</b>
<b>Aset tidak lancar</b> Non-current assets					
Piutang pihak berelasi-neto Due from related parties-net	54.162	-	-	-	-
Estimasi tagihan pajak Estimated tax bill	93.329	144.364	273.077	112.711	
Aset pajak tanggungan Deferred tax assets	1.637.221	1.604.482	625.671	48.495	41.157
Investasi jangka panjang Long-term investment	312.989	339.164	101.264	109.819	100.662
Properti investasi Investment property	117.962	124.498	102.233	128.888	127.873
Aset tetap Fixed assets	35.448.530	36.818.407	36.919.784	34.127.911	26.138.785
Aset tidak berwujud Intangible assets	74.021	116.157	132.359	43.466	42.322
Aset hak guna Right of use assets	174.476	197.858	530.457		
Aset tidak lancar lainnya Other non-current assets	5.890	4.780	11.358	12.097	7.074
<b>Jumlah aset tidak lancar</b> <b>Total non-current assets</b>	<b>37.918.579</b>	<b>39.349.708</b>	<b>38.696.202</b>	<b>34.583.387</b>	<b>26.457.873</b>
<b>Jumlah aset</b> <b>Total assets</b>	<b>41.135.341</b>	<b>42.629.101</b>	<b>42.579.258</b>	<b>43.496.885</b>	<b>31.483.146</b>

dalam jutaan Rupiah | in million of Rupiah

## IKHTISAR KEUANGAN

### Financial Highlights

<b>LIABILITAS</b> LIABILITY					
Uraian Description	2022	2021	2020	2019	2018
<b>Liabilitas jangka pendek</b> Current liabilities					
Beban akrual Accrued expenses	780.540	1.225.194	1.104.794	1.322.288	1.412.040
Utang usaha Account payable	560.599	502.081	193.454	314.867	689.341
Utang lain-lain Other payables	783.146	1.585.623	1.663.961	3.292.812	3.925.482
Pendapatan diterima di muka Unearned revenue	105.056	125.476	104.972	128.332	147.263
Utang pajak Tax payable	96.333	125.595	291.380	425.502	393.236
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun: Current portion of long-term loan	107.285	114.656	110.495	-	-
Liabilitas imbalan kerja karyawan jangka pendek Short-term employee benefits liabilities	17.722	73.968	-	158.011	1.056.311
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun: Current maturities of long-term liabilities:	480.236	474.059	1.171.507	538.976	941.998
Liabilitas sewa Lease liability	14.448	38.385	126.090	-	-
<b>Jumlah liabilitas jangka pendek</b> <b>Total current liabilities</b>	<b>2.945.366</b>	<b>4.265.038</b>	<b>4.766.653</b>	<b>6.180.788</b>	<b>8.565.671</b>
<b>Liabilitas jangka panjang</b> Non-current liabilities					
Utang bank jangka panjang Long term bank loans	23.217.821	23.114.109	20.729.080	16.724.208	5.385.997
Utang obligasi dan sukuk ijarah Bonds payable and sukuk ijarah	3.270.623	3.712.680	2.106.092	2.994.896	2.993.701
Liabilitas sewa Lease liability	188.458	181.829	394.083	-	-
Utang jangka panjang lainnya Other long-term debt	1.338.017	392.994	404.200	388.971	170.529
Liabilitas imbalan kerja karyawan Post-employment benefits liability	811.993	952.980	887.261	437.293	302.395
Liabilitas pajak tangguhan Deferred tax liabilities	-	-	-	79.886	89.080
<b>Jumlah liabilitas jangka panjang</b> <b>Total non-current liability</b>	<b>28.826.912</b>	<b>28.354.592</b>	<b>24.520.716</b>	<b>20.625.254</b>	<b>8.941.702</b>
<b>Jumlah liabilitas</b> <b>Total liabilities</b>	<b>31.772.278</b>	<b>32.619.630</b>	<b>29.287.369</b>	<b>26.806.043</b>	<b>17.507.373</b>

dalam jutaan Rupiah | in million of Rupiah



## IKHTISAR KEUANGAN

### Financial Highlights

<b>EKUITAS</b> EQUITY					
Uraian Description	2022	2021	2020	2019	2018
Modal saham Share capital	6.414.412	6.414.412	6.414.412	6.414.412	6.414.412
Tambahan modal disetor Additional paid-up capital	16.425	16.425	16.425		
Penyertaan modal negara (PMN) State equity participation	22.963	22.963	22.963	22.963	22.963
Nilai buku aset tetap kenavigasian dari penyertaan modal negara (PMN) Book value of fixed assets navigation from state equity participation	(37.005)	(37.005)	(37.005)	(37.005)	(37.005)
Akumulasi penyusutan aset tetap kenavigasian Dari BPYPDS Accumulated depreciation of fixed assets navigation from bpybds	408.394	408.394	408.394	408.394	408.394
<b>Saldo laba</b> Retained earning					
Dicadangkan Appropriated	9.225.382	9.225.382	9.225.382	7.774.022	6.228.618
Belum dicadangkan Unappropriated	(6.384.573)	(5.639.501)	(2.366.453)	1.451.360	2.007.018
Penghasilan komprehensif lain Other comprehensive income	(306.846)	(405.331)	(396.771)	(67.726)	2.961
Jumlah ekuitas yang diatribusikan ke: Total equity attributable to:					
Pemilik entitas induk Owner of the parent entity	9.359.152	10.005.738	13.287.347	15.975.009	15.047.361
Keputusan non-pengendali Non-controlling interests	3.912	3.733	4.542	5.498	4.863
<b>Jumlah ekuitas</b> <b>Total equity</b>	<b>9.363.063</b>	<b>10.009.471</b>	<b>13.291.889</b>	<b>16.034.146</b>	<b>15.044.400</b>

dalam jutaan Rupiah | in million of Rupiah

<b>LABA (RUGI)</b> PROFIT (LOSS)					
Uraian Description	2022	2021	2020	2019	2018
<b>Pendapatan usaha</b> Operating revenues					
Pendapatan aeronautika Aeronautical revenue	3.288.236	1.380.978	1.814.044	4.975.936	5.113.648
Pendapatan non-aeronautika Non-aeronautical revenue	2.674.618	1.824.688	1.805.065	3.655.610	3.407.439
<b>Total pendapatan usaha</b> <b>Total revenue</b>	<b>5.962.854</b>	<b>3.205.665</b>	<b>3.619.109</b>	<b>8.631.546</b>	<b>8.521.087</b>
Jumlah beban usaha Total operating expenses	5.379.793	5.745.787	5.340.583	5.937.866	5.762.646
<b>Laba usaha</b> <b>Operating profit</b>	<b>583.062</b>	<b>(2.540.122)</b>	<b>(1.721.474)</b>	<b>2.725.162</b>	<b>2.758.441</b>
Pendapatan (beban) non-operasional Non-operating income (expenses)	(1.374.675)	(1.655.639)	(1.106.529)	(670.896)	(93.733)

## IKHTISAR KEUANGAN

### Financial Highlights

<b>LABA (RUGI)</b> PROFIT (LOSS)					
Uraian Description	2022	2021	2020	2019	2018
Laba sebelum taksiran pajak penghasilan Profit (loss) before income tax	(791.614)	(4.195.761)	(2.828.003)	2.022.784	2.664.708
Pajak penghasilan badan (bersih) Corporate income tax expense (net)	46.718	921.905	577.953	570.557	689.016
Laba (rugi) tahun berjalan Profit (loss) for the year	<b>(744.896)</b>	<b>(3.273.855)</b>	<b>(2.250.050)</b>	<b>1.452.227</b>	<b>1.975.692</b>
<b>Pendapatan (beban) komprehensif lain</b> Other comprehensive income (expense)					
Laba (rugi) belum terealisasi investasi efek Unrealized income (loss) on securities investment	(4.606)	(1.243)	2.302	12.293	(2.770)
Laba (rugi) aktuarial imbalan kerja actuarial Profit (loss) for employee benefits	101.944	(7.300)	(274.034)	(80.524)	(66.783)
Rugi komprehensif entitas asosiasi Comprehensive loss of associated entities	1.149	(20)	(1.463)	(2.466)	(1.551)
<b>Total penghasilan komprehensif Tahun berjalan</b> <b>Total comprehensive profit For the year</b>	<b>(646.408)</b>	<b>(3.282.418)</b>	<b>(2.523.245)</b>	<b>1.381.530</b>	<b>1.904.588</b>
<b>Laba (rugi) tahun berjalan yang dapat diatribusikan kepada</b> Income (loss) for the year attributable to					
Pemilik entitas induk Owner of the parent entity	(745.072)	(3.273.049)	(2.327.509)	1.451.360	2.007.018
Kepentingan non-pengendali Non-controlling interests	176	(806)	(914)	867	(1.100)
<b>Laba (rugi) komprehensif yang dapat diatribusikan kepada</b> Comprehensive income (loss) attributable to					
Pemilik entitas induk Owner of the parent entity	(646.587)	(3.281.609)	(2.600.702)	1.380.673	1.934.914
Kepentingan non-pengendali Non-controlling interests	178	(809)	(917)	857	(1.100)
Laba per saham dasar (angka penuh) Basic earnings per share (full amount)	(116.156)	(510.265)	(362.856)	226.265	312.892

dalam jutaan Rupiah / in million of Rupiah

<b>LAPORAN ARUS KAS KONSOLIDASIAN</b> CONSOLIDATED CASH FLOW STATEMENT					
Uraian Description	2022	2021	2020	2019	2018
Arus kas dari aktivitas operasi Net cash flows from operating activities	1.743.215	(1.609.188)	(3.888.884)	1.569.463	3.028.461
Arus kas dari aktivitas investasi Net cash flows from investment activities	(675.528)	(2.010.906)	(3.804.023)	(9.795.788)	(5.852.267)
Arus kas dari aktivitas pendanaan Net cash flows from financing activities	(104.398)	3.425.169	3.656.027	10.561.617	1.773.067
Dampak bersih perubahan nilai tukar atas kas dan setara kas Net effect of exchange rate changes on cash and cash equivalents	(15.662)	(1.801)	(3.993)	26.499	53.767

## IKHTISAR KEUANGAN

### Financial Highlights

LAPORAN ARUS KAS KONSOLIDASIAN CONSOLIDATED CASH FLOW STATEMENT					
Uraian Description	2022	2021	2020	2019	2018
Penurunan bersih kas dan setara kas Net decrease in cash and cash equivalents	947.628	(196.726)	(4.040.873)	2.361.790	(996.972)
Kas dan setara kas awal tahun Cash and cash equivalents at the beginning of the year	1.273.304	1.470.030	5.510.904	3.149.114	4.146.086
Kas dan setara kas akhir tahun Cash and cash equivalents at the end of the year	2.220.932	1.273.304	1.470.031	5.510.904	3.149.114

dalam jutaan Rupiah | in million of Rupiah

RASIO KEUANGAN FINANCIAL RATIO					
Uraian Description	2022	2021	2020	2019	2018
<b>Rentabilitas</b> Rentability					
Rasio laba (rugi) terhadap jumlah aset Profit (loss) to asset ratio	(1,81%)	(7,68%)	(5,47%)	3,34%	6,28%
Rasio laba (rugi) terhadap ekuitas Profit (loss) to equity ratio	(7,96%)	(32,71%)	(17,52%)	9,06%	13,13%
Rasio laba (rugi) terhadap pendapatan Profit (loss) to income ratio	(12,49%)	(102,13%)	(64,34%)	16,82%	23,19%
Rasio laba (rugi) operasi terhadap pendapatan Operating profit (loss) to income ratio	9,78%	(79,24%)	47,57%	31,21%	32,37%
<b>Likuiditas</b> Liquidity					
Rasio lancar Current ratio	109,21%	76,89%	81,46%	144,21%	58,67%
Rasio kas Cash ratio	75,40%	29,85%	30,84%	89,16%	36,76%
<b>Solvabilitas</b> Solvency					
Rasio hutang terhadap aset Debt to asset ratio	77,24%	76,52%	68,78%	61,63%	55,61%
Rasio hutang terhadap modal Debt to capital ratio	339,34%	325,89%	220,34%	36,86%	47,79%
Rasio hutang terhadap aset tetap Debt to fixed asset ratio	89,63%	88,60%	79,33%	78,55%	66,98%



## KEUNGGULAN KAMI

Company Excellence





**KEUNGGULAN KAMI**  
Company Excellence

# Perusahaan Pelopor Pengelolaan Bandar Udara secara Komersial di Indonesia

The Pioneer of Commercial Airport Management Company in Indonesia

PT Angkasa Pura I telah meraih berbagai inovasi dan pencapaian prestasi serta penghargaan bagi bandara yang dikelolanya, antara lain:

- 18 penghargaan dari Airport Service Quality Awards 2022 yang diselenggarakan oleh Airport Council International (ACI);
- 12 bandara yang dikelola PT Angkasa Pura I meraih penghargaan dalam ajang Penganugerahan Penilaian Pelayanan Prima Unit Pelayanan Publik Sektor Transportasi Tahun 2021-2022 yang diselenggarakan oleh Kementerian Perhubungan;
- 3 penghargaan dari The Best Contact Center Indonesia 2022 yang diselenggarakan oleh Indonesia Contact Center Association (ICCA);
- 15 bandara yang dikelola PT Angkasa Pura I meraih Penghargaan Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) dari Kementerian Ketenagakerjaan Republik Indonesia;
- Serta beragam penghargaan lainnya.

PT Angkasa Pura I has achieved various innovations and accomplishments as well as awards for the managed airports, including:

- 18 awards from the Airport Service Quality Awards 2022 organized by Airport Council International (ACI);
- 12 airports managed by PT Angkasa Pura I received awards at the 2021-2022 Public Service Excellence Award in the Transportation Sector organized by the Ministry of Transportation;
- 3 awards from The Best Contact Center Indonesia 2022 organized by the Indonesia Contact Center Association (ICCA);
- 15 airports managed by PT Angkasa Pura I received the Gold Flag Award for Occupational Health and Safety Management System (OHSMS) from the Ministry of Manpower of the Republic of Indonesia;
- And various other awards.





## KEUNGGULAN KAMI

Company Excellence

# Pengelola Bandar Udara Utama yang Berada di Pusat Bisnis dan Pariwisata Indonesia

The Operator of Main Airports in Indonesia's Business and Tourism Center



PT Angkasa Pura I mengelola 15 bandara yang memiliki keunggulan dan kekuatan kompetitif sehingga membentuk karakteristik bandara, sebagai berikut:

1. Bandara Juanda Surabaya: Bandara diposisikan menjadi *Business and Industrial Hub Airport* dengan karakteristik pusat akses internasional dan domestik ke kawasan industri. Pengembangan jaringan bandara terpadu difokuskan untuk meningkatkan efisiensi kegiatan industri melalui konsep *superhub*, *hub*, dan *spoke*;
2. Bandara Sultan Hasanuddin Makassar: Bandara diposisikan menjadi *East International Hub Airport* dengan karakteristik penghubung ke wilayah timur Indonesia dan potensi ke wilayah Pasifik Selatan;
3. Bandara I Gusti Ngurah Rai Bali: Bandara menjadi pintu gerbang destinasi wisata unggulan dan menjadi *superhub* untuk mempromosikan 5 Destinasi Pariwisata Super Prioritas lainnya sebagai *International Tourism Gateway Airport*;
4. Bandara Zainuddin Abdul Madjid Lombok: Bandara menjadi katalisator pengembangan wilayah sekitar dan generator ekonomi bagi wilayah Kabupaten Praya serta penunjang kegiatan kawasan ekonomi khusus Mandalika, sehingga *positioning* Bandara

PT Angkasa Pura I manages 15 airports with excellence and competitive advantages that contribute to the formation of airport characteristics, as follows:

1. Juanda Airport Surabaya : The airport is positioned as a Business and Industrial Hub Airport with the characteristics of an international and domestic access center to the industrial area. The development of an integrated airport network is focused on improving industrial activities through the concept of superhub, hub, and spoke;
2. Sultan Hasanuddin Airport Makassar: The airport is positioned as an East International Hub Airport with the characteristics of a connector to the eastern regions of Indonesia and the potential to the South Pacific region;
3. I Gusti Ngurah Rai Airport Bali: The airport serves as the gateway to leading tourist destinations and becomes a superhub to promote 5 other Super Priority Tourism Destinations as an International Tourism Gateway Airport;
4. Zainuddin Abdul Madjid Airport Lombok: The airport serves as a catalyst for the development of the surrounding area and an economic generator for the Praya Regency area as well as supporting the activities of the Mandalika special economic

## KEUNGGULAN KAMI

Company Excellence



Zainuddin Abdul Madjid Lombok ditetapkan sebagai *Leisure (for Cultural Eco-Tourism) Airport In West Nusa Tenggara*;

5. Bandara Adi Soemarmo Solo: Dalam rangka mendukung pengembangan kota yang memiliki karakteristik wisata heritage serta pusat industri batik di Indonesia, *positioning* Bandara Adi Soemarmo ditetapkan sebagai *Business Leisure (For Cultural Heritage Tourism) Airport* yang mendukung pertumbuhan ekonomi regional;
  6. Bandara Adisutjipto Yogyakarta: Selaras dengan karakteristik kota Yogyakarta sebagai destinasi wisata budaya, serta lokasi Bandara Adisutjipto yang terletak di dalam kota Yogyakarta dengan jumlah penerbangan terbatas dan aksesibilitas yang baik ke pusat kota, maka *positioning* Bandara Adisutjipto ditetapkan sebagai *Yogyakarta City Airport for Business Leisure (Cultural Heritage Tourism)*;
  7. Bandara Jenderal Ahmad Yani Semarang: Selaras dengan kota Semarang yang menjadi salah satu pusat industri di Jawa Tengah serta destinasi pariwisata budaya, maka bandara diposisikan menjadi *Regional Business Leisure (For Cultural Historical Heritage Tourism) Airport for Central Java*;
5. Adi Soemarmo Airport Solo: In order to support the development of a city characterized by cultural heritage tourism and a center for batik industry in Indonesia, the positioning of Adi Soemarmo Airport is designated as a Business Leisure (For Cultural Heritage Tourism) Airport that supports regional economic growth;
  6. Adisutjipto Airport Yogyakarta: In line with the characteristics of Yogyakarta as a cultural tourism destination and the airport's location within the city with limited flights and good accessibility to the city center, Adisutjipto Airport is positioned as the Yogyakarta City Airport for Business Leisure (Cultural Heritage Tourism);
  7. Jenderal Ahmad Yani Airport Semarang: In line with Semarang as one of the industrial centers in Central Java and a cultural tourism destination, the airport is positioned as the Regional Business Leisure (For Cultural Historical Heritage Tourism) Airport for Central Java;





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- Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan: Bandara melayani trafik penerbangan sebagai pusat ekonomi yang baru serta mendukung pengembangan infrastruktur udara penunjang Ibu Kota Negara (IKN), sehingga bandara memiliki *positioning* sebagai *Capital City Gateway Airport*;
- Bandara Syamsudin Noor Banjarmasin: Bandara ditujukan untuk memberikan pelayanan pada kegiatan bisnis di kawasan metropolitan Banjarmasin serta dua kawasan industri utama pemerintah, serta menjadi Bandara Embarkasi Haji di wilayah Kalimantan (*Regional Business Airport for South Kalimantan*);
- Bandara Frans Kaisiepo Biak: Bandara mendukung pengembangan potensi kargo *marine product* sebagai salah satu Sentra Kelautan dan Perikanan Terpadu (SKPT) di Indonesia, sehingga dapat dikembangkan menjadi *Cargo Hub Airport for Cold Chain Business*;
- Bandara Sam Ratulangi Manado: Bandara menjadi salah satu pendukung konektivitas utama wilayah Superhub di Indonesia yang dapat dikembangkan menjadi *East International Gateway Airport*;
- Bandara Sentani Jayapura: Bandara memiliki potensi sektor kargo yang tinggi dan menjadi pintu gerbang pariwisata (*Regional Hub for Logistic Leisure Airport for Papua*);
- Bandara Pattimura Ambon: Bandara mendukung aksesibilitas keperluan bisnis maupun kedinasan, serta pengembangan pariwisata sekitar bandara (*Regional Business and Leisure*);
- Bandara El Tari Kupang: Bandara mendukung aksesibilitas Kota Kupang yang merupakan kota industri dan wisata regional, serta tujuan perjalanan bisnis yang mendominasi, sehingga bandara diposisikan sebagai *Regional Business Leisure (For Eco-Tourism) Airport for East Nusa Tenggara*;
- Bandara Internasional Yogyakarta: Sejalan dengan rencana strategis nasional, PT Angkasa Pura I memosisikan Bandara Internasional Yogyakarta sebagai *International Transit Hub Airport* untuk dapat menangkap potensi *direct flight* wisatawan mancanegara ke Kawasan Strategis Pariwisata Nasional (KSPN) Borobudur serta sebagai *hub* penerbangan dari/menju Australia dan New Zealand.
- Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan: The airport serves as a new economic hub and supports the development of air infrastructure for the New Capital City of Nusantara (IKN), the airport is positioned as the new Capital City Gateway Airport;
- Syamsudin Noor Airport Banjarmasin: The airport is intended to serve business activities in the Banjarmasin metropolitan area and two major government industrial areas, as well as serve as the Hajj Embarkation Airport in the Kalimantan region (*Regional Business Airport for South Kalimantan*);
- Frans Kaisiepo Airport Biak: The airport supports the development of marine product cargo potential as one of the Integrated Marine and Fisheries Centers (SKPT) in Indonesia, thus the airport is positioned as a Cargo Hub Airport for Cold Chain Business;
- Sam Ratulangi Airport Manado: The airport is one of the main supporters of connectivity in the Superhub region in Indonesia and has the potential to become an East International Gateway Airport;
- Sentani Airport Jayapura: The airport has high potential in the cargo sector and serves as a tourism gateway (*Regional Hub for Logistic; Leisure Airport for Papua*);
- Pattimura Airport Ambon: The airport facilitates access for business and official purposes, as well as tourism development in the airport's vicinity (*Regional Business and Leisure*);
- El Tari Airport Kupang: The airport facilitates access to Kupang city, a regional industrial and tourism destination, and a dominant destination for business travel. The airport is positioned as the *Regional Business; Leisure (For Eco-Tourism) Airport for East Nusa Tenggara*;
- Yogyakarta International Airport: In line with the national strategic plan, PT Angkasa Pura I positions Yogyakarta International Airport as the *International Transit Hub Airport* to capture the potential of direct flights for foreign tourists to the National Tourism Strategic Area (KSPN) of Borobudur and as a flight hub to/from Australia and New Zealand.



## KEUNGGULAN KAMI

Company Excellence



### Komitmen yang tinggi dalam Menerapkan Information & Communication Technology (ICT) Kelas Dunia

High Commitment to the Implementation of World-Class Information & Communication Technology (ICT)

Komitmen perusahaan terhadap penerapan teknologi informasi dan komunikasi kelas dunia diwujudkan dalam strategi teknologi informasi yang meliputi:

#### 1. REVENUE SAFEGUARDING

Strategi ini fokus melindungi pendapatan yang seharusnya diterima oleh PT Angkasa Pura I sesuai dengan kondisi aktual melalui penerapan:

- *Implementasi Cargo Integrated System (CIS)* tahap I yang digunakan untuk mencatat produksi dan pendapatan Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di terminal kargo dan pos. *Implementasi Cargo Integrated System (CIS)* tahap I baru diterapkan di Bandara Jenderal Ahmad Yani Semarang, Bandara I Gusti Ngurah Rai Bali, Bandara Adi Soemarmo Solo, Bandara Internasional Yogyakarta dan Bandara Juanda Surabaya.
- Sistem pembayaran parkir kendaraan secara nontunai. Dengan sistem pembayaran nontunai (*cashless*) dalam transaksi pembayaran parkir kendaraan di beberapa bandara kelolaan, PT Angkasa Pura I berkomitmen untuk meningkatkan kualitas layanan atau *level of service* bagi pengguna jasa bandara, serta untuk meminimalkan kontak langsung antarmanusia antara pengguna jasa dengan petugas, sehingga dapat menurunkan risiko penyebaran virus Covid-19 melalui sentuhan. Pembayaran parkir kendaraan secara *cashless* ini dapat menggunakan berbagai jenis uang elektronik atau *e-money* dari beberapa bank yang telah mengeluarkan produk tersebut. itu dapat mengefisienkan Sumber Daya Manusia (SDM).

The company's commitment to implementing world-class information and communication technology is realized in its information technology strategy, including:

#### 1. REVENUE SAFEGUARDING

The strategy puts emphasis on safeguarding the revenue to be received by PT Angkasa Pura I in accordance with actual conditions through the implementation of:

- Cargo Integrated System (CIS) phase I, which is used to record the production and revenue of Aircraft Cargo and Postal Services (PJKP2U) at the cargo and postal terminal. The Implementation of Cargo Integrated System (CIS) phase I has recently been implemented at Jenderal Ahmad Yani Airport Semarang, I Gusti Ngurah Rai Airport Bali, Adi Soemarmo Airport Solo, Yogyakarta International Airport, and Juanda International Airport Surabaya.
- Cashless Parking System. With a cashless parking system at several managed airports, PT Angkasa Pura I is committed to improving the level of service provided to airport users, and reducing direct human-to-human contact between service users and officers in order to reduce the risk of Coronavirus transmission through contact with contaminated objects. The cashless parking payment can be made using various types of e-Money issued by several banks and can streamline Human Resources (HR).



## KEUNGGULAN KAMI

Company Excellence

### 2. REVENUE EXPANSION

Strategi ini berfokus pada potensi peningkatan pendapatan PT Angkasa Pura I dengan menggunakan dukungan teknologi. PT Angkasa Pura I melakukan pengembangan *Monetizing Wifi: Landing Page Public Wifi Terminal*, di mana layanan internet Wifi ini dapat digunakan di seluruh cabang sebagai data penyusunan *dashboard* marketing untuk dapat meningkatkan potensi pendapatan yang bersumber dari pengelolaan iklan, *market research*, dan pengumpulan data *customer*.

### 3. COST LEADERSHIP

Strategi ini berfokus pada efisiensi biaya di PT Angkasa Pura I dengan menggunakan dukungan teknologi. Efisiensi biaya yang dimaksud oleh strategi ini dibedakan menjadi dua, yaitu yang berpengaruh secara langsung terhadap biaya maupun yang tidak berpengaruh secara langsung. Penerapan strategi ini melalui langkah-langkah sebagai berikut:

- *Smart Building System Implementation* berupa *Building Automation System* yang digunakan untuk mengontrol dan memonitor fasilitas elektrikal dan mekanikal berpotensi mengurangi konsumsi listrik di bandar udara.
- Penerapan Aplikasi Tata Naskah Dokumen Elektronik (TNDE) yang dapat mengurangi biaya pemakaian kertas untuk penggunaan nota dinas dan *paper based document*.
- Layanan Office Collaboration Platform (OCP) menggunakan fasilitas dari Google Suite yang memiliki fitur yaitu: *video conference, email, milis group, pembuatan jadwal meeting, calendar event, file storage & sharing*, kolaborasi dokumen dengan rekan kerja dan unit, survei pegawai, *chatting* dan *group chat* diharapkan dapat mengurangi biaya rapat maupun biaya perjalanan dinas.
- Penggunaan aplikasi Learning Management System (LMS) diharapkan dapat mereduksi biaya kegiatan pelatihan terutama pelatihan secara tatap muka.
- Strategi pengelolaan sewa *X-Ray* dengan metode sewa per jam sesuai kebutuhan operasional bandara diharapkan dapat mengefektifkan biaya operasional *X-Ray*.

### 2. REVENUE EXPANSION

This strategy puts emphasis on the potential increase of PT Angkasa Pura I's revenue through the use of technology. PT Angkasa Pura I is developing *Monetizing Wi-Fi: Landing Page Public Wi-Fi Terminal*. The Wi-Fi internet service can be used as data for compiling marketing dashboards to increase potential revenue from advertising management, market research, and customer data collection in all branches.

### 3. COST LEADERSHIP

The strategy puts emphasis on cost efficiency in PT Angkasa Pura I through the use of technology. The cost efficiency is divided into two categories: those that directly affect costs and those that do not. The strategy's implementation consists of the following steps:

- *Smart Building System Implementation* in the form of a *Building Automation System* used to control and monitor electrical and mechanical facilities, which has the potential to reduce airport electricity consumption.
- Implementation of *Tata Naskah Dokumen Elektronik (TNDE)* application to reduce the cost of paper usage for official notes and paper-based documents.
- The *Office Collaboration Platform (OCP)* service using *Google Suite* features, such as *video conferencing, email, group mailing lists, meeting schedule, calendar event, file storage & sharing, document collaboration with coworkers and units, employee surveys, chat, and group chat* is expected to reduce meeting cost and official travel cost.
- The use of *Learning Management System (LMS)* application is expected to reduce training costs, particularly *face-to-face training*.
- *X-Ray rental management strategy*, which employs an hourly rental method based on airport operational requirements, is expected to reduce *X-Ray* operational costs.

## KEUNGGULAN KAMI

### Company Excellence

#### 4. COMPLIANCE AND INTERNAL CONTROL IMPROVEMENT

Strategi ini berfokus pada peningkatan kepatuhan terhadap regulasi dan standar yang berlaku serta melakukan pengendalian internal. Strategi ini tidak secara langsung berdampak pada pendapatan maupun biaya, namun pelaksanaan dari strategi ini mendukung pelaksanaan tata kelola yang lebih baik sehingga diharapkan pada akhirnya dapat berpengaruh terhadap peningkatan pendapatan dan efisiensi biaya. Strategi ini dilaksanakan melalui penerapan pengembangan *enterprise governance, risk and compliance* sebagai berikut:

- Compliance (EGRC) berupa pengembangan aplikasi I-risk, *Whistleblowing System*, E-Compliance dan Sistem Management Audit yang diharapkan dapat meningkatkan proses tata kelola perusahaan terkait aspek legal, *risk management, audit and compliance* serta meningkatkan kapabilitas kontrol perusahaan, terutama terkait dengan *risk mitigation, risk event*, dan penindaklanjutan temuan audit.
- Implementasi *Data Governance* berupa pembentukan tim Implementasi *Data Governance* PT Angkasa Pura I yang diharapkan dapat meningkatkan standar pengelolaan data untuk kebutuhan korporasi di PT Angkasa Pura I serta meningkatkan kepatuhan terkait dengan pengelolaan data sesuai dengan peraturan perundang-undangan yang berlaku.

#### 5. AIRPORT SERVICE EXCELLENCE

Strategi ini berfokus pada peningkatan layanan kepada penumpang sehingga pengalaman penumpang di bandara dapat dimaksimalkan. Penerapan strategi ini berupa:

- *Integrated Flight Information System Enhancement* yang dapat diakses di *website* korporat diharapkan dapat meningkatkan transparansi data yang didapatkan oleh penumpang terutama terkait dengan data penerbangan.

#### 4. COMPLIANCE AND INTERNAL CONTROL IMPROVEMENT

The strategy put emphasis on compliance with applicable regulations and standards as well as the implementation of internal controls. The strategy has no direct effect on revenues or costs, but it does support the implementation of good governance, which is expected to result in increased revenue and cost-efficiency. The strategy has been implemented through the development of Enterprise Governance, Risk, and Compliance as follows:

- Compliance (EGRC) in the form of I-risk application development, Whistleblowing System, E-Compliance, and Audit Management System are expected to improve the corporate governance process in terms of legal, risk management, audit and compliance aspects, as well as the company's control capabilities, particularly in terms of risk mitigation, risk event, and audit findings follow-up.
- Data Governance implementation in the form of the formation of PT Angkasa Pura I Data Governance Implementation team, which is expected to improve data management standards for corporate needs at PT Angkasa Pura I and data management compliance in accordance with applicable laws and regulations.

#### 5. AIRPORT SERVICE EXCELLENCE

This strategy puts emphasis on improving services to passengers to maximize the passenger experience at the airport. The strategy has been implemented through:

- *Integrated Flight Information System Enhancement* accessible through the Company's website is expected to increase data transparency obtained by passengers, particularly regarding flight.



## KEUNGGULAN KAMI

### Company Excellence

- Layanan Contact Center 172. Layanan ini merupakan pengelolaan keluhan dan permintaan informasi serta menerima saran dan masukan bagi seluruh *stakeholder* pengguna jasa bandara.

- Contact Center 172. This service manages complaints, information requests, and receives suggestions and input from all airport stakeholders.

## 6. OPERATIONAL EXCELLENCE

Strategi ini berfokus untuk mendukung peningkatan kapabilitas operasional TI PT Angkasa Pura I melalui optimalisasi tata kelola dan implementasi teknologi informasi yang sesuai dengan kebutuhan. Untuk mendukung strategi ini dilaksanakan penerapan berupa:

- Implementasi *business intelligence for legacy application* (POTS, POSS, SIOPSKOM, HCIS, SAP, dan SIMPARK) berupa pengembangan portal *dashboard* yang diharapkan membantu proses perencanaan dan monitoring sehingga dapat mencapai target strategis serta mendukung proses pengambilan keputusan strategis perusahaan.
- Integrasi data berbasis *Service Oriented Architecture* (SOA) untuk melakukan pertukaran data antar sistem baik internal maupun eksternal sehingga didapatkan data yang terintegrasi untuk mendukung kegiatan operasional maupun korporasi di PT Angkasa Pura I.
- Pengembangan *data center* di Bandara I Gusti Ngurah Rai Bali yang diharapkan dapat meningkatkan ketersediaan (*availability*) layanan TI dan mendukung implementasi sistem yang akan datang.
- *Updating IT Organization and Process Alignment* yang diharapkan mendapatkan pedoman pelaksanaan proses TI yang menyeluruh untuk peningkatan kepuasan layanan TI serta mengoptimalkan peranan dan fungsi TI untuk mendukung keseluruhan proses bisnis.
- *Re-Engineering* Infrastruktur Jaringan Data dalam mendukung operasional Bandar udara dengan meningkatkan ketersediaan/ ketersediaan dan *resiliency* jaringan data.

## 6. OPERATIONAL EXCELLENCE

The strategy puts emphasis on supporting the improvement of PT Angkasa Pura I's IT operational capabilities through governance optimization and information technology implementation as needed. The strategy has been implemented through:

- Implementation of *business intelligence for legacy applications* (POTS, POSS, SIOPSKOM, HCIS, SAP, and SIMPARK) in the form of portal dashboard development, which is expected to assist the Company's planning and monitoring process in achieving strategic targets and supporting strategic decision-making.
- *Service-Oriented Architecture* (SOA)-based data integration to exchange data between internal and external systems in order to obtain integrated data to support operational and corporate activities at PT Angkasa Pura I.
- Development of the *Data Center* at I Gusti Ngurah Rai Airport Bali, which is expected to increase the availability of IT services and support the implementation of new systems.
- *Updating IT Organization and Process Alignment* to obtain guidelines for implementing comprehensive IT processes to increase IT service satisfaction and optimize IT roles and functions to support overall business processes.
- *Re-engineering Data Network Infrastructure* to support airport operations by increasing data network availability/resiliency.



## KEUNGGULAN KAMI

### Company Excellence

- *Enterprise Cloud Based Server Implementation* yang diharapkan dapat meningkatkan ketersediaan data melalui penggunaan *cloud* serta mendukung proses *update* aplikasi secara sentral untuk memastikan kegiatan operasional berjalan secara optimal.
- Implementasi manajemen *backup* (Sistem *Backup & Storage Colocation Site*) yang diharapkan dapat meningkatkan keberlangsungan sistem yang digunakan oleh bisnis dalam rangka menjaga ketersediaan dan keamanan data serta memastikan data perusahaan tersimpan apabila terjadi bencana alam.
- Enterprise Cloud Based Server Implementation, which is expected to increase data availability through the cloud and centrally support the application update process to ensure optimal operational activities.
- Implementation of backup management (Backup & Storage Colocation Site System), which is expected to improve the continuity of the business's system in order to maintain data availability and security, as well as to ensure that company data is stored in the event of a natural disaster.



Penerapan (3S+1C) di PT Angkasa Pura I dilakukan dengan tujuan untuk memastikan terpenuhinya layanan yang handal dengan mengutamakan faktor keamanan, kenyamanan dan kelancaran, serta sesuai dengan hak dan kewajiban anda. Implementasi (3S+1C) kini melampaui regulasi karena telah diterapkan sesuai dengan standar internasional.

Hasil implementasi (3S+1C) antara lain dapat dilihat dari pencapaian skor Airport Service Quality (ASQ) dengan skor rata-rata 5.00. Capaian tersebut melebihi indeks target 4.61 untuk 8 bandara pada tahun 2022.

Selain itu, Indeks Kepuasan Pelanggan (CSI) diperoleh di 15 bandara memperoleh skor rata-rata adalah 4,70 atau lebih tinggi dari target 4,4.

Sebagai penguat implementasi 3S+C1, PT Angkasa Pura I juga telah memiliki beberapa sertifikasi dalam penyediaan *operational excellence* dan *service excellence*, antara lain ISO 9001:2015, ISO 45001:2018, dan ISO 31000.

The implementation of (3S+1C) at PT Angkasa Pura I aims to ensure reliable service by prioritizing safety, comfort, and smoothness in accordance with their rights and obligations. Currently, the (3S+1C) implementation has reached beyond regulation, because it has been implemented in accordance with international standards.

The results of the (3S+1C) implementation can be seen in the achievement of the Airport Service Quality (ASQ) score with an average score of 4.96 at 13 airports in 2022.

Furthermore, the average Customer Satisfaction Index (CSI) score obtained at 15 airports is 4.67, which is higher than the target of 4.33.

To strengthen the implementation of 3S+1C, PT Angkasa Pura I has also obtained several operational excellence and service excellence certifications, including ISO 14001:2015, ISO 9001:2015, Airport Excellence in Safety, ISO 45001:2018, ISO 50001:2018, and ISO 31000.



# PENGHARGAAN

## Awards

### PENGHARGAAN INTERNASIONAL INTERNATIONAL AWARD



**2022**

**Ajang Penghargaan | Event**  
Airport Service Quality (ASQ)  
Awards 2022

**Pemberi/ Penyelenggara | Awarding Entity/Organizer**  
Airports Council International (ACI)



- **Bandara I Gusti Ngurah Rai Bali - 2 Awards**  
I Gusti Ngurah Rai Airport Bali
  - Best Airport of 15-25 Million Passengers in Asia-Pacific
  - Director General's Roll of Excellence
- **Bandara Juanda Surabaya - 2 Awards**  
Juanda Airport Surabaya
  - Best Airport of 15-25 Million Passengers in Asia-Pacific
  - Easiest Airport Journey in Asia-Pacific
- **Bandara Sultan Hasanuddin Makassar - 5 Awards**  
Sultan Hasanuddin Airport Makassar
  - Best Airport of 5-15 Million Passengers in Asia-Pacific
  - Airport with the Most Dedicated Staff in Asia-Pacific
  - Easiest Airport Journey in Asia-Pacific
  - Most Enjoyable Airport in Asia-Pacific
  - Cleanest Airport in Asia-Pacific
- **Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan**  
Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
  - Best Airport of 5-15 Million Passengers in Asia-Pacific
- **Bandara Internasional Yogyakarta Kulon Progo - 2 Awards**  
Yogyakarta International Airport Kulon Progo
  - Best Airport of 5-15 Million Passengers in Asia-Pacific
  - Most Enjoyable Airport in Asia-Pacific
- **Bandara Jenderal Ahmad Yani Semarang**  
Jenderal Ahmad Yani Airport Semarang
  - Best Airport of 2-5 Million Passengers in Asia-Pacific
- **Bandara Adi Soemarmo Solo**  
Adi Soemarmo Airport Solo
  - Best Airport of 2-5 Million Passengers in Asia-Pacific
- **Bandara Pattimura Ambon - 4 Awards**  
Pattimura Airport Ambon
  - Best Airport Under 2 Million Passengers in Asia-Pacific
  - Airport with the Most Dedicated Staff in Asia-Pacific
  - Easiest Airport Journey in Asia-Pacific
  - Most Enjoyable Airport in Asia-Pacific

## PENGHARGAAN

Awards

### PENGHARGAAN NASIONAL NATIONAL AWARD



**28 Februari 2022**

February 28, 2022



**“Rating - Mostly Happier Customer” - Kategori Pelayanan Publik - Contact Center Service Excellence Index 2022**

“Rating - Mostly Happier Customer” - Category of Public Services - Contact Center Service Excellence Index 2022

- Contact Center 172

**Ajang Penghargaan | Event**

Care Center for Customer Satisfaction and Loyalty (CCSL)

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Majalah Marketing

Marketing Magazine



**23 Maret 2022**

March 23, 2022



**Juara 2 Social Media Ranger Activation**

Runner-Up of Social Media Ranger Activation

- PT Angkasa Pura I

**Ajang Penghargaan | Event**

BUMN Corporate Communications and Sustainability Summit (BCOMSS) Tahun 2022

BUMN Corporate Communications and Sustainability Summit (BCOMSS) 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Kementerian BUMN

Ministry of State-Owned Enterprises



**25 Maret 2022**

March 25, 2022



**Kategori Terpopuler di Media Cetak 2021 (BUMN Non Tbk.)**

Most Popular Category in Print Media 2021 (Non-Public Listed State-Owned Enterprises)

- PT Angkasa Pura I

**Ajang Penghargaan | Event**

Public Relations Indonesia Award 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Majalah PR Indonesia

PR Indonesia Magazine

## PENGHARGAAN

Awards



**22 April 2022**

April 22, 2022



**Gelar Green Transparansi Penurunan Emisi Sektor BUMN**

Green Transparency Award for SOE Sector Emission Reduction

**Gelar Platinum Transparansi Perhitungan Emisi Sektor BUMN**

Platinum Award for Emission Calculation Transparency in SOE Sector

- PT Angkasa Pura I

**Ajang Penghargaan | Event**

Penghargaan Transparansi dan Penurunan Emisi Korporasi Terbaik 2022

Best Corporate Transparency and Emission Reduction Award 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Beritasatu Media Holdings bekerjasama dengan Bumi Global Karbon (BGK) Foundation



**24 Mei 2022**

May 24, 2022

**Ajang Penghargaan | Event**

Ajang Penganugerahan Penghargaan K3 2022

Occupational Health and Safety Award 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Kementerian Ketenagakerjaan Republik Indonesia

Ministry of Manpower of the Republic of Indonesia

**Penghargaan Bendera Emas Sertifikat Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3)**

Gold Flag of Occupational Health and Safety Management System Certificate



Bandara | Airport  
I Gusti Ngurah Rai Bali



Bandara | Airport  
Jenderal Ahmad Yani  
Semarang



Bandara | Airport  
Adi Soemarmo Solo



Bandara | Airport  
Sultan Aji Muhammad  
Sulaiman Spinggan  
Balikpapan



Bandara | Airport  
Sentani Jayapura



Bandara | Airport  
Juanda Surabaya



Bandara | Airport  
Internasional Yogyakarta  
Kulon Progo

## PENGHARGAAN

Awards



**24 Mei 2022**  
May 24, 2022

### Ajang Penghargaan | Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2022  
Occupational Health and Safety Award 2022

### Pemberi/Penyelenggara | Awarding Entity/Organizer

Kementerian Ketenagakerjaan Republik Indonesia  
Ministry of Manpower of the Republic of Indonesia

### Penghargaan Zero Accident

Zero Accident Award



Bandara | Airport  
I Gusti Ngurah Rai Bali



Bandara | Airport  
Sultan Hasanuddin Makassar



Bandara | Airport  
Sam Ratulangi Manado



Bandara | Airport  
Sultan Aji Muhammad Sulaiman  
Sepinggan Balikpapan



Bandara | Airport  
Adisutjipto Yogyakarta



**24 Mei 2022**  
May 24, 2022

### Ajang Penghargaan | Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2022  
Occupational Health and Safety Award 2022

### Pemberi/Penyelenggara | Awarding Entity/Organizer

Kementerian Ketenagakerjaan Republik Indonesia  
Ministry of Manpower of the Republic of Indonesia

### Penghargaan Program Pencegahan dan Penanggulangan Covid-19 (P2COVID)

Covid-19 Prevention and Control Program (P2COVID) Award



Bandara | Airport  
I Gusti Ngurah Rai Bali



Bandara | Airport  
Zainuddin Abdul Madjid Lombok



## PENGHARGAAN

Awards



**24 Mei 2022**

May 24, 2022



### Penghargaan Program Pencegahan dan Penanggulangan HIV/AIDS (P2HIV/AIDS)

HIV/AIDS Prevention and Control Program (P2HIV/AIDS) Award

- Bandara I Gusti Ngurah Rai Bali  
I Gusti Ngurah Rai Airport Bali

#### Ajang Penghargaan | Event

Penghargaan Keselamatan dan Kesehatan Kerja (K3) 2022  
Occupational Health and Safety Award 2022

#### Pemberi/Penyelenggara | Awarding Entity/Organizer

Kementerian Ketenagakerjaan Republik Indonesia  
Ministry of Manpower of the Republic of Indonesia



**27 Juni 2022**

June 27, 2022



### Kategori Hasil Optimal - Penghargaan Angkutan Lebaran 2022

Optimal Results Category - 2022 Eid Transport Award

- PT Angkasa Pura I

#### Ajang Penghargaan | Event

Penghargaan Angkutan Lebaran 2022  
Eid Transport 2022 Award

#### Pemberi/Penyelenggara | Awarding Entity/Organizer

Kementerian Perhubungan Republik Indonesia  
Ministry of Transportation of the Republic of Indonesia



**11 Agustus 2022**

August 11, 2022



### Special Appreciation to Company on Supporting TJSL Pillar of Environment in Reef Transplantation

Special Appreciation to Company on Supporting Social and Environmental Responsibility Pillar through Reef Transplantation

- PT Angkasa Pura I

#### Ajang Penghargaan | Event

TJSL & CSR Award 2022 Tahun Ke-2  
The 2nd Social and Environmental Responsibility and CSR Award 2022

#### Pemberi/Penyelenggara | Awarding Entity/Organizer

BUMN Track & Indonesia Shared Value Institute (ISVI)



## PENGHARGAAN

Awards



**11 Agustus 2022**

August 11, 2022



### Committed Leader to TJSL Initiative on Transportation Facilities and Infrastructure

Committed Leader to Social and Environmental Responsibility Initiative on Transportation Facilities and Infrastructure

- M. Arifin Firdaus (Direktur Sumber Daya Manusia dan Umum

PT Angkasa Pura I)

M. Arifin Firdaus (Human Capital and General Affairs Director of

PT Angkasa Pura I)

### Ajang Penghargaan | Event

TJSL & CSR Award 2022 Tahun Ke-2

The 2nd Social and Environmental Responsibility and CSR Award 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

BUMN Track & Indonesia Shared Value Institute (ISVI)



**22 September 2022**

September 22, 2022



### The Best Customer Experience (Gold Award)

- PT Angkasa Pura I

### Ajang Penghargaan | Event

The Best Contact Center Indonesia 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Indonesia Contact Center Association (ICCA)



**22 September 2022**

September 22, 2022



### The Best Contact Center Operations (Silver Award)

- PT Angkasa Pura I

### Ajang Penghargaan | Event

The Best Contact Center Indonesia 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Indonesia Contact Center Association (ICCA)



**22 September 2022**

September 22, 2022



### Best of The Best Agent – Inbound Publik (Bronze Award)

- Dwi Sinta Wardani

### Ajang Penghargaan | Event

The Best Contact Center Indonesia 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Indonesia Contact Center Association (ICCA)



## PENGHARGAAN

Awards



**28 September 2022**

September 28, 2022



### Tokoh Pengembangan Inovasi dan Teknologi Bandara

Airport Innovation and Technology Development Figure

- Faik Fahmi (Direktur Utama PT Angkasa Pura I)  
Faik Fahmi (President Director of PT Angkasa Pura I)

#### Ajang Penghargaan | Event

Rakyat Merdeka Award 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Rakyat Merdeka



**5 Oktober 2022**

October 5<sup>th</sup>, 2022



### Peringkat 1 Kategori Manajemen Energi pada Industri dan Bangunan Gedung Sub Kategori Gedung Besar

Rank 1 in the Category of Energy Management in Buildings and Industries, Sub-Category of Large Buildings

- Bandara I Gusti Ngurah Rai Bali  
I Gusti Ngurah Rai Airport Bali

#### Ajang Penghargaan | Event

Penghargaan Subroto Bidang Efisiensi Energi (PSBE) Tahun 2022  
Subroto Award for Energy Efficiency (PSBE) 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Kementerian Energi dan Sumber Daya Mineral Republik Indonesia  
(Kementerian ESDM)  
Ministry of Energy and Mineral Resources of the Republic of Indonesia



**5 Oktober 2022**

October 5<sup>th</sup>, 2022



### Peringkat 3 Kategori Gedung Hemat Energi Sub Kategori Gedung Hijau

Rank 3 in the Category of Energy-Efficient Building, Sub Category of Green Building

- Bandara Internasional Yogyakarta Kulon Progo  
Yogyakarta International Airport Kulon Progo

#### Ajang Penghargaan | Event

Penghargaan Subroto Bidang Efisiensi Energi (PSBE) Tahun 2022  
Subroto Award for Energy Efficiency (PSBE) 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**

Kementerian Energi dan Sumber Daya Mineral Republik Indonesia  
(Kementerian ESDM)  
Ministry of Energy and Mineral Resources of the Republic of Indonesia

## PENGHARGAAN

Awards



**26 Oktober 2022**

October 26, 2022

**Ajang Penghargaan | Event**  
Penganugerahan Penilaian Pelayanan Prima  
Unit Pelayanan Publik Sektor Transportasi  
Tahun 2021-2022  
Public Service Excellent Service Evaluation  
Award for Transportation Sector 2021-2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**  
Kementerian Perhubungan Republik Indonesia (Kemenhub)  
Ministry of Transportation of the Republic of Indonesia

**Kategori Prima Utama**  
Prima Utama Category



Bandara | Airport  
I Gusti Ngurah Rai Bali



Bandara | Airport  
Jenderal Ahmad Yani Semarang



**26 Oktober 2022**

October 26<sup>th</sup>, 2022



**Kategori Prima Madya**  
Prima Madya Category

- Bandara Sultan Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan  
Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
- Bandara Internasional Yogyakarta Kulon Progo  
Yogyakarta International Airport Kulon Progo
- Bandara Sam Ratulangi Manado  
Sam Ratulangi Airport Manado
- Bandara Adi Soemarmo Solo  
Adi Soemarmo Airport Solo

**Ajang Penghargaan | Event**

Penganugerahan Penilaian Pelayanan Prima Unit Pelayanan Publik  
Sektor Transportasi Tahun 2021-2022  
Public Service Excellent Service Evaluation Award for Transportation Sector  
2021-2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**  
Kementerian Perhubungan Republik Indonesia (Kemenhub)  
Ministry of Transportation of the Republic of Indonesia

## PENGHARGAAN

Awards

**26 Oktober 2022**  
October 26, 2022



### Kategori Prima Pratama

Prima Pratama Category

- Bandara Juanda Surabaya  
Juanda Airport Surabaya
- Bandara Lombok  
Lombok Airport
- Bandara Sultan Hasanuddin Makassar  
Sultan Hasanuddin Airport Makassar
- Bandara Pattimura Ambon  
Pattimura Airport Ambon
- Bandara Sentani Jayapura  
Sentani Airport Jayapura
- Bandara Frans Kaisiepo Biak  
Frans Kaisiepo Airport Biak

### Ajang Penghargaan | Event

Penganugerahan Penilaian Pelayanan Prima Unit Pelayanan Publik Sektor Transportasi Tahun 2021-2022  
Public Service Excellent Service Evaluation Award for Transportation Sector 2021-2022

### Pemberi/Penyelenggara | Awarding Entity/Organizer

Kementerian Perhubungan Republik Indonesia (Kemenhub)  
Ministry of Transportation of the Republic of Indonesia

**9 November 2022**  
November 9, 2022



### Silver Winner Global Brand and Marketing Strategy Kategori Global Branding and Marketing

Silver Winner Global Brand and Marketing Strategy in Category of Global Branding and Marketing

- PT Angkasa Pura I

### Ajang Penghargaan | Event

BUMN Branding & Marketing Award 2022 Tahun Ke-10  
10th SOE Branding & Marketing Award 2022

### Pemberi/Penyelenggara | Awarding Entity/Organizer

BUMN Track

**9 November 2022**  
November 9, 2022



### Gold Winner International Recognition Kategori Global Branding and Marketing

Gold Winner International Recognition in Category of Global Branding and Marketing

- PT Angkasa Pura I

### Ajang Penghargaan | Event

BUMN Branding & Marketing Award 2022 Tahun Ke-10  
10th SOE Branding & Marketing Award 2022

### Pemberi/Penyelenggara | Awarding Entity/Organizer

BUMN Track

## PENGHARGAAN

Awards



**9 November 2022**

November 9, 2022



### **The Best CMO BUMN Branding and Marketing Perusahaan BUMN Kategori Personal Communication**

The Best SOE CMO Branding and Marketing in SOE Company in Category of Personal Communication

- Devy Suradji (Direktur Pemasaran dan Pelayanan PT Angkasa Pura I)  
Devy Suradji (Marketing and Service Director of PT Angkasa Pura I)

#### **Ajang Penghargaan | Event**

BUMN Branding & Marketing Award 2022 Tahun Ke-10  
10th SOE Branding & Marketing Award 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**  
BUMN Track



**23 November 2022**

November 23<sup>rd</sup>, 2022



### **Penghargaan Bandar Udara Sehat 2022**

Healthy Airport Award 2022

1. Bandara Jenderal Ahmad Yani Semarang  
Jenderal Ahmad Yani Airport Semarang
2. Bandara I Gusti Ngurah Rai Bali  
I Gusti Ngurah Rai Airport Bali
3. Bandara Juanda Surabaya  
Juanda Airport Surabaya
4. Bandara Adi Soemarmo Solo  
Adi Soemarmo Airport Surakarta
5. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan  
Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
6. Bandara Zainuddin Abdul Madjid Lombok  
Zainuddin Abdul Madjid Airport Lombok

#### **Ajang Penghargaan | Event**

Penghargaan Bandar Udara Sehat 2022  
Healthy Airport Award 2022

**Pemberi/Penyelenggara | Awarding Entity/Organizer**  
Kementerian Kesehatan Republik Indonesia  
Ministry of Health of the Republic of Indonesia





## PERISTIWA PENTING

### Significant Event



#### 11 Januari 2022

January 11, 2022

PT Angkasa Pura I menerima sertifikasi sistem manajemen energi ISO 50001:2018 untuk Bandara I Gusti Ngurah Rai Bali

PT Angkasa Pura I received ISO 50001:2018 Energy Management System certification for I Gusti Ngurah Rai Airport Bali

#### 13 Januari 2022

January 13, 2022

PT Angkasa Pura I mendukung layanan *direct flight* ekspor kargo perdana Semarang-Singapura

PT Angkasa Pura I supported Semarang-Singapore inaugural direct cargo flight route for export commodities



#### 21 Januari 2022

January 21, 2022

Penandatanganan Nota Kesepahaman atau *Memorandum of Understanding (MOU)* dengan PT Dirgantara Indonesia (Persero) terkait layanan wisata edukasi kedirgantaraan

The signing of a Memorandum of Understanding (MOU) with PT Dirgantara Indonesia (Persero) on aerospace education tourism services.



#### 4 Februari 2022

February 4, 2022

Bandara I Gusti Ngurah Rai Bali kembali layani penerbangan internasional regular setelah terhenti selama 2 tahun akibat pandemi Covid-19

I Gusti Ngurah Rai Airport Bali resumed regular international flights after a two-year hiatus due to the Covid-19 pandemic.



## PERISTIWA PENTING

Significant Event

### 14 Februari 2022

February 14, 2022

13 bandara PT Angkasa Pura I mendapat pengakuan *"the voice of customer"* dari Airport Council International (ACI)

13 PT Angkasa Pura I airports have received *"the voice of customer"* recognition by Airport Council International (ACI)



### 20 Februari 2022

February 20, 2022

Memasuki usia ke-58 tahun dengan penuh optimisme, PT Angkasa Pura I siapkan strategi *"Rebuilding the Foundation and Expanding Business Portfolio"*

Entering its 58th year in service with confidence, PT Angkasa Pura I prepared Rebuilding the Foundation and Expanding Business Portfolio strategy.

### 14 Maret 2022

March 14, 2022

Bandara Juanda Surabaya kembali melayani penerbangan langsung untuk jemaah umrah setelah 2 tahun tidak beroperasi akibat pembatasan perjalanan di masa pandemi Covid-19

Juanda Airport Surabaya resumed serving Direct Umrah Flight after a two-year hiatus due to travel restrictions during the Covid-19 pandemic.



### 17 Maret 2022

March 17, 2022

PT Angkasa Pura I group bersinergi sukseskan penyelenggaraan MotoGP di Mandalika

PT Angkasa Pura I group synergized for successful implementation of MotoGP in Mandalika



## PERISTIWA PENTING

Significant Event



### 22 Maret 2022

March 22, 2022

Bandara Zainuddin Abdul Madjid Lombok melayani 71.800 penumpang selama gelaran MotoGP di Mandalika  
Zainuddin Abdul Madjid Airport Lombok served 71,800 passengers during MotoGP event in Mandalika

### 1 April 2022

April 1, 2022

Anak usaha PT Angkasa Pura I yaitu PT Angkasa Pura Properti meresmikan fasilitas *mini golf* dan *café* di Bandara Adisutjipto Yogyakarta

PT Angkasa Pura Properti, a subsidiary of PT Angkasa Pura I, inaugurated mini golf and café at Adisutjipto Airport Yogyakarta.



### 6 April 2022

April 6, 2022

6 bandara ditetapkan sebagai *entry point*, PT Angkasa Pura I optimis trafik penerbangan rute internasional membaik

With six airports designated as entry points, PT Angkasa Pura I anticipated an increase in international flight traffic.



### 29 April 2022

April 29, 2022

Bandara Sultan Hasanuddin Makassar resmi layani kembali penerbangan rute internasional regular setelah 2 tahun tidak beroperasi akibat pembatasan perjalanan di masa pandemi Covid-19  
Sultan Hasanuddin Airport Makassar officially resumed regular international flights after a two-year hiatus due to travel restrictions during the Covid-19 pandemic.





## PERISTIWA PENTING

Significant Event

### 30 April 2022

April 30, 2022

Bandara Internasional Yogyakarta kembali layani penerbangan internasional setelah 2 tahun tidak beroperasi akibat pembatasan perjalanan di masa pandemi Covid-19

Yogyakarta International Airport resumed international flights after a two-year hiatus due to travel restrictions during the Covid-19 pandemic.



### 3 Mei 2022

May 3, 2022

Bandara I Gusti Ngurah Rai Bali menghadirkan layanan akses internet 5G berkecepatan tinggi

I Gusti Ngurah Rai Airport Bali presented high-speed 5G internet access service

### 25 April - 10 Mei 2022

April 25 - May 10, 2022

PT Angkasa Pura I melayani 2.485.107 penumpang dan 21.441 pergerakan pesawat selama periode angkutan lebaran 2022

PT Angkasa Pura I served 2,485,107 passengers and 21,441 aircraft movements during the 2022 Eid Transport Period



### 19 Mei 2022

May 19, 2022

Dukung penggunaan energi baru terbarukan, PT Angkasa Pura I bangun Pembangkit Listrik Tenaga Surya (PLTS) di Bandara I Gusti Ngurah Rai Bali

Supporting the use of new renewable energy, PT Angkasa Pura I built a Solar Power Plant (PLTS) at I Gusti Ngurah Rai Airport Bali





## PERISTIWA PENTING

Significant Event



### 3 Juni 2022

June 3, 2022

6 bandara PT Angkasa Pura I siap dukung penyelenggaraan Embarkasi & Debarkasi Haji 2022

6 PT Angkasa Pura I's airports were ready to serve the 2022 Hajj Embarkation and Debarkation

### 24 Juni 2022

June 24, 2022

Konsorsium PT Angkasa Pura I–Incheon International Airport Corporation (IIAC)–PT Wijaya Karya (Persero) Tbk, yaitu PT Bandara Internasional Batam (BIB) resmi kelola Bandara Internasional Hang Nadim Batam

The consortium of PT Angkasa Pura I–Incheon International Airport Corporation (IIAC)–PT Wijaya Karya (Persero) Tbk, namely PT Bandara Internasional Batam (BIB) officially managed Hang Nadim International Airport Batam.



### 30 Juni 2022 dan 15 Juli 2022

June 30, 2022 and July 15, 2022

Penandatanganan perjanjian restrukturisasi induk dan dokumen pembiayaan restrukturisasi lainnya antara PT Angkasa Pura I dengan para kreditur perbankan di The Loft Menara Mandiri Jakarta tanggal 30 Juni 2022. Rangkaian kegiatan dilanjutkan dengan penandatanganan perjanjian aksesi terhadap perjanjian restrukturisasi induk serta perjanjian turunan lainnya antara PT Angkasa Pura I dengan para kreditur perbankan serta lembaga keuangan di Novotel Bali Airport tanggal 15 Juli 2022 sebagai bagian dari transformasi bisnis untuk memperbaiki kinerja perusahaan secara keseluruhan dan berkelanjutan.

The signing of the master restructuring agreement and other restructuring financing documents between PT Angkasa Pura I and bank creditors at The Loft Menara Mandiri Jakarta on June 30, 2022. The series of activities continued with the signing of an accession agreement to the master restructuring agreement and other derivative agreements between PT Angkasa Pura I and banking creditors, as well as financial institutions at Novotel Bali Airport on July 15, 2022, as part of business transformation to improve the Company's overall and sustainable performance.



## PERISTIWA PENTING

Significant Event

### 21 Juli 2022

July 21, 2022

29 mahasiswa penerima beasiswa PT Angkasa Pura I tahun 2022 resmi diwisuda  
29 PT Angkasa Pura I scholarship recipients in 2022 officially graduated



### 2 Agustus 2022

August 2, 2022

Bandara Adi Soemarmo Solo mendukung perhelatan Asian Para Games tahun 2022  
Adi Soemarmo Airport Solo supported the Asian Para Games 2022

### 15 Juli - 14 Agustus 2022

July 15 - August 14, 2022

Enam bandara PT Angkasa Pura I sukses melayani kepulangan 46.579 jamaah haji selama musim haji tahun 2022  
Six PT Angkasa Pura I airports served 46,579 hajj pilgrims to return home in the 2022 hajj season



### 29 September 2022

September 29, 2022

Bandara I Gusti Ngurah Rai Bali melaksanakan latihan Penanggulangan Keadaan Darurat (PKD) jelang pelaksanaan KTT G20  
I Gusti Ngurah Rai Airport Bali held Emergency Countermeasures (PKD) exercise ahead of G20 Summit



### 18 Oktober 2022

October 18, 2022

PT Angkasa Pura I berpartisipasi sebagai panelis dalam SOE International Conference

PT Angkasa Pura I participated as a panelist in SOE International Conference

### 19 Oktober 2022

October 19, 2022

Peresmian Hotel Kapsul passgo-Digital Airport Hotel di Bandara I Gusti Ngurah Rai Bali  
Inauguration of passGo-Digital Airport Hotel, the Capsule Hotel at I Gusti Ngurah Rai Airport Bali



### 29 Oktober - 1 November 2022

October 29 - November 1, 2022

Bandara Zainuddin Abdul Madjid Lombok melayani kedatangan 176 ton kargo logistik kejuaraan dunia Superbike 2022 seri Mandalika

Zainuddin Abdul Madjid Airport Lombok served the arrival of 176 tons of cargo logistics for the 2022 Superbike World championship in Mandalika



### 1 November 2022

November 1, 2022

PT Angkasa Pura I menandatangani Perjanjian Kerja Sama (PKS) dengan PT Jasa Angkasa Semesta, Tbk. (PT JAS) selaku pemenang seleksi mitra usaha jasa terkait bidang kargo dan pos atau *Cargo Terminal Operator* (CTO) yang beroperasi di Terminal Kargo dan Pos di Bandara Juanda Surabaya dan di Bandara I Gusti Ngurah Rai Bali  
PT Angkasa Pura I signed a Cooperation Agreement (PKS) with PT Jasa Angkasa Semesta, Tbk. (PT JAS) as the winner of the selection of business partners for cargo and postal services or *Cargo Terminal Operator* (CTO) operating in the Cargo and Post Terminal at Juanda Airport Surabaya and I Gusti Ngurah Rai Airport Bali.





### 10 November 2022

November 10, 2022

Peresmian operasional posko terpadu *monitoring* KTT G20 di bandara PT Angkasa Pura I  
Inauguration for the operation of the G20 Summit monitoring integrated post at PT Angkasa Pura I's airport



### 12 November 2022

November 12, 2022

PT Angkasa Pura I menandatangani *Head of Agreement* (HOA) dengan PT Indonesia Infrastructure Finance (PT IIF) tentang Penerapan *Environmental, Social, and Governance* (ESG) PT Angkasa Pura I

PT Angkasa Pura I signed *Head of Agreement* (HOA) with PT Indonesia Infrastructure Finance (PT IIF) on the Implementation of *Environmental, Social, and Governance* (ESG) in PT Angkasa Pura I

### 13-15 November 2022

November 13-15, 2022

Bandara I Gusti Ngurah Rai melayani kedatangan pesawat pemimpin negara dan organisasi internasional peserta KTT G20  
I Gusti Ngurah Rai Airport served the arrival of state aircrafts of world leaders and international organizations attending the G20 Summit



### 15 - 18 November 2022

November 15-18, 2022

Bandara I Gusti Ngurah Rai melayani kepulangan pesawat pemimpin negara dan organisasi internasional peserta KTT G20

I Gusti Ngurah Rai Airport served the return of state aircrafts of world leaders and international organizations attending the G20 Summit





## PERISTIWA PENTING

Significant Event



### 18 November 2022

November 18, 2022

Penutupan operasional posko terpadu *monitoring* KTT G20 di Bandara PT Angkasa Pura I

The closure of operation of the G20 Summit monitoring integrated post at PT Angkasa Pura I's Airport

### 29 November 2022

November 29, 2022

PT Angkasa Pura I menerima apresiasi dari Menteri BUMN atas peranan dalam KTT G20

PT Angkasa Pura I received appreciation from SOE Minister for its role in the G20 Summit



### 2 Desember 2022

December 2, 2022

PT Angkasa Pura I menerima apresiasi dari Menteri Koordinator Bidang Kemaritiman dan Investasi atas Peranan dalam KTT G20

PT Angkasa Pura I received appreciation from Coordinating Minister for Maritime and Investment Affairs for its Role in the G20 Summit



### 7 Desember 2022

December 7, 2022

PT Angkasa Pura I menerima penetapan peserta program kepatuhan persaingan usaha dari Komisi Pengawas Persaingan Usaha Republik Indonesia (KPPU RI)

PT Angkasa Pura I received the designation of participants in the business competition compliance program from the Commission for Business Competition Supervision of the Republic of Indonesia (KPPU RI)



## PERISTIWA PENTING

Significant Event

### 12 Desember 2022

December 12, 2022

Faik Fahmi kembali ditunjuk sebagai Direktur Utama PT Angkasa Pura I oleh Kementerian BUMN dan PT Aviassi Pariwisata Indonesia

Faik Fahmi has been re-appointed as President Director of PT Angkasa Pura I by the Ministry of SOEs and PT Aviassi Pariwisata Indonesia.



### 19 Desember 2022

December 15, 2022

Pembukaan posko terpadu *monitoring* angkutan udara Natal 2022 dan Tahun Baru 2023 di 15 bandara PT Angkasa Pura I

The opening of the 2022/2023 Christmas-New Year integrated air transport monitoring post at 15 PT Angkasa Pura I's airports

### 25 Desember 2022

December 25, 2022

Penyelenggaraan *thematic event* dalam rangka merayakan Hari Natal di 15 Bandara PT Angkasa Pura I

Thematic events were held at 15 AP 1's airports to celebrate Christmas



# Laporan Ma



# Manajemen

Management Report





# LAPORAN DEWAN KOMISARIS

## Board of Commissioners Report

“

Kami menilai PT Angkasa Pura I mampu mencatatkan pertumbuhan yang terbaik, dimana pada tahun 2022 berhasil mencatatkan pendapatan operasi Rp5,96 triliun, yang merupakan pencapaian sebesar 127,79% dari target Rp4,67 triliun.

We believe that PT Angkasa Pura I has achieved optimum growth, having successfully recorded an operating revenue of IDR 5.96 trillion in 2022, which represents a remarkable achievement of 127.79% of the target of IDR 4.67 trillion.

**Djoko Sasono**

Komisaris Utama  
President Commissioner

## LAPORAN DEWAN KOMISARIS

Board of Commissioners' Report

### Pemegang saham dan pemangku kepentingan yang terhormat,

Mari kita mengucapkan puji dan syukur kepada Tuhan yang Maha Esa atas rahmat dan karunia-Nya sehingga PT Angkasa Pura I berhasil melalui tahun 2022 yang penuh dengan dinamika dan mampu memberikan kontribusi terbaiknya.

Perkenankan saya mewakili jajaran Dewan Komisaris menyampaikan laporan pelaksanaan tugas pengawasan dan pemberian nasihat kepada Direksi PT Angkasa Pura I tahun buku 2022. Tugas dan tanggung jawab Dewan Komisaris telah dilaksanakan sesuai dengan Anggaran Dasar Perseroan dan peraturan perundang-undangan. Dewan Komisaris telah memastikan bahwa kegiatan operasional Perseroan telah mengacu kepada strategi bisnis yang telah ditetapkan dan dilakukan evaluasi serta penyesuaian seiring dengan perkembangan yang terjadi, serta dikelola secara profesional sesuai dengan kepentingan pemegang saham dan pemangku kepentingan lainnya.

Laporan Dewan Komisaris meliputi penilaian kami atas kinerja Direksi dalam pengelolaan perusahaan dan dasar penilaiannya; pandangan atas prospek usaha perusahaan yang disusun oleh Direksi; pandangan atas penerapan governansi korporat; serta pandangan atas penerapan *whistleblowing system*.

### **PENILAIAN TERHADAP KINERJA DIREKSI ATAS PENGELOLAAN DAN IMPLEMENTASI STRATEGI**

Dasar penilaian kinerja Direksi yang dievaluasi oleh Dewan Komisaris secara kolektif disampaikan dalam Rapat Umum Pemegang Saham (RUPS). Penilaian kinerja Direksi diukur berdasarkan kriteria umum meliputi komposisi, kriteria, perencanaan, strategis, peran dan tugas tanggung jawab, program pelatihan, rapat direksi, efektivitas organ penunjang, hubungan komunikasi, pertanggungjawaban serta komitmen standar etika.

### Dear shareholders and stakeholders,

We would like to express our praise and gratitude to God Almighty for His mercy and blessings so that PT Angkasa Pura I was able to get through the dynamic year 2022 and offer its best contribution.

Allow me to represent the Board of Commissioners to submit the report on the implementation of supervisory and advisory duties to the Board of Directors of PT Angkasa Pura I for the fiscal year 2022. The duties and responsibilities of the Board of Commissioners have been carried out in accordance with the Company's Articles of Association and laws and regulations. The Board of Commissioners ensured that the Company's operating activities referred to the business strategy that has been set and evaluated and adjusted in response to the changing trends and managed professionally in accordance with the interests of shareholders and other stakeholders.

The Report of the Board of Commissioners includes our evaluation of the Board of Directors' performance in managing the company and the basis for the evaluation; views on the company's business prospects compiled by the Board of Directors; views on the implementation of corporate governance; and views on the implementation of the whistleblowing system.

### **ASSESSMENT OF THE BOARD OF DIRECTORS' PERFORMANCE ON STRATEGY MANAGEMENT AND IMPLEMENTATION**

The basis for assessing the performance of the Board of Directors, evaluated by the Board of Commissioners, is collectively presented at the General Meeting of Shareholders (GMS). The performance assessment of the BOD is measured based on general criteria, including composition, criteria, planning, strategic, roles and responsibilities, training programs, board meetings, effectiveness of supporting organs, communication relationships, accountability and commitment to ethical standards.

## LAPORAN DEWAN KOMISARIS

Board of Commissioners' Report

Penilaian kinerja perusahaan atau yang disebut sebagai *Key Performance Indicators* (KPI) yang digunakan untuk mengukur kinerja Direksi perusahaan terdiri dari lima perspektif yaitu nilai ekonomi dan sosial untuk Indonesia, inovasi model bisnis, kepemimpinan teknologi, peningkatan investasi, dan pengembangan talenta. Skor KPI Direksi PT Angkasa Pura I tahun 2022 adalah 102,49. Dewan Komisaris menilai Direksi telah menjalankan tugas dan tanggung jawabnya dengan baik selama tahun 2022 sesuai dengan capaian skor yang diperoleh.

The company's performance assessment or Key Performance Indicators (KPI) used to assess the performance of the company's Directors consists of five perspectives, namely economic and social value for Indonesia, business model innovation, technology leadership, investment improvement, and talent development. The KPI score of the Board of Directors of PT Angkasa Pura I in 2022 is 102.49. The Board of Commissioners assesses that the Board of Directors has carried out its duties and responsibilities well during 2022 in accordance with the score obtained.

**Penilaian *Key Performance Indicator* (KPI) Direksi PT Angkasa Pura I Tahun 2022**  
The Board of Directors' Performance Assessment Based on Key Performance Indicator (KPI) of PT Angkasa Pura I in 2022

Key Performance Indicator	Target Audited Audited Target	Skor Audited Audited Score
Nilai Ekonomis dan Sosial untuk Indonesia Economic and Social Value for Indonesia	30,00	32,34
Inovasi Model Bisnis Business Model Innovation	20,00	20,70
Kepemimpinan Teknologi Technology Leadership	20,00	20,00
Peningkatan Investasi Investment Development	20,00	18,95
Pengembangan Talenta Talent Development	10,00	10,50
<b>Jumlah Bobot Total Weight</b>	<b>100,00</b>	<b>102,49</b>

Kami menilai PT Angkasa Pura I mampu mencatatkan pertumbuhan yang terbaik, dimana pada tahun 2022 berhasil mencatatkan pendapatan operasi Rp5,96 triliun, yang merupakan pencapaian sebesar 127,79% dari target Rp4,67 triliun dan berhasil mencatatkan laba usaha sebesar Rp583,06 miliar di tahun 2022 dari rugi usaha Rp2,54 triliun pada tahun sebelumnya. Walaupun perusahaan masih mencatatkan rugi bersih sebesar Rp744,90 miliar pada tahun 2022 tetapi hal tersebut jauh lebih baik dibandingkan dengan asumsi target rugi bersih tahun 2022 yang sebesar Rp1,95 triliun.

We assess that PT Angkasa Pura I was able to record the best performance. In 2022, the company managed to record an operating revenue of Rp5.96 trillion, or 127.79% from the target of Rp4.67 trillion and managed to record an operating profit of Rp583.06 billion in 2022 from an operating loss of Rp2.54 trillion in the previous year. Despite recording a net loss of Rp744.90 billion in 2022, the figure was higher than the assumed net loss target for 2022 of Rp1.95 trillion.

### PENGAWASAN ATAS IMPLEMENTASI STRATEGI

Selama tahun 2022, Dewan Komisaris telah melaksanakan pengawasan terhadap jalannya pengelolaan perusahaan yang dilakukan oleh Direksi dan secara aktif memberikan nasihat dan masukan kepada Direksi. Hal ini sesuai dengan fungsi Dewan Komisaris sebagai pengawas pengelolaan perusahaan oleh Direksi agar senantiasa sesuai dengan ketentuan Anggaran Dasar dan Keputusan RUPS, serta Peraturan Perundang-undangan yang berlaku untuk kepentingan perusahaan dan sesuai dengan maksud dan tujuan perusahaan.

### SUPERVISION OF STRATEGY IMPLEMENTATION

During 2022, the Board of Commissioners has supervised the management of the Company by the Board of Directors and actively provided advice and input to the Board of Directors. This is in accordance with the function of the Board of Commissioners as the supervisor of the management of the company by the Board of Directors, the provisions of the Articles of Association, and the GMS Resolution, as well as the prevailing laws and regulations for the benefit of the company and in accordance with the purposes and objectives of the company.

## LAPORAN DEWAN KOMISARIS

### Board of Commissioners' Report

Walaupun pandemi Covid-19 sudah mulai pulih pada tahun 2022, namun industri aviasi menghadapi tantangan baru, yaitu konflik Rusia dan Ukraina yang berdampak ke banyak sektor secara global. Namun demikian, perusahaan berhasil menghadapi tantangan tersebut dengan melakukan perubahan strategi, inovasi, serta adaptasi atau penyesuaian.

Kami menilai bahwa Direksi telah melakukan tugas-tugasnya secara optimal. Selain itu, Dewan Komisaris juga telah memberikan nasihat kepada Direksi agar terus memperkuat strategi untuk bangkit dari kondisi pandemi dan fokus pada membangun kembali pondasi dan pengembangan portofolio bisnis, khususnya *non-core revenue*. Dewan Komisaris secara periodik telah melakukan rapat bersama jajaran Direksi untuk memberikan nasihat atas perkembangan strategi yang diterapkan Direksi dalam pengelolaan perusahaan.

#### PANDANGAN ATAS PROSPEK USAHA PERUSAHAAN

Berdasarkan Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2025, tahun 2023 PT Angkasa Pura I berupaya untuk *maturing the business organisation and global network* dengan melanjutkan implementasi *dual transformation* yang sudah berjalan, yaitu restrukturisasi operasional dan transformasi bisnis. Dewan Komisaris menilai bahwa prospek usaha yang telah disusun oleh Direksi beserta strategi-strateginya telah mempersiapkan PT Angkasa Pura I untuk menjawab tantangan dan menangkap peluang bisnis untuk tercapainya target perusahaan, baik jangka pendek maupun jangka panjang.

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

Despite being able to recover from the Covid-19 pandemic in 2022, the aviation industry had to deal with new challenges, the Russian and Ukrainian conflicts affecting numerous sectors globally. However, the company has successfully faced these challenges by making changes in strategy, innovation, and adaptation or adjustment.

We assess that the Board of Directors has performed its duties optimally. Furthermore, the Board of Commissioners has also advised the Board of Directors to continue strengthening the strategy to recover from the pandemic and focus on rebuilding the foundation and developing the business portfolio, particularly *non-core revenue*. The Board of Commissioners periodically attended meetings with the Board of Directors to offer advice on the development of strategies implemented by the Board of Directors to manage the company.

#### VIEWS ON THE COMPANY'S BUSINESS PROSPECTS

Based on the Company's Long Term Plan (RJPP) 2020-2025, in 2023, PT Angkasa Pura I seeks to maturing the business organization and global network by continuing the implementation of the ongoing dual transformation, namely operational restructuring and business transformation. The Board of Commissioners considers that the business prospects and strategies prepared by the Board of Directors have equipped the Company to respond to challenges and seize business opportunities to meet the Company's short- and long-term targets.

The Board of Commissioners also considers that the Board of Directors must continue to conduct periodic evaluations of the established strategies in order to improve performance to a higher level. The evaluation must be carried out while continuing to manage potential risks. PT Angkasa Pura I also continues to take into account efficiency and Occupational Health and Safety.



## LAPORAN DEWAN KOMISARIS

Board of Commissioners' Report

### PANDANGAN ATAS PENERAPAN GOVERNANSI KORPORAT

Implementasi Governansi Korporat atau *Good Corporate Governance* (GCG) tetap menjadi fokus dari tugas dan tanggung jawab Dewan Komisaris bersama dengan Direksi. Dalam menjalankan fungsi pengawasannya, Dewan Komisaris tidak hanya bertanggung jawab kepada hasil atau tujuan yang dicapai tetapi juga senantiasa memantau proses untuk mencapai hasil yang diharapkan. Terkait praktik GCG, dalam menjalankan tugas pengawasan dan pemberian nasihat, Dewan Komisaris dibantu oleh Sekretaris Dewan Komisaris, Komite Risiko Usaha dan GCG Komite Audit, dan Komite Nominasi dan Remunerasi.

Kami juga memperhatikan beberapa isu kunci dalam penerapan GCG seperti manajemen risiko dan tanggung jawab sosial lingkungan (TJSL). Hal ini sesuai dengan perkembangan kegiatan usaha perusahaan. Praktik manajemen risiko yang memadai diperlukan agar mampu mengidentifikasi potensi risiko yang mungkin timbul. Atas hal ini, Dewan Komisaris memantau dan memberikan saran atas risiko yang dikelola oleh perusahaan. Secara keseluruhan, Dewan Komisaris menganggap bahwa PT Angkasa Pura I telah membangun sistem pemantauan risiko dan menerapkan pedoman governansi korporat, manajemen risiko, dan sistem pengendalian internal yang baik. Dewan Komisaris bersama Direksi mempunyai komitmen untuk terus menerus memperbaiki implementasi GCG yang dalam pelaksanaannya diwujudkan secara konsisten.

Dewan Komisaris berpendapat bahwa Direksi PT Angkasa Pura I telah mengoptimalkan penerapan governansi korporat. Hal ini terbukti dari capaian atas penilaian GCG yang pada tahun 2022 dengan skor 96,21 dengan predikat "Sangat Baik" berdasarkan *self-assessment* untuk periode 2022. Nilai ini naik dibandingkan dengan tahun sebelumnya yaitu 95,23 dengan predikat "Sangat Baik". Dengan demikian dapat terlihat bahwa dari seluruh aspek penilaian yaitu komitmen terhadap penerapan tata kelola perusahaan yang baik secara berkelanjutan, pemegang saham dan RUPS, Dewan Komisaris, Direksi, pengungkapan informasi dan transparansi serta aspek lainnya berada pada pencapaian Sangat Baik.

### VIEWS ON THE IMPLEMENTATION OF CORPORATE GOVERNANCE

The implementation of Good Corporate Governance (GCG) remains the focus of the duties and responsibilities of the Board of Commissioners together with the Board of Directors. In carrying out its supervisory function, the Board of Commissioners is not only responsible for the outcomes or objectives, but also constantly monitors the process to achieve the expected outcomes. With regard to GCG practices, in carrying out its supervisory and advisory duties, the Board of Commissioners is assisted by the Secretary to the Board of Commissioners, the Business Risk and GCG Committee, the Audit Committee, and the Nomination and Remuneration Committee.

We also take into account several key issues in GCG implementation, such as risk management and environmental and social responsibility (CSER). This is in accordance with the development of the company's business activities. It is necessary to have adequate risk management practices in order to identify potential risks. For this reason, the Board of Commissioners monitors and provides advice on the risks managed by the company. Overall, the Board of Commissioners considers that PT Angkasa Pura I developed a risk monitoring system and implemented good corporate governance guidelines, risk management and internal control system. The Board of Commissioners together with the Board of Directors are committed to continuously improve the implementation of GCG on a consistent basis.

The Board of Commissioners considers that the Board of Directors of PT Angkasa Pura I has optimized the implementation of corporate governance, as demonstrated by the GCG assessment score in 2022 of 96.21 with a "Very Good" predicate based on self-assessment for the 2022 period. The score in 2022 was higher than the score in the previous year of 95.23 with a "Very Good". Thus, it can be seen that from all aspects of the assessment, including commitment to the implementation of good corporate governance on an ongoing basis, shareholders and GMS, Board of Commissioners, Board of Directors, information disclosure and transparency and other aspects are at a Very Good predication.



## LAPORAN DEWAN KOMISARIS

Board of Commissioners' Report

### PANDANGAN ATAS PENERAPAN/PENGELOLAAN WHISTLEBLOWING SYSTEM (WBS) DAN PERANAN DEWAN KOMISARIS DALAM WBS

Efektivitas pelaksanaan sistem pelaporan pelanggaran atau *Whistleblowing System* (WBS) juga menjadi perhatian utama Dewan Komisaris. PT Angkasa Pura I telah memiliki sistem pelaporan pelanggaran yang berfungsi sebagai sarana dalam pencegahan, pengungkapan pelanggaran atau tindak kecurangan maupun tindakan di luar etika lainnya di dalam perusahaan.

Seluruh pengaduan yang masuk melalui situs [www.wbs.ap1.co.id](http://www.wbs.ap1.co.id) dilaporkan kepada Direktur Utama setiap semester. Hingga akhir tahun 2022, tidak terdapat pengaduan melalui WBS yang bersifat signifikan untuk ditindaklanjuti dalam tiga tahun terakhir.

Terkait pandangan Dewan Komisaris atas penerapan sistem pelaporan pelanggaran yang dimiliki PT Angkasa Pura I, kami menilai bahwa implementasi WBS sudah sangat baik. Di samping itu, kami juga memberikan arahan agar efektivitas pelaksanaan WBS terus ditingkatkan, agar ke depannya WBS dapat berjalan secara optimal.

### KOMITE-KOMITE DI BAWAH PENGAWASAN DEWAN KOMISARIS

Dewan Komisaris dalam menjalankan tugas dibantu oleh tiga komite, yaitu Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi. Sepanjang tahun 2022, kami menilai bahwa komite di bawah Dewan Komisaris telah menjalankan tugas dan tanggung jawabnya secara efektif sesuai charter yang berlaku bagi masing-masing komite, termasuk memberikan rekomendasi serta laporan kepada Dewan Komisaris atas hal-hal yang perlu menjadi perhatian dan tindak lanjut Dewan Komisaris.

Di tahun 2022, Komite Audit memiliki tugas dan tanggung jawab untuk melakukan pengawasan atas efektivitas sistem pengendalian intern, internal audit dan proses pelaporan keuangan. Selama tahun 2022, Komite Audit telah melaksanakan tugasnya antara lain memberikan

### VIEWS ON THE IMPLEMENTATION/MANAGEMENT OF THE WHISTLEBLOWING SYSTEM (WBS) AND THE ROLE OF THE BOARD OF COMMISSIONERS IN THE WBS

The effectiveness of the implementation of the whistleblowing system (WBS) is also a major concern of the Board of Commissioners. PT Angkasa Pura I has a Violation Reporting System as a means to prevent, disclose violations or acts of fraud or other unethical actions within the company.

All complaints submitted through the [www.wbs.ap1.co.id](http://www.wbs.ap1.co.id) website are reported to the President Director on a semester basis. As of the end of 2022, there were no significant complaints through WBS that needed to be followed up on in the last three years.

With regard to the Board of Commissioners' view on the implementation of PT Angkasa Pura I's violation reporting system, we assess that the WBS implementation has been excellent. Furthermore, we also provided direction to ensure the improvement of effective and efficient WBS implementation.

### COMMITTEES UNDER THE SUPERVISION OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is assisted by three committees, namely the Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee. Throughout 2022, we assess that the committees under the Board of Commissioners have carried out their duties and responsibilities effectively in accordance with the charter applicable to each committee, including providing recommendations and reports to the Board of Commissioners on matters that need the attention and follow-up of the Board of Commissioners.

In 2022, the Audit Committee has the duty and responsibility to supervise the effectiveness of the internal control system, internal audit and financial reporting process. During 2022, the Audit Committee has carried out its duties, including providing recommendations to the

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rekomendasi kepada Dewan Komisaris berdasarkan penelaahan atas informasi keuangan, serta penelaahan atas hasil audit Satuan Pengawasan Intern dan Kantor Akuntan Publik.

Komite Risiko Usaha dan GCG memiliki tugas dan tanggung jawab untuk melakukan pengawasan atas efektivitas sistem manajemen risiko internal, optimalisasi mitigasi risiko dan penerapan GCG perusahaan. Selama tahun 2022, Komite Risiko Usaha dan GCG telah melaksanakan tugasnya antara lain dengan memberikan rekomendasi kepada Dewan Komisaris berdasarkan penelaahan atas aktivitas pelaksanaan manajemen risiko yang telah berjalan.

Komite Nominasi dan Remunerasi memiliki tugas dan tanggung jawab untuk melakukan pemantauan, pengawasan, serta penilaian atas talenta dan sistem pengelolaan talenta. Selama tahun 2022, Komite Nominasi dan Remunerasi telah melaksanakan tugasnya antara lain memberikan rekomendasi kepada Dewan Komisaris mengenai penilaian terhadap kinerja individu Direksi, penyusunan talenta, pengelolaan talenta, dan usulan remunerasi Direksi dan Dewan Komisaris.

### PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS

Dewan Komisaris memiliki tiga komite di bawahnya yaitu Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi. Prosedur penilaian komite-komite di bawahnya dilakukan Dewan Komisaris berdasarkan output yang dihasilkan sesuai batas waktu yang diatur di dalam Anggaran Dasar perusahaan dan dari tingkat kehadiran dalam rapat. Komite Audit, Komite Risiko Usaha dan GCG serta Komite Nominasi dan Remunerasi telah melaksanakan 12 kali rapat internal. Kami menilai bahwa seluruh komite di bawah pengawasan Dewan komisaris secara umum telah melaksanakan tugas dan tanggung jawab secara independen dan cukup efektif selama periode laporan.

### FREKUENSI DAN CARA PEMBERIAN NASIHAT KEPADA DIREKSI

Salah satu cara Dewan Komisaris dalam menjalankan fungsi pengawasan terhadap kinerja Direksi adalah dengan mengadakan rapat gabungan secara berkala

Board of Commissioners based on a review of financial information, as well as a review of the audit results of the Internal Audit Unit and the Public Accounting Firm.

The Business Risk and GCG Committee has the duty and responsibility to supervise the effectiveness of the internal risk management system, optimization of risk mitigation and implementation of the company's GCG. During 2022, the Business Risk and GCG Committee has carried out its duties, including providing recommendations to the Board of Commissioners based on a review of the ongoing risk management implementation activities.

The Nomination and Remuneration Committee has the duty and responsibility to monitor, supervise and assess the talent and talent management system. During 2022, the Nomination and Remuneration Committee has carried out its duties, including providing recommendations to the Board of Commissioners on the individual performance assessment of the Board of Directors, the preparation of talent, talent management, and the proposed remuneration of the Board of Directors and the Board of Commissioners.

### PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS

The Board of Commissioners has three committees, namely the Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee. The assessment procedure of the committees under the Board of Commissioners is based on the generated output according to the deadline stipulated in the Company's Articles of Association and attendance rate at meetings. The Audit Committee, the Business Risk and GCG Committee and the Nomination and Remuneration Committee held 12 internal meetings. In general, we assess that all committees under the Board of Commissioners have carried out their duties and responsibilities independently and effectively during the reporting period.

### FREQUENCY AND PROCEDURE FOR PROVIDING ADVICE TO THE BOARD OF DIRECTORS

Holding regular joint meetings with the Board of Directors is a means for the Board of Commissioners to perform its supervisory duties over the performance of the Board of

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dengan Direksi. Pelaksanaan rapat gabungan ini juga merupakan bentuk kepatuhan perusahaan terhadap Peraturan Otoritas Jasa Keuangan No. 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik yang mengatur tentang pelaksanaan rapat gabungan antara Direksi dan Dewan Komisaris paling kurang satu kali dalam waktu empat bulan.

Sepanjang tahun 2022, Dewan Komisaris telah melakukan rapat gabungan dengan Direksi sebanyak 16 (enam belas) kali. Dalam agenda rapat tersebut, Dewan Komisaris dapat mengetahui secara jelas terkait segala hal yang berhubungan dengan kegiatan pengelolaan perusahaan, seperti strategi bisnis, rencana usaha hingga kendala yang dihadapi perusahaan selama menjalankan kegiatan bisnis. Kami memberikan rekomendasi-rekomendasi dan arahan kepada Direksi sesuai dengan tugas, tanggung jawab, dan kewenangan Dewan Komisaris.

### PERUBAHAN KOMPOSISI DEWAN KOMISARIS DAN ALASAN PERUBAHANNYA

Pada tahun 2022, terdapat satu kali perubahan komposisi Dewan Komisaris. Adapun alasan perubahan komposisi Dewan Komisaris tersebut adalah karena adanya pengunduran diri Wempi Saputra sebagai Komisaris PT Angkasa Pura I melalui surat Dewan Komisaris PT Angkasa Pura I yang disampaikan kepada Menteri Badan Usaha Milik Negara nomor 75/DK.AP.I/2022-R tanggal 31 Oktober 2022 perihal Permohonan Pengunduran Diri sebagai Komisaris PT Angkasa Pura I.

Setelah pengunduran diri tersebut, terdapat pengukuhan pemberhentian Wempi Saputra sebagai Komisaris PT Angkasa Pura I terhitung sejak 21 November 2022 dan pengangkatan Hidayat Amir sebagai Komisaris PT Angkasa Pura I berdasarkan Surat Keputusan Menteri Negara BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-262/MBU/11/2022; Nomor KEP. INJ.03.06/23/11/2022/A.0031 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris PT Angkasa Pura I.

Directors. Holding the joint meeting is also a manifestation of the company's compliance with the Financial Services Authority Regulation No. 33/POJK.04/2014 on the Board of Directors and Board of Commissioners of Issuers or Public Companies, governing the implementation of joint meetings between the Board of Directors and the Board of Commissioners at a minimum once every four months.

Throughout 2022, the Board of Commissioners held 16 (sixteen) joint meetings with the Board of Directors. In the meeting agenda, the Board of Commissioners was able to clearly understand all matters related to the company's management activities, such as business strategies, business plans and constraints faced by the company while carrying out business activities. We provide recommendations and directions to the Board of Directors in accordance with the duties, responsibilities and authorities of the Board of Commissioners.

### CHANGES IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS AND REASONS FOR THE CHANGES

In 2022, there was one change in the composition of the Board of Commissioners. The reason for the change in the composition of the Board of Commissioners was due to the resignation of Wempi Saputra as Commissioner of PT Angkasa Pura I through a letter from the Board of Commissioners of PT Angkasa Pura I submitted to the Minister of State-Owned Enterprises No. 75/DK.AP.I/2022-R dated October 31, 2022 on Application for Resignation as Commissioner of PT Angkasa Pura I.

Following the resignation, it was confirmed that Wempi Saputra will no longer serve as Commissioner of PT Angkasa Pura I as of November 21, 2022 and Hidayat Amir was appointed as Commissioner of PT Angkasa Pura I based on the Decree of the Minister of State-Owned Enterprises and President Director of PT Aviassi Pariwisata Indonesia No. SK-262/MBU/11/2022; No. KEP. INJ.03.06/23/11/2022/A.0031 on the Dismissal and Appointment of Members of the Board of Commissioners of PT Angkasa Pura I.

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Maka, komposisi Dewan Komisaris per 31 Desember 2022 menjadi sebagai berikut:

Therefore, as of December 31, 2022, the composition of the Board of Commissioners is as follows:

Nama Name	Jabatan Position
Djoko Sasono	Komisaris Utama President Commissioner
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner
Tri Budi Satriyo	Komisaris Independen Independent Commissioner
Irfan Wahid	Komisaris Independen Independent Commissioner
Danang Parikesit	Komisaris Commissioner
Elen Satiadi	Komisaris Commissioner
Hidayat Amir	Komisaris Commissioner

### PENUTUP

Sebagai penutup, atas nama Dewan Komisaris, saya menyampaikan terima kasih atas dukungan dan kepercayaan yang diberikan oleh para pemegang saham dan pemangku kepentingan kepada PT Angkasa Pura I. Dewan Komisaris juga menyampaikan penghargaan dan apresiasi yang setinggi-tingginya kepada segenap Direksi, jajaran manajemen, serta seluruh karyawan, atas dedikasi dan kerja keras sehingga perusahaan berhasil mencatatkan kinerja yang baik di tahun 2022.

### CLOSING

To conclude this report, on behalf of the Board of Commissioners, I would like to express my gratitude to shareholders and stakeholders for the support and trust in PT Angkasa Pura I. The Board of Commissioners also expresses our highest appreciation to all members of the Board of Directors, management, and employees, for their dedication and hard work, enabling the company to record an excellent performance in 2022.

Jakarta, April 2023

Atas Nama Dewan Komisaris

On Behalf of the Board of Commissioner



**Djoko Sasono**  
Komisaris Utama  
President Commissioner







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“

PT Angkasa Pura I turut berperan sebagai *value creator* untuk terus mengupayakan pertumbuhan bisnis dengan tetap memperhatikan mitigasi risiko dan *agent of development* untuk mendukung tercapainya kesejahteraan masyarakat dan menjadi agen perintis.

PT Angkasa Pura I acts as a value creator to continuously strive for business growth while still considering risk mitigation, and an agent of development to support the attainment of community welfare and become a pioneering agent.

### Faik Fahmi

Direktur Utama  
President Director

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### **Pemegang saham dan pemangku kepentingan yang terhormat,**

Perkenankan kami mengucapkan puji dan syukur ke hadirat Tuhan yang Maha Kuasa atas rahmat dan karunia-Nya sehingga PT Angkasa Pura I berhasil melalui tahun 2022 dengan mencatatkan pertumbuhan kinerja yang baik. Dalam kesempatan ini, perkenankan saya mewakili jajaran Direksi untuk menyampaikan Laporan Tahunan PT Angkasa Pura I tahun buku 2022 sebagai bentuk pertanggungjawaban kepada para pemegang saham dan seluruh pemangku kepentingan yang memuat gambaran dari realisasi dan rencana bisnis serta langkah-langkah strategis yang telah dilakukan manajemen dalam memberikan dampak positif terhadap kinerja perusahaan secara berkelanjutan.

Walaupun belum sepenuhnya pulih, kondisi perekonomian dunia saat ini khususnya pada sektor aviasi menghadapi rintangan baru yang rumit dan menantang setelah pandemi Covid-19. Meski demikian, setelah lebih dari dua tahun secara signifikan diguncang 'turbulensi', 2022 adalah tahun momentum PT Angkasa Pura I bergerak bangkit dan keluar dari masa kritis.

### **TINJAUAN INDUSTRI AVIASI DI INDONESIA**

Tahun 2022, pandemi Covid-19 sudah relatif mereda. Pemerintah melalui Kementerian Kesehatan Republik Indonesia mengizinkan peningkatan aktivitas masyarakat yang bertujuan untuk mempercepat pemulihan ekonomi nasional dengan melonggarkan aturan pembatasan terkait pencegahan pandemi Covid-19. Masyarakat diperbolehkan untuk tidak memakai masker di ruang terbuka sebagai langkah awal transisi dari pandemi menjadi endemi. Hal ini diikuti dengan pulihnya berbagai sektor ekonomi yang menunjukkan resiliensi dengan terus beranjak bangkit.

Ruang gerak industri aviasi untuk bangkit di sepanjang tahun 2022 menjadi relatif terbatas akibat terjadinya ketegangan geopolitik Ukraina dan Rusia sejak bulan Februari 2022 di saat dunia masih dalam tahap pemulihan akibat pandemi Covid-19. Hal ini terutama dipengaruhi oleh disrupsi berganda dari tekanan geopolitik yang tidak hanya menyebabkan gangguan pada rantai pasokan global bahkan menyebabkan pembatasan penerbangan,

### **Dear shareholders and stakeholders,**

Let us express praise and gratitude to the Almighty God for His mercy and blessings so that PT Angkasa Pura I made it through 2022 by recording excellent performance. On this occasion, allow me to represent the Board of Directors to submit the Annual Report of PT Angkasa Pura I for the fiscal year 2022 as a form of accountability to shareholders and all stakeholders that contains an overview of the realization and business plans as well as strategic steps taken by management to provide a positive impact on the company's performance in a sustainable manner.

Despite the ongoing recovery, the current condition of the global economy, particularly in the aviation sector, faces new complex and challenging constraints after the Covid-19 pandemic. However, after more than two years of significant 'turbulence', 2022 is the momentum for PT Angkasa Pura I to rise and emerge from its crisis.

### **OVERVIEW OF THE AVIATION INDUSTRY IN INDONESIA**

In 2022, the Covid-19 pandemic has relatively subsided. The government through the Ministry of Health of the Republic of Indonesia allows increased community activities aimed at accelerating national economic recovery by relaxing restrictions on the prevention of the Covid-19 pandemic. People do not need to use face masks in open spaces as an initial step in the transition from pandemic to endemic, followed by the recovery of various economic sectors, which demonstrate resilience by continuing to rise.

The aviation industry's room for maneuver has been relatively limited throughout 2022 due to the geopolitical tensions between Ukraine and Russia since February 2022 while the world is still recovering from the Covid-19 pandemic. This was primarily due to the multiple disruptions caused by the geopolitical stress, which not only disrupted the global supply chain, resulted in flight restrictions, and decreased demand,



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penurunan permintaan, hal tersebut juga mempengaruhi konektivitas dan mobilitas di daerah tersebut, penurunan jumlah penerbangan ke Rusia dan Ukraina akibat situasi yang tidak stabil di sana. Konflik di Ukraina dan Rusia bahkan telah menyebabkan kenaikan harga bahan bakar dan ketidakpastian di pasar minyak dunia, yang mengakibatkan kenaikan harga avtur di Indonesia pada semester I-2022 mencapai 55%. Hal ini mempengaruhi biaya operasional maskapai penerbangan dan dapat menyebabkan kenaikan harga tiket pesawat.

Berdasarkan data industri penerbangan global oleh International Air Transport Association (IATA), pada tingkat global, pemulihan keuangan industri tetap berlangsung, terlepas dari berbagai tantangan dan hambatan. Industri penerbangan masih akan terus bergerak menuju pemulihan setelah lebih dari dua tahun menghadapi tantangan akibat pandemi Covid-19.

Rute penerbangan domestik cukup berkembang dan kuat di Indonesia dibandingkan industri aviasi di luar negeri yang mengandalkan penerbangan internasional. Di Indonesia, kami melihat bahwa trafik domestik dapat pulih lebih cepat dibandingkan trafik internasional. Secara geografis, Indonesia sebagai negara maritim dan kepulauan yang indah dengan jumlah penduduk 270 juta jiwa memiliki potensi pasar domestik yang sangat baik bagi penerbangan nasional. Ditambah kehadiran maskapai-maskapai baru juga yang mewarnai sektor ini menjadi lebih kompetitif. PT Angkasa Pura I merespon hal tersebut dengan sangat positif sebagai tantangan dan peluang untuk selalu berinovasi agar bisa bersaing di Industri.

Pemulihan sektor lain, termasuk pariwisata, dan pelonggaran peraturan perjalanan mendorong sektor penerbangan menjadi lebih baik. Penghapusan ketentuan wajib tes antigen dan PCR pada persyaratan penerbangan domestik membuat pergerakan penumpang menjadi lebih mudah. Namun, persyaratan untuk vaksin dosis ketiga atau *booster* adalah wajib bagi setiap orang yang berusia 18 tahun ke atas yang ingin menggunakan transportasi udara.

PT Angkasa Pura I mendapati sinyal-sinyal pemulihan selama tahun 2022 yang merupakan awal dari kebangkitan industri penerbangan nasional pasca pandemi Covid-19. Terbukti data statistik memberikan

but also affected connectivity and mobility in the area, decreasing the number of flights to Russia and Ukraine due to the unstable situation. The conflict in Ukraine and Russia resulted in increased fuel prices and instability in the global oil market, leading in a 55% increase in Indonesian jet fuel prices in the first semester of 2022. This affected airline operating expenses and may lead to higher airfares.

According to data from the International Air Transport Association (IATA), the global aviation industry's financial recovery is still progressing, despite various challenges and constraints. The aviation industry continues to recover after more than two years of challenges due to the Covid-19 pandemic.

In comparison to overseas aviation industries that rely on international flights, Indonesia's domestic flight routes are well developed and robust. Domestic traffic in Indonesia appears to recover faster than foreign traffic. Geographically, Indonesia has an excellent domestic market potential for national aviation as a wonderful maritime and archipelagic state with a population of 270 million. Furthermore, the presence of new airlines has heightened competition in this industry. PT Angkasa Pura I views the situation as both a challenge and an opportunity to constantly innovate in order to compete in the industry.

The recovery of other sectors, including tourism, and the easing of travel regulations boosted the aviation sector. The removal of mandatory antigen and PCR testing requirements on domestic flights has made passenger movement easier. However, the requirement for a third or booster dose of vaccine is mandatory for travelers with the age of 18 years old and above wishing to use air transportation.

PT Angkasa Pura I found signs of recovery during 2022, marking the beginning of the revival of the national aviation industry after the Covid-19 pandemic. Statistical data indicates actual performance exceeding the target



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hasil yang dicapai melampaui target. Hal tersebut terlihat pada pertumbuhan trafik penumpang sebesar 83,68%, trafik pesawat sebesar 35,50%, dan trafik kargo sebesar 7,04% di bandara yang dikelola PT Angkasa Pura I dibandingkan tahun 2021.

### ANALISIS ATAS KINERJA PERUSAHAAN TAHUN 2022

Dari kondisi internal maupun eksternal tahun 2022, pelaksanaan operasional perusahaan tahun 2022 berjalan dengan lancar, meskipun di awal tahun 2020 terdapat penyebaran Covid-19 di Indonesia yang mempengaruhi capaian perusahaan pada tahun 2022.

Berkat kinerja yang solid, PT Angkasa Pura I berhasil meraih pertumbuhan yang sangat baik. Dari sudut pandang eksternal, capaian ini jelas tidak bisa lepas dari upaya pihak maskapai serta pengelola bandara yang diperkuat oleh kebijakan-kebijakan strategis pemerintah yang mampu merespons dengan baik dan efektif terhadap kebutuhan masyarakat sehingga dapat memacu pertumbuhan performa bisnis dan memperbaiki lingkungan investasi yang berkesinambungan serta berkualitas.

Sebaliknya, dari sudut pandang internal, pencapaian tersebut dapat dicapai berkat dukungan yang diberikan oleh Dewan Komisaris kepada Direksi, manajemen, pemangku kepentingan, dan seluruh pegawai PT Angkasa Pura I. Kami berhasil menyatukan 4 aspek utama yaitu *business turnaround, organization and culture, financial restructuring, dan digitalization* di fase *Rebuilding the Foundation and Expanding Business Portfolio* untuk tahun 2022 sesuai dengan Rencana Jangka Panjang Perusahaan Tahun 2020-2024.

performance as seen from the increase in passenger traffic by 83.68%, aircraft traffic by 35.50%, and cargo traffic by 7.04% at PT Angkasa Pura I-managed airports compared to 2021.

### ANALYSIS OF THE COMPANY'S PERFORMANCE IN 2022

Based on the internal and external conditions in 2022, the execution of the Company's operations in 2022 went smoothly, despite the spread of Covid-19 in Indonesia at the beginning of 2020, affecting the company's achievements in 2022.

PT Angkasa Pura I was able to achieve excellent growth due to solid performance. Internally, the accomplishment cannot be separated from the efforts of the airlines and airport managers, strengthened by strategic government policies capable of responding well and effectively to community needs in order to spur growth in business performance and improve a sustainable and quality investment environment.

However, externally, the accomplishments are possible due to the support from the Board of Commissioners to the Board of Directors, management, stakeholders, and all employees of PT Angkasa Pura I. We succeeded in bringing together 4 main aspects, namely business turnaround, organization and culture, financial restructuring, and digitalization in the phase of Rebuilding the Foundation and Expanding Business Portfolio for 2022 in accordance with the Company's Long-Term Plan 2020-2024.



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Secara keseluruhan, di tahun 2022 terjadi peningkatan trafik penumpang sebesar 83,68%, trafik pesawat sebesar 35,50%, dan trafik kargo sebesar 7,04% di bandara yang dikelola PT Angkasa Pura I dibandingkan tahun 2021. Setelah adanya program vaksinasi ke-3 yang gencar dilakukan Pemerintah Indonesia dan pelonggaran aturan mobilitas masyarakat di tahun 2022, pergerakan pesawat domestik, internasional, dan lokal/militer mengalami kenaikan sebesar 35,50% dari semula sebanyak 408.008 pergerakan pesawat di tahun 2021 menjadi 552.851 pergerakan pesawat di tahun 2022. Dengan laju pergerakan terbanyak ada pada pergerakan pesawat domestik yakni sebesar 430.434 pergerakan pesawat. Jumlah total pergerakan pesawat domestik, atau meningkat sebanyak 16,02 jika dibanding tahun 2021.

Per akhir 2022, jumlah penumpang domestik tercatat 42.457.343 penumpang. Pencapaian tersebut meningkat 66,84% jika dibandingkan dengan tahun 2021. Jumlah penumpang internasional mencapai 5.858.737 penumpang, meningkat 5,2 ribu % dibandingkan penumpang internasional di 2021. PT Angkasa Pura I tetap memastikan seluruh bandar udara yang dikelola konsisten menerapkan protokol kesehatan secara ketat, agar bandara menjadi tempat yang aman dan higienis. Berbagai upaya tersebut dilakukan untuk mengembalikan kepercayaan masyarakat dalam melakukan perjalanan udara sehingga dapat meningkatkan pertumbuhan kinerja industri penerbangan.

Pada Maret 2022, PT Angkasa Pura I melakukan kerja sama dengan Asosiasi Logistik dan Forwarder Indonesia (ALFI) untuk mengembangkan dan meningkatkan layanan kargo serta logistik di seluruh bandar udara yang dikelola PT Angkasa Pura I. Hal ini bertujuan untuk mendorong berbagai industri untuk menggunakan jasa kargo sehingga trafik kargo dapat terus meningkat. Total agregat pergerakan kargo terbilang stabil dan mengalami peningkatan 7,04% selama tahun 2022 yaitu sebanyak 464.433 ton dibandingkan tahun 2021 yang hanya sebanyak 433.887 ton. Peningkatan kargo internasional lebih mendominasi dibanding kargo domestik.

Overall, in 2022, passenger traffic increased by 83.68%, aircraft traffic by 35.50%, and cargo traffic by 7.04% at PT Angkasa Pura I-managed airports compared to 2021. Following the Government of Indonesia's rigorous third dose vaccination program and the relaxation of community mobility restrictions policy in 2022, domestic, foreign, and local/military aircraft movements increased by 35.50% from 408,008 in 2021 to 552,851 aircraft movements in 2022. Domestic aircraft movements had the highest rate of movement, with 430,434 aircraft movements. Total local/military aircraft movements were 86,500, an increase of 16.02% compared to 2021.

By the end of 2022, total domestic passengers were recorded at 42,457,343 passengers, an increase of 66.84% compared to 2021. Meanwhile, total international passengers were 5,858,737 passengers, an increase of 5.2 thousand% compared to international passengers in 2021. PT Angkasa Pura I continues to ensure that all airports managed consistently implement strict health protocols to ensure that the airports serve as a safe and hygienic setting. The initiatives were implemented to restore public confidence in air travel in order to boost the performance of the aviation industry.

In March 2022, PT Angkasa Pura I collaborated with the Indonesian Logistics and Forwarder Association (ILFA) to develop and improve cargo and logistics services at all AP I's managed airports. The collaboration aimed to encourage various industries to use cargo services in order to increase cargo traffic. Total aggregate cargo movement was stable and increased by 7.04%, from 433,887 tons in 2021 to 464,433 tons in 2022. International cargo increased faster than domestic cargo.

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PT Angkasa Pura I berhasil mencatatkan pendapatan operasi tahun 2022 sebesar Rp5,96 triliun, meningkat 86,01% dibandingkan dengan tahun 2021 yang sebesar Rp3,21 triliun. Peningkatan ini disebabkan, antara lain: adanya peningkatan trafik penumpang sebesar 134,62% dari RKAP tahun 2022 dan dampak pelonggaran peraturan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) dan pelonggaran syarat pelaku perjalanan dalam negeri dan luar negeri; Peningkatan *paying pax* di seluruh bandara dari yang dianggarkan sampai dengan Desember 2022 dengan rata - rata *paying pax* sebesar 43.819 pax/hari; Peningkatan pendapatan Angkasa Pura Logistik atas pendapatan Terminal Kargo, Jasa Logistik, *Total Baggage Solution*, dan *Regulated Agent*.

Perusahaan mencatatkan rugi bersih sebesar Rp744,90 miliar pada tahun 2022, mengalami perbaikan dibandingkan dengan rugi bersih pada tahun 2021 sebesar Rp3,27 triliun. Perbaikan kinerja keuangan ini merupakan hasil dari kinerja operasional dan kemampuan perusahaan melakukan langkah-langkah strategis dalam menghadapi tantangan yang terjadi.

Dalam menjalankan operasionalnya, PT Angkasa Pura I senantiasa menerapkan sistem manajemen K3 yang unggul, termasuk protokol kesehatan di seluruh wilayah operasi. PT Angkasa Pura I juga menjalankan strategi operasional yang difokuskan ke arah pemulihan kondisi akibat dampak pandemi COVID-19 dan inovasi terus-menerus untuk menghadapi tantangan bisnis.

Perusahaan juga melakukan pengukuran tingkat *level of service* di seluruh Bandara PT Angkasa Pura I untuk terus meningkatkan kualitas jasa yang diberikan kepada konsumen. *Service level call* tahun 2022 mengalami peningkatan sebesar 4,03% dibandingkan dengan *service level call* tahun 2021 dan dengan regulasi syarat penerbangan yang statis di tahun 2022 serta kecenderungan pengguna jasa dalam mendapatkan informasi melalui media digital maka jumlah panggilan masuk mengalami penurunan sebesar 226,50%. Jumlah panggilan tercatat selama tahun 2022 sebesar 25.003, dengan persentase *call* terjawab sebesar 98,88%.

In 2022, PT Angkasa Pura I posted operating income of Rp5.96 trillion, an increase of 86.01% compared to 2021 of Rp3.21 trillion. The increase was due to an increase in passenger traffic of 134.62% from the 2022 RKAP and the impact of easing regulations on the Enforcement of Community Activity Restriction (PPKM) and easing the requirements for domestic and foreign travelers; Increased paying pax at all airports from the budget to December 2022 with an average paying pax of 43,819 pax/day; Increased Angkasa Pura Logistik revenue from Cargo Terminal revenue, Logistics Services, Total Baggage Solution, and Regulated Agent.

The company recorded a net loss of Rp744.90 billion in 2022, an improvement compared to the net loss in 2021 of Rp3.27 trillion. The improvement in financial performance was due to the company's operational performance and ability to take strategic initiatives in facing the challenges.

In carrying out its operations, PT Angkasa Pura I consistently implements an excellent OHS management system, including health protocols in all operational areas. Furthermore, the Company implemented an operational strategy aimed at recovering from the impact of the COVID-19 pandemic and addressing business challenges through continuous innovation.

The company also assessed the level of service at all PT Angkasa Pura I's airports to continuously improve the quality of services for consumers. Service level calls in 2022 increased by 4.03% compared to service level calls in 2021. With the regulation of static flight requirements in 2022 and the trend of service users to obtain information through digital media, total incoming calls decreased by 226.50%. Total calls recorded during 2022 was 25,003, with a percentage of responded calls of 98.88%.

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### PERANAN DIREKSI DALAM PERUMUSAN STRATEGI DAN KEBIJAKAN STRATEGI

Perumusan strategi dan kebijakan strategi yang disusun perusahaan diselaraskan dengan visi, misi dan rencana strategis perusahaan. Direksi secara aktif telah mengkomunikasikan rencana kerja kepada pemegang saham dan sebagai bagian Holding PT Aviassi Pariwisata Indonesia (Persero), PT Angkasa Pura I turut berperan sebagai *value creator* untuk terus mengupayakan pertumbuhan bisnis dengan tetap memperhatikan mitigasi risiko dan *agent of development* untuk mendukung tercapainya kesejahteraan masyarakat dan menjadi agen perintis.

PT Angkasa Pura I telah menyusun *roadmap* sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2025. Pada tahun kelima PT Angkasa Pura I dicanangkan dapat menjadi perusahaan pengelola bandar udara yang memiliki keunggulan dan daya saing yang sesuai dengan visi PT Angkasa Pura I yaitu *“Connecting the World Beyond Airport Operator with Indonesian Experience”*.

### PROSES YANG DILAKUKAN DIREKSI UNTUK MEMASTIKAN IMPLEMENTASI STRATEGI

Sesuai arahan dan pengawasan Dewan Komisaris, Direksi telah memastikan pengelolaan kegiatan usaha PT Angkasa Pura I telah sesuai dengan rencana strategis perusahaan, arahan pemegang saham, *key initiative solution*, dan kebijakan lainnya yang telah disetujui oleh Dewan komisaris.

Direksi juga melakukan evaluasi secara periodik atas strategi perusahaan sejalan dengan perkembangan iklim bisnis yang terjadi dan melakukan penyesuaian jika diperlukan dan selanjutnya diajukan untuk mendapatkan persetujuan Dewan Komisaris.

### STRATEGI DAN KEBIJAKAN STRATEGI PERUSAHAAN

Sebagai bagian dari upaya PT Angkasa Pura I untuk mencapai sasaran strategis dan juga mempersiapkan diri untuk menghadapi berbagai tantangan bisnis, PT Angkasa Pura I melaksanakan strategi korporasi sebagai berikut:

### ROLE OF THE BOARD OF DIRECTORS IN FORMULATING STRATEGY AND STRATEGIC POLICY

The company's formulation of strategies and strategic policies is consistent with the company's vision, mission, and strategic plan. The Board of Directors has actively communicated work plans to shareholders and as part of PT Aviassi Pariwisata Indonesia (Persero) holding, PT Angkasa Pura I plays a role as a value creator to continue to strive for business growth while focusing on risk mitigation and agent of development to support the achievement of community welfare and become a pioneering agent.

PT Angkasa Pura I created a roadmap as set forth in the Company's Long Term Plan (RJPP) 2020-2025. In the fifth year, PT Angkasa Pura I is set to become an airport management company that has excellence and competitiveness in accordance with the vision of PT Angkasa Pura I, *“Connecting the World Beyond Airport Operator with Indonesian Experience”*.

### PROCESSES CONDUCTED BY THE BOARD OF DIRECTORS TO ENSURE STRATEGY IMPLEMENTATION

In accordance with the direction and supervision of the Board of Commissioners, the Board of Directors ensured that the management of PT Angkasa Pura I's business operations are in accordance with the company's strategic plan, shareholder directives, key initiative solutions, and other policies approved by the Board of Commissioners.

The Board of Directors also evaluates the company's strategy periodically in accordance with changes in the business climate, makes adjustments as needed, and proposes it to the Board of Commissioners for approval.

### CORPORATE STRATEGY AND POLICY

As part of PT Angkasa Pura I's efforts to achieve strategic goals and prepare for various business challenges, Pthe Company implements the following corporate strategies:



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- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>1. <i>Empowering operational excellence to adapt</i><br/>Mempersiapkan inisiatif tambahan terkait <i>cost improvement</i>, seperti digitalisasi, dan <i>shared services</i> untuk beradaptasi dengan <i>new normal</i>, serta untuk memenuhi <i>safety standard</i> baru seperti ruang tunggu <i>outdoor</i>, penyesuaian jam operasional.</li> <li>2. <i>Strengthening existing business and exploring</i><br/>Inisiatif tambahan terkait <i>revenue enhancement</i> terutama inisiatif untuk meningkatkan pendapatan non aeronautika dan lalu lintas internasional.</li> <li>3. <i>Maintaining sustainable cash flow</i><br/>Mempertimbangkan alternatif lain untuk mengatur belanja modal, misalnya dengan menjajaki kerja sama dengan investor swasta seperti <i>joint venture</i> atau <i>asset monetization</i>.</li> <li>4. <i>Driving customer service improvement</i><br/>Nilai <i>Airport Service Quality (ASQ)</i> di atas rata-rata global sesuai dengan kategori bandar udara.</li> <li>5. <i>Develop connectivity by implementing Hub &amp; Spoke strategy</i><br/>Menjadi <i>agent of development</i> dengan melakukan akuisisi 3 bandara Unit Pelaksana Teknis (UPT) dan 1 bandara <i>greenfield</i>.</li> </ol> | <ol style="list-style-type: none"> <li>1. Empowering operational excellence to adapt<br/>Preparing additional initiatives related to cost improvement, such as digitization, and shared services to adapt to the new normal, as well as to meet new safety standards such as outdoor waiting rooms, adjustment of operating hours.</li> <li>2. Strengthening existing business and exploring<br/>Additional initiatives related to revenue enhancement, particularly initiatives to increase non-aeronautical revenue and international traffic.</li> <li>3. Maintaining sustainable cash flow<br/>Considering other alternatives to manage capital expenditure, including exploring collaboration with private investors such as joint ventures or asset monetization.</li> <li>4. Driving customer service improvement<br/>Airport Service Quality (ASQ) scores above the global average according to airport category.</li> <li>5. Develop connectivity by implementing Hub &amp; Spoke strategy<br/>Become an agent of development by acquiring 3 Technical Implementation Unit (UPT) airports and 1 greenfield airport.</li> </ol> |
|---|---|

Untuk mengatasi dampak pandemi, selain melaksanakan inisiatif strategis sebagaimana tertuang dalam RJPP PT Angkasa Pura I tahun 2020-2024, pada tahun 2022 PT Angkasa Pura I juga melaksanakan berbagai inisiatif percepatan pemulihan dan transformasi perusahaan, dengan berfokus pada 4 pilar utama yaitu:

1. *Business Turnaround*  
Transformasi yang berfokus pada restrukturisasi operasional, transformasi bisnis, optimalisasi *capital expenditure (capex)*, serta peningkatan *customer experience*.
2. *Organization and Culture*  
Mengembangkan sumber daya dan budaya PT Angkasa Pura I dengan tujuan untuk memberikan layanan yang terbaik serta meningkatkan fungsi manajemen risiko
3. *Financial Restructuring*  
Rencana Perusahaan sebagai solusi untuk menghadapi tekanan likuiditas akibat pandemi saat ini, yang dilakukan melalui 2 *stream* yaitu *debt restructuring, cashlab and fundraising* serta *deleveraging initiatives*

To mitigate the impact of the pandemic, in addition to implementing strategic initiatives as set forth in the RJPP of PT Angkasa Pura I for 2020-2024, PT Angkasa Pura I implemented various initiatives in 2022 to accelerate the company's recovery and transformation, emphasizing on 4 main pillars, namely:

1. Business Turnaround  
Transformation that focuses on operational restructuring, business transformation, capital expenditure (CapEx) optimization, and customer experience improvement.
2. Organization and Culture  
Developing the resources and culture of PT Angkasa Pura I with the aim of providing the best service and improving the risk management function.
3. Financial Restructuring  
The Company's plan as a solution to deal with liquidity pressures due to the ongoing pandemic, carried out through 2 streams, namely debt restructuring, cashlab and fundraising and deleveraging initiatives.

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### 4. Digitalization-Structure/Process/People

Digitalisasi menjadi enabler untuk proses implementasi dan monitoring inisiatif-inisiatif pada agenda transformasi *Business Turnaround, Organization and Culture*, dan *Financial Restructuring*.

### PERBANDINGAN HASIL YANG DICAPAI DENGAN TARGET TAHUN 2022

PT Angkasa Pura I menetapkan target pencapaian kinerja setiap tahunnya dengan tetap melakukan evaluasi dalam setiap pencapaiannya. Secara keseluruhan, kinerja Perusahaan pada tahun 2022 mengalami peningkatan yang sangat signifikan jika dibandingkan dengan hasil kinerja tahun sebelumnya.

Perusahaan menjelaskan target dan realisasi untuk tahun 2022 secara detail berdasarkan kinerja pelayanan jasa Aeronautika, kinerja pelayanan jasa Non-Aeronautika, dan kinerja keuangan pada halaman 276 sampai dengan halaman 279 di laporan tahunan ini.

Berikut beberapa pencapaian target berdasarkan kinerja keuangan PT Angkasa Pura I untuk tahun 2022:

### 4. Digitalization-Structure/Process/People

Digitalization serves as an enabler for the implementation and monitoring of initiatives in the transformation agenda of Business Turnaround, Organization and Culture, and Financial Restructuring.

### COMPARISON OF ACHIEVED PERFORMANCE AND TARGET IN 2022

PT Angkasa Pura I sets performance achievement targets annually while continuing to evaluate each achievement. Overall, the Company's performance in 2022 increased significantly compared to the achieved performance in the previous year.

The Company provides detailed targets and realizations in 2022 based on Aeronautical service performance, Non-Aeronautical service performance, and financial performance on page 323 to page 327 of this annual report.

The following are several target achievements based on PT Angkasa Pura I's financial performance in 2022:

Uraian Description	Realisasi Realization in 2022	RKAP 2022 CWPB 2022	Pencapaian Achievement
Aset Asset	41.135.341	45.006.400	91,40%
Liabilitas Liabilities	31.772.278	34.630.907	91,75%
Ekuitas Equities	9.363.063	10.375.492	90,24%
Pendapatan operasi Operating revenue	5.962.854	4.666.274	127,79%
Laba operasi Operating profit	583.061	(655.311)	112,39%
Laba bersih tahun berjalan Net profit for the year	(744.896)	(1.947.271)	38,25%

dalam jutaan Rupiah I in million of Rupiah

PT Angkasa Pura I menyadari bahwa meningkatnya kualitas layanan tidak hanya berdampak pada penumpang, namun juga berdampak positif pada peningkatan pendapatan perusahaan. Untuk itu, PT Angkasa Pura I senantiasa berupaya untuk meningkatkan layanan sesuai prinsip *safety, security,*

PT Angkasa Pura I recognizes that improving service quality benefits not only passengers but also increases company revenue. For this reason, PT Angkasa Pura I always strives to improve services in accordance with the principles of safety, security, services, and compliance (3S+1C), and measures services in accordance with

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*services, compliance (3S+1C)*, dan melakukan pengukuran layanan sesuai dengan *best practice* berstandar internasional melalui program pengukuran kepuasan pelanggan *Airport Service Quality (ASQ)* dari Airport Council International (ACI).

Pada 2022, metode pengukuran ASQ dilaksanakan dengan pendistribusian kuesioner kepada responden penumpang berangkat. *Data collection* tersebut dilakukan oleh *fieldwork agent* bersertifikasi ACI yang dilaksanakan sesuai ketentuan ACI. Pada tahun pelaporan 2022, rata-rata skor ASQ adalah 5,00 dari skala 1-5, lebih tinggi dari skor tahun sebelumnya yaitu 4,90. Capaian tersebut melebihi indeks target 4,61 untuk 8 bandara yakni Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara SAMS Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, dan Bandara Pattimura Ambon. Pencapaian skor ini memberikan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I.

### KENDALA YANG DIHADAPI PERUSAHAAN DAN PENYELESAIANNYA

Kendala dan tantangan yang dialami perusahaan pada tahun 2022 antara lain:

1. Pandemi Covid-19 yang sudah berangsur pulih namun tetap perlu diwaspadai karena dampaknya yang sangat besar pada sektor transportasi, khususnya industri aviasi.
2. Konflik di Ukraina dan Rusia secara tidak langsung berdampak pada penurunan trafik internasional sebagai akibat dari kenaikan harga avtur yang menyebabkan peningkatan biaya operasional maskapai serta kenaikan harga tiket pesawat.

Dalam menghadapi tantangan-tantangan tersebut, perusahaan telah menjalankan strategi korporasi dan inisiatif strategis sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) PT Angkasa Pura I tahun 2020- 2024, sejalan dengan inisiatif percepatan pemulihan dan transformasi perusahaan dengan berfokus pada 4 pilar utama, yaitu *business turnaround; organization & culture; financial restructuring; dan Digitalization*.

international standard best practices through the Airport Service Quality (ASQ) customer satisfaction measurement program from Airport Council International (ACI).

In 2022, the ASQ assessment method was implemented by distributing questionnaires to departing passengers as the respondents. The data collection was performed by ACI-certified fieldwork agents in compliance with ACI regulations. In the 2022 reporting year, the average ASQ score was 5.00 on a scale of 1-5, higher than the score in the previous year of 4.90. The achievement exceeded the target index of 4.61 for 8 airports, namely I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, SAMS Sepinggan Airport Balikpapan, Sultan Hasanuddin Airport Makassar, Yogyakarta International Airport Kulon Progo, Jenderal Ahmad Yani Airport Semarang, Adi Soemarmo Airport Solo, and Pattimura Airport Ambon. The score achievement indicates that airport service users are very satisfied with the Company's services.

### THE COMPANY'S CONSTRAINTS AND THEIR RESOLUTIONS

In 2022, the Company's constraints and challenges include:

1. The Covid-19 pandemic has gradually recovered, but it must continue be monitored due to its significant impact on the transportation sector, particularly the aviation industry.
2. The conflict in Ukraine and Russia indirectly impacted on the decline in international traffic as a result of a rise in jet fuel prices, which has led to an increase in airline operating costs and an increase in airfares.

In facing these challenges, the company has implemented corporate strategies and strategic initiatives as set forth in the Company's Long-Term Plan (RJPP) 2020-2024, in accordance with the initiative to accelerate the Company's recovery and transformation by focusing on 4 main pillars, namely business turnaround; organization & culture; financial restructuring; and Digitalization.

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Realisasi atas strategi tersebut, diantaranya adalah:

### 1. Business Turnaround

- *Revenue growth: Initiative city-pair*, kerja sama strategis bidang logistik kargo, optimalisasi *advertising service plan*.
- *Cost and operational optimization*: Optimalisasi biaya operasional & SDM menggunakan *Airport Operational Based on Traffic*, optimalisasi kontrak kebersihan *landside* & terminal melalui pemaketan kontrak.
- *Business transformation*: Transformasi strategi untuk menciptakan sumber pendapatan baru di luar perusahaan, salah satunya melalui kerja sama strategis dengan investor/operator internasional yang telah terealisasi dengan terbentuknya konsorsium PT Bandara Internasional Batam dan Kerjasama Operasional (KSO) antara PT Gudang Garam Tbk dan PT Angkasa Pura I.

### 2. Organization & Culture

- Membentuk *transformation office*
- Redesign struktur organisasi
- Pengembangan kapasitas dan kapabilitas sumber daya manusia
- Program *collaborative training*
- Simplifikasi struktur Direksi perusahaan

### 3. Financial Restructuring

- Perjanjian restrukturisasi utang
- *Debt to Equity Ratio* (DER)
- *Initiative cash maintenance* melalui manajemen *term of payment* dan alternatif pendanaan
- *Deleveraging Initiatives* melalui skema *airport partnership*

### 4. Digitalization

- *Data driven decision making platform: Real time financial data update, visualisation, and analytics*
- *Digital monetization and revenue safeguarding: new business development through monetization of digital services*
- *Accelerate business process & automation: Efficiency process through business automation effectiveness*

The realization of the strategy includes:

### 1. Business Turnaround

- Revenue growth: City-pair initiative, strategic collaboration in cargo logistics, optimization of advertising service plan.
- Cost and operational optimization: Optimization of operational & HR costs using Airport Operational Based on Traffic, optimization of landside & terminal cleaning contracts through contract bundling.
- Business transformation: Strategic transformation to create new sources of revenue outside the company, including through strategic cooperation with international investors/operators realized through the formation of the consortium of PT Batam International Airport and Operational Cooperation (KSO) between PT Gudang Garam Tbk and PT Angkasa Pura I.

### 2. Organization & Culture

- Establish transformation office
- Redesign organizational structure
- Human resources capacity and capability development
- Collaborative training program
- Simplification of the company's Board of Directors structure

### 3. Financial Restructuring

- Debt restructuring agreement
- Debt to Equity Ratio (DER)
- Initiative cash maintenance through term of payment management and funding alternatives
- Deleveraging initiatives through airport partnership scheme

### 4. Digitalization

- Data-driven decision-making platform: Real-time financial data update, visualization and analytics
- Digital monetization and revenue safeguarding: new business development through monetization of digital services
- Accelerate business process & automation: Efficiency process through business automation effectiveness.



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### PANDANGAN MENGENAI PROSPEK USAHA

PT Angkasa Pura I mengamati bahwa meskipun kondisi perekonomian global tidak menentu, perekonomian Indonesia masih menunjukkan ketahanan yang tercermin dari indikator perekonomian yang masih terkelola dengan baik pada tahun 2022, terutama bila dibandingkan dengan negara lain. Meningkatnya mobilitas masyarakat sejalan dengan penanganan pandemi Covid-19 yang baik dan didukung oleh kebijakan ekonomi yang proaktif, tanggap, dan adaptif, meyakinkan PT Angkasa Pura I bahwa pertumbuhan ekonomi Indonesia pada tahun 2023 akan berada pada kisaran 5%.

Pada tahun 2022, terjadi pertumbuhan ekonomi di Indonesia secara keseluruhan sebesar 5,31 persen, yang lebih tinggi daripada tahun sebelumnya yaitu 2021 yang hanya mencapai 3,69 persen. Sektor Transportasi dan Pergudangan mencatat pertumbuhan tertinggi sebesar 19,87 persen dari sisi produksi. PDB dihitung berdasarkan harga berlaku, dengan total mencapai Rp19.588,4 triliun dan PDB per kapita mencapai Rp71,0 juta atau setara dengan US\$4.783,9. Namun demikian, prospek positif tersebut terancam oleh sentimen harga bahan bakar dan fluktuasi nilai tukar rupiah.

Pada tahun 2023, Bank Indonesia memperkirakan bahwa pertumbuhan ekonomi Indonesia akan tetap kuat pada kisaran 4,5%-5,3%, didorong oleh konsumsi swasta, investasi, dan kinerja ekspor yang positif, meskipun pertumbuhan ekonomi global melambat. Sebagai industri yang tumbuh dengan baik, sektor aviasi optimis masih akan terus berkembang melalui pertumbuhan pergerakan penumpang, pesawat, dan kargo. Oleh karena itu, PT Angkasa Pura I akan tetap menerapkan prinsip kehati-hatian dan waspada dalam menghadapi tantangan pada tahun 2023, dengan tetap optimis terhadap pertumbuhan bisnis yang progresif.

### OVERVIEW ON BUSINESS PROSPECTS

PT Angkasa Pura I sees that despite uncertain global economic conditions, the Indonesian economy remains resilient, as seen by well managed economic indicators in 2022, particularly compared to other countries. Increased community mobility in line with the successful response to the Covid-19 pandemic and supported by proactive, responsive, and adaptive economic policies convinces PT Angkasa Pura I that Indonesia's economic growth in 2023 will be in the range of 5%.

In 2022, Indonesia's overall economic growth rate was 5.31 percent, which was higher than the rate in the previous year of 3.69 percent. The Transportation and Warehousing sector recorded the highest increase of 19.87 percent in terms of production. GDP, calculated at current prices, was Rp19,588.4 trillion and GDP per capita was Rp71.0 million or equivalent to US\$4,783.9. However, the positive outlook is threatened by fuel price sentiment and fluctuations in the Rupiah exchange rate.

In 2023, Bank Indonesia projects solid national economic growth in Indonesia in the 4.5-5.3% range, underpinned by private consumption, investment and positive export performance against a backdrop of global economic moderation. As a well-developed industry, the aviation sector is optimistic that the Company will continue to grow as passenger, aircraft, and cargo movements increase. Therefore, PT Angkasa Pura I will continue to implement the principle of prudence and be vigilant in facing challenges in 2023, while remaining optimistic about progressive business growth.



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Menurut data yang dirilis oleh Asosiasi Transportasi Udara Internasional (IATA), lalu lintas penerbangan dunia pada tahun 2022 meningkat hingga lebih dari separuh tingkat penerbangan sebelum pandemi. Peningkatan ini ditandai dengan kenaikan 152,7% dalam lalu lintas penerbangan internasional dibandingkan dengan tahun 2021 dan kenaikan sebesar 62,2% dibandingkan dengan tahun 2019. Diharapkan bahwa pada tahun 2023, lalu lintas penerbangan akan terus meningkat. Untuk mencapai target ini, kolaborasi dari semua pihak, mulai dari operator bandara, maskapai, hingga regulator atau pemerintah tentunya sangat diperlukan.

Menurut prediksi dari IATA, jumlah penumpang diperkirakan akan meningkat sebesar 94% pada tahun 2023. Kemudian pada tahun 2024, diprediksi akan terjadi lonjakan sebesar 103%, dan pada tahun 2025 diperkirakan akan meningkat sebesar 111%. PT Angkasa Pura I optimis dapat melanjutkan kinerja yang baik di tahun 2023 dengan terus melaksanakan inovasi dalam menerapkan teknologi dan PT Angkasa Pura I fokus pada hal tersebut serta terus mengoptimalkan kualitas layanan 15 bandara udara yang dikelola. Akibat pandemi Covid-19, operasional penerbangan global mengalami henti sementara.

Oleh karena itu, peningkatan trafik domestik dan pemulihan ekonomi dapat diproyeksikan dengan cepat, terutama di sektor aviasi. Penerbangan domestik diprediksi akan lebih cepat pulih dibandingkan dengan penerbangan internasional. Seiring dengan pemulihan industri aviasi dunia, PT Angkasa Pura I juga turut berupaya memulihkan kepercayaan masyarakat untuk kembali menggunakan jasa transportasi udara. Sebagai perusahaan yang bergerak di sektor aviasi, PT Angkasa Pura I fokus pada pemerataan pembangunan infrastruktur bandara dalam rangka peningkatan kapasitas serta peningkatan kualitas pelayanan. Pengembangan bandara juga direalisasikan untuk membuka peluang pembukaan rute yang dapat meningkatkan aksesibilitas transportasi dan konektivitas antar wilayah. Langkah tersebut diharapkan dapat mendukung sektor pariwisata dan memberikan dampak positif bagi perekonomian.

Dari data Lapangan Usaha (LU) Transportasi yang mengalami pertumbuhan tertinggi dan prospek industri penerbangan dan dirgantara yang terlihat positif disebabkan karena negara ini memiliki kondisi geografis

According to data released by the International Air Transport Association (IATA), global airline traffic in 2022 rose to over half of the pre-pandemic levels. International traffic in 2022 climbed 152.7% versus 2021 and reached 62.2% of 2019 levels. Flight traffic is expected to increase further by 2023. To achieve this target, collaboration is required from all parties, including airport operators, airlines, and the regulator or the government.

According to IATA forecasts, total passengers will climb by 94% by 2023. In 2024, it is forecasted that there would be a 103% increase, followed by a 111% increase in 2025. PT Angkasa Pura I is optimistic that the company will maintain its excellent performance by 2023 by continuing to carry out innovations in applying technology. The company put an emphasis on maintaining the performance and continues to optimize the quality of service at 15 managed airports. Due to the Covid-19 pandemic, global flight operations have temporarily ceased.

Therefore, an increase in domestic traffic and economic recovery can be projected quickly, particularly in the aviation sector. Domestic flights are predicted to recover faster than international flights. Along with the recovery of the global aviation industry, PT Angkasa Pura I strives to restore public confidence in air transportation services. As a company engaged in the aviation sector, PT Angkasa Pura I focuses on equitable development of airport infrastructure in order to increase capacity and improve service quality. Airport development is also realized to create opportunities for new routes to improve transportation accessibility and connectivity between regions. This step is expected to support the tourism sector and have a positive impact on the economy.

According to the data of the Field of Business (LU), the highest growth of transportation sector and promising prospect of aviation and aerospace industry were due to the country's geographical condition as the largest

## LAPORAN DIREKSI

### Report of the Board of Directors

sebagai negara kepulauan terbesar di dunia, hal ini dapat dilihat bahwa Indonesia memiliki potensi besar dalam sektor transportasi dan pengiriman kargo. Hal ini diperkuat dengan data Gazeter Republik Indonesia (GRI) unsur rupabumi pulau edisi tahun 2022 yang menyatakan bahwa jumlah pulau di Indonesia mencapai 17.024 pulau yang membentang dari timur ke barat sejauh 5,245 km.

Dalam hal ini, transportasi udara akan menjadi tulang punggung sistem transportasi dan konektivitas nasional, serta menjadi penggerak utama pertumbuhan ekonomi Indonesia. Indonesia National Air Carrier Association (INACA) pun optimis melihat prospek usaha dalam pertumbuhan pergerakan kargo melalui bisnis *e-commerce* yang meningkat yang mengharuskan proses pengiriman barang atau produk menggunakan transportasi udara.

Indonesia memiliki 340 bandara yang tersebar di seluruh provinsi yang 15 diantaranya dikelola oleh PT Angkasa Pura I. Dalam rangka mengoptimalkan pelayanan jasa bandara, PT Angkasa Pura I berupaya memanfaatkan teknologi digital dan melakukan inovasi untuk meningkatkan kualitas layanan. Selain itu, diperlukan kerja sama dari semua pihak, termasuk PT Angkasa Pura I selaku operator bandara, maskapai, dan regulator atau pemerintah untuk mencapai target pemulihan industri penerbangan dan jumlah penumpang yang ditetapkan.

Di sisi lain, industri aviasi juga membutuhkan dukungan dari bidang usahalainnya, terutama sektortelekomunikasi, untuk membangun infrastruktur telekomunikasi yang merata di seluruh wilayah di Indonesia, sehingga akses internet dapat terjangkau secara optimal. Kemajuan sektor telekomunikasi tersebut dapat meningkatkan trafik pengiriman produk *e-commerce* yang dapat mendorong pertumbuhan pergerakan kargo. Meskipun sejauh ini, sektor aviasi mengalami pertumbuhan yang baik menuju situasi prapandemi tahun 2019, PT Angkasa Pura I senantiasa berkomitmen untuk terus bersinergi mendukung kebijakan regulator Indonesia yang progresif dalam rangka percepatan pemulihan ekonomi.

#### TARGET TAHUN 2023

Memasuki tahun 2023, perusahaan telah menetapkan sejumlah target yang dituangkan dalam RKAP 2023, antara lain:

archipelago in the world, it can be seen that Indonesia has great potential in the transportation and cargo shipping sector. This is confirmed by data from the Gazetteer of the Republic of Indonesia (GRI), the 2022 edition of the island topographic elements, which states that total islands in Indonesia was 17,024 islands stretching over 5,245 km from the East to West.

In this case, air transportation serves as the backbone of the transportation system, national connectivity, and the main driver of Indonesia's economic growth. The Indonesia National Air Carrier Association (INACA) is also optimistic about the rise of cargo movements as a result of the growing *e-commerce* company, which requires the process of transporting commodities or products by air transportation.

Indonesia has 340 airports spread across all provinces, 15 of which are managed by PT Angkasa Pura I. In order to optimize airport services, PT Angkasa Pura I seeks to utilize digital technology and innovate to improve service quality. Furthermore, collaboration is required from all parties, including PT Angkasa Pura I as the airport operator, airlines, and regulators or the government to meet the recovery target of the aviation industry and total passengers set.

On the other hand, the aviation industry also needs support from other business sectors, particularly the telecommunications sector, to build equitable telecommunications infrastructure in all regions in Indonesia, allowing optimal internet access. The advancement of the telecommunications sector can increase the shipping traffic of *e-commerce* products to drive the increase in cargo movement. Despite the significant growth of the aviation industry to pre-pandemic level of 2019, PT Angkasa Pura I is always committed to continuing to synergize to support the progressive policies of Indonesian regulators in order to accelerate economic recovery.

#### TARGET FOR 2023

Entering 2023, the company has set a number of targets as outlined in the 2023 RKAP, including:

## LAPORAN DIREKSI

Report of the Board of Directors

Uraian Description	Proyeksi Projection 2023
Aset Asset	42.238.923
Liabilitas Liabilities	33.834.346
Ekuitas Equities	8.404.577
Pendapatan operasi Operating revenue	8.739.162
Laba operasi Operating profit	1.883.505
Laba bersih tahun berjalan Net profit for the year	118.285

dalam jutaan Rupiah | in million of Rupiah

### PENERAPAN GOVERNANSI KORPORAT

Dalam menerapkan tata kelola perusahaan yang baik atau *good corporate governance* (GCG), PT Angkasa Pura I mengacu pada prinsip GCG *universal*, ASEAN *Corporate Governance Scorecard* (ACGS), Peraturan Menteri Badan Usaha Milik Negara PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) beserta perubahannya, Surat Edaran Otoritas Jasa Keuangan No. 32/SEOJK.04/2015 tentang Pedoman Tata Kelola Perusahaan Terbuka, serta Keputusan Sekretaris Kementerian Badan Usaha Milik Negara No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara.

PT Angkasa Pura I memiliki Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) yang menjelaskan mekanisme hubungan kerja organ utama perusahaan, yaitu Rapat Umum Pemegang Saham (RUPS), Direksi, dan Dewan Komisaris dalam melaksanakan tugas sebagai upaya untuk mewujudkan sistem pengelolaan perusahaan secara profesional, transparan, dan efisien.

Untuk memperkuat GCG, PT Angkasa Pura I memperkuat kebijakan, struktur tata kelola, serta melakukan penilaian (*assessment*) terhadap penerapan GCG. Kebijakan dan pedoman yang mengatur perilaku, fungsi, dan tugas seluruh organ tata kelola dalam melaksanakan GCG di internal Perusahaan. Pada tahun 2022 hasil *assessment* terhadap penerapan GCG mendapatkan skor 96,21 dengan kategori "Sangat Baik", lebih tinggi dari skor tahun sebelumnya.

### IMPLEMENTATION OF CORPORATE GOVERNANCE

In implementing good corporate governance (GCG), PT Angkasa Pura I refers to universal GCG principles, the ASEAN Corporate Governance Scorecard (ACGS), the Minister of State-Owned Enterprises Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance and its amendments, Circular Letter of the Financial Services Authority No. 32/SEOJK.04 /2015 on Guidelines for the Governance of Public Companies, and Decree of the Secretary to the Ministry of State-Owned Enterprises No. SK-16/S.MBU/2012 on Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises.

PT Angkasa Pura I has a Code of Corporate Governance that specifies the working relationship mechanism of the company's main organs, namely the General Meeting of Shareholders (GMS), the Board of Directors, and the Board of Commissioners in carrying out their duties as an effort to realize a professional, transparent, and efficient company management system.

To strengthen GCG, PT Angkasa Pura I strengthens policies, governance structures, and conducts assessments of GCG implementation. Policies and guidelines governing the conduct, functions, and duties of all governance organs in implementing GCG within the Company. In 2022 the assessment results on the implementation of GCG obtained a score of 96.21 with the category "Excellent", the score was higher than the previous year's score.



## LAPORAN DIREKSI

Report of the Board of Directors

### PERUBAHAN KOMPOSISI DIREKSI DAN ALASAN PERUBAHANNYA

Pada tahun 2022, komposisi Direksi mengalami 2 kali perubahan serta terdapat perubahan nomenklatur jabatan Direksi. Perubahan pertama terjadi pada tanggal 6 Januari 2022 berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-3/MBU/1/2022 dan Nomor KEP.002/INJOURNEY/01/2022 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I menetapkan pemberhentian Andy Saleh Bratamihardja yang digantikan oleh Yudi Rizkyardie Darun sebagai Direktur Keuangan dan Manajemen Risiko.

Dan perubahan kedua terjadi pada tanggal 12 Desember 2022 berdasarkan Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP. INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I yang memberhentikan M. Arifin Firdaus sebagai Direktur SDM dan Umum dan Devy Suradji sebagai Direktur Pemasaran dan Pelayanan PT Angkasa Pura I. Surat Keputusan tersebut juga mengubah nomenklatur jabatan Direktur SDM dan Umum menjadi Direktur Human Capital, dan Direktur Pengembangan Usaha menjadi Direktur Komersial dan Pelayanan. Maka komposisi Direksi per 31 Desember 2022 menjadi:

### CHANGES IN THE COMPOSITION OF THE BOARD OF DIRECTORS AND REASONS FOR CHANGES

In 2022, the composition of the Board of Directors changed twice, as did the nomenclature of the Board of Directors. The first change was on January 6, 2022 based on the Decree of the Minister of State-Owned Enterprises and President Director of PT Aviassi Pariwisata Indonesia No. SK-3/MBU/1/2022 and No. KEP.002/INJOURNEY/01/2022 on Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I, stipulating the dismissal of Andy Saleh Bratamihardja who was replaced by Yudi Rizkyardie Darun as Finance and Risk Management Director.

The second change was on December 12, 2022 based on a copy of the Decree of the Minister of State-Owned Enterprises and President Director of PT Aviassi Pariwisata Indonesia No. SK-287/MBU/12/2022 and No. KEP.INJ.01.01/23/12/2022/A.0036 on Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I which dismissed M. Arifin Firdaus as Human Capital and General Affairs Director and Devy Suradji as Marketing and Service Director of PT Angkasa Pura I. The Decree also changes the nomenclature of the position of Human Capital and General Director to Human Capital Director, and Business Development Director to Commercial and Service Director. Thus, the composition of the Board of Directors as of December 31, 2022 becomes:

Nama Name	Jabatan Position
Faik Fahmi	Direktur Utama President Director
Wendo Asrul Rose	Direktur Operasi Operation Director
Dendi T. Danianto	Direktur Komersial dan Pelayanan Commercial and Service Director
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director
Lukman F. Laisa	Direktur Teknik Technical Director
Israwadi	Direktur Human Capital Human Capital Director

## LAPORAN DIREKSI

Report of the Board of Directors

Adapun alasan perubahan komposisi serta nomenklatur jabatan Direksi tersebut bertujuan untuk mendukung upaya pemulihan dan transformasi perusahaan melalui *redesign* struktur organisasi.

### APRESIASI

Demikian, laporan tugas Direksi atas pelaksanaan usaha perusahaan selama tahun 2022. Kami memberikan apresiasi kepada seluruh manajemen dan karyawan PT Angkasa Pura I atas dedikasi dan kerja sama yang luar biasa untuk mendukung kegiatan operasional perusahaan. Kami juga menyampaikan terima kasih kepada jajaran Direksi yang telah bersinergi dan bekerja sama dalam memimpin perusahaan serta kepada jajaran Dewan Komisaris yang senantiasa memberikan pengawasan, nasihat, dan arahan kepada Direksi dalam menjalankan strategi dan bisnis perusahaan.

Pada kesempatan ini, saya juga memberikan penghargaan yang setinggi-tingginya kepada pemegang saham, regulator, mitra usaha, dan pemangku kepentingan lainnya yang telah bekerja sama serta mendukung pertumbuhan kinerja perusahaan sepanjang tahun 2022. PT Angkasa Pura I berkomitmen untuk terus meningkatkan kualitas pelayanan jasa bandara serta senantiasa berinovasi agar dapat selalu memberikan yang terbaik bagi negeri.

The reason for the changes in the composition and nomenclature of the Board of Directors is to support the company's recovery and transformation efforts through redesigning the organizational structure.

### APPRECIATION

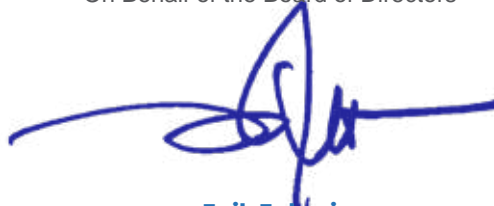
This concludes the report of the Board of Directors on the implementation of the company's operations during 2022. We would like to express our appreciation to all management and employees of PT Angkasa Pura I for their dedication and outstanding cooperation to support the company's operations. We also express our gratitude to the Board of Directors for synergy and cooperation in leading the company and to the Board of Commissioners for its supervision, advice, and direction to the Board of Directors in carrying out the company's strategy and business.

On this occasion, I would like to also express my highest appreciation to shareholders, regulators, business partners, and other stakeholders who have collaborated and supported the company's excellent performance throughout 2022. PT Angkasa Pura I is committed to continuously improving the quality of airport services and always innovating to continually give the best for the nation.

Jakarta, April 2023

Atas Nama Direksi

On Behalf of the Board of Directors



**Faik Fahmi**  
Direktur Utama  
President Director



Angkasa Pura | AIRPORTS

# Profil Perusahaan



Angkasa Pura | AIRPORTS

**CUSTOMER SERVICE**



# Usahaan

Company Profile



# PROFIL PT ANGKASA PURA I

## Profile of PT Angkasa Pura I



### Nama Perusahaan

Company Name

**PT ANGKASA PURA I**

### Perubahan Nama

Name Changes

- Perusahaan Negara (PN) Angkasa Pura Kemayoran, tahun 1962  
The State Enterprise 'Perusahaan Negara' (PN) Angkasa Pura Kemayoran, in 1962
- Perusahaan Negara (PN) Angkasa Pura, tahun 1965  
The State Enterprise 'Perusahaan Negara' (PN) Angkasa Pura, in 1965
- Perusahaan Negara (PN) Angkasa Pura I, tahun 1986  
The State Enterprise 'Perusahaan Negara' (PN) Angkasa Pura I, in 1986
- Perseroan Terbatas (PT) Angkasa Pura I, tahun 2021  
Limited Liability Company 'Perseroan Terbatas' (PT) Angkasa Pura I, in 2021

### Tanggal Pendirian

Date of Establishment

15 November 1962, pertama kali dengan nama

PN Angkasa Pura Kemayoran

November 15, 1962, initially under the name

PN Angkasa Pura Kemayoran



### Kantor Pusat

Head Office

Kota Baru Bandar Kemayoran Blok B 12 Kav. 2,  
Jakarta, 10610



### Entitas Anak

Subsidiaries

- PT Angkasa Pura Hotel
- PT Angkasa Pura Retail
- PT Angkasa Pura Logistik
- PT Angkasa Pura Suport
- PT Angkasa Pura Properti



### Modal Ditempatkan

Paid Up Capital

**RP6.414.412.000.000**



### Layanan Informasi

Information Services

### Corporate Secretary

Kota Baru Bandar Kemayoran

Blok B 12 Kav. 2 Jakarta, 10610

Telp : 62-21 6541961

Faks : 62-21 6541513, 6541514

E-mail : humas@ap1.co.id

Website : www.ap1.co.id

Twitter : @AP\_airports

Instagram : @AP\_airports

Facebook : Angkasa Pura Airports

Youtube : www.youtube.com/

Angkasapuraairports



### Bidang Usaha

Business Line

1. Pelayanan Jasa Kebandarudaraan  
Airport Services
2. Pelayanan Jasa Terkait Bandara  
Airport-Related Services



### Dasar Hukum Pendirian

Basis of Establishment

PP No. 104 Tahun 2021

Government Regulation No. 104/2021



### Status dan Kepemilikan

Status and Ownership

Negara Republik Indonesia **0,000016%**

PT Aviastri Pariwisata Indonesia **99,99998%**



### Jumlah Pegawai

Total Employees

3.174 Orang, per 31 Desember 2022

3.174 People, per December 31<sup>st</sup>, 2022



### Data Jaringan Kantor

Office Network

Kantor Pusat

Head Office

15 Bandara yang Dikelola

15 Managed Airports

1 Kantor Proyek

1 Project Offices

5 Entitas Anak

5 Subsidiaries



### Modal Dasar

Authorized Capital

**Rp12.000.000.000.000**

### Kode Emiten

Issuer Code



### Contact Center Bandara

Telp : 172

E-mail : cc172@ap1.co.id

Twitter : @angkasapura172

Facebook : Angkasa Pura 172

# INFORMASI SAHAM, OBLIGASI, DAN SUKUK

## Stock, Bond, And Sukuk Information

### INFORMASI DAN KRONOLOGIS PENCATATAN SAHAM

Pemerintah Republik Indonesia dan PT Aviassi Pariwisata Indonesia (Persero) merupakan pemegang saham PT Angkasa Pura I dengan jumlah saham ditempatkan dan disetor penuh sebesar Rp6.414.412.000.000 atau sebanyak 6.414.412 saham, terdiri dari 1 lembar saham seri A dwiwarna dan 6.414.411 saham seri B. Perusahaan tidak melakukan *Initial Public Offering* (IPO). Dengan demikian, tidak ada kronologi penerbitan saham di Bursa Efek Indonesia yang dilakukan oleh PT Angkasa Pura I.

Sejak didirikan hingga akhir tahun 2022, PT Angkasa Pura I tidak mengeluarkan saham. Dalam konteks ini, laporan tahunan ini tidak mempublikasikan data atau informasi apapun selama dua tahun terakhir tentang total harga, kapitalisasi pasar, tinggi, rendah, volume penutupan atau perdagangan di pasar saham. Tidak ada transaksi korporasi terkait saham yang dilakukan pada periode pelaporan. Tidak ada pembagian saham, pembagian dividen atas saham, saham bonus, dan perubahan nilai nominal saham. Tidak ada aksi pemecahan saham (*stock split*), penggabungan saham (*reverse stock*), tidak ada aksi tentang penghentian sementara perdagangan di bursa (*suspension*) dan/ atau *delisting*.

### INFORMASI DAN KRONOLOGIS PENCATATAN OBLIGASI

PT Angkasa Pura I menerbitkan obligasi pada 22 November 2016, untuk obligasi dengan jangka waktu 5, 7, dan 10 tahun. Per Desember 2022, obligasi yang masih beredar di masyarakat yang tercatat di Bursa Efek Indonesia sebesar Rp1,878 triliun.

PT Angkasa Pura I menerbitkan Obligasi Berkelanjutan I Tahap I Tahun 2021 pada 8 September 2021, untuk obligasi dengan jangka waktu 3, 5, 7, dan 10 tahun. Per 31 Desember 2022, obligasi yang masih beredar di masyarakat yang tercatat di Bursa Efek Indonesia sebesar Rp1,116 triliun. Wali Amanat untuk obligasi yang diterbitkan adalah PT Bank Mega Tbk. Selama periode pelaporan, tidak ada aksi obligasi konversi.

### SHARE LISTING INFORMATION AND CHRONOLOGY

The Government of the Republic of Indonesia and PT Aviassi Pariwisata Indonesia (Persero) are the sole shareholders of PT Angkasa Pura I, with a total issued and paid-up shares of Rp6,414,412,000,000, or 6,414,412 shares, consisting of one Series A Dwiwarna Share and 6,414,411 Series B shares. The company did not hold an Initial Public Offering (IPO). As a result, there is no chronology of PT Angkasa Pura I's issuance of shares on the Indonesia Stock Exchange.

Since its establishment until the end of 2022, PT Angkasa Pura I has not issued any shares. In this regard, this Annual Report does not publish any data or information from the previous two years on the total stock price, market capitalization, highest stock price, lowest stock price, closing stock price, or trading volume in the stock market. During the reporting period, there were no corporate transactions involving shares, such as stock split, dividend distribution, bonus shares, or changes in the par value of shares. Furthermore, there was no information on stock split, reverse stock, suspension and/or delisting of shares.

### BOND LISTING INFORMATION AND CHRONOLOGY

On November 22, 2016, PT Angkasa Pura I issued bonds with maturities of 5, 7, and 10 years. As of December 2021, the outstanding bonds were listed on the Indonesia Stock Exchange amounting to Rp1,878 trillion.

On September, 8 2021, PT Angkasa Pura I issued Sustainable Bonds I Phase I Year 2021 with maturities of 3, 5, 7, and 10 years. As of December 31, 2021, the outstanding bonds listed on the Indonesian Stock Exchange amounted to Rp1.116 trillion. PT Bank Mega Tbk is the trustee for the bonds issued. During the reporting period, there was no convertible bond.

## INFORMASI SAHAM, OBLIGASI, DAN SUKUK

Stock, Bond, And Sukuk Information

Obligasi PT Angkasa Pura I yang masih beredar per 31 Desember 2022 PT Angkasa Pura I Outstanding Bonds as of December 31, 2022									
Tanggal Pencatatan di Bursa Efek Date of listing on the Stock Exchange	Seri Series	Jangka Waktu Tenor	Jumlah (Dalam Miliaran Rupiah) Total Bonds (In Billion Rupiah)	Jatuh Tempo Maturity Date	Cicilan Imbalan Ijarah Installments Return for Ijarah	Status Pembayaran Payment Status	Peringkat Rating		
							2022	2021	2020
23 November 2016 November 23, 2016	Seri B Series B	7	389	22 November 2023 November 22, 2023	8,40%	Belum lunas Not yet paid	idAA+	idAA+	idAAA
	Seri C Series C	10	1.489	22 November 2026 November 22, 2026	8,55%	Belum lunas Not yet paid	idAA+	idAA+	idAAA
9 September 2021 September 9, 2021	Seri A Series A	3	272,5	8 September 2024 September 8, 2024	6,70%	Belum lunas Not yet paid	idAA+	idAA+	
	Seri B Series B	5	66	8 September 2026 September 8, 2026	7,10%	Belum lunas Not yet paid	idAA+	idAA+	
	Seri C Series C	7	280,4	8 September 2028 September 8, 2028	8,00%	Belum lunas Not yet paid	idAA+	idAA+	
	Seri D Series D	10	497	8 September 2031 September 8, 2031	8,60%	Belum lunas Not yet paid	idAA+	idAA+	

\*Terdapat pernyataan kembali data tahun 2021 dan 2020  
Data for 2021 and 2020 have been restated

### INFORMASI DAN KRONOLOGIS PENCATATAN SUKUK

PT Angkasa Pura I menerbitkan Sukuk Ijarah pada 22 November 2016 yang terdiri dari seri A, seri B dan seri C dengan jangka waktu 5, 7, dan 10 tahun. Per Desember 2022 jumlah sukuk yang beredar di masyarakat sebesar Rp232 miliar yang berasal dari seri B dan seri C.

PT Angkasa Pura I menerbitkan Sukuk Ijarah pada 8 September 2021 yang terdiri dari seri A, seri B, seri C, dan seri D dengan jangka waktu 3, 5, 7, dan 10 tahun. Per 31 Desember 2022 jumlah sukuk yang beredar di masyarakat sebesar Rp496 miliar. PT Bank Mega Tbk merupakan wali amanat untuk seluruh sukuk yang beredar.

### SUKUK LISTING INFORMATION AND CHRONOLOGY

On November 22, 2016, PT Angkasa Pura I issued Sukuk Ijarah consisting of series A, series B and series C with maturities of 5, 7 and 10 years. As of December 2022, the outstanding sukuk was Rp232 billion derived from series B and series C.

On September 8, 2021, PT Angkasa Pura I issued Sukuk Ijarah consisting of Series A, Series B, Series C, and Series D with maturities of 3, 5, 7, and 10 years. As of December 31, 2022, the total outstanding Sukuk was Rp496 billion. PT Bank Mega Tbk is the trustee for all outstanding Sukuk.



## INFORMASI SAHAM, OBLIGASI, DAN SUKUK

Stock, Bond, And Sukuk Information

### Sukuk PT Angkasa Pura I yang masih beredar per 31 Desember 2022 PT Angkasa Pura I Outstanding Sukuk as of December 31, 2022

Tanggal Pencatatan di Bursa Efek Date of listing on the Stock Exchange	Seri Series	Jangka Waktu Tenor	Jumlah (Dalam Miliaran Rupiah) Total Bonds (In Billion Rupiah)	Jatuh Tempo Maturity Date	Cicilan Imbalan Ijarah Installments Return for Ijarah	Status Pembayaran Payment Status	Peringkat Rating		
							2022	2021	2020
23 November 2016 November 23, 2016	Seri B Series B	7	55	22 November 2023 November 22, 2023	8,40%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	idAAA(sy)
	Seri C Series C	10	177	22 November 2026 November 22, 2026	8,55%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	idAAA(sy)
9 September 2021 September 9, 2021	Seri A Series A	3	215	8 September 2024 September 8, 2024	6,70%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	
	Seri B Series B	5	215	8 September 2026 September 8, 2026	7,10%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	
	Seri C Series C	7	52	8 September 2028 September 8, 2028	8,00%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	
	Seri D Series D	10	14	8 September 2031 September 8, 2031	8,60%	Belum lunas Not yet paid	idAA+(sy)	idAA+(sy)	

#### Tanggal Pencatatan Obligasi dan Sukuk Ijarah di Bursa Efek Indonesia :

- Obligasi I PT Angkasa Pura I Tahun 2016 dan Sukuk Ijarah I Tahun 2016: 23 November 2016, sesuai Pengumuman Pencatatan Obligasi I PT Angkasa Pura I Tahun 2016 dan Sukuk Ijarah I Tahun 2016 PT Angkasa Pura I dengan No. Peng-P-00950/BEI.PP2/11-2016 tanggal 22 November 2016.
- Obligasi Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021 dan Sukuk Ijarah Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021: 9 September 2021, sesuai Pengumuman Pencatatan Obligasi Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021 dan Sukuk Ijarah Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021 dengan No. Peng-P-01352/BEI.PP2/09-2021 tanggal 8 September 2021.

#### Bonds and Sukuk Ijarah listing date on the Indonesia Stock Exchange

- Bonds I PT Angkasa Pura I Year 2016 and Sukuk Ijarah I Year 2016: November 23, 2016, in accordance with Listing Bonds I Angkasa Pura I Year 2016 and Sukuk Ijarah I Year 2016 PT Angkasa Pura I under Announcement No. Peng-P-00950/BEI.PP2/11-2016 dated November 22, 2016.
- Sustainable Bonds I PT Angkasa Pura I Phase I Year 2021 and Shelf Registration Sukuk Ijarah I Angkasa Pura I Phase I Year 2021: September 9, 2021, in accordance with Listing of Sustainable Bonds I PT Angkasa Pura I Phase I 2021 and Shelf Registration Sukuk Ijarah I Angkasa Pura I Phase I Year 2021 under Announcement No. Peng-P-01352/BEI.PP2/09-2021 dated September 8, 2021.

## VISI, MISI, DAN TATA NILAI PERUSAHAAN

### Vision, Mission, and Corporate Values

# VISI

## Vision

“**Menjadi penghubung dunia yang lebih dari sekadar operator bandar udara dengan keunggulan layanan yang menampilkan keramahmatan khas Indonesia.**

Connecting the World Beyond Airport Operator with Indonesian Experience.



Visi dan misi PT Angkasa Pura I tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) 2019-2023 yang telah disahkan oleh Menteri BUMN melalui Surat Menteri BUMN selaku Rapat Umum Pemegang Saham Nomor S-292/MBU/05/2019 pada tanggal 7 Mei 2019. Menindaklanjuti adanya penurunan jumlah trafik yang signifikan di tahun 2020 akibat pandemi COVID-19, serta bentuk penyesuaian RJPP terhadap Rencana Pembangunan Jangka Menengah Nasional (RPJMN) tahun 2020-2024, maka perusahaan melakukan penyesuaian terhadap sasaran strategis, strategi, serta target perusahaan yang kemudian dituangkan dalam RJPP Tahun 2020-2024 dengan tidak mengubah visi dan misi yang telah disusun sebelumnya.

The vision and mission of PT Angkasa Pura I is stated in the Company's Long-Term Plan (RJPP) 2019-2023 which has been ratified by the Minister of State-Owned Enterprises in the General Meeting of Shareholders through the Minister of State-Owned Enterprises Decree No. S-292/MBU/05/2019 dated May 7, 2019. Following up on a significant reduction in the number of passenger traffic in 2020 due to the COVID-19 pandemic, and the RJPP adjustments to the 2020-2024 National Medium-Term Development Plan (RPJMN), the Company made adjustments to the company's strategic goals, strategies and targets outlined in the 2020-2024 RJPP without changing the previously prepared vision and mission.

## VISI, MISI, DAN TATA NILAI PERUSAHAAN

Vision, Mission, and Corporate Values



# MISI

## Mission

- Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik
- Meningkatkan nilai pemangku kepentingan
- Menjadi mitra Pemerintah dan penggerak pertumbuhan ekonomi
- Meningkatkan daya saing perusahaan melalui kreativitas dan inovasi
- Memberikan kinerja pelayanan bandar udara yang prima dalam memenuhi harapan *stakeholder* melalui pengelolaan sumber daya manusia yang unggul
- Memberikan kontribusi positif pada kelestarian lingkungan
- Providing world class service in compliance with the best safety, security, and comfort standards
- Improve stakeholder value
- Being a partner of the government and driving economic growth
- Improving the company's competitiveness through creativity and innovation
- Providing excellent airport services in meeting stakeholders' expectations through an outstanding human resource management
- Make a positive contribution to the environmental sustainability

## VISI, MISI, DAN TATA NILAI PERUSAHAAN

Vision, Mission, and Corporate Values



### AMANAH TRUSTWORTHY

Amanah adalah memegang teguh kepercayaan yang diberikan dengan panduan perilaku sebagai berikut:

- Memenuhi janji dan komitmen.
- Bertanggung jawab atas tugas, keputusan, dan tindakan yang dilakukan.
- Berpegang teguh kepada nilai moral dan etika.

Hold fast the trust given, with the following code of conduct:

- Keep promises and commitments.
- responsible for the tasks, decisions, and actions performed.
- Uphold moral and ethical values.



### KOMPETEN COMPETENT

Kompeten adalah terus belajar dan mengembangkan kapabilitas, dengan panduan perilaku sebagai berikut:

- Meningkatkan kompetensi diri untuk menjawab tantangan yang selalu berubah.
- Membantu orang lain belajar.
- Menyelesaikan tugas dengan kualitas terbaik.

Continue to learn and develop capabilities with the following code of conduct:

- Enhance self-competence to respond to ever-changing challenges.
- Help others learn
- Complete tasks with the best quality



### HARMONIS HARMONIOUS

Harmonis adalah saling peduli dan menghargai perbedaan.

- Menghargai setiap orang apapun latar belakangnya.
- Suka menolong orang lain.
- Membangun lingkungan kerja yang kondusif.

Caring for each other and keeping together

- Respect everyone regardless of background.
- Likes to help others.
- Build a conducive work environment.



## VISI, MISI, DAN TATA NILAI PERUSAHAAN

Vision, Mission, and Corporate Values



### LOYAL LOYAL

Loyal adalah berdedikasi dan mengutamakan kepentingan bangsa dan negara dengan panduan perilaku sebagai berikut:

- Menjaga nama baik sesama karyawan, pimpinan, BUMN, dan Negara.
- Rela berkorban untuk mencapai tujuan yang lebih besar.
- Patuh kepada pimpinan sepanjang tidak bertentangan dengan hukum dan etika.

Dedicated and prioritizing the interests of the nation and state, with the following code of conduct:

- Maintaining the good name of fellow employees, leaders, BUMN and the State
- Willing to sacrifice to achieve a bigger goal
- Obey the leadership as long as it does not conflict with the law and ethics



### ADAPTIF ADAPTIVE

Adaptif adalah terus berinovasi dan antusias dalam menggerakkan ataupun menghadapi perubahan, dengan panduan perilaku sebagai berikut:

- Cepat menyesuaikan diri untuk menjadi lebih baik.
- Terus menerus melakukan perbaikan mengikuti perkembangan teknologi.
- Bertindak proaktif.

Continuing to innovate and enthusiastic in moving or facing change, with the following code of conduct:

- Quickly adapt to be better.
- Continuously making improvements following technological developments
- Act proactive



### KOLABORATIF COLLABORATIVE

Kolaboratif adalah membangun kerja sama yang sinergis, dengan panduan perilaku sebagai berikut:

- Memberi kesempatan kepada berbagai pihak untuk berkontribusi.
- Terbuka dalam bekerja sama untuk menghasilkan nilai tambah.
- Menggerakkan pemanfaatan berbagai sumber daya untuk tujuan bersama.

Build a synergistic collaboration, with the following code of conduct:

- Provide opportunities to various parties to contribute.
- Open in collaboration to generate added value.
- Mobilize the utilization of various resources for common goals

# RIWAYAT SINGKAT PERUSAHAAN

## A Brief History of the Company

“ Pelayanan yang baik dimulai dari kebiasaan yang dibangun di internal yang kemudian dapat menjadi ‘jati diri’ PT Angkasa Pura I di lingkungan eksternal. PT Angkasa Pura I ingin menjadi pengelola bandara kelas dunia dengan menjadikan keramah tamahan khas Indonesia sebagai standar pelayanan di seluruh bandara yang dikelolanya.

Excellence service starts from internal habits that eventually become PT Angkasa Pura I’s identity in the external environment. The Company has a vision of becoming a world-class airport operator with Indonesian experience as the service standards at all the managed airports.





Pendirian perusahaan terjadi pada tanggal 15 November 1962 dan diresmikan berdasarkan Peraturan Pemerintah Nomor 33 Tahun 1962 tentang Pendirian perusahaan Negara (PN) Angkasa Pura Kemayoran. Sebagai pelopor dalam penyelenggaraan bandar udara niaga di Indonesia, Perusahaan Negara (PN) Angkasa Pura Kemayoran mempunyai tugas dan tanggung jawab dalam mengelola Bandar Udara Kemayoran di Jakarta, bandar udara internasional pertama di Indonesia. Setelah dua tahun penuh mengelola Bandar Udara Jakarta Kemayoran, Perusahaan Negara Angkasa Pura Kemayoran mengambil alih seluruh aset dan operasional Bandar Udara Jakarta Kemayoran dari Kementerian Perhubungan pada 20 Februari 1964. Pengalihan aset Kementerian Perhubungan terjadi pada tanggal 20 Februari yang kemudian diperingati sebagai hari jadi Perusahaan.

The company was established on November 15, 1962 and was officially inaugurated based on the Government Regulation No. 33 of 1962 on the Establishment of State Enterprise (PN) Angkasa Pura Kemayoran. As a pioneer of commercial airport business in Indonesia, the duties and responsibilities of PN Angkasa Pura Kemayoran were to manage Kemayoran Airport in Jakarta as the first international airport in Indonesia. After managing the operations of Kemayoran Airport in Jakarta for two years, PN Angkasa Pura Kemayoran officially took over all assets and operations of Kemayoran Airport in Jakarta from the Ministry of Transportation on February 20, 1964. The Ministry of Transportation transferred all assets to the Company on February 20, 1964, which was then commemorated as the date of the Company's establishment.

## RIWAYAT SINGKAT PERUSAHAAN

A Brief History of the Company

Komitmen perusahaan Negara Angkasa Pura Kemayoran untuk memperluas cakupan kerja dan membuka peluang pengelolaan bandara di Indonesia ditandai dengan perubahan nama perusahaan. Dengan dasar hukum Peraturan Pemerintah Nomor 21 Tahun 1965, terhitung tanggal 17 Mei 1965, nama PN Angkasa Pura Kemayoran kemudian diubah menjadi Perusahaan Negara (PN) Angkasa Pura. PN Angkasa Pura semakin memperluas kegiatan operasionalnya dengan mengelola bandara secara bertahap di kota-kota besar Indonesia seperti Denpasar, Medan, Surabaya, Balikpapan, dan Ujung Pandang.

Berdasarkan PP No. 37 tahun 1974 ditetapkan bahwa status badan hukum PN Angkasa Pura diubah menjadi Perusahaan Umum (Perum). Bandar Udara Internasional Kemayoran berhenti beroperasi di tahun 1985. Bandara Internasional Soekarno Hatta yang saat itu masih bernama Bandara Cengkareng (CGK) kemudian menggantikan peran Bandara Kemayoran Jakarta sebagai gerbang masuk penerbangan internasional ke Indonesia. Sejalan dengan itu, Perum Angkasa Pura II dibentuk untuk mengelola Bandara Internasional Soekarno Hatta maupun Bandara Kemayoran. Setahun kemudian, nama Perum Angkasa Pura diubah menjadi Perum PT Angkasa Pura I melalui PP No. 25 tahun 1986.

Berdasarkan Peraturan Pemerintah No. 5 Tahun 1992 dan Akta Notaris Muhani Salim, S.H. tanggal 3 Januari 1993, Perum PT Angkasa Pura I berubah menjadi Perusahaan Terbatas (PT) dengan kepemilikan saham sepenuhnya oleh Negara Republik Indonesia. Perubahan nama menjadi PT Angkasa Pura I (Persero) disetujui oleh Menteri Kehakiman pada tanggal 24 April 1993 melalui Surat Keputusan No.C2- 470. HT.01.01 Tahun 1993, dan telah diumumkan dalam Berita Negara Republik Indonesia No. 52 tanggal 29 Juni 1993 dengan Tambahan Berita Negara Republik No. 2914.

PN Angkasa Pura Kemayoran was highly committed to expanding the scope of work and opening up opportunities to manage other airports throughout Indonesia marked by the company's name change. On May 17, 1965, based on the Government Regulation No. 21 of 1965, PN Angkasa Pura Kemayoran changed its name to the State Enterprise (PN) Angkasa Pura. PN Angkasa Pura expanded its operational activities to gradually manage other airports in major Indonesian cities such as Denpasar, Medan, Surabaya, Balikpapan, and Ujung Pandang.

Based on the Government Regulation No. 37 of 1974, the legal entity status of PN Angkasa Pura was changed to a Public Company (Perum). In 1985, Kemayoran International Airport was declared to stop operating and Soekarno-Hatta International Airport, known as Cengkareng Airport (CGK), replaced the role of Kemayoran Airport in Jakarta as the international gateway to Indonesia. At the same time, Perum Angkasa Pura II was established to manage Soekarno-Hatta International Airport and Kemayoran Airport. A year later, Perum Angkasa Pura changed its name to Perum PT Angkasa Pura I based on the Government Regulation No. 25 of 1986.

Based on the Government Regulation No. 5 of 1992 and pursuant to the Deed drawn up by Notary Muhani Salim, S.H. dated January 3, 1993, the Company's status as Perum PT Angkasa Pura I was changed into "Perusahaan Terbatas (PT)" (a Limited Company) whose all shares are owned by the Republic of Indonesia. The name change into PT Angkasa Pura I (Persero) was approved by the Minister of Justice on April 24, 1993, as stipulated in Decree No. C2-470.HT.01.01 of 1993 and was announced in the State Gazette of the Republic of Indonesia No.52 dated June 29, 1993, with Supplement to the State Gazette of the Republic of Indonesia No.2914/1993.



## RIWAYAT SINGKAT PERUSAHAAN

### A Brief History of the Company

Berdasarkan Peraturan Pemerintah Nomor 104 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke Dalam Modal Saham perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia tanggal 6 Oktober 2021, status perusahaan PT Angkasa Pura I (Persero) berubah menjadi PT Angkasa Pura I yang tunduk pada Undang-Undang Nomor 40 Tahun 2007 tentang Perusahaan Terbatas sebagaimana telah diubah dengan Undang Undang Nomor 11 Tahun 2020 tentang Cipta Kerja. Perubahan nama PT Angkasa Pura I (Persero) menjadi PT Angkasa Pura I termuat dalam Akta nomor 66 tanggal 15 Desember 2021 yang telah mendapatkan Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia Nomor AHU-0002952.AH.01.02. tanggal 13 Januari 2022.

PT Angkasa Pura I mengalami beberapa kali perubahan akta dan anggaran dasar, yaitu:

1. Perubahan pada tahun 2008, berdasarkan Pernyataan Keputusan Pemegang Saham Di Luar Rapat Umum Pemegang Saham Perusahaan Perseroan (Persero) PT Angkasa Pura I, sebagaimana dinyatakan dalam Akta No. 35 tanggal 15 Agustus 2008 yang dibuat dihadapan Notaris Petrus Suandi Halim S.H., dan telah mendapatkan Persetujuan Akta Perubahan Anggaran Dasar Perseroan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU-64347.AH.01.02. Tahun 2008 pada tanggal 16 September 2008, di antaranya mengenai:
  - Perubahan Maksud dan Tujuan serta Kegiatan Usaha perusahaan;
  - Perubahan Anggaran Dasar Perusahaan secara keseluruhan yang disesuaikan dengan Undang-Undang Nomor 19 Tahun 2003, Undang-Undang 40 Tahun 2007 dan Peraturan Pemerintah Nomor 45 Tahun 2005.

Based on Government Regulation No. 104 of 2021 on the Addition of State Equity Participation of the Republic of Indonesia into the Share Capital of PT Aviassi Pariwisata Indonesia (Persero) dated October 6, 2021, the company status of PT Angkasa Pura I (Persero) changed to PT Angkasa Pura I which is subject to Law No. 40 of 2007 on Limited Liability Companies as amended by Law No. 11 of 2020 on Job Creation. The name change of PT Angkasa Pura I (Persero) to PT Angkasa Pura I is set forth in Deed No. 66 dated December 15, 2021, and the Amendments to the Articles of Association of Limited Liability Company have been approved by the Minister of Law and Human Rights of the Republic of Indonesia through the Decree of the Minister of Law and Human Rights of the Republic of Indonesia Number AHU-0002952.AH.01.02. dated January 13, 2022.

PT Angkasa Pura I made several amendments to the Deed and Articles of Association, including:

1. Amendment in 2008, based on the Statement of Shareholders' Meeting Resolution outside the General Meeting of Shareholders of PT Angkasa Pura I, as set forth in Deed No. 35 dated August 15, 2008 drawn up before Notary Petrus Suandi Halim S.H., and receiving approval from the Ministry of Law and Rights Human Rights of the Republic of Indonesia under No. AHU-64347.AH.01.02 of 2008 dated September 16, 2008, concerning:
  - Changes in the Company's Purpose and Objectives as well as Business Activities;
  - Amendment to the Company's entire Articles of Association in accordance with Law No. 19/2003, Law 40/2007 and Government Regulation No. 45/2005.

## RIWAYAT SINGKAT PERUSAHAAN

A Brief History of the Company

2. Perubahan pada tahun 2009, berdasarkan Pernyataan Keputusan Rapat Perusahaan Perseroan PT Angkasa Pura I, yang tertuang dalam Akta No.34 tanggal 27 Agustus 2009 yang dibuat di hadapan Notaris Petrus Suandi Halim S.H., serta penerimaan pemberitahuan perubahan data Perseroan Perusahaan (Persero) PT Angkasa Pura I telah mendapatkan pengesahan dari Departemen Hukum dan Hak Asasi Manusia Republik Indonesia dengan surat No. AHU-AH.01.10-17648 pada tanggal 13 Oktober 2009 terkait perubahan Tugas, Wewenang, dan Kewajiban Direksi.
  3. Perubahan pada tahun 2012, berdasarkan Pernyataan Keputusan Rapat dan Keputusan Para Pemegang Saham yang diambil di luar rapat PT Angkasa Pura I, yang tertuang dalam Akta No.5 dengan Notaris Utiek R. Abdulrachman, S.H., MLI., M.Kn., serta mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No.AHU-46777. AH.01.02 Tahun 2012 pada tanggal 3 September 2012, di antaranya mengenai:
    - Peningkatan modal dasar menjadi sebesar Rp12.000.000.000.000 yang terbagi atas 12.000.000 saham, dengan nilai nominal Rp1.000.000 (nilai penuh) per saham.
    - Modal ditempatkan dan disetor menjadi sebesar Rp3.188.245.000.000 atau sebanyak 3.188.245 saham, dengan cara penambahan penyertaan modal negara Republik Indonesia sebesar Rp1.388.244.029 sesuai Peraturan Pemerintah (PP) No.76 Tahun 2011 dan dari cadangan modal sebesar Rp971.
  4. Perubahan pada tahun 2013, berdasarkan akta notaris Nanda Fauz Iwan, S.H., M.Kn. No.02 tanggal 16 Januari 2013 yang telah disimpan di dalam database Sistem Administrasi Badan Hukum dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHUAH.01.10-02672 tanggal 31 Januari 2013, yaitu mengenai: Peningkatan modal disetor yang diambil dari kapitalisasi sebagian cadangan perusahaan sampai
2. Amendment in 2009, based on Statement of Meeting Resolutions PT Angkasa Pura I, as stated in Deed No. 34 dated August 27, 2009 drawn up before Notary Petrus Suandi Halim S.H. and the receipt of the notification on changes in the Company data received approval from the Ministry of Law and Human Rights of the Republic of Indonesia under letter No. AHU-AH.01.10-17648 dated October 13, 2009 on changes in Duties, Authorities, and Responsibilities of the Board of Directors.
  3. Amendment in 2012, based on Statement of Meeting Resolution and Shareholders' Resolution taken outside the meeting of PT Angkasa Pura I, as set forth in Deed No. 5 of Notary Utiek R. Abdulrachman, S.H., MLI., M.Kn., and receiving approval from the Ministry of Law and Human Rights of the Republic of Indonesia under No.AHU-46777. AH.01.02 of 2012 dated September 3, 2012, concerning:
    - Increase in authorized capital to Rp12,000,000,000,000 divided into 12,000,000 shares, with par value of Rp1,000,000 (full amount) per share;
    - Issued and paid-up capital amounting to Rp3,188,245,000,000 or 3,188,245 shares, by adding to the Republic of Indonesia's Capital Investment amounting to Rp1,388,244,029 in accordance with Government Regulation No.76 of 2011 and from a capital reserve of Rp971.
  4. Amendment in 2013 based on deed notary of Nanda Fauz Iwan, S.H., M.Kn. Number 02 dated January 16, 2013, which was saved in Legal Entity Administration System database from the Ministry of Law and Human Rights Republic of Indonesia Number AHUAH.01.10-2672 dated January 31, 2013, regarding: Increase in paid-in capital taken from capitalization of part of the Company's reserves up to the 2011 financial year amounting to

## RIWAYAT SINGKAT PERUSAHAAN

### A Brief History of the Company

dengan tahun buku 2011 sejumlah 300.000 saham dengan nilai nominal Rp1.000.000 (nilai penuh) sehingga seluruhnya menjadi Rp300.000.000.000 yang diambil bagian oleh Negara Republik Indonesia, sehingga modal ditempatkan dan disetor menjadi sebesar Rp3.488.245.000.000.

5. Perubahan pada tahun 2015, yaitu perubahan Anggaran Dasar perusahaan yang dinyatakan dalam Akta No. 11 tanggal 22 September 2015 dengan Notaris Julius Purnawan, S.H., M.Si., yang telah mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU.AH.01.03-0972301 pada tanggal 15 Oktober 2015, yaitu mengenai: Penambahan Modal ditempatkan dan disetor menjadi sebesar Rp6.414.412.000.000 atau sebanyak 6.414.412 saham, dengan cara penambahan penyertaan modal negara Republik Indonesia sebesar Rp2.926.166.060 sesuai Peraturan Pemerintah (PP) No.8 Tahun 2014 dan dari cadangan modal sebesar Rp940.
  6. Perubahan pada tahun 2019, berdasarkan Pernyataan Keputusan Menteri BUMN Selaku Rapat Umum Pemegang Saham Perusahaan PT Angkasa Pura I, yang tertuang dalam Akta No.55 tanggal 27 Maret 2019 dengan Notaris Nanda Fauz Iwan S.H, M.Kn serta pemberitahuan perubahan mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU-AH.01.03-175898 pada tanggal 28 Maret 2019, di antaranya terkait:
    - Perubahan jenis saham pada PT Angkasa Pura I yang semula tanpa seri menjadi terdiri dari Saham Seri A Dwiwarna dan saham Seri B
    - Penetapan hak-hak saham Seri A Dwiwarna yang tidak dimiliki oleh saham Seri B.
    - Perubahan modal dasar dan modal disetor perusahaan.
- 300,000 shares with a par value of Rp1,000,000 (full amount) totaling Rp300,000,000,000, taken part by the Republic of Indonesia. Thus, the total issued and paid-up capital amounted to Rp3,488,245,000,000.
5. Amendment in 2015, changes to the Company's Articles of Association as set forth in Deed No. 11 dated September 22, 2015, drawn up before Notary Julius Purnawan, S.H., MSi, and approved by the Ministry of Law and Human Rights of the Republic of Indonesia under the Decree No.AHU.AH.01.03-0972301 dated October 15, 2015, concerning an increase in issued and paid-up capital of Rp6,414,412,000,000 or 6,414,412 shares through the addition of the Republic of Indonesia's capital investment amounting to Rp2,926,166,060 in accordance with the Government Regulation No.8 of 2014 and a contribution from a capital reserve of Rp940.
  6. Amendment in 2019, based on the Minister of SOEs Decree as the General Meeting of Shareholders of PT Angkasa Pura I, as set forth in Deed No. 55 dated March 27, 2019 drawn up before Notary Nanda Fauz Iwan S.H., M.Kn and approved by the Ministry of Law and Human Rights of the Republic of Indonesia under No. AHU-AH.01.03-175898 dated March 28, 2019, including:
    - set changes in types of shares to PT Angkasa Pura I from non-series to Series A Dwiwarna shares and Series B shares;
    - determine the rights of the Series A Dwiwarna shares holders not owned by the Series B shares holders;
    - determine authorized and paid-up capital of the Company as follows:

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A Brief History of the Company

a) Modal Dasar

Modal dasar perusahaan sebesar Rp12.000.000.000.000 terbagi atas 1.200.000 saham, yang terdiri dari 1 saham seri A Dwiwarna, dengan nilai nominal sebesar Rp1.000.000 dan 11.999.999 saham Seri B, masing-masing dengan nilai nominal sebesar Rp1.000.000 atau seluruhnya dengan jumlah nilai nominal Rp11.999.999.000.000.

b) Modal Disetor

Modal yang telah diambil bagian dan disetor penuh oleh Negara Republik Indonesia sebanyak Rp6.414.412.000.000 terdiri dari 1 saham Seri A Dwiwarna, dengan nilai nominal Rp1.000.000 dan 6.414.411 saham Seri B, masing-masing dengan nilai nominal Rp1.000.000 atau seluruhnya dengan nilai nominal Rp6.414.411.000.000.

- perubahan dan penyesuaian beberapa pasal terkait dengan hal – hal tersebut di atas.

7. Perubahan pada tahun 2021, berdasarkan Pernyataan Keputusan Menteri BUMN dalam Rapat Umum Pemegang Saham Perusahaan PT Angkasa Pura I, yang tertuang dalam Akta No.23 tanggal 22 Oktober 2021 dengan Notaris Nanda Fauz Iwan S.H, M.Kn serta pemberitahuan perubahan mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No.AHU-AH.01.03-0468743 pada tanggal 3 November 2021, di antaranya terkait:

- Perubahan ketentuan mengenai hak istimewa pemegang saham Seri A Dwiwarna;
- Perubahan ketentuan mengenai kewenangan Direksi PT Angkasa Pura I untuk menetapkan kebijakan kepengurusan perusahaan dengan ketentuan bahwa terhadap kebijakan Bidang Hukum, Bidang Sumber Daya Manusia, Bidang Pengembangan Usaha, Perjanjian Kerja, Perubahan sistem dan kebijakan akuntansi perusahaan, Bidang Perizinan Usaha,

a) Authorized Capital

The company's authorized capital was Rp12,000,000,000,000.00, divided into 12,000,000 shares, consisting of 1 Series A Dwiwarna share with a par value of Rp1,000,000.00 and 11,999,999 Series B shares, each with a par value of Rp1,000,000.00 or total par value of Rp11,999,999,000,000.

b) Paid-Up Capital

The capital that has been subscribed and fully paid up by the Republic of Indonesia was Rp.6,414,412,000,000.00 consisting of 1 Series A Dwiwarna share, with a par value of Rp1,000,000.00 and 6,414,411 Series B shares, each with a par value of Rp1,000,000.00 or total par value of Rp6,414,411,000,000.00

- Changes and adjustments to several articles related to the above matters.

7. Amendments in 2021, based on the Decree of the Minister of SOEs as the General Meeting of Shareholders of PT Angkasa Pura I, as set forth in Deed No.23 dated October 22, 2021, drawn up before Notary Nanda Fauz Iwan SH, M.Kn and approved by the Ministry of Law and Human Rights of the Republic of Indonesia under No.AHU-AH.01.03-0468743 dated November 3, 2021, including:

- Amendment in provisions on the privileges of Series A Dwiwarna shareholders;
- Amendment in provisions on the authority of the Board of Directors of PT Angkasa Pura I to establish the company management policies with the provisions that the policies in the Legal, Human Resources, Business Development Sectors, Work Agreements, Changes in company accounting systems and policies, Business Licensing Sector, Corporate Restructuring,



## RIWAYAT SINGKAT PERUSAHAAN

### A Brief History of the Company

*Corporate Restructuring, Monitoring, Collection Enforcement*, Direksi wajib berpedoman pada kebijakan yang ditetapkan pemegang saham Seri A Dwiwarna atau yang diberikan kuasa.

- Perubahan dan penyesuaian beberapa pasal terkait dengan hal-hal tersebut di atas.
8. Perubahan pada tahun 2021 berdasarkan Pernyataan Keputusan Para Pemegang Saham Perusahaan PT Angkasa Pura I yang tertuang dalam Akta No.66 tanggal 15 Desember 2021 dengan Notaris Desman S.H, M.Hum serta persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU-0002952.AH.01.02 Tahun 2022 tanggal 13 Januari 2022, di antaranya terkait:
- Pengalihan seluruh saham seri B milik Negara Republik Indonesia pada perusahaan kepada PT Aviasi Pariwisata Indonesia (Persero) untuk dijadikan sebagai tambahan penyertaan modal Negara Republik Indonesia pada PT Aviasi Pariwisata Indonesia sebanyak 6.414.411 yang seluruhnya senilai Rp16.750.717.972.174.
  - Perubahan nama perusahaan dari PT Angkasa Pura I (Persero) menjadi PT Angkasa Pura I.
  - Perubahan struktur pemegang saham perusahaan sebagai akibat dari pengalihan seluruh saham seri B Negara Republik Indonesia kepada dan dalam rangka penambahan penyertaan modal Negara Republik Indonesia pada PT Aviasi Pariwisata Indonesia yakni sebanyak 6.414.411 saham dengan nilai sebesar Rp6.414.411.000.000.
  - Perubahan struktur pemegang saham tersebut meliputi pemenuhan total modal ditempatkan dan disetor perusahaan sejumlah Rp6.414.412.000.000,00 oleh para pemegang saham sebagai berikut:
    - a) Rp1.000.000 oleh Negara Republik Indonesia merupakan sisa setoran modal lama setelah dikurangi pengalihan seluruh saham seri B Negara Republik Indonesia pada perusahaan senilai Rp6.414.411.000.000.
- Monitoring, Collection Enforcement, the Board of Directors must refer to the policies that serve as the guidelines determined by the Series A Dwiwarna shareholders or authorized persons.
- Amendments and adjustments to several articles related to the matters mentioned above
8. Amendment in 2021 based on the Deed of Resolution of the Shareholders of PT Angkasa Pura I as stated in Deed No.66 dated December 15, 2021, drawn up before Notary Desman SH, M.Hum, and upon the approval from the Ministry of Law and Human Rights of the Republic of Indonesia under No. AHU-0002952.AH.01.02. of 2022 dated January 13, 2022, including:
- Transfer of all series B shares owned by the Republic of Indonesia in the company to PT Aviasi Pariwisata Indonesia to be used as an additional capital investment of the Republic of Indonesia in PT Aviasi Pariwisata Indonesia amounting to 6,414,411 shares with a total value of Rp16,750,717,972,174.
  - Change of company name from PT Angkasa Pura I (Persero) to PT Angkasa Pura I.
  - Change in the structure of the company's shareholders as a result of the transfer of all series B shares of the Republic of Indonesia to and in order to increase the capital investment of the Republic of Indonesia in PT Aviasi Pariwisata Indonesia amounting to 6,414,411 shares with a total value of Rp6. 414,411,000,000.00.
  - The change in shareholder structure includes the fulfillment of the Company's total issued and paid-up capital of Rp6,414,412,000,000.00 by shareholders, as follows:
    - a) Rp1,000,000 (one million Rupiah) by the Republic of Indonesia as the remaining paid-in capital after deducting the transfer of all series B shares of the Republic of Indonesia to the company amounting to Rp6,414,411,000,000.

## RIWAYAT SINGKAT PERUSAHAAN

A Brief History of the Company

- b) Rp6.414.411.000.000 oleh PT Aviassi Pariwisata Indonesia (Persero) merupakan setoran modal yang berasal dari pengalihan seluruh saham Seri B Negara Republik Indonesia merupakan sisa setoran modal lama setelah dikurangi pengalihan seluruh saham seri B Negara Republik Indonesia pada perusahaan.
- Perubahan ketentuan mengenai hak istimewa pemegang saham Seri A Dwiwarna.
  - Perubahan ketentuan mengenai kewenangan Direksi PT Aviassi Pariwisata Indonesia (Persero) untuk menetapkan kebijakan kepengurusan perusahaan termasuk di bidang akuntansi dan keuangan, pengembangan dan investasi, operasional, pemasaran, produk informasi teknologi pengadaan dan logistik, sumber daya manusia, tata kelola terintegrasi termasuk manajemen risiko, kepatuhan dan audit, hukum, *Environmental, Social, and Governance* (ESG), program tanggung jawab sosial dan lingkungan (TJSL) serta kebijakan strategis lainnya agar selalu selaras dan sesuai dengan kebijakan dan peraturan yang berlaku pada pemegang saham seri B terbanyak, Direksi wajib berpedoman pada kebijakan yang ditetapkan oleh Pemegang Saham Seri A Dwiwarna atau yang diberikan kuasa.
  - Perubahan dan penyesuaian beberapa pasal terkait dengan hal-hal tersebut di atas.
- b) Rp6,414,411,000,000 by PT Aviassi Pariwisata Indonesia as paid-in capital from the transfer of all Series B shares of the Republic of Indonesia, which is the remaining paid in capital after deducting the transfer of all series B shares of the Republic of Indonesia to the company
- Amendment in provisions on the privileges of Series A Dwiwarna shareholders.
  - Amendment in provisions on the authority of the Board of Directors of PT Aviassi Pariwisata Indonesia (Persero) to determine the company management policies including in accounting and finance, development and investment, operations, marketing, products and communications, information technology, procurement and logistics, human resources, integrated governance including risk management, compliance and audit, law, ESG (Environmental, Social and Governance), corporate social responsibility (CSR) as well as other strategic policies so that the provisions are always aligned and in accordance with the policies and regulations that apply to the majority series B shareholders, the Board of Directors must refer to the policies that serve as the guidelines determined by the Series A Dwiwarna Shareholders or authorized persons.
  - Amendments and adjustments to several provisions related to the above matters.

Hingga saat ini, PT Angkasa Pura I diberikan kepercayaan penuh oleh Pemerintah Republik Indonesia dalam mengelola 15 bandara, 1 kantor proyek, dan 5 entitas anak yang tersebar di berbagai provinsi di kawasan tengah dan timur Indonesia.

PT Angkasa Pura I has been entrusted by the Government of the Republic of Indonesia to manage 15 airports, 1 project offices, and 5 subsidiaries spreading across various provinces in the central and eastern regions of Indonesia.

## BRAND PERUSAHAAN Company Brand



### Angkasa Pura | AIRPORTS



#### Simbol "Senyuman" Symbol "Smile"

Simbol tersebut sarat akan makna "senyuman" yang melambangkan keramahan pelayanan yang manusiawi yang merupakan kebanggaan PT Angkasa Pura I. Aksentuasi dua tangan yang saling "interlocking" mencerminkan *safety and security concept* yang merupakan faktor terpenting dalam industri jasa kebandarudaraan. Peletakan gambar yang memiliki sudut aerodinamis naik ke kanan merepresentasikan tekad dan semangat transformasi progresif demi kemajuan perusahaan. The symbol also implies a "smile" which symbolizes the hospitality and humane service which is the pride of the Company. The symbol of two interlocking elements reflects the safety and security concept which is the most important factor in the Airport Business. The symbol with its aerodynamics angle rising up to the right represents the willingness and spirit of progressive transformation for the company's growth.

Gambar tersebut memiliki makna "give and take" yang menjadi representasi dari perolehan merupakan konsekuensi logis dari kegiatan memberi yang menjadi prinsip dasar "together stronger" atau kemuliaan pelayanan dan profesionalisme dalam kebersamaan.

The symbol above the line Angkasa Pura Airports means "give and take" implying that take is a logical consequence of "give" which is the basic principle of honor in serving and professionalism in the sense of "together stronger".

#### Angkasa Pura | AIRPORTS

Tulisan "Angkasa Pura" ditampilkan sejajar dengan kata "Airports" guna mempertegas sektor bisnis yang dioperasikan oleh PT Angkasa Pura I.

The line "Angkasa Pura" is freshly displayed along with the word "airports" to highlight the business line operated by PT Angkasa Pura I.



**Warna Biru**  
Blue Color



**Warna Hijau**  
Green Color

Kedua warna baik hijau dan biru yang dipadukan secara harmonis memiliki pesan tentang cita-cita yang tinggi namun bersinergi dengan konsep dan kerja yang membumi, berakar, tumbuh, dan lestari.

These two different colors, green and blue are harmoniously combined to convey an important message on the sky-high ideals which correspond to the synergy of grounded, rooted, growing and long-lasting concepts and works.

Sementara warna biru dalam tulisan Angkasa Pura melambangkan langit atau angkasa. while the blue color of the line "Angkasa Pura" symbolizes the sky or space.

## JEJAK LANGKAH Milestones

1962

**15 November | November 15**

Pemerintah RI mengeluarkan Peraturan Pemerintah (PP) No. 33 tahun 1962 tentang Pendirian Perusahaan Negara (PN) Angkasa Pura Kemayoran, dengan tugas pokok PN Angkasa Pura yaitu mengelola Bandar Udara Kemayoran Jakarta yang saat itu merupakan satu satunya bandara internasional.

The Indonesian Government issued Government Regulation (GR) No. 33/1962 on the Establishment of State-Owned (PN) Angkasa Pura Kemayoran, with the main task was to manage Kemayoran Airport in Jakarta, which was the first and only international airport in Indonesia.

1964

**20 Februari | February 20**

Pada tanggal 20 Februari 1964, yang menjadi hari jadi perusahaan, PN Angkasa Pura Kemayoran resmi mengambil alih secara penuh aset dan operasional Bandara Internasional Kemayoran dari Kementerian Perhubungan Udara Republik Indonesia.

February 20, 1964 was then determined as the date of the Company's establishment, PN Angkasa Pura Kemayoran officially took over the whole assets and operations of Kemayoran International Airport in Jakarta from the Ministry of Transportation of the Republic of Indonesia

1965

**17 Mei | May 17**

PP No. 21 tahun 1965 tentang Perubahan dan Tambahan PP No. 33 Tahun 1962 mengatur perubahan nama PN Angkasa Pura Kemayoran menjadi PN Angkasa Pura dan membuka kemungkinan mengelola bandara lain di Indonesia.

The Government Regulation No. 21/1965 on Amendment and Supplement to the Government Regulation No. 33/1962 regulates the name change from PN Angkasa Pura Kemayoran into State-Owned (PN) Angkasa Pura with a view to opening up opportunities to manage other airports in Indonesia.



## JEJAK LANGKAH

Milestones

1974

**24 Oktober | October 24**

PP No. 37 tahun 1974 mengubah status badan hukum PN Angkasa Pura berubah menjadi Perusahaan Umum (Perum).

Based on Government Regulation No. 37/1974, the legal entity status of the Company was changed from PN Angkasa Pura into a Public Company (Perum).

1986

**19 Mei | May 19**

Perum Angkasa Pura menjadi Perum Angkasa Pura I seiring dengan dibentuknya Perum Angkasa Pura II. Perum Angkasa Pura I mengelola bandara di wilayah Timur Indonesia, sedangkan Perum Angkasa Pura II mengelola wilayah Barat.

Perum Angkasa Pura changed its name to Perum Angkasa Pura I along with the establishment of Perum Angkasa Pura II. Perum Angkasa Pura I is in charge of the management of airports in the eastern regions of Indonesia, while Perum Angkasa Pura II is in charge of the management of airports in the western regions of Indonesia.

1992

**4 Februari | February 4**

Berdasarkan PP No. 5 tahun 1992, bentuk Perum Angkasa Pura I diubah menjadi Perusahaan Terbatas (PT) Angkasa Pura I, dengan sahamnya dimiliki sepenuhnya oleh Negara Republik Indonesia.

Based on the Government Regulation No. 5/1992, the Company's status as a "Perusahaan Umum (Perum)" (Public Company) was changed into "Perusahaan Terbatas (PT)" (Limited Liability Company) whose all shares are owned by the Republic of Indonesia

## JEJAK LANGKAH

Milestones

2008

### 22 September | September 22

Peresmian Bandara Sultan Hasanuddin oleh Presiden Republik Indonesia.

Inauguration of Sultan Hasanuddin Airport-Makassar by the President of the Republic of Indonesia.

2011

### 20 Oktober | October 20

Peresmian Bandara Zainuddin Abdul Madjid Lombok oleh Presiden Republik Indonesia.

Inauguration of Zainuddin Abdul Madjid Airport - Lombok by the President of the Republic of Indonesia.

2012

### 6 Januari | January 6

Pembentukan PT Angkasa Pura Hotel, PT Angkasa Pura Properti, dan PT Angkasa Pura Logistik sebagai entitas anak PT Angkasa Pura I.

Establishment of PT Angkasa Pura Hotel, PT Angkasa Pura Properti, and PT Angkasa Pura Logistik as subsidiaries of PT Angkasa Pura I.

### 1 Desember | December 1

Groundbreaking proyek pembangunan Terminal 2 (T2) Bandara Juanda Surabaya.

Groundbreaking of Terminal 2 (T2) development project at Juanda Airport, Surabaya.

### 9 Februari | February 9

Pembentukan entitas anak yaitu PT Angkasa Pura Suport.

Establishment of the subsidiary, PT Angkasa Pura Suport.

### 30 Desember | December 30

Logo baru PT Angkasa Pura I sebagai salah satu identitas perusahaan (*corporate identity*) resmi diluncurkan.

PT Angkasa Pura I officially launched its new logo as a corporate identity.

### 20 Februari | February 20

Peluncuran identitas perusahaan (*corporate identity*) berupa visi, misi, dan nilai-nilai serta hymne, mars, dan seragam baru PT Angkasa Pura I

PT Angkasa Pura I launched its corporate identity through vision, mission, values, hymn, and uniforms

## JEJAK LANGKAH

Milestones

2013

### 2 Januari | January 2<sup>nd</sup>

Implementasi Tahap Pertama Proyek *Enterprise Resource Planning* (ERP).

Implementation of Phase I of the Enterprise Resource Planning (ERP) Project.

### 7 April | April 7

Pengoperasian kembali Bandara Selaparang untuk sekolah penerbangan.

Re-operation of Selaparang Airport for aviation school

### 4 Januari | January 4

Pendirian Strategic Business Unit (SBU) Commercial Bandara I Gusti Ngurah Rai Bali sesuai dengan Keputusan Direksi No. KEP.02/OM.01.01/2013.

Establishment of Strategic Business Unit (SBU) Commercial in Ngurah Rai in accordance with Board of Directors Decree No. KEP.02/OM.01.01/2013.

### 12 September | September 12

Pengoperasian terminal baru Bandara I Gusti Ngurah Rai Bali.

Operation of the new terminal at I Gusti Ngurah Rai Airport Denpasar, Bali.

### 6 Januari | January 6

Pengalihan tugas pengelolaan terkait navigasi ke Perusahaan Umum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (Perum-LPPNPI) berdasarkan PP No. 77 Tahun 2012.

Transfer of navigation-related management duties to the Public Company of the Indonesian Aviation Navigation Service Provider (Perum-LPPNPI) based on the Government Regulation No. 77/2012.

## JEJAK LANGKAH

Milestones

2014

### 14 Februari | February 14

Pengoperasian Terminal 2 Bandara Juanda Surabaya.  
Operation of the Terminal 2 (T2) in Juanda Airport Surabaya.

### 15 September | September 15

Peresmian Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan dan Terminal 2 Bandara Juanda Surabaya oleh Presiden RI.

Inauguration of Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan and Terminal 2 (T2) at Juanda Airport Surabaya by the President of the Republic of Indonesia.

### 22 Maret | March 22

Pengoperasian terminal baru Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan.

Operation of the new terminal at Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan.

### 17 September | September 17

Pengoperasian terminal domestik baru Bandara I Gusti Ngurah Rai Bali

Inauguration of Sultan Aji Muhammad Sulaiman Sepinggang International Airport Balikpapan and Terminal 2 (T2) at Juanda International Airport Surabaya by the President of the Republic of Indonesia.

### 17 Juni | June 17

*Groundbreaking* pengembangan Bandara Ahmad Yani Semarang.

Groundbreaking for development of Jenderal Ahmad Yani Airport Semarang

### 19 Desember | December 19

Peresmian Bandara I Gusti Ngurah Rai Bali oleh Menteri Perhubungan RI.

Inauguration of I Gusti Ngurah Rai Airport Denpasar Bali by the Minister of Transportation of the Republic of Indonesia.



## JEJAK LANGKAH

Milestones

2015

**18 Mei | May 18**

*Groundbreaking* Bandara Syamsudin Noor Banjarmasin.

Groundbreaking of Syamsudin Noor Airport, Banjarmasin.

**17 Agustus | August 17**

Pengoperasian Terminal B Bandara Adisutjipto Yogyakarta.

Operation of Terminal B at Adisutjipto Airport, Yogyakarta

**13 Desember | December 13**

Pengoperasian Terminal Khusus Umroh Bandara Juanda Surabaya.

Operation of the Special Terminal for Umrah Pilgrims at Juanda Airport Surabaya.

2016

**23 November | November 23**

Penerbitan Obligasi I PT Angkasa Pura I tahun 2016 dan Sukuk Ijarah I PT Angkasa Pura I tahun 2016.

Issuance of PT Angkasa Pura I Bond I 2016 and PT Angkasa Pura I Sukuk Ijarah I 2016.

2017

**27 Januari | January 27**

*Groundbreaking* pembangunan Bandara Internasional Yogyakarta di Kulon Progo oleh Presiden Republik Indonesia.

Groundbreaking of construction of the Yogyakarta International Airport in Kulon Progo by the President of the Republic of Indonesia.

**8 April | April 8**

*Groundbreaking* pembangunan Kereta Api Bandara Adi Soemarmo Solo oleh Presiden Republik Indonesia.

Groundbreaking of the construction of the Adi Soemarmo Airport Railway by the President of the Republic of Indonesia.

## JEJAK LANGKAH

Milestones

2018

**11 Februari | February 11**

Seremonial *topping off* Terminal Baru Bandara Jenderal Ahmad Yani Semarang.

Topping off ceremony of the new terminal at Jenderal Ahmad Yani Airport Semarang, Central Java.

**7 Juni | June 7**

Peresmian terminal baru Bandara Jenderal Ahmad Yani Semarang oleh Presiden Republik Indonesia.

The President of the Republic of Indonesia inaugurated the new terminal at Jenderal Ahmad Yani Airport Semarang.

2019

**6 Mei | May 6**

Bandara Internasional Yogyakarta di Kulon Progo mulai beroperasi.

Yogyakarta International Airport Kulon Progo commenced operations.

**18 Desember | December 18**

Peresmian Terminal baru Bandara Syamsuddin Noor Banjarmasin oleh Presiden Republik Indonesia.

The President of the Republic of Indonesia inaugurated the New Terminal at Syamsuddin Noor Airport Banjarmasin.

2020

**28 Agustus | August 28**

Peresmian Bandara Internasional Yogyakarta di Kulon Progo oleh Presiden Republik Indonesia.

The President of the Republic of Indonesia inaugurated Yogyakarta International Airport Kulon Progo

## JEJAK LANGKAH

Milestones

2021

### 8 September | September 8

Penerbitan Obligasi Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021 dan Sukuk Ijarah Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021.

Issuance of Sustainable Bonds I Angkasa Pura I Phase I Year 2021 and Sustainable Sukuk Ijarah I Angkasa Pura I Phase I Year 2021.

### 21 Desember | December 21

Penandatanganan Kerja Sama Pengelolaan Bandara Hang Nadim Batam dengan PT Bandara Internasional Batam sebagai Badan Usaha Pelaksana (BUP).

Signing of the Management Cooperation Agreement for Batam Hang Nadim Airport with PT Bandara Internasional Batam as an Implementing Business Entity (BUP).

2022

### 24 Juni | June 24

Konsorsium PT Angkasa Pura I, Incheon International Airport Corporation (IIAC), dan PT Wijaya Karya (Persero) Tbk yakni PT Bandara Internasional Batam (BIB) resmi mengelola Bandara Internasional Hang Nadim Batam.

The consortium of PT Angkasa Pura I, Incheon International Airport Corporation (IIAC), and PT Wijaya Karya (Persero) Tbk, PT Bandara Internasional Batam (BIB), officially manages Hang Nadim International Airport, Batam.

# KEGIATAN USAHA

## Business Activities



### KEGIATAN USAHA MENURUT ANGGARAN DASAR

Kegiatan Usaha yang dijalankan PT Angkasa Pura I sebagaimana disebutkan dalam Pasal 3 Akta No.66 tanggal 15 Desember 2021 bahwa maksud dan tujuan PT Angkasa Pura I yaitu melakukan usaha di bidang jasa kebandarudaraan pelayanan lalu lintas penerbangan, serta optimalisasi pemanfaatan sumber daya yang dimiliki perusahaan untuk menghasilkan barang dan/atau jasa yang bermutu tinggi dan berdaya saing kuat untuk mendapatkan atau mengejar keuntungan guna meningkatkan nilai perusahaan dengan menerapkan prinsip-prinsip Perseroan Terbatas.

Kegiatan usaha PT Angkasa Pura I yaitu sebagai berikut:

1. Kegiatan usaha utama, meliputi:
  - Penyediaan, pengusahaan, dan pengembangan fasilitas untuk kegiatan pelayanan pendaratan, lepas landas, parkir, dan penyimpanan pesawat udara.
  - Penyediaan, pengusahaan, dan pengembangan fasilitas terminal untuk pelayanan angkutan penumpang, kargo, dan pos.
  - Penyediaan, pengusahaan, dan pengembangan jasa pelayanan penerbangan.
  - Penyediaan, pengusahaan dan pengembangan fasilitas elektronika, navigasi, listrik, air, dan instalasi limbah buangan.

### BUSINESS ACTIVITY ACCORDING TO THE ARTICLES OF ASSOCIATION

According to Article 3 of Deed of Resolution No. 66 dated December 15, 2021, PT Angkasa Pura I's business activities are to engage in the aviation services industry and air traffic control services, as well as to optimize the utilization of the company's resources to produce high-quality and competitive goods and/or services in order to obtain or pursue profits and increase the company's value while implementing the principles of a Limited Liability Company.

The Company's business activities are as follows:

1. Main business activities, including:
  - Provision, operation and development of facilities for aircraft landing, take-off, parking and hangar services.
  - Provision, operation and development of terminal facility for passenger, cargo and postal transportation services.
  - Provision, operation, and development of aviation services.
  - Provision, operation and development of electronic, navigation, electricity, water and waste treatment facilities.





- Penyediaan lahan untuk bangunan, lapangan dan kawasan industri serta gedung/bangunan yang berhubungan dengan kelancaran angkutan udara.
- Penyediaan jasa konsultasi, pendidikan dan pelatihan yang berkaitan dengan kebandarudaraan dan pelayanan penerbangan.
- Penyediaan jasa pelayanan yang secara langsung menunjang kegiatan penerbangan yang meliputi penyediaan hangar udara, perbengkelan pesawat udara, pergudangan, jasa boga pesawat udara, jasa *ramp*, jasa pelayanan penumpang dan bagasi, jasa penanganan kargo dan surat, pelayanan jasa *load control*, komunikasi dan operasi penerbangan, pelayanan jasa pengamanan, pelayanan jasa pemeliharaan dan perbaikan pesawat udara, penyediaan dan pendistribusian bahan bakar pesawat udara.
- Penyediaan jasa pelayanan yang secara langsung atau tidak langsung menunjang kegiatan bandar udara yang meliputi jasa penyediaan penginapan/hotel, jasa penyediaan toko, penyediaan restoran dan bar (*cafe*), jasa penempatan kendaraan bermotor/parkir, jasa perawatan pada umumnya (kegiatan jasa yang melayani pembersihan dan pemeliharaan gedung dan kantor di bandar udara), jasa penyediaan otomatisasi pelaporan keberangkatan penerbangan.
- Provision of land for constructions, fields and industrial estates as well as building/structure to ensure smooth air traffic.
- Provision of consulting, education and training services related to airports and aviation services.
- Provision of services that directly support aviation activities, including the provision of hangars, aircraft, aircraft repair services, warehousing, aircraft catering services, ramp services, passenger and baggage services, cargo and mail handling services, load control services, communication and flight operations, security services, aircraft maintenance and repair services, aircraft fuel supply and distribution services.
- Provision of services that directly or indirectly support airport activities, including accommodation/hotel services, shops, restaurants and bars (*cafes*), motor vehicle placement/parking services, general maintenance services (cleaning and maintenance services for buildings and offices at the airport), automated flight departure reporting services.

## KEGIATAN USAHA

### Business Activities

- Jasa penunjang kegiatan bandar udara lainnya meliputi penjualan bahan bakar dan pelumas kendaraan bermotor di bandar udara, jasa pelayanan pengangkutan barang, penumpang di terminal kedatangan dan pemberangkatan jasa pelayanan pos, jasa pelayanan telekomunikasi, jasa tempat bermain dan rekreasi, jasa aluan wisata, agen perjalanan, bank untuk pelayanan jasa perbankan di bandar udara, penukaran uang, jasa pelayanan angkutan darat, penitipan barang, jasa advertensi, *first class lounge*, *business class lounge*, dan *VIP room*, *hairdresser and beauty salon*, agrobisnis *service*, *nursery*, asuransi, jasa penyediaan ruangan, *vending machine*, jasa pengelolaan limbah buang, jasa pelayanan kesehatan, jasa penyediaan kawasan industri, jasa lainnya yang secara langsung atau tidak langsung menunjang kegiatan bandar udara.
- 2. Usaha dalam rangka optimalisasi pemanfaatan sumber daya yang dimiliki perusahaan yang berada di luar daerah lingkungan kerja bandar udara, meliputi usaha properti, pergudangan, perkantoran, perhotelan, perumahan, apartemen, bursa mobil, bengkel, restoran, SPBU, pusat perbelanjaan dan bisnis pariwisata, *resort*, olahraga dan rekreasi, rumah sakit, pendidikan dan penelitian, prasarana telekomunikasi dan sumber daya energi, jasa penyewaan dan pengusahaan sarana dan prasarana yang dimiliki perusahaan serta optimalisasi pemanfaatan dana perusahaan melalui pasar modal dan pasar uang.
- Supporting airport activities, including the sale of fuel and lubricants for motor vehicles at the airport, transportation services for goods and passengers at arrival and departure terminals, postal services, telecommunications services, recreational and entertainment services, tourism services, travel agents, ATM for banking services at airports, money changers, land transportation services, baggage storage, advertising services, first-class lounges, business class lounges and VIP rooms, hairdressers and beauty salons, agribusiness services, nursery room, insurance, room rental services, vending machines, waste management services, health services, industrial estate provision services, other services that directly or indirectly support airport activities.
- 2. Business activities aimed at optimizing the utilization of the company's resources outside the airport work area, including property, warehousing, office, hotel, housing, apartment, car exchange, workshop, restaurant, gas station, shopping center and tourism business, resort, sport and recreation, hospital, education and research, telecommunication infrastructure and energy resources, rental services and operations of facilities and infrastructure owned by the company as well as optimize the utilization of the company funds through capital market and financial market.



## KEGIATAN USAHA

### Business Activities

#### SEGMENT USAHA

Segmen usaha PT Angkasa Pura I dibagi menjadi dua jenis, yang terdiri dari :

1. Segmen produk dan jasa yang diberikan kepada perusahaan, terutama badan usaha angkutan udara dan mitra usaha lainnya.
2. Segmen produk dan jasa yang diberikan langsung kepada konsumen, terutama penumpang pesawat udara dan pengantar serta penjemput.

Produk dan layanan yang diberikan PT Angkasa Pura I secara rinci dijelaskan dalam uraian berikut:

1. Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U), yang diperuntukkan bagi pesawat udara yang mendarat di bandara. PJP4U mencakup juga penempatan pesawat udara di tempat terbuka di area bandara dan penyimpanan pesawat udara di dalam hanggar.
2. Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), yang ditujukan kepada setiap penumpang di terminal keberangkatan atau kedatangan bandar udara.
3. Garbarata (*Aviobridge*), merupakan jasa pemakaian garbarata (*aviobridge*) yang diberikan kepada perusahaan angkutan udara atau operator pesawat udara pada saat keberangkatan atau kedatangan.
4. *Counter Check-In*, yaitu layanan kepada perusahaan angkutan udara atau operator pesawat udara sehubungan dengan pemakaian fasilitas bandara, khususnya terkait proses *check-in* penumpang.
5. Koneksi atas Jasa Penggunaan Fasilitas Bandara, yaitu hak penggunaan fasilitas bandara kepada pihak ketiga terkait kegiatan usaha yang dilakukan di bandara. Koneksi ini dikenakan kepada perusahaan-perusahaan yang memiliki usaha di bandara, seperti usaha Ekspedisi Muatan Pesawat Udara (EMPU), *Regulated Agent* (RA), *Ground Handling*, dan *In-flight Catering*.

#### BUSINESS SEGMENTS

PT Angkasa Pura I has two types of business segments, consisting of:

1. Product and service segments provided to companies, especially air freight companies and other business partners.
2. Product and service segments provided directly to consumers, primarily aircraft passengers and their relatives.

The Company's products and services are described in detail as follows:

1. Landing, Parking, and Hangar Service Charge (PJP4U), designated for aircraft landing at the airport. PJP4U is also designated for parking aircraft in the open areas of the airport area and for parking aircraft in the hangars.
2. Passenger Service Charge (PJP2U), designated for all passengers in the departure or arrival terminal of the airports.
3. Aviobridge, Aviobridge Usage Service is provided to airlines or aircraft operators upon departure or arrival.
4. Counter Check-In, Counter Check-In Service is provided for airlines or aircraft operators for their use of airport facilities, specifically related to the passenger check-in process.
5. Concession for Airport Facility Usage Services, a concession is the service provided for the right of using airport facilities by third parties related to their activities carried out in the airport. Concession is given for companies carrying out businesses in the airports, such as Aircraft Cargo Expedition (EMPU), Regulated Agent (RA), Ground Handling, and Inflight Catering.

## WILAYAH OPERASIONAL

### Operational Areas

Hingga akhir tahun pelaporan 2022, PT Angkasa Pura I telah mengelola 15 bandara, 5 entitas anak, dan 1 kantor proyek yang tersebar di Indonesia wilayah barat, tengah, dan timur, yaitu :



#### **Bandar Udara** Airports

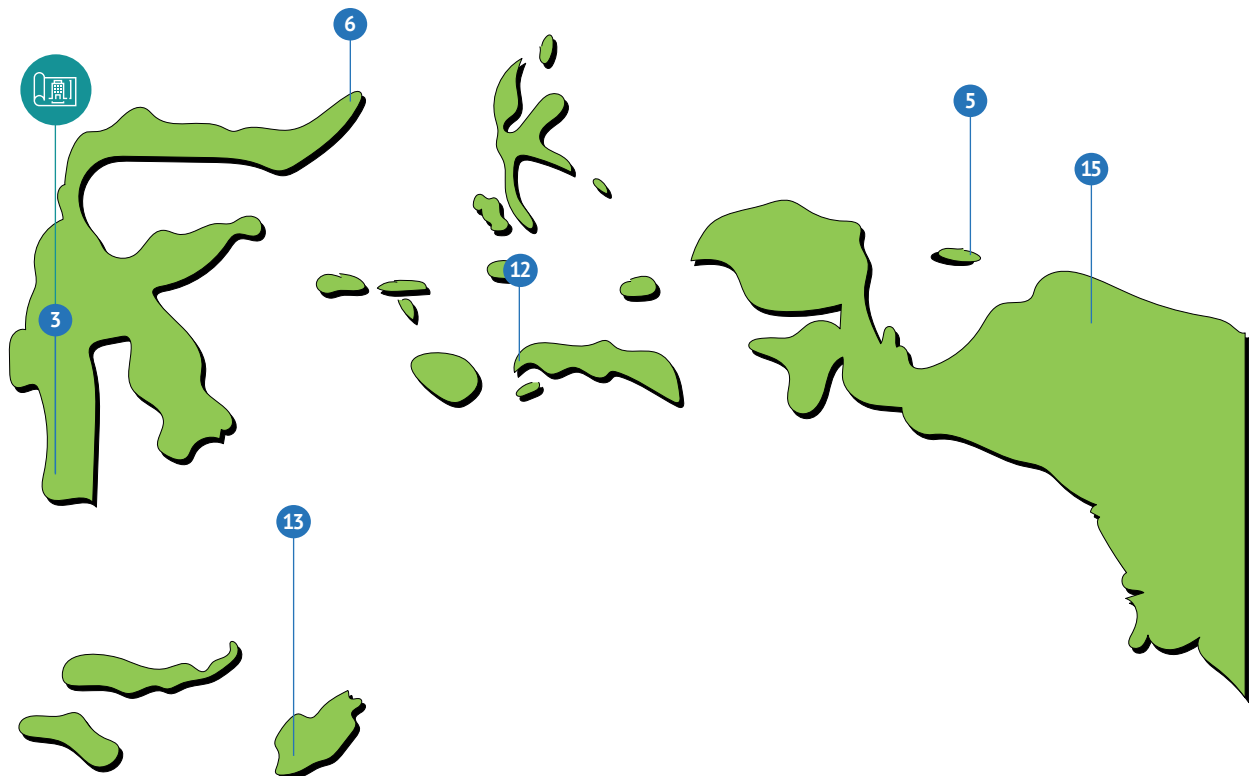
- |  |   |
|--|---|
| 1. Bandar Udara I Gusti Ngurah Rai Bali<br>I Gusti Ngurah Rai Airport Bali   | 8. Bandar Udara Jenderal Ahmad Yani Semarang<br>Jenderal Ahmad Yani Airport Semarang                  |
| 2. Bandar Udara Juanda Surabaya<br>Juanda Airport Surabaya   | 9. Bandar Udara Adisutjipto Yogyakarta<br>Adisutjipto Airport Yogyakarta                              |
| 3. Bandar Udara Sultan Hasanuddin Makassar<br>Sultan Hasanuddin Airport Makassar   | 10. Bandar Udara Adi Soemarmo Solo<br>Adi Soemarmo Airport Solo                                       |
| 4. Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan<br>Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan | 11. Bandar Udara Zainuddin Abdul Madjid Lombok<br>Zainuddin Abdul Madjid Airport Lombok               |
| 5. Bandar Udara Frans Kaisiepo Biak<br>Frans Kaisiepo Airport Biak   | 12. Bandar Udara Pattimura Ambon<br>Pattimura Airport Ambon   |
| 6. Bandar Udara Sam Ratulangi Manado<br>Sam Ratulangi Airport Manado   | 13. Bandar Udara El Tari Kupang<br>El Tari Airport Kupang   |
| 7. Bandar Udara Syamsudin Noor Banjarmasin<br>Syamsudin Noor Airport Banjarmasin   | 14. Bandar Udara Internasional Yogyakarta Kulon Progo<br>Yogyakarta International Airport Kulon Progo |
|  | 15. Bandar Udara Sentani Jayapura<br>Sentani Airport Jayapura   |



## WILAYAH OPERASIONAL

Operational Areas

As of the end of the 2022 reporting year, PT Angkasa Pura I has managed 15 airports, 5 subsidiaries, and 1 project office located in the western, central, and eastern regions of Indonesia, as follows:



### Proyek Pembangunan

Development Project

1. Proyek Pengembangan Bandara Sultan Hasanuddin Makassar  
Sultan Hasanuddin Airport Development Project Makassar



### Anak Perusahaan

Subsidiaries

1. PT Angkasa Pura Logistik
2. PT Angkasa Pura Properti
3. PT Angkasa Pura Suport
4. PT Angkasa Pura Hotel
5. PT Angkasa Pura Retail



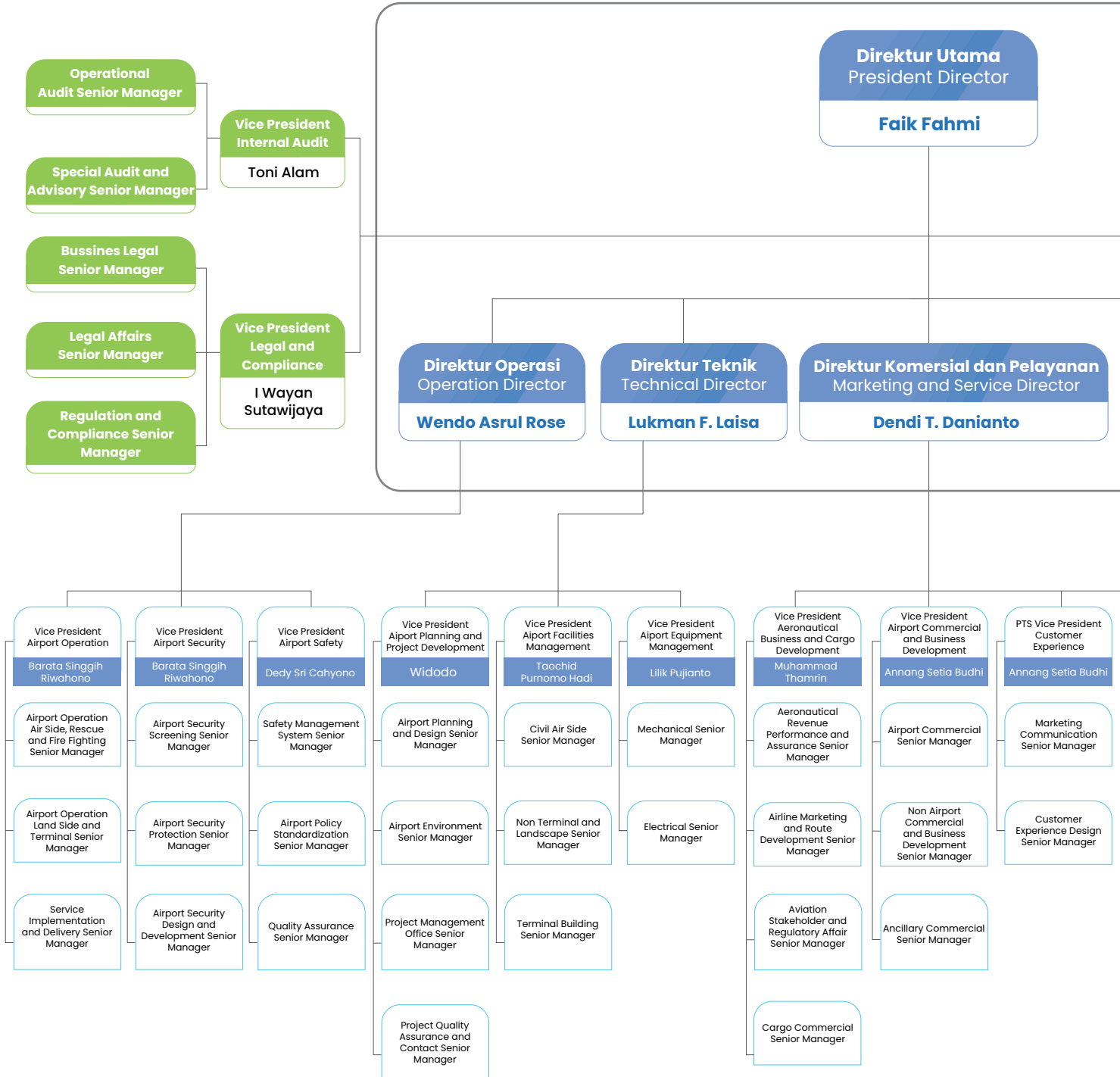
### Kantor Pusat

Head Office

Kota Baru Bandar Kemayoran Blok B 12 Kav. 2, Jakarta, 10610

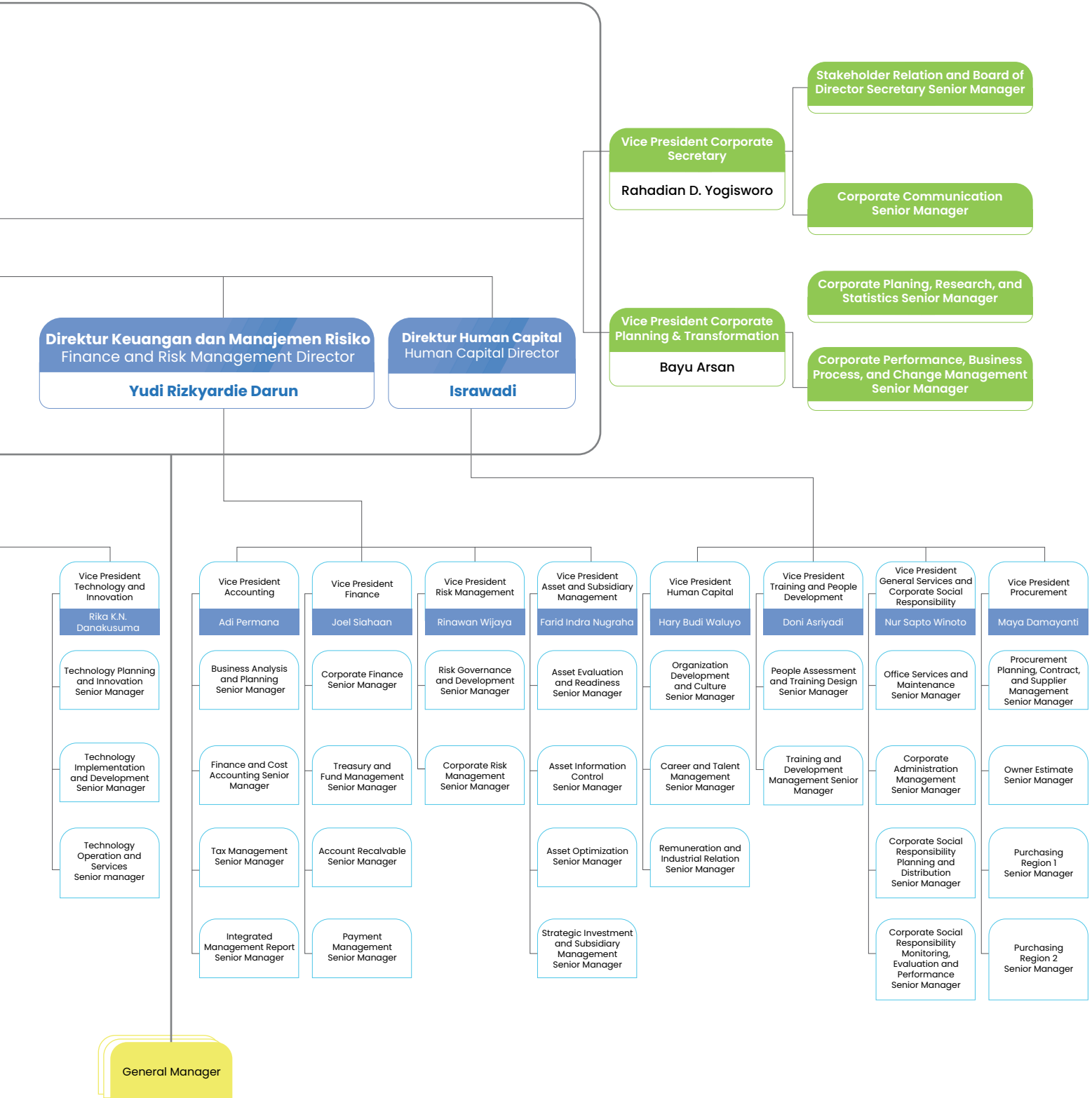
# STRUKTUR ORGANISASI

## Organizational Structure



# STRUKTUR ORGANISASI

## Organizational Structure



# KEANGGOTAAN ASOSIASI

## Association Membership



### Indonesia Aviation and Tourism Research Institute (IATRI)

#### DASAR PERATURAN DAN NOMOR SERTIFIKAT KEANGGOTAAN

- Surat Edaran Menteri BUMN Nomor SE-1/MBU/02/2021 tentang Transformasi Fungsi *Learning Center/Corporate University, Research Center* dan *Innovation Center* BUMN
- Nota Kesepahaman antara PT Angkasa Pura II (Persero); PT Angkasa Pura I (Persero); PT Garuda Indonesia (Persero) Tbk; PT Hotel Indonesia Natour (Persero); PT Pengembangan Pariwisata Indonesia (Persero); PT Sarinah (Persero); PT Survai Udara Penas (Persero); PT Taman Wisata Candi Borobudur, Prambanan, dan Ratu Boko (Persero); dan Perusahaan Umum (Perum) Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Nomor MOU.DP.167/HK.04.01/2021 tentang Pelaksanaan Riset dan Inovasi di Bidang Penerbangan dan Pariwisata
- Keputusan Direksi PT Angkasa Pura II (Persero) Nomor KEP.04.04/00/07/2021/0705 tentang Tim Inovasi Indonesia Aviation and Tourism Research Institute (IATRI) BUMN Center Of Excellence Klaster BUMN Pariwisata dan Pendukung tanggal 22 Juli 2021

#### PERAN PT ANGKASA PURA I:

Anggota Indonesia Aviation and Tourism Research Institute (IATRI).

#### TUGAS DAN TANGGUNG JAWAB:

1. Membuat anggaran dengan minimal 5% dari total biaya human capital dalam 1 tahun, dari semula dialokasikan hanya untuk program *learning/development* menjadi termasuk di dalamnya penelitian dan inovasi, dengan cara berkolaborasi dalam membangun wadah (*Learning, Research & Development, and Innovation*) di setiap klaster, termasuk mengoptimalkan Corporate University/ kapabilitas BUMN yang relevan.

#### REGULATORY BASIS AND MEMBERSHIP CERTIFICATE NUMBER

- Minister of SOEs Circular No. SE-1/MBU/02/2021 on the Transformation of Functions of Learning Center/Corporate University, Research Center and Innovation Center of SOEs.
- Memorandum of Understanding between PT Angkasa Pura II (Persero); PT Angkasa Pura I (Persero); PT Garuda Indonesia (Persero) Tbk; PT Hotel Indonesia Natour (Persero); PT Indonesia Tourism Development (Persero); PT Sarinah (Persero); PT Air Penas Survey (Persero); PT Taman Wisata Candi Borobudur, Prambanan, and Ratu Boko (Persero); and Public Company (Perum) Aviation Navigation Service Provider No. MOU. DP.167/HK.04.01/2021 on the Implementation of Research and Innovation in Aviation and Tourism.
- The Board of Directors Decree of PT Angkasa Pura II (Persero) No. KEP.04.04/00/07/2021/0705 on the Innovation Team of Indonesia Aviation and Tourism Research Institute (IATRI) BUMN Center of Excellence, Tourism and Support SOE cluster dated July 22, 2021.

#### ROLE OF PT ANGKASA PURA I:

Member of Indonesia Aviation and Tourism Research Institute (IATRI)

#### DUTIES AND RESPONSIBILITIES:

1. Making a budget with a minimum of 5% of the total cost of human capital in 1 year, from initially allocated only for learning/development programs to include research and innovation, by collaborating in building a forum (*Learning, Research & Development, and Innovation*) in each cluster, including optimizing the relevant Corporate University/ SOE capabilities;



## KEANGGOTAAN ASOSIASI

### Association Membership

2. Mendorong fungsi riset atau pengembangan BUMN untuk menghasilkan inovasi yang implementatif, memberikan *added value and economy*, serta mendukung pencapaian target dan/atau peningkatan kinerja perusahaan secara berkelanjutan.
  3. Tidak membangun *corporate university/learning/training/research center* baru apabila program tersebut telah ditetapkan sebagai *Hub/Learning Institute/Research Institute* terintegrasi.
  4. Menyampaikan data dan informasi kepada Koordinator Klaster BUMN dan *Champion Hub/Institute* untuk kebutuhan penyusunan *Blueprint Hub/Institute* terintegrasi:
    - Fasilitas atau infrastruktur *Learning Center/Corporate University, Research Center, dan Innovation Center*.
    - Program pengembangan sumber daya manusia, teknologi, dan teknologi informasi.
    - Program unggulan atau uniqueness masing-masing *Learning Center/Corporate University, Research Center, dan Innovation Center*.
    - *IT maturity*.
    - Kapabilitas teknologi.
    - Inovasi yang dihasilkan perusahaan.
2. Encouraging the research or development function of SOE to produce implementable innovations, provide added value & economy, and support the achievement of targets and/or continuous improvement of company performance;
  3. Not building a new corporate university/learning/training/research center if the program has been designated as an integrated Hub/Learning Institute/Research Institute;
  4. Submitting data and information to the SOE Cluster Coordinator and Champion Hub/Institute for the preparation of an integrated Blueprint Hub/Institute:
    - Facilities or infrastructure for Learning Center/Corporate University, Research Center, and Innovation Center;
    - Human resource development program, technology, and information technology;
    - Excellent program or uniqueness of each Learning Center/Corporate University, Research Center, and Innovation Center;
    - IT maturity;
    - Technological capabilities;
    - Company-generated innovation



## Airports Council International (ACI)

### DASAR PERATURAN DAN NOMOR SERTIFIKAT KEANGGOTAAN:

Sertifikat keanggotaan ACI Asia-Pacific Region periode 1 Januari-31 Desember 2022.

### PERAN PT ANGKASA PURA I:

Anggota atau *membership* Airport Council International Asia-Pacific Region.

### TUGAS DAN TANGGUNG JAWAB:

1. Mewakili operator bandara di wilayah Asia-Pasifik sebagai penyatuan suara dalam berbagai topik (*current issue*) dengan regulator nasional dan lembaga regulasi global.

### REGULATORY BASIS AND MEMBERSHIP CERTIFICATE NUMBER:

ACI Asia-Pacific Region membership certificate for the period of January 1 to December 31, 2022.

### ROLE OF PT ANGKASA PURA I:

Member of Airport Council International Asia-Pacific Region.

### DUTIES AND RESPONSIBILITIES:

1. Represent Asia-Pacific airport operators as a unified voice on current issues with national regulators and global regulatory agencies.

## KEANGGOTAAN ASOSIASI

Association Membership

- |   |   |
|---|---|
| <ol style="list-style-type: none"> <li>2. Memberikan kontribusi bagi peningkatan kinerja di wilayah Asia-Pasifik melalui praktik terbaik dalam <i>safety, security, environment</i>, perekonomian, SDM, dan teknologi informasi.</li> <li>3. Berpartisipasi pada program pelatihan dan pengembangan kompetensi, serta berbagi tren dan perspektif di industri aviasi melalui media publikasi antar anggota.</li> <li>4. Berpartisipasi pada program <i>Airport Service Quality (ASQ)</i>, termasuk <i>networking</i> dan <i>benchmarking</i> antar anggota di tingkat regional maupun global</li> </ol> | <ol style="list-style-type: none"> <li>2. Contribute to the improvement of performance in the Asia-Pacific region by implementing best practices in <i>safety, security, environment</i>, economy, human resources, and information technology.</li> <li>3. Attend training and competency development programs, as well as share trends and perspectives in the aviation industry through media publications among members.</li> <li>4. Attend Airport Service Quality (ASQ) programs, including <i>networking</i> and <i>benchmarking</i> among members at regional and global levels.</li> </ol> |
|---|---|



## Forum Tanggung Jawab Sosial dan Lingkungan (TJSL) BUMN

### DASAR PERATURAN DAN NOMOR SERTIFIKAT KEANGGOTAAN:

Rapat pendirian dan pengukuhan Forum TJSL pada tanggal 8 Juli 2022.

### PERAN PT ANGKASA PURA I:

Mendukung kegiatan yang dilaksanakan oleh Forum TJSL sehingga program-program TJSL dapat dilaksanakan secara solid, sinergis, dan selalu berada dalam koridor ketentuan yang ada

### TUGAS DAN TANGGUNG JAWAB:

Berperan aktif dalam kegiatan, rapat, dan *event* yang diselenggarakan oleh Forum Tanggung Jawab Sosial dan Lingkungan (TJSL).

### REGULATORY BASIS AND MEMBERSHIP CERTIFICATE NUMBER:

Establishment meeting and inauguration of Social and Environmental Responsibility Forum dated July 8, 2022.

### ROLE OF PT ANGKASA PURA I:

Support the Social and Environmental Responsibility Forum's activities so that the programs can be implemented in a solid and synergistic manner and always within the corridors of existing regulations.

### DUTIES AND RESPONSIBILITIES:

Take an active role in activities, meetings, and events organized by the Social and Environmental Responsibility Forum.



# PROFIL DEWAN KOMISARIS

## Profile of Board of Commissioners

**Komisaris Utama**  
President Commissioner



NAMA | NAME
 Angkasa Pura | AIRPORTS

**DJOKO SASONO**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Kediri, 25 September 1963  
Kediri, September 25, 1963

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
59 tahun per Desember 2022  
59 years old as of December 2022

**PERIODE JABATAN | TERM OF OFFICE**  
19/07/2018-sekarang | present  
Periode Pertama | First Term

### Riwayat Pendidikan

#### Educational Background

- Sarjana (S1), Teknik Planologi, Institut Teknologi Bandung, 1987  
Bachelor of Planology Engineering, Bandung Institute of Technology, 1987
- Master (S2), Transportation Planning and Engineering, The University of Leeds, United Kingdom, 1994  
Master of Transportation Planning and Engineering, The University of Leeds, United Kingdom, 1994
- Doktor (S3), Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Jepang, 2002  
Doctor in Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Japan, 2002

### Dasar Hukum Pengangkatan

#### Legal Basis of Appointment

Diangkat sebagai Komisaris Utama perusahaan sejak 19 Juli 2018 berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-210/MBU/07/2018 Tanggal 19 Juli 2018, hingga tanggal 19 Juli 2023

Appointed as President Commissioner of the Company on July 19, 2018 based on Decree of the Minister of State-Owned Enterprises No. SK-210/MBU/07/2018 dated July 19 2018, until July 19, 2023.

### Kepemilikan Saham PT Angkasa Pura I

#### Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.  
Has no shares of ownership in PT Angkasa Pura I.

### Pengalaman Kerja

#### Work Experience

- Sekretaris Jenderal Kementerian Perhubungan (2018)  
Secretary General of the Ministry of Transportation (2018)
- Kepala Badan Pengembangan SDM Perhubungan (2017-2018)  
Head of Transportation Human Resources Development Agency (2017-2018)
- Staf ahli Bidang Logistik, Multimoda, dan Keselamatan Perhubungan (2016)  
Expert Staff of Logistics, Multimodal Transportation & Transportation Safety (2016)
- Penyusun Dokumen Perencanaan dan Program (2016)  
Drafting Team for Planning & Program Document (2016)

### Jabatan Rangkap

#### Concurrent Position

Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan, Kementerian Perhubungan RI (2022)  
Head of Transportation Human Resources Development Agency, Ministry of Transportation, RI (2022)

### Hubungan Afiliasi

#### Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.  
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

## PROFIL DEWAN KOMISARIS

Profile of Board of Commissioners

**Komisaris Independen**  
Independent Commissioner



**Angkasa Pura | AIRPORTS**

<p><b>NAMA   NAME</b></p> <p><b>ERWAN AGUS PURWANTO</b></p> <p><b>KEWARGANEGARAAN   CITIZENSHIP</b></p> <p><b>Warga Negara Indonesia</b> Indonesian Citizen</p> <p><b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b></p> <p><b>Klaten, 2 Agustus 1968</b> Klaten, August 2, 1968</p>	<p><b>DOMISILI   DOMICILE</b></p> <p><b>Sleman, Indonesia</b></p> <p><b>USIA   AGE</b></p> <p><b>54 tahun per Desember 2022</b> 54 years old as of December 2022</p> <p><b>PERIODE JABATAN   TERM OF OFFICE</b></p> <p><b>20/03/2020-sekarang   present</b> Periode Pertama   First Term</p>
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### Riwayat Pendidikan

#### Educational Background

- Sarjana (S1), Jurusan Ilmu Administrasi Negara Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada, 1992  
Bachelor degree in Public Administration, Department of Public Administration, Faculty of Social and Political Sciences, Gadjah Mada University, 1992
- Master (S2), Magister Administrasi Publik, Program Pasca Sarjana, Universitas Gadjah Mada, 1997  
Master of Public Administration, Postgraduate Program, Gadjah Mada University, 1997
- Doktor (S3), Amsterdam School for Social Science Research, Faculty of social and behavioural science, University of Amsterdam, 2004  
Doctorate, Amsterdam School for Social Science Research, Faculty of Social and Behavioral Science, University of Amsterdam, 2004

### Dasar Hukum Pengangkatan

#### Legal Basis of Appointment

Diangkat sebagai Komisaris perusahaan sejak 20 Maret 2020, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 hingga ada keputusan lebih lanjut.

Appointed as Commissioner of the Company on March 20, 2020, based on the Minister of SOEs Decree No. SK-85/MBU/03/2020 dated March 20, 2020, until there is further GMS resolution.

### Kepemilikan Saham PT Angkasa Pura I

#### Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

### Pengalaman Kerja

#### Work Experience

- Guru Besar dalam Bidang Kebijakan Publik, FISIPOL UGM (2019)  
Professor in Public Policy, Faculty of Social and Political Science, Gadjah Mada University (2019)
- Panelis Debat Presiden dengan topik: ideologi, politik dan governance, pertahanan, dan urusan internasional (2019)  
Panelist for Presidential Debate with the topics: Ideology, Politics and governance, defense, and international affairs (2019)
- Anggota Senat Akademik FISIPOL UGM (tahun 2010-2019)  
Member of Academic Senate, Faculty of Social and Political Science, Gadjah Mada University (2010-2019)
- Koordinator Tim Penyusunan Renstra UGM 2012-2017  
Coordinator of Gadjah Mada University's Strategic Planning Team (2012-2017)

### Jabatan Rangkap

#### Concurrent Position

Deputi Bidang Reformasi Birokrasi, Akuntabilitas Aparatur, dan Pengawasan, Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi (27 April 2021-sekarang).

Deputy for Bureaucratic Reform, Apparatus Accountability, and Supervision, Ministry of State Apparatus Utilization and Bureaucratic Reform (April 27, 2021 – Present).

### Hubungan Afiliasi

#### Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



## PROFIL DEWAN KOMISARIS

Profile of Board of Commissioners

	<b>Komisaris Independen</b> Independent Commissioner			
	<b>NAMA   NAME</b> <b>TRI BUDI SATRIYO</b>	<b>DOMISILI   DOMICILE</b> <b>Jakarta, Indonesia</b>		
<b>KEWARGANEGARAAN   CITIZENSHIP</b> <b>Warga Negara Indonesia</b> Indonesian Citizen	<b>USIA   AGE</b> <b>61 tahun per Desember 2022</b> 61 years old as of December 2022			
<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> <b>Blora, 12 Desember tahun 1961</b> Blora, December 12, 1961	<b>PERIODE JABATAN   TERM OF OFFICE</b> <b>19/07/2018-sekarang   present</b> Periode Pertama   First Term			

### Riwayat Pendidikan

Educational Background

- Sarjana (S1), Administrasi Negara, Universitas Terbuka Madiun, 1997  
Bachelor in State Administration from Madiun Open University, 1997
- Master (S2), Manajemen, Universitas IMMI, 2010  
Master of Management from IMMI University, 2010

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris perusahaan sejak 19 Juli 2018, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-210/MBU/07/2018 tanggal 19 Juli 2018 hingga tanggal 19 Juli 2023. Dan diangkat berdasarkan Keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 sebagai Komisaris Independen PT Angkasa Pura I

Appointed as Commissioner of the Company on July 19, 2018, based on the Minister of SOEs Decree No. SK-210/MBU/07/2018 dated July 19, 2018 until July 19, 2023 and appointed based on the Minister of SOEs Decree No. SK-85/MBU/03/2020 dated March 20, 2020 as Independent Commissioner of PT Angkasa Pura I.

### Pengalaman Kerja

Work Experience

- TNI AU dari Tahun 1984 sampai dengan tahun 2020  
A member of the Indonesian Air Force from 1984 to 2020

### Jabatan Rangkap

Concurrent Position

Independen  
Independent

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.  
Has no shares of ownership in PT Angkasa Pura I.

## PROFIL DEWAN KOMISARIS

Profile of Board of Commissioners

**Komisaris Independen**  
Independent Commissioner

Angkasa Pura | AIRPORTS

✈️

<p><b>NAMA   NAME</b></p> <p><b>IRFAN WAHID</b></p> <p><b>KEWARGANEGARAAN   CITIZENSHIP</b></p> <p><b>Warga Negara Indonesia</b> Indonesian Citizen</p> <p><b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b></p> <p><b>Jakarta, 25 Februari 1969</b> Jakarta, February 25, 1969</p>	<p><b>DOMISILI   DOMICILE</b></p> <p><b>Jakarta, Indonesia</b></p> <p><b>USIA   AGE</b></p> <p><b>53 tahun per Desember 2022</b> 53 years old as of December 2022</p> <p><b>PERIODE JABATAN   TERM OF OFFICE</b></p> <p><b>20/03/2020-sekarang   present</b> Periode Pertama   First Term</p>
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### Riwayat Pendidikan

Educational Background

- Sarjana (S1) di Institut Kesenian Jakarta dan The Art Institute of Seattle di Amerika Serikat  
Bachelor's degree from Jakarta Institute of Arts and The Art Institute of Seattle in the United States.
- Master (S2), Magister Management Universitas Gajayana, Malang (2022)  
Master'd degree in Management, Gajayana University, Malang (2022)

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris perusahaan sejak 20 Maret 2020, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-85/MBU/03/2020 tanggal 20 Maret 2020 hingga ada keputusan lebih lanjut.

Appointed as Commissioner of the Company on March 20, 2020, based on the Minister of SOEs Decree No. SK-85/MBU/03/2020 dated March 20, 2020, until there is further GMS resolution.

### Jabatan Rangkap

Concurrent Position

- Independen  
Independent
- Tim Khusus, Kementerian Koordinator Bidang Perekonomian (2022)  
Special Team, Coordinating Ministry for Economic Affairs (2022)

### Pengalaman Kerja

Work Experience

- Komisaris, Shipper Indonesia (2021)  
Commissioner, Shipper Indonesia (2021)
- Penasihat Khusus Menteri Koordinator Kemaritiman dan Investasi Bidang Kepariwisata (2019)  
Special Advisor to the Coordinating Minister for Maritime Affairs and Investment in the Tourism Sector (2019)
- Senior Advisor di PT Gojek Indonesia (2018)  
Senior Advisor at PT Gojek Indonesia (2018)
- Anggota Komite Ekonomi Industri Nasional sebagai Ketua Pokja Industri Kreatif (2016)  
Member of National Committee for the Economy and Industry as the Head of the Creative Industry Working Group (2016)
- Konsultan Tourism Branding beberapa Pemerintah Daerah  
Tourism Branding Consultant of several Local Governments

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

## PROFIL DEWAN KOMISARIS

Profile of Board of Commissioners

	<b>Komisaris</b> Commissioner	
	<b>Angkasa Pura   AIRPORTS</b>	
<b>NAMA   NAME</b> <b>DANANG PARIKESIT</b>	<b>DOMISILI   DOMICILE</b> Yogyakarta, Indonesia	
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> 57 tahun per Desember 2022 57 years old as of December 2022	
<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Yogyakarta, 3 Juni 1965 Yogyakarta, June 3, 1965	<b>PERIODE JABATAN   TERM OF OFFICE</b> 20/03/2020-sekarang   present Periode Pertama   First Term	

### Riwayat Pendidikan

Educational Background

- Sarjana (S1), Teknik Sipil, Universitas Gadjah Mada (UGM), Yogyakarta, 1988  
Bachelor's Degree in Civil Engineering, Gadjah Mada University (UGM), Yogyakarta, 1988
- Master (S2) M.Sc. (Eng), University of Leeds, Inggris, 1990  
Master of Science degree, the University of Leeds in UK, 1990
- Dr-Tech (S3), Summa Cum Laude, Vienna University of Technology, Austria, 1996  
Doctor of Technology (Dr-Tech), Summa Cum Laude, Vienna University of Technology in Austria, 1996

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris PT Angkasa Pura I sejak 20 Maret 2020, dengan dasar hukum pengangkatan pertama kali adalah SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-85/MBU/03/2020 hingga ada keputusan lebih lanjut.

Appointed as Commissioner of the Company on March 20, 2020. The first legal basis of appointment was the Minister of SOEs Decree as the General Meeting of Shareholders No. SK-85/MBU/03/2020, until there is further GMS resolution.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.  
Has no shares of ownership in PT Angkasa Pura I.

### Pengalaman Kerja

Work Experience

- Komisaris PT Pelni, Persero (2018)  
Commissioner of PT Pelni, Persero (2018)
- Komisaris PT Transportasi Jakarta (2018)  
Commissioner of PT Transportasi Jakarta (2018)
- Komisaris Independen PT KAI, Persero (2015)  
Independent Commissioner of PT KAI, Persero (2015)
- Ahli Transportasi dan ke-PU-an, Tim Percepatan Pembangunan Proyek Prioritas (2017)  
Transportation and Public Works Expert, Priority Project Development Acceleration Team (2017)
- Komite Investasi pada Mizuho Asia Infra – Venture Capital (2015)  
Investment Committee of Mizuho Asia Infra - Venture Capital (2015)

### Jabatan Rangkap

Concurrent Position

Kepala Badan Pengatur Jalan Tol, Kementerian PUPR (Februari 2019-sekarang)  
Head of Toll Road Regulatory Agency, the Ministry of Public Works and Housing (February 2019-present)..

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali  
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

## PROFIL DEWAN KOMISARIS

Profile of Board of Commissioners

<b>Komisaris</b> Commissioner	
	<b>NAMA   NAME</b> <b>ELEN SETIADI</b>
	<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Cerenti, 1 September 1971 Cerenti, September 1, 1971
	<b>DOMISILI   DOMICILE</b> Bekasi, Indonesia
	<b>USIA   AGE</b> 51 tahun per Desember 2022 51 years old as of December 2022
	<b>PERIODE JABATAN   TERM OF OFFICE</b> 23/11/2021-sekarang   present Periode Pertama   First Term

### Riwayat Pendidikan

Educational Background

- Fakultas Hukum Universitas Andalas Padang, Sumatera Barat (1990-1995)  
Faculty of Law, Andalas University, Padang, West Sumatra (1990- 1995)
- Magister Ilmu Ekonomi Fakultas Ilmu Ekonomi Universitas Indonesia, Jakarta (2004-2006)  
Master's Degree in Economics, Faculty of Economics, University of Indonesia, Jakarta (2004-2006)

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris perusahaan sejak 23 November 2021, berdasarkan akta keputusan SK Menteri Negara BUMN No. SK-365/ MBU/11/2021 tanggal 23 November 2021 hingga ada keputusan lebih lanjut

Appointed as Commissioner of the Company on November 23, 2021, based on the Minister of SOEs Decree No. SK-365/ MBU/11/2021 dated November 23, 2021, until there is a further GMS resolution

### Jabatan Rangkap

Concurrent Position

- Staf Ahli Bidang Regulasi, Penegakan Hukum dan Ketahanan Ekonomi, Kementerian Koordinator Bidang Perekonomian (15 Mei 2020-sekarang).  
Expert Staff for Regulation, Law Enforcement and Economic Resilience, Coordinating Ministry for Economic Affairs (May 15, 2020 – Present)
- Pt. Sekretaris, Sekretariat Jenderal Dewan Nasional Kawasan Ekonomi Khusus (KEK)  
Acting Secretary General of the National SEZ Council

### Pengalaman Kerja

Work Experience

- Staf Ahli Bidang Hubungan Ekonomi dan Politik, Hukum dan Keamanan, Kementerian Koordinator Bidang Perekonomian (19 Desember 2016-14 Mei 2020)  
Expert Staff for Economic and Political Relations, Law and Security, Coordinating Ministry for Economic Affairs (December 19, 2016 – May 14, 2020)
- Kepala Biro Hukum, Persidangan dan Hubungan Masyarakat, Sekretariat Kementerian Koordinator Bidang Perekonomian (10 Mei 2013-18 Desember 2016)  
Head of Legal, Trial and Public Relations Bureau, Secretariat of the Coordinating Ministry for Economic Affairs (May 10, 2013 – December 18, 2016)
- Kepala Bagian Hukum, Biro Persidangan dan Hubungan Masyarakat, Sekretariat Kementerian Koordinator Bidang Perekonomian (Agustus 2006-9 Mei 2013)  
Head of Legal Section, Trial and Public Relations Bureau, Secretariat of the Coordinating Ministry for Economic Affairs (August 2006 – May 9, 2013)

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.



## PROFIL DEWAN KOMISARIS

Profile of Board of Commissioners

<b>Komisaris</b> Commissioner		
	<b>NAMA   NAME</b> <b>HIDAYAT AMIR</b>	
	<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> 48 tahun per Desember 2022 48 years old as of December 2022
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Purworejo, 04 Agustus 1974 Purworejo, August 4 <sup>th</sup> , 1974	<b>PERIODE JABATAN   TERM OF OFFICE</b> 21/11/2022-sekarang   present Periode Pertama   First Term

### Riwayat Pendidikan

Educational Background

- Sarjana (S1), Sarjana Ekonomi (S.E) Universitas Indonesia, tahun 2000  
Bachelor's degree in Economics (S.E), University of Indonesia, 2000
- Master (S2), Master Sains Ekonomi (M.S.E), Universitas Indonesia tahun 2004  
Master of Science in Economics (M.S.E), University of Indonesia in 2004
- Doctor (S3) Doctor of Philosophy (Ph.D) bidang Ekonomi, *University of Queensland* Australia tahun 2012  
Doctor of Philosophy (Ph.D) in Economics, University of Queensland Australia in 2012

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Komisaris perusahaan sejak 21 November 2022, berdasarkan Surat Keputusan Menteri Negara BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-262/MBU/11/2022; Nomor KEP.INJ.03.06/23/11/2022/A.0031 tanggal 21 November 2022 hingga ada keputusan lebih lanjut

Appointed as Commissioner of the Company on November 21, 2022, based on Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia No. SK-262/MBU/11/2022; No. KEP.INJ.03.06/23/11/2022/A.0031 dated November 21, 2022, until there is a further GMS resolution.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.  
Has no shares of ownership in PT Angkasa Pura I.

### Pengalaman Kerja

Work Experience

- Kepala Pusat Kebijakan Ekonomi Makro, Badan Kebijakan Fiskal (2019)  
Head of Center for Macroeconomic Policy, Fiscal Policy Agency (2019)
- Pelaksana Tugas (Plt) Kepala Pusat Kebijakan Anggaran dan Pendapatan Belanja Negara, Badan Kebijakan Fiskal (2017)  
Acting Head of the Center for Budget and Revenue Policy, Fiscal Policy Agency (2017)
- Pejabat Fungsional Peneliti (Peneliti Madya) di Badan Kebijakan Fiskal (2007)  
Functional Researcher (Associate Researcher) at the Fiscal Policy Agency (2007)

### Jabatan Rangkap

Concurrent Position

Kepala Pusat Analisis dan Harmonisasi Kebijakan Sekretariat Jenderal, Kementerian Keuangan (4 Oktober 2021)  
Head of Center for Policy Analysis and Harmonization at the Secretariat General of the Ministry of Finance (October 4, 2021)

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

## PROFIL DEWAN KOMISARIS

Profile of Board of Commissioners

Komposisi Dewan Komisaris Per 31 Desember 2021 Composition of the Board of Commissioners as of December 31, 2021	Komposisi Dewan Komisaris Per Desember 2022 Composition of the Board of Commissioners as of December 31, 2022
Komisaris Utama: Djoko Sasono President Commissioner: Djoko Sasono	Komisaris Utama: Djoko Sasono President Commissioner: Djoko Sasono
Komisaris Independen: Erwan Agus Purwanto Independent Commissioner: Erwan Agus Purwanto	Komisaris Independen: Erwan Agus Purwanto Independent Commissioner: Erwan Agus Purwanto
Komisaris Independen: Tri Budi Satriyo Independent Commissioner: Tri Budi Satriyo	Komisaris Independen: Tri Budi Satriyo Independent Commissioner: Tri Budi Satriyo
Komisaris Independen: Irfan Wahid Independent Commissioner: Irfan Wahid	Komisaris Independen: Irfan Wahid Independent Commissioner: Irfan Wahid
Komisaris: Danang Parikesit Commissioner: Danang Parikesit	Komisaris: Danang Parikesit Commissioner: Danang Parikesit
Komisaris: Elen Setiadi Commissioner: Elen Setiadi	Komisaris: Elen Setiadi Commissioner: Elen Setiadi
Komisaris: Wempi Saputra Commissioner: Wempi Saputra	Komisaris: Hidayat Amir Commissioner: Hidayat Amir

### PERUBAHAN KOMPOSISI DEWAN KOMISARIS TAHUN 2022

Sehubungan dengan adanya pengunduran diri Wempi Saputra sebagai Komisaris PT Angkasa Pura I melalui surat Dewan Komisaris PT Angkasa Pura I yang disampaikan kepada Menteri Badan Usaha Milik Negara nomor 75/DK.AP.I/2022-R tanggal 31 Oktober 2022 perihal Permohonan Pengunduran Diri sebagai Komisaris PT Angkasa Pura I, maka terdapat perubahan komposisi Dewan Komisaris PT Angkasa Pura I selama tahun 2022. Setelah pengunduran diri tersebut, terdapat pengukuhan pemberhentian Wempi Saputra sebagai Komisaris perusahaan PT Angkasa Pura I terhitung sejak 21 November 2022 dan sekaligus mengangkat Hidayat Amir sebagai Komisaris PT Angkasa Pura I berdasarkan Surat Keputusan Menteri Negara BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-262/MBU/11/2022; Nomor KEP.INJ.03.06/23/11/2022/A.0031 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris PT Angkasa Pura I.

### CHANGE IN THE COMPOSITION OF THE BOARD OF COMMISSIONERS IN 2022

Due to the resignation of Wempi Saputra as Commissioner of PT Angkasa Pura I through AP I's Board of Commissioners letter submitted to the Minister of SOEs No.75/DK.AP.I/2022-R dated October 31, 2022 on Request for Resignation as Commissioner of PT Angkasa Pura I, there was a change in the composition of AP I's Board of Commissioners in 2022. Following the resignation, there was confirmation of the dismissal of Wempi Saputra as Commissioner of PT Angkasa I on November 21, 2022 and the appointment of Hidayat Amir as Commissioner of PT Angkasa Pura I based on the Decree of Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia (Persero) No. SK-262/MBU/11/2022; No. KEP.INJ.03.06/23/11/2022/A.0031 on Dismissal and Appointment of Members of the Board of Commissioners of PT Angkasa Pura I.

# PROFIL DIREKSI

## Profile of Board of Directors

**Direktur Utama**  
President Director





<b>NAMA   NAME</b>	<b>DOMISILI   DOMICILE</b>
<b>FAIK FAHMI</b>	<b>Jakarta, Indonesia</b>
<b>KEWARGANEGARAAN   CITIZENSHIP</b>	<b>USIA   AGE</b>
<b>Warga Negara Indonesia</b> Indonesian Citizen	<b>55 tahun per Desember 2022</b> 55 years old as of December 2022
<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b>	<b>PERIODE JABATAN   TERM OF OFFICE</b>
<b>Purbalingga, 12 Desember 1967</b> Purbalingga, December 12, 1967	<b>22/12/2022-sekarang   present</b> periode kedua   second term

### Riwayat Pendidikan

#### Educational Background

- Sarjana (S1), Ekonomi bidang Manajemen, Fakultas Ekonomi Universitas Gadjah Mada, Yogyakarta, 1993  
Bachelor in Economic Management, Faculty of Economics and Business, Gadjah Mada University, Yogyakarta, 1993
- Magister (S2), Magister Manajemen, Universitas Bina Nusantara, 2020  
Master of Management, Bina Nusantara University, 2020

### Dasar Hukum Pengangkatan

#### Legal Basis of Appointment

Diangkat sebagai Direktur Utama sejak 12 Desember 2022, berdasarkan Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP.INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I

Appointed as President Director on December 12, 2022, pursuant to a copy of the Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia No. SK-287/MBU/12/2022 and No. KEP.INJ.01.01/23/12/2022/A.0036 on Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

### Kepemilikan Saham PT Angkasa Pura I

#### Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.  
Has no shares of ownership in PT Angkasa Pura I.

### Pengalaman Kerja

#### Work Experience

- Direktur Utama PT ASDP Indonesia Ferry (Persero) (21 Desember 2016-22 Desember 2017)  
President Director at PT ASDP Indonesia Ferry (Persero) (December 21, 2016 - December 22, 2017)
- Direktur Pelabuhan PT ASDP Indonesia Ferry (Persero) (12 September 2016-21 Desember 2016)  
Port Director at PT ASDP Indonesia Ferry (Persero) (September 12, 2016 - December 21, 2016)
- Direktur Komersial & Pengembangan Usaha PT Angkasa Pura II (Persero) (Januari 2015-11 September 2016)  
Director of Commercial and Business Development of PT Angkasa Pura II (Persero) (January 2015 - September 11, 2016)

### Jabatan Rangkap

#### Concurrent Position

Selain menjabat sebagai Direktur Utama di PT Angkasa Pura I, saat ini menjabat sebagai Komisaris Utama di PT Bandara Internasional Batam sejak 21 Desember 2021

Other than serving as President Director of PT Angkasa Pura I, the incumbent currently serves as President Commissioner at PT Bandara Internasional Batam since December 21, 2021.

### Hubungan Afiliasi

#### Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

## PROFIL DIREKSI

Profile of Board of Directors

**Direktur Pemasaran dan Pelayanan**  
Marketing and Services Director




Angkasa Pura | AIRPORTS


<p><b>NAMA   NAME</b></p> <p><b>DEVY SURADJI</b></p> <p><b>KEWARGANEGARAAN   CITIZENSHIP</b></p> <p><b>Warga Negara Indonesia</b> Indonesian Citizen</p> <p><b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b></p> <p><b>Jakarta, 9 April 1970</b> Jakarta, April 9, 1970</p>	<p><b>DOMISILI   DOMICILE</b></p> <p><b>Jakarta, Indonesia</b></p> <p><b>USIA   AGE</b></p> <p><b>52 tahun per Desember 2022</b> 52 years old as of December 2022</p> <p><b>PERIODE JABATAN   TERM OF OFFICE</b></p> <p><b>22/12/2017-12/12/2022</b></p>
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### Riwayat Pendidikan

Educational Background

- Sarjana Perikanan (S1), Institut Pertanian Bogor (IPB), 1993  
Bachelor's degree in Fisheries, Bogor Agricultural University (IPB), 1993
- Master (S2), Environmental Health Management New Haven University, Connecticut, Amerika Serikat, 1996  
Master degree in Environmental Health Management, New Haven University, Connecticut, United States, 1996

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Pemasaran dan Pelayanan berdasarkan SK Menteri Negara BUMN No. SK289/MBU/12/2017 tentang Pemberhentian dan Pengangkatan Anggota-Anggota Dewan Direksi Perusahaan (Persero) PT Angkasa Pura I Tanggal 22 Desember 2017

Appointed as Marketing and Service Director of PT Angkasa Pura I pursuant to the Minister of SOEs Decree No. SK-289/MBU/12/2017 on Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I dated December 22, 2017, until there is a further GMS resolution.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.  
Has no shares of ownership in PT Angkasa Pura I.

### Pengalaman Kerja

Work Experience

- Komisaris PT Telkom Indonesia (Persero) Tbk (2017)  
Commissioner at PT Telkom Indonesia (Persero) Tbk (2017)
- Staf Khusus Menteri BUMN (2017)  
Special Staff to the Minister of State-Owned Enterprises (2017)
- Marketing and Communication Director WWF Indonesia (2009–2016)  
Marketing and Communication Director of WWF Indonesia (2009–2016)
- Chief Consultant di Tricon Group Indonesia (2007–2009)  
Chief Consultant at Tricon Group Indonesia (2007–2009)

### Jabatan Rangkap

Concurrent Position

Selain menjabat sebagai Direktur Pemasaran dan Pelayanan PT Angkasa Pura I, saat ini juga menjabat sebagai Komisaris Utama PT Angkasa Pura Hotel sejak 13 Oktober 2020  
Other than serving as Marketing and Services Director of PT Angkasa Pura I, the incumbent currently serves as President Commissioner of PT Angkasa Pura Hotel since October 13, 2020.

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



## PROFIL DIREKSI

Profile of Board of Directors

Direktur Operasi
Angkasa Pura | AIRPORTS

<b>NAMA   NAME</b>	<b>WENDO ASRUL ROSE</b>
<b>KEWARGANEGARAAN   CITIZENSHIP</b>	Warga Negara Indonesia Indonesian Citizen
<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b>	Padang, 29 Desember 1970 Padang, December 29, 1970
<b>DOMISILI   DOMICILE</b>	Jakarta, Indonesia
<b>USIA   AGE</b>	52 tahun per Desember 2022 52 years old as of December 2022
<b>PERIODE JABATAN   TERM OF OFFICE</b>	01/12/2020-sekarang   Present periode kedua   second term

### Riwayat Pendidikan

Educational Background

Sarjana Teknik (S1), Teknik Mesin, Institut Sains dan Teknologi Nasional Jakarta, 1995

Bachelor of Engineering in Mechanical Engineering from National Institute of Science and Technology, Jakarta, 1995

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Operasi berdasarkan SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-386/ MBU/12/2020 tanggal 1 Desember 2020, hingga ada keputusan RUPS lebih lanjut

Appointed as Operation Director of the Company pursuant to the Minister of SOEs Decree as the General Meeting of Shareholders No. SK-386/ MBU/12/2020 dated December 1, 2020, until there is a further GMS resolution

### Jabatan Rangkap

Concurrent Position

Selain menjabat sebagai Direktur Operasi di PT Angkasa Pura I, saat ini menjabat sebagai Komisaris di PT Gapura Angkasa sejak 28 Agustus 2017

Other than serving as Operation Director of PT Angkasa Pura I, the incumbent currently serves as Commissioner at PT Gapura Angkasa since August 28, 2017

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

### Pengalaman Kerja

Work Experience

- Direktur Operasi PT Angkasa Pura I (2015-2020)  
Operation Director of PT Angkasa Pura I (2015-2020)
- General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan PT Angkasa Pura I (2013-2015)  
General Manager of Sultan Aji Muhammad Sulaiman Sepinggan Airport - Balikpapan of PT Angkasa Pura I (2013-2015)
- Pimpinan Proyek Pengembangan Bandara Sepinggan PT Angkasa Pura I (2011-2013)  
Head of Sepinggan International Airport Development Project of PT Angkasa Pura I (2011-2013)
- Deputi Direktur Teknik Pengawasan PT Angkasa Pura I (2009-2011)  
Deputy Director of Supervisory Engineering at PT Angkasa Pura I (2009-2011)

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

## PROFIL DIREKSI

Profile of Board of Directors

Direktur Komersial dan Pelayanan  
Commercial and Service Director



NAMA | NAME
DOMISILI | DOMICILE

DENDI T. DANIANTO

KEWARGANEGARAAN | CITIZENSHIP

Warga Negara Indonesia  
Indonesian Citizen

TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH

Bogor, 5 Februari 1972  
Bogor, February 5, 1972

Bintaro, Tangerang Selatan  
Bintaro, South Tangerang

USIA | AGE

50 tahun per Desember 2022  
50 years old per December 2022

PERIODE JABATAN | TERM OF OFFICE

12/12/2022-sekarang | present  
periode pertama | first term

### Riwayat Pendidikan

Educational Background

Bachelor of Business Administration (BBA), Banking & Finance, Philippine School of Business Administration Manila, Filipina 1994

Bachelor of Business Administration (BBA), Banking & Finance, Philippine School of Business Administration Manila, Philippines 1994

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Pengembangan Usaha berdasarkan SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-74/MBU/03/2020 tanggal 13 Maret 2020, yang kemudian dialih tugaskan menjadi Direktur Komersial dan Pelayanan sejak 12 Desember 2022, berdasarkan Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviastri Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP.INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I

Appointed as Business Development Director pursuant to the Minister of SOEs Decree as the General Meeting of Shareholders No. SK-74/MBU/03/2020 dated March 13, 2020, and reassigned to the Commercial and Service Director since December 12, 2022, pursuant to a Copy of the Decree of the Minister of SOEs and President Director of PT Aviastri Pariwisata Indonesia No. SK-287/MBU/12/2022 and No. KEP.INJ.01.01/23/12/2022/A.0036 on Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

### Periode Jabatan

Term of Office

- 13 Maret 2020-12 Desember 2022 sebagai Direktur Pengembangan Usaha (periode pertama)  
March 13, 2020 - December 12, 2022 as Business Development Director (First Term)
- 12 Desember 2022-sekarang sebagai Direktur Komersial dan Pelayanan (periode pertama)  
December 12, 2022 - present as Commercial and Service Director (First Term)

### Pengalaman Kerja

Work Experience

- Chief Executive Officer Jendela Teknologi Indonesia (2019-2020)  
Chief Executive Officer at Jendela Teknologi Indonesia (2019-2020)
- Vice Secretary General INASGOC (Indonesia Asian Games Organizing Committee) (2017- 2018)  
Vice Secretary General at INASGOC (Indonesia Asian Games Organizing Committee) (2017-2018)

### Jabatan Rangkap

Concurrent Position

Selain menjabat sebagai Direktur Komersial dan Pelayanan di PT Angkasa Pura I, saat ini juga menjabat sebagai Komisaris Utama di PT Angkasa Pura Properti sejak tanggal 13 Oktober 2020

Other than serving as Commercial and Services Director of PT Angkasa Pura I, the incumbent currently also serves as President Commissioner of PT Angkasa Pura Properti since October 13, 2020.

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

## PROFIL DIREKSI

Profile of Board of Directors

**Direktur Keuangan dan Manajemen Risiko**  
Finance and Risk Management Director




Angkasa Pura | AIRPORTS


<p><b>NAMA   NAME</b></p> <p><b>YUDI RIZKYARDIE DARUN</b></p> <p><b>KEWARGANEGARAAN   CITIZENSHIP</b></p> <p>Warga Negara Indonesia Indonesian Citizen</p> <p><b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b></p> <p>Pematang Siantar, 16 September 1988 Pematang Siantar, September 16, 1988</p>	<p><b>DOMISILI   DOMICILE</b></p> <p>Tangerang, Indonesia</p> <p><b>USIA   AGE</b></p> <p>34 tahun per Desember 2022 34 years old as of December 2022</p> <p><b>PERIODE JABATAN   TERM OF OFFICE</b></p> <p>06/01/2022-sekarang   present periode pertama   first term</p>
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### Riwayat Pendidikan

Educational Background

- Monash University—Master of Business Innovation Candidate, Business Administration and Management, General (2021-2023)  
Master of Business Innovation Candidate, Business Administration and Management, General, Monash University (2021-2023)
- Universitas Padjadjaran—Bachelor of Economics, Business Management (2006-2010)  
Bachelor of Economics, Business Management Department, Padjadjaran University (2006-2010)
- Columbia Business School—Executive Education, Value Investing, Finance (2018-2018)  
Executive Education, Value Investing, Finance, Columbia Business School (2018-2018)
- Nanyang Business School—Executive Education, Merger & Acquisitions, Accounting and Finance (2017-2017)  
Executive Education, Merger & Acquisitions, Faculty of Accounting and Finance, Nanyang Business School (2017-2017)

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Keuangan dan Manajemen Risiko berdasarkan SK Menteri Negara BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia No. SK-3/MBU/1/2022 dan No. KEP.001/ INJOURNEY/01/2022 tanggal 6 Januari 2022

Appointed as Finance and Risk Management Director pursuant to Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia No. SK-3/MBU/1/2022 and No. KEP.001/ INJOURNEY/01/2022 dated January 6, 2022.

### Pengalaman Kerja

Work Experience

- Senior Vice President PT Bank Mandiri (Persero) Tbk (2020-2021)  
Senior Vice President of PT Bank Mandiri (Persero) Tbk (2020-2021)
- Vice President PT Bank Mandiri (Persero) Tbk (2019-2020)  
Vice President of PT Bank Mandiri (Persero) Tbk (2019-2020)
- Executive Director PT Mandiri Sekuritas (2019)  
Executive Director of PT Mandiri Sekuritas (2019)

### Jabatan Rangkap

Concurrent Position

Selain menjabat sebagai Direktur Keuangan dan Manajemen Risiko di PT Angkasa Pura I, saat ini beliau menjabat sebagai Komisaris Utama di PT Angkasa Pura Logistik sejak 23 Maret 2022

Other than serving as Finance and Risk Management Director of PT Angkasa Pura I, the incumbent currently serves as President Commissioner of PT Angkasa Pura Logistik since March 23, 2022.

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi, anggota Dewan Komisaris lainnya maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

## PROFIL DIREKSI

Profile of Board of Directors

**Direktur Human Capital**  
Human Capital Director

Angkasa Pura | AIRPORTS

<p><b>NAMA   NAME</b></p> <p><b>ISRAWADI</b></p> <p><b>KEWARGANEGARAAN   CITIZENSHIP</b></p> <p>Warga Negara Indonesia Indonesian Citizen</p> <p><b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b></p> <p>Medan, 23 Agustus 1971 Medan, August 23, 1971</p>	<p><b>DOMISILI   DOMICILE</b></p> <p>Jakarta, Indonesia</p> <p><b>USIA   AGE</b></p> <p>51 tahun per Desember 2022 51 years old as of December 2022</p> <p><b>PERIODE JABATAN   TERM OF OFFICE</b></p> <p>12/12/2022-sekarang   present periode pertama   first term</p>
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### Riwayat Pendidikan

Educational Background

- Sarjana Teknik (S1), Teknik Industri Institut Teknologi Bandung, 1995  
Bachelor's Degree in Industrial Engineering, Bandung Institute of Technology, 1995
- Master (S2), Manajemen Pemasaran Universitas Trisakti, 2005  
Master's Degree in Marketing Management, Trisakti University, 2005

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Kepatuhan, Aset dan Pengadaan berdasarkan SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-74/ MBU/03/2020 tanggal 13 Maret 2020, yang kemudian dialih tugaskan menjadi Direktur Human Capital sejak 12 Desember 2022, berdasarkan Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviastri Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP.INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I Appointed as Compliance, Assets, and Procurement pursuant to the Minister of SOEs Decree as the General Meeting of Shareholders No. SK-74/ MBU/03/2020 dated March 13, 2020, and reassigned to Human Capital Director since December 12, 2022, pursuant to a copy of the Decree of the Minister of SOEs and the President Director of PT Aviastri Pariwisata Indonesia No. SK-287 / MBU / 12/2022 and No. KEP.INJ.01 .01/23/12/2022/A.0036 on Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.  
Has no shares of ownership in PT Angkasa Pura I.

### Periode Jabatan

Term of Office

- 13 Maret 2020-12 Desember 2022 sebagai Direktur Kepatuhan, Aset, dan Pengadaan (periode pertama)  
March 13, 2020-December 12, 2022 as Compliance, Assets, and Procurement Director (First Term)
- 12 Desember 2022-sekarang sebagai Direktur Human Capital (periode pertama)  
December 12, 2022 - present as Human Capital Director (First Term)

### Pengalaman Kerja

Work Experience

- Vice President Internal PT Audit Angkasa Pura I (2018-2020)  
Vice President Internal Audit at PT Angkasa Pura I (2018-2020)
- Corporate Secretary PT Angkasa Pura I (2016-2018)  
Corporate Secretary at PT Angkasa Pura I (2016-2018)

### Jabatan Rangkap

Concurrent Position

Selain menjabat sebagai Direktur Human Capital PT Angkasa Pura I, beliau juga menjabat sebagai Komisaris Utama PT Angkasa Pura Suport sejak 13 Januari 2023, Ketua Pembina Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) sejak 28 Juli 2020, dan Ketua Dewan Pengawas Dana Pensiun Angkasa Pura I sejak 28 September 2021

Other than serving as Human Capital Director of PT Angkasa Pura I, the incumbent also serves as President Commissioner of PT Angkasa Pura Suport since January 13, 2023, Chairman of Trustees of Angkasa Pura I Employee Welfare Foundation (YAKKAP I) since July 28, 2020, and Chairman of the Board of Trustees of Angkasa Pura I Pension Fund since September 28, 2021.

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.



## PROFIL DIREKSI

Profile of Board of Directors

Direktur Teknik
Angkasa Pura | AIRPORTS

**NAMA | NAME**  
**LUKMAN F. LAISA**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Gorontalo, 6 Maret 1968  
Gorontalo, March 6, 1968

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
54 tahun per Desember 2022  
54 years old as of December 2022

**PERIODE JABATAN | TERM OF OFFICE**  
05/03/2018-sekarang | present

### Riwayat Pendidikan

Educational Background

Sarjana Teknik (S1), Teknik Sipil, Institut Teknologi Nasional Malang, 1992  
Bachelor of Engineering in Civil Engineering from National Institute of Technology, Malang, 1992

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur Teknik berdasarkan SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-53/MBU/03/2018 tanggal 05 Maret 2018  
Appointed as Technical Director pursuant to the Minister of SOEs Decree as the General Meeting of Shareholders No. SK53/MBU/03/2018 dated March 5, 2018, until there is a further GMS resolution

### Jabatan Rangkap

Concurrent Position

Selain menjabat sebagai Direktur Teknik di PT Angkasa Pura I, beliau juga menjabat sebagai anggota Dewan Komisaris Jasa Marga Bali Tol sejak tanggal 20 Juni 2020  
Other than serving as Technical Director of PT Angkasa Pura I, the incumbent currently serves as a member of the Board of Commissioner of PT Jasamarga Bali Tol since June 20, 2020.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.  
Has no shares of ownership in PT Angkasa Pura I.

### Pengalaman Kerja

Work Experience

- Direktur Teknik Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan (2015-2017)  
Technical Director of the Public Company (Perum) Air Navigation Service Provider Agency (2015-2017)
- Kepala Bagian Perencanaan Direktorat Jenderal Perhubungan Udara, Kementerian Perhubungan (2014-2015)  
Section Head of Planning of Directorate General of Civil Aviation in the Ministry of Transportation (2014-2015)
- Kepala Bidang P2B Kantor Otoritas Bandara Wilayah III Surabaya, Kementerian Perhubungan (2014-2015)  
Section Head of P2B of the Surabaya Region III Airport Authority Office in the Ministry of Transportation (2014-2015)
- Kepala Seksi Program dan Standarisasi Prasarana Bandar Udara Direktorat Bandar Udara, Kementerian Perhubungan (2010-2013)  
Section Head of the Airport Infrastructure Program and Standardization of Airport Directorate in the Ministry of Transportation (2010-2013)

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun Pemegang Saham Utama dan Pengendali.  
The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

## PROFIL DIREKSI

Profile of Board of Directors

<p><b>Direktur Sumber Daya Manusia dan Umum</b> Human Capital and General Affairs Director</p> 	<p><b>Angkasa Pura   AIRPORTS</b></p>
<p><b>NAMA   NAME</b> <b>M. ARIFIN FIRDAUS</b></p>	<p><b>DOMISILI   DOMICILE</b> <b>Jakarta, Indonesia</b></p>
<p><b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen</p>	<p><b>USIA   AGE</b> <b>54 tahun per Desember 2022</b> 54 years old as of December 2022</p>
<p><b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> <b>Bandung, 11 Oktober 1968</b> Bandung, October 11, 1968</p>	<p><b>PERIODE JABATAN   TERM OF OFFICE</b> <b>01/12/2020-12/12/2022</b></p>

### Riwayat Pendidikan

Educational Background

Sarjana Hukum (S1), Hukum Internasional, Universitas Parahyangan, Bandung, 1991.

Bachelor of Law, International Law, Parahyangan University, Bandung, 1991.

### Dasar Hukum Pengangkatan

Legal Basis of Appointment

Diangkat sebagai Direktur SDM & Umum berdasarkan SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham No. SK-386/MBU/12/2020 tanggal 1 Desember 2020

Appointed as Human Capital and General Affairs Director pursuant to the Minister of SOEs Decree as the General Meeting of Shareholders No. SK-386/MBU/12/2020 dated December 1, 2020.

### Jabatan Rangkap

Concurrent Position

Selain menjabat sebagai Direktur Sumber Daya Manusia dan Umum, beliau juga menjabat sebagai Komisaris Utama pada PT Angkasa Pura Retail sejak 3 Juni 2021, Anggota Dewan Pengawas Dana Pensiun Angkasa Pura I sejak 5 Agustus 2021, dan Anggota Pembina Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) sejak 10 Mei 2021

Other than serving as Human Capital and General Affairs Director, the incumbent currently serves as President Commissioner at PT. Angkasa Pura Retail since June 3, 2021, Member of the Supervisory Board of Angkasa Pura I Pension Fund since August 5, 2021, and member of the Trustees of Employee Welfare Foundation Angkasa Pura I (YAKKAP I) since May 10, 2021

### Pengalaman Kerja

Work Experience

Pernah berkarier di PT Bank Mandiri (Persero) Tbk sebagai:

Employed at PT Bank Mandiri (Persero) Tbk in the capacity of:

- Senior Executive Vice President Special Asset Management (2019- 2020)  
Senior Executive Vice President Special Asset Management (2019- 2020)
- Group Head Legal (2019)  
Group Head Legal (2019)
- Group Head Wholesale Credit Litigation (2017–2019)  
Group Head Wholesale Credit Litigation (2017–2019)
- Group Head Institutional Banking (2017)  
Group Head Institutional Banking (2017)
- Group Head Corporate Banking VII (2016–2017)  
Group Head Corporate Banking VII (2016–2017)

### Hubungan Afiliasi

Affiliate Relationship

Tidak memiliki hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris maupun Pemegang Saham Utama dan Pengendali.

The incumbent has no affiliate relationships with any other members of the Board of Directors, Board of Commissioners, or Main and Controlling Shareholders.

### Kepemilikan Saham PT Angkasa Pura I

Shares Ownership of PT Angkasa Pura I

Tidak ada kepemilikan saham pada PT Angkasa Pura I.

Has no shares of ownership in PT Angkasa Pura I.

## PROFIL DIREKSI

Profile of Board of Directors

### PERGANTIAN DIREKSI PER 31 DESEMBER 2022

Selama tahun 2022, terdapat perubahan Direksi pada tanggal 6 Januari 2022 melalui penetapan pemberhentian Andy Saleh Bratamihardja dan pengangkatan Yudi Rizkyardie Darun sebagai Direktur Keuangan dan Manajemen Risiko berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia Nomor SK-3/MBU/1/2022 dan Nomor KEP.002/INJOURNEY/01/2022 tentang Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I.

Selain itu pada tanggal 12 Desember 2022 ditetapkan pemberhentian M. Arifin Firdaus dan Devy Suradji masing-masing sebagai Direktur SDM dan Umum, dan Direktur Pemasaran dan Pelayanan PT Angkasa Pura I berdasarkan Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP. INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I.

Selama 2022, juga terdapat perubahan nomenklatur jabatan Direktur SDM dan Umum menjadi Direktur Human Capital, dan Direktur Pengembangan Usaha menjadi Direktur Komersial dan Pelayanan berdasarkan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviasi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP. INJ.01.01/23/12/2022/A.0036 tentang Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I

### CHANGE OF IN THE COMPOSITION OF BOARD OF DIRECTORS AS OF DECEMBER 31, 2022

On January 6, 2022, the Board of Directors was reconstituted with the dismissal of Andy Saleh Bratamihardja and the appointment of Yudi Rizkyardie Darun as Finance and Risk Management Director pursuant to a Decree of the Minister of SOEs and President Director of PT Aviasi Pariwisata Indonesia No. SK-3/MBU/1/2022 and No. KEP.002/INJOURNEY/01/2022 on Dismissal and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

Furthermore, on December 12, 2022, the dismissal of M. Arifin Firdaus and Devy Suradji as Human Capital and General Affairs Director, and Marketing and Service Director of PT Angkasa Pura I was stipulated pursuant to a copy of the Decree of the Minister of SOEs and President Director of PT Aviasi Pariwisata Indonesia No. SK-287/MBU/12/2022 and No. KEP. INJ.01.01/23/12/2022/A.0036 on Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

In 2022, the position nomenclature of Human Capital and General Affairs Director was changed to Human Capital Director, and Business Development Director was changed to Commercial and Service Director pursuant to the Decree of the Minister of SOEs and President Director of PT Aviasi Pariwisata Indonesia No. SK-287/MBU/12/2022 and No. KEP. INJ.01.01/23/12/2022/A.0036 on Dismissal, Changes in Position Nomenclature, Transfer of Duties, and Appointment of Members of the Board of Directors of PT Angkasa Pura I.

## PROFIL DIREKSI

Profile of Board of Directors

Direksi Per 31 Desember 2021 The Board of Directors as of December 31, 2021	Direksi Per 31 Desember 2022 The Board of Directors as of December 31, 2022	Direksi Saat Ini Current Board of Directors
<b>Direktur Utama: Faik Fahmi</b> President Director: Faik Fahmi	<b>Direktur Utama: Faik Fahmi</b> President Director: Faik Fahmi	<b>Direktur Utama: Faik Fahmi</b> President Director: Faik Fahmi
<b>Direktur Pemasaran dan Pelayanan: Devy Suradji</b> Marketing and Services Director: Devy Suradji	<b>Direktur Operasi: Wendo Asrul Rose</b> Operation Director: Wendo Asrul Rose	<b>Direktur Operasi: Wendo Asrul Rose</b> Operation Director: Wendo Asrul Rose
<b>Direktur Operasi: Wendo Asrul Rose</b> Operation Director: Wendo Asrul Rose		
<b>Direktur Pengembangan Usaha: Dendi T. Danianto</b> Business Development Director: Dendi T. Danianto	<b>Direktur Komersial dan Pelayanan: Dendi T. Danianto</b> Commercial and Service Director: Dendi T. Danianto	<b>Direktur Komersial dan Pelayanan: Dendi T. Danianto</b> Commercial and Service Director: Dendi T. Danianto
<b>Direktur Keuangan dan Manajemen Risiko: Andy S. Bratamihardja</b> Finance and Risk Management Director: Andy S. Bratamihardja	<b>Direktur Keuangan dan Manajemen Risiko: Yudi Rizkyardie Darun</b> Finance and Risk Management Director: Yudi Rizkyardie Darun	<b>Direktur Keuangan dan Manajemen Risiko: Yudi Rizkyardie Darun</b> Finance and Risk Management Director: Yudi Rizkyardie Darun
<b>Direktur Kepatuhan, Aset, dan Pengadaan: Israwadi</b> Compliance, Assets, and Procurement Director: Israwadi	<b>Direktur Teknik: Lukman F. Laisa</b> Technical Director: Lukman F. Laisa	<b>Direktur Teknik: Lukman F. Laisa</b> Technical Director: Lukman F. Laisa
<b>Direktur Teknik: Lukman F. Laisa</b> Technical Director: Lukman F. Laisa		
<b>Direktur Sumber Daya Manusia dan Umum: M. Arifin Firdaus</b> Human Capital and General Affairs Director: M. Arifin Firdaus	<b>Direktur Human Capital: Israwadi</b> Human Capital Director: Israwadi	<b>Direktur Human Capital: Israwadi</b> Human Capital Director: Israwadi





# PROFIL PEJABAT EKSEKUTIF

## Profile of Executive Officer

Vice President  
Corporate Secretary
Angkasa Pura | AIRPORTS

**NAMA | NAME**  
**RAHADIAN D. YOGISWORO**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Jombang, 18 Juli 1972  
Jombang, July 18, 1972

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
50 tahun per Desember 2022  
50 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai Vice President Corporate Secretary sejak 24 Mei 2022 berdasarkan Surat Keputusan Direksi No. SKEP.DU.271/KP.04.01/2022 dan ditempatkan kembali pada jabatan Vice President Corporate Secretary sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Legal Basis of Appointment**

The incumbent has served as Vice President Corporate Secretary since May 24, 2022, pursuant to the Board of Directors Decree No. SKEP.DU.271/KP.04.01/2022 and has been reassigned to Vice President Corporate Secretary since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Riwayat Pendidikan**

- Sarjana Ekonomi (S1), Universitas Universitas 17 Agustus Surabaya, lulus tahun 1996

**Educational Background**

- Bachelor of Economics from 17 August 1945 University, Surabaya, graduated in 1996

**Pengalaman Kerja**

- Co. General Manager Commercial Bandara I Gusti Ngurah Rai Bali (2016-2019)
- Vice President Aeronautical Business and Airlines Development (2019-2022)

**Work Experience**

- Co. General Manager Commercial of I Gusti Ngurah Rai Airport - Bali (2016-2019)
- Vice President Aeronautical Business and Airlines Development (2019-2022)

Vice President  
Internal Audit
Angkasa Pura | AIRPORTS

**NAMA | NAME**  
**TONI ALAM**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Tanjung Balai Karimun, 4 Maret 1968  
Tanjung Balai Karimun, March 4, 1968

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
54 tahun per Desember 2022  
54 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai Vice President Internal Audit sejak tanggal 23 Juni 2021 berdasarkan Surat Keputusan Direksi PT Angkasa Pura I No. SKEP.DU.268/KP.07.03/2021 dan ditempatkan kembali pada jabatan Vice President Internal Audit sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.

**Legal Basis of Appointment**

The incumbent has served as Vice President Internal Audit since June 23, 2021, pursuant to the Board of Directors Decree of PT Angkasa Pura I No. SKEP.DU.268/KP.07.03/2021 and has been reassigned to Vice President Internal Audit since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Riwayat Pendidikan**

- Sarjana Teknik Sipil (S1), Universitas Indonesia, lulus tahun 1992
- Magister Teknik Sipil - Manajemen Konstruksi (S2), Universitas Indonesia, lulus tahun 2011

**Educational Background**

- Bachelor of Civil Engineering from University of Indonesia, graduated in 1992
- Master of Civil Engineering, Construction Management Department, University of Indonesia, graduated in 2011

**Pengalaman Kerja**

- Project Manager Proyek Pengembangan Bandara Ahmad Yani, Semarang (2016-2020)
- Vice President Risk Management PT Angkasa Pura I (2020-2021)

**Work Experience**

- Project Manager Proyek Pengembangan Bandara Ahmad Yani, Semarang (2016-2020)
- Vice President Risk Management PT Angkasa Pura I (2020 - 2021)

## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

**Vice President**  
Legal and Compliance
 **Angkasa Pura | AIRPORTS**

**NAMA | NAME**  
**I WAYAN SUTAWIJAYA**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Jembrana, Bali, 4 Maret 1967  
Jembrana, Bali, March 4, 1967

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
55 tahun per Desember 2022  
55 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat Vice President Legal and Compliance sejak 24 Juli 2020 berdasarkan Surat Keputusan Direksi No.SKEP.470/KP.07.03/2020-REPLC dan ditempatkan kembali pada jabatan Vice President Legal and Compliance sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.

**Legal Basis of Appointment**

The incumbent has served as Vice President Legal and Compliance since July 24, 2020, pursuant to the Board of Directors Decree No. SKEP.470/KP.07.03/2020-REPLC and has been reassigned to Vice President Legal and Compliance since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Riwayat Pendidikan**

- Sarjana Hukum (S1), Universitas 17 Agustus 1945, Semarang, lulus tahun 1995
- Magister Manajemen (S2), STIE Mitra Indonesia, Yogyakarta, lulus tahun 2002

**Educational Background**

- Bachelor of Law from 17 August 1945 University, Semarang, graduated in 1995
- Master degree of Management from STIE Mitra Indonesia, Yogyakarta, graduated in 2002

**Pengalaman Kerja**

- Vice President Legal (2018-2020)
- Head of Legal and Compliance (2016-2018)

**Work Experience**

- Vice President Legal (2018-2020)
- Head of Legal and Compliance (2016-2018)

**Vice President**  
Corporate Planning & Transformation
 **Angkasa Pura | AIRPORTS**

**NAMA | NAME**  
**BAYU ARSAN**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Jakarta, 9 September 1985  
Jakarta, September 9, 1985

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
37 tahun per Desember 2022  
37 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai Vice President Corporate Planning and Transformation sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.058/KP.04.01/2023.

**Legal Basis of Appointment**

The incumbent has served as Vice President Corporate Planning and Transformation since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.058/KP.04.01/2023-REPLC.

**Riwayat Pendidikan**

- SarjanaEkonomi Manajemen (S1), Universitas Indonesia, lulus tahun 2010
- Magister Manajemen Bandar Udara (S2), Universitas Pancasila, lulus tahun 2020

**Educational Background**

- Bachelor of Economics and Management , University of Indonesia, graduated in 2010.
- Master of Airport Management, Pancasila University, graduated in 2020.

**Pengalaman Kerja**

- Corporate Planning Senior Manager (2020-2021)
- Corporate Planning, Research, and Statistics Senior manager (2021-2023)

**Work Experience**

- Corporate Planning Senior Manager (2020-2021)
- Corporate Planning, Research, and Statistics Senior manager (2021-2023)

## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

**Vice President**  
Airport Operation

**NAMA | NAME**  
**BARATA SINGGIH RIWAHONO**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Sukabumi, 23 Februari 1969  
Sukabumi, February 23, 1969

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
**53 tahun per Desember 2022**  
53 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai Vice President Airport Operation sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.053/KP.04.01/2023.

**Legal Basis of Appointment**

The incumbent has served as Vice President Airport Operation since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.053/KP.04.01/2023.

**Riwayat Pendidikan**

- Sarjana Ekonomi Manajemen (S1), Universitas Achmad Yani, lulus tahun 2003
- Magister Manajemen Ekonomi (MSDM) (S2), Universitas 17 Agustus 1945, lulus tahun 2016

**Educational Background**

- Bachelor of Economics Management (S1), Achmad Yani University, graduated in 2023.
- Master of Human Resource Management (S2), August 17, 1945 University, graduated in 2016.

**Pengalaman Kerja**

- General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (2020-2021)
- Co General Manager Bandara Juanda Surabaya (2021-2023)

**Work Experience**

- General Manager of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan (2020-2021)
- Co General Manager of Juanda Airport Surabaya (2021-2023)

**PTS. Vice President**  
Airport Security

**NAMA | NAME**  
**BARATA SINGGIH RIWAHONO**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Sukabumi, 23 Februari 1969  
Sukabumi, February 23, 1969

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
**53 tahun per Desember 2022**  
53 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai PTS. Vice President Airport Security sejak tanggal 28 Februari 2023 berdasarkan Surat Keputusan Direksi Nomor PRIN.DU.069/OM.14.02/2023.

**Legal Basis of Appointment**

Serving as the Acting Vice President of Airport Security since February 28, 2023, based on the Board of Directors' Decree Number PRIN.DU.069/OM.14.02/2023.

**Riwayat Pendidikan**

- Sarjana Ekonomi Manajemen (S1), Universitas Achmad Yani, lulus tahun 2003
- Magister Manajemen Ekonomi (MSDM) (S2), Universitas 17 Agustus 1945, lulus tahun 2016

**Educational Background**

- Bachelor of Economics Management (S1), Achmad Yani University, graduated in 2023.
- Master of Human Resource Management (S2), August 17, 1945 University, graduated in 2016.

**Pengalaman Kerja**

- General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (2020-2021)
- Co General Manager Bandara Juanda Surabaya (2021-2023)

**Work Experience**

- General Manager of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan (2020-2021)
- Co General Manager of Juanda Airport Surabaya (2021-2023)

## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

**Vice President**  
Airport Safety

Angkasa Pura | AIRPORTS

**NAMA | NAME**  
**DEDY SRI CAHYONO**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
**Samboja, 31 Agustus 1977**  
Samboja, August 31, 1977

**DOMISILI | DOMICILE**  
**Jakarta, Indonesia**

**USIA | AGE**  
**45 tahun per Desember 2022**  
45 years old as of December 2022

**Dasar Hukum Pengangkatan**      Legal Basis of Appointment

Menjabat sebagai Vice President Airport Safety sejak tanggal 1 Oktober 2021 berdasarkan Surat Keputusan Direksi No. SKEP.DU.0527/ KP.04.01/2021 dan ditempatkan kembali pada jabatan Vice President Airport Safety sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/ KP.02.06/2023-REPLC.

Served as Vice President Airport Safety since October 1, 2021 based on Board of Directors Decree No. SKEP.DU.0527/KP.04.01/2021 and has been reassigned to Vice President Airport Safety since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/ KP.02.06/2023-REPLC.

**Riwayat Pendidikan**      Educational Background

- Sarjana Hukum, (S1), Universitas Mahasaraswati, lulus tahun 2006
- Magister Manajemen, (S2), Universitas Jayabaya, lulus tahun 2019
- Bachelor of Law, (S1), Mahasaraswati University, graduated in 2006
- Master of Management (S2), Jayabaya University, graduated in 2019

**Pengalaman Kerja**      Work Experience

- Airport Security Senior Manager (2019-2020)
- Airport Operation Center Head (2020-2021)
- Airport Security Senior Manager (2019-2020)
- Airport Operation Center Head (2020-2021)

**Vice President**  
Airport Planning and Project Development

Angkasa Pura | AIRPORTS

**NAMA | NAME**  
**WIDODO**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
**Medan, 29 Juni 1967**  
Medan, June 29, 1967

**DOMISILI | DOMICILE**  
**Jakarta, Indonesia**

**USIA | AGE**  
**55 tahun per Desember 2022**  
55 years old as of December 2022

**Dasar Hukum Pengangkatan**      Legal Basis of Appointment

Menjabat sebagai Vice President Airport Planning and Project Development sejak 13 Desember 2021 berdasarkan Surat Keputusan Direksi No. SKEP.DU.01/KP.02.06/2021-REPLC dan ditempatkan kembali pada jabatan Vice President Airport Planning and Project Development sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.

The incumbent has served as Vice President Airport Planning and Project Development since December 13, 2021, pursuant to the Board of Directors Decree No. SKEP.DU.01/KP.02.06/2021-REPLC and has been reassigned to Vice President Airport Planning and Project Development since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Riwayat Pendidikan**      Educational Background

- Sarjana Teknik Sipil (S1) Universitas Atma Jaya Yogyakarta, lulus tahun 1993
- Bachelor's Degree in Civil Engineering from Atma Jaya University, Yogyakarta, graduated in 1993

**Pengalaman Kerja**      Work Experience

- Vice President Airport Engineering (2019-2020)
- Vice President Airport Planning and Environment (2021)
- Vice President Airport Engineering (2019-2020)
- Vice President Airport Planning and Environment (2021)



## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

Vice President  
Airport Facilities  
Management

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**NAMA | NAME**  
**TAOCHID PURNOMO HADI**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
**Jakarta, 8 Februari 1969**  
Jakarta, February 8, 1969

**DOMISILI | DOMICILE**  
**Jakarta, Indonesia**

**USIA | AGE**  
**53 tahun per Desember 2022**  
53 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai Vice President Airport Facilities Management sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Legal Basis of Appointment**

The incumbent has served as Vice President Airport Facilities Management since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Riwayat Pendidikan**

- Sarjana (S1), Jurusan Teknik Sipil, Universitas Islam Indonesia, lulus tahun 1994
- Magister (S2), Jurusan Manajemen Proyek, Universitas Indonesia, lulus tahun 2013

**Educational Background**

- Bachelor of Civil Engineering, Islamic University of Indonesia, graduated in 1994
- Master of Project Management, University of Indonesia, graduated in 2013

**Pengalaman Kerja**

- Project Manager Pembangunan Bandara Internasional Yogyakarta (2018-2021)
- Vice President Risk Management (2021-2022)

**Work Experience**

- Project Manager of Yogyakarta International Airport Development (2018-2021)
- Vice President Risk Management (2021-2022)

Vice President  
Airport Equipment  
Management

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**NAMA | NAME**  
**LILIK PUJANTO**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
**Magelang, 11 Juni 1968**  
Magelang, June 11, 1968

**DOMISILI | DOMICILE**  
**Jakarta, Indonesia**

**USIA | AGE**  
**54 tahun per Desember 2022**  
54 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai Vice President Airport Equipment Management sejak tanggal 31 September 2021 berdasarkan Surat Keputusan Direksi nomor SKEP.DU.0527/KP.04.01/2021 dan ditempatkan kembali pada jabatan Vice President Airport Equipment Management sejak tanggal 06 Februari 2023 berdasarkan Surat Keputusan Direksi nomor SKEP.DU.001/KP.02.06/2023-REPLC.

**Legal Basis of Appointment**

The incumbent has served as Vice President Airport Equipment Management since September 31, 2021, pursuant to the Board of Directors Decree No. SKEP.DU.0527/KP.04.01/2021 and has been reassigned to Vice President Airport Equipment Management since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Riwayat Pendidikan**

- Sarjana Sains Terapan (D4), PLP Curug, lulus tahun 2001
- Magister Manajemen (S2), Universitas Hasanuddin, lulus tahun 2010

**Educational Background**

- Bachelor of Applied Science (D4), PLP Curug, graduated in 2001
- Master of Management (S2), Hasanuddin University, graduated in 2010

**Pengalaman Kerja**

- Human Capital Support Expert Level III (2019-2020)
- Project Manager Proyek Pengembangan Syamsudin Noor Banjarmasin (2020-2021)

**Work Experience**

- Human Capital Support Expert Level III (2019-2020)
- Project Manager of Syamsudin Noor Airport, Banjarmasin Development Project (2020-2021)

## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

<b>Vice President</b> Aeronautical Business and Cargo Development	
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**NAMA | NAME**  
**MUHAMMAD THAMRIN**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Ujung Pandang, 15 Mei 1978  
Ujung Pandang, May 15, 1978

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
**44 tahun per Desember 2022**  
44 years old as of December 2022

### Dasar Hukum Pengangkatan

Menjabat sebagai Vice President Aeronautical Business and Cargo Development sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.04.01/2023-REPLC.

### Legal Basis of Appointment

The incumbent has served as Vice President Aeronautical Business and Cargo Development since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.04.01/2023-REPLC.

### Riwayat Pendidikan

- Sarjana Ekonomi Manajemen (S1), Universitas Sam Ratulangi, lulus Tahun 2005
- Magister Manajemen (S2), Universitas Mercu Buana, lulus Tahun 2022

### Educational Background

- Bachelor of Economics and Management, Sam Ratulangi University, graduated in 2005.
- Master of Management, Mercu Buana University, graduated in 2022.

### Pengalaman Kerja

- Sales and Business Development Senior Manager (2019-2020)
- Airport Commercial Senior Manager (2020-2022)

### Work Experience

- Sales and Business Development Senior Manager (2019-2020)
- Airport Commercial Senior Manager (2020-2022)

<b>Vice President</b> Airport Commercial and Business Development	
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**NAMA | NAME**  
**ANNANG SETIA BUDHI**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Gresik, 26 Maret 1986  
Gresik, March 26, 1986

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
**36 tahun per Desember 2022**  
36 years old as of December 2022

### Dasar Hukum Pengangkatan

Menjabat sebagai Vice President Airport Commercial and Business Development sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.0001/KP.02/2023-REPLC.

### Legal Basis of Appointment

The incumbent has served as Vice President Airport Commercial and Business Development since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02/2023-REPLC.

### Riwayat Pendidikan

- Sarjana Teknik Industri (S1), Institut Teknologi Sepuluh Nopember, lulus tahun 2008

### Educational Background

- Bachelor's Degree in Industrial Engineering (S1), Sepuluh Nopember Institute of Technology, graduated in 2008

### Pengalaman Kerja

- Airport Business Partnership Advisor (2021)
- Vice President Business and Portfolio Management (2022-2023)

### Work Experience


- Airport Business Partnership Advisor (2021)
- Vice President Business and Portfolio Management (2022-2023)

## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

PTS. Vice President
✈️

Angkasa Pura | AIRPORTS



**NAMA | NAME**  
**ANNANG SETIA BUDHI**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Gresik, 26 Maret 1986  
Gresik, March 26, 1986

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
36 tahun per Desember 2022  
36 years old as of December 2022

<p><b>Dasar Hukum Pengangkatan</b></p> <p>Menjabat sebagai PTS. Vice President Customer Experience sejak tanggal 10 Februari 2023 hingga 17 April 2023 berdasarkan Surat Keputusan Direksi Nomor PRIN.DC.048/OM.14.02/2023.</p>	<p><b>Legal Basis of Appointment</b></p> <p>Serving as the Acting Vice President of Customer Experience from February 10, 2023, to April 17, 2023, based on the Board of Directors' Decree Number PRIN.DC.048/OM.14.02/2023</p>
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<p><b>Riwayat Pendidikan</b></p> <ul style="list-style-type: none"> <li>• Sarjana Teknik Industri (S1), Institut Teknologi Sepuluh Nopember, lulus tahun 2008</li> </ul>	<p><b>Educational Background</b></p> <ul style="list-style-type: none"> <li>• Bachelor's Degree in Industrial Engineering (S1), Sepuluh Nopember Institute of Technology, graduated in 2008</li> </ul>
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<p><b>Pengalaman Kerja</b></p> <ul style="list-style-type: none"> <li>• Airport Business Partnership Advisor (2021)</li> <li>• Vice President Business and Portfolio Management (2022-2023)</li> </ul>	<p><b>Work Experience</b></p> <ul style="list-style-type: none"> <li>• Airport Business Partnership Advisor (2021)</li> <li>• Vice President Business and Portfolio Management (2022-2023)</li> </ul>
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Vice President
✈️

Angkasa Pura | AIRPORTS



**NAMA | NAME**  
**RIKA K.N. DANAKUSUMA**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Manokwari, 27 Maret 1968  
Manokwari, Maret 27, 1968

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
54 tahun per Desember 2022  
54 years old as of December 2022

<p><b>Dasar Hukum Pengangkatan</b></p> <p>Menjabat sebagai Vice President Technology and Innovation sejak tanggal 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.054/KP.04.01/2023.</p>	<p><b>Legal Basis of Appointment</b></p> <p>The incumbent has served as Vice President Technology and Innovation since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.054/KP.04.01/2023.</p>
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<p><b>Riwayat Pendidikan</b></p> <ul style="list-style-type: none"> <li>• Sarjana (S1), Institut Sains dan Teknologi Nasional Jakarta, lulus tahun 1994</li> <li>• Magister (S2), Universitas Gadjah Mada lulus tahun 2022</li> </ul>	<p><b>Educational Background</b></p> <ul style="list-style-type: none"> <li>• Bachelor, National Institute of Science and Technology, Jakarta, graduated in 1994</li> <li>• Master, Gadjah Mada University, graduated in 2022</li> </ul>
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<p><b>Pengalaman Kerja</b></p> <ul style="list-style-type: none"> <li>• Information Communication Technology Strategy and Innovation Senior Manager (2021)</li> <li>• General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (2021)</li> </ul>	<p><b>Work Experience</b></p> <ul style="list-style-type: none"> <li>• Information Communication Technology Strategy and Innovation Senior Manager (2021)</li> <li>• General Manager Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (2021)</li> </ul>
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## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

<b>Vice President</b> Accounting	 <span style="font-size: 24px; float: right;">✈</span>	
	<b>NAMA   NAME</b>	<b>ADI PERMANA</b>
	<b>KEWARGANEGARAAN   CITIZENSHIP</b>	<b>DOMISILI   DOMICILE</b> Jakarta, Indonesia
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b>	<b>USIA   AGE</b> 44 tahun per Desember 2022 44 years old as of December 2022
	Warga Negara Indonesia Indonesian Citizen	

### Dasar Hukum Pengangkatan

Menjabat sebagai Vice President Accounting sejak tanggal 30 September 2021 berdasarkan Surat Keputusan Direksi No. SKEP.DU.524/KP.04.01/2021 dan ditempatkan kembali pada jabatan Vice President Accounting sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.

### Legal Basis of Appointment

The incumbent has served as Vice President Accounting since September 30, 2021, pursuant to the Board of Directors Decree No. SKEP.DU.524/KP.04.01/2021 and has been reassigned to Vice President Accounting since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

### Riwayat Pendidikan

- Sarjana Ekonomi Akuntansi (S1), Universitas Trisakti, lulus tahun 2004

### Educational Background

- Bachelor's Degree in Economics and Accounting (S1), Trisakti University, graduated in 2004

### Pengalaman Kerja

- Budget Management Senior Manager (2018-2020)
- Enterprise Finance Performance Senior Manager (2020-2021)

### Work Experience

- Budget Management Senior Manager (2018-2020)
- Enterprise Finance Performance Senior Manager (2020-2021)

<b>Vice President</b> Finance	 <span style="font-size: 24px; float: right;">✈</span>	
	<b>NAMA   NAME</b>	<b>JOEL SIAHAAN</b>
	<b>KEWARGANEGARAAN   CITIZENSHIP</b>	<b>DOMISILI   DOMICILE</b> Jakarta, Indonesia
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b>	<b>USIA   AGE</b> 46 tahun per Desember 2022 46 years old as of December 2022
	Warga Negara Indonesia Indonesian Citizen	

### Dasar Hukum Pengangkatan

Menjabat sebagai Vice President Finance sejak tanggal 30 September 2021 berdasarkan Surat Keputusan Direksi No SKEP.DU.527/ KP.04.01/2021 dan ditempatkan kembali pada jabatan Vice President Finance sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC

### Legal Basis of Appointment

The incumbent has served as Vice President Finance since September 30, 2021, pursuant to the Board of Directors Decree No. SKEP.DU.527/ KP.04.01/2021 and has been reassigned to Vice President Finance since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

### Riwayat Pendidikan

- Sarjana Ekonomi (S1), Universitas Gajah Mada, lulus tahun 1999
- Magister Sains Manajemen (S2), Universitas Indonesia, lulus tahun 2012

### Educational Background

- Bachelor of Economics from Gadjah Mada University, graduated in 1999
- Master of Management Science from University of Indonesia, graduated in 2012

### Pengalaman Kerja

- Human Capital Support Expert Level III (April 2020-September 2020)
- PTS. Vice President Finance (September 2020-September 2021)

### Work Experience

- Human Capital Support Expert Level III (April 2020-September 2020)
- PTS.Vice President Finance (September 2020-September 2021)



## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

<b>Vice President</b> Risk Management		
	<b>NAMA   NAME</b> <b>RINAWAN WIJAYA</b>	
	<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>DOMISILI   DOMICILE</b> Jakarta, Indonesia
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Madiun, 2 April 1981 Madiun, April 2, 1981	<b>USIA   AGE</b> 41 tahun per Desember 2022 41 years old as of December 2022

<b>Dasar Hukum Pengangkatan</b> Menjabat sebagai Vice President Risk Management sejak tanggal 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.056/KP.04.01/2023.	<b>Legal Basis of Appointment</b> The incumbent has served as Vice President Risk Management since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.056/KP.04.01/2023.
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<b>Riwayat Pendidikan</b> <ul style="list-style-type: none"> <li>• Sarjana Ekonomi (S1), Universitas Islam Indonesia, lulus tahun 2004</li> <li>• Magister Sains Manajemen (S2), Universitas Indonesia, lulus tahun 2012</li> </ul>	<b>Educational Background</b> <ul style="list-style-type: none"> <li>• Bachelor of Economics, Islamic University of Indonesia, graduated in 2004.</li> <li>• Master of Science in Management, University of Indonesia, graduated in 201</li> </ul>
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<b>Pengalaman Kerja</b> <ul style="list-style-type: none"> <li>• Non Business Risk Management Senior Manager (2020-2023)</li> <li>• PTS. Vice President Risk Management (13 Juni 2022-4 Februari 2023)</li> </ul>	<b>Work Experience</b> <ul style="list-style-type: none"> <li>• Non Business Risk Management Senior Manager (2020-2023)</li> <li>• PTS. Vice President Risk Management (13 Juni 2022-4 Februari 2023)</li> </ul>
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<b>Vice President</b> Asset and Subsidiary Management		
	<b>NAMA   NAME</b> <b>FARID INDRA NUGRAHA</b>	
	<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>DOMISILI   DOMICILE</b> Jakarta, Indonesia
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Balikpapan, 12 Maret 1970 Balikpapan, March 12, 1970	<b>USIA   AGE</b> 52 tahun per Desember 2022 52 years old as of December 2022

<b>Dasar Hukum Pengangkatan</b> Menjabat sebagai Vice President Asset and Subsidiary Management sejak tanggal 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.02.06/2023 - REPLC.	<b>Legal Basis of Appointment</b> The incumbent has served as Vice President Asset and Subsidiary Management since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023 -REPLC.
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<b>Riwayat Pendidikan</b> <ul style="list-style-type: none"> <li>• Sarjana (S1) Ilmu Hukum, STHB (Sekolah Tinggi Hukum Bandung), lulus tahun 1993</li> <li>• Magister (S2) Magister Hukum, Universitas Airlangga, lulus tahun 2004</li> </ul>	<b>Educational Background</b> <ul style="list-style-type: none"> <li>• Bachelor of Law, Bandung School of Law (STHB), graduated in 1993.</li> <li>• Master of Law, Airlangga University, graduated in 2004</li> </ul>
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<b>Pengalaman Kerja</b> <ul style="list-style-type: none"> <li>• Direktur Operasi, Marketing &amp; Design PT Angkasa Pura Hotel (2015-2018)</li> <li>• General Manager Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (2018-2020)</li> </ul>	<b>Work Experience</b> <ul style="list-style-type: none"> <li>• Operation Director, Marketing &amp; Design of PT Angkasa Pura Hotel (2015- 2018)</li> <li>• General Manager of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan (2018-2020)</li> </ul>
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## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

**Vice President**  
Human Capital
Angkasa Pura | AIRPORTS

**NAMA | NAME**  
**HARY BUDI WALUYO**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Madiun, 15 April 1978  
Madiun, April 15, 1978

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
**44 tahun per Desember 2022**  
44 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai Vice President Human Capital sejak tanggal 30 November 2022 berdasarkan Surat Keputusan Direksi No. SKEP.DU.1560/KP.04.01/2022 dan ditempatkan kembali pada jabatan Vice President Human Capital sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.

**Legal Basis of Appointment**

The incumbent has served as Vice President Human Capital since November 30, 2022, pursuant to the Board of Directors Decree No. SKEP.DU.1560/KP.04.01/2022 and has been reassigned to Vice President Human Capital since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023 -REPLC.

**Riwayat Pendidikan**

- Diploma III Jurusan Penilik Lalu Lintas Udara Pendidikan dan Latihan Penerbangan Curug (PLP Curug), lulus tahun 1999
- Sarjana S1 Manajemen Ekonomi Publik Sekolah Tinggi Ilmu Administrasi Negara (STIA-LAN) Makassar, lulus tahun 2001
- Magister S2 Manajemen Sumber Daya Manusia Universitas Muslim Indonesia (UMI) Makassar, lulus tahun 2017

**Educational Background**

- Diploma III Air Traffic Control Department, Aviation Education and Training Curug (PLP Curug), graduated in 1999
- Bachelor of Public Economic Management, National Institute of Public Administration (STIA-LAN) Makassar, graduated in 2001
- Master of Human Resource Management, University of Muslim Indonesia (UMI) Makassar, graduated in 2017

**Pengalaman Kerja**

- General Manager Bandar Udara Frans Kaisiepo Biak (2020-2021)
- Vice President Training and People Development (2021-2022)

**Work Experience**

- General Manager of Frans Kaisiepo Airport Biak (2020-2021)
- Vice President Training and People Development (2021-2022)

**Vice President**  
Training and People Development
Angkasa Pura | AIRPORTS

**NAMA | NAME**  
**DONI ASRIYADI**

**KEWARGANEGARAAN | CITIZENSHIP**  
Warga Negara Indonesia  
Indonesian Citizen

**TEMPAT & TANGGAL LAHIR | PLACE & DATE OF BIRTH**  
Jakarta, 20 Maret 1984  
Jakarta, March 20, 1984

**DOMISILI | DOMICILE**  
Jakarta, Indonesia

**USIA | AGE**  
**38 tahun per Desember 2022**  
38 years old as of December 2022

**Dasar Hukum Pengangkatan**

Menjabat sebagai Vice President Training and People Development sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi dengan nomor SKEP.DU.001/KP.02.06/2023-REPLC.

**Legal Basis of Appointment**

The incumbent has served as Vice President Training and People Development since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023 -REPLC.

**Riwayat Pendidikan**

- Sarjana Teknik Informatika (S1), Universitas Budi Luhur, lulus tahun 2006
- Magister Manajemen Strategik (S2), Universitas Indonesia, lulus tahun 2012

**Educational Background**

- Bachelor of Informatics Engineering from Budi Luhur University, graduated in 2006
- Master of Strategic Management from University of Indonesia, graduated in 2012

**Pengalaman Kerja**

- PTS. Vice President Corporate Planning and Transformation (Juli 2020-September 2021)
- Vice President Corporate Planning and Transformation (2021-2023)

**Work Experience**

- PTS. Vice President Corporate Planning and Transformation (July 2020-September 2021)
- Vice President Corporate Planning and Transformation (2021-2023)

## PROFIL PEJABAT EKSEKUTIF

Profile of Executive Officer

<b>Vice President</b> General Services and Corporate Social Responsibility	<span style="font-size: 2em; vertical-align: middle;">.....</span>	
	<b>NAMA   NAME</b> <b>NUR SAPTO WINOTO</b>	
	<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>DOMISILI   DOMICILE</b> Jakarta, Indonesia
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Klaten, 25 April 1968 Klaten, April 25, 1968	<b>USIA   AGE</b> 54 tahun per Desember 2022 54 years old as of December 2022

<b>Dasar Hukum Pengangkatan</b> Menjabat sebagai Vice President General Services and Corporate Social Responsibility sejak tanggal 13 Desember 2021 berdasarkan Surat Keputusan Direksi No. SKEP.DU.01/KP.02.06/2021-REPLC dan ditempatkan kembali pada jabatan Vice President General Services and Corporate Social Responsibility sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.	<b>Legal Basis of Appointment</b> The incumbent has served as Vice President General Services and Corporate Social Responsibility since December 13, 2021, pursuant to the Board of Directors Decree No. SKEP.DU.01/KP.02.06/2021-REPLC and has been reassigned to Vice President General Services and Corporate Social Responsibility since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.
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<b>Riwayat Pendidikan</b> <ul style="list-style-type: none"> <li>• Sarjana (S1), jurusan Elektronika dan Instrumentasi, Universitas Gadjah Mada, lulus tahun 1992</li> <li>• Magister (S2), Administrasi Bisnis, Institut Teknologi Bandung, lulus tahun 1995</li> </ul>	<b>Educational Background</b> <ul style="list-style-type: none"> <li>• Bachelor's Degree, Electronics and Instrumentation Program, Gadjah Mada University, graduated in 1992</li> <li>• Master's Degree in Business Administration, Bandung Institute of Technology, graduated in 1995</li> </ul>
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<b>Pengalaman Kerja</b> <ul style="list-style-type: none"> <li>• Training and Development Group Head (2016-2018)</li> <li>• Vice President Corporate Social Responsibility (2018-2021)</li> </ul>	<b>Work Experience</b> <ul style="list-style-type: none"> <li>• Training and Development Group Head (2016-2018)</li> <li>• Vice President Corporate Social Responsibility (2018-2021)</li> </ul>
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<b>Vice President</b> Procurement	<span style="font-size: 2em; vertical-align: middle;">.....</span>	
	<b>NAMA   NAME</b> <b>MAYA DAMAYANTI</b>	
	<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>DOMISILI   DOMICILE</b> Jakarta, Indonesia
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Palembang, 25 Mei 1971 Palembang, May 25, 1971	<b>USIA   AGE</b> 51 tahun per Desember 2022 51 years old as of December 2022

<b>Dasar Hukum Pengangkatan</b> Menjabat sebagai Vice President Procurement sejak tanggal 1 April 2019 berdasarkan Surat Perintah Direksi No. SKEP.635/KP.07.01/2019 dan ditempatkan kembali pada jabatan Vice President Procurement sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC.	<b>Legal Basis of Appointment</b> The incumbent has served as Vice President Procurement since April 1, 2019, pursuant the Board of Directors No. SKEP.635/KP.07.01/2019 and has been reassigned to Vice President Procurement since February 6, 2023, pursuant to the Board of Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC
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<b>Riwayat Pendidikan</b> <ul style="list-style-type: none"> <li>• Sarjana Teknik Sipil (S1), Universitas Indonesia, lulus tahun 1995</li> <li>• Magister Manajemen Keuangan (S2), Prasetiya Mulya Business School, lulus tahun 2010</li> </ul>	<b>Educational Background</b> <ul style="list-style-type: none"> <li>• Bachelor of Civil Engineering from University of Indonesia, graduated in 1995</li> <li>• Master of Financial Management from Prasetiya Mulya Business School, graduated in 2010</li> </ul>
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<b>Pengalaman Kerja</b> <ul style="list-style-type: none"> <li>• Civil Airside Department Head, Kantor Pusat (2013-2018)</li> <li>• Airport Facilities Readiness Department Head Bandara Juanda Surabaya (2018-2019)</li> </ul>	<b>Work Experience</b> <ul style="list-style-type: none"> <li>• Civil Airside Department Head, Kantor Pusat (2013-2018)</li> <li>• Airport Facilities Readiness Department Head Bandara Juanda Surabaya (2018-2019)</li> </ul>
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## SUMBER DAYA MANUSIA

### Human Capital

Sumber daya manusia (SDM) merupakan aset penting yang dapat mempengaruhi keberlanjutan bisnis perusahaan. PT Angkasa Pura I memastikan untuk merekrut SDM berkualitas. Dalam merekrut SDM, perusahaan mengedepankan prinsip keterbukaan, kesetaraan, dan kewajaran. Strategi rekrutmen disesuaikan berdasarkan kebutuhan perusahaan dan memaksimalkan sumber daya manusia yang berasal dari masyarakat lokal dan nasional. Terdapat pernyataan kembali untuk data komposisi karyawan tahun 2021 dan 2020 dikarenakan adanya perubahan sistem kategorisasi data.

Human resources (HR) are critical assets affecting the Company's long-term viability. PT Angkasa Pura I is committed to recruiting high-quality Human Resources. During the recruitment process, the Company put an emphasis on the principles of openness, fairness, and impartiality. The recruitment strategy is adjusted to meet the company's needs while maximizing Human Resources from local and national communities. Due to the changes in the data categorization system, the employee composition data for 2021 and 2020 has been restated.

Komposisi Karyawan Berdasarkan Jenis Kelamin Employee Composition by Gender			
Jenis Kelamin Gender	2022	2021	2020
Perempuan Female	827	827	846
Laki-Laki Male	2.347	2.404	2.495
<b>Jumlah Total</b>	<b>3.174</b>	<b>3.231</b>	<b>3.341</b>

Komposisi Karyawan Berdasarkan Rentang Usia Employee Composition by Age Group						
Rentang Usia Age Group	2022		2021		2020	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
>56	4	0	3	0	4	0
51-56	232	51	245	55	276	58
46-50	269	91	257	81	254	74
41-45	298	89	284	81	285	80
36-40	439	106	408	107	353	103
31-35	566	244	563	206	550	173
26-30	488	215	535	242	548	268
21-25	51	31	109	55	225	90
<20	0	0	0	0	0	0
<b>Jumlah Total</b>	<b>2.347</b>	<b>827</b>	<b>2.404</b>	<b>827</b>	<b>2.495</b>	<b>850</b>



## SUMBER DAYA MANUSIA

### Human Capital

Komposisi Karyawan Berdasarkan Tingkat Pendidikan Employee Composition by Education Level						
Pendidikan Education	2022		2021		2020	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
S3 Doctoral Degree	4	1	4	1	2	1
S2 Master Degree	81	37	77	42	70	36
Sarjana Bachelor	670	364	684	355	750	371
D1-D4 Diploma	569	201	573	200	564	203
SD-SMA Elementary-High School	1.023	224	1.066	229	1.109	235
<b>Jumlah Total</b>	<b>2.347</b>	<b>827</b>	<b>2.404</b>	<b>827</b>	<b>2.495</b>	<b>846</b>

Komposisi Karyawan Berdasarkan Status Ketenagakerjaan Employee Composition by Employment Status						
Status Ketenagakerjaan Employment Status	2022		2021		2020	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
Pegawai Perusahaan Permanent Employee	2.284	812	2.313	805	2.342	802
PNS Diperbantukan Civil Servant	41	1	35	1	39	1
TNI Ditugaskan Assigned Military Personnel	5	0	6	0	6	0
Honorer Honorary Employee	13	0	17	1	15	1
Calon Pegawai Candidate	3	12	33	20	93	42
Pegawai Luar Perusahaan External Worker	0	2	0	0	0	0
PKWT Specific Time Employment Agreement	1	0	0	0	0	0
<b>Jumlah Total</b>	<b>2.347</b>	<b>827</b>	<b>2.404</b>	<b>827</b>	<b>2.495</b>	<b>846</b>

Komposisi Karyawan Berdasarkan Level Jabatan Employee Composition by Position Level						
Kelas Jabatan Class Position	2022		2021		2020	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
1	2	1	0	1	1	0
2	4	0	4	0	5	1
3	31	3	35	5	37	5

## SUMBER DAYA MANUSIA

Human Capital

### Komposisi Karyawan Berdasarkan Level Jabatan Employee Composition by Position Level

Kelas Jabatan Class Position	2022		2021		2020	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
4	15	1	13	0	10	0
5	63	11	59	12	68	13
6	120	24	114	18	124	17
7	27	7	24	10	22	9
8	281	74	282	65	302	64
9	37	13	39	13	42	16
10	71	96	69	89	73	95
11	558	242	533	243	557	251
12	432	137	424	134	441	137
13	324	112	394	118	400	118
14	183	51	183	57	182	56
15	186	55	216	61	217	63
Honorar (Direksi dan Komisaris) Honorary Employee (Director and Commissioner)	13	0	15	1	14	1
<b>Jumlah Total</b>	<b>2.347</b>	<b>827</b>	<b>2.404</b>	<b>827</b>	<b>2.495</b>	<b>846</b>

### Komposisi Karyawan Berdasarkan Masa Kerja Employee Composition by Working Period

Masa Kerja Working Period	2022		2021		2020	
	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female	Laki-Laki Male	Perempuan Female
>30	72	5	89	6	89	2
26-30	195	55	158	47	175	56
21-25	284	89	353	105	414	113
16-20	291	110	177	51	36	8
11-15	361	52	395	94	517	139
6-10	596	278	633	281	507	232
0-5	548	238	599	243	757	296
<b>Jumlah Total</b>	<b>2.347</b>	<b>827</b>	<b>2.404</b>	<b>827</b>	<b>2.495</b>	<b>846</b>

## SUMBER DAYA MANUSIA

### Human Capital

Komposisi Karyawan Berdasarkan Wilayah Kerja Employee Composition By Work Area			
Wilayah Kerja Work Area	2022	2021	2020
Kantor Pusat Head Office	616	580	582
Bandara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	557	567	581
Bandara Juanda Surabaya Juanda Airport Surabaya	336	346	355
Bandara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	216	224	234
Bandara Sultan Aji Muhammad Sulaiman Sepinggang Balikpapan Sultan Aji Muhammad Sulaiman Sepinggang Airport Balikpapan	197	206	225
Bandara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	50	51	56
Bandara Sam Ratulangi Manado Sam Ratulangi Airport Manado	124	134	138
Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	49	54	56
Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	196	199	201
Bandara Adi Soemarmo Solo Adi Soemarmo Airport Solo	109	107	109
Bandara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	127	132	136
Bandara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	154	161	171
Bandara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	168	177	177
Bandara Pattimura Ambon Pattimura Airport Ambon	76	84	89
Bandara El Tari Kupang El Tari Airport Kupang	93	97	101
Bandara Sentani Jayapura Sentani Airport Jayapura	88	81	77
Proyek Pengembangan Bandara Internasional Yogyakarta Yogyakarta International Airport Development Project	0	12	20
Proyek Pengembangan Bandara Syamsudin Noor Banjarmasin Banjarmasin Syamsudin Noor Airport Development Project	0	0	16
Proyek Pengembangan Bandara Sultan Hasanuddin Makassar Makassar Sultan Hasanuddin Airport Development Project	18	19	17
<b>Jumlah Total</b>	<b>3.174</b>	<b>3.231</b>	<b>3.341</b>

# PENGEMBANGAN SUMBER DAYA MANUSIA

## Human Resource Development

### KEBIJAKAN PENGEMBANGAN KOMPETENSI

Bagi PT Angkasa Pura I, *human capital* merupakan aset penting dalam keberlanjutan dan peningkatan kualitas bisnis. Perusahaan senantiasa melakukan proses rekrutmen yang mengedepankan asas-asas keterbukaan, kewajaran dan kesetaraan berdasarkan kompetensi kebutuhan dan kompetensi yang dimiliki oleh kandidat dengan memperhatikan ketersediaan tenaga kerja lokal/nasional. Kandidat yang memenuhi standar administrasi dijangkau melalui situs perusahaan dan iklan.

Dalam rangka meningkatkan daya saing di industri aviasi dan menunjang kelangsungan bisnis, PT Angkasa Pura I berkomitmen untuk terus mengembangkan kompetensi seluruh pegawai. Seluruh pegawai berhak dan memiliki kesempatan yang sama untuk mendapatkan pelatihan dan pengembangan untuk meningkatkan pengetahuan, kemampuan, dan keahlian sesuai dengan minat pegawai serta kebutuhan perusahaan. Kegiatan peningkatan kompetensi pegawai mengacu pada Keputusan Direksi PT Angkasa Pura I (Persero) Nomor KEP.167/KP.04/2019 yang mengatur tentang Pola Pelatihan dan Pengembangan Pegawai PT Angkasa Pura I.

Kegiatan pelatihan dan pengembangan untuk peningkatan kompetensi pegawai diselenggarakan secara internal dan eksternal. Selama masa pandemi Covid-19, mayoritas pelatihan dilakukan secara daring, meskipun ada pelatihan tertentu yang harus dilakukan secara tatap muka (*in class*) dengan tetap mematuhi protokol kesehatan. Berbagai pelatihan dan pengembangan kompetensi pegawai dilaksanakan dengan memanfaatkan berbagai aplikasi *meeting multi platform* guna memaksimalkan keikutsertaan pegawai PT Angkasa Pura I.

Pada 2022, PT Angkasa Pura I telah menyelenggarakan 161 program pelatihan dan pengembangan yang diikuti oleh 14.866 orang baik dari manajemen maupun pegawai. Pelatihan dapat berjalan dengan lancar dan pegawai dapat menerima materi dengan baik, meskipun terdapat kendala dan keterbatasan yang dihadapi. Kendala dari pelatihan daring diantaranya, terkendalanya PIC dalam melakukan *monitoring* keaktifan para peserta sehingga PIC harus bekerja sama dengan para PIC

### COMPETENCY DEVELOPMENT POLICY

Human capital is an important asset for PT Angkasa Pura I in terms of business sustainability and quality improvement. The company always conducts a recruitment process that prioritizes the principles of openness, fairness, and equality based on competency needs and competencies possessed by candidates while taking local/national labor availability into account. Candidates who meet the administrative requirements are recruited through the company website and advertisements.

PT Angkasa Pura I is committed to continuously developing the competence of all employees in order to improve competitiveness in the aviation industry and support business continuity. All employees are entitled to and have the same opportunity to receive training and development to improve their knowledge, abilities, and skills in accordance with their interests and the Company's needs. Employee competency development activities refer to the Board of Directors Decree of PT Angkasa Pura I (Persero) No. KEP.167/KP.04/2019, governing the Training and Development Pattern of PT Angkasa Pura I Employees.

Internal and external training and development activities are organized to improve employee competencies. During the Covid-19 pandemic, most of the training were conducted virtually and some training were conducted face-to-face (in classroom) while complying to health protocols. Various employee competency training and development were conducted using various multi-platform meeting applications to maximize the participation of PT Angkasa Pura I employees.

In 2022, PT Angkasa Pura I held 161 training and development programs attended by 14,866 personnel from management and employees. Despite the constraints and limitations, the training ran smoothly and employees received material effectively. Several constraints of online training include the PIC's constraints in monitoring the participants' activeness, thus the PIC must collaborate with the PICs in the branch offices and make rules for the implementation of online learning that must be obeyed



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### Human Resource Development

di kantor cabang dan membuat aturan pelaksanaan *online learning* yang harus dipatuhi selama pelaksanaan pelatihan, kurangnya interaksi antara narasumber dengan peserta pelatihan, keterbatasan perangkat yang tersedia untuk pembelajaran daring yang dimiliki oleh peserta, gangguan eksternal yang berasal dari lingkungan sekitar peserta, serta gangguan jaringan yang dapat mengganggu efektivitas pembelajaran. Untuk mendukung peningkatan kompetensi pegawai, perusahaan memaksimalkan penggunaan sistem *e-learning* melalui Learning Management System (LMS) yang dikembangkan unit Training and People Development dengan menyediakan modul-modul pembelajaran pada sistem tersebut.

during the training, a lack of interaction between resource persons and training participants, lack of participants' devices for online learning, external disturbances from the participants' surroundings, and internet connection issues hindering the learning effectiveness. To support employee competency development, the company optimized the use of e-learning system through Learning Management System (LMS) developed by Training and People Development unit by including learning modules in the system.

### KESETARAAN DALAM PROGRAM PELATIHAN DAN PENGEMBANGAN

Seluruh pegawai diberikan kesempatan yang setara dalam mengikuti program pelatihan dan pengembangan. Sebanyak 66.291 jam pembelajaran pelatihan dan pendidikan diikuti oleh peserta dari berbagai tingkatan mulai dari Direksi hingga level staf.

### EQUALITY IN EDUCATION AND TRAINING PROGRAMS

Training and development programs are open to all employees on an equal basis. A total of 66,291 learning hours of training and education were attended by participants from various levels ranging from the Board of Directors to the staff level.

### PENGEMBANGAN KOMPETENSI BERDASARKAN LEVEL JABATAN

Di 2022, pengembangan kompetensi dilaksanakan berdasarkan jenis dan program pelatihan, tujuan pelatihan, serta level jabatan peserta pelatihan. Kebutuhan peningkatan kompetensi dari setiap level jabatan berbeda-beda sesuai dengan jabatan yang diampu dan bidang pekerjaannya.

### COMPETENCY DEVELOPMENT BY POSITION LEVEL

In 2022, competency development was carried out based on training type and program, training objectives, and the participants' position level. The needs for competency development at each position level differ depending on their position and job fields.

**Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan**  
Competency Development By Position Level

Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program
Direksi Directors	Pengayaan dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> <li>Series business judgment rule dalam pengelolaan korporasi BUMN dan lessons learned from CEO: resiko hukum keputusan Direksi BUMN</li> <li>Exclusive workshop "Doktrin Fiduciary Duty di Perseroan Terbatas dan Pertanggungjawaban Secara Pribadi Direksi dan Komisaris terhadap Kerugian Perusahaan"</li> <li>Program CFO School Tahun 2022</li> <li>Program Onboarding Directorship 5 dan Onboarding Commissioner 5 tahun 2022</li> </ol>
		<ol style="list-style-type: none"> <li>Series business judgment rule in corporate management of SOEs and lessons learned from CEOs: legal risks of SOE Directors' decisions</li> <li>Exclusive workshop "Fiduciary Duty Doctrine in Limited Liability Companies and Personal Liability of Directors and Commissioners for Company Losses"</li> <li>CFO School Program in 2022</li> <li>Onboarding Directorship 5 and Onboarding Commissioner 5 program in 2022.</li> </ol>

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Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level			
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program	
Vice President	Pengayaan dalam Negeri Domestic Enrichment	1. Daring bimbingan teknis Managing Quality Assurance for Airport Business	1. Online Technical Assistance on Managing Quality Assurance for Airport Business
		2. Webinar Series #1 Career and Talent Management	2. Webinar Series #1 Career and Talent Management
		3. Human Capital Challenge in Response To Future Work	3. Human Capital Challenge in Response to Future Work
		4. How Leaders Accelerate Corporate Transformation	4. How Leaders Accelerate Corporate Transformation
		5. Webinar Series #2 Change Management	5. Webinar Series #2 Change Management
		6. Sharing Knowledge Airport Planning	6. Sharing Knowledge Airport Planning
		7. Pembelajaran Online Pengendalian Gratifikasi Cluster I	7. Online Learning: Gratification Control Cluster I
		8. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster III	8. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster III
		9. Seminar Nasional Internal Audit (Snia) Munas Fkspi 2022	9. National Internal Audit Seminar (Snia) Fkspi National Conference 2022
		10. Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport	10. Eco Airport Management
		11. Daring Pelatihan Iso 37001:2016 Sistem Manajemen Anti Penyusapan (Smapi) Batch I Dan Batch Ii	11. Online Training ISO 37001:2016 Anti-Bribery Management System (SMAP) Batch I and Batch II
		12. Sni Iso 37001:2016 Awareness & Internal Audit Training	12. SNI ISO 37001:2016 Awareness & Internal Audit Training
		13. Webinar Series #4 Transformasi Finansial	13. Webinar Series #4 Financial Transformation
		14. Webinar Series #5 Optimalisasi Aset Idle	14. Webinar Series #5 Idle Asset Optimization
		15. Webinar Series #6 Business Partnership	15. Webinar Series #6 Business Partnership
		16. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I	16. Online Learning on Risk Management Process Implementation Cluster I
		17. Workshop Enterprise Architecture & Aris Overview Batch I	17. Workshop Enterprise Architecture & Arts Overview Batch I
		18. Online Engaging Digital Talents in Hybrid Era Public Training Change Agent Development Program	18. Online Engaging Digital Talents in Hybrid Era Public Training: Change Agent Development Program
		20. Strategic Discussion Forum & Sharing Best Practice Optimizing The Future Role of Corporate Secretary – Challenges Issues & Opportunities	20. Strategic Discussion Forum & Sharing Best Practice Optimizing The Future Role of Corporate Secretary - Challenges Issues & Opportunities
		21. Webinar Series #8 Implementasi dan Remunerasi	21. Webinar Series #8 Implementation and Remuneration
		22. Webinar Series #10 Ground Collision	22. Webinar Series #10 Ground Collision
		23. Sharing Session "Co-Opetition and Integration"	23. Sharing Session "Co-Opetition and Integration"
		24. Webinas Series #11 Mencapai Hidup Tenang dan Produktif dengan Mind Fullness	24. Webinar Series #11 Achieving a Calm and Productive Life with Mindfulness
		25. Sharing Session "Co-Opetition and Integration"	25. Sharing Session "Co-Opetition and Integration"
		26. Executive Workshop Implementary Doktrin Fiduciary Duty Pada Perseroan Terbatas Secara Pribadi Direksi Terhadap Kerugian Perusahaan	26. Executive Workshop "Implementation of Fiduciary Duty Doctrine in Limited Liability Companies and Personal Liability of Directors for Company Losses"
		General Manager	Pengayaan dalam Negeri Domestic Enrichment
2. Leadership Development Program (ILDLP) Batch I Tahun 2022	2. Leadership Development Program (ILDLP) Batch I 2022		
3. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V	3. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster I, II, III, IV, and V		

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Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level		
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program
		<ol style="list-style-type: none"> <li>4. Pembelajaran Online Pengendalian Gratifikasi Cluster II, III, IV, dan V</li> <li>5. Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport</li> <li>6. Pelatihan Safety for Executives Tahun 2022</li> <li>7. Webinar Series #5 Optimalisasi Asset Idle</li> <li>8. Webinar Series #6 Business Partnership</li> <li>9. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I, II, III, IV dan V</li> <li>10. Workshop Enterprise Architecture &amp; Aris Overview Batch I</li> <li>11. Public Training Change Agent Development Program</li> <li>12. Webinar Series #8 Implementasi dan Remunerasi</li> </ol>
Senior Manager	Pengayaan dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> <li>1. Pelatihan Manajemen Umum Dana Pensiun</li> <li>2. Daring Bimbingan Teknis Managing Quality Assurance for Airport Business</li> <li>3. Webinar Series #1 Career and Talent Management</li> <li>4. Human Capital Challenge in Response to Future Work</li> <li>5. How Leaders Accelerate Corporate Transformation</li> <li>6. Animated Aviation Security Training Films</li> <li>7. Webinar Series #2 Change Management</li> <li>8. Sharing Knowledge Airport Planning</li> <li>9. Pembelajaran Online Materi Sosialisasi Kompetensi Dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V</li> <li>10. Pembelajaran Online Pengendalian Gratifikasi Cluster I, II, III, IV dan V</li> <li>11. Smart Security</li> <li>12. Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport</li> <li>13. Daring Pelatihan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) Batch I dan Batch II</li> <li>14. Pendidikan Khusus Profesi Advokat (PKPA)</li> <li>15. SNI ISO 37001:2016 Awareness dan Internal Audit Training</li> <li>16. Training Internal Audit Understanding for Auditor Lawyer &amp; Compliance Officer</li> <li>17. Webinar Series #4 Transformasi Financial</li> <li>18. Webinar Series #5 Optimalisasi Asset Idle</li> <li>19. Pelatihan Safety for Managerial Tahun 2022</li> <li>20. Webinar Series #6 Business Partnership</li> <li>21. Online Training Perhitungan Tingkat Komponen Dalam Negeri (TKDN) Batch I Tahun 2022</li> <li>22. Pembelajaran Online Materi Implementasi Proses Manajemen Resiko Cluster I, II, III, IV dan V</li> <li>23. Workshop Enterprise Architecture &amp; Aris Overview Batch II</li> <li>24. Workshop Aries Business Process Management &amp; Enterprise Architecture</li> <li>25. Webinar BUMN Series Strategic &amp; Common Issues in State Owned Enterprise (BUMN)</li> </ol>

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### Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan

Competency Development By Position Level

Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program	
		26. Webinar Series #7 Program Laktasi dan Kesehatan Produksi Wanita	26. Webinar Series #7 Lactation Program and Women's Reproductive Health
		27. Online Engaging Digital Talents in Hybrid Era	27. Online Engaging Digital Talents in Hybrid Era
		28. Public Training Change Agent Development Program	28. Public Training on Change Agent Development Program
		29. Pelatihan dan Sertifikasi Perancang Kontrak Pengadaan Barang dan Jasa Angkatan XIII	29. Training and Certification of Goods and Services Procurement Contract Drafters Batch XIII
		30. Pelatihan Penanganan Pengaduan Masyarakat	30. Public Complaint Handling Training
		31. Program Driving Sustainable Growth Through Supply Chain Resilience	31. Driving Sustainable Growth Through Supply Chain Resilience Program
		32. Strategic Discussion Forum & Shating Best Practice Optimizing The Future Role of Corporate Secretary – Challenges Issues & Opportunities	32. Strategic Discussion Forum & Sharing Best Practice Optimizing The Future Role of Corporate Secretary - Challenges Issues & Opportunities
		33. Seminar Sinergitas Sipil Militer Guna Meningkatkan Keamanan Penerbangan Nasional Dalam Rangka Menjaga Kedaulatan NKRI	33. Seminar on Civil-Military Synergy to Improve National Aviation Security in Order to Maintain the Sovereignty of the Republic of Indonesia
		34. Screener Accreditation Workshop	34. Screener Accreditation Workshop
		35. Webinar Series #8 Implementasi dan Remunerasi	35. Webinar Series #8 Implementation and Remuneration
		36. Webinar Seris #10 Ground Collusion	36. Webinar Series #10 Ground Collusion
		37. Seminar Digital Transformation Now or Never	37. Digital Transformation Now or Never Seminar
		38. Sharing Session "Co-Opetition and Integration"	38. Sharing Session "Co-Opetition and Integration"
		39. Sharing Session "Co-opetition and Integration"	39. Sharing Session "Co-opetition and Integration"
		40. Pelatihan Intelijen Bandara Untuk Pemberantasan Terorisme (Counter Terrorism Airport Interligent Course)	40. Counter Terrorism Airport Interligent Course
		41. Workshop ISO 14001:2015	41. ISO 14001:2015 Workshop
Project Secretary	Pengayaan dalam Negeri Domestic Enrichment	1. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I	1. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster I
		2. Pembelajaran Online Pengendalian Gratifikasi Cluster IV	2. Online Learning on Gratuity Control Cluster IV
		3. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko dengan Menggunakan E-Learning Angkasa Pura I Cluster IV	3. Online Learning on Implementation of Risk Management Process Using E-Learning Angkasa Pura I Cluster IV
Specialist	Pengayaan dalam Negeri Domestic Enrichment	1. Webinar Series #1 Career and Talent Management	1. Webinar Series #1 Career and Talent Management
		2. Pelatihan Google Advance Slingshot	2. Google Advance Slingshot Training
		3. Human Capital Challenge in Response to Future Work	3. Human Capital Challenge in Response to Future Work
		4. How Leaders Accelerate Corporate Transformation	4. How Leaders Accelerate Corporate Transformation
		5. Animated Aviation Security Training Films	5. Animated Aviation Security Training Films
		6. Webinar Series #2 Change Management	6. Webinar Series #2 Change Management
		7. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V	7. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster I, II, III, IV and V
		8. Pembelajaran Online Pengendalian Gratifikasi Cluster I, II, III, IV dan V	8. Online Learning on Gratuity Control Cluster I, II, III, IV, and V
		9. Smart Security	9. Smart Security
		10. Webinar Transformation Learning Trends 2022 and Beyond Tahun 2022	10. Webinar Transformation Learning Trends 2022 and Beyond 2022
		11. Pengelolaan Bandara Udara Ramah Lingkungan Eco Airport	11. Eco Airport Management

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Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level		
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program
		<p>12. Pelatihan “Peluit Integritas Pembelajaran Interaktif Untuk Pengelolaan Whistleblowing System Pengaduan Korupsi Tahun 2022”</p> <p>13. Daring Pelatihan ISO 37001:2016 Sistem Manajemen Anti Penyuapan Batch I dan Batch II Tahun 2022</p> <p>14. Webinar Series #4 Transformasi Financial</p> <p>15. Webinar Series #5 Optimalisasi Asset Idle</p> <p>16. Webinar Series #6 Business Partnership</p> <p>17. Online Training Perhitungan Tingkat Komponen Dalam Negeri (TKDN) Batch I Tahun 2022</p> <p>18. Pelatihan Bimbingan Teknik Aviation Security Risk Management</p> <p>19. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I, II, III, IV dan V</p> <p>20. Training Profesiional Scrum Master – Mastering Series</p> <p>21. Workshop Enterprise Architecture &amp; Aris Overview Batch II</p> <p>22. Workshop Aris Business Process Management &amp; Enterprise Architecture</p> <p>23. Webinar Series #7 Program Laktasi dan Kesehatan Reproduksi Wanita</p> <p>24. Public Training Change Agent Development Program</p> <p>25. Pelatihan dan Sertifikasi Perancang Kontrak Pengadaan Barang dan Jasa Angkatan XIII</p> <p>26. Pelatihan IATA Air Cargo Day</p> <p>27. Webinar Series #8 Implementasi dan Remunerasi</p> <p>28. Pelatihan Pengelolaan Arsip Aktif</p> <p>29. Webinar Series #10 Ground Collision</p> <p>30. Seminar Digital Transformation : Now or Never</p> <p>31. Sharing Session “Co-Opetition and Integration”</p> <p>32. TSA Asian Shield Program (Pelatihan Female Screening Workshop &amp; Pelatihan Passengers With Disability Screening Workshop)</p> <p>33. Webinar Series #12 Balancing Family and Career</p> <p>34. Webinar Series #13 Dangerous Goods Awareness</p> <p>35. Workshop ISO 14001:2015</p>
Manager	Pengayaan dalam Negeri Domestic Enrichment	<p>1. Daring Bimbingan Teknis Managing Quality Assurance for Airport Business</p> <p>2. Webinar Series #1 Career and Talent Management</p> <p>3. Human Capital Challenge in Response to Future Work</p> <p>4. How Leaders Accelerate Corporate Transformation</p> <p>5. Pelatihan dan Sertifikasi Kompetensi Penanggung Jawab Pengendalian Pencemaran Air</p> <p>6. Webinar Series #2 Change Management</p>



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### Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level

Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program
	7. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V	7. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster I, II, III, IV and V
	8. Pembelajaran Online Pengendalian Gratifikasi Cluster I, II, III, IV dan V	8. Online Learning on Gratuity Control Cluster I, II, III, IV, and V
	9. Advance Technology Implementation Project – Screening Preparedness for Managers – Workshop Tahun 2022	9. Advance Technology Implementation Project - Screening Preparedness for Managers - Workshop 2022
	10. Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport	10. Eco Airport Management
	11. Daring Pelatihan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) Batch II Tahun 2022	11. Online Training on ISO 37001:2016 Anti-Bribery Management System (SMAP) Batch II 2022
	12. Pelatihan dan Sertifikasi Kompetensi BNSP Skema Pengelolaan Limbah B3 (PLB3)	12. BNSP Competency Training and Certification B3 Waste Management Scheme (PLB3)
	13. Pelatihan dan Sertifikasi kompetensi Human Capital Level Manager Tahun 2022	13. Human Capital Level Manager Competency Training and Certification 2022
	14. Training Internal Audit Understanding for Auditor Lawyer & Compliance Officer	14. Training on Internal Audit Understanding for Auditor Lawyer & Compliance Officer
	15. Webinar Series #4 Transformasi Financial	15. Webinar Series #4 Financial Transformation
	16. Webinar Series #5 Optimalisasi Asset Idle	16. Webinar Series #5 Idle Asset Optimization
	17. E-Learning Penguatan Pemahaman Gratifikasi	17. E-Learning on Strengthening Understanding of Gratification
	18. Pelatihan Safety for Managerial Tahun 2022	18. Training on Safety for Managerial 2022
	19. Webinar Series #6 Business Partnership	19. Webinar Series #6 Business Partnership
	20. Online Training Perhitungan Tingkat Komponen Dalam Negeri (TKDN) Batch I Tahun 2022	20. Calculation of Domestic Component Level (TKDN) Online Training Batch I 2022
	21. Pelatihan Bimbingan Teknik Aviation Security Risk Management	21. Aviation Security Risk Management Technical Assistance Training
	22. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I, II, III, IV dan V	22. Online Learning on Implementation of Risk Management Process Cluster I, II, III, IV and V
	23. Workshop Enterprise Architecture & Aris Overview Batch I	23. Workshop on Enterprise Architecture & Aris Overview Batch I
	24. Webinar Series #7 Program Laktasi dan Kesehatan Reproduksi Wanita	24. Webinar Series #7 Lactation Program and Women's Reproductive Health
	25. Bimbingan Teknis Effective Lead Auditor/ Auditor ISO 9001:2015	25. Technical Assistance for Effective Lead Auditor/ISO 9001:2015 Auditor
	26. Webinar Series #8 Implementasi dan Remunerasi	26. Webinar Series #8 Implementation and Remuneration
	27. Pelatihan Pengelolaan Arsip Aktif	27. Active Records Management Training
	28. Webinar Series #10 Ground Collusion	28. Webinar Series #10 Ground Collusion
	29. Pelatihan dan Sertifikasi Kompetensi BNSP Skema Penanggungjawab Pengendalian Pencemaran Air (PPPA)	29. BNSP Competency Training and Certification for Person in Charge of Water Pollution Control (PPPA) Scheme
	30. Pelatihan dan Sertifikasi Kompetensi BNSP Skema Penanggungjawab Pengendalian Pencemaran Udara (PPPU)	30. BNSP Competency Training and Certification
	31. Webinar Series #12 Balancing Family And Career	31. Webinar Series #12 Balancing Family And Career
	32. Webinar Series #13 Dangerous Goods Awareness	32. Webinar Series #13 Dangerous Goods Awareness
	33. Workshop ISO 14001:2015	33. ISO 14001:2015 Workshop

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Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level				
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program		
Airport Operation Center Head	Mandatory Regulasi Pengkayaan Dalam Negeri Mandatory Regulation Domestic Enrichment	1.	Ujian Perpanjangan Lisensi Personel Pemeriksa Pengamanan Penerbangan Senior Avsec Batch X	1. Senior Aviation Security (Avsec) Examiner Personnel License Renewal Exam Batch X
		2.	Webinar Series #1 Career and Talent Management	2. Webinar Series #1 Career and Talent Management
		3.	Webinar Series #2 Change Management	3. Webinar Series #2 Change Management
		4.	Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V	4. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster I, II, III, IV and V
		5.	Pembelajaran Online Pengendalian Gratifikasi Cluster I, II, III, IV dan V	5. Online Learning on Gratuity Control Cluster I, II, III, IV and V
		6.	Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I, II, III, IV dan V	6. Online Learning on Implementation of Risk Management Process Cluster I, II, III, IV and V
		7.	Webinar Series #8 Implementasi dan Remunerasi	7. Webinar Series #8 Implementation and Remuneration
Auditor	Pengayaan dalam Negeri Domestic Enrichment	1.	Sertifikasi Qualified Internal Auditor Tingkat Dasar	1. Certification of Qualified Internal Auditor - Basic
		2.	Diklat Audit Kecurangan (Fraud Audit)	2. Fraud Audit Training
		3.	Webinar Series #1 Career and Talent Management	3. Webinar Series #1 Career and Talent Management
		4.	Pelatihan Google Advance Slingshot	4. Google Advance Slingshot Training
		5.	Sertifikasi Qualified Internal Auditor Tingkat Lanjutan	5. Certification of Qualified Internal Auditor - Advanced
		6.	Webinar Series #2 Change Management	6. Webinar Series #2 Change Management
		7.	Pembelajaran Online Pengendalian Gratifikasi Cluster I	7. Online Learning on Gratuity Control Cluster I
		8.	Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster III	8. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster III
		9.	Workshop Online Legal Issues in Audit Investigative	9. Online Workshop Legal Issues in Audit Investigative
		10.	Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport	10. Eco Airport Management
		11.	Pelatihan "Peluit Integritas Pembelajaran Interaktif untuk Pengelolaan Whistleblowing System Pengaduan Korupsi Tahun 2022	11. Training on "Peluit Integritas: Interactive Learning for Corruption Complaint Whistleblowing System Management 2022"
		12.	Daring Pelatihan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) Batch II Tahun 2022	12. Online Training on ISO 37001:2016 Anti-Bribery Management System (SMAP) Batch II 2022
		13.	SNI ISO 37001:2016 Awareness & Internal Audit Training	13. SNI ISO 37001:2016 Awareness & Internal Audit Training
		14.	Training Internal Audit Understanding for Auditor Lawyer & Compliance Officer	14. Training on Internal Audit Understanding for Auditor Lawyer & Compliance Officer
		15.	Webinar Series #4 Transformasi Financial	15. Webinar Series #4 Financial Transformation
		16.	Webinar Series #5 Busines Partnership	16. Webinar Series #5 Busines Partnership
		17.	Online Training Perhitungan Tingkat Komponen Dalam Negeri (TKDN) Batch I Tahun 2022	17. Calculation of Domestic Component Level (TKDN) Online Training Batch I 2022
		18.	Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I	18. Online Learning on Implementation of Risk Management Process Cluster I
		19.	Webinar Series #8 Implementasi dan Remunerasi	19. Webinar Series #8 Implementation and Remuneration
		20.	Webinar #10 Ground Collision	20. Webinar Series #10 Ground Collision
		21.	Webinar Series #12 Balancing Family and Career	21. Webinar Series #12 Balancing Family and Career
		22.	Webinar Series #13 Dangerous Goods Awareness	22. Webinar Series #13 Dangerous Goods Awareness

## PENGEMBANGAN SUMBER DAYA MANUSIA

Human Resource Development

Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level				
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program		
Human Capital Support Expert Level I	Tidak ada pelatihan untuk level jabatan ini pada tahun 2022. There was no training for this position level in 2022.			
Human Capital Support Expert Level II	Pengayaan dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> <li>Pembelajaran Online Pengendalian Gratifikasi Cluster I</li> <li>Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster III</li> <li>Webinar Series #4 Transformasi Financial</li> <li>Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I</li> </ol>	<ol style="list-style-type: none"> <li>Online Learning on Gratuity Control Cluster I</li> <li>Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster III</li> <li>Webinar Series #4 Financial Transformation</li> <li>Online Learning on Implementation of Risk Management Process Cluster I</li> </ol>	
Human Capital Support Expert Level III	Pengayaan dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> <li>Webinar Series #1 Career and Talent Management</li> <li>Human Capital Challenge in Response to Future Work</li> <li>Pembelajaran Online Pengendalian Gratifikasi Cluster I</li> <li>Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster III</li> <li>Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport</li> <li>Webinar Series #4 Transformasi Financial</li> <li>Webinar Series #5 Optimalisasi Asset Idle</li> <li>Webinar Series #6 Business Partnership</li> <li>Pembelajaran Online Materi Implementasi Manajemen Risiko Cluster I</li> <li>Webinar Series #7 Program Laktasi dan Kesehatan Reproduksi Wanita</li> <li>Webinar Series #8 Implementasi dan Remunerasi</li> </ol>	<ol style="list-style-type: none"> <li>Webinar Series #1 Career and Talent Management</li> <li>Human Capital Challenge in Response to Future Work</li> <li>Online Learning on Gratuity Control Cluster I</li> <li>Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster III</li> <li>Eco Airport Management</li> <li>Webinar Series #4 Financial Transformation</li> <li>Webinar Series #5 Idle Asset Optimization</li> <li>Webinar Series #6 Business Partnership</li> <li>Online Learning on Implementation of Risk Management Cluster I</li> <li>Webinar Series #7 Lactation Program and Women's Reproductive Health</li> <li>Webinar Series #8 Implementation and Remuneration</li> </ol>	
Human Capital Support Expert Level IV	Pengayaan dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> <li>Webinar Series # 1 Career and Talent Management</li> <li>Pembelajaran Online Pengendalian Gratifikasi Cluster I</li> <li>Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster III</li> <li>Pembelajaran Online Pengendalian Gratifikasi Cluster IV</li> <li>Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport</li> <li>Webinar Series #5 Optimalisasi Asset Idle</li> <li>Webinar Series #6 Business Partnership</li> <li>Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I</li> <li>Webinar Series #8 Implementasi dan Remunerasi</li> </ol>	<ol style="list-style-type: none"> <li>Webinar Series #1 Career and Talent Management</li> <li>Online Learning on Gratuity Control Cluster I</li> <li>Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster III</li> <li>Online Learning on Gratuity Control Cluster IV</li> <li>Eco Airport Management</li> <li>Webinar Series #5 Idle Asset Optimization</li> <li>Webinar Series #6 Business Partnership</li> <li>Online Learning on Implementation of Risk Management Process Cluster I</li> <li>Webinar Series #8 Implementation and Remuneration</li> </ol>	
Expert	Pengayaan dalam Negeri Domestic Enrichment	<ol style="list-style-type: none"> <li>Webinar Series #1 Career and Talent Management</li> <li>Human Capital Challenge in Response to Future Work</li> <li>How Leaders Accelerate Corporate Transformation</li> <li>Pembelajaran Online Pengendalian Gratifikasi Cluster I dan II</li> <li>Daring English Language Training 2022 DGST</li> <li>Pelatihan Google Advance Slingshot</li> </ol>	<ol style="list-style-type: none"> <li>Webinar Series #1 Career and Talent Management</li> <li>Human Capital Challenge in Response to Future Work</li> <li>How Leaders Accelerate Corporate Transformation</li> <li>Online Learning on Gratuity Control Cluster I and II</li> <li>Online English Language Training 2022 DGST</li> <li>Google Advance Slingshot Training</li> </ol>	

## PENGEMBANGAN SUMBER DAYA MANUSIA

### Human Resource Development

Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level			
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program	
		7. Human Capital Challenge In Response to Future Work	7. Human Capital Challenge In Response to Future Work
		8. Animated Aviation Security Training Films	8. Animated Aviation Security Training Films
		9. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster III dan IV	9. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster III and IV
		10. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I dan II	10. Online Learning on Implementation of Risk Management Process Cluster I and II
		11. Webinar Series #10 Ground Collusion	11. Webinar Series #10 Ground Collusion
		12. Webnar Series #12 Balancing Family and Career	12. Webnar Series #12 Balancing Family and Career
		13. Webinar Series #13 Dangerous Goods Awareness	13. Webinar Series #13 Dangerous Goods Awareness
Analyst	Pengayaan dalam Negeri Domestic Enrichment	1. Daring Bimbingan Teknis Managing Quality Assurance for Airport Business	1. Online Technical Assistance on Managing Quality Assurance for Airport Business
		2. Webinar Series #1 Career and Talent Management	2. Webinar Series #1 Career and Talent Management
		3. Pelatihan Google Advance Slingshot	3. Google Advance Slingshot Training
		4. Human Capial Challenge in Response to Future Work	4. Human Capial Challenge in Response to Future Work
		5. Webinar Series #2 Change Management	5. Webinar Series #2 Change Management
		6. Pembelajaran Online Pengendalian Gratifikasi Cluster I, II	6. Online Learning on Gratuity Control Cluster I, II
		7. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster III, IV	7. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster III, IV
		8. Learning & Development Management Conference 2022	8. Learning & Development Management Conference 2022
		9. Webinar Transformation Learning Trends 2022 and Beyond Tahun 2022	9. Webinar Transformation Learning Trends 2022 and Beyond 2022
		10. Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport	10. Eco Airport Management
		11. Daring Pelatihan ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) Batch II	11. Online Training on ISO 37001:2016 Anti-Bribery Management System (SMAP) Batch II
		12. SNI ISO 37001:2016 Awareness & Internal Audit Training	12. SNI ISO 37001:2016 Awareness & Internal Audit Training
		13. Webinar Series #4 Transformasi Financial	13. Webinar Series #4 Financial Transformation
		14. Webinar Series #5 Optimalisasi Asset Idle	14. Webinar Series #5 Idle Asset Optimization
		15. Webinar Series #6 Business Partnership	15. Webinar Series #6 Business Partnership
		16. Online Training Perhitungan Tingkat Komponen Dalam Negeri (TKDN) Batch I Tahun 2022	16. Calculation of Domestic Component Level (TKDN) Online Training Batch I 2022
		17. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I	17. Online Learning on Implementation of Risk Management Process Cluster I
		18. Workshop Entreprise Architecture & Aries Overview Batch II	18. Workshop Enterprise Architecture & Aris Overview Batch II
		19. Webinar Series #7 Program Laktasi dan Kesehatan Reproduksi Wanita	19. Webinar Series #7 Lactation Program and Women's Reproductive Health
		20. Pelatihan Guidenline Book Terminal Kargo & Pos Batch I	20. Cargo & Post Terminal Guideline Book Training Batch I
		21. Bimbingan Teknis Effective Lead Auditor/ Auditor ISO 9001:2015	21. Technical Assistance for Effective Lead Auditor/ISO 9001:2015 Auditor
		22. Webinar Series #9 Implementasi dan Remunerasi	22. Webinar Series #9 Implementation and Remuneration
		23. Webinar Series #10 Ground Collusion	23. Webinar Series #10 Ground Collusion
		24. Webnar Series #12 Balancing Family and Career	24. Webnar Series #12 Balancing Family and Career
		25. Webinar Series #13 Dangerous Goods Awareness	25. Webinar Series #13 Dangerous Goods Awareness

## PENGEMBANGAN SUMBER DAYA MANUSIA

Human Resource Development

Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level			
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program	
Supervisor	Mandatory Regulasi Mandatory Regulation	1. Refreshing Course Online Personil Pengoperasian Garbarata Tahun 2022	1. Online Refreshing Course for Aviobridge Operation Personnel 2022
		2. Refreshing Course Online Personel Penjaga Keamanan Penerbangan (Avsec Guard/ Senior Avsec) Batch I s.d. XII	2. Online Refreshing Course for Aviation Security Guard (Avsec Guard/Senior Avsec) Personnel Batch I to XII
		3. Ujian Perpanjangan Lisensi Personel Pemeriksa Pengamanan Penerbangan Senior Avsec Batch II, III, IV, V, VI, VII, VIII, IX, X, XI, XII	3. License Renewal Exam for Senior Aviation Security (Avsec) Personnel Batch II, III, IV, V, VI, VII, VIII, IX, X, XI, XII
Pengayaan dalam Negeri Domestic Enrichment		1. Virtual Introduction to Security Management Systems and Security Culture	1. Virtual Introduction to Security Management Systems and Security Culture
		2. Webinar Series #1 Career and Talent Management	2. Webinar Series #1 Career and Talent Management
		3. Webinar Series #2 Change Management	3. Webinar Series #2 Change Management
		4. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V	4. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster I, II, III, IV, and V
		5. Pembelajaran Online Pengendalian Gratifikasi Cluster I, I, III, IV dan V	5. Online Learning on Gratuity Control Cluster I, II, III, IV, and V
		6. Smart Security	6. Smart Security
		7. Pelatihan Introduction to Airport Cargo Business & Operation Batch I	7. Introduction to Airport Cargo Business & Operation Training Batch I
		8. Pelatihan Introduction to Airport Cargo Business & Operation Batch II	8. Introduction to Airport Cargo Business & Operation Training Batch II
		9. Training of Trainer Pembelajaran Online Aplikasi CBT X-Screen pada tahun 2022	9. Training of Trainers Online Learning X-Screen CBT Application 2022
		10. Pengelolaan Bandara Udara Ramah Lingkungan Eco Airport	10. Eco Airport Management
		11. Webinar Series #4 Transformasi Financial	11. Webinar Series #4 Financial Transformation
		12. Webinar Series #5 Optimalisasi Asset Idle	12. Webinar Series #5 Idle Asset Optimization
		13. Webinar Series #6 Business Partnership	13. Webinar Series #6 Business Partnership
		14. Online Training Perhitungan Tingkat Komponen Dalam Negeri (TKDN) Batch II Tahun 2022	14. Calculation of Domestic Component Level (TKDN) Online Training Batch II 2022
		15. Pelatihan Bimbingan Teknik Aviation Security Risk Management	15. Aviation Security Risk Management Technical Assistance Training
		16. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I, II, III, IV dan V	16. Online Learning on Implementation of Risk Management Process Cluster I, II, III, IV and V
		17. Pelatihan Guideline Book Terminal Kargo & Pos Batch I dan II	17. Cargo & Post Terminal Guideline Book Training Batch I and II
		18. Webinar Series #8 Implementasi dan Remunerasi	18. Webinar Series #8 Implementation and Remuneration
		19. Webinar Series #10 Ground Collusion	19. Webinar Series #10 Ground Collusion
		20. Webinar Series #12 Balancing Family and Career	20. Webinar Series #12 Balancing Family and Career
		21. Webinar Series #13 Dangerous Goods Awareness	21. Webinar Series #13 Dangerous Goods Awareness
		22. Workshop ISO 14001 : 2015	22. ISO 14001: 2015 Workshop
Squad Leader	Mandatory Regulasi Mandatory Regulation	1. Training of Trainer Pembelajaran Online Aplikasi CBT X-Screen Pada Tahun 2022	1. Training of Trainers for Online Learning of X-Screen CBT Application in 2022
		2. Refreshing Course Online Personel Penjaga Pengamanan Penerbangan (Avsec Guard/ Junior Avsec) Batch 3 s.d. 5	2. Online Refreshing Course for Aviation Security Guard (Avsec Guard/Junior Avsec) Personnel Batch 3 to 5
		3. Refreshing Course Online Personel Penjaga Pengamanan Penerbangan (Avsec Guard/ Senior Avsec) Batch 1 s.d. 12	3. Online Refreshing Course for Aviation Security Guard (Avsec Guard/Senior Avsec) Personnel Batch 1 to 12
		4. Ujian Perpanjangan Lisensi Personel Pemeriksa Pengamanan Penerbangan Junior Avsec Batch I, II, III, IV, V	4. License Renewal Exam for Junior Aviation Security (Junior Avsec) Personnel Batch I, II, III, IV, V



## PENGEMBANGAN SUMBER DAYA MANUSIA

### Human Resource Development

Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level			
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program	
		5. Ujian Perpanjangan Lisensi Personel Pemeriksa Pengamanan Penerbangan Senior Avsec Batch I s.d. XII	5. License Renewal Exam for Senior Aviation Security (Avsec) Personnel Batch I to XII
	Pengayaan dalam Negeri Domestic Enrichment	1. Webinar Series #1 Career and Talent Management 2. Webinar Series #2 Change Management 3. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V 4. Pembelajaran Online Pengendalian Gratifikasi Cluster I, II, IV dan V 5. Smart Security 6. Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport 7. Webinar Series #4 Transformasi Financial 8. Webinar Series #5 Optimalisasi Asset Idle 9. Webinar Series #6 Business Partnership 10. Pelatihan Bimbingan Teknik Aviation Security Risk Management 11. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I, II, III, IV dan V 12. Webinar Series #7 Program Laktasi dan Kesehatan Reproduksi Wanita 13. Webinar Series #8 Implementasi dan Remunerasi 14. Webinar Series #10 Ground Collusion 15. Workshop ISO 14001:2015	1. Webinar Series #1 Career and Talent Management 2. Webinar Series #2 Change Management 3. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster I, II, III, IV and V 4. Online Learning on Gratuity Control Cluster I, II, IV and V 5. Smart Security 6. Eco Airport Management 7. Webinar Series #4 Financial Transformation 8. Webinar Series #5 Idle Asset Optimization 9. Webinar Series #6 Business Partnership 10. Aviation Security Risk Management Technical Assistance Training 11. Online Learning on Implementation of Risk Management Process Cluster I, II, III, IV and V 12. Webinar Series #7 Lactation Program and Women's Reproductive Health 13. Webinar Series #8 Implementation and Remuneration 14. Webinar Series #10 Ground Collusion 15. ISO 14001:2015 Workshop
Engineer	Pengayaan dalam Negeri Domestic Enrichment	1. Webinar Series #1 Career and Talent Management 2. Webinar Series #2 Change Management 3. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V 4. Webinar Series #2 Change Management 5. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura Cluster I, II, III, IV dan V 6. Pembelajaran Online Pengendalian Gratifikasi Cluster I, II, III, IV dan V 7. Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport 8. Pelatihan dan Sertifikasi Kompetensi BNS Skema Penanggung Jawab Operasional Pengolahan Air Limbah (POPA) 9. Webinar Series #4 Transformasi Financial 10. Webinar Series #5 Optimalisasi Asset Idle 11. E-Learning Penguatan Pemahaman Gratifikasi 12. Webinar Series #6 Business Partnership 13. Online Training Perhitungan Tingkat Komponen Dalam Negeri (TKDN) Batch II Tahun 2022 14. Pelatihan Bimbingan Teknik Aviation Security Risk Management 15. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I, II, III, IV dan V	1. Webinar Series #1 Career and Talent Management 2. Webinar Series #2 Change Management 3. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster I, II, III, IV and V 4. Webinar Series #2 Change Management 5. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura Cluster I, II, III, IV and V 6. Online Learning on Gratuity Control Cluster I, II, III, IV and V 7. Eco Airport Management 8. BNS Competency Training and Certification for Person in Charge of Wastewater Treatment Operations (WWTO) Scheme 9. Webinar Series #4 Financial Transformation 10. Webinar Series #5 Idle Asset Optimization 11. E-Learning Strengthening Understanding of Gratification 12. Webinar Series #6 Business Partnership 13. Calculation of Domestic Component Level (TKDN) Online Training Batch II 2022 14. Aviation Security Risk Management Technical Assistance Training 15. Online Learning on Implementation of Risk Management Process Cluster I, II, III, IV and V

## PENGEMBANGAN SUMBER DAYA MANUSIA

Human Resource Development

### Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level

Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program
		16. Webinar Series #7 Program Laktasi dan Kesehatan Reproduksi Wanita 17. Webinar Series #8 Implementasi dan Remunerasi 18. Webinar Series #10 Ground Collusion 19. Webinar Series #12 Balancing Family and Career 20. Webinar Series #13 Dangerous Goods Awareness 21. Workshop ISO 14001:2015
Officer	Mandatory Regulasi	16. Webinar Series #7 Lactation Program and Women's Reproductive Health 17. Webinar Series #8 Implementation and Remuneration 18. Webinar Series #10 Ground Collusion 19. Webinar Series #12 Balancing Family and Career 20. Webinar Series #13 Dangerous Goods Awareness 21. ISO 14001:2015 Workshop 1. Refreshing Course Online Personil Pengoperasian Garbarata Tahun 2022 2. Training of Trainer Pembelajaran Online Aplikasi CBT X-Screen Pada Tahun 2022 3. Refreshing Course Online Personel Penjaga Pengamanan Penerbangan (Avsec Guard/ Basic Avsec) Batch I 4. Refreshing Course Online Personel Penjaga Pengamanan Penerbangan (Avsec Guard/ Junior Avsec) Batch I s.d. VI 5. Refreshing Course Online Personel Penjaga Pengamanan Penerbangan (Avsec Guard/ Senior Avsec) Batch I s.d. XII 6. Ujian Perpanjangan Lisensi Personil Pemeriksa Pengamanan Penerbangan Basic Avsec Batch I 7. Ujian Perpanjangan Lisensi Personil Pemeriksa Pengamanan Penerbangan Junior Avsec Batch I s.d. VI 8. Ujian Perpanjangan Lisensi Personil Pemeriksa Pengamanan Penerbangan Senior Avsec Batch I s.d. XII
	Pengayaan dalam Negeri Domestic Enrichment	1. Pelatihan Manajemen Umum Dana Pensiun 2. Daring Bimbingan Teknis Managing Quality Assurance for Airport Business 3. Webinar Series #1 Career and Talent Management 4. Pelatihan Goole Advance Slingshot 5. Live Virtual Training Performance Management System 6. Human Capital Challenge in Response to Future Work 7. How Leaders Accelerate Corporate Transformation 8. Animated Aviation Security Training Films 9. Webinar Series #2 Change Management 10. Sharing Knowledge Airport Planning 11. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster I, II, III, IV dan V 12. Pembelajaran Online Pengendalian Gratifikasi Cluster I, II, III, IV dan V 13. Smart Security 14. Advanced Technology Implementation Project-Screener Training Batch I dan Batch II 15. Pelatihan Introduction to Airport Cargo Business & Operation Batch I dan Batch II 16. Learning & Development Management Conference 2022 17. Bimbingan Teknis Manajer Keamanan Penerbangan Tahun 2022

## PENGEMBANGAN SUMBER DAYA MANUSIA

### Human Resource Development

Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level		
Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program
	18. Webinar Transformation Learning Trends 2022 and Beyond Tahun 2022	18. Webinar Transformation Learning Trends 2022 and Beyond Year 2022
	19. Pengelolaan Bandar Udara Ramah Lingkungan Eco Airport	19. Eco Airport Management
	20. Daring Pelatihan ISO 37001:2016 Sistem Manajemen Anti Penyusapan (SMAP) Batch I dan II Tahun 2022	20. ISO 37001:2016 Anti-Bribery Management System (ABMS) Online Training Batch I and II Year 2022
	21. SNI ISO 37001:2016 Awareness & Internal Audit Training	21. SNI ISO 37001:2016 Awareness & Internal Audit Training
	22. Webinar Series #4 Transformasi Financial	22. Webinar Series #4 Financial Transformation
	23. Webinar Series #5 Optimalisasi Asset Idle	23. Webinar Series #5 Idle Asset Optimization
	24. E-Learning Penguatan Pemahaman Gratifikasi	24. E-Learning Strengthening Understanding of Gratification
	25. Webinar Series #6 Business Partnership	25. Webinar Series #6 Business Partnership
	26. Online Training Perhitungan Tingkat Komponen Dalam Negeri (TKDN) Batch I dan Batch II Tahun 2022	26. 2Calculation of Domestic Component Level (TKDN) Online Training Batch I and Batch II 2022
	27. Workshop Nasional Online – Integrasi Sistem Manajemen HSE dan SMK3 Berbasis Risiko Guna Meningkatkan Performa Perusahaan Yang Berdaya Saing	27. Online National Workshop - Integration of Risk-Based HSE and OHSMS Management System to Improve Competitive Company Performance
	28. Pelatihan Bimbingan Teknik Aviation Security Risk Management	28. Aviation Security Risk Management Technical Assistance Training
	29. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko Cluster I, II, III, IV dan V	29. Online Learning on Implementation of Risk Management Process Cluster I, II, III, IV and V
	30. Training Project Management Fundamental- For Beginner and Intermediate Professionals (PMBOL V6 IEE Standards)	30. Project Management Fundamental Training- For Beginner and Intermediate Professionals (PMBOL V6 IEE Standards)
	31. Training Professional Scrum Master-Mastering Series	31. Professional Scrum Master-Mastering Series Training
	32. Workshop Enterprise Architecture & Aris Overview Batch II	32. Workshop Enterprise Architecture & Aris Overview Batch II
	33. Workshop Aris Business Process Management & Enterprise Architecture	33. Aris Business Process Management & Enterprise Architecture Workshop
	34. Sertifikasi Brevet C Perpajakan	34. Brevet C Taxation Certification
	35. Webinar Series #7 Program Laktasi dan Kesehatan Reproduksi Wanita	35. Webinar Series #7 Lactation Program and Women's Reproductive Health
	36. Pelatihan Guidenline Book Terminal Kargo dan Pos Batch I dan Batch II	36. Cargo and Postal Terminal Guideline Book Training Batch I and Batch II
	37. Regional Avsec Fundamental of Risk Management Workshop Tahun 2022	37. Regional Avsec Fundamental of Risk Management Workshop 2022
	38. Pelatihan dan Sertifikasi Perancang Kontrak Pengadaan Barang dan Jasa Angkatan XIII	38. Goods and Services Procurement Contract Drafters Training and Certification Batch XIII
	39. Pelatihan Penanganan Pengaduan Masyarakat	39. Public Complaint Handling Training
	40. Bimbingan Teknis Effective Lead Auditor/ Auditor ISO 9001:2015	40. Technical Guidance for Effective Lead Auditor/ ISO 9001:2015 Auditor
	41. Pelatihan Aeronautical Fundamental	41. Aeronautical Fundamental Training
	42. Workshop Portal Human Capital BUMN	42. SOE Human Capital Portal Workshop
	43. Webinar Series #8 Implementasi dan Remunerasi	43. Webinar Series #8 Implementation and Remuneration
	44. Pelatihan Pengelolaan Arsip Aktif	44. Active Records Management Training
	45. Webinar Series #10 Ground Collusion	45. Webinar Series #10 Ground Collusion
	46. Pelatihan dan Sertifikasi Kompetensi Ahli Keselamatan dan Kesehatan Kerja (K3) Umum	46. Training and Certification of Competence for General Occupational Health and Safety (OHS) Experts
	47. Pelatihan dan Sertifikasi Kompetensi Auditor Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Batch 3 Tahun 2022	47. Training and Certification of Competence for Occupational Health and Safety Management System (OHSMS) Auditor Batch 3 2022
	48. Seminar Digital Transformation Now or Never	48. Digital Transformation Now or Never Seminar
	49. Sharing Session "Co-opetition and Integration"	49. Sharing Session "Co-opetition and Integration"

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Human Resource Development

### Pengembangan Kompetensi PT Angkasa Pura I Berdasarkan Level Jabatan Competency Development By Position Level

Level Level	Jenis Pelatihan Training Type	Program Pelatihan Training Program	
		50. Sharing Session "Co-opetition and Integration"	50. Sharing Session "Co-opetition and Integration"
		51. TSA Asian Shield Program (Pelatihan Female Screening Workshop & Pelatihan Passengers With Disability Screening Workshop)	51. TSA Asian Shield Program (Female Screening Workshop & Passengers With Disability Screening Workshop)
		52. Webinar Series #12 Balancing Family and Career	52. Webinar Series #12 Balancing Family and Career
		53. Webinar Series #13 Dangerous Goods Awareness	53. Webinar Series #13 Dangerous Goods Awareness
		54. Workshop ISO 14001:2015	54. ISO 14001:2015 Workshop
Advertising Sales Executive	Pengayaan dalam Negeri Domestic Enrichment	1. Webinar Series #1 Career and Talent Management	1. Webinar Series #1 Career and Talent Management
		2. Pembelajaran Online Pengendalian Gratifikasi Cluster III	2. Online Learning on Gratuity Control Cluster III
		3. Pembelajaran Online Materi Sosialisasi Kompetensi dengan Menggunakan E-Learning Angkasa Pura I Cluster V	3. Online Learning on Competency Dissemination Using E-Learning Angkasa Pura I Cluster V
		4. Webinar Series #6 Business Partnership	4. Webinar Series #6 Business Partnership
		5. Pembelajaran Online Materi Implementasi Proses Manajemen Risiko dengan menggunakan E-Learning Angkasa Pura I Cluster 3	5. Online Learning on Implementation of Risk Management Process Using E-Learning Angkasa Pura I Cluster 3

### REALISASI BIAYA PENGEMBANGAN KOMPETENSI

Untuk mengadakan program pelatihan dan pengembangan pegawai sepanjang tahun 2022, PT Angkasa Pura I mengeluarkan dana sebesar Rp1.791.784.121. Investasi yang dilakukan oleh perusahaan diharapkan dapat meningkatkan kompetensi *human capital* dan dapat berkontribusi nyata dalam operasional dan kelangsungan bisnis PT Angkasa Pura I. PT Angkasa Pura I telah membuat perencanaan jadwal pelatihan baik yang dilakukan di internal maupun bekerja sama dengan pihak eksternal, yang akan dilaksanakan setiap tahun dan juga telah mempersiapkan anggarannya.

### REALIZATION OF COMPETENCY DEVELOPMENT COSTS

PT Angkasa Pura I invested Rp1,791,784,121 on employee training and development programs in 2022. The company's investment is expected to improve human capital competence and can significantly contribute to PT Angkasa Pura I's operations and business continuity. PT Angkasa Pura I has planned a training schedule both internally and in collaboration with external parties, to be carried out every year and has also prepared the budget.

### Biaya Pelatihan dan Pengembangan Kompetensi PT Angkasa Pura I (dalam miliaran Rupiah) PT Angkasa Pura I Training and Competency Development Costs (In Billion Rupiah)

Uraian Description	2022	2021	2020
Biaya Pelatihan dan Pengembangan Training and Development Costs	1,79	3,56	16,66

## PENGEMBANGAN SUMBER DAYA MANUSIA

### Human Resource Development

#### EVALUASI PELAKSANAAN PENGEMBANGAN KOMPETENSI PEGAWAI

Untuk mengetahui efektivitas dari kegiatan pengembangan kompetensi yang diberikan kepada pegawai, perusahaan melakukan evaluasi dan pengukuran terhadap efektivitas sistem pelatihan pengembangan kompetensi. Evaluasi dan pengukuran dilakukan terhadap peserta pelatihan, instruktur, modul pelatihan, metode pelatihan, fasilitas, dan penyelenggara pelatihan. Evaluasi penyelenggaraan pelatihan dilakukan dengan mengisi kuesioner melalui google form yang diberikan kepada peserta setelah selesai mengikuti kegiatan pelatihan dan pengembangan dengan melalui metode pendekatan skala likert.

Indeks kepuasan peserta dari hasil rekap kuesioner evaluasi pelaksanaan pelatihan pegawai PT Angkasa Pura I dapat dilihat sebagai berikut:

#### EVALUATION OF IMPLEMENTATION OF EMPLOYEE COMPETENCY DEVELOPMENT

The company evaluated and measured the effectiveness of the competency development training system to determine the effectiveness of competency development activities provided to employees. Training participants, instructors, training modules, training methods, training facilities, and training organizers were all evaluated and measured. The Likert scale approach method was used to evaluate training implementation by having participants fill out a questionnaire via a Google form after completing training and development activities.

The following is the participant satisfaction index based on the results of the PT Angkasa Pura I employee training evaluation questionnaire recap:

Unsur Penilaian Assessment Element	Indeks Kepuasan Satisfaction Index	Skala Likert Likert Scale	Kategori Category
Instruktur Instructor	92%	4,58	Sangat Puas Very Satisfied
Modul Module	91%	4,53	Sangat Puas Very Satisfied
Metode Training Training Method	91%	4,55	Sangat Puas Very Satisfied
Fasilitas Facilities	90%	4,51	Sangat Puas Very Satisfied
Penyelenggara Organizer	91%	4,53	Sangat Puas Very Satisfied





## TEKNOLOGI INFORMASI Information Technology



Dalam rangka meningkatkan mutu kualitas dan layanan, perusahaan terus menyempurnakan infrastruktur teknologi informasi (TI) dan melakukan inovasi untuk mendukung optimasi layanan secara menyeluruh. Layanan teknologi juga digunakan dalam mendukung pengelolaan protokol kesehatan dalam seluruh kegiatan operasional, layanan, dan bisnis perusahaan di masa pandemi Covid-19. Beberapa penerapan teknologi yang diterapkan dalam masa adaptasi kebiasaan baru untuk mendukung layanan kebandarudaraan, yakni sebagai berikut:

### 1. AIRPORT OPERATION CONTROL CENTER (AOCC)

AOCC merupakan pusat kendali dan koordinasi untuk mengawasi operasional di sisi udara dan sisi darat, serta seluruh aktivitas kedatangan dan keberangkatan di bandara. Seluruh bandara yang dikelola PT Angkasa Pura I telah menerapkan AOCC. AOCC mengkolaborasikan seluruh pemangku kepentingan di bandara dengan tujuan terjadi percepatan dalam pengambilan keputusan operasional bandara udara. Selain itu, AOCC juga menjadi pusat komunikasi dan koordinasi bagi seluruh pemangku kepentingan.

### 2. MENYEDIAKAN THERMAL SCANNER DI PINTU KEDATANGAN

Penyediaan teknologi *thermal scanner* untuk memeriksa suhu tubuh dan detak jantung seluruh penumpang di pintu masuk untuk menyaring penumpang yang memiliki suhu tubuh mencapai 38°.

In order to improve quality and service, the Company continues to improve information technology (IT) infrastructure and innovate to support overall service optimization. During the COVID-19 pandemic, technology services were also used to support the management of health protocols in all operational, service, and business activities. The following are some of the technology applications that were implemented during the adaptation of new habits to support airport services:

### 1. AIRPORT OPERATION CONTROL CENTER (AOCC)

AOCC is a control and coordination center to oversee airside and landside operations, as well as all arrival and departure activities at the airport. All airports under the management of Angkasa Pura I have implemented AOCC. The AOCC collaborates all airport stakeholders to accelerate decision-making in airport operations. Furthermore, the AOCC serves as a communication and coordination hub for all stakeholders.

### 2. THERMAL SCANNERS AT THE ARRIVAL GATE

Thermal scanner technology is provided to scan the body temperature and heart rate of all passengers at the entrance in order to check whether passengers have a body temperature of 38° Celsius or above.

## TEKNOLOGI INFORMASI

### Information Technology

#### 3. PENERAPAN PEDULI LINDUNGI UNTUK CEK DOKUMEN PENGGUNA JASA

Bekerja sama dengan Kantor Kesehatan Pelabuhan (KKP) Kementerian Kesehatan, PT Angkasa Pura I menyediakan perangkat komputer beserta *scanner* yang ditujukan untuk *scan* QR code di aplikasi PeduliLindungi untuk mempermudah validasi dokumen kesehatan sebelum terbang. Proses validasi dokumen kesehatan penumpang pesawat di bandara PT Angkasa Pura I dilakukan secara digital sehingga lebih aman, cepat, mudah dan sangat mendukung protokol kesehatan di tengah pandemi Covid-19.

#### 4. OPTIMALISASI X-RAY AUTOMATED TRAY RETURN SYSTEM (ATRS)

Layanan yang berada pada area *screening check point* yang akan mempercepat proses pemeriksaan barang calon penumpang sehingga dapat mengurangi kontak fisik antara petugas airport security dengan penumpang sebagai upaya meminimalisir risiko penyebaran Covid-19 di lingkungan bandar udara.

#### 5. LAYANAN OTOMASI PERKANTORAN OFFICE COLLABORATION PLATFORM (OCP)

Layanan Office Collaboration Platform (OCP) menggunakan fasilitas dari Google Suite yang memiliki fitur yaitu: *video conference*, *email*, *mailing list* (milis) group, pembuatan jadwal rapat, *calendar event*, *file storage & sharing*, kolaborasi dokumen dengan rekan kerja dan unit, survei pegawai, *chatting* dan *group chat*. Berbagai fitur yang terdapat pada Office Collaboration Platform (OCP) memungkinkan setiap pegawai dapat menyelesaikan pekerjaan dimana saja dan kapan saja serta mudah dalam berkoordinasi dan komunikasi organisasi, interaksi bagi internal maupun eksternal tanpa tatap muka sehingga dapat meminimalisir risiko penyebaran Covid-19 di lingkungan kerja.

#### 3. PEDULILINDUNGI APPLICATION TO CHECK PASSENGER DOCUMENTS

In collaboration with the Ministry of Health's Port Health Office (KKP), PT Angkasa Pura I provides computers and scanners for scanning QR codes in the PeduliLindungi application to facilitate health document verification before flying. During the COVID-19 pandemic, passengers carried out health document verification digitally at PT Angkasa Pura I airports in a safe, quick, and easy manner, and complied with health protocols.

#### 4. OPTIMIZATION OF X-RAY AUTOMATED TRAY RETURN SYSTEM (ATRS)

The system installed at the Screening Checkpoint is expected to speed up the process of inspecting items of prospective passengers in order to reduce physical contact between airport security officers and passengers, thereby reduce the risk of COVID-19 transmission within the airports.

#### 5. OFFICE COLLABORATION PLATFORM (OCP) PLATFORM

Office Collaboration Platform (OCP) uses a Google Suite features, such as Video Conference, E-mail, Group Mailing List, Meeting Schedule, Event Calendar, File Storage and Sharing, document collaboration with work partners and units, employee survey, Chatting and Group Chat. Various features available on Office Collaboration Platform (OCP) enable employees in completing their work anywhere and at any time, coordinating, communicating within the organization, and interacting with internal and external organizational resources while avoiding direct contact to reduce the risk of COVID-19 transmission in the workplace.

## TEKNOLOGI INFORMASI

### Information Technology

#### 6. PEMANFAATAN APLIKASI TATA NASKAH DOKUMEN ELEKTRONIK (TNDE)

Dalam mengurangi kontak antar pegawai di lingkungan kerja, PT Angkasa Pura I memanfaatkan layanan Aplikasi Tata Naskah Dokumen Elektronik (TNDE) dalam proses pengiriman dan disposisi dokumen persuratan perusahaan. Upaya PT Angkasa Pura I menerapkan physical distancing dalam meminimalisir risiko penyebaran Covid-19 di lingkungan kerja. Selain itu, manfaat penerapan Aplikasi Tata Naskah Dokumen Elektronik (TNDE) dapat mengurangi biaya pemakaian kertas.

#### 7. PENGGUNAAN APLIKASI LEARNING MANAGEMENT SYSTEM (LMS)

Untuk mengurangi kegiatan pelatihan secara tatap muka selama pandemi Covid-19, PT Angkasa Pura I memanfaatkan Aplikasi Learning Management System (LMS) sehingga seluruh personil PT Angkasa Pura I dapat meningkatkan kompetensi, kemampuan dan pengetahuan secara mandiri dan bisa diakses kapan saja, maupun dimana saja.

#### 8. IMPLEMENTASI APLIKASI GREAT DAY

Aplikasi Great Day merupakan aplikasi berbasis *mobile apps* yang memudahkan PT Angkasa Pura I dalam mengelola sumber daya manusia seperti pencatatan kehadiran, pengajuan cuti, dan penghitungan gaji. Selama pandemi Covid-19, pegawai PT Angkasa Pura I direkomendasikan menggunakan aplikasi Great Day untuk meminimalisir risiko penyebaran Covid-19 terutama saat pencatatan kehadiran saat bekerja di masa adaptasi normal baru.

#### 9. INTEGRASI DATA BERBASIS SERVICE ORIENTED ARCHITECTURE (SOA)

Pengelolaan integrasi data dengan beberapa instansi pemerintahan diantaranya Kementerian Perhubungan, Kementerian BUMN, PT Jasa Raharja, dan beberapa instansi lainnya dengan

#### 6. UTILIZATION OF ELECTRONIC SERVICE MANUSCRIPT (TNDE) APPLICATION

PT Angkasa Pura I uses the Electronic Service Manuscript (TNDE) Application in the process of sending and disposing of company correspondence documents in order to reduce contact between employees in the workplace. PT Angkasa Pura I endeavors to implement physical distancing to reduce the risk of COVID-19 transmission in the workplace. Furthermore, the implementation of Electronic Service Manuscript Management (TNDE) Application can reduce paper usage costs.

#### 7. UTILIZATION OF LEARNING MANAGEMENT SYSTEM (LMS) APPLICATION

During the COVID-19 pandemic, PT Angkasa Pura I used the Learning Management System (LMS) Application to reduce face-to-face training activities so that all PT Angkasa Pura I personnel can improve competencies, abilities, and knowledge independently. Furthermore, LMS application is accessible anytime and anywhere.

#### 8. IMPLEMENTATION OF GREATDAY APPLICATION

Great Day is a mobile application to facilitate the management of PT Angkasa Pura I's human resources, such as attendance record, leave request, and salary calculation. PT Angkasa Pura I employees were advised to use the Great Day application during the COVID-19 pandemic to reduce the risk of COVID-19 transmission, particularly when recording attendance while working in the new normal adaptation period.

#### 9. SERVICE ORIENTED ARCHITECTURE (SOA)-BASED DATA INTEGRATION

Service Oriented Architecture (SOA)-based data integration and Enterprise Service Bus (ESB) and Data Integration (ETL) platforms were used to manage data integration with several government

## TEKNOLOGI INFORMASI

### Information Technology

menerapkan metode integrasi data berbasis Service Oriented Architecture (SOA) menggunakan platform Enterprise Service Bus (ESB) dan Data Integration (ETL). Platform ESB telah mengintegrasikan beberapa aplikasi operasional di kantor pusat dan di 13 bandar udara diantaranya aplikasi pendapatan PJP2U, PJP4U, Parkir, POSS, dan PJKP2U. Data tersebut dialirkan menuju ke sebuah data *warehouse* di kantor pusat sebagai teknik pemusatan data pada satu tempat agar dapat diakses secara cepat, efektif, dan efisien. Data yang ditampung di data *warehouse* diolah kembali menggunakan ETL Tool untuk kepentingan *dashboard* manajemen untuk menunjang strategis bisnis perusahaan.

agencies, including the Ministry of Transportation, the Ministry of SOEs, PT Jasa Raharja, and other government agencies. Several operational applications, including PJP2U, PJP4U, Parking, POSS, and PJKP2U revenue applications, have been integrated into the ESB platform at the head office and at 13 airports. The data is streamed in real time to a data warehouse at the head office as a single source of truth. The data stored in the warehouse is reprocessed using the ETL Tool for the benefit of management dashboards that support the company's business strategy.

#### 10. TOUCHLESS-CONTACTLESS TOLL GATE

Untuk mengurangi kontak langsung antar manusia, *toll gate* masuk di sejumlah bandara kelolaan PT Angkasa Pura I kini telah menerapkan *touchless-contactless toll gate system*. Dengan fasilitas ini, pengguna jasa dengan kendaraan roda empat yang akan memasuki bandara cukup mengambil tiket masuk mobil dengan mengarahkan tangan ke sensor mesin.

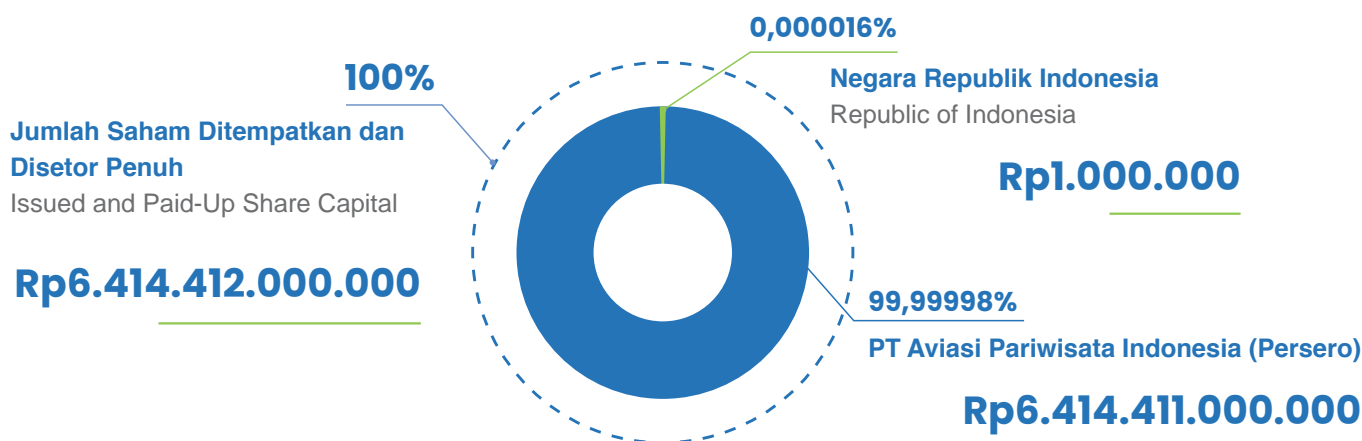
#### 10. TOUCHLESS-CONTACTLESS TOLL GATE

Touchless-contactless toll gate system was installed at the Toll Gate entries of AP 1's airports to reduce direct human-to-human contact. With this system, service users with four-wheeled vehicles entering the airport simply take a car entrance ticket by placing their hand in front of the sensor.



## KOMPOSISI PEMEGANG SAHAM

### Shareholder Composition



PT Angkasa Pura I merupakan perusahaan yang dikuasai negara, terdiri atas saham yang telah ditempatkan dan disetor penuh sebanyak 6.414.412 lembar saham senilai Rp6.414.412.000.000 yang terbagi dalam 1 lembar saham seri A dwiwarna milik Pemerintah Republik Indonesia dan 6.414.411 lembar saham seri B milik PT Aviasi Pariwisata Indonesia (Persero).

PT Angkasa Pura I is a State-Owned Enterprise with a total issued and fully paid shares of Rp6,414,412,000,000 or 6,414,412 shares, consisting of 1 Series A Dwiwarna share owned by the Government of the Republic of Indonesia and 6,414,411 Series B shares owned by PT Aviasi Pariwisata Indonesia (Persero).

PT Angkasa Pura I tidak melakukan penawaran sahamnya kepada publik atau *Initial Public Offering* (IPO) sehingga PT Angkasa Pura I bukanlah perusahaan terbuka dan tidak dapat memperdagangkan sahamnya di bursa. Berdasarkan hal tersebut, PT Angkasa Pura I tidak melaporkan informasi saham berikut ini:

PT Angkasa Pura is not a public company and cannot trade on the stock exchange because the company does not offer its shares to the general public or conduct an Initial Public Offering (IPO). For this reason, the Company does not report the following share information:

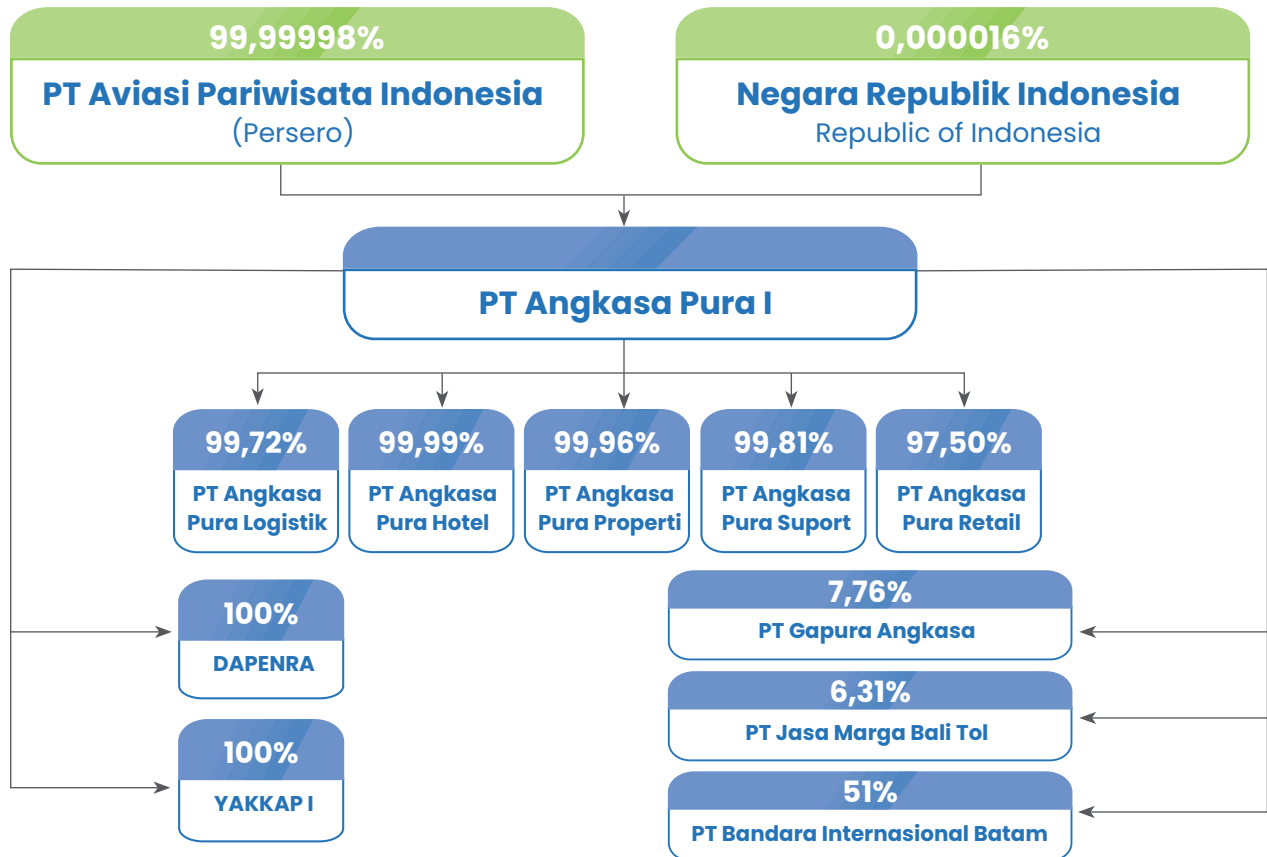
- Komposisi 20 pemegang saham terbesar;
- Pemegang saham berdasarkan klasifikasi institusi dan/atau individu lokal maupun asing
- Pemegang saham yang memiliki 5% atau lebih
- Kelompok pemegang saham masyarakat yang memiliki kurang dari 5% saham;
- Kepemilikan saham oleh anggota Dewan Komisaris dan Direksi;
- Persentase kepemilikan tidak langsung atas saham perusahaan oleh anggota Dewan Komisaris dan Direksi

- Composition of the 20 largest shareholders;
- Shareholders based on the classification of local and foreign institutions and/or individuals;
- Shareholders who own 5% of the shares or more;
- Community shareholder groups who own less than 5% of the shares;
- Share ownership by members of the Board of Commissioners and Board of Directors;
- Percentage of indirect ownership of the company's shares by members of the Board of Commissioners and Board of Directors.



## STRUKTUR GRUP PERUSAHAAN

### Company Group Structure



PT Angkasa Pura I termasuk dalam grup holding Badan Usaha Milik Negara sektor pariwisata dimana Negara Republik Indonesia melalui Kementerian Badan Usaha Milik Negara melakukan kontrol terhadap PT Angkasa Pura I melalui kepemilikan saham Seri A Dwiwarna dan PT Aviassi Pariwisata Indonesia (Persero) sebagai pemegang saham Seri B sekaligus sebagai induk *holding* BUMN sektor pariwisata.

PT Angkasa Pura I memiliki 5 perusahaan anak, 1 lembaga dana pensiun, dan 1 yayasan, antara lain sebagai berikut:

- PT Angkasa Pura Suport
- PT Angkasa Pura Properti
- PT Angkasa Pura Logistik
- PT Angkasa Pura Retail
- PT Angkasa Pura Hotel
- Dana Pensiun Angkasa Pura I (Dapenra)
- Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I)

PT Angkasa Pura I is the subsidiary of the State-Owned Enterprise (SOE) holding group in the tourism sector. The Republic of Indonesia, through the Ministry of SOEs, exerts control over the Company through its ownership of Series A Dwiwarna shares, and PT Aviassi Pariwisata Indonesia (Persero) as the Series B shareholder and parent holding company for SOEs in the tourism sector.

PT Angkasa Pura I owns five subsidiaries, one pension fund institution, and one foundation, as follows:

- PT Angkasa Pura Suport
- PT Angkasa Pura Properti
- PT Angkasa Pura Logistik
- PT Angkasa Pura Retail
- PT Angkasa Pura Hotel
- Angkasa Pura I Pension Fund (Dapenra)
- Angkasa Pura I Employee Welfare Foundation (YAKKAP I)

# ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

## Subsidiaries, Associated Entities, and Foundations

### ENTITAS ANAK

Entitas Anak yang dimiliki PT Angkasa Pura I menjalankan usaha di bidang transportasi, hotel, dan properti serta bidang lainnya yang relevan untuk mendukung kegiatan operasi perusahaan. PT Angkasa Pura I berharap dapat meningkatkan pendapatan bisnis dari sektor nonaeronautika dan dapat meningkatkan *Customer Satisfaction Index* (CSI) dengan kolaborasi dan kerja sama dengan seluruh anak perusahaan. Pada akhir periode pelaporan tanggal 31 Desember 2022, PT Angkasa Pura I telah memiliki lima entitas anak.

### SUBSIDIARIES

PT Angkasa Pura I's subsidiaries are engaged in transportation, hotel, property, and other relevant businesses to support the company's operations. The Company aims to increase non-aeronautical revenue and increase the Customer Satisfaction Index (CSI) score through collaboration and cooperation with all subsidiaries. As of the end of the reporting period on December 31, 2022, PT Angkasa Pura I had five subsidiaries.



### PT ANGKASA PURA LOGISTIK (99,72%)

#### Tahun Berdiri

Year of Establishment

2012

#### Status

Status

Beroperasi  
Operating

#### Total Aset

Total Asset

Rp507.151.160.866

#### Bidang Usaha

Business Line

Operator terminal kargo, *Regulated agent*, Pengiriman multimoda (*freight forwarding*), Pergudangan & distribusi, *total baggage solution* (*wrapping, strapping, packaging*), *Air freight*, Kurir *express*, Ekspedisi Muatan Pesawat Udara (EMPU)

Terminal Cargo Operator, Regulated Agent, Multimodal Transport (Freight Forwarding), Warehouse and Distribution Total Baggage Solution (Wrapping, Strapping, Packaging), Air Freight, Express Courier, Aircraft Cargo Expedition (EMPU)

#### Alamat

Address

Gedung Datascrip Lantai 5-6 Jl. Selaparang Blok B-15. Kav. 9 RW 10 Gunung Sahari Selatan, Kemayoran, Jakarta Pusat  
Dascript Building Floor 5-6 Jl. Selaparang Blok B-15. Kav. 9 RW 10 Gunung Sahari Selatan, Kemayoran, Central Jakarta

### VISI Vision



**Leading logistics partner**

### MISI Mission



- Menyediakan solusi logistik yang terintegrasi di sepanjang rantai pasok melalui jangkauan bisnis terluas di seluruh Indonesia.
- Mencapai dan mempertahankan *Operational Excellence* pada setiap layanan bisnis.
- Mengembangkan sumber daya manusia yang kompeten dan berorientasi kepada konsumen.
- Menyediakan layanan bisnis yang didukung oleh pemanfaatan teknologi logistik yang optimal.
- Memaksimalkan nilai bagi pemegang saham dan pemangku kepentingan serta kontribusi positif terhadap masyarakat dan lingkungan.

- Providing integrated logistics solutions along the supply chain through the widest business reach throughout Indonesia.
- Achieving and maintaining Operational Excellence in each business service.
- Developing competent and consumer-oriented human resources.
- Providing business services supported by optimal utilization of logistics technology
- Maximizing value for shareholders and stakeholders while also making a positive contribution to society and the environment.

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

PT Angkasa Pura Logistik merupakan anak perusahaan PT Angkasa Pura I yang bergerak di bidang pengelolaan jasa terkait kargo dan pos, pergudangan, keagenan dan logistik. Pendirian PT Angkasa Pura Logistik telah mendapat persetujuan Direksi PT Angkasa Pura I sebagaimana tertuang dalam Surat Keputusan Dewan Komisaris No. 194/DK.AP/2011. Selanjutnya, PT Angkasa Pura Logistik didirikan dengan Akta Pendirian No. 01 notaris Nanda Fauz Iwan S.H., M.Kn. 6 Januari 2012 disahkan dengan Keputusan Menteri Hukum dan Hak Asasi Manusia No. AHU03158.AH.01.01. 18 Januari 2012 dan diumumkan dalam Lembaran Negara Republik Indonesia No. 32 Tanggal 19 April 2013, Tambahan Lembaran Negara Republik Indonesia No. 10269 (“Akta Pendirian PT Angkasa Pura”).

Perubahan anggaran dasar terakhir pada PT Angkasa Pura Logistik berdasarkan pada Akta Pernyataan Keputusan Para Pemegang Saham No. 02 Tanggal 06 Oktober 2022 dengan Notaris Nanda Fauz Iwan, S.H., M.Kn. yang telah memperoleh persetujuan Kementerian Hukum dan Hak Asasi Manusia berdasarkan Keputusan No. AHU-AH.01.09-0063204 Tanggal 7 Oktober 2022.

PT Angkasa Pura Logistik is a subsidiary of PT Angkasa Pura I engaged in cargo and post-related logistics management, warehousing, regulated agents, and logistics. The establishment of PT Angkasa Pura Logistik has been approved by AP I’s Board of Directors as set forth in the Board of Commissioners Decree No. 194/DK.AP/2011. Furthermore, PT Angkasa Pura Logistik was established based on the Company’s Deed of Establishment No. 01 by Notary Nanda Fauz Iwan S.H., M.Kn. dated January 6, 2012. The Deed has been ratified through the Minister of Law and Human Rights Decree No. AHU03158.AH.01.01. dated January 18, 2012 and has been announced in the State Gazette of the Republic of Indonesia No. 32 dated April 19, 2013, Supplement to the State Gazette of the Republic of Indonesia No. 10269 (Deed of Establishment of PT Angkasa Pura).

The latest amendment to the Articles of Association of PT Angkasa Pura Logistik was based on the Deed of Resolutions of the Shareholders No. 02 dated October 6, 2022, drawn up before Notary Nanda Fauz Iwan, S.H., M.Kn. and was approved by the Ministry of Law and Human Rights based on Decree No. AHUAH.01.03-0412498 dated October 7, 2022.

### ● Komposisi Kepemilikan Saham PT Angkasa Pura Logistik per 31 Desember 2022

Shareholding Composition of PT Angkasa Pura Logistik per December 31<sup>st</sup>, 2022



#### Dewan Komisaris Board of Commissioner

Komisaris Utama  
President Commissioner  
**Yudi Rizkyardie Darun**

Komisaris  
Commissioner  
**Aizzuddin Abdurahman**

Komisaris  
Commissioner  
**Dody Ruswandi**

#### Direksi Board of Directors

Direktur Utama  
President Director  
**Danny P. Thaharsyah**

Direktur Operasi  
Operation Director  
**Trofficiendy Suroso**

Plt.Direktur Keuangan dan SDM  
Acting Finance and HC Director  
**Danny P. Thaharsyah**

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations



### PT ANGKASA PURA HOTEL (99,99%)

**Tahun Berdiri**

Year of Establishment

2012

**Status**

Status

Beroperasi  
Operating

**Total Aset**

Total Asset

Rp734.402.710.250

**Bidang Usaha**

Business Line

*Airport hotels, lounges, airport services, food & beverage, restoran, inflight catering dan travel management*

Airport hotels, lounges, airport services, food and beverage, restaurant, inflight catering and travel management

**Alamat**

Address

Jalan Bungur Besar 86-C dan 86-A, RT.1/RW.7, Gunung Sahari Selatan, Kemayoran, Jakarta Pusat

Bungur Besar Street 86-C and 86-A RT.1/RW.7, Gunung Sahari Selatan, Kemayoran, Central Jakarta

**VISI** Vision



**Menjadi perusahaan *hospitality* terbaik di Asia dengan sentuhan pengalaman Indonesia**

To become the best Hospitality Company in Asia with Indonesian experience

**MISI** Mission



- Memberikan pengalaman pelanggan yang aman, nyaman dan mudah

- Providing safe, comfortable, and convenient customer experiences

PT Angkasa Pura Hotel merupakan entitas anak PT Angkasa Pura I yang bergerak dalam bidang jasa Hospitality dengan bisnis utamanya sebagai pengelola *airport hotels, lounges, airport services, food & beverage, restaurant, inflight catering dan travel management*. Pendirian PT Angkasa Pura Hotel telah disetujui oleh Dewan Komisaris PT Angkasa Pura I tertuang dalam Surat Keputusan Dewan Komisaris No. 192/DK.API/2011 Tanggal 15 Desember 2011.

PT Angkasa Pura Hotel is a subsidiary of PT Angkasa Pura I, operating in the hospitality industry with its main business as an airport hotel manager, lounges, airport services, food & beverage, restaurants, in-flight catering, and travel management. PT Angkasa Pura Hotel was established upon the approval of the Board of Commissioners of PT Angkasa Pura I, as set forth in the Board of Commissioners Decree No. 192/DK.API/2011 dated December 15, 2011.

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

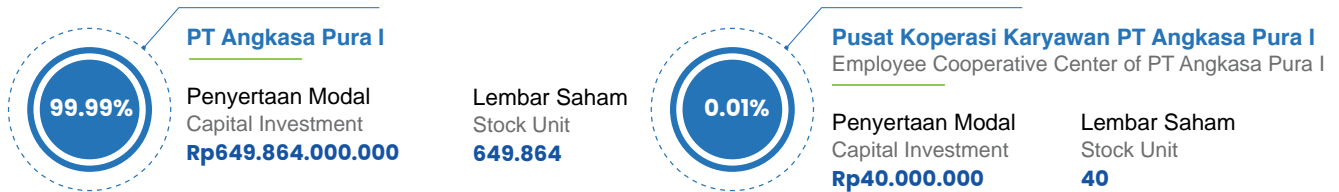
Subsidiaries, Associated ENTITIES, and Foundations

Dasar pendirian PT Angkasa Pura Hotel yaitu Akta Pendirian Perusahaan No. 03 Tanggal 6 Januari 2012 (Berita Negara Republik Indonesia Tahun 2013 No. 32 Tanggal 19 April 2013 dengan Tambahan Lembaran Negara Republik Indonesia No. 10796) dan telah beberapa kali diubah terakhir dengan perubahan terakhir Akta No. 21 Tanggal 18 Oktober 2021 yang dibuat di hadapan Nanda Fauz Iwan, S.H., M.Kn., Notaris di Jakarta yang penerimaan pemberitahuan perubahan data Perseroannya telah mendapat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-AH.01.03-0462563 Tanggal 19 Oktober 2021.

PT Angkasa Pura Hotel was established based on the Company Establishment Deed No. 03 dated January 6, 2012 (State Gazette of the Republic of Indonesia of 2013 No. 32 dated April 19, 2013, Supplement to the State Gazette of the Republic of Indonesia No. 10796) and has been amended several times, as lastly amended by the Deed No. 21 dated October 18, 2021 made before Nanda Fauz Iwan, SH, M.Kn., Notary in Jakarta whose Receipt of Notification on the Company's Data Change has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0462563 dated October 19, 2021.

### ● Komposisi Kepemilikan Saham PT Angkasa Pura Hotel per 31 Desember 2022

Shareholding Composition of PT Angkasa Pura Hotel per December 31<sup>st</sup>, 2022



Dewan Komisaris Board of Commissioner		Direksi Board of Directors	
<p>Komisaris Utama President Commissioner <b>Devy Suradji</b></p>	<p>Komisaris Commissioner <b>Rudyandi Praditya</b></p>	<p>Plt. Direktur Utama Act. President Director <b>Riko Hendrawan</b></p>	<p>Direktur Operasi Operation Director <b>Imron Qodari</b></p>
<p>Komisaris Commissioner <b>Najih Prastiyo</b></p>	<p>Komisaris Commissioner <b>Siane Indriani</b></p>	<p>Direktur Keuangan dan SDM Finance and HC Director <b>Riko Hendrawan</b></p>	



## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations



### PT ANGKASA PURA PROPERTI (99,96%)

#### Tahun Berdiri

Year of Establishment

2012

#### Status

Status

Beroperasi  
Operating

#### Total Aset

Total Asset

Rp304.076.705.058

#### Bidang Usaha

Business Line

*Property development, property management & utilities dan construction*

Property development, property management & utilities and construction

#### Alamat

Address

Sainath Tower 10<sup>th</sup> Floor B9 No.07, Gunung Sahari Selatan, Kemayoran, Jakarta Pusat

Sainath Tower 10<sup>th</sup> Floor B9 No.07, Gunung Sahari Selatan, Kemayoran, Central Jakarta

### VISI Vision



**Menjadi pengembang *airport city* serta penyedia jasa konstruksi yang unggul dan terpercaya di Indonesia**

To become a leading and trusted airport city developer and construction service provider in Indonesia.

### MISI Mission



- Mendukung perkembangan sektor aviasi dan pariwisata Indonesia
- Menerapkan pembangunan yang berkelanjutan dalam rangka meningkatkan nilai bagi *stakeholder*
- Menyediakan produk dan jasa yang memuaskan dan bermutu tinggi dengan memanfaatkan teknologi terbaik serta dengan memperhatikan aspek lingkungan
- Membangun *network* untuk mengembangkan produk dan jasa yang unggul

- Supporting the growth of Indonesia's aviation and tourism sectors
- Implementing sustainable development to enhance value for stakeholders
- Providing satisfying, high-quality products and services by utilizing the best technology while considering environmental aspects
- Building networks to develop leading products and services

PT Angkasa Pura Properti merupakan entitas anak PT Angkasa Pura I yang bergerak di bidang usaha properti dan konstruksi. Pendirian PT Angkasa Pura Properti telah disetujui oleh Dewan Komisaris PT Angkasa Pura I tertuang dalam Surat Keputusan Dewan Komisaris No. 193/DK.API/2011 Tanggal 15 Desember 2011. Dasar pendirian PT Angkasa Pura Properti yaitu Akta Pendirian Perusahaan No. 02 Tanggal 6 Januari 2012 dibuat di hadapan Nanda Fauz Iwan, SH. Mkn, Notaris di Jakarta, yang telah mendapatkan pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-03704.AH.01.01 Tahun 2012 Tanggal 20 Januari 2012 dengan perubahan terakhir adalah Akta No. 9 Tanggal 18 Agustus 2022 tentang

PT Angkasa Pura Properti is a subsidiary of PT Angkasa Pura I, engaged in the property and construction business. PT Angkasa Pura Properti was established upon the approval of the Board of Commissioners of PT Angkasa Pura I as set forth in the Board of Commissioners Decree No. 193/DK.API/2011 dated December 15, 2011. PT Angkasa Pura Properti was established based on the Company Establishment Deed No. 02 dated January 6, 2012 drawn up before Nanda Fauz Iwan, S.H., M.Kn, a Notary in Jakarta and has been ratified by the Minister of Law and Human Rights of the Republic of Indonesia through Decree No. AHU-03704.AH.01.01 dated January 20, 2012, as lastly amended by the Deed No. 9 dated August 18, 2022 on Dismissal of Acting President

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

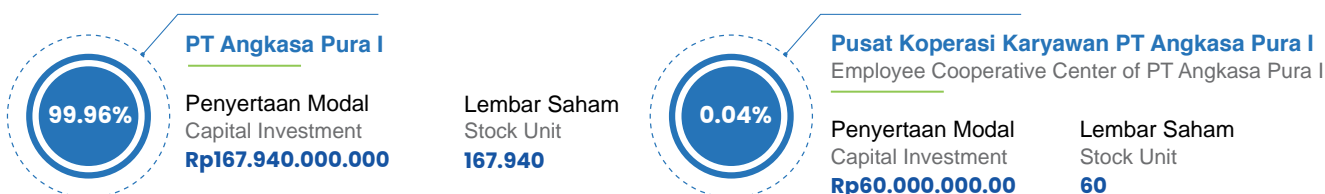
Subsidiaries, Associated ENTITIES, and Foundations

Pemberhentian Pelaksana Tugas Direktur Utama dan Penunjukan Direktur Utama PT Angkasa Pura Properti yang telah mendapatkan pengesahan dari Kementerian Hukum dan Hak Asasi Republik Indonesia No. AHU-AH.01.09-0045126 Tanggal 18 Agustus 2022.

Director and Appointment of President Director of PT Angkasa Pura Properti upon ratification from the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.09-0045126 dated August 18, 2022.

### ● Komposisi Kepemilikan Saham PT Angkasa Pura Properti per 31 Desember 2022

Shareholding Composition of PT Angkasa Pura Properti per December 31<sup>st</sup>, 2022



#### Dewan Komisaris Board of Commissioner

Komisaris Utama  
President Commissioner  
**Dendi T. Danianto**

Komisaris  
Commissioner  
**Erman Wibisono**

Komisaris  
Commissioner  
**M. Imam Sofwan  
Yahya**

#### Direksi Board of Directors

Direktur Utama  
President Director  
**Ristyanto Eko Wibowo**

Direktur Operasi  
Operation Director  
**Renny Soviahani**

Direktur Keuangan dan SDM  
Finance and HC Director  
**Daulat Musa**



### PT ANGKASA PURA SUPORT (99,81%)

**Tahun Berdiri**  
Year of Establishment  
2012

**Status**  
Status  
Beroperasi  
Operating

**Total Aset**  
Total Asset  
Rp1.043.766.410.613

**Bidang Usaha**  
Business Line  
*Trading, ICT services, facility services, Human resources services, dan parking*  
Trading, ICT services, facility services, human resource services, and parking

**Alamat**  
Address  
Sainath Tower Lt 11 Jl. Selangit Blok B9 Gunung Sahari Selatan, Jakarta Pusat  
Sainath Tower Lt. 11 Jl. Selangit Blok B9 Gunung Sahari Selatan, Central Jakarta

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

### VISI Vision



#### **Menjadi perusahaan berstandar internasional dengan layanan manajemen fasilitas terintegrasi berbasis IT dalam industri aviasi dan infrastruktur**

To be an internationally recognized company providing integrated IT-based facility management services in the aviation and infrastructure industries

### MISI Mission



- Menyediakan produk/jasa layanan unggul dan terpercaya berstandar internasional untuk kepentingan pelanggan
- Menciptakan nilai tambah bagi karyawan, pemegang saham dan mitra strategis
- Memberikan kontribusi positif terhadap lingkungan, masyarakat, dan pemangku kepentingan utama lainnya
- To provide exceptional and reliable products and services that meet international standards, focusing on customer satisfaction
- Creating added value for employees, shareholders, and strategic partners
- Making a positive contribution to the environment, society, and other stakeholders

PT Angkasa Pura Suport merupakan entitas anak PT Angkasa Pura I yang bergerak di bidang *facility management* berbasis IT dengan pengelolaan parkir, pengadaan dan sewa peralatan, *ICT provider*, dan *services*. PT Angkasa Pura Suport didirikan berdasarkan persetujuan Dewan Komisaris PT Angkasa Pura I No. 17/DK.API/2012 Tanggal 31 Januari 2012. Dasar Pendirian PT Angkasa Pura Suport yaitu Akta Pendirian Perusahaan Nomor 03 tanggal 9 Februari 2012, dibuat dihadapan Nanda Fauz Iwan, Sarjana Hukum, Notaris di Jakarta Selatan, dan telah mendapat pengesahan dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-08735.AH.01.01.Tahun 2012 tanggal 20 Februari 2012, dan mengalami beberapa kali perubahan dan perubahan terakhir dimuat dalam Akta Nomor 10 tanggal 31 Oktober 2019 dibuat dihadapan Nanda Fauz Iwan, Sarjana Hukum, Magister kenotariatan, Notaris di Jakarta Selatan, dikeluarkan Surat Persetujuan Perubahan Anggaran Dasar Perseroan Terbatas PT. Angkasa Pura Suport dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU.0090368.AH.01.02 Tahun 2019 tanggal 5 November 2019, dan perubahan susunan Direksi terakhir dimuat dalam Akta Nomor 04 tanggal 12 Desember 2022.

PT Angkasa Pura Suport is a subsidiary of PT Angkasa Pura I, specializing in IT-based facility management services, including parking management, equipment procurement and leasing, ICT provider, and other services. PT Angkasa Pura Suport was established based on the approval of PT Angkasa Pura I's Board of Commissioners No. 17/DK.API/2012 dated January 31, 2012. The legal foundation of PT Angkasa Pura Suport is the Company Establishment Deed No. 03 dated February 9, 2012, made before Nanda Fauz Iwan, Bachelor of Law, a Notary in South Jakarta, and has received ratification from the Minister of Law and Human Rights of the Republic of Indonesia No. AHU-08735.AH.01.01.Year 2012 dated February 20, 2012. The company has undergone several changes, with the latest amendment documented in Deed No. 10 dated October 31, 2019, made before Nanda Fauz Iwan, Bachelor of Law, Master of Notary, a Notary in South Jakarta. The Approval Letter for the Amendment of the Articles of Association of PT. Angkasa Pura Suport was issued by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU.0090368.AH.01.02 Year 2019 dated November 5, 2019, and the most recent change in the Board of Directors' composition was recorded in Deed No. 04 dated December 12, 2022.

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

### ● Komposisi Kepemilikan Saham PT Angkasa Pura Suport per 31 Desember 2022

Shareholding Composition of PT Angkasa Pura Supports per December 31<sup>st</sup>, 2022



#### Dewan Komisaris Board of Commissioner

Komisaris Utama  
President Commissioner  
**Faik Fahmi**

Komisaris  
Commissioner  
**Diana Dewi**

Komisaris  
Commissioner  
**Moh. Winarno**

Komisaris  
Commissioner  
**Aidil Fitri**

#### Direksi Board of Directors

Plt. Direktur Utama  
Act. President Director  
**I Dewa Gede Mahayana**

Direktur Operasi  
Operation Director  
**I Dewa Gede Mahayana**

Plt. Direktur Keuangan dan SDM  
Act. Finance and HC Director  
**Bambang Arsanto**



### PT ANGKASA PURA RETAIL (97,50%)

**Tahun Berdiri**  
Year of Establishment  
2014

**Bidang Usaha**  
Business Line

*Master concessionaire, commercial management, travel retail, duty paid/duty free, advertising*  
Master Concessionaire, Commercial Management, Travel Retail, Duty Paid/Duty Free, Advertising

**Status**  
Status  
Beroperasi  
Operating

**Total Aset**  
Total Asset  
Rp17.897.239.231

**Alamat**  
Address

Graha Angkasa Pura I Kota Baru Bandar Kemayoran Blok B 12 Kav. 2 Jakarta Pusat  
Graha Angkasa Pura I Kota Baru Bandar Kemayoran Blok B 12 Kav. 2, Central Jakarta

#### **VISI** Vision

**Menjadi perusahaan retail terkemuka yang berwawasan global dengan budaya Indonesia.**  
Becoming a leading retail company with a global perspective with Indonesian culture.

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

### MISI Mission

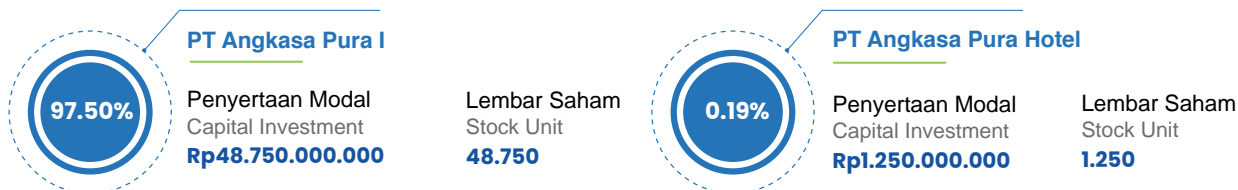
- Meningkatkan pendapatan nonaeronautika dengan mengembangkan lini bisnis *travel, retail, F&B, dan services*
- Membangun organisasi berdasarkan nilai perusahaan
- Membangun dan mengembangkan jaringan kerjasama global
- Memberikan nilai tambah untuk para *stakeholder* secara pendapatan dan kualitas pelayanan.
- Berperan mengembangkan usaha mikro kecil dan menengah
- Increasing non-aeronautical revenue by expanding the business line of travel, retail, food & beverages, and services
- Building the organization based on the company's values
- Establishing and Expanding a global partnership network.
- Providing added value for the stakeholders in revenue and quality of the services
- Contributing by developing micro-small and medium enterprises

PT Angkasa Pura Retail merupakan entitas anak PT Angkasa Pura I yang bergerak di bidang usaha penjualan dan pemasaran di bandara. Pendirian PT Angkasa Pura Retail telah disetujui oleh Dewan Komisaris PT Angkasa Pura I tertuang dalam Surat Keputusan Dewan Komisaris No. 48/DK.API/2014. Kemudian, PT Angkasa Pura Retail didirikan dengan Akta Pendirian PT Angkasa Pura Retail, Akta No. 11 Tanggal 23 September 2014 (Berita Negara Republik Indonesia Tahun 2015 No. 65, Tambahan Lembaran Negara Republik Indonesia No. 39540) yang dibuat di hadapan Notaris Nanda Fauz Iwan, Sarjana Hukum, Magister Kenotariatan, yang telah beberapa kali mengalami perubahan dan terakhir diubah dengan Akta No. 22 Tanggal 22 Oktober 2021, yang Pemberitahuan Perubahan Data Perseroannya telah mendapat pengesahan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHUAH.01.03-0463983 Tahun 2021 Tanggal 22 Oktober 2021.

PT Angkasa Pura Retail is a subsidiary of PT Angkasa Pura I engaged in commerce and marketing at airports. PT Angkasa Pura Retail was established upon the approval of the Board of Commissioners of PT Angkasa Pura I as set forth in the Board of Commissioners Decree No. 48/DK.API/2014. Furthermore, PT Angkasa Pura Retail was established based on the Company Establishment Deed No. 11 dated September 23, 2014 (State Gazette of the Republic of Indonesia of 2015 No. 65, Supplement to the State Gazette of the Republic of Indonesia No. 39540) drawn up before Notary Nanda Fauz Iwan, Bachelor of Law, Master of Notary and has been amended several times, lastly amended by the Deed No. 22 dated October 22, 2021, whose Receipt of Notification on the Company's Data Change has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-AH.01.03-0463983 of 2021 dated October 22, 2021

### ● Komposisi Kepemilikan Saham PT Angkasa Pura Retail per 31 Desember 2022

Shareholding Composition of PT Angkasa Pura Retail per December 31<sup>st</sup>, 2022





## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

### Dewan Komisaris Board of Commissioner

Komisaris Utama  
President Commissioner  
**M. Arifin Firdaus**

Komisaris  
Commissioner  
**Atje Muhammad Darjan**

### Direksi Board of Directors

Direktur Utama  
President Director  
**Edyana Paramitasari**

Direktur Operasi  
Operation Director  
**Indyruwani Asikin Natanegara**

Direktur Keuangan dan SDM  
Finance and HC Director  
**Umar Supriyadi**

### ENTITAS ASOSIASI

PT Angkasa Pura I memiliki 3 entitas asosiasi yang bidang usahanya dapat mendukung kegiatan bisnis bandara. Adapun entitas asosiasi tersebut dijelaskan melalui tabel berikut:

### ASSOCIATE ENTITIES

PT Angkasa Pura I has 3 associate entities in airport-related business operations as follows:

Nama Entitas Asosiasi Associated Entity	Bidang Usaha Business Line	Persentase Kepemilikan Saham Shareholding Percentage	Tahun Pendirian Year of Establishment	Status Operasi Operational Status	Total Aset (Dalam Miliaran Rupiah) Total Assets (In Million Rupiah)	Domisili Domicile
PT Gapura Angkasa	Ground Handling	7,76%	1998	Beroperasi Operating	1.228	Jakarta
PT Jasa Marga Bali Tol	Pengusaha Jalan Tol Highway	6,31%	2011	Beroperasi Operating	1.909	Bali
PT Bandara Internasional Batam	Badan Usaha Pelaksana Bandar Udara Airport Implementing Business Entity	51%	2021	Beroperasi Operating	576	Batam

### PT GAPURA ANGKASA

PT Gapura Angkasa merupakan perusahaan yang bergerak dalam bidang jasa *ground handling* secara independen dan layanan lainnya guna menunjang kinerja operasional baik di PT Angkasa Pura I dan PT Angkasa Pura II. Bantuk pelayanan yang diberikan meliputi kargo dan pergudangan, penanganan penumpang dan bagasi, operasi penerbangan dan *service* pesawat udara, pelayanan *hospitality*, logistik, serta kegiatan usaha lainnya yang diperlukan oleh maskapai penerbangan di Indonesia. PT Gapura Angkasa berdiri atas kerja sama antara tiga BUMN, yakni PT Garuda Indonesia Tbk, PT Angkasa Pura I, dan PT Angkasa Pura II. Pelayanan jasa yang ditawarkan oleh PT Gapura Angkasa hingga saat ini, yaitu:

### PT GAPURA ANGKASA

PT Gapura Angkasa is a company engaged in independent ground handling services and other services to support operational performance of PT Angkasa Pura I and PT Angkasa Pura II. The Company's services include cargo and warehousing, passenger and baggage handling, flight operation and aircraft services, hospitality, logistics, and other business activities required by airlines in Indonesia. PT Gapura Angkasa was established through a joint venture between three state-owned enterprises, namely PT Garuda Indonesia Tbk, PT Angkasa Pura I, and PT Angkasa Pura II. Currently, PT Gapura Angkasa provides the following services:

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. <i>Representation and accommodation;</i></li> <li>2. <i>Load control, communication and Departure Control System (DCS);</i></li> <li>3. <i>Unit Load Device (ULD) control;</i></li> <li>4. <i>Passenger and Baggage;</i></li> <li>5. <i>Aircraft servicing;</i></li> <li>6. <i>Flight Operation and crew administration;</i></li> <li>7. <i>Supervision and administration;</i></li> <li>8. <i>Cargo and post office mail;</i></li> <li>9. <i>Fuel and oil;</i></li> <li>10. <i>Surface transport;</i></li> <li>11. <i>Airport security;</i></li> <li>12. <i>Airport hospitality;</i></li> <li>13. <i>Ramp service;</i></li> <li>14. <i>Aircraft maintenance;</i></li> <li>15. <i>Catering service;</i></li> <li>16. <i>Warehousing and logistic;</i></li> <li>17. <i>Ground handling consultant;</i></li> <li>18. <i>Flight clearance;</i></li> <li>19. Pendidikan dan pelatihan serta penyediaan tenaga ahli <i>Ground handling.</i></li> </ol> | <ol style="list-style-type: none"> <li>1. Representation and Accommodation;</li> <li>2. Load Control, Communication and Departure Control System (DCS);</li> <li>3. Unit Load Device (ULD) Control;</li> <li>4. Passenger and Baggage;</li> <li>5. Aircraft Servicing;</li> <li>6. Flight Operation and Crew Administration;</li> <li>7. Supervision and Administration;</li> <li>8. Cargo and Post Office Mail;</li> <li>9. Fuel and Oil;</li> <li>10. Surface Transport;</li> <li>11. Airport Security;</li> <li>12. Airport hospitality;</li> <li>13. Ramp Service;</li> <li>14. Aircraft Maintenance;</li> <li>15. Catering Service;</li> <li>16. Warehousing and Logistic;</li> <li>17. Ground Handling Consultant;</li> <li>18. Flight clearance;</li> <li>19. Education and training and provision of ground handling experts.</li> </ol> |
|---|--|

### PT JASAMARGA BALI TOL (JBT)

PT Angkasa Pura I berpartisipasi dalam konsorsium investasi pembangunan jalan tol Nusa Dua-Ngurah Rai Benoa di Bali berdasarkan persetujuan Menteri BUMN dalam Surat Keputusan Nomor S-549/MBU/2011 tanggal 25 Oktober 2011. Investasi tersebut dilakukan dalam bentuk penyertaan saham pada PT Jasamarga Bali Tol dengan Akta Pernyataan Keputusan Rapat PT Jasamarga Bali Tol Nomor 01 tanggal 11 Desember 2013 yang dibuat di hadapan Notaris Paulina Siti Suprimulyanti Endah Putri. Penyertaan PT Angkasa Pura I yaitu sebesar 8%, dengan 59.635 lembar saham atau Rp59.635.000.000,-, dan tambahan modal disetor lainnya sebesar Rp14.908.400.000,-.

Pada tanggal 21 Oktober 2020 telah dilaksanakan Rapat Umum Pemegang Saham Luar Biasa (RUPS LB). Pada rapat tersebut, para pemegang saham membahas peningkatan modal dasar dan tambahan setoran modal yang mengakibatkan perubahan komposisi pemegang saham PT Jasamarga Bali Tol. Dalam rapat tersebut, PT Angkasa Pura I tidak turut serta dalam penambahan

### PT JASAMARGA BALI TOL (JBT)

Based on the approval of the Minister of State-Owned Enterprises Decree No. S-549/MBU/2011 dated October 25, 2011, PT Angkasa Pura I participated in an investment consortium for the construction of the Nusa Dua-I Gusti Ngurah Rai-Benoa Toll Road in Bali. The investment was realized through equity share in PT Jasamarga Bali Tol in accordance with the Deed of Resolutions of PT Jasamarga Bali Tol No. 01 dated December 11, 2013 drawn up before Notary Paulina Siti Suprimulyanti Endah Putri. PT Angkasa Pura I owns 8% or 59,635 shares or equal to Rp59,635,000,000 and other additional paid-in capital of Rp14,908,400,000.

An Extraordinary General Meeting of Shareholders (EGM) was held on October 21, 2020. During the meeting, the shareholders discussed the increase in authorized capital and additional paid-in capital resulting in changes in the composition of shareholders of PT Jasamarga Bali Tol. PT Angkasa Pura I did not participate in the additional paid-in capital, causing the percentage of

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

setoran modal sehingga menyebabkan persentase kepemilikan saham PT Angkasa Pura I terdilusi dari 8% menjadi 6,31% sebagaimana dinyatakan dalam Akta Nomor 24 tanggal 12 November 2020.

### PT BANDARA INTERNASIONAL BATAM

PT Bandara Internasional Batam atau PT BIB merupakan konsorsium dari PT Angkasa Pura I, Incheon International Airport Corporation, dan PT Wijaya Karya (Persero) Tbk atau Konsorsium AP I, IIAC, dan WIKA melalui penandatanganan perjanjian konsorsium pada tanggal 13 Januari 2020. Berdasarkan hal tersebut konsorsium AP I-IIAC-WIKA membentuk Badan Usaha Pelaksana sebagai pengelola Bandara Hang Nadim Batam. Tahap selanjutnya yaitu Badan Usaha Pelaksana akan menandatangani perjanjian KPBU dan perjanjian pemanfaatan aset dengan BP Batam. Badan Usaha Pelaksana juga akan menandatangani perjanjian konstruksi dengan kontraktor konstruksi, perjanjian pengadaan dengan kontraktor *supplier*, dan perjanjian pemeliharaan dengan kontraktor pemeliharaan.

Berdasarkan Akta Pendirian Perusahaan Terbatas PT Bandara Internasional Batam No. 10 tanggal 20 Desember 2021 serta Pengesahan Pendirian Badan Hukum Perusahaan Terbatas PT Bandara Internasional Batam Nomor AHU-0081615.AH.01.01 Tahun 2021 dari Menteri Hukum dan Hak Asasi Manusia Republik Indonesia.

Proyek KPBU bertujuan untuk mengelola, memelihara, dan mengoperasikan fasilitas bandara yang telah dimiliki, meningkatkan dan memperluas terminal penumpang yang telah ada (Terminal 1), membangun terminal penumpang baru (Terminal 2) dan sarana pendukung lainnya serta mengelola dan memperluas terminal kargo untuk memenuhi permintaan lalu lintas penumpang dan kargo yang meningkat (serta membiayai seluruh kegiatan tersebut). Menyiapkan dan menyampaikan usulan konsep pengembangan rencana induk di area hijau dan *outline plan* dengan konsep *logistic aerocity* di area merah pada Bandara Hang Nadim. Proyek ini menggunakan skema *Design-Build-Finance-Transfer-Operate-Maintenance* (BTO), dengan ruang lingkup yang terdiri dari:

PT Angkasa Pura I's share ownership to be diluted from 8% to 6.31% as set forth in Deed No. 24 dated November 12, 2020.

### PT BANDARA INTERNASIONAL BATAM

PT Bandara Internasional Batam (PT BIB) is a consortium of PT Angkasa Pura I, Incheon International Airport Corporation, and PT Wijaya Karya (Persero) Tbk or Consortium AP I, IIAC, and WIKA through the signing of a consortium agreement on January 13, 2020. Upon the agreement, the AP I-IIAC-WIKA consortium established the Implementing Business Entity as the Airport Operator of Hang Nadim Batam, wherein the Implementing Business Entity shall sign a PPP agreement and an asset utilization agreement with BP Batam. The Implementing Business Entity shall also sign a construction agreement with the construction contractor, a procurement agreement with supplier contractor, and a maintenance agreement with the maintenance contractor

This is in accordance with the Deed of Establishment of a Limited Liability Company PT Bandara Internasional Batam No. 10 dated December 20, 2021, and Ratification of Establishment of a Limited Liability Company PT Bandara Internasional Batam Number: AHU-0081615.AH.01.01 of 2021 from the Minister of Law and Human Rights of the Republic of Indonesia.

PPP project aims to manage, maintain and operate existing airport facilities, improve and expand the existing passenger terminal (T1), build a new passenger terminal (T2) and other supporting facilities as well as manage and expand the cargo terminal to meet the increasing demand for passenger and cargo traffic (and to finance all of these activities), prepare and submit a proposed concept for the development of a master plan in the green area and an outline plan with the concept of aerocity logistics in the red area at Hang Nadim Airport. This project uses a Design - Build - Finance - Transfer - Operate - Maintenance (BTO) scheme, with a Scope consisting of:

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

- |   |  |
|---|--|
| <ol style="list-style-type: none"> <li>1. Terminal: Renovasi, perluasan, pengelolaan, dan pemeliharaan terminal penumpang eksisting (Terminal 1) dan pembangunan, pengelolaan, dan pemeliharaan terminal penumpang baru Terminal 2);</li> <li>2. Infrastruktur pendukung: Pembangunan, pengelolaan, dan pemeliharaan infrastruktur sisi darat lainnya, infrastruktur sisi udara (kecuali navigasi udara) dan infrastruktur pendukung lainnya;</li> <li>3. Pengelolaan terminal kargo baru: Pengelolaan dan pemeliharaan terminal kargo baru (pembangunan dilakukan oleh BP Batam).</li> </ol> | <ol style="list-style-type: none"> <li>1. Terminal: renovation, expansion, management, and maintenance of the existing passenger terminal (T1) and the construction, management and maintenance of a new passenger terminal (T2).</li> <li>2. Supporting Infrastructure: construction, management, and maintenance of other landside infrastructure, airside infrastructure (except air navigation) and other supporting infrastructure.</li> <li>3. Management of New Cargo Terminal: management and maintenance of new cargo terminal (the development is carried out by BP Batam).</li> </ol> |
|---|--|

Struktur permodalan dalam Badan Usaha Pelaksana ditentukan dengan proporsi modal dan hutang sebesar 30%:70%. Modal Badan Usaha Pelaksana berasal dari injeksi konsorsium sesuai dengan kesepakatan konsorsium yang terdiri dari PT Angkasa Pura I sebesar 51%, IIAC sebesar 30%, dan WIKA sebesar 19%.

Pada 2023 dan 2024, PT BIB berfokus untuk membentuk kembali pengalaman pelanggan di bandara serta berupaya untuk menghidupkan kembali lalu lintas di bandara. Pada periode tersebut, PT BIB juga akan melakukan pengembangan terminal baru dan mengubah kesan bandara menjadi lebih baik dari sebelumnya. Beberapa inisiatif lain juga dimulai dalam dua tahun ini, seperti pengembangan rute domestik dan internasional baru. Hal ini tentunya akan mendukung kebangkitan lalu lintas penumpang dan kargo di Bandara Hang Nadim Batam dan berkontribusi dalam pencapaian target EBITDA positif pada tahun 2024.

### YAYASAN

PT Angkasa Pura I berupaya menjamin kesejahteraan seluruh pegawainya. Untuk memaksimalkan jaminan kesejahteraan tersebut, PT Angkasa Pura I memiliki dua yayasan, antara lain:

Capital structure in the Implementing Business Entity is determined by the debt-to-equity ratio of 30%:70%. The implementing business entity's capital derives from the consortium injection in accordance with the consortium agreement consisting of PT Angkasa Pura I of 51%, IIAC of 30%, and WIKA of 19%.

PT Bandara Internasional Batam put an emphasis on reshaping the airport customer experience and reviving airport traffic in 2023 and 2024. The Company will also construct a new terminal and improve the airport's image during the time period. Several other initiatives, such as the development of new domestic and international routes, will also be launched during the two years. This will undoubtedly help to boost passenger and cargo traffic at Hang Nadim Airport - Batam and contribute to the achievement of a positive EBITDA target in 2024.

### FOUNDATION

PT Angkasa Pura I strives to ensure the welfare of all employees. PT Angkasa Pura I has two foundations aimed at ensuring employee welfare, namely:

## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations

Nama Name	Bidang Usaha Business Line	Persentase Kepemilikan Saham Shareholding Percentage	Tahun Pendirian Year of Establishment	Status Operasi Operational Status	Total Aset (Dalam Miliaran Rupiah) Total Assets (In Million Rupiah)	Domisili Domicile
Dana Pensiun Angkasa Pura I (DAPENRA) Pension Fund of Angkasa Pura I (DAPENRA)	Dana Pensiun Pension Fund	100%	1998	Beroperasi Operating	1.172	Jakarta
Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) Employee Welfare Foundation Angkasa Pura I (YAKKAP I)	Pengelola Manfaat Tunjangan Hari Tua Pegawai, Fasilitas Kesehatan Pensiunan dan Bantuan Lainnya. Management of Retirement Benefits, Health Benefits for Retirees, and Other Benefits	100%	2003	Beroperasi Operating	878,63	Jakarta

### Dana Pensiun Angkasa Pura Airports (DAPENRA)

Dana Pensiun Angkasa Pura I (DAPENRA) didirikan pada tanggal 6 Oktober 1998 berdasarkan Keputusan Direksi PT Angkasa Pura I Nomor KEP.1156/KU.60/1998 dan disahkan untuk beroperasi pada tanggal 15 November 1999 berdasarkan Keputusan Menteri Keuangan Nomor KEP.393/KM.17/1999. DAPENRA merupakan program pemberian insentif dana pensiun yang bertujuan untuk memberikan imbalan pasca kerja dan sebagai bentuk tanggung jawab sosial perusahaan dalam rangka menjamin kesejahteraan bagi seluruh pegawai purnakarya.

Susunan Dewan Pengawas Dana Pensiun Angkasa Pura I (DAPENRA) per 31 Desember 2022 adalah sebagai berikut:

### Angkasa Pura I Pension Fund (DAPENRA)

Angkasa Pura I Pension Fund (DAPENRA) was established on October 6, 1998 based on the Board of Directors Decree of PT Angkasa Pura I No. KEP.1156/KU.60/1998 and ratified to operate on November 15, 1999 based on the Minister of Finance Decree No. KEP.393/KM.17/1999. DAPENRA is a pension fund incentive program to provide post-employment benefits and as a form of Corporate Social Responsibility to ensure the welfare of all retired employees.

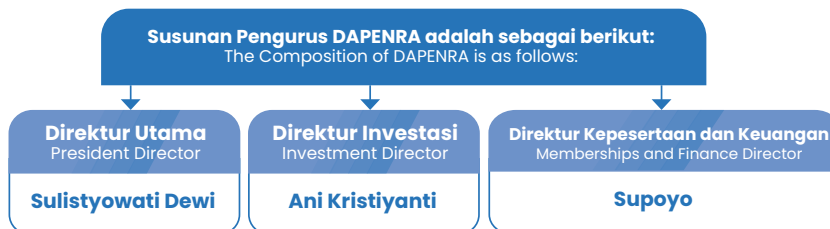
The composition of the DAPENRA Supervisory Board as of December 31, 2022, is as follows:

<p><b>KETUA</b> Chairman</p> <p><b>Israwadi</b> (Wakil dari Pemberi Kerja) (Representative of Employer)</p>	<p><b>ANGGOTA</b> Member</p> <p><b>M. Arifin Firdaus</b> (Wakil dari Pemberi Kerja) (Representative of Employer)</p>	<p><b>ANGGOTA</b> Member</p> <p><b>M. Syarif Luturlean</b> (Wakil dari Peserta Pensiunan) (Representative of Retired Participant)</p>	<p><b>ANGGOTA</b> Member</p> <p><b>Milda</b> (Wakil dari Peserta Aktif) (Representative of Active Participant)</p>
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## ENTITAS ANAK, ENTITAS ASOSIASI, DAN YAYASAN

Subsidiaries, Associated ENTITIES, and Foundations



### Yayasan Kesejahteraan Karyawan PT Angkasa Pura I (YAKKAP I)

Yayasan Kesejahteraan Pegawai PT Angkasa Pura I (YAKKAP I) didirikan oleh PT Angkasa Pura I pada tahun 2003 dengan modal dasar Rp82.464.967.976. Pendirian yayasan dituangkan dalam Anggaran Dasar Yayasan Kesejahteraan Karyawan PT Angkasa Pura I (YAKKAP I) yang didirikan berdasarkan Akta Notaris Milly Karmila Sareal Nomor 2 tanggal 6 Mei 2003 Akta Perbaikan Nomor 2 tanggal 2 September 2003, telah dimuat dalam Berita Negara Republik Indonesia Nomor 89 tanggal 7 November 2003 dengan tambahan Berita Negara Republik Indonesia Nomor 112/2003. YAKKAP I bergerak dalam pengelolaan program tunjangan hari tua (THT), program bantuan pemeliharaan kesehatan pensiun, dan program bantuan lainnya.

Susunan Pembina dan Pengawas YAKKAP I per 31 Desember 2022 adalah sebagai berikut:

**PEMBINA**  
Constructor

- 1. Israwadi**, Ketua Pembina | Chairman
- 2. M. Arifin Firdaus**, Anggota Pembina | Trustee Member

**KETUA PENGAWAS**  
Head of Supervisor

**Djoko Wahyono** (s.d 14 November 2022)

**I Wayan Sutawijaya** (TMT 8 November 2022)

**ANGGOTA PENGAWAS**  
Member of Supervisor

- 1. I Wayan Sutawijaya** (s.d 14 November 2022)
- 2. Ahmad Syaughli Shahab**
- 3. M. Mardiatih** (s.d 1 Juni 2022)
- 4. Jemmy J. Pongoh** (TMT 01 Juni 2022)
- 5. Harry Budi Waluyo** (TMT 8 November 2022)

Susunan Pengurus YAKKAP I per 31 Desember 2022 adalah sebagai berikut:

**Pengurus Administrator**

**Ketua**  
Chairman

- 1. Rini Asriningsih**  
Ketua Pengurus (s.d 31 Oktober 2022)  
Chairman of Administrator (until October 31, 2022)
- 2. Djoko Wahyono**  
(TMT 30 November 2022)  
(Commencing on November 30, 2022)

**Sekretaris**  
Secretary

**Junius Ferdinand Walenta**

**Bendahara**  
Treasurer

**E.N. Fredy Santosa**

### PT Angkasa Pura I Employee Welfare Foundation (YAKKAP I)

PT Angkasa Pura I Employee Welfare Foundation (YAKKAP I) was established by PT Angkasa Pura I in 2003 with an authorized capital of Rp82,464,967,976. The foundation was established based on the Notarial Deed by Milly Karmila Sareal No. 2 dated May 6, 2003, in conjunction with the Deed of Revision No. 2 dated September 2, 2003 that has been announced in the State Gazette of the Republic of Indonesia No. 89 dated November 7, 2003 with Supplement to the State Gazette of the Republic of Indonesia Number 112/2003. YAKKAP I is engaged in the management of the Annuity Program, pension Health Maintenance Assistance Program, and other Assistance Program.

The composition of YAKKAP I's Trustee and Supervisor as of December 31, 2022, is as follows:

The Composition of YAKKAP I's Administrator as of December 31, 2022, is as follows:

## JASA AKUNTAN PUBLIK

### Public Accountant Service



#### Kantor Akuntan Publik (KAP) Purwanto, Sungkoro, & Surja

Public Accountant Firm (KAP) of Purwanto, Sungkoro, & Surja

Gedung Bursa Efek Indonesia Tower 2 Lantai 7, Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190  
**Tel Phone** : (021) 5289 5000  
**Fax** : (021) 5289 4100  
**Website** : www.ey.com/id.

#### Audit Laporan Keuangan dan Jasa Audit Lainnya

Di tahun 2022, berdasarkan jasa yang diberikan oleh KAP Purwanto, Sungkoro & Surja kepada PT Angkasa Pura I, tidak terdapat jasa lainnya atau non audit.

#### Audit of Financial Statements and Other Audit Services

In 2022, based on the services provided by Purwanto, Sungkoro & Surja Public Accountant Firm to PT Angkasa Pura I, there were no other services or non-audit services rendered.

Periode Period	Nama Kantor Akuntan Publik Name of Public Accountant Firm	Jasa Services	Biaya Jasa Fee
2022	Kantor Akuntan Publik (KAP) Purwanto, Sungkoro, & Surja	<b>Jasa yang diberikan   Services Provided:</b> <b>Nama Auditor   Name of Auditor:</b> Deden Riyadi <b>Jasa   Services:</b> Jasa Audit atas Laporan Keuangan Tahun Buku 2022 Audit Service on Financial Statement for Financial Year 2022 <b>Jasa Lainnya:</b> Tidak ada None	Rp3.401.040.000
2021	Kantor Akuntan Publik (KAP) Purwanto, Sungkoro, & Surja	<b>Jasa yang diberikan   Services Provided:</b> <b>Nama Auditor   Name of Auditor:</b> Deden Riyadi <b>Jasa   Services:</b> Jasa Audit atas Laporan Keuangan Tahun Buku 2021 Audit Service on Financial Statement for Financial Year 2022 <b>Jasa lainnya:</b> <b>Nama Auditor   Name of Auditor:</b> Moch. Dadang Syachruna <b>Jasa   Services:</b> Jasa Pendampingan Kantor Akuntan Publik (KAP) Dalam Rangka Emisi Obligasi dan/atau Sukuk di OJK dan Lembaga Terkait di Kantor Pusat Assistance Service of Public Accounting Firm (KAP) in Issuing Bonds and/or Sukuk at OJK and Related Institutions at Head Office	Rp2.914.483.000  Rp2.376.000.000
2020	Kantor Akuntan Publik (KAP) Purwanto, Sungkoro, & Surja	<b>Jasa yang diberikan   Services Provided:</b> <b>Nama Auditor   Name of Auditor:</b> Moch. Dadang Syachruna <b>Jasa   Services:</b> Jasa Audit atas Laporan Keuangan Tahun Buku 2020 Audit Service on Financial Statement for Financial Year 2020 <b>Jasa Lainnya:</b> Tidak ada None	Rp2.835.041.000
2019	Kantor Akuntan Publik (KAP) Purwanto, Sungkoro, & Surja	<b>Jasa yang diberikan   Services Provided:</b> <b>Nama Auditor   Name of Auditor:</b> Moch. Dadang Syachruna <b>Jasa   Services:</b> Jasa Audit atas Laporan Keuangan Tahun Buku 2019 Audit Service on Financial Statement for Financial Year 2019 <b>Jasa Lainnya:</b> Tidak ada None	Rp2.597.430.000
2018	Kantor Akuntan Publik (KAP) Purwanto, Sungkoro, & Surja	<b>Jasa yang diberikan   Services Provided:</b> <b>Nama Auditor   Name of Auditor:</b> Moch. Dadang Syachruna <b>Jasa   Services:</b> Jasa Audit atas Laporan Keuangan Tahun Buku 2018 Audit Service on Financial Statement for Financial Year 2018 <b>Jasa Lainnya:</b> Tidak ada None	Rp2.962.294.500

## LEMBAGA DAN/ATAU PROFESI PENUNJANG

### Supporting Agency and/or Profession

Biaya yang dibayarkan selama tahun 2022 atas Obligasi dan Sukuk Ijarah I Angkasa Pura I Tahun 2016.

Fees paid during 2022 on Bonds and Sukuk Ijarah I Angkasa Pura I Year 2016.

Lembaga dan/atau Profesi Penunjang Pasar Modal Institutions and/or Capital Market Supporting Profession				
Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Informasi Perdagangan dan Pencatatan Saham/ Obligasi Trading and Stock/ Bond Listing Information	PT Bursa Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Tel Phone: (62-21) 5150515 Fax : (62-21 5)154153 Website : www.idx.co.id Email: listing@idx.co.id	Jasa lintas perdagangan efek Securities trading services	November 2016-November 2026 November 2016-November 2026	Rp272.040.000
Pengaturan dan pengawasan terhadap kegiatan jasa keuangan	Otoritas Jasa Keuangan (OJK) Gedung Soemitro Djojohadikusumo, Jalan Lapangan Banteng Timur 2-4, Pasar Baru, Sawah Besar, Jakarta Pusat, DKI Jakarta Telepon:Direct call : 021-29600234 ; 021-29600000 ext. 7234 Email: helpdesk.siprojek@ojk.go.id	Jasa Pengawasan Supervision Service	November 2016-November 2026 November 2016-November 2026	Rp150.000.000
Penjamin Pelaksana Emisi Underwriter	PT Mandiri Sekuritas Plaza Mandiri Lantai 28 Jl. Jend. Gatot Subroto Kav. 36-38, Jakarta 12190 Tel Phone: (62-21) 526 3445 Fax : (62-21) 526 3507 Website : www.mandirisekuritas.co.id Email: corsec@mandirisek.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Agustus 2016-November 2016 August 2016-November 2016	-
	PT Danareksa Sekuritas Gedung Danareksa, Jl. Medan Merdeka Selatan No. 14 Jakarta 10110, Indonesia Tel Phone: (62-21) 29 555 777 Fax : (62-21) 350 1724 / 1725 Website : www.danareksa.com Email: ib-group1@danareksa.com	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Agustus 2016-November 2016 August 2016-November 2016	-
	PT BCA Sekuritas Menara BCA Lantai 41 Grand Indonesia Jl. MH. Thamrin No. 1, Jakarta 10310 Tel Phone: (62-21) 2358 7222 Fax : (62-21) 2358 7290 / 7300/ 7250 Website : www.bcasekuritas.co.id Email: cf@bcasekuritas.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Agustus 2016-November 2016 August 2016-November 2016	-
	PT Bahana Securities Graha CIMB Niaga, Lantai 19 Jl. Jend. Sudirman Kav.58, Jakarta 12190 Tel Phone: (62-21) 2505081 Fax : (62-21) 5225869 Website : www.bahana.co.id Email: bs_ibcm@bahana.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Agustus 2016-November 2016 August 2016-November 2016	-
Lembaga Pemeringkat Efek Security Rating Agency	PT Pemeringkat Efek Indonesia (Pefindo) Panin Tower - Senayan City, 17th Floor Jl.Asia Afrika Lot.19 Jakarta 10270, Indonesia Tel Phone: (62-21) 7278 2380 Fax : (62-21) 7278 2370 Website:www.pefindo.com Email: emanuel.tan@pefindo.co.id	Memberikan rating penilaian terhadap perusahaan Provide rating assessment to the Company	Juli 2016-Juli 2026 July 2016-July 2026	Rp150.000.000

## LEMBAGA DAN/ATAU PROFESI PENUNJANG

Supporting Agency and/or Profession

Lembaga dan/atau Profesi Penunjang Pasar Modal Institutions and/or Capital Market Supporting Profession				
Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Kustodian Custodian	PT Kustodian Sentral Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Lt. 5 Jl. Jend Sudirman Kav 52-53 Jakarta 12190 Tel Phone: (62-21) 5299-1099 Fax : (62-21) 5299-1199 Website : www.ksei.co.id Email: helpdesk@ksei.co.id	Kustodian untuk transaksi efek di Pasar Modal Custodian for security transaction within the Capital Market	Februari 2017-November 2026 February 2017-November 2026	Rp116.338.000
Notaris Notary	Fathiah Helmi, S.H., Graha Irama, Lantai 6, Suite C Jl. HR Rasuna Said Blok X-1 Kav.1&2 Kuningan, Jakarta 12950 – Indonesia Tel Phone: (021) 5290 7304/6 Fax : (021) 526 1136 Website : www.notaris-fathiahhelmi.com Email: fhcozie@gmail.com	Membuat akta-akta, antara lain perjanjian perwalianamanatan, pengakuan utang dan perjanjian penjaminan emisi efek, serta akta- akta pengubahannya	Agustus 2016-November 2016 August 2016-November 2026	-
		Draw up deeds, including trusteeship agreements, debt acknowledgement and securities underwriting agreements, as well as deeds of amendment		
Wali Amanat Trustee	PT Bank Mega Tbk Menara Bank Mega, Lantai 16 Jl. Kapten P. Tendean No. 12 - 14A, Jakarta 12790 Telp Phone: (021) 79175000 Fax : (021) 7990720 Website : www.bankmega.com Email: waliamanat@bankmega.com Jasa yang diberikan:	Mewakili kepentingan pemegang obligasi/ pemegang sukuk ijarah, baik di dalam maupun di luar pengadilan dalam melakukan tindakan hukum yang berkaitan dengan hak dan kewajiban pemegang obligasi/pemegang sukuk ijarah sesuai dengan syarat-syarat emisi Represents the interests of bondholders/ sukuk ijarah holders, both inside and outside the court in taking legal actions related to the rights and obligations of bondholders/sukuk ijarah holders in accordance with the terms of the emission	Agustus 2016-November 2026 August 2016-November 2026	Rp153.603.602
Konsultan Hukum Legal Consultant	Marsinih Martoatmodjo Iskandar Kusdihardjo ("MMIK") Office 8, 15th Floor Suite H Jalan Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia Tel Phone: (021) 2933-2858, 2933-2859 Fax : (021) 2933-2857 Website : www.mmiklaw.co.id Email: helen.marsinih@mmiklaw.co.id	Jasa konsultasi hukum penerbitan emisi efek Legal consultation services on the issuance of securities emission	Agustus 2016-November 2016 August 2016-November 2026	-

## LEMBAGA DAN/ATAU PROFESI PENUNJANG

Supporting Agency and/or Profession

Biaya yang dibayarkan selama tahun 2022 atas Obligasi dan Sukuk Ijarah Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021.

Fees paid during 2022 on Sustainable Bonds and Sukuk Ijarah I Angkasa Pura I Phase I Year 2021.

Lembaga dan/atau Profesi Penunjang Pasar Modal Institutions and/or Capital Market Supporting Profession				
Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Informasi Perdagangan dan Pencatatan Saham/ Obligasi Trading and Stock/ Bond Listing Information	PT Bursa Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1 Jl. Jend. Sudirman Kav. 52-53 Jakarta 12190, Indonesia Telp : (62-21) 5150515 Fax: (62-21 5)154153 Website: www.idx.co.id E-mail: listing@idx.co.id	Jasa lintas perdagangan efek Securities trading services	September 2021– September 2031	Rp278.979.000
Otoritas Jasa Keuangan (OJK) Financial Service Authority (FSA)	Otoritas Jasa Keuangan Gedung Soemitro Djohadikusumo, Jalan Lapangan Banteng Timur 2-4, Pasar Baru, Sawah Besar, Jakarta Pusat, DKI Jakarta Telp : 021-29600234 ; 021- 29600000 ext. 7234 Email: helpdesk.siprojek@ojk.go.id	Jasa Pengawasan Supervision Service	September 2021– September 2031	Biaya jasa sudah termasuk dalam tabel biaya yang dibayarkan atas Obligasi dan Sukuk Ijarah I Angkasa Pura I tahun 2016 The service fees are already included in the cost table paid for the Obligations and Sukuk Ijarah I Angkasa Pura I 2016.
Penjamin Pelaksana Emisi Underwriter	PT Mandiri Sekuritas Plaza Mandiri Lantai 28 Jl. Jend. Gatot Subroto Kav. 36-38, Jakarta 12190 Telp : (62-21) 526 3445 Fax: (62-21) 526 3507 Website: www.mandirisekuritas.co.id Email: corsec@mandirisek.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May–September 2021	-
	PT Danareksa Sekuritas Gedung Danareksa, Jl. Medan Merdeka Selatan No. 14 Jakarta 10110, Indonesia Telp : (62-21) 29 555 777 Fax: (62-21) 350 1724 / 1725 Website: www.danareksa.com Email: ib-group1@danareksa.com	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May – September 2021	-
	PT BCA Sekuritas Menara BCA Lantai 41 Grand Indonesia Jl. MH. Thamrin No. 1, Jakarta 10310 Telp : (62-21) 2358 7222 Fax: (62-21) 2358 7290 / 7300/ 7250 Website: www.bcasekuritas.co.id Email: cf@bcasekuritas.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May–September 2021	-
	PT Bahana Securities Graha CIMB Niaga, Lantai 19 Jl. Jend. Sudirman Kav. 58, Jakarta 12190 Telp : (62-21) 2505081 Fax: (62-21) 5225869 Website: www.bahana.co.id Email: bs_ibcm@bahana.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May – September 2021	-
	PT BNI Sekuritas Sudirman Plaza Indofood Tower Lt.16 Jl. Jend. Sudirman Kav. 76-78 Setiabudi Jakarta Selatan 12910 Website: www.bnisekuritas.co.id Email: customercare@bnisekuritas.co.id	Jasa pemasaran dan penjualan efek Securities marketing and sales services	Mei–September 2021 May–September 2021	-



## LEMBAGA DAN/ATAU PROFESI PENUNJANG

Supporting Agency and/or Profession

Lembaga dan/atau Profesi Penunjang Pasar Modal Institutions and/or Capital Market Supporting Profession				
Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Lembaga Pemeringkat Efek Security Rating Agency	PT Pemeringkat Efek Indonesia (Pefindo) Panin Tower - Senayan City, 17th Floor Jl. Asia Afrika Lot.19 Jakarta 10270, Indonesia Telp : (62-21) 7278 2380 Fax: (62-21) 7278 2370 Website: www.pefindo.com Email: martin.pandiangan@pefindo.co.id	Memberikan rating penilaian terhadap perusahaan Provide rating assessment to the Company	Juni 2021–Juni 2031 June 2021–June 2031	Biaya jasa sudah termasuk dalam tabel biaya yang dibayarkan atas Obligasi dan Sukuk Ijarah I Angkasa Pura I tahun 2016 The service fees are already included in the cost table paid for the Obligations and Sukuk Ijarah I Angkasa Pura I 2016.
Kustodian Custodian	PT Kustodian Sentral Efek Indonesia Gedung Bursa Efek Indonesia, Tower 1, Lt. 5 Jl. Jend Sudirman Kav. 52-53 Jakarta 12190 Telp : (62-21) 5299-1099 Fax: (62-21) 5299-1199 Website: www.ksei.co.id Email: helpdesk@ksei.co.id	Kustodian untuk transaksi efek di Pasar Modal Custodian for security transaction within the Capital Market	September 2021– September 2031	Rp172.587.000
Notaris Notary	Fathiah Helmi, S.H., Graha Irama, Lantai 6, Suite C Jl. HR Rasuna Said Blok X-1 Kav.1&2 Kuningan Jakarta 12950 – Indonesia Telp : (021) 5290 7304/6 Fax: (021) 526 1136 Website: www.notaris-fathiahhelmi.com Email: fhcozie@gmail.com	Membuat akta-akta, antara lain perjanjian perwalianamanatan, pengakuan utang dan perjanjian penjaminan emisi efek, serta akta pengubahannya Draw up deeds, including trusteeship agreements, debt acknowledgement and securities underwriting agreements, as well as deeds of amendment	Mei–September 2021 May–September 2021	-
Wali Amanat Trustee	PT Bank Mega Tbk Menara Bank Mega, Lantai 16 Jl. Kapten P. Tendean No. 12 - 14A, Jakarta 12790 Telp : (021) 79175000 Fax: (021) 7990720 Website: www.bankmega.com Email: waliamanat@bankmega.com	Mewakili kepentingan pemegang obligasi/ pemegang sukuk ijarah, baik di dalam maupun di luar pengadilan dalam melakukan tindakan hukum yang berkaitan dengan hak dan kewajiban pemegang obligasi/ pemegang sukuk ijarah sesuai dengan syarat-syarat emisi Represents the interests of bondholders/ sukuk ijarah holders, both inside and outside the court in taking legal actions related to the rights and obligations of bondholders/sukuk ijarah holders in accordance with the terms of the emission	September 2021– September 2031	Rp150.000.000

## LEMBAGA DAN/ATAU PROFESI PENUNJANG

Supporting Agency and/or Profession

Lembaga dan/atau Profesi Penunjang Pasar Modal Institutions and/or Capital Market Supporting Profession				
Peran Role	Nama Lembaga Name of Institution	Jasa yang Diberikan Services Provided	Periode Penugasan Assignment Period	Biaya Jasa Fee
Konsultan Hukum Legal Consultant	Marsinih Martoatmodjo Iskandar Kusdihardjo ("MMIK") Office 8, 15 <sup>th</sup> Floor Suite H Jalan Jend. Sudirman Kav. 52-53, Jakarta 12190, Indonesia Telp : (021) 2933-2858, 2933-2859 Fax: (021) 2933-2857 Website: www.mmiklaw.co.id Email: helen.marsinih@mmiklaw.co.id	Jasa konsultasi hukum penerbitan emisi efek Legal consultation services on the issuance of securities emission	Mei–September 2021 May–September 2021	-
Audit Penjatahan Allotment Audit	Doli, Bambang, Sulistiyanto, Dadang & Ali Menara Kuningan 11 <sup>th</sup> floor Jl.HR Rasuna Said Blok X-7 Kav.5 Jakarta 12940	Jasa Penilai Appraisal Service	Oktober 2021 October 2021	-
Tim Ahli Syariah Sharia Expert Team	Tim Ahli Syariah Moh. Bagus Teguh Perwira (TAS-AP1-001) Tim Ahli Syariah Adni Kurniawan (TAS- AP1-002) Moh. Bagus Teguh Perwira Sharia Expert Team (TAS-AP1-001) Adni Kurniawan Sharia Expert Team (TAS- AP1-002)	Jasa Tim Ahli Syariah Sharia Expert Team Services	September 2021 September 2021	-

- Pembayaran jasa pengawasan dari Otoritas Jasa Keuangan dan Lembaga Pemeringkat Efek telah digabungkan dengan Obligasi dan Sukuk Ijarah I Angkasa Pura I Tahun 2016.
- Tidak terdapat pembayaran jasa penjamin pelaksana emisi PT Mandiri Sekuritas, PT Danareksa Sekuritas, PT BCA Sekuritas, PT Bahana Securities, dan PT BNI Sekuritas pada tahun 2022 dikarenakan pekerjaan telah selesai pada tahun 2021.
- Tidak terdapat pembayaran jasa notaris, konsultan hukum, audit penjatahan, dan tim ahli syariah sekuritas pada tahun 2022 dikarenakan pekerjaan telah selesai pada tahun 2021.
- The Financial Services Authority and the Securities Rating Agency have combined their payments for supervisory services with Bonds and Sukuk Ijarah Angkasa Pura I Year 2016
- No payment was made to underwriters of PT Mandiri Sekuritas, PT Danareksa Sekuritas, PT BCA Sekuritas, PT Bahana Securities, and PT BNI Sekuritas in 2022 because the work was completed in 2021.
- No payment was made for notary services, legal consultants, allotment audits, and sharia securities expert teams in 2022 because the work was completed in 2021.



## SERTIFIKASI Certifications

Sertifikat Bandar Udara (SBU) *) Airport Certificate (SBU) *)	
Nama Bandara Name of the Airport	Tanggal Berlaku Effective Date
Bandar Udara El Tari Kupang El Tari Airport Kupang	11 September 2020-30 Juli 2025 September 11, 2020-July 30, 2025
Bandar Udara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	5 Juni 2020-30 Juli 2025 June 5, 2020-July, 30 2025
Bandar Udara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	16 Oktober-30 Juli 2025 October 16, 2020-July 30, 2025
Bandar Udara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	7 Juli 2020-7 Juli 2025 July 7, 2020-July 7, 2025
Bandar Udara Juanda Surabaya Juanda Airport Surabaya	22 Juni 2020-30 Juli 2025 June 22, 2020-July 30, 2025
Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	10 Agustus 2020-30 Juli 2025 August 10, 2020-July 30, 2025
Bandar Udara Pattimura Ambon Pattimura Airport Ambon	21 September 2020-31 Oktober 2025 September 21, 2020 - October 31, 2025
Bandar Udara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	10 Juli 2020-2 September 2025 July 10, 2020 - September 2, 2025
Bandar Udara Sentani Sentani Airport	10 Februari 2020-10 Februari 2025 February 10, 2020-February 10, 2025
Bandar Udara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	26 April 2019-26 April 2024 April 26, 2019-April 26, 2024
Bandar Udara Adi Soemarmo Solo Adi Soemarmo Airport Solo	30 Juli 2020-30 Juli 2025 July 30, 2020-July 30, 2025
Bandar Udara Syamsudin Noor Banjarbaru Syamsudin Noor Airport Banjarbaru	30 Juli 2020-30 Juli 2025 July 30, 2020-July 30, 2025
Bandar Udara Sam Ratulangi Kota Manado Sam Ratulangi Airport Manado	30 Juli 2020-30 Juli 2025 July 30, 2020-July 30, 2025
Bandar Udara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	Proses Tandatanganan oleh Direktorat Jenderal Perhubungan Kementerian Perhubungan RI Under the Signature Process by the Directorate General of Transportation, Ministry of Transportation of the Republic of Indonesia.
Bandar Udara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	Proses Tandatanganan oleh Direktorat Jenderal Perhubungan Kementerian Perhubungan RI Under the Signature Process by the Directorate General of Transportation, Ministry of Transportation of the Republic of Indonesia.

\*) Sertifikasi bandar udara diberikan oleh Direktorat Jenderal Perhubungan Kementerian Perhubungan Republik Indonesia

\*) Airport certification is given by the Directorate General of Transportation, Ministry of Transportation of the Republic of Indonesia

## SERTIFIKASI

Certifications



### Sertifikasi ISO 9001:2015

ISO 9001:2015 Certification

Penilai | Assessor

TUV Rheinland

Tanggal Berlaku | Effective Date

DAkKS 19 November 2021-18 November 2024  
DAkKS November 19, 2021-November 18, 2024

KAN 17 November 2021-16 November 2024  
KAN November 17, 2021-November 16, 2024



**Ruang Lingkup**  
Scope

1. Pelayanan Jasa Penumpang Pesawat Udara (PJP2U)
2. Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara (PJP4U)
3. Pelayanan Jasa Kargo Pos Pesawat Udara (PJKP2U)

1. Passenger Service Charge (PJP2U)
2. Landing, Parking, and Hangar Service Charge (PJP4U)
3. Aircraft Cargo and Postal Services (PJKP2U)

**Penerima**  
Awardee

1. Bandar Udara I Gusti Ngurah Rai Bali
2. Bandar Udara Juanda Surabaya
3. Bandar Udara Sultan Hasanuddin Makassar
4. Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
5. Bandar Udara Frans Kaisiepo Biak
6. Bandar Udara Sam Ratulangi Manado
7. Bandar Udara Syamsudin Noor Banjarmasin
8. Bandar Udara Jenderal Ahmad Yani Semarang
9. Bandar Udara Adisutjipto Yogyakarta
10. Bandar Udara Adi Soemarmo Solo
11. Bandar Udara Zainuddin Abdul Madjid Lombok
12. Bandar Udara Pattimura Ambon
13. Bandar Udara El Tari Kupang
14. Bandar Udara Internasional Yogyakarta Kulon Progo
15. Bandar Udara Sentani Jayapura

1. I Gusti Ngurah Rai Airport Bali
2. Juanda Airport Surabaya
3. Sultan Hasanuddin Airport Makassar
4. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
5. Frans Kaisiepo Airport Biak
6. Sam Ratulangi Airport Manado
7. Syamsudin Noor Airport Banjarmasin
8. Jenderal Ahmad Yani Airport Semarang
9. Adisutjipto Airport Yogyakarta
10. Adi Soemarmo Airport Solo
11. Zainuddin Abdul Madjid Airport Lombok
12. Pattimura Airport Ambon
13. El Tari Airport Kupang
14. Yogyakarta International Airport Kulon Progo
15. Sentani Airport Jayapura

## SERTIFIKASI

Certifications



### Sertifikasi ISO 45001:2018

ISO 45001:2018 Certification



**Penilai | Assessor**  
TUV Rheinland

Nama Bandara Name of the Airport	Tanggal Berlaku Effective Date
Bandar Udara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	2022-2024
Bandar Udara Juanda Surabaya Juanda Airport Surabaya	2022-2024
Bandar Udara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	2022-2024
Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	2022-2024
Bandar Udara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	2022-2024
Bandar Udara Sam Ratulangi Manado Sam Ratulangi Airport Manado	2022-2024
Bandar Udara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	2022-2024
Bandar Udara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang	2022-2024
Bandar Udara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	2022-2024
Bandar Udara Adi Soemarmo Solo Adi Soemarmo Airport Solo	2022-2024
Bandar Udara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok	2022-2024
Bandar Udara Pattimura Ambon Pattimura Airport Ambon	2022-2024
Bandar Udara El Tari Kupang El Tari Airport Kupang	2022-2024
Bandar Udara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	2022-2024
Bandar Udara Sentani Jayapura Sentani Airport Jayapura	2022-2024



### Sertifikasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Bendera Emas

Certificate of Occupational Health and Safety Management System (OHSMS) Gold Flag

**Penilai | Assessor**

Kementerian Tenaga Kerja Republik Indonesia  
The Ministry of Manpower of the Republic of Indonesia

**Ruang Lingkup | Scope**

Pengelola Bandara  
Airport Operator

Nama Bandara Name of the Airport	Nama Bandara Name of the Airport
Bandar Udara Syamsudin Noor Banjarmasin Syamsudin Noor Airport Banjarmasin	Bandar Udara Pattimura Ambon Pattimura Airport Ambon
Bandar Udara Juanda Surabaya Juanda Airport Surabaya	Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
Bandar Udara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar	Bandar Udara Adi Soemarmo Solo Adi Soemarmo Airport Solo
Bandar Udara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	Bandar Udara Jenderal Ahmad Yani Semarang Jenderal Ahmad Yani Airport Semarang
Bandar Udara Sam Ratulangi Manado Sam Ratulangi Airport Manado	Bandar Udara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo
Bandar Udara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali	Bandar Udara Sentani Jayapura Sentani Airport Jayapura
Bandar Udara Frans Kaisiepo Biak Frans Kaisiepo Airport Biak	Bandar Udara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok
Bandar Udara El Tari Kupang El Tari Airport Kupang	



## SERTIFIKASI

Certifications

### Sertifikat Penghargaan dari Kementerian Ketenagakerjaan Republik Indonesia

Award Certificate from The Ministry of Manpower of the Republic of Indonesia

Tanggal Berlaku Effective Date	Penghargaan Award	Penerima Receiver
13 Mei 2022 May 13, 2021	Penghargaan Zero Accident / Kecelakaan Nihil Zero Accident Award	Bandar Udara yang dapat Zero Accident: 1. Bandar Udara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali 2. Bandar Udara Sultan Hasanuddin Makassar Sultan Hasanuddin Airport Makassar 3. Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan 4. Bandar Udara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta 5. Bandar Udara Sam Ratulangi Manado Sam Ratulangi Airport Manado
	Penghargaan Program Pencegahan & Penanggulangan HIV & AIDS Kategori Gold HIV & AIDS Prevention & Control Program Award Gold Category	Bandar Udara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali
	Penghargaan Program Pencegahan & Penanggulangan COVID-19 Kategori Platinum COVID-19 Prevention & Control Program Award Platinum Category	1. Bandar Udara Zainuddin Abdul Madjid Lombok Zainuddin Abdul Madjid Airport Lombok 2. Bandar Udara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali

### Sertifikasi Green Building

Green Building Certification

**Penilai | Assessor**  
Green Building Council Indonesia (GBCI)

**Penerima | Receiver**  
Bandar Udara Internasional Yogyakarta  
Yogyakarta International Airport

Greenship Gedung Baru V.1.2 Peringkat Gold  
Greenship New Building V.1.2 Level Gold

**Tanggal Berlaku | Effective Date**  
1 Februari 2021-1 Februari 2024  
February 1, 2021-February 2, 2024

### Sertifikasi ISO 50001: 2018

ISO 50001: 2018 Certification

**Penilai | Assessor**  
TUV Sud Indonesia

**Ruang Lingkup | Scope**  
Pengelola Bandara  
Airport operator

**Tanggal Berlaku | Effective Date**  
13 Agustus 2021-12 Agustus 2024  
August 13, 2021-August 12, 2024

### Sertifikasi Green Building

Green Building Certification

**Penilai | Assessor**  
Green Building Council Indonesia (GBCI)

**Penerima | Receiver**  
Bandara Jenderal Ahmad Yani Semarang  
Jenderal Ahmad Yani Semarang Airport

Greenship Gedung Baru V.1.2 Peringkat Gold  
Greenship New Building V.1.2 Level Gold

**Tanggal Berlaku | Effective Date**  
7 Juli 2022-7 Juli 2025  
July 7, 2025-July 7, 2025

## AKSES INFORMASI DAN INFORMASI DI WEBSITE PERUSAHAAN

### Access to Information and Data on the Company's Website



Akses informasi mengenai PT Angkasa Pura I dapat diperoleh melalui laman perusahaan [www.ap1.co.id](http://www.ap1.co.id). Laman tersebut disajikan dalam Bahasa Indonesia dan Bahasa Inggris. Para pemangku kepentingan yang mengakses situs tersebut dapat memperoleh informasi terkini terkait kelangsungan usaha PT Angkasa Pura I dan operasional bandara, serta penerapan tata kelola perusahaan.

Pemangku kepentingan dapat mengakses laporan tahunan untuk mengetahui kinerja tahunan PT Angkasa Pura I melalui situs *website* PT Angkasa Pura I. Selain itu, situs web PT Angkasa Pura I memberikan informasi kepada pemegang saham, isi kode etik, informasi RUPS, struktur grup perusahaan, analisis kinerja keuangan, laporan keuangan lima tahun terakhir, profil Dewan Komisaris dan Direksi, serta Piagam/*Charter* Dewan Komisaris, Direksi, Komite Komite, dan Unit Audit Internal.

Setiap bandara yang dikelola oleh PT Angkasa Pura I telah memiliki laman sendiri. Informasi yang tersaji di dalam *website* masing-masing bandara mencakup informasi jadwal kedatangan dan keberangkatan untuk seluruh maskapai baik domestik maupun internasional, informasi mengenai denah lokasi tempat layanan bagi pelanggan. Secara berkala, informasi-informasi yang disajikan dalam *website* senantiasa diperbarui, sehingga masyarakat dapat mengetahui perubahan yang terjadi jika sewaktu-waktu mengadakan perjalanan melalui bandara yang dikelola PT Angkasa Pura I.

PT Angkasa Pura I information can be found on the company's website, [www.ap1.co.id](http://www.ap1.co.id). The website is available in both Indonesian and English. Stakeholders who accessing the site can obtain the latest information regarding the business continuity of PT Angkasa Pura I and airport operations, as well as the implementation of corporate governance.

Stakeholders can access the annual report to understand PT Angkasa Pura I's annual performance by visiting the Company's official website. Furthermore, the website provides shareholders with information on code of conduct, GMS, corporate group structure, financial performance analysis, financial statements for the previous five years, profile of the Board of Commissioners and the Board of Directors, as well as the Charter of the Board of Commissioners, Board of Directors, committees, and Internal Audit Unit.

Each airport under the management of PT Angkasa Pura I has its respective website. The information presented on each airport's website includes arrival and departure schedules for all domestic and international airlines, as well as a customer service map. The Company updates the information on the website on a regular basis so that the community is aware of any changes that occur if they travel through airports managed by PT Angkasa Pura I.

## NAMA DAN ALAMAT KANTOR PUSAT, ENTITAS ANAK, ENTITAS ASOSIASI, YAYASAN, DAN KANTOR CABANG

### Name and Address of Head Office, Subsidiaries, Associates, Foundations and Branch Offices

#### Entitas Asosiasi Associated Entities

##### PT Gapura Angkasa

Kantor Operasional  
Operational Office

Gd. Dapenra Lt. 1 & 2  
Jl. Merpati 3 B-12, Kav. 7 Gunung Sahari Selatan, kemayoran  
Jakarta Pusat 10610 Indonesia  
Telp : (+62) (21) 6545410  
E-mail : marketing@gapura.co.id

##### PT Bandara Internasional Batam

Kantor Operasional  
Operational Office

Jalan Hang Nadim No. 01 Batu Besar, Nongsa, Kota  
Batam, Kepulauan Riau 29466 Indonesia  
Telp : (+62) (778) 7630660  
E-mail : info@bthairport.com  
Website : www.bthairport.com

##### PT Jasamarga Bali Tol

Kantor Operasional  
Operational Office

Jalan Raya Pelabuhan Benoa No.02  
Pesanggaran, Denpasar, Bali, Indonesia  
Telp : (+62) (361) 725326  
Fax : (+62) (361) 725327  
E-mail : humas@jasamargabalitol.co.id  
Website : www.jasamargabalitol.co.id

#### Yayasan Foundations

##### Dana Pensiun PT Angkasa Pura I (Dapenra)

Kantor Cabang  
Branch Office

Gedung Dapenra Lt. 6 Blok B-12 Kavling No. 8  
Gunung Sahari Selatan Kemayoran, Jakarta Pusat,  
10610 Indonesia  
Telp : (+62) (21) 65867867  
Fax : (+62) (21) 65867868  
E-mail : dapenra@yahoo.com  
Website : www.dapenra.co.id

##### Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I)

Kantor Cabang  
Branch Office

Gedung Dapenra Lt. III Blok B-12 Kavling No. 8  
Gunung Sahari Selatan, Kemayoran, Jakarta Pusat,  
10610 Indonesia  
Telp : (+62) (21) 6546642  
Website : www.yakkap.or.id

#### Kantor Cabang Branch Office

##### Bandar Udara I Gusti Ngurah Rai Bali I Gusti Ngurah Rai Airport Bali

Gedung Wisti Sabha Lt. III  
Jl. Raya Gusti Ngurah Rai Tuban, Kuta, Badung,  
Bali 80362 Indonesia  
Telp : (+62) (361) 9351011  
Fax : (+62) (361) 9351032  
E-mail : humas.dps@ap1.co.id  
<https://bali-airport.com/>

##### Bandar Udara El Tari Kupang El Tari Airport Kupang

Jl. Adi Sucipto Terminal B, Kupang  
Nusa Tenggara Timur, 85361 Indonesia  
Telp : (+62) (380) 881668  
Fax : (+62) (380) 881263  
Email : humas.koe@ap1.co.id  
<https://kupang-airport.com/>

##### Bandar Udara Juanda Surabaya Juanda Airport Surabaya

Jl. Ir. Haji Juanda Sedati, Sidoarjo  
Surabaya 61253 Indonesia  
Telp : T1 (+62) (31) 2986200  
T2 (+62) (31) 2986700  
Fax : (031) 8667506  
Email : humas.sub@ap1.co.id  
<https://juanda-airport.com/id>

##### Bandar Udara Pattimura Ambon Pattimura Airport Ambon

Jl. Dr. Leimena - Laha, Ambon  
Maluku, 97236 Indonesia  
Telp : (+62) (911) 323770, 323771, 323772  
Fax : (+62) (911) 323773  
Email : humas.amq@ap1.co.id  
<https://pattimura-airport.co.id/id>

## NAMA DAN ALAMAT KANTOR PUSAT, ENTITAS ANAK, ENTITAS ASOSIASI, YAYASAN, DAN KANTOR CABANG

Name and Address of Head Office, Subsidiaries, Associates, Foundations and Branch Offices

### **Bandar Udara Sultan Hasanuddin Makassar**

#### **Sultan Hasanuddin Airport Makassar**

Jl. Raya Airport No.1 Makassar, Maros  
Sulawesi Selatan 90552 Indonesia  
Telp : (+62) (411) 553183  
Fax : (+62) (411) 553183  
Email : [humas.upg@ap1.co.id](mailto:humas.upg@ap1.co.id)  
<https://hasanuddin-airport.co.id/>

### **Bandar Udara Jenderal Ahmad Yani Semarang**

#### **Jenderal Ahmad Yani Airport Semarang**

Jl. Puad Ahmad Yani Tambakharjo, Semarang  
Jawa Tengah, 50145 Indonesia  
Telp : (+62) (24) 7607596  
Fax : (+62) (24) 7603506  
Email : [humas.srg@ap1.co.id](mailto:humas.srg@ap1.co.id)  
<https://ahmadyani-airport.com/>

### **Bandar Udara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan**

#### **Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan**

Jl. Marsma R. Iswahyudi Sepinggan, Balikpapan  
Kalimantan Timur, 76115 Indonesia  
Telp : (+62) (542) 766886  
Fax : (+62) (542) 766832  
Email : [humas.bpn@ap1.co.id](mailto:humas.bpn@ap1.co.id)  
<https://sepinggan-airport.com/>

### **Bandar Udara Sam Ratulangi Manado**

#### **Sam Ratulangi Airport Manado**

Jl. A.A. Maramis, Mapanget, Manado  
Sulawesi Utara, 95374 Indonesia  
Telp : (+62) (431) 814320  
Fax : (+62) (431) 811595  
Email : [humas.mdc@ap1.co.id](mailto:humas.mdc@ap1.co.id)  
<https://samratulangi-airport.com/>

### **Bandara Zainuddin Abdul Madjid Lombok**

#### **Zainuddin Abdul Madjid Airport Lombok**

Jl. By Pass Bil Praya Tanak Awu, Pujut, Lombok tengah  
Nusa Tenggara Barat, 83573 Indonesia  
Telp : (+62) (370) 6157000  
Fax : (+62) (370) 6157010  
Email : [humas.lop@ap1.co.id](mailto:humas.lop@ap1.co.id)  
<https://lombok-airport.co.id/>

### **Bandar Udara Syamsudin Noor Banjarmasin**

#### **Syamsudin Noor Airport Banjarmasin**

Jl. Angkasa Landasan Ulin Utara Landasan Ulin, Banjar  
Baru Kalimantan Selatan, 70713 Indonesia  
Telp : (+62) 811504640  
Fax : (+62) (511) 4705251  
Email : [humas.bdj@yahoo.co.id](mailto:humas.bdj@yahoo.co.id)  
<https://syamsudinnoor-airport.co.id/>

### **Bandar Udara Adi Soemarmo Solo**

#### **Adi Soemarmo Airport Solo**

(Jl. Bandara Adi Sumarmo) Jl. Cendrawasih,  
Ngemplak Boyolali, Surakarta Jawa Tengah,  
57375 Indonesia  
Telp : (0271) 780400  
Fax : (0271) 780715  
Email : [humas.soc@ap1.co.id](mailto:humas.soc@ap1.co.id)  
<https://adisumarmo-airport.com/>

### **Bandar Udara Frans Kaisiepo Biak**

#### **Frans Kaisiepo Airport Biak**

Jl. M Yamin, Biak Kota Biak Numfor, Biak  
Papua, 98111 Indonesia  
Telp : (0981) 22555  
Fax : (0981) 22106  
Email : [humas.bik@ap1.co.id](mailto:humas.bik@ap1.co.id)  
<https://franskaisiepo-airport.co.id/>

### **Bandar Udara Adisutjipto Yogyakarta**

#### **Adisutjipto Airport Yogyakarta**

Jl. Raya Solo KM. 9, Maguwoharjo Depok, Sleman  
Daerah Istimewa Yogyakarta, 55282 Indonesia  
Telp : (+62) (274) 484261  
Fax : (+62) (274) 488155  
Email : [humas.jog@ap1.co.id](mailto:humas.jog@ap1.co.id)  
<https://adisutjipto-airport.co.id/>

### **Bandar Udara Internasional Yogyakarta Kulon Progo**

#### **Yogyakarta International Airport Kulon Progo**

Jalan Raya Wates Km. 42 Kulon Progo, DIY  
Telp : (0274) 4606000  
Fax : (0274) 4606060  
Email : [humas.yia@ap1.com](mailto:humas.yia@ap1.com)  
<https://yogyakarta-airport.co.id/id>

### **Bandar Udara Sentani Jayapura**

#### **Sentani Airport Jayapura**

Jalan PLN Sentani Kel. Sentani Kota  
Kec. Sentani, Jayapura Papua Indonesia 99352  
Telp : (+62) (967) 591168  
Email : [humas.djj@ap1.co.id](mailto:humas.djj@ap1.co.id)  
<https://sentani-airport.co.id/>



# Analisis & Pembahasan





# hasan Manajemen

Management Discussion and Analysis



# TINJAUAN MAKRO DAN INDUSTRI

## Macroeconomic and Industry Overview

### ANALISIS POLITIK DAN EKONOMI

Pandemi Covid-19 sudah relatif berkurang pada tahun 2022. Pemerintah melalui Kementerian Kesehatan Republik Indonesia menyiarkan untuk mengizinkan peningkatan aktivitas masyarakat, guna melakukan pemulihan ekonomi nasional dengan melonggarkan aturan pembatasan terkait pencegahan Pandemi Covid-19. Masyarakat diperbolehkan untuk tidak memakai masker di ruang terbuka sebagai langkah awal transisi dari pandemi menjadi endemi. Hal ini diikuti dengan pulihnya berbagai sektor ekonomi dengan menunjukkan resiliensi dengan terus beranjak bangkit karena sempat mati suri akibat pandemi.

Nilai tukar mata uang rupiah terhadap USD pun relatif melemah pada 2022, data yang terhimpun Kementerian Perdagangan RI berkisar antara Rp14.381 hingga Rp15.731 per USD dengan rata-rata Rp14.916 atau menurun sebesar 3,99% dibanding tahun 2021 dengan rata-rata Rp14.344. Meski demikian, Badan Pusat Statistik (BPS) melaporkan peningkatan terbesar dari sisi produksi terlihat pada Lapangan Usaha Transportasi dan Pergudangan sebesar 19,87%. Sektor akomodasi dan makan minum yang tumbuh positif sebesar 13,81% di Triwulan IV-2022 mencatat, bahwa tingginya pertumbuhan tersebut didorong oleh meningkatnya mobilitas masyarakat serta naiknya kunjungan wisatawan mancanegara dan wisatawan nusantara. Hal tersebut memberikan sinyal positif bagi perekonomian dan industri penerbangan di Indonesia.

Perekonomian Indonesia yang dihitung berdasarkan Produk Domestik Bruto (PDB) atas dasar harga berlaku mencapai Rp19.588,4 triliun dan PDB per kapita sebesar Rp71 juta atau 4.783,9 USD pada tahun 2022. Ekonomi secara kumulatif mampu tumbuh impresif sepanjang tahun 2022, yang mengalami peningkatan 1,61% menjadi 5,31% dari capaian 2021 yang hanya sebesar 3,70%. Bahkan capaian tersebut lebih tinggi dari angka pra-Covid-19 yang rata-rata sebesar 5%.

### POLITICAL AND ECONOMIC ANALYSIS

In 2022, the Covid-19 pandemic has been significantly decreased. The government, through the Ministry of Health of the Republic of Indonesia, broadcasted an announcement to allow an increase in community activities in order to carry out national economic recovery by relaxing the restrictions related to the prevention of the Covid-19 Pandemic. People do not need to use face masks in open spaces as an early phase in the transition from pandemic to endemic, followed by the recovery of various economic sectors, which demonstrated resilience by continuing to rise despite the suspension caused by the pandemic.

The Rupiah exchange rate against the USD weakened relatively in 2022, according to data gathered by the Indonesian Ministry of Trade, ranging from Rp14,381 to Rp15,731 per USD, with an average of Rp14,916 or a 3.99% decrease compared to 2021 with an average of Rp14,344. However, the Central Bureau of Statistics (BPS) reported that the highest increase in production was found in the Transportation and Warehousing Business sector by 19.87%. The lodging, and food and beverage industries, which rose by 13.81% in the fourth quarter of 2022, indicated that the significant growth was driven by increasing community mobility as well as an increase in foreign and domestic travelers. This is a good indicator for Indonesia's economy and aviation industry.

In 2022, the Indonesian economy calculated based on Gross Domestic Product (GDP) at current prices reached Rp19,588.4 trillion, with GDP per capita of Rp71 million, or US\$ 4,783.9. Indonesia's economy grew significantly by 1.61% to 5.31% compared to the 2021 achievement of only 3.70%. The achievement was higher than the average pre-Covid-19 figure of 5%.

## TINJAUAN MAKRO DAN INDUSTRI

### Macroeconomic and Industry Overview

Situasi dunia hari ini pasca-Covid-19 ada di dalam masa pemulihan dengan kondisi yang masih sangat rentan, bahkan Presiden RI Joko Widodo menegaskan kepada semua pihak untuk menjaga situasi tetap kondusif pada masa menuju kontestasi politik. Namun, situasi geopolitik dan geoekonomi Internasional konflik antara Rusia dan Ukraina memberikan sinyal waspada bagi Indonesia karena dapat berdampak pada penyelenggaraan agenda internasional KTT G20.

Analisis politik dan ekonomi makro tersebut tentunya menjadi catatan bagi PT Angkasa Pura I sebagai sektor aviasi dalam mengambil kebijakan strategis ke depan untuk melakukan manuver.

#### ANALISIS INDUSTRI

##### Kondisi Industri Penerbangan Global

Transportasi udara sangat penting untuk ekonomi modern. Sektor aviasi menyediakan koneksi antar-kota yang bertindak sebagai jembatan virtual yang mendukung arus barang dan arus orang antar pasar. Sebagai satu-satunya transportasi global yang cepat, transportasi udara memfasilitasi hubungan antara bisnis, pemerintah, dan orang-orang yang memungkinkan melakukan perdagangan dunia, investasi, pariwisata dan perjalanan di antara kegiatan ekonomi utama lainnya. Meningkatnya konektivitas mendorong peningkatan hasil ekonomi bagi negara dan masyarakat.

Berdasarkan data industri penerbangan global oleh International Air Transport Association (IATA), pada tingkat global, pemulihan keuangan industri tetap berlangsung, terlepas dari berbagai tantangan dan hambatan. Mengingat kerugian bersih hampir USD140 miliar pada 2020, kerugian industri berkurang menjadi sekitar USD40 miliar pada 2021.

The global situation is currently in a recovery period following Covid-19, with conditions remaining extremely vulnerable, Indonesian President Joko Widodo urged all parties to maintain a conducive situation during the period ahead of political contestation. However, the international geopolitical and geoeconomic situation of the Russia-Ukraine conflict serves as a cautious signal for Indonesia as it may have an impact on the holding of the international agenda of the G20 Summit.

The political and economical study serves as a guide for PT Angkasa Pura I as an aviation sector in developing strategic policies to maneuver in the future.

#### INDUSTRY ANALYSIS

##### Condition of the Global Aviation Industry

Air transport is vital for the modern economy. It provides the city-pair connections that serve as virtual bridges supporting the flows of key economic activities between markets. As the only rapid global transportation network, it facilitates links between businesses, governments and people – enabling world trade, investment, tourism and travel among other key economic activities. Improved connectivity leads to better economic outcomes for countries and communities.

Based on global aviation industry data by the International Air Transport Association (IATA), at the global level, the strong industry financial recovery remains underway, notwithstanding the various challenges and headwinds. Following the massive net loss of almost USD 140 billion in 2020, the industry loss narrowed to around USD 40 billion in 2021.

## TINJAUAN MAKRO DAN INDUSTRI

### Macroeconomic and Industry Overview

Pemulihan berlanjut pada 2022, dengan kerugian bersih semakin menyusut menjadi sekitar USD7 miliar. IATA memperkirakan bahwa pada tahun 2023 industri akan membukukan laba bersih, meskipun hanya sebesar USD4,7 miliar. Dengan total pendapatan sekitar USD780 miliar, ini menunjukkan margin tipis hanya 0,6%, atau hanya satu dolar per penumpang.

2022 adalah tahun yang menjadi momentum pemulihan trafik penerbangan global yang mulai menguat serta pulih secara substansial karena pembatasan persyaratan perjalanan yang dicabut serta masyarakat yang menyatakan keinginannya untuk melakukan perjalanan. Pergerakan penumpang telah pulih dari 41,7% volume 2019 pada 2021 menjadi 68,5% pada 2022.

Pemulihan pergerakan penumpang di Eropa pada awal 2022 sangat menantang hal itu disebabkan oleh lonjakan kasus Omicron dan kemudian dengan dimulainya perang di Ukraina. Terlepas dari hambatan ini, perjalanan penumpang antara Eropa dan Amerika Tengah pulih dengan cepat, hal ini tercermin dari lonjakan wisatawan Eropa yang berlibur setelah pencabutan pembatasan di wilayah tersebut. Di sisi lain, karena pembatasan perjalanan yang berkepanjangan, pergerakan penumpang di rute yang menghubungkan ke berbagai wilayah di Asia menjadi yang paling lambat pulih.

Secara umum, yang ada di dalam sektor aviasi termasuk PT Angkasa Pura I tetap berjuang melakukan pemulihan konektivitas udara internasional yang berkelanjutan, hal tersebut akan membantu mendukung pemulihan manfaat ekonomi yang terkait dengan transportasi udara untuk negara-negara yang sangat terkena dampak pandemi. Ini sangat penting bagi daerah yang sangat bergantung pada penerimaan dan perdagangan pariwisata internasional.

The recovery has continued in 2022, with the net losses shrinking further to an estimated USD 7 billion. In 2023, IATA expects the industry to post a net profit, albeit only just, at USD 4.7 billion. On total revenue of around USD 780 billion, this represents a slender margin of just 0.6%, or just one dollar per passenger.

The year 2022 marked a turning point in global aviation traffic recovery, which has begun to strengthen and recover significantly as limits on travel requirements were eased and people expressed their urge to travel. Passenger movements have recovered from 41.7% of 2019 volumes in 2021 to 68.5% in 2022.

The recovery of passenger movements in Europe in early 2022 was challenging due to the surge in the Omicron case and subsequently, the start of the war in Ukraine. Despite these challenges, passenger travel between Europe and Central America recovered fast, as seen by the surge in European vacationers following the region's restrictions being lifted. On the other hand, passenger movements on routes connecting to various Asian regions have been the slowest to recover due to prolonged travel restrictions,

In general, those within the aviation sector including Angkasa Pura I continue to strive for the restoration of sustainable international air connectivity, which will help support the recovery of economic benefits associated with air transportation for countries severely affected by the pandemic. This is particularly crucial for regions that rely heavily on international tourism revenue and trade.

## TINJAUAN MAKRO DAN INDUSTRI

### Macroeconomic and Industry Overview

#### Kondisi Industri Penerbangan Indonesia

Indonesia National Air Carriers Association atau INACA mengatakan bahwa domestik pulih 2023-2024 dan keluar dari masa kritis 2022.

Industri Penerbangan masih akan terus bergerak menuju pemulihan setelah lebih dari dua tahun tidak menentu akibat diguncang 'Turbulensi' secara signifikan. Ketika bisnis model tergantung pada jumlah penumpang, Indonesia mampu bangkit dan memulihkan sektor aviasi dalam pasar domestik agar kembali menggeliat dan membuat bandara ramai dengan banyak rute perjalanan.

Pemulihan sektor lain, termasuk pariwisata, dan pelonggaran peraturan perjalanan mendorong sektor penerbangan menjadi lebih baik. Penghapusan ketentuan wajib tes antigen dan PCR dari persyaratan penerbangan domestik membuat mobilitas pergerakan orang lebih mudah. Namun, persyaratan untuk vaksin dosis ketiga atau *booster* adalah wajib bagi setiap orang yang berusia 18 tahun ke atas yang ingin menggunakan transportasi udara.

PT Angkasa Pura I mendapati sinyal-sinyal pemulihan selama tahun 2022 dan merupakan awal dari kebangkitan industri penerbangan nasional pasca-Covid-19. Hal tersebut setelah melihat statistik pertumbuhan melalui pergerakan penumpang, pesawat udara, dan kargo yang meningkat secara signifikan dibandingkan tahun 2021.

Selama 2022, PT Angkasa Pura I melalui 15 bandara yang dikelola mencatat telah melayani sebanyak 52.286.976 pergerakan penumpang, 552.851 pergerakan pesawat udara, dan 464.326 ton pergerakan kargo. Apabila dibandingkan dengan periode yang sama pada 2021, maka terdapat pertumbuhan 83,68% untuk pergerakan penumpang, 35,50% pergerakan pesawat udara, dan 7,04% pertumbuhan pergerakan kargo.

#### Condition of Indonesian Aviation Industry

Indonesia National Air Carriers Association (INACA) stated that the domestic aviation industry is expected to recover in 2023-2024 and be out of the critical period in 2022.

The Aviation Industry is still on the recovery after more than two years of uncertainty due to significant 'Turbulence'. As the business model is dependent on the number of passengers, Indonesia has been able to bounce back and recover the aviation sector in the domestic market to get back on track and make airports busy with various travel routes.

The recovery of other sectors, including tourism, and the easing of travel regulations boosted the aviation sector. The removal of mandatory antigen and PCR tests from domestic flight requirements has made mobility easier. However, the requirement for a third or booster dose of vaccine is mandatory for travelers aged 18 and above wishing to use air transportation.

Angkasa Pura I identified signs of recovery during 2022 and the beginning of the revival of the national aviation industry post-Covid-19. This was due to significant increases in passenger, aircraft, and cargo movements compared to 2021.

During 2022, Angkasa Pura I through 15 managed airports recorded that the company had served 52,286,976 passenger movements, 552,851 aircraft movements, and 464,326 tons of cargo movements. When compared to the same period in 2021, passenger movements increased by 83.68%, aircraft movements increased by 35.50%, and cargo movements increased by 7.04%.



## TINJAUAN MAKRO DAN INDUSTRI

### Macroeconomic and Industry Overview

PT Angkasa Pura I mencatat terdapat lonjakan pertumbuhan selama 2022 untuk rute internasional walaupun rute domestik yang masih lebih mendominasi. Pun upaya PT Angkasa Pura I dalam meningkatkan minat masyarakat Indonesia dan masyarakat internasional untuk bepergian dengan menggunakan moda transportasi udara tidak lepas dari upaya pihak maskapai, pengelola bandara, regulator dan pemangku kepentingan, serta semakin membaiknya penanganan pandemi Covid-19, baik itu secara nasional maupun secara global.

Pencapaian tersebut tidak membuat cepat berpuas diri, namun justru menjadi catatan positif bagi PT Angkasa Pura I terus berupaya untuk tetap optimis melakukan langkah-langkah strategis ke depan untuk memulihkan sektor penerbangan yang kian kuat dan akan terus berlanjut di 2023.

Angkasa Pura I recorded a surge in growth during 2022 for international routes despite domestic routes still being the dominant ones. Angkasa Pura I's efforts to increase the interest of the Indonesian community and the international community to travel using air transportation modes cannot be separated from the efforts of airlines, airport managers, regulators and stakeholders, as well as the better handling of the Covid-19 pandemic on a national and global scale.

The achievement did not make the company complacent, but rather encouraged Angkasa Pura I to continue to strive to remain optimistic about taking strategic steps forward to restore the aviation sector which is becoming stronger and will continue to recover in 2023.



## KINERJA PER SEGMENT OPERASI

### Performance Per Operating Segment

Segmen operasi adalah suatu komponen dari entitas yang terlibat dalam aktivitas bisnis untuk memperoleh pendapatan dan menimbulkan beban. Hasil operasi dari tiap segmen dikaji ulang secara reguler oleh pengambil keputusan operasional untuk alokasi sumber daya pada segmen tersebut dan menilai kinerjanya.

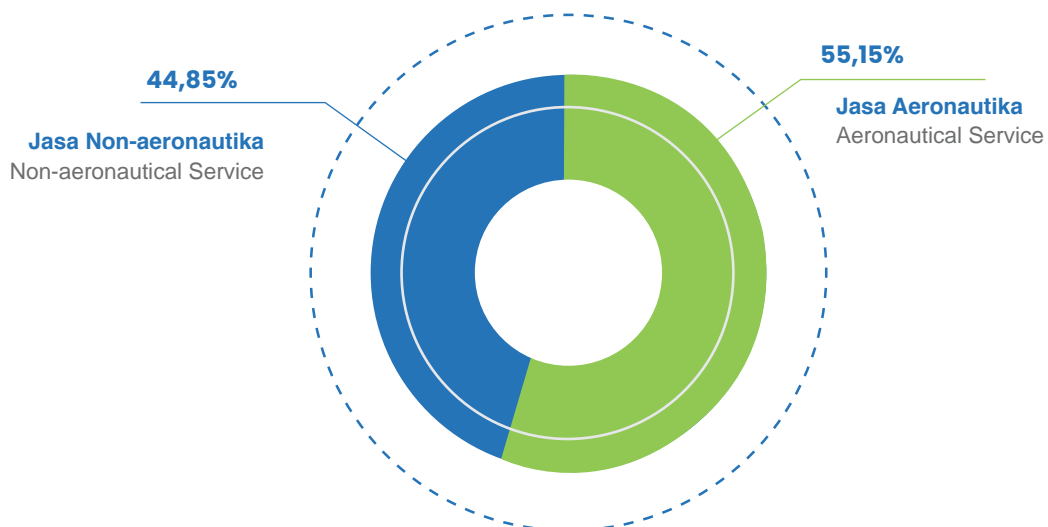
An operating segment is a component of an entity engaged in business activities to generate revenue and incur expenses. The results of operations for each segment are reviewed on a regular basis by operational decision makers for resource allocation to the segment and assess its performance.

Sebagai perusahaan penyedia jasa pelayanan kebandarudaraan, PT Angkasa Pura I memiliki dua segmen utama yang dijalankan yaitu jasa aeronautika dan non-aeronautika.

As an aviation service provider company, PT Angkasa Pura I has two main segments, aeronautical and non-aeronautical services.

Kinerja Segmen PT Angkasa Pura I (dalam ribuan Rupiah) PT Angkasa Pura I Segment Performance (in thousand Rupiah)						
Segmen Usaha Business Segment	2022	2021	2020	Pertumbuhan Growth		Kontribusi Contribution
				Nominal	%	
Jasa aeronautika Aeronautical service	3.288.236.075	1.380.977.590	1.814.044.354	1.907.258.485	138,11%	55,15%
Jasa non-aeronautika Non-aeronautical service	2.674.618.349	1.824.687.868	1.805.065.131	849.930.481	46,58%	44,85%
Pendapatan usaha bersih Net operating revenue	5.962.854.424	3.205.665.458	3.619.109.485	2.757.188.966	86,01%	

● **Kontribusi Pendapatan Usaha Berdasarkan Segmen Usaha**  
Contribution of Operating Income by Business Segment



## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

### SEGMENT USAHA JASA AERONAUTIKA

Segment usaha aeronautika menyediakan pelayanan jasa yang terdiri dari:

1. Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U);
2. Pelayanan Jasa Penumpang Pesawat Udara (PJP2U);
3. *Extend and advance*;
4. Pelayanan jasa garbarata (*aviobridge*);
5. Pelayanan jasa pemakaian tempat pelaporan keberangkatan (*check-in counter*);
6. Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U)

Covid-19 masih memberikan dampak pada lambatnya pertumbuhan trafik lalu lintas udara di 2022. Perketatan peraturan mengenai pencegahan Covid-19 dengan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) juga menimbulkan tekanan bagi kinerja perusahaan baik pada pelayanan penerbangan domestik maupun internasional. Meski demikian, PT Angkasa Pura I menunjukkan optimisme untuk bangkit dari masa pandemi melalui inovasi-inovasi yang mengoptimalkan pelayanan jasa seiring dengan upaya peningkatan pendapatan bisnis.

PT Angkasa Pura I selalu mematuhi kebijakan pemerintah dalam penerapan kebijakan dan protokol kesehatan, seperti implementasi penggunaan aplikasi PeduliLindungi sebagai syarat perjalanan udara, dan penerapan peraturan syarat perjalanan udara sesuai yang ditetapkan pemerintah.

Selain itu, di 2022 PT Angkasa Pura I memiliki beberapa proyek pengembangan, perluasan, dan beautifikasi di bandara-bandara sebagai berikut

- Perluasan terminal dan fasilitas penunjangnya di Bandara Sam Ratulangi Manado;
- Perluasan terminal dan fasilitas penunjangnya, beautifikasi terminal, dan pengadaan 1 (satu) unit garbarata di Bandara Pattimura Ambon;
- Renovasi dan revitalisasi terminal tahap II Bandara Pattimura Ambon;

### AERONAUTICAL SERVICE SEGMENT

The aeronautical service segment provides the following services:

1. Landing, Parking, and Hangar Service Charge (PJP4U);
2. Passenger Service Charge (PJP2U);
3. Extend and Advance;
4. Aviobridge service;
5. Check-in counter usage service;
6. Aircraft Cargo and Postal Services (PJKP2U)

Covid-19 remains to have an impact on the slower growth of air traffic in 2022. The strict regulations on the prevention of Covid-19 with the Enforcement of Community Activity Restrictions (PPKM) also put pressure on the company's performance in domestic and international flight services. However, PT Angkasa Pura I is optimistic to rise from the pandemic through innovations to optimize services along while increasing business revenue.

PT Angkasa Pura I always complies with government policies in implementing health policies and protocols, such as the use of the PeduliLindungi application as a requirement for air travel, and the implementation of government regulation on air travel requirements.

Furthermore, in 2022, PT Angkasa Pura I has several development, expansion, and beautification projects at the following airports:

- Expansion of terminal and supporting facilities at Sam Ratulangi Airport Manado
- Expansion of terminal and supporting facilities, terminal beautification, and procurement of 1 (one) aviobridge unit at Pattimura Airport Ambon;
- Terminal renovation and revitalization phase II at Pattimura Airport Ambon;

## KINERJA PER SEGMENT OPERASI

### Performance Per Operating Segment

- Renovasi terminal eksisting di Bandara El Tari Kupang;
- Revitalisasi dan beautifikasi terminal internasional, domestik, General Aviation Terminal (GAT) dan fasilitas penunjang di Bandara I Gusti Ngurah Rai Bali.
- Existing terminal renovation at El Tari Airport Kupang;
- Revitalization and beautification of the international, domestic, General Aviation Terminal (GAT), and supporting facilities at I Gusti Ngurah Rai Airport Bali.

Dengan adanya berbagai pengembangan proyek tersebut, PT Angkasa Pura I senantiasa berkomitmen menyediakan fasilitas yang mengutamakan kenyamanan pengguna jasa serta meningkatkan kapasitas bandara. Penambahan kapasitas bandara tersebut mendukung upaya peningkatan trafik lalu lintas udara.

Di sisi lain, banyaknya anggaran biaya yang harus dikeluarkan PT Angkasa Pura I baik untuk penerapan protokol kesehatan maupun proyek mendorong PT Angkasa Pura I untuk melakukan penghematan biaya operasional dengan implementasi manajemen operasi berbasis trafik (MOT) di setiap bandara yang dikelola. Hal tersebut dilakukan untuk mempertahankan kinerja keuangan perusahaan.

#### **Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U)**

Sepanjang 2022, produksi Pelayanan Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U) tercatat dengan nilai 16.141.191 ton, atau mengalami peningkatan sebesar 40,15% dari tahun 2021 yang mencapai 11.516.831 ton. Angka produksi PJP4U domestik mengalami kenaikan sebesar 2.642.787 ton, naik 76,53% atau setara dengan 13.903.739 ton dibanding tahun sebelumnya yang tercatat dengan nilai 11.260.952 ton. Sementara itu, produksi PJP4U internasional mencatatkan peningkatan sebesar 1.981.573 ton, naik 774,42% atau setara dengan 2.237.452 ton dibanding tahun 2021 yang mencapai 255,879 ton.

PT Angkasa Pura I is committed to providing facilities that prioritize the convenience of service users and expand airport capacity through the development projects. The expansion of airport capacity contributes to efforts to increase air traffic.

Furthermore, the substantial budget to be invested by PT Angkasa Pura I for the implementation of health protocols and projects has prompted the company to implement traffic-based operations management (MOT) at each managed airport to save on operational costs in order to maintain the company's financial performance.

#### **Landing, Parking, and Hangar Service Charge (PJP4U)**

Throughout 2022, Landing, Parking, and Hangar Service Charge (PJP4U) production was recorded at 16,141,191 tons, or an increase of 40.15% compared to 2021 of 11,516,831 tons. Domestic PJP4U production was 13,903,739 tons, an increase of 76.53% or 2,642,787 tons compared to the previous year of 11,260,952 tons. Meanwhile, international PJP4U production was recorded at 2,237,452 tons, an increase of 1,981,573 tons or 774.42% compared to 2021 of 255,879 tons.

## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

### Pelayanan Jasa Penumpang Pesawat Udara (PJP2U)

Produksi Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) per 31 Desember 2022 tercatat sebesar 21.908.238 penumpang atau mengalami peningkatan sebesar 10.855.630 penumpang yang setara dengan 98,2% dibanding tahun 2021 yang mencapai 11.052.608 penumpang. Produksi PJP2U domestik tercatat sebesar 19.061.524 penumpang mengalami peningkatan 72,63% atau 8.019.577 penumpang dari tahun 2021 dengan capaian 11.041.947 penumpang. Produksi PJP2U internasional tercatat sebesar 2.846.714 penumpang atau meningkat 26.602,13% yang setara dengan 2.836.053 penumpang dibanding tahun 2021 yang mencapai 10.661 penumpang.

#### *Extended and Advanced*

Penggunaan bandara di luar jam operasi (*extended/advanced*) wajib diajukan oleh Badan Usaha Angkutan Udara atau Perusahaan Angkutan Udara Asing secara tertulis kepada General Manager dengan tembusan Airport Duty Manager yang diajukan sedikitnya dua jam sebelum jam operasional bandara yang bersangkutan berakhir. Penggunaan bandara di luar jam operasi ini dikenakan biaya tambahan yang dibebankan kepada perusahaan angkutan udara ataupun operator pesawat udara.

Penggunaan bandara di luar jam operasi di tahun 2022 secara keseluruhan mengalami penurunan sebesar 11.868 jam atau setara dengan 24,58% dibanding tahun 2021 yang mencapai 15.736 jam. Pada penerbangan domestik, penggunaan bandara di luar jam operasi tercatat 11.051 jam, turun 27,91% jika dibandingkan dengan tahun 2021 yang mencapai 15.329 jam. Di sisi lain, penerbangan internasional mencatatkan perpanjangan waktu jam operasi dengan angka 817 jam lebih tinggi dibandingkan tahun 2021 yang mencapai 407 jam.

### Passenger Service Charge (PJP2U)

As of December 31, 2022, Aircraft Passenger Services (PJP2U) production was recorded at 21,908,238 passengers, an increase of 10,855,630 passengers or 98.22% compared to 2021 of 11,052,608 passengers. Domestic PJP2U production was recorded at 19,061,524 passengers, an increase of 72.63% or 8,019,577 passengers compared to 2021 of 11,041,947 passengers. International PJP2U production was recorded at 2,846,714 passengers, an increase of 26,602.13% or 2,836,053 passengers compared to 2021 of 10,661 passengers.

#### **Extend and Advance**

The use of the airport outside operating hours (*extend/advance*) must be submitted by the Air Transport Business Entity or Foreign Air Transport Company in writing to the General Manager with a copy of the Airport Duty Manager submitted no later than two hours before the operating hours of the airport concerned end. *Extend/advance* is subject to additional fees charged to air transportation companies or aircraft operators.

Overall, *extend/advance* in 2022 decreased by 11,868 hours or 24.58% compared to 2021 of 15,736 hours. Domestic flights recorded the extension of operating hours of 11,051 hours, a decrease of 27.91% compared to 2021 of 15,329 hours. Meanwhile, international flights recorded an extension of operating hours by 817 hours, higher than 2021 of 407 hours.



## KINERJA PER SEGMENT OPERASI

### Performance Per Operating Segment

#### Pelayanan Jasa Pemakaian Tempat Pelaporan Keberangkatan (*Check-In Counter*)

Pada 2022, penggunaan *check-in counter* tercatat sebesar 21.860.524 penumpang yang mengalami kenaikan sebesar 98,16% atau setara dengan 10.828.663 penumpang lebih tinggi dibanding tahun 2021 yang dibukukan sebesar 11.031.861 penumpang. Pemanfaatan counter domestik dibukukan sebesar 19.060.533 penumpang, naik 72,95% atau 8.039.499 penumpang dibanding tahun 2021 yang tercatat mencapai 11.021.034 penumpang. Sementara penggunaan counter internasional tercatat mengalami kenaikan sebesar 25.661,19% yang setara dengan 2.789.164 penumpang dibandingkan tahun sebelumnya sebesar 10.827 penumpang.

#### Pelayanan Jasa Pemakaian Garbarata

Sepanjang 2022, total penggunaan *aviobridge* tercatat sebesar 21.270.484 ton. Dengan demikian terjadi kenaikan sebesar 68,47% yang setara dengan 8.644.884 ton jika dibandingkan tahun sebelumnya yang mencapai 12.625.600 ton. Penggunaan *aviobridge* domestik dibukukan sebesar 17.390.048 ton, naik sebesar 40,07% atau 4.974.991 ton dibandingkan tahun 2021 yang mencapai 12.415.057 ton. Demikian juga dengan penggunaan garbarata (*aviobridge*) internasional yang dicatatkan sebesar 3.880.436 ton atau mengalami pertumbuhan sebesar 1.743,06% atau 3.669.893 ton dari tahun 2021 yaitu 210.543 ton.

#### Kapasitas Produksi/Jasa Aeronautika

Kapasitas layanan aeronautika di 2022 mengalami peningkatan sejak terwujudnya program vaksinasi Covid-19 dari Pemerintah Indonesia secara masif dan menyebabkan dilonggarkannya Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM). Hal tersebut berdampak pada peningkatan trafik pesawat secara perlahan tapi pasti hingga akhir tahun 2022. PT Angkasa Pura I optimis peningkatan trafik akan semakin membaik pada tahun berikutnya.

#### Check-In Counter Usage

In 2022, check-in counter usage was recorded at 21,860,524 passengers, an increase of 98.16% or 10,828,663 passengers higher than 2021 of 11,031,861 passengers. Domestic counter usage was recorded at 19,060,533 passengers, an increase of 72.95% or 8,039,499 passengers compared to 2021 of 11,021,034 passengers. Meanwhile, international counter posted an increase of 25,661.19% or 2,789,164 passengers compared to the previous year of 10,827 passengers.

#### Aviobridge Usage

Throughout 2022, total aviobridge usage was recorded at 21,270,484 tons, an increase of 68.47% or 8,644,884 tons compared to the previous year of 12,625,600 tons. Domestic aviobridge usage was recorded at 17,390,048 tons, an increase of 40.07% or 4,974,991 tons compared to 2021 of 12,415,057 tons. Meanwhile, international aviobridge usage was recorded at 3,880,436 tons, an increase of 1,743.06% or 3,669,893 tons compared to 2021 of 210,543 tons.

#### Production Capacity/Aeronautical Service

In 2022, aeronautical service capacity increased due to Indonesian Government's massive Covid-19 vaccination program and the relaxation of Enforcement of Community Activity Restrictions (PPKM) resulting in a slow but steady increase in aircraft traffic as of the end of 2022. PT Angkasa Pura I is optimistic that the traffic will continue to rise in the following year.

## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

Produksi Pelayanan Jasa Aeronautika Production of Aeronautical Services					
Uraian Description	Satuan Unit	Pertumbuhan 2022 (%) Growth 2022 (%)	2022	2021	2020
<b>Pelayanan jasa pendaratan, penempatan dan penyimpanan pesawat udara (PJP4U)</b> Landing, parking, and hangar service charge (PJP4U)	Ton	<b>40,15%</b>	<b>16.141.191</b>	<b>11.516.831</b>	<b>13.603.398</b>
Domestik Domestic	Ton	23,47%	13.903.739	11.260.952	11.979.211
Internasional International	Ton	774,42%	2.237.452	255.879	1.624.187
<b>Pelayanan jasa penumpang pesawat udara (PJP2U)</b> Passenger service charge (PJP2U)	Pax	<b>98,22%</b>	<b>21.908.238</b>	<b>11.052.608</b>	<b>13.625.441</b>
Domestik Domestic	Pax	72,63%	19.061.524	11.041.947	11.983.632
Internasional International	Pax	26.602,13%	2.846.714	10.661	1.641.809
<b>Extend and advance</b> Extend and advance	Hours	<b>(24,58%)</b>	<b>11.868</b>	<b>15.736</b>	<b>5.276</b>
Domestik Domestic	Hours	(27,91%)	11.051	15.329	5.112
Internasional International	Hours	100,74%	817	407	164
<b>Pemakaian garbarata (aviobridge)</b> Aviobridge usage	Ton	<b>68,47%</b>	<b>21.270.484</b>	<b>12.625.600</b>	<b>14.265.804</b>
Domestik Domestic	Ton	40,01%	17.390.048	12.415.057	11.756.689
Internasional International	Ton	1.743,06%	3.880.436	201.543	2.509.115
<b>Pemakaian counter</b> Counter usage	Pax	<b>98,16%</b>	<b>21.860.524</b>	<b>11.031.861</b>	<b>13.613.140</b>
Domestik Domestic	Pax	72,95%	19.060.533	11.021.034	11.970.808
Internasional International	Pax	25.761,19%	2.799.991	10.827	1.642.332
<b>PJKP2U (pelayanan jasa kargo dan pos Pesawat udara)</b> Aircraft cargo and postal services (PJKP2U)	Tons	(0,59%)	374.056	376.294	376.966

### PENDAPATAN USAHA AERONAUTIKA

Secara keseluruhan di 2022 terjadi peningkatan trafik penumpang. Hal ini berdampak pada pendapatan usaha aeronautika. Total pendapatan usaha per akhir 2022 tercatat Rp 3,3 triliun, naik sebesar 138,11% dari tahun sebelumnya. Peningkatan kinerja operasional ini disebabkan oleh peningkatan trafik penumpang seiring dengan adanya pelonggaran peraturan Pemberlakuan Pembatasan Kegiatan Masyarakat (PPKM) oleh pemerintah. Namun demikian hal ini juga disebabkan adanya penyesuaian Tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) di beberapa bandara, antara lain sebagai berikut:

### AERONAUTICAL SERVICES REVENUE

Overall, passenger traffic increased in 2022, impacting aeronautical business revenue. As of the end of 2022, total operating revenue was recorded at Rp3.3 trillion, an increase of 138.11% from the previous year. The increase in operational performance was due to an increase in passenger traffic as a result of the government's relaxation of the Enforcement Community Activity Restrictions (PPKM). Furthermore, it was also due to the adjustment of Passenger Service Charge (PJP2U) tariff at several airports, including the following:

## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

- |  |  |
|--|--|
| <ol style="list-style-type: none"> <li>1. Penyesuaian Tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) terhitung mulai tanggal 24 Juni 2022 di 2 bandara, yaitu Bandara Pattimura Ambon dan Bandara El Tari Kupang;</li> <li>2. Penyesuaian Tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) terhitung mulai tanggal 16 Juli 2022 di 11 bandara, yaitu Bandara Juanda Surabaya, Bandara Sultan Hasanuddin Makassar, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Sam Ratulangi Manado, Bandara Zainuddin Abdul Madjid Lombok, Bandara Syamsuddin Noor Banjarmasin, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, Bandara Adisutjipto Yogyakarta, Bandara Frans Kaisiepo Biak, dan Bandara Sentani Jayapura, serta penetapan tarif <i>aviobridge</i> di Bandara El Tari Kupang;</li> <li>3. Penyesuaian tarif jasa pelayanan General Aviation Terminal (GAT) di Bandara I Gusti Ngurah Rai Bali terhitung mulai tanggal 1 September 2022.</li> </ol> | <ol style="list-style-type: none"> <li>1. Adjustment of Passenger Service Charge (PJP2U) tariff commencing June 24, 2022, at 2 airports, Pattimura Airport Ambon and El Tari Airport Kupang;</li> <li>2. Adjustment of Passenger Service Charge (PJP2U) tariff commencing July 16, 2022, at 11 airports, namely Juanda Airport Surabaya, Sultan Hasanuddin Airport Makassar, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Sam Ratulangi Airport Manado, Zainuddin Abdul Madjid Airport Lombok, Syamsuddin Noor Airport Banjarmasin, Jenderal Ahmad Yani Airport Semarang, Adi Soemarmo Airport Solo, Adisutjipto Airport Yogyakarta, Frans Kaisiepo Airport Biak, and Sentani Airport Jayapura, as well as the determination of <i>aviobridge</i> tariff at El Tari Airport Kupang;</li> <li>3. Adjustment of General Aviation Terminal (GAT) service tariff at I Gusti Ngurah Rai Airport Bali commencing September 1, 2022.</li> </ol> |
|--|--|

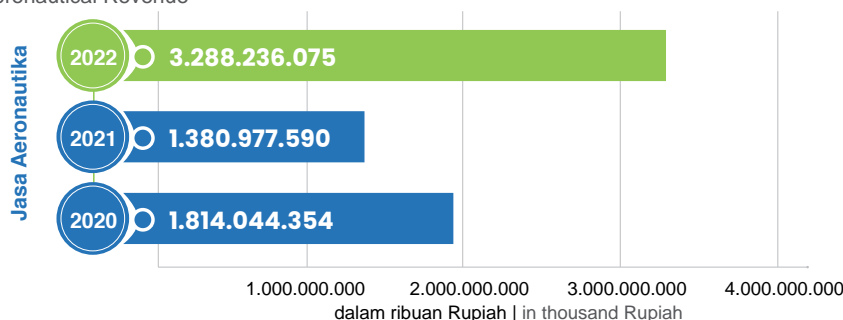
### Pendapatan Usaha dari Jasa Aeronautika (dalam ribuan Rupiah)

Aeronautical Services Operating Revenue (in thousand Rupiah)

Uraian Description	Pertumbuhan 2022 (%) Growth 2022 (%)	2022	2021	2020
Pelayanan jasa pendaratan, penempatan dan penyimpanan pesawat udara (PJP4U) Landing, parking, and hangar service charge (PJP4U)	149,55%	448.538.728	179.735.746	373.495.626
<i>Extend and advance</i> Extend and advance	(32,75%)	23.406.914	34.805.837	7.891.580
Pelayanan jasa penumpang pesawat udara (PJP2U) Passenger service charge (PJP2U)	158,54%	2.429.441.166	939.663.043	1.169.647.685
Pemakaian garbarata ( <i>aviobridge</i> ) Aviobridge usage	108,19%	143.974.417	69.156.051	94.401.323
Pemakaian tempat pelaporan keberangkatan ( <i>check-in counter</i> ) Check-in counter usage	340,89%	113.950.865	25.845.771	44.196.046
PJKP2U (pelayanan jasa kargo dan pos Pesawat udara) Aircraft cargo and postal services (PJKP2U)	(2,16%)	128.923.984	131.770.142	124.412.093
<b>Jumlah pendapatan</b> <b>Total revenues</b>	<b>138,11%</b>	<b>3.288.236.075</b>	<b>1.380.977.590</b>	<b>1.814.044.354</b>

### ● Pendapatan Jasa Aeronautika

Aeronautical Revenue



## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

### Profitabilitas Segmen Usaha Jasa Aeronautika

Profitabilitas segmen usaha jasa aeronautika tidak dapat diperhitungkan karena adanya penggabungan nilai eliminasi atas segmen usaha yang terdapat di PT Angkasa Pura I.

### SEGMENT USAHA JASA NON-AERONAUTIKA

Segmen usaha non-aeronautika di PT Angkasa Pura I terdiri dari:

1. Sewa-sewa, yaitu: sewa ruang, sewa tanah, sewa tempat, sewa hanggar, dan lain-lain);
2. Konsesi terhadap usaha-usaha di bandara;
3. Parkir dan pas bandara;
4. Utilitas (pemakaian listrik, air, telepon, dan *internet services*);
5. Sewa tempat reklame;
6. *Event and promotion*;
7. *Lounge*;
8. *Maintenance and service fee*;
9. Bagi hasil.

2022 jasa sewa, konsesi, parkir, pemakaian air, pemakaian telepon, layanan data Internet, sewa tempat reklame, konsesi GAT, dan *maintenance and service fee* mengalami peningkatan sedangkan jasa lainnya seperti pas bandara, pemakaian listrik, *event and promotion*, serta *lounge* mengalami penurunan. Sedangkan peningkatan pada sewa dan konsesi dipengaruhi antara lain hasil seleksi ruangan yang positif di Bandara I Gusti Ngurah Rai Bali dan di Bandara Juanda Surabaya.

### Profitability of Aeronautical Services Business Segment

Profitability of aeronautical services business segment cannot be calculated due to the consolidation of elimination value of the business segments in PT Angkasa Pura I.

### NON-AERONAUTICAL SERVICES BUSINESS SEGMENT

Non-aeronautical business segment at PT Angkasa Pura I consists of:

1. Leases, including space lease, land lease, premises lease, hangar lease, etc.);
2. Concessions to businesses at the airport;
3. Parking and airport pass;
4. Utilities (electricity, water, telephone, and internet service usage);
5. Billboard lease;
6. Event and promotion;
7. Lounge;
8. Maintenance and service fee;
9. Revenue sharing.

In 2022, lease, concessions, parking, water usage, telephone usage, Internet connection service, billboard lease, GAT concessions, and maintenance and service fees increased while other services, such as airport pass, electricity usage, event and promotion, and lounge decreased. Meanwhile, the increase in lease and concessions was due to the positive results of space selection at I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya.

### Kinerja Pelayanan Jasa Non-Aeronautika

Performance of Non-aeronautical Service

Uraian Description	Satuan Unit	Pertumbuhan 2022(%) Growth 2022(%)	2022	2021	2020
Sewa Leases	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	50,31%	7.066.954	4.701.439	9.360.847
Konsesi Concession	Rp/000	46,26%	9.338.993.189	6.385.193.475	8.482.499.126
Parkir mobil Car parking	Tiket Ticket	34,14%	15.310.770	11.414.040	12.589.469
Parkir motor Motorcycle parking	Tiket Ticket	36,55%	6.806.878	4.984.897	6.671.961

## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

Kinerja Pelayanan Jasa Non-Aeronautika Performance of Non-aeronautical Service					
Uraian Description	Satuan Unit	Pertumbuhan 2022(%) Growth 2022(%)	2022	2021	2020
Pas bandara Airport pass	Tiket Ticket	(21,14%)	32.286	40.943	45.927
Pemakaian listrik Electricity usage	Kwh	(2,60%)	20.661.814	21.213.019	27.227.364
Pemakaian air Water use	m <sup>3</sup>	66,00%	234.307	141.150	348.144
Pemakaian telepon Telephone use	PwtxBulan	11,51%	12.936	11.601	14.472
Layanan data internet Internet data service	EA	120,34%	2.069	939	1.180
Sewa tempat reklame Billboard space rental	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	208,13%	46.660	15.143	22.362
Event and promotion Event and promotion	EA	(67,40%)	1.715	5.260	10.888
Lounge Lounge	Pax	(100,00%)	0	5.181	19.126
Konsesi general aviation terminal (GAT) General aviation terminal (GAT) concession	Rp/000	125,69%	43.370.310	19.216.813	16.752.082
Maintenance and service fee Maintenance and service fee	EA	89,82%	9.282	4.890	6.284
Total jasa terkait kargo & pos Total cargo and postal related service	Rp/000	34,50%	170.387.835	126.679.937	84.736.709
Jasa terkait kargo & pos out-domestic Out-domestic cargo and postal related service	Rp/000	46,71%	40.744.484	27.771.266	17.938.736
Jasa terkait kargo & pos out- international Out-international cargo & postal related service	Rp/000	34,31%	22.131.571	16.477.653	9.752.264
Jasa terkait kargo & pos inc-domestic Inc-domestic cargo & postal related service	Rp/000	49,39%	61.028.610	40.850.974	22.990.813
Jasa terkait kargo & pos inc- international Inc-international cargo & postal related service	Rp/000	11,79%	46.483.171	41.580.045	34.054.896

### Sewa

Layanan sewa mengalami kenaikan sebesar 2.365.515 m<sup>2</sup> atau 50,31% yang tercatat sebesar 7.066.954 m<sup>2</sup> pada 2022 setelah di 2021 berada di angka 4.701.439 m<sup>2</sup>. Penyebab bertambahnya jumlah layanan sewa dikarenakan hasil seleksi ruangan yang positif di Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya.

### Lease

Lease service was recorded at 7,066,954 m<sup>2</sup> in 2022, an increase of 2,365,515 m<sup>2</sup> or 50.31% compared to 2021 of 4,701,439 m<sup>2</sup>. The increase in total lease services was due to positive results of space selection at I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya.



## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

### Konsesi

PT Angkasa Pura I memperoleh pendapatan konsesi dari hak penggunaan fasilitas bandar udara untuk kegiatan usaha. Kegiatan usaha yang dijalankan meliputi bidang *duty free*, *food and beverage*, *retail services*, *regulated agent (RA)*, *ground handling*, *cargo*, *Commercial Important Person (CIP) lounge*, *in-flight catering*, serta Ekspansi Muatan Pesawat Udara (EMPU) di bandara. Hingga akhir periode pelaporan tahun 2022 produksi konsesi direalisasikan sebesar Rp9,33 miliar dibandingkan 2021 yang tercatat sebesar Rp6,38 triliun, atau terjadi kenaikan sebesar 46,26% atau Rp2,95 miliar.

### Parkir Mobil dan Motor

Penyediaan fasilitas parkir mobil dan motor bertujuan untuk menunjang aktivitas seluruh pengguna jasa di bandara kelolaan PT Angkasa Pura I. Tercatat sepanjang 2022 terdapat 15.310.770 tiket layanan parkir mobil di PT Angkasa Pura I, setelah di tahun sebelumnya terdapat sebanyak 11.414.040 tiket. Angka tersebut naik sebesar 34,14% atau 3.896.730 tiket. Di sisi lain, layanan parkir motor tahun 2022 tercatat sebanyak 6.806.878 tiket. Angka tersebut mengalami kenaikan sebesar 36,55% atau 1.821.981 tiket dari semula 4.984.897 tiket di tahun 2021.

### Pas Bandara

Selama periode pelaporan 2022, total pas bandara dibukukan sebanyak 32.286 lembar. Angka ini mengalami penurunan sebesar 21,14% dibandingkan dengan jumlah pas bandara di 2021 yang mencapai 40.943 lembar. Penurunan ini disebabkan oleh berkurangnya perpanjangan pas tahunan di beberapa mitra usaha seperti Bandara Sultan Aji Muhammad Sulaiman Balikpapan, Bandara El Tari Kupang, dan Bandara Sentani Jayapura.

### Sewa Tempat Reklame

Kinerja sewa tempat reklame tahun 2022 mengalami kenaikan sebesar 208,13% atau 31.517 m<sup>2</sup>, dari 15.143 m<sup>2</sup> tahun 2021. Penyebab utama naiknya kinerja pada layanan ini karena target sewa tempat reklame melebihi Rencana Kerja dan Anggaran Perusahaan (RKAP) 2022.

### Concession

PT Angkasa Pura I generated concession revenue from the right to use airport facilities for business activities, including duty free, food and beverage, retail, services, regulated agent (RA), ground handling, cargo, Commercial Important Person (CIP) lounge, in-flight catering, and Aircraft Cargo Expedition (EMPU) at the airports. As of the end of the 2022 reporting period, the concession production was at Rp9.33 billion compared to 2021 of Rp6.38 trillion, or an increase of 46.26% or Rp2.95 billion.

### Car and Motorcycle Parking

Provision of car and motorcycle parking facilities aims to facilitate the activities of all service users at PT Angkasa Pura I managed airports. In 2022, the company issued 15,310,770 car parking tickets, an increase of 34.14% or 3,896,730 tickets compared to the previous year of 11,414,040 tickets. On the other hand, the company issued 6,806,878 motorcycle parking tickets in 2022, an increase of 36.55% or 1,821,981 tickets compared to 2021 of 4,984,897 tickets.

### Airport Pass

During the 2022 reporting period, the company issued a total of 32,286 airport passes were, a 21.14% decrease compared to total airport passes issued in 2021 of 40,943. The decrease was due to a decrease in annual pass extensions for several business partners, such as Sultan Aji Muhammad Sulaiman Airport Balikpapan, El Tari Airport Kupang, and Sentani Airport Jayapura.

### Billboard Lease

In 2022, the performance of billboard lease increased by 208.13% or 31,517 m<sup>2</sup>, from 15,143 m<sup>2</sup> in 2021. The increase was because the billboard lease target exceeds the 2022 Work Plan and Budget (CWPB).

## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

### Layanan Data

Layanan data internet di bandara kelolaan PT Angkasa Pura I diharapkan dapat memberikan kelancaran jaringan *networking* bagi pengguna jasa transportasi penerbangan sekaligus menunjang aktivitas kegiatan di bandara. Sepanjang 2022 layanan pemakaian data internet mengalami kenaikan sebesar 120,34% atau 2.069 sambungan, dibandingkan 2021 yang mencapai 939 sambungan.

### Lounge

Pada 2022, penggunaan *lounge* mengalami penurunan sebesar 100,00% dengan jumlah yang dibukukan sebesar 0 penumpang. Penggunaan *lounge* di 2021 tercatat sebesar 5.181 penumpang. Hal ini disebabkan perubahan pola kerja sama di Bandara Juanda Surabaya dari Rupiah per pax menjadi konsesi *lounge*.

### Jasa Terkait Layanan

jasa terkait di 2022 sebesar Rp170,39 miliar dibandingkan dengan 2021 yang mencapai Rp126,68 miliar yang berarti layanan jasa terkait sepanjang periode pelaporan mengalami kenaikan sebesar 34,50% atau Rp43,71 miliar. Kenaikan tersebut disebabkan oleh adanya implementasi perjanjian kerja sama kegiatan usaha jasa terkait antara PT Angkasa Pura I dengan mitra jasa terkait (PT Angkasa Pura Logistik) dengan 2 objek perjanjian, yaitu jasa terkait pergudangan dan jasa terkait penanganan kargo dan pos di Bandar Udara PT Angkasa Pura I.

### Kapasitas Produksi/Jasa Non-Aeronautika

PT Angkasa Pura I berupaya secara optimal untuk meningkatkan kinerja keuangan serta kinerja operasional. Tahun 2022 PT Angkasa Pura I menjadikan segmen non-aeronautika sebagai target pengembangan bisnis. Secara keseluruhan, segmen ini mengalami penurunan pada jasa sewa, konsesi, dan parkir. Sedangkan pada jasa layanan data, sewa tempat reklame, dan konsesi GAT mengalami kenaikan. Hal ini disebabkan oleh adanya kebijakan *downsizing* di terminal 2 dan gate 1 s.d. 4 terminal 1 Bandara Juanda Surabaya.

### Internet Connection Service

Internet connection service at PT Angkasa Pura I managed airports is expected to provide fast internet connection for users of flight transportation services while supporting activities at the airport. Throughout 2022, internet access service increased by 120.34% or 2,069 connections compared to 2021 of 939 connections.

### Lounge

In 2022, lounge usage decreased by 100.00%, with zero passengers recorded. Lounge usage in 2021 was recorded at 5,181 passengers. This was due to a change in cooperation pattern at Juanda Airport Surabaya from Rupiah per pax to a lounge concession

### Related Services

In 2022, related services were Rp170.39 billion, an increase of 34.50% or Rp43.71 billion compared to 2021 of Rp126.68 billion. The increase was due to the implementation of a business partnership agreement for related services activities between PT Angkasa Pura I and a related services partner (PT Angkasa Pura Logistik) with two agreement objects: warehousing-related services and cargo and postal handling-related services at PT Angkasa Pura I airports.

### Production Capacity/Non-Aeronautical Services

PT Angkasa Pura I strives to improve financial performance and operational performance. In 2022, PT Angkasa Pura I set the non-aeronautical segment as business development target. Overall, the segment decreased in lease, concession, and parking services. Meanwhile, internet access service, billboard lease, and GAT concession increased due to the downsizing policy in terminal 2 and gates 1 to 4 of terminal 1 at Juanda Airport Surabaya.

## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

Kapasitas Pelayanan Jasa Non-aeronautika Non-Aeronautical Service Capacity				
Uraian Description	Satuan Unit	Pertumbuhan 2022(%) Growth 2022(%)	2022	2021
Sewa Lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	(24,08%)	7.066.954	9.308.770
Konsesi Concession	Rp/000	(29,03%)	9.338.993	13.158.602
Parkir mobil Car parking	Tiket Ticket	(29,54%)	15.310.770	21.729.511
Parkir motor Motorcycle parking	Tiket Ticket	(23,53%)	6.806.878	8.901.457
Pas bandara Airport pass	Tiket Ticket	(22,13%)	32.286	41.460
Pemakaian listrik Electricity usage	Kwh	(5,33%)	20.661.814	21.824.201
Pemakaian air Water use	m <sup>3</sup>	(34,79%)	234.307	359.338
Pemakaian telepon Telephone use	PwtxBulan PwtXMonth	(16,34%)	12.936	15.462
Layanan data internet Internet connection service	EA	9,24%	2.069	1.894
Sewa tempat reklame Billboard lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	16,26%	46.660	40.134
Event dan promotion Event and promotion	EA	0,76%	1.715	1.702
Lounge Lounge	Pax	(100,00%)	0	15.181
Konsesi general aviation terminal (GAT) General aviation terminal (GAT) concession	Rp/000	725,17%	146.960.169	17.809.582
Maintenance and service fee Maintenance and service fee	EA	132,02%	1.116	481

### Pendapatan Usaha Non-Aeronautika

Pada 2022, pendapatan usaha non-aeronautika mengalami kenaikan sebesar 46,58% dibandingkan tahun lalu. PT Angkasa Pura I mencatat total pendapatan non-aeronautika sebesar Rp2.674,61 miliar dibandingkan tahun 2021 sebesar Rp1.824,69 miliar. Pendapatan terbesar pada segmen non-aeronautika diperoleh dari pergudangan dan logistik, yang dipengaruhi oleh:

1. Implementasi perjanjian kerja sama kegiatan usaha jasa terkait antara PT Angkasa Pura I dengan mitra jasa terkait yaitu PT Angkasa Pura Logistik dengan dua objek perjanjian, yaitu jasa terkait pergudangan dan jasa terkait penanganan kargo dan pos di bandara kelolaan PT Angkasa Pura I. Pola kerja sama dalam perjanjian tersebut adalah *revenue share*;

### Non-Aeronautical Revenue

In 2022, non-aeronautical revenue increased by 46.58% compared to the previous year. PT Angkasa Pura I recorded a total non-aeronautical revenue of Rp2,674.61 billion compared to Rp1,824.69 billion in 2021. In the non-aeronautical segment, warehousing and logistics generated the highest revenue, impacted by:

1. Implementation of a business cooperation agreement for related services between PT Angkasa Pura I and related service partner (PT Angkasa Pura Logistik) with two agreement objects, namely warehousing service and cargo and postal handling service at PT Angkasa Pura I-managed airports. The cooperation pattern in the agreement is revenue sharing;

## KINERJA PER SEGMENT OPERASI

Performance Per Operating Segment

- Implementasi perjanjian kerja sama kegiatan usaha jasa terkait antara PT Angkasa Pura I dengan mitra jasa terkait yaitu PT Angkasa Pura Logistik di Bandara Jenderal Ahmad Yani Semarang dengan objek perjanjian *fast track*. Pola kerja sama dalam perjanjian tersebut adalah *revenue share*.
- Implementation of a business cooperation agreement for related services between PT Angkasa Pura I and related service partner (PT Angkasa Pura Logistik) at Jenderal Ahmad Yani Airport Semarang with a fast track agreement object. The cooperation pattern in the agreement is revenue sharing.

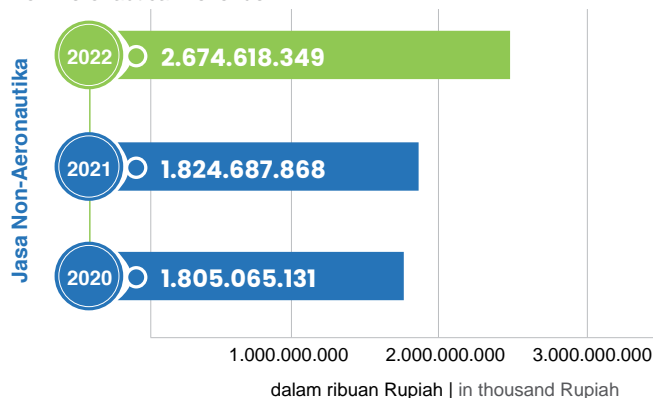
### Pendapatan Usaha dari Jasa Non-aeronautika (dalam ribuan Rupiah)

Revenues of Non-aeronautical Services (in thousand Rupiah)

Uraian Description	Pertumbuhan 2022(%) Growth 2022(%)	2022	2021	2020
Pemakaian sarana non-aeronautika Non-aeronautical facilities usage	52,58%	429.396.364	281.431.024	242.092.954
Pendapatan sewa Lease revenue	48,35%	562.518.060	379.191.856	531.013.659
Pemakaian ruang tunggu Waiting room usage	239,41%	124.204.179	36.594.188	69.696.101
Pendapatan konsesi Concession revenue	107,09%	540.144.135	260.826.198	427.189.152
Event dan promosi Event and promotion	(4,77%)	18.073.521	18.978.925	15.404.448
Pergudangan dan logistik Warehousing and logistics	24,04%	646.855.516	521.498.503	326.884.293
Jasa pemeliharaan dan perbaikan maintenance and service fee	(4,64%)	103.855.520	108.906.614	88.718.478
Jasa lainnya Other services	(24,38%)	249.571.054	330.026.910	104.066.046
<b>Jumlah pendapatan non-aeronautika Total non-aeronautical service revenue</b>	<b>46,58%</b>	<b>2.674.618.349</b>	<b>1.824.687.868</b>	<b>1.805.065.131</b>

#### ● Pendapatan Jasa Non-Aeronautika

Non-Aeronautical Revenue



#### Profitabilitas Segmen Usaha Jasa Non- aeronautika

Profitabilitas segmen usaha jasa non-aeronautika tidak dapat diperhitungkan karena adanya penggabungan nilai eliminasi atas segmen usaha yang terdapat di PT Angkasa Pura I.

#### Profitability of Non-Aeronautical Business Segment

Profitability of non-aeronautical business segment cannot be calculated due to the elimination of values of the business segments in PT Angkasa Pura I.

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview



Audit terhadap Laporan Keuangan Konsolidasian PT Angkasa Pura I dilakukan oleh Kantor Akuntan Publik (KAP) Purwanto, Sungkoro dan Surja untuk periode pelaporan yang berakhir pada tanggal 31 Desember 2022. Pihak KAP memberikan opini wajar dalam semua hal yang material, posisi keuangan PT Angkasa Pura I dan Entitas Anak, serta hasil usaha, perubahan ekuitas, dan arus kas konsolidasian perusahaan.

#### KINERJA KEUANGAN

Kinerja keuangan PT Angkasa Pura I terdiri atas kinerja Laporan Posisi Keuangan Konsolidasian, Laporan Laba Rugi dan Penghasilan Komprehensif serta Laporan Arus Kas Konsolidasian yang disajikan sebagai berikut.

The Public Accounting Firm (PAF) of Purwanto, Sungkoro and Surja has audited the Company's Consolidated Financial Statements for the reporting period ending on December 31, 2022. The PAF provided unqualified opinion in all material respects on the financial position of PT Angkasa Pura I and its subsidiaries, as well as the company's business revenue, equity change and consolidated cash flows.

#### FINANCIAL PERFORMANCE

The financial performance of PT Angkasa Pura I is comprised of the performance of the Consolidated Statement of Financial Position, the Consolidated Statement of Profit or Loss and Comprehensive Income and the Consolidated Statement of Cash Flows, presented as follows.



## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Laporan Posisi Keuangan Konsolidasian (dalam jutaan Rupiah) Consolidated Statement of Financial Position (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Aset lancar</b> Current assets					
Kas dan setara kas Cash and cash equivalent	947.628	74,42%	2.220.932	1.273.304	1.470.030
Investasi jangka pendek Short-term investment	20.325	24,42%	103.557	83.232	96.115
Piutang usaha-bersih Account receivables-net					
Pihak berelasi Related party	(61.975)	(33,95%)	120.571	182.546	257.308
Pihak ketiga Third party	78.400	22,93%	420.237	341.837	319.080
Piutang lain-lain Other receivables	11.636	3536,70%	11.965	329	22.585
Persediaan Inventories	(7.926)	(25,38%)	23.306	31.232	25.559
Uang muka dan biaya dibayar di muka Advances and prepaid expenses	(10.224)	(24,11%)	32.186	42.410	46.465
Pendapatan yang masih harus diterima Accrued income	80.140	59,01%	215.957	135.817	358.456
Pajak dibayar dimuka Prepaid taxes	(1.124.346)	(96,90%)	35.949	1.160.295	1.278.468
Aset lancar lain-lain Other current asset	3.711	13,07%	32.102	28.391	8.990
<b>Jumlah aset lancar</b> <b>Total current assets</b>	<b>(62.631)</b>	<b>(1,91%)</b>	<b>3.216.762</b>	<b>3.279.393</b>	<b>3.883.057</b>
<b>Aset tidak lancar</b> Non current assets					
Piutang pihak berelasi-neto Due from related parties, net	54.162	100%	54.162		
Estimasi tagihan pajak Estimated tax bill	(51.035)	(35,35%)	93.329	144.364	273.077
Aset pajak tanggungan Deferred tax assets	32.739	2,04%	1.637.221	1.604.482	625.671
Investasi jangka panjang Long-term investment	(26.175)	(7,72%)	312.989	339.164	101.264
Properti investasi Investment property	(6.535)	(5,25%)	117.962	124.497	102.233
Aset tetap Fixed assets	(1.369.877)	(3,72%)	35.448.530	36.818.407	36.919.784
Aset tak berwujud Intangible assets	(42.136)	(36,28%)	74.021	116.157	132.359
Aset hak guna Right of use assets	(23.382)	(11,82%)	174.476	197.858	530.457
Aset tidak lancar lainnya Other non-current assets	1.110	23,22%	5.890	4.780	11.358
<b>Jumlah aset tidak lancar</b> <b>Total non current assets</b>	<b>(1.431.130)</b>	<b>(3,64%)</b>	<b>37.918.579</b>	<b>39.349.709</b>	<b>38.696.202</b>
<b>Jumlah aset</b> <b>Total assets</b>	<b>(1.493.761)</b>	<b>(3,50%)</b>	<b>41.135.341</b>	<b>42.629.102</b>	<b>42.579.259</b>

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Laporan Posisi Keuangan Konsolidasian (dalam jutaan Rupiah) Consolidated Statement of Financial Position (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Liabilitas jangka pendek</b> Current liabilities					
Utang usaha Trade payable					
Pihak berelasi Related party	191.321	151,41%	317.679	126.358	1.140
Pihak ketiga Third party	(132.803)	(35,35%)	242.920	375.723	192.314
Utang lain-lain Other payables	(802.477)	(50,61%)	783.146	1.585.623	1.663.961
Pendapatan diterima di muka Unearned revenue	(20.420)	(16,27%)	105.056	125.476	104.972
Beban akrual Accrued expenses	(444.654)	(36,29%)	780.540	1.225.194	1.104.794
Utang pajak Tax payable	(29.262)	(23,30%)	96.333	125.595	291.380
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun: Current portion of long-term loan	(7.371)	(6,43%)	107.285	114.656	110.495
Liabilitas imbalan kerja karyawan jangka pendek Short-term employee benefits liabilities	(56.246)	(76,04%)	17.722	73.968	-
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun: Current maturities of long-term liabilities:					
Utang bank jangka panjang Long-term bank loans	(437.823)	(92,36%)	36.236	474.059	281.507
Utang obligasi dan sukuk ijarah Bonds payable and sukuk ijarah	444.000	100%	444.000	-	890.000
Liabilitas sewa Lease liability	(23.937)	(62,36%)	14.448	38.385	126.090
<b>Jumlah liabilitas jangka pendek</b> Total current liabilities	<b>(1.319.673)</b>	<b>-30,94%</b>	<b>2.945.366</b>	<b>4.265.039</b>	<b>4.766.653</b>
<b>Liabilitas jangka panjang</b> Non-current liabilities					
Utang bank jangka panjang Long term bank loans	103.712	0,45%	23.217.821	23.114.109	20.729.080
Utang obligasi dan sukuk ijarah Bonds payable and sukuk ijarah	(442.057)	(11,91%)	3.270.623	3.712.680	2.106.092
Liabilitas sewa Lease liability	6.629	3,65%	188.458	181.829	394.083
Utang jangka panjang lainnya Other long-term debt	945.024	240,47%	1.338.017	392.993	404.200
Liabilitas imbalan kerja karyawan Post-employment benefits liability	(140.986)	(14,79%)	811.993	952.980	887.261
<b>Jumlah liabilitas jangka panjang</b> Total non-current liabilities	<b>472.320</b>	<b>1,67%</b>	<b>28.826.912</b>	<b>28.354.592</b>	<b>24.520.716</b>
<b>Jumlah liabilitas</b> Total liabilities	<b>(847.353)</b>	<b>(2,60%)</b>	<b>31.772.278</b>	<b>32.619.630</b>	<b>29.287.369</b>
<b>Ekuitas</b> Equity					
Modal saham Shares capital	0	0,00%	6.414.412	6.414.412	6.414.412
Tambahan modal disetor Additional paid-up capital	0	0,00%	16.425	16.425	16.425

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Laporan Posisi Keuangan Konsolidasian (dalam jutaan Rupiah) Consolidated Statement of Financial Position (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Penyertaan modal negara (PMN) State equity participation	0	0,00%	22.963	22.963	22.963
Nilai buku aset tetap kenavigasian dari penyertaan modal negara (PMN) Book value of fixed assets navigation from state equity participation	0	0,00%	(37.005)	(37.005)	(37.005)
Akumulasi penyusutan aset tetap kenavigasian dari BPYPDS Accumulated depreciation of fixed assets navigation from BPYBDS	0	0,00%	408.394	408.394	408.394
<b>Saldo laba</b> <b>Retained earning</b>					
Cadangan Appropriated	0	0,00%	9.225.382	9.225.382	9.225.382
Belum dicadangkan Unappropriated	(745.072)	13,21%	(6.384.573)	(5.639.501)	(2.366.453)
Penghasilan komprehensif lain Other comprehensive income	98.485	(24,30%)	(306.846)	(405.331)	(396.771)
<b>Jumlah ekuitas yang diatribusikan ke:</b> <b>Total equity attributable to:</b>					
Pemilik entitas induk Owner of the parent entity	(646.587)	(6,46%)	9.359.152	10.005.738	13.287.347
Kepentingan non-pengendali Non-controlling interests	179	4,78%	3.912	3.733	4.542
<b>Jumlah ekuitas</b> <b>Total equity</b>	<b>(646.408)</b>	<b>(6,46%)</b>	<b>9.363.063</b>	<b>10.009.471</b>	<b>13.291.889</b>

### Aset

Aset yang dimiliki PT Angkasa Pura I per 31 Desember 2022 terdiri atas 7,82% aset lancar dan 92,18% aset tidak lancar. Tingginya persentase aset tidak lancar dibandingkan aset lancar disebabkan karena adanya pencatatan piutang pihak berelasi-neto sebesar Rp54,16 miliar serta adanya peningkatan aset pajak tangguhan-neto Rp32,74 miliar, selain itu tingginya persentase aset tidak lancar dipengaruhi oleh kontribusi aset tetap-neto dengan komposisi sebesar 86,18% dari total aset. Total aset PT Angkasa Pura I per akhir 2022 tercatat sebesar Rp41,14 triliun, atau turun 3,50% jika dibandingkan total aset tahun lalu yang sebesar Rp42,63 triliun. Penurunan total aset di 2021 disebabkan oleh mayoritas akun yang mengalami penurunan dari tahun sebelumnya terutama pada akun pajak dibayar di muka pada aset lancar, serta akun estimasi tagihan pajak dan aset tak berwujud pada aset tidak tetap.

### Assets

As of December 31, 2022, PT Angkasa Pura I's assets consisted of 7.82% current assets and 92.18% non-current assets. The percentage of non-current assets was higher compared to the percentage of current assets due to the recording of related party receivables-net of Rp54.16 billion and an increase in deferred tax assets-net of Rp32.74 billion, as well as the contribution of fixed assets-net, which accounts for 86.18% of total assets. As of the end of 2022, PT Angkasa Pura I's total assets were recorded at Rp41.14 trillion, or a decline of 3.50% when compared to total assets in the previous year of Rp42.63 trillion. The decline in total assets in 2021 was due to the decline in majority of accounts from the previous year, particularly in prepaid tax accounts in current assets, estimated tax bills and intangible assets in non-fixed assets.

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Aset (dalam jutaan Rupiah) Assets (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aset lancar Current assets	(62.631)	(1,91%)	3.216.762	3.279.393	3.883.057
Aset tidak lancar Non current assets	(1.431.130)	(3,64%)	37.918.579	39.349.709	38.696.202
<b>Jumlah aset Total assets</b>	<b>(1.493.761)</b>	<b>(3,50%)</b>	<b>41.135.341</b>	<b>42.629.102</b>	<b>42.579.259</b>

#### Aset Lancar

Terjadi penurunan pada aset lancar PT Angkasa Pura I selama 2022, yakni sebesar 1,91% atau sebesar Rp3,22 triliun dibandingkan tahun lalu yang mencapai Rp3,28 triliun. Penurunan ini disebabkan karena penurunan pajak dibayar di muka sebesar 96,90% atau sebesar Rp1,12 triliun.

#### Current Assets

In 2022, PT Angkasa Pura I's current assets declined by 1.91%, or Rp3.22 trillion compared to Rp3.28 trillion in the previous year. The decline was due to a 96.90% decline in prepaid taxes, or Rp1.12 trillion.

Aset Lancar (dalam jutaan Rupiah) Current Assets (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Aset lancar Current assets</b>					
Kas dan setara kas Cash and cash equivalent	947.628	74,42%	2.220.932	1.273.304	1.470.030
Investasi jangka pendek Short-term investment	20.325	24,42%	103.557	83.232	96.115
Piutang usaha-bersih Account receivables-net					
Pihak berelasi Related party	(61.975)	(33,95%)	120.571	182.546	257.308
Pihak ketiga Third party	78.400	22,93%	420.237	341.837	319.080
Piutang lain-lain Other receivables	11.636	3536,70%	11.965	329	22.585
Persediaan Inventories	(7.926)	(25,38%)	23.306	31.232	25.559
Uang muka dan biaya dibayar di muka Advances and prepaid expenses	(10.224)	(24,11%)	32.186	42.410	46.465
Pendapatan yang masih harus diterima Accrued income	80.140	59,01%	215.957	135.817	358.456
Pajak dibayar dimuka Prepaid taxes	(1.124.346)	(96,90%)	35.949	1.160.295	1.278.468
Aset lancar lain-lain Other current asset	3.711	13,07%	32.102	28.391	8.990
<b>Jumlah aset lancar Total current assets</b>	<b>(62.631)</b>	<b>(1,91%)</b>	<b>3.216.762</b>	<b>3.279.393</b>	<b>3.883.057</b>

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Kas dan Setara Kas

Kas dan setara kas mengalami kenaikan sebesar 74,42% atau sebesar Rp947,63 miliar sepanjang 2022. Tahun ini total kas dan setara kas adalah sebesar Rp2,22 triliun dibanding pada 2021 sebesar Rp1,27 triliun.

#### Cash and Cash Equivalents

In 2022, cash and cash equivalents increased by 74.42% or Rp 947.63 billion. This year, the total cash and cash equivalents was Rp2.22 trillion compared to Rp1.27 trillion in 2021.

Kas dan setara Kas (dalam jutaan Rupiah) Cash and Cash Equivalents (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Kas Cash	(88)	(7,43%)	1.090	1.178	1.659
Bank Bank	904.399	73,10%	2.141.525	1.237.126	1.194.134
Deposito Deposit	43.317	123,76%	78.317	35.000	274.238
<b>Jumlah Total</b>	<b>947.628</b>	<b>74,42%</b>	<b>2.220.932</b>	<b>1.273.304</b>	<b>1.470.030</b>

#### Investasi Jangka Pendek

Investasi jangka pendek yang dimiliki PT Angkasa Pura I mengalami peningkatan sebesar 24,42% atau Rp20,33 miliar pada investasi jangka pendek. Tahun ini, investasi jangka pendek dibukukan sebesar Rp103,56 miliar dibanding 2021 yang tercatat sebesar Rp 83,2 miliar.

#### Short-term Investment

PT Angkasa Pura I's short-term investments increased by 24.42% or Rp20.33 billion. This year, short-term investments were recorded at Rp103.56 billion compared to Rp83.2 billion in 2021.

Investasi Jangka Pendek (dalam jutaan Rupiah) Short-Term Investment (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Deposito berjangka > 3 bulan Term deposits > 3 months	30.000	100%	30.000	-	-
Obligasi-tersedia untuk dijual Bonds-available for sale	(5.353)	(51,38%)	5.065	10.418	23.493
Reksadana Mutual funds	(6.002)	(15,20%)	33.492	39.494	72.622
Deposito berjangka yang dibatasi penggunaannya Restricted time deposits	1.680	5,04%	35.000	33.320	-
<b>Jumlah Total</b>	<b>20.325</b>	<b>24,42%</b>	<b>103.557</b>	<b>83.232</b>	<b>96.115</b>



## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Piutang Usaha Bersih

Piutang usaha (bersih) PT Angkasa Pura I selama 2022 tercatat sebesar Rp540,81 miliar. Jika dibandingkan dengan piutang usaha bersih tahun lalu yang tercatat sebesar Rp 524,38 miliar, angka tersebut naik 3.13% setara dengan Rp16,43 miliar. Peningkatan piutang usaha tersebut disebabkan oleh peningkatan piutang usaha pihak ketiga.

#### Account Receivables - Net

In 2022, PT Angkasa Pura I's account receivables - net were recorded at Rp540.81 billion, an increase of 3.13% or Rp16.43 billion compared to that in the previous year of Rp524.38 billion. The increase in account receivables was due to an increase in third-party trade receivables.

Piutang Usaha-Bersih (dalam jutaan Rupiah) Account Receivables - Net (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pihak ketiga Third party	78.400	22,93%	420.237	341.837	319.080
Pihak berelasi Related party	(61.975)	(33,95%)	120.571	182.546	257.308
<b>Total piutang usaha Total account receivables</b>	<b>16.425</b>	<b>3,13%</b>	<b>540.808</b>	<b>524.383</b>	<b>576.387</b>

#### Piutang Lain-Lain Bersih

Per 31 Desember 2022, Piutang lain-lain (bersih) tercatat Rp11,97 miliar, meningkat secara signifikan sebesar Rp11,64 miliar, jika dibandingkan dengan 2021 dengan nilai Rp 329 juta. Peningkatan tersebut terjadi karena perseroan mencatatkan piutang lain-lain pihak berelasi sebesar Rp10,90 miliar dimana pada tahun sebelumnya tidak tercatat adanya piutang lain-lain atas pihak berelasi.

#### Other Receivables - Net

As of December 31, 2022, other receivables - net were recorded at Rp11.97 billion, a significant increase of Rp11.64 billion compared to 2021 of Rp329 million. The increase was because the company recorded other receivables from related-party of Rp10.90 billion, whereas no other receivables from related party were recorded in the previous year.

Piutang Lain-Lain Bersih (dalam jutaan Rupiah) Other Receivables- Net (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Total pihak ketiga dan berelasi Related & third party in tota	11.849	310,68%	15.663	3.814	27.467
Penyisihan kerugian penurunan nilai Impairment loss allowance	(214)	6,13%	(3.699)	(3.485)	(4.881)
<b>Total piutang lain-lain bersih Total other receivables-net</b>	<b>11.636</b>	<b>3536,70%</b>	<b>11.965</b>	<b>329</b>	<b>22.585</b>

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Persediaan

Persediaan mengalami penurunan sebesar Rp7,93 miliar atau menurun 25,38%, sehingga tercatat Rp 23,31 miliar pada 2022. Turunnya total persediaan disebabkan oleh penurunan nilai persediaan barang dagang sebesar 23,24% serta suku cadang pemeliharaan yang turun 94,58%.

#### Inventories

Inventories decreased by Rp7.93 billion or 25.38%, to Rp23.31 billion in 2022. The decrease in total inventories was due to a decrease in the value of merchandise inventory by 23.24% and a decrease in maintenance parts by 94.58%.

Persediaan (dalam jutaan Rupiah) Inventories (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Persediaan alat kantor dan percetakan Office supplies and equipment	340	3,67%	9.600	9.260	14.124
Persediaan barang dagang Merchandise inventory	(2.769)	(23,24%)	9.146	11.915	2.296
Persediaan bahan bakar Fuel supplies	571	21,38%	3.241	2.670	2.891
Persediaan hotel dan lounge Hotel and lounge supplies	377	42,94%	1.255	878	2.014
Suku cadang pemeliharaan Maintenance spare-part	(7.271)	(94,58%)	417	7.688	5.615
<b>Jumlah Total</b>	<b>(8.752)</b>	<b>(27,00%)</b>	<b>23.659</b>	<b>32.411</b>	<b>26.941</b>
Penyisihan penurunan nilai Allowance for impairment loss	824	(70,04%)	(353)	(1.177)	(1.381)
<b>Jumlah Total</b>	<b>(7.928)</b>	<b>(25,38%)</b>	<b>23.306</b>	<b>31.234</b>	<b>25.559</b>

#### Uang Muka dan Beban Dibayar di Muka

2022, tercatat uang muka dan beban dibayar di muka sebesar Rp32,19 miliar. Dengan demikian, telah terjadi penurunan sebesar 24,11% atau sebesar Rp10,23 miliar dari tahun sebelumnya yang sebesar Rp42,41 miliar. Faktor yang mempengaruhi penurunan atas uang muka dan beban dibayar dimuka adalah asuransi dibayar dimuka atas aset tetap perusahaan yang menurun secara signifikan sebesar 69,78%.

#### Advances and Prepaid Expenses

Advances and prepaid expenses were recorded at Rp32.19 billion in 2022, a decrease of 24.11% or Rp10.23 billion compared to that in the previous year of Rp42.41 billion. Prepaid insurance on the company's fixed assets, which declined dramatically by 69.78%, was an aspect affecting the decrease in advances and prepaid expenses.

Uang Muka dan Beban Dibayar di Muka (dalam jutaan Rupiah) Advance Payment and Prepaid Expense (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pembelian persediaan Inventories purchase	8.901	290,60%	11.964	3.063	22.547
Asuransi Insurance	(14.549)	(69,78%)	6.301	20.850	10.043

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### Financial Performance Overview

Uang Muka dan Beban Dibayar di Muka (dalam jutaan Rupiah) Advance Payment and Prepaid Expense (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Umum General	(6.463)	(78,02%)	1.821	8.284	5.398
Biaya karyawan dibayar di muka Employees paid in advanced	(858)	(50,76%)	833	1.691	860
Lain-lain Miscellaneous	2.744	32,20%	11.266	8.522	7.617
<b>Jumlah uang muka dan beban dibayar di muka</b> <b>Total advances and prepaid expenses</b>	<b>(10.225)</b>	<b>(24,11%)</b>	<b>32.185</b>	<b>42.410</b>	<b>46.465</b>

#### Pendapatan yang Masih Harus Diterima

Secara keseluruhan, pendapatan yang masih harus diterima di 2022 sebesar Rp215,96 miliar. Angka ini naik sebesar 59,01% jika dibandingkan dengan tahun sebelumnya yang sebesar Rp135,82 miliar.

Pendapatan yang masih harus diterima tersebut meliputi pendapatan aeronautika yang mencakup pendapatan-pendapatan atas Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U), Jasa Penumpang Pesawat Udara (PJP2U), Jasa Kargo dan Pos Pesawat Udara (PJKP2U), jasa *aviobridge* dan *extended fee*. Serta pendapatan yang masih harus diterima untuk non-aeronautika mencakup pendapatan-pendapatan atas jasa sewa ruang, pemakaian jasa gudang, sewa tanah, konsesi, parkir, pemakaian listrik/telepon/air, pemakaian *premium lounge* dan jasa lainnya.

#### Accrued Revenue

Overall, accrued revenue in 2022 was Rp215.96 billion, an increase of 59.01% compared to the previous year of Rp135.82 billion.

Accrued revenues from aeronautical services include revenues from Landing, Parking, and Hangar Service Charge (PJP4U), Passenger Service Charge (PJP2U), Aircraft Cargo and Postal Service (PJKP2U), *aviobridge* service and *extended fee*. Meanwhile, accrued revenues from non-aeronautical services include revenues from space rental service, warehouse service usage, land rent, concessions, parking, electricity/telephone/water usage, *premium lounge* usage and other services.

Pendapatan yang Masih Harus Diterima (dalam jutaan Rupiah) Accrued Revenue (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aeronautika Aeronautical service	13.355	8,87%	163.898	150.543	300.548
Non-aeronautika Non-aeronautics service	28.300	32,37%	115.725	87.425	91.618
Lainnya Others	6.298	139,33%	10.818	4.520	8.321
Penyisihan kerugian penurunan nilai Impairment allowance	32.188	(30,17%)	(74.484)	(106.672)	(42.031)
<b>Jumlah Total</b>	<b>80.140</b>	<b>59,01%</b>	<b>215.957</b>	<b>135.817</b>	<b>358.456</b>

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Pajak Dibayar di Muka

Pajak dibayar di muka 2022 tercatat Rp35,95 miliar. Dalam hal ini, PT Angkasa Pura I secara signifikan mengalami penurunan pajak dibayar dimuka sebesar 96,90%, jika dibandingkan dengan pajak dibayar dimuka 2021 yang sebesar Rp1,16 triliun. Penyebab penurunan angka tersebut adalah perusahaan tidak mencatatkan adanya PPN masukan pada 2022. Perusahaan telah menerima pengembalian pajak pada tanggal 24 Januari 2022 atas ketetapan pajak lebih bayar pada tanggal 28 Desember 2021 atas PPN masa Desember 2020. Perusahaan menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian 2021.

#### Prepaid Taxes

Prepaid taxes in 2022 were recorded at Rp35.95 billion. In this regard, PT Angkasa Pura I prepaid taxes decreased significantly by 96.90% compared to prepaid taxes in 2021 of Rp1.16 trillion. The decrease was because the company did not record input VAT in 2022. On January 24, 2022, the company received a tax refund for tax overpayment assessment dated December 28, 2021 on VAT for the period of December 2020. The company agreed to the tax overpayment assessment and recognized the expense in the consolidated statements of profit or loss and other comprehensive income for 2021.

Pajak Dibayar di Muka (dalam jutaan Rupiah) Prepaid Tax (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Perusahaan Company					
PPN masukan VAT input	(983.918)	(100,00%)	-	983.918	989.341
Pajak lainnya Other taxes	11.149	86,66%	24.015	12.865	-
Entitas anak Subsidiaries					
PPN masukan VAT input	(111.905)	(90,36%)	11.935	123.840	284.766
Pph pasal 28 income Tax article 28	(39.672)	(100,00%)		39.672	4.361
<b>Jumlah Total</b>	<b>(1.124.345)</b>	<b>(96,90%)</b>	<b>35.949</b>	<b>1.160.295</b>	<b>1.278.468</b>

#### Aset Lancar Lainnya

Aset lancar lainnya merupakan uang muka operasional dan jaminan, pada 2022 PT Angkasa Pura I mencatat jumlah aset lancar lainnya sebesar Rp32,10 miliar, dimana mengalami peningkatan sebesar Rp3,71 miliar. Kenaikan jumlah aset lancar lainnya disebabkan oleh meningkatnya uang muka operasional dan jaminan.

#### Other Current Assets

Other current assets include operational advances and guarantees. In 2022, PT Angkasa Pura I recorded other current assets of Rp32.10 billion, an increase of Rp3.71 billion. The increase in other current assets was due to an increase in operational advances and guarantees.

Aset Lancar Lainnya (dalam jutaan Rupiah) Other Current Assets (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aset lancar lain-lain Other current assets	3.711	13,07%	32.102	28.391	8.990

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Aset Tidak Lancar

#### Non-Current Assets

Aset Tidak Lancar Lainnya (dalam jutaan Rupiah) Other Current Assets (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Aset tidak lancar</b> Non current assets					
Piutang pihak berelasi-neto Due from related parties, net	54.162	100%	54.162	-	-
Estimasi tagihan pajak Estimated tax bill	(51.035)	(35,35%)	93.329	144.364	273.077
Aset pajak tanggungan Deferred tax assets	32.739	2,04%	1.637.221	1.604.482	625.671
Investasi jangka panjang Long-term investment	(26.175)	(7,72%)	312.989	339.164	101.264
Properti investasi Investment property	(6.536)	(5,25%)	117.962	124.498	102.233
Aset tetap Fixed assets	(1.369.877)	(3,72%)	35.448.530	36.818.407	36.919.784
Aset tak berwujud Intangible assets	(42.136)	(36,28%)	74.021	116.157	132.359
Aset hak guna Right of use assets	(23.382)	(11,82%)	174.476	197.858	530.457
Aset tidak lancar lainnya Other non-current assets	1.110	23,22%	5.890	4.780	11.358
<b>Jumlah aset tidak lancar</b> <b>Total non current assets</b>	<b>(1.431.131)</b>	<b>(3,64%)</b>	<b>37.918.579</b>	<b>39.349.710</b>	<b>38.696.203</b>

Jumlah aset tidak lancar yang dibukukan sebesar Rp37,92 triliun, menurun sebesar Rp1,43 triliun atau turun 3,64% dari 2021 sebesar Rp39,35 triliun. Penurunan pada aset tidak lancar disebabkan oleh penurunan aset tetap sebesar Rp1,37 triliun.

Total non-current assets was recorded at Rp37.92 trillion, a decrease of Rp1.43 trillion or 3.64% compared to 2021 of Rp39.35 trillion. The decrease in non-current assets was due to a decrease in fixed assets of Rp1.37 trillion.

Berikut ringkasan perkembangan aset tidak lancar selama 2022:

- pertumbuhan aset tetap bangunan lapangan sebesar Rp3,54 miliar
- pertumbuhan gedung-gedung sebesar Rp23,23 miliar
- penambahan peralatan dengan kalkulasi sebesar Rp19,72 miliar, kendaraan sebesar Rp7,15 miliar
- pengurangan instalasi sebesar Rp1,54 miliar

The following summarizes the growth of non-current assets in 2022:

- growth of field structures fixed assets of Rp3.54 billion
- growth of buildings of Rp23.23 billion
- addition of equipment of Rp19.72 billion, vehicles of Rp7.15 billion
- reduction of installations of Rp1.54 billion



## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Estimasi Tagihan Pajak

Jumlah estimasi tagihan pajak untuk periode yang berakhir 31 Desember 2022 adalah sebesar Rp93,33 miliar. Angka ini menurun 35,35% atau sebesar Rp51,04 miliar jika dibandingkan dengan estimasi tagihan pajak 2021 yang mencapai Rp144,36 miliar. Hal ini disebabkan oleh pengembalian untuk utang pajak penghasilan badan tahun 2020 dan 2021 yang telah diterima baik oleh perusahaan maupun entitas anak. Dimana untuk perusahaan pada tanggal 25 April 2022 dan 28 November 2022, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar (SKPLB). Perusahaan menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban pajak penghasilan.

#### Estimated Tax Bill

The total estimated tax bill for the period ending December 31, 2022 is Rp93.33 billion, a decrease of 35.35% or Rp51.04 billion compared to the estimated tax bill in 2021 of Rp144.36 billion. This was due to corporate income tax payables refund in 2020 and 2021 received by the company and its subsidiaries. Whereas the company received an Overpayment Tax Assessment Letter (SKPLB) on April 25, 2022 and November 28, 2022. The Company agreed to the overpayment tax assessment and recognized income tax expense.

Estimasi Tagihan Pajak (dalam jutaan Rupiah) Estimated Tax Bill (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Perusahaan Company	(81.001)	(64,88%)	43.850	124.851	202.610
Entitas anak Subsidiaries	29.966	153,57%	49.479	19.513	70.467
<b>Jumlah Total</b>	<b>(51.035)</b>	<b>(35,35%)</b>	<b>93.329</b>	<b>144.364</b>	<b>273.077</b>

#### Aset Pajak Tangguhan

Aset pajak tangguhan Perseroan mengalami peningkatan sebesar Rp32,74 miliar atau 2,04%, dari Rp1,60 triliun pada 2021 menjadi Rp1,64 triliun pada 2022.

#### Deferred Tax Assets

The Company's deferred tax assets increased by Rp32.74 billion or 2.04%, from Rp1.60 trillion in 2021 to Rp1.64 trillion in 2022.

Aset Pajak Tangguhan (dalam jutaan Rupiah) Deferred Tax Assets (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Perusahaan Company	8.673	0,58%	1.499.232	1.490.559	546.705
Entitas anak Subsidiaries	24.067	21,13%	137.989	113.922	76.551
<b>Jumlah Total</b>	<b>32.740</b>	<b>2,04%</b>	<b>1.637.221</b>	<b>1.604.481</b>	<b>623.257</b>

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Investasi Jangka Panjang

Terjadi penurunan investasi jangka panjang selama 2022 yaitu sebesar 7,72% atau Rp26,18 miliar. Jumlah investasi jangka panjang tercatat Rp312,99 miliar, dengan penurunan yang disebabkan oleh turunnya investasi dari obligasi dan penyertaan saham pada entitas anak.

#### Long-term Investment

Long-term investments decreased by 7.72%, or Rp26.18 billion in 2022. Total long-term investments were recorded at Rp312.99 billion. The decrease was due to a decline in bonds and investments in equity participation of subsidiaries.

Investasi Jangka Panjang (dalam jutaan Rupiah) Long-Term Investment (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Obligasi Bonds	(2.759)	(12,90%)	18.630	21.389	27.012
Penyertaan saham pada entitas asosiasi Equity participation in associated entities	(23.417)	(7,37%)	294.358	317.775	74.252
<b>Jumlah Total</b>	<b>(26.176)</b>	<b>(7,72%)</b>	<b>312.988</b>	<b>339.164</b>	<b>101.264</b>

#### Properti Investasi Bersih

Properti investasi bersih mengalami penurunan sebesar Rp6,54 miliar atau 5,25%, dari Rp124,50 miliar pada 2021 menjadi Rp117,96 miliar pada 2022.

#### Investment Property-Net

Investment property-net decreased by Rp6.54 billion or 5.25%, from Rp124.50 billion in 2021 to Rp117.96 billion in 2022.

Properti Investasi-Bersih (dalam jutaan Rupiah) Investment Property-Net (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Biaya perolehan Acquisition cost					
Bangunan/lapangan Buildings/fields	(0)	0,00%	171.359	171.359	143.045
Tanah Land	(2.380)	(8,41%)	25.923	28.303	28.303
Akumulasi penyusutan dan penurunan nilai Accumulated depreciation and impairment value					
Bangunan/lapangan Buildings/fields	4.155	7,97%	56.312	52.157	46.108
Penurunan nilai Impairment value	0	0,00%	23.007	23.007	
Nilai buku Book value	(6.536)	(5,25%)	117.962	124.498	125.240

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Aset Tetap

Aset tetap Perusahaan per akhir 2022 tercatat senilai Rp35,45 triliun. Jumlah ini mengalami penurunan sebesar 3,72% atau Rp1,37 triliun, dibandingkan jumlah tahun sebelumnya yang sebesar Rp 36,82 triliun. Penurunan ini diakibatkan oleh peningkatan pada akumulasi penyusutan dan penurunan nilai pada 2022 yang merupakan dampak atas perubahan umur manfaat pada bangunan lapangan dan gedung yang efektif mulai 1 Januari 2022. Adanya pelepasan beberapa aset bangunan, gedung, kendaraan, instalasi, peralatan, dan aset dalam konstruksi dilepas oleh perusahaan terutama disebabkan aset tetap tidak produktif dan pembongkaran untuk pekerjaan terminal VVIP Bandara I Gusti Ngurah Rai Bali juga mempengaruhi penurunan aset tetap 2022.

#### Fixed Assets

As of the end of 2022, the Company's fixed assets were recorded at Rp35.45 trillion, a decrease of 3.72% or Rp1.37 trillion from the previous year's figure of Rp36.82 trillion. The decrease was due to an increase in accumulated depreciation and impairment in 2022 as a result of changes in the economic life of field structures and buildings effective from January 1, 2022. The company disposed of several building assets, buildings, vehicles, installations, equipment, and assets under construction primarily due to unproductive fixed assets and demolition for VVIP terminal work of I Gusti Ngurah Rai Airport Bali affected the decrease in fixed assets in 2022.

Aset Tetap (dalam jutaan Rupiah) Fixed Assets (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Biaya perolehan Acquisition cost					
Tanah Land	0	0,00%	7.881.249	7.881.249	6.924.713
Bangunan (lapangan) Structures (fields)	469.082	3,74%	13.019.426	12.550.344	11.932.780
Gedung-gedung Buildings	499.771	4,02%	12.919.762	12.419.991	11.747.341
Alat perhubungan udara Aviation equipment	0	0,00%	16.544	16.544	16.638
Kendaraan Vehicle	(8.615)	(1,03%)	829.820	838.435	705.993
Instalasi Installations	152.008	5,55%	2.891.452	2.739.444	2.593.435
Peralatan Equipment	81.030	0,96%	8.523.433	8.442.403	7.954.524
Aset dalam konstruksi Assets under construction	(847.887)	(29,76%)	2.000.877	2.848.764	4.207.381
<b>Jumlah Total</b>	<b>345.390</b>	<b>0,72%</b>	<b>48.082.564</b>	<b>47.737.174</b>	<b>46.082.805</b>
Akumulasi penyusutan dan penurunan nilai Accumulated depreciation and impairment value	1.694.204	15,63%	12.531.285	10.837.081	9.163.022
Cadangan penurunan nilai Allowance for impairment	21.064	25,79%	102.749	81.685	81.273
Nilai buku Book value	(1.369.877)	(3,74%)	35.448.530	36.818.407	36.919.784

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Aset Tak Berwujud

Pada 2022, aset tak berwujud tercatat sebesar Rp74,02 miliar mengalami penurunan sebesar 36,28% atau Rp42,14 miliar dari tahun sebelumnya sebesar Rp116,16 miliar. Penurunan ini disebabkan oleh menurunnya biaya perolehan perangkat lunak perusahaan sebesar 25,55% serta beban amortisasi yang meningkat 13,49% pada periode 2022.

#### Intangible Assets

In 2022, intangible assets were recorded at Rp74.02 billion, a decrease of 36.28% or Rp42.14 billion from the previous year of Rp116.16 billion. The decrease was due to a decrease in the acquisition cost of the company's software by 25.55% and an increase in amortization expenses by 13.49% in 2022.

Aset Tetap Tak Berwujud (dalam jutaan Rupiah) Intangible Fixed Assets (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Biaya perolehan Acquisition cost					
Perangkat lunak dari : Softwares in:					
Perusahaan Company	(52.692)	(25,55%)	153.533	206.225	195.833
Entitas anak Subsidiaries	1.086	6,25%	18.445	17.359	15.005
<b>Jumlah Total</b>	<b>(51.606)</b>	<b>(23,08%)</b>	<b>171.977</b>	<b>223.583</b>	<b>210.839</b>
Aset takberwujud dalam penyelesaian Intangible assets under construction	24.877	365,31%	31.686	6.810	-
Akumulasi amortisasi dan penurunan nilai dari aset yang dimiliki : Accumulated amortization and asset impairment value owned by :					
Perusahaan Company	12.566	12,07%	116.673	104.107	71.718
Entitas anak Subsidiaries	2.841	28,05%	12.970	10.129	6.761
<b>Jumlah Total</b>	<b>15.407</b>	<b>13,49%</b>	<b>129.643</b>	<b>114.236</b>	<b>78.479</b>
<b>Jumlah aset tak berwujud, bersih</b> <b>Total intangible assets, net</b>	<b>(42.136)</b>	<b>(36,28%)</b>	<b>74.021</b>	<b>116.157</b>	<b>132.359</b>

#### Aset Tidak Lancar Lainnya

Aset tidak lancar lainnya 2022 dibukukan sebesar Rp5,90 miliar, mengalami kenaikan sebesar Rp1,11 miliar atau 23,22% dari tahun sebelumnya yaitu sebesar Rp 4,78 miliar pada 2021. Aset tidak lancar lainnya sebagian besar terdiri dari pengakuan atas aset hotel dari entitas anak.

#### Other Non-Current Assets

Other non-current assets in 2022 were recorded at Rp5.90 billion, an increase of Rp1.11 billion or 23.22% from the previous year of Rp4.78 billion in 2021. Other non-current assets primarily consisted of recognition of subsidiary's hotel assets.

Aset Tidak Lancar Lainnya (dalam jutaan Rupiah) Other Non-Current Assets (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aset tidak lancar lainnya Other non-current assets	1.110	23,22%	5.890	4.780	11.358

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### Financial Performance Overview

#### Liabilitas

PT Angkasa Pura I mencatat nilai liabilitas sebesar Rp31,77 per akhir 2022. angka ini lebih rendah 2,60% dibanding liabilitas 2021 yang tercatat sebesar Rp32,62 triliun. Penurunan liabilitas disebabkan karena penurunan nilai pada liabilitas jangka pendek.

#### Liabilities

As of the end of 2022, PT Angkasa Pura I recorded liabilities of Rp31.77 trillion. The figure was 2.60% lower than the liabilities in 2021 of Rp32.62 trillion. The decrease in liabilities was due to a decrease in the value of short-term liabilities.

Liabilitas (dalam jutaan Rupiah) Liabilities Investment (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Liabilitas jangka pendek Current liabilities	(1.319.672)	(30,94%)	2.945.366	4.265.039	4.766.653
Liabilitas jangka panjang Non-current liabilities	472.320	1,67%	28.826.912	28.354.592	24.520.716
<b>Jumlah liabilitas Total liabilities</b>	<b>(847.353)</b>	<b>(2,60%)</b>	<b>31.772.278</b>	<b>32.619.631</b>	<b>29.287.369</b>

#### Liabilitas Jangka Pendek

Liabilitas jangka pendek Perusahaan mengalami penurunan 30,94% atau Rp1,32 miliar pada 2022, atau tercatat sebesar Rp2,95 triliun. Penurunan tersebut terjadi karena turunnya utang lain-lain sebesar 50,61% atau sebesar Rp802,48 miliar serta beban akrual yang turun 36,29% atau sebesar Rp444,65 miliar.

#### Current Liability

In 2022, the Company's current liability was Rp2.95 trillion, a decrease of 30.94% or Rp1.32 billion. The decrease was due to a decrease in other payables by 50.61% or Rp802.48 billion and a decrease in accrued expenses by 36.29% or Rp444.65 billion.

Liabilitas Jangka Pendek (dalam jutaan Rupiah) Current Liabilities (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Utang usaha Trade payable					
Pihak berelasi Related party	191.320	151,41%	317.679	126.359	1.140
Pihak ketiga Third party	(132.803)	(35,35%)	242.920	375.723	192.314
Utang lain-lain Other payables	(802.477)	(50,61%)	783.146	1.585.623	1.663.961
Pendapatan diterima di muka Unearned revenue	(20.420)	(16,27%)	105.056	125.476	104.972
Beban akrual Accrued expenses	(444.654)	(36,29%)	780.540	1.225.194	1.104.794



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Liabilitas Jangka Pendek (dalam jutaan Rupiah) Current Liabilities (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Utang pajak Tax payable	(29.262)	(23,30%)	96.333	125.595	291.380
Utang bank jangka pendek Short-term part of longterm debt	(7.371)	(6,43%)	107.285	114.656	110.495
Liabilitas imbalan kerja karyawan jangka pendek Short-term employee benefits liabilities	(56.246)	(76,04%)	17.722	73.968	
Bagian jangka pendek pinjaman jangka panjang Current portion of long-term loan	6.177	1,30%	480.236	474.059	1.171.507
Liabilitas sewa Lease liability	(23.937)	(62,36%)	14.448	38.385	126.090
<b>Jumlah liabilitas jangka pendek</b> <b>Total current liabilities</b>	<b>(1.319.673)</b>	<b>(30,94%)</b>	<b>2.945.366</b>	<b>4.265.038</b>	<b>4.766.653</b>

#### Utang Usaha

Utang Usaha PT Angkasa Pura I per akhir 2022 tercatat Rp560,60 miliar, naik 11,66% dari tahun lalu. Kenaikan jumlah utang usaha disebabkan oleh peningkatan utang usaha dari pihak berelasi.

#### Account Payable

As of the end of 2022, PT Angkasa Pura I's accounts payable was recorded at Rp560.60 billion, an increase of 11.66% from the previous year. The increase in total account payables was due to an increase in related parties accounts payable.

Utang Usaha (dalam jutaan Rupiah) Trade Payables (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pihak berelasi Related party	191.321	151,41%	317.679	126.358	1.140
Pihak ketiga Third party	(132.803)	(35,35%)	242.920	375.723	192.314
<b>Utang usaha</b> <b>Accounts payable</b>	<b>58.518</b>	<b>11,66%</b>	<b>560.599</b>	<b>502.081</b>	<b>193.454</b>

#### Utang Lain-Lain

Utang lain-lain per 31 Desember 2022 mengalami penurunan sebesar 50,61% atau Rp802,48 miliar dengan jumlah yang dibukukan sebesar Rp783,15 miliar dibandingkan 2021 yang tercatat sebesar Rp 1,59 triliun.

#### Other Payables

As of December 31, 2022, other payables were recorded at Rp783.15 billion, a decrease of 50.61% or Rp802.48 billion compared to 2021 of Rp1.59 trillion.

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Utang Lain-Lain (dalam jutaan Rupiah) Other Payables (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Perolehan aset tetap Acquisition of fixed assets	(779.465)	(60,04%)	518.854	1.298.319	1.361.921
Jaminan pelanggan Customer guarantee	(32.456)	(18,88%)	139.462	171.918	181.462
Imbalan kerja tantiem Tantiem work incentive					
Titipan pembayaran Payment deposit	20.903	30,36%	76.218	68.854	79.658
Utang iuran Contribution	676	5,41%	13.161	12.485	3.839
Titipan pengelola Manager's deposit	2.095	39,14%	7.448	5.353	5.063
Jaminan vendor Vendor guarantee	(3.516)	(39,59%)	5.366	8.882	7.918
Titipan BMKG dan DJU BMKG and DJU's deposits	(12.279)	(94,83%)	14.208	12.948	12.807
Titipan/utang lain-lain Other deposits/payables	1.564	22,79%	8.428	6.864	11.293
<b>Jumlah Total</b>	<b>(802.477)</b>	<b>(50,61%)</b>	<b>783.146</b>	<b>1.585.623</b>	<b>1.663.961</b>

#### Pendapatan Diterima di Muka

Pendapatan diterima dimuka tercatat sebesar Rp105,06 miliar pada 2022, mengalami penurunan sebesar 16,27% atau Rp20,42 miliar, dari senilai Rp125,48 miliar pada 2021. Terjadinya penurunan tersebut didominasi oleh faktor turunnya pendapatan domestik dan tidak adanya pencatatan pendapatan internasional.

#### Unearned Revenue

Unearned revenue was recorded at Rp105.06 billion in 2022, a decrease of 16.27% or Rp20.42 billion, from Rp125.48 billion in 2021. The decrease was primarily due to the decline in domestic revenue and the absence of international revenue recording.

Pendapatan Diterima Dimuka (dalam jutaan Rupiah) Unearned Revenue (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pendapatan domestik Domestic income	(20.107)	(16,06%)	105.056	125.163	104.684
Pendapatan internasional International income	(313)	(100,00%)	0	313	288
<b>Jumlah Total</b>	<b>(20.420)</b>	<b>(16,27%)</b>	<b>105.056</b>	<b>125.476</b>	<b>104.972</b>

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#### Beban Akruak

Perseroan mencatatkan beban akruak sebesar Rp780,54 triliun pada 2022. Angka ini turun sebesar 36,29% atau Rp444,66 miliar dibandingkan dengan 2021 yang dibukukan sebesar Rp1,23 triliun.

#### Accrued Expenses

The company posted accrued expenses of Rp780.54 trillion in 2022, a decrease of 36.29% or Rp444.66 billion compared to 2021 of Rp1.23 trillion.

Beban Akruak (dalam jutaan Rupiah) Accrued Expenses (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pelayanan bandara Airport services	(37.967)	(8,92%)	387.445	425.412	372.352
Umum General	(107.845)	(40,53%)	158.218	266.063	227.864
Bunga Interest	(41.335)	(51,74%)	38.553	79.888	81.983
Persediaan Supply	(20.175)	(35,54%)	36.592	56.767	27.695
Utilitas Utility	14.979	76,37%	34.594	19.615	28.368
Pegawai Employee	(104.944)	(82,61%)	22.088	127.032	174.217
Pajak Tax	(37.315)	(80,10%)	9.270	46.585	19.776
Sewa Rent	(78.684)	(92,64%)	6.250	84.934	67.401
Pemeliharaan Maintenance	(71.326)	(95,35%)	3.475	74.801	85.813
Lain-lain Others	39.957	90,61%	84.055	44.098	19.324
<b>Jumlah Total</b>	<b>(444.655)</b>	<b>(36,29%)</b>	<b>780.540</b>	<b>1.225.195</b>	<b>1.104.794</b>

#### Utang Pajak

Utang pajak PT Angkasa Pura I tercatat Rp96,33 miliar, turun 23,30%. Penurunan ini disebabkan oleh penurunan utang pajak perusahaan pada PPh pasal 21 dan pasal 4 ayat 2, selain itu terdapat penurunan utang pajak Entitas anak pada Pajak pertambahan nilai, PPh pasal 21, 23, 29, pasal 4 ayat 2 dan pajak lainnya.

#### Tax Payables

PT Angkasa Pura I's tax payable was recorded at Rp96.33 billion, a decrease of 23.30%. The decrease was due to a decrease in the company's tax payable on income tax article 21 and article 4 paragraph 2. Furthermore, subsidiaries' tax payable on value added tax, income tax articles 21, 23, 29, article 4 paragraph 2 and other taxes decreased.

Utang Pajak (dalam jutaan Rupiah) Tax Payable (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Perusahaan Company</b>					
PPN keluaran Output VAT	37.662	100%	37.662	0	37.862
PPh pasal 21 Income tax article 21	(13.828)	(48,23%)	14.843	28.671	22.350

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Utang Pajak (dalam jutaan Rupiah) Tax Payable (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
PPN masukan Input VAT	3.987	124,85%	7.180	3.193	109.392
PPh pasal 4 (2) Income tax article 4 (2)	(868)	(24,35%)	2.696	3.564	21.280
PPh pasal 23 Income tax article 23	214	10,75%	2.201	1.987	3.171
PPh pasal 22 Income tax article 22	0	0,25%	33	33	240
<b>Entitas anak</b> Subsidiaries					
PPN keluaran Output VAT	(47.488)	(69,27%)	21.070	68.558	83.868
Pph pasal 29 Income tax article 29	(387)	(12,36%)	2.746	3.133	
PPh pasal 21 Income tax article 21	(1.428)	(26,99%)	3.864	5.292	5.297
PPh pasal 23 Income tax article 23	(1.120)	(58,59%)	791	1.911	4.069
PPh pasal 4 (2) Income tax article 4 (2)	(988)	(56,11%)	773	1.761	944
Pajak lainnya Other tax	(5.017)	(66,96%)	2.475	7.492	2.907
<b>Jumlah Total</b>	<b>(29.262)</b>	<b>(23,30%)</b>	<b>96.333</b>	<b>125.595</b>	<b>291.380</b>

### Utang Bank Jangka Pendek

Utang bank jangka pendek mengalami penurunan sebesar 6,43% atau Rp7,37 miliar dari senilai Rp114,66 miliar pada 2021 menjadi sebesar Rp107,29 miliar pada 2022. Penurunan tersebut terjadi karena adanya pengurangan nilai utang dari PT Bank Negara Indonesia Tbk dan Bank Syariah Indonesia dengan penurunan masing-masing 24,52% dan 14,46%.

### Short-Term Bank Loan

Short-term bank loans decreased by 6.43% or Rp7.37 billion from Rp114.66 billion in 2021 to Rp107.29 billion in 2022. The decrease was due to a decrease in debt value from PT Bank Negara Indonesia Tbk and Bank Syariah Indonesia of 24.52% and 14.46%, respectively.

Utang Bank Jangka Pendek (dalam jutaan Rupiah) Short-Term Bank Loan (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
PT Bank Negara Indonesia Tbk	(12.650)	(24,52%)	38.946	51.596	39.931
Bank Syariah Indonesia	(5.721)	(14,46%)	33.839	39.560	20.000
PT Bank Mandiri Tbk	11.000	46,81%	34.500	23.500	26.864
PT Bank Pembangunan Daerah Jawa Barat dan Banten Tbk	-	-	-	-	8.700
PT Sarana Multi Infrastruktur	-	-	-	-	15.000
<b>Jumlah Total</b>	<b>(7.371)</b>	<b>(6,43%)</b>	<b>107.285</b>	<b>114.656</b>	<b>110.495</b>

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#### Bagian Jangka Pendek Pinjaman Jangka Panjang

Bagian jangka pendek pinjaman jangka panjang per akhir 2022, tercatat sebesar Rp480,23 miliar. Angka ini mengalami penurunan 1,30% dibanding tahun sebelumnya yang sebesar Rp.474,06 miliar.

#### Liabilitas Jangka Panjang

Liabilitas jangka panjang di 2022 tercatat Rp28,83 triliun, mengalami peningkatan sebesar 1,67% atau Rp472,32 miliar dibandingkan dengan 2021 yang dicatat sebesar Rp28,35 triliun. Kenaikan jumlah liabilitas jangka panjang terutama dipengaruhi oleh peningkatan utang jangka panjang lainnya sebesar 240,47% atau sebesar 945,02 miliar.

#### Current Portion of Long-Term Loan

As of the end of 2022, current portion of long-term loan was recorded at Rp480.23 billion, a decrease of 1.30% compared to the previous year of Rp.474.06 billion.

#### Non-Current Liability

In 2022, non-current liabilities were recorded at Rp28.83 trillion, an increase of 1.67% or Rp472.32 billion compared to 2021 of Rp28.35 trillion. The increase in non-current liabilities was primarily due to an increase in other non-current liability of 240.47% or Rp945.02 billion.

Liabilitas Jangka Panjang (dalam jutaan Rupiah) Non-current Liabilities (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Liabilitas jangka panjang</b> Non-current liabilities					
Utang bank jangka panjang Long term bank loans	103.712	0,45%	23.217.821	23.114.109	20.729.080
Utang obligasi dan sukuk ijarah Bonds payable and sukuk ijarah	(442.057)	(11,91%)	3.270.623	3.712.680	2.106.092
Liabilitas sewa Lease liability	6.629	3,65%	188.458	181.829	394.083
Utang jangka panjang lainnya Other long-term debt	945.023	240,47%	1.338.017	392.994	404.200
Liabilitas imbalan kerja karyawan Post-employment benefits liability	(140.986)	(14,79%)	811.993	952.980	887.261
<b>Jumlah liabilitas jangka panjang</b> <b>Total non- current liabilities</b>	<b>472.320</b>	<b>1,67%</b>	<b>28.826.912</b>	<b>28.354.592</b>	<b>24.520.716</b>

#### Utang Bank Jangka Panjang

Utang bank jangka panjang mengalami kenaikan sebesar sebesar 0,45% atau Rp103,71 miliar dari 2021 yang dibukukan sebesar Rp23,11 triliun, menjadi Rp23,22 triliun di 2022. Peningkatan tersebut disebabkan oleh adanya pencatatan utang bank jangka panjang dari PT Indonesia Infrastructure Finance Tbk sebesar Rp474,67 miliar.

#### Long-Term Bank Loan

Long-term bank loan was recorded at Rp23.11 trillion, an increase of 0.45% or Rp103.71 billion compared to 2021 of Rp23.11 trillion. The increase was due to the recording of long-term bank loan from PT Indonesia Infrastructure Finance Tbk of Rp474.67 billion.



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Utang Bank Jangka Panjang (dalam jutaan Rupiah) Long-Term Bank Loans (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Perusahaan Company	(10.600)	(0,05%)	23.425.039	23.435.639	20.584.044
Entitas anak Subsidiaries	(47.096)	(21,72%)	169.749	216.845	483.636
Biaya pinjaman yang belum diamortisasi Unamortized loan cost	(276.416)	429,78%	(340.731)	(64.315)	(57.094)
Dikurangi: bagian jangka pendek utang bank jangka panjang Subtracted by: current portion of long-term bank loans	437.823	(92,36%)	(36.236)	(474.059)	(281.507)
Bagian jangka panjang Non-current portion	103.711	0,45%	23.217.821	23.114.110	20.729.079
<b>Bagian jangka panjang Non-current portion</b>	<b>472.320</b>	<b>1,67%</b>	<b>28.826.912</b>	<b>28.354.592</b>	<b>24.520.716</b>

#### Utang Obligasi dan Sukuk Ijarah

Per 31 Desember 2022, utang obligasi dan sukuk ijarah mengalami peningkatan sebesar sebesar 0,05% atau Rp1,94 miliar dari 2021 sehingga tercatat Rp3,71 triliun per 2022. Peningkatan disebabkan oleh turunnya biaya pinjaman yang belum diamortisasi sebesar 21,07% atau Rp1,94 miliar dari tahun sebelumnya.

#### Bond and Sukuk Ijarah Loan

As of December 31, 2022, bond and sukuk ijarah loans were recorded at Rp3.71 trillion, an increase of 0.05% or Rp1.94 billion compared to total bond and sukuk ijarah loans in 2021. The increase was due to a decrease in unamortized loan costs of 21.07% or Rp1.94 billion compared to the previous year.

Utang Obligasi dan Sukuk Ijarah (dalam jutaan Rupiah) Bond and Sukuk Ijarah Debt (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Utang obligasi Bond debt	0	0,00%	2.993.900	2.993.900	2.500.000
Utang sukuk ijarah Sukuk ijarah debt	0	0,00%	728.000	728.000	500.000
Biaya pinjaman yang belum Diamortisasi unamortized loan costs	1.943	(21,07%)	(7.277)	(9.220)	(3.908)
<b>Jumlah Total</b>	<b>1.943</b>	<b>0,05%</b>	<b>3.714.623</b>	<b>3.712.680</b>	<b>2.996.092</b>

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### Financial Performance Overview

#### Utang Jangka Panjang Lainnya

Utang jangka panjang lainnya mengalami perubahan kenaikan sebesar 240,47% atau Rp945,02 miliar dari Rp392,99 miliar pada 2021 menjadi Rp1,34 triliun pada 2022. Adanya peningkatan tersebut disebabkan karena adanya pencatatan utang bunga ditangguhkan dan utang konstruksi masing-masing sebesar Rp649 miliar dan Rp265,77 miliar, selain itu pendapatan diterima di muka merupakan pendapatan yang diterima di muka Perusahaan dari PT Duta Paramindo Sejahtera atas penyerahan penggunaan tanah dengan hak pengelolaan seluas 129.216m<sup>2</sup> milik Perusahaan yang terletak di Jalan Pramukasari, Kelurahan Rawasari, Kecamatan Cempaka Putih Jakarta Pusat yang akan digunakan untuk pembangunan rumah susun sederhana milik (rusunami).

#### Other Non-Current Liability

Other non-current liability increased by 240.47% or Rp945.02 billion from Rp392.99 billion in 2021 to Rp1.34 trillion in 2022. The increase was due to the recording of deferred interest payable and construction payable of Rp649 billion and Rp265.77 billion, respectively. Furthermore, unearned revenue from PT Duta Paramindo Sejahtera for the handover of the use of land with management rights covering an area of 129,216m<sup>2</sup> owned by the Company located at Jalan Pramukasari, Rawasari Village, Cempaka Putih Sub-District Central Jakarta to be used for the construction of Owned Low-Cost Apartment (Rusunami).

Utang Jangka Panjang Lainnya (dalam jutaan Rupiah) Other Long-Term Debt (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Utang bunga ditangguhkan Deferred interest expense	649.003	100%	649.003	-	-
Jaminan pelanggan Customer guarantee	(23.087)	(8,19%)	258.901	281.988	294.894
Utang konstruksi Construction debt	265.766	100%	265.766	-	-
Pendapatan diterima di muka Unearned revenue	60.648	66,75%	151.504	90.856	95.914
Jaminan usaha pemasok Supplier business guarantee	(676)	(31,56%)	1.465	2.141	2.626
Utang kepada KSO jineng Debt to KSO jineng	(7.580)	(100%)	-	7.580	9.075
Lainnya Others	949	9,11%	11.377	10.428	1.692
<b>Jumlah Total</b>	<b>945.024</b>	<b>240,47%</b>	<b>1.338.017</b>	<b>392.993</b>	<b>404.200</b>

#### Liabilitas Imbalan Kerja Karyawan

Liabilitas imbalan kerja karyawan PT Angkasa Pura I mencapai Rp811,99 miliar di 2022. Angka ini menurun sebesar sebesar 14,79% atau Rp140,99 miliar jika dibandingkan dengan 2021 sebesar Rp925,98 miliar. Penurunan ini tersebut dipengaruhi oleh turunnya liabilitas dana pensiun sebesar 17,48% atau Rp93,18 miliar serta turunnya penghargaan pengabdian sebesar 22,02% atau Rp15,85 miliar. Selain itu tidak adanya pencatatan Kesehatan Pensiun juga mempengaruhi penurunan liabilitas imbalan kerja karyawan.

#### Employee Benefit Liability

PT Angkasa Pura I's employee benefit liability was Rp811.99 billion in 2022, a decrease of 14.79% or Rp140.99 billion compared to 2021 of Rp925.98 billion. The decrease was due to a decrease in pension fund liability of 17.48% or Rp93.18 billion and a decrease in service awards of 22.02% or Rp15.85 billion. Furthermore, the lack of Pension Health recording also affected the decrease in employee benefits liability.

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Liabilitas Imbalan Kerja Karyawan (dalam jutaan Rupiah) Employee Benefits Liability (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Perusahaan</b> Company					
Dana pensiun Pension fund	(93.176)	(17,48%)	439.826	533.002	500.791
Tunjangan hari Tua annuity	41.891	44,64%	135.723	93.833	110.343
Uang pesangon Severance pay	52.041	118,72%	95.876	43.835	
Penghargaan pengabdian Achievement award	(15.846)	(22,02%)	56.107	71.953	23.612
Tunjangan perumahan Housing allowance	14.788	91,65%	30.923	16.135	20.375
Masa persiapan pensiun Retirement preparation	9	0,75%	1.155	1.147	-
Kesehatan pensiun Supplier business guarantee	(152.857)	(100%)	-	152.857	130.685
<b>Sub total</b> <b>Sub total</b>	<b>(153.150)</b>	<b>(16,78%)</b>	<b>759.612</b>	<b>912.762</b>	<b>785.806</b>
Entitas Anak subsidiaries	12.163	30,24%	52.382	40.219	34.897
<b>Jumlah</b> <b>Total</b>	<b>(140.987)</b>	<b>(14,79%)</b>	<b>811.993</b>	<b>952.981</b>	<b>820.703</b>

### Ekuitas

PT Angkasa Pura I mencatat ekuitas sebesar Rp9,36 triliun di 2022. Angka ini mengalami penurunan sebesar 6,46% atau Rp646,41 miliar, dibandingkan dengan tahun sebelumnya yaitu Rp10,01 triliun.

### Equity

PT Angkasa Pura I's equity in 2022 was Rp9.36 trillion, a decrease of 6.46% or Rp646.41 billion compared to the previous year of Rp10.01 trillion.

Ekuitas (dalam jutaan Rupiah) Equity (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Ekuitas</b> Equity					
Modal saham Shares capital	0	0,00%	6.414.412	6.414.412	6.414.412
Tambahan modal disetor Additional paid-up capital	0	0,00%	16.425	16.425	16.425
Penyertaan modal negara (PMN) State equity participation	0	0,00%	22.963	22.963	22.963
Nilai buku aset tetap kenavigasian dari penyertaan modal negara (PMN) Book value of fixed assets navigation from state equity participation	0	0,00%	(37.005)	(37.005)	(37.005)

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Ekuitas (dalam jutaan Rupiah) Equity (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Akumulasi penyusutan aset tetap kenavigasian dari BPYPDS Accumulated depreciation of fixed assets navigation from BPYBDS	0	0,00%	408.394	408.394	408.394
<b>Saldo laba</b> Retained earning					
Cadangan Appropriated	0	0,00%	9.225.382	9.225.382	9.225.382
Belum dicadangkan Unappropriated	(745.072)	13,21%	(6.384.573)	(5.639.501)	(2.366.453)
Penghasilan komprehensif lain Other comprehensive income	98.485	(24,30%)	(306.846)	(405.331)	(396.771)
Jumlah ekuitas yang diatribusikan ke: Total equity attributable to:					
Pemilik entitas induk Owner of the parent entity	(646.587)	(6,46%)	9.359.152	10.005.738	13.287.347
Kepentingan non-pengendali Non-controlling interests	179	4,78%	3.912	3.733	4.542
<b>Jumlah ekuitas</b> <b>Total equity</b>	<b>(646.408)</b>	<b>(6,46%)</b>	<b>9.363.063</b>	<b>10.009.471</b>	<b>13.291.889</b>

#### Modal Saham

Modal dasar 12.000.000 saham dengan nilai nominal Rp1.000.000 (angka penuh) per saham, Modal ditempatkan dan disetor sebesar Rp6.414.412.000 ribu atau sebanyak 6.414.412 saham.

#### Penyertaan Modal Negara

PT Angkasa Pura I selaku anggota dari Holding BUMN Pariwisata dan Pendukung di bawah PT Aviassi Pariwisata Indonesia mendapat tambahan penyertaan modal negara (PMN) sebesar 6.414.411 saham seri B. Dengan demikian tahun ini, saldo awal penyertaan modal saham (PMN) adalah sebesar Rp22,96 miliar, jumlah angka ini tetap dibandingkan 2021 yang sebesar Rp22,96 miliar.

#### Share Capital

Authorized capital was 12,000,000 shares with a par value of Rp1,000,000 (full amount) per share, issued and paid-up capital was Rp6,414,412,000,000 (full amount) or 6,414,412 shares.

#### State Equity Participation

PT Angkasa Pura I as a member of State-Owned Holding For Tourism And Supporting Sectors under PT Aviassi Pariwisata Indonesia received additional state equity participation (PMN) of 6,414,411 series B shares. Therefore, in 2022, the opening balance of state equity participation (PMN) was Rp22.96 billion, the figure was unchanged from Rp22.96 billion in 2021.

Penyertaan Modal Negara (dalam jutaan Rupiah) State Equity Participation (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Saldo awal Opening balance	0,00	0,00%	22.963	22.963	22.963
Pengurangan Deduction					
<b>Jumlah</b> <b>Total</b>	<b>0,00</b>	<b>0,00%</b>	<b>22.963</b>	<b>22.963</b>	<b>22.963</b>

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#### PENGALIHAN ASET TETAP KENAVIGASIAN

Salah satu komponen yang terdapat pada ekuitas PT Angkasa Pura I adalah saldo pengalihan aset tetap kenavigasian. Nilai pengalihan aset tetap kenavigasian per 31 Desember 2022 tidak berubah dari tahun sebelumnya yaitu masih di angka yang sama yaitu sebesar Rp408,39 miliar.

#### TRANSFER OF NAVIGATIONAL FIXED ASSETS

The balance of the transfer of navigational fixed assets is a component of PT Angkasa Pura I's equity. As of December 31, 2022, the transfer value of navigational fixed assets remained unchanged from the previous year of Rp408.39 billion.

Pengalihan Aset Tetap Kenavigasian (dalam jutaan Rupiah) Transfer of Fixed Assets Navigation (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Nilai buku aset tetap kenavigasian Book value of fixed assets navigation	0	0,00%	(37.005)	(37.005)	(269.138)
Koreksi penyerahan aset Corrections of transfer of asset	0	0,00%	270.832	232.133	232.133
Saldo akhir nilai buku aset kenavigasian pada struktur modal Ending balance of book value of navigating asset on capital structure	0	0,00%	731.281	(37.005)	(37.005)
Akumulasi penyusutan aset tetap kenavigasian dari BPYBDS Accumulated depreciation of fixed assets navigation from BPYBDS	0	0,00%	408.394	408.394	408.394

#### Saldo Laba

Saldo laba yang diperoleh PT Angkasa Pura I selama 2022 dibukukan sebesar Rp2,84 triliun, sementara di 2021 dibukukan sebesar Rp3,59 triliun. Jumlah ini mengalami penurunan sebesar sebesar 20,78% atau Rp745,07 miliar. Hal ini dikarenakan oleh naiknya saldo laba yang belum dicadangkan sebagai pengurang saldo laba cadangan.

#### Retained Earnings

PT Angkasa Pura's retained earnings in 2022 were recorded at Rp2.84 trillion, a decrease of 20.78% or Rp745.07 billion compared to 2021 of Rp3.59 trillion. This was due to an increase in unappropriated retained earnings as a deduction in reserve retained earnings.

Saldo Laba (dalam jutaan Rupiah) Retained Earnings (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Saldo laba</b> Retained earning					
Cadangan Appropriated	0	0,00%	9.225.382	9.225.382	9.225.382
Belum dicadangkan Unappropriated	(745.072)	13,21%	(6.384.573)	(5.639.501)	(2.366.453)
<b>Jumlah Total</b>	<b>(745.072)</b>	<b>(20,78%)</b>	<b>2.840.809</b>	<b>3.585.881</b>	<b>6.858.929</b>



## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Penghasilan Komprehensif Lain

Penghasilan komprehensif lain 2022 tercatat Rp306,85 miliar, mengalami kenaikan Rp98.49 miliar atau 24,30% jika dibanding 2021 sebesar Rp405,33 miliar.

#### Ekuitas yang Diatribusikan ke Pemilik Entitas Induk

Ekuitas yang diatribusikan ke pemilik entitas induk di 2022 sebesar Rp9.36 triliun menurun sebesar 6,46% atau Rp646.59 miliar dari Rp10,01 triliun di 2021.

#### Kepentingan Non Pengendali

Kepentingan non pengendali 2022 dibukukan sebesar Rp3,91 miliar, mengalami peningkatan sebesar 4,78% atau Rp179 juta dibandingkan tahun sebelumnya sebesar Rp3,73 miliar.

#### Other Comprehensive Income

Other comprehensive income in 2022 was recorded at Rp306.85 billion, a increase of Rp98.49 billion or 24.30% compared to 2021 of Rp405.33 billion

#### Equity Attributable to Owner of Parent Entity

Equity attributable to owner of parent entity in 2022 was Rp9.36 trillion, a decrease of 6.46% or Rp646.59 billion compared to 2021 of Rp10.01 trillion.

#### Non-Controlling Interest

Non-controlling interest in 2022 was recorded at Rp3.91 billion, an increase of 4.78% or Rp179 million compared to the previous year of Rp3.73 billion.

#### Kepentingan Non Pengendali (dalam jutaan Rupiah) Non-Controlling Interest (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
PT Angkasa Pura Logistik	(1.039)	(91,97%)	91	1.130	4.244
PT Angkasa Pura Suport	2.125	215,55%	3.111	986	1.062
PT Angkasa Pura Properti	363	(863,52%)	321	(42)	(89)
PT Angkasa Pura Hotel	(105)	(86,96%)	16	121	116
PT Angkasa Pura Retail	(1.166)	(75,76%)	373	1.539	(791)
<b>Jumlah Total</b>	<b>178</b>	<b>4,76%</b>	<b>3.912</b>	<b>3.734</b>	<b>4.542</b>

#### Laporan Laba Rugi dan Penghasilan Komprehensif Lain Konsolidasian

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

#### Labarugi dan Penghasilan Komprehensif Lainnya (dalam jutaan Rupiah) Consolidated Statement of Income and Other (in million Rupiah)

Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Pendapatan usaha Operating revenues</b>					
Pendapatan aeronautika Aeronautical revenue	1.907.258	138,11%	3.288.236	1.380.978	1.814.044
Pendapatan non- aeronautika Non-aeronautical revenue	849.930	46,58%	2.674.618	1.824.688	1.805.065
<b>Total pendapatan usaha Total operating revenues</b>	<b>2.757.189</b>	<b>86,01%</b>	<b>5.962.854</b>	<b>3.205.665</b>	<b>3.619.109</b>
Beban pegawai Employee expenses	(55.890)	5,06%	(1.159.925)	(1.104.035)	(1.196.530)

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Laba Rugi dan Penghasilan Komprehensif Lainnya (dalam jutaan Rupiah) Consolidated Statement of Income and Other (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Beban operasional bandara Airport operating expenses	(38.909)	1,12%	(3.516.451)	(3.477.542)	(3.317.982)
Beban umum dan administrasi General and administrative expenses	(6.080)	0,51%	(1.194.918)	(1.188.838)	(751.156)
Beban pemasaran Marketing expenses	(3.861)	36,90%	(14.325)	(10.464)	(12.392)
Penghasilan lain-lain Other income	463.153	334,12%	601.772	138.618	128.952
Beban lain-lain Other expenses	7.581	(7,32%)	(95.945)	(103.526)	(191.475)
<b>Laba (rugi) usaha Operating profit (loss)</b>	<b>3.123.184</b>	<b>(122,95%)</b>	<b>583.062</b>	<b>(2.540.122)</b>	<b>(1.721.474)</b>
Penghasilan keuangan Finance income	325.926	1045,23%	357.109	31.182	171.123
Beban keuangan Finance cost	(65.469)	4,16%	(1.637.532)	(1.572.063)	1.250.606
Bagian laba (rugi) entitas asosiasi Share in profit (loss) of associated entity	28.014	(54,41%)	(23.471)	(51.486)	27.046
<b>Laba (rugi) sebelum pajak final dan pajak penghasilan badan Profit (loss) before final income tax and corporate income tax</b>	<b>3.411.655</b>	<b>(82,56%)</b>	<b>(720.833)</b>	<b>(4.132.488)</b>	<b>(2.828.003)</b>
Beban pajak final Final tax expenses	(7.508)	11,87%	(70.780)	(63.272)	78.375
<b>Laba (rugi) sebelum pajak penghasilan badan Profit (loss) before corporate income tax</b>	<b>3.404.147</b>	<b>(81,13%)</b>	<b>(791.614)</b>	<b>(4.195.760)</b>	<b>(2.906.377)</b>
Beban pajak penghasilan badan, bersih Corporate income tax expenses, net	(875.188)	(94,93%)	46.718	921.905	577.953
<b>Laba (rugi) tahun berjalan Profit (loss) for the year</b>	<b>2.528.959</b>	<b>(77,25%)</b>	<b>(744.896)</b>	<b>(3.273.855)</b>	<b>(2.250.050)</b>
<b>Pendapatan (beban) komprehensif lain Other comprehensive income (expense)</b>					
Pos yang akan direklasifikasikan ke laba rugi items that will be reclassified to profit or loss					
Perubahan nilai wajar aset keuangan tersedia untuk dijual Changes in fair value of financial assets available for sale	(3.363)	270,66%	(4.606)	(1.243)	2.302
<b>Pos yang tidak akan direklasifikasikan ke laba rugi Items that will not be reclassified to profit or loss</b>					
Laba (rugi) aktuarial imbalan kerja Profit (loss) of actuarial employee benefits	109.244	1496,45%	101.944	(7.300)	(274.034)
Laba (rugi) komprehensif entitas asosiasi Comprehensive profit (loss) of associated entity	1.170	5756,15%	1.149	(20)	(1.463)
<b>Penghasilan (rugi) komprehensif lain tahun berjalan setelah pajak Other comprehensive income (loss) for the year after tax</b>	<b>107.050</b>	<b>1250,14%</b>	<b>98.487</b>	<b>(8.563)</b>	<b>(273.195)</b>
<b>Total penghasilan komprehensif tahun berjalan Total comprehensive income for the year</b>	<b>2.636.009</b>	<b>(80,31%)</b>	<b>(646.408)</b>	<b>(3.282.418)</b>	<b>(2.523.245)</b>

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Laba Rugi dan Penghasilan Komprehensif Lainnya (dalam jutaan Rupiah) Consolidated Statement of Income and Other (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Laba (rugi) tahun berjalan yang dapat diatribusikan kepada:</b> Income (loss) for the year attributable to:					
Pemilik entitas induk Owner of the parent entity	2.527.977	(77,24%)	(745.072)	(3.273.049)	(2.327.509)
Kepentingan non-pengendali Non-controlling interests	982	(121,86%)	176	(806)	(914)
<b>Jumlah Total</b>	<b>2.528.959</b>	<b>(77,25%)</b>	<b>(744.896)</b>	<b>(3.273.855)</b>	<b>(2.328.423)</b>
<b>Total penghasilan (rugi) komprehensif tahun berjalan yang dapat diatribusikan kepada:</b> Total comprehensive income (loss) for the year attributable to:					
Pemilik entitas induk Owner of the parent entity	2.635.022	-80,30%	(646.587)	(3.281.609)	(2.600.702)
Kepentingan non-pengendali Non-controlling interests	987	-122,06%	178	(809)	(917)
<b>Jumlah Total</b>	<b>2.636.009</b>	<b>-80,31%</b>	<b>(646.408)</b>	<b>(3.282.418)</b>	<b>(2.601.619)</b>
Laba per saham dasar (angka penuh) Basic earnings per share (full amount)	394.109	-77,24%	(116.156)	(510.265)	(362.856)
Laba per saham dilusian (angka penuh) Profit per diluted share (full amount)	392.702	-77,24%	(115.742)	(508.444)	(361.562)

#### Pendapatan Usaha

Realisasi pendapatan usaha segmen aeronautika dan non-aeronautika mengalami peningkatan sebesar 86,01% atau Rp2,76 triliun yang dibukukan dengan jumlah Rp5,96 triliun di 2022, dibandingkan dengan 2021 yang dibukukan sebesar Rp3,21 triliun. Angka ini lebih besar dari yang diperkirakan perusahaan. Penyebab peningkatan ini terutama diakibatkan oleh naiknya pendapatan dari Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) yang pada 2021 tercatat sebesar Rp939,66 miliar menjadi Rp2,43 triliun.

#### Operating Revenue

Operating income for aeronautical and non-aeronautical segments increased by 86.01% or Rp2.76 trillion to Rp5.96 trillion in 2022 compared to Rp3.21 trillion in 2021. The figure was higher than the company's projection. The increase was primarily due to an increase in revenue from Passenger Service Charge (PJP2U) from Rp939.66 billion in 2021 to Rp2.43 trillion in 2022.

Pendapatan Usaha (dalam jutaan Rupiah) Operating Revenues (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pendapatan aeronautika Aeronautical revenue	1.907.258	138,11%	3.288.236	1.380.978	1.814.044
Pendapatan non-aeronautika Non-aeronautical revenue	849.930	46,58%	2.674.618	1.824.688	1.805.065
<b>Jumlah pendapatan usaha Total operating revenues</b>	<b>2.757.189</b>	<b>86,01%</b>	<b>5.962.854</b>	<b>3.205.666</b>	<b>3.619.109</b>

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#### Beban Usaha

Beban usaha PT Angkasa Pura I di 2022 sebesar Rp5,98 miliar, meningkat dari tahun sebelumnya sebesar 1,65% atau Rp97,16 miliar, dari semula Rp5,88 triliun di 2021 menjadi Rp5,98 triliun pada 2022. Kenaikan tersebut didominasi akibat dari beban pegawai yang naik 5,06% atau Rp55,89 miliar.

#### Operating Expenses

PT Angkasa Pura I's operating expenses in 2022 was Rp5.98 billion, an increase of 1.65% or Rp97.16 billion compared to 2021 of Rp5.88 trillion. The increase was primary due to an increase in employee expenses of 5.06% or Rp55.89 billion.

Beban Usaha (dalam jutaan Rupiah) Operating Expenses (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Beban pegawai Employee expenses	(55.890)	5,06%	(1.159.925)	(1.104.035)	1.196.530
Beban operasional bandara Airport operating expenses	(38.909)	1,12%	(3.516.451)	(3.477.542)	3.317.982
Beban umum dan administrasi General and administrative expenses	(6.080)	0,51%	(1.194.918)	(1.188.838)	751.156
Beban pemasaran Marketing expenses	(3.861)	36,90%	(14.325)	(10.464)	12.392
Beban lain-lain Other expenses	7.581	(7,32%)	(95.945)	(103.526)	191.475
<b>Jumlah beban usaha Total operating expenses</b>	<b>(97.159)</b>	<b>1,65%</b>	<b>(5.981.565)</b>	<b>(5.884.405)</b>	<b>5.340.583</b>

#### Laba Usaha

PT Angkasa Pura I membukukan laba usaha sebesar Rp583,06 miliar di 2022. Laba usaha mengalami peningkatan sebesar 122,95% atau Rp3.12 triliun dari tahun sebelumnya yang mengalami kerugian sebesar Rp2,54 triliun pada 2021.

#### Operating Profit

PT Angkasa Pura I posted an operating profit of Rp583.06 billion in 2022. Operating profit increased by 122.95% or Rp3.12 trillion from the previous year, which suffered a loss of Rp2.54 trillion in 2021.

Laba Usaha (dalam jutaan Rupiah) Operating Profit (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pendapatan usaha Operating revenue	2.757.189	86,01%	5.962.854	3.205.665	3.619.109
Penghasilan lain-lain Other income	463.153	334,12%	601.772	138.618	128.952
Beban usaha Operating expenses	(97.159)	1,65%	(5.981.565)	(5.884.405)	(5.469.534)
<b>Laba usaha Operating profit</b>	<b>3.123.184</b>	<b>122,95%</b>	<b>583.062</b>	<b>(2.540.122)</b>	<b>(1.721.473)</b>

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#### Penghasilan Keuangan

Per 31 Desember 2022, penghasilan keuangan tercatat sebesar Rp357,11 miliar, meningkat Rp325,93 miliar dibandingkan 2021 yang dicatat sebesar Rp31,18 miliar. Penyebab peningkatan ini adalah adanya pencatatan atas keuntungan restrukturisasi pinjaman pada periode ini sebesar Rp311,59 miliar.

#### Financial Income

As of December 31, 2022, financial income was recorded at Rp357.11 billion, an increase of Rp325.93 billion compared to 2021 of Rp31.18 billion. The increase was due to the recording of gains on loan restructuring in 2022 of Rp311.59 billion.

Penghasilan Keuangan (dalam jutaan Rupiah) Finance Income (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Keuntungan restrukturisasi pinjaman Gain on loan restructuring	311.589	100,00%	311.589	-	-
Jasa giro Giro service	19.167	91,63%	40.083	20.917	13.769
Bunga obligasi dan reksa dana Bond and mutual fund interest	(2.452)	(42,79%)	3.278	5.731	19.575
Bunga deposito Deposit interest	(2.377)	(52,42%)	2.158	4.535	137.778
<b>Jumlah Total</b>	<b>325.926</b>	<b>1045,23%</b>	<b>357.109</b>	<b>31.182</b>	<b>171.123</b>

#### Beban Keuangan

Beban keuangan 2022 sebesar Rp1,64 triliun meningkat Rp65,47 miliar atau 4,16% dibandingkan 2021 sebesar Rp1,57 triliun. Kenaikan tersebut disebabkan karena tercatat adanya beban pendanaan pada periode ini sebesar Rp20,34 miliar

#### Financial Expenses

Financial expenses in 2022 was Rp1.64 trillion, an increase of Rp65.47 billion or 4.16% compared to 2021 of Rp1.57 trillion. The increase was due to the funding expenses recorded during this period of Rp20.34 billion.

Beban Keuangan (dalam jutaan Rupiah) Finance Expenses (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Bunga pinjaman bank dan obligasi Interest of bank loan and bonds	46.507	3,00%	1.596.044	1.549.537	1.216.469
Beban pendanaan Financing expenses	20.342	100,00%	20.342	-	-
Beban bunga sewa Interest expenses on lease	(2.264)	(12,21%)	16.285	18.549	29.645
Beban administrasi bank Bank administrative expenses	884	22,23%	4.861	3.977	4.491
<b>Jumlah Total</b>	<b>65.469</b>	<b>4,16%</b>	<b>1.637.532</b>	<b>1.572.063</b>	<b>1.250.606</b>



## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Bagian Laba (Rugi) Entitas Asosiasi

2022, entitas asosiasi mencatatkan rugi Rp23,47 miliar mengalami penurunan sebesar 54,41% atau Rp28,02 miliar, dibandingkan tahun lalu yang mengalami kerugian sebesar Rp51,48 miliar.

#### Share of Profit (Loss) of Associated Entities

In 2022, associated entities posted a loss of Rp23.47 billion, a decrease of 54.41% or Rp28.02 billion compared to the loss in the previous year of Rp51.48 billion.

Bagian Laba Entitas Asosiasi (dalam jutaan Rupiah) Share in Profit of Associated Entities (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
PT Gapura Angkasa	43.950	(108,45%)	3.424	(40.526)	(10.215)
PT Jasa Marga Bali Tol	5.954	(47,81%)	(6.500)	(12.454)	(7.756)
KSO PT Wika Realty-PT Angkasa Pura Property	(399)	(26,70%)	1.096	1.495	(9.075)
PT Bandara Internasional Batam	(21.491)	(100%)	(21.491)	-	-
<b>Jumlah Total</b>	<b>28.015</b>	<b>(54,41%)</b>	<b>(23.471)</b>	<b>(51.486)</b>	<b>(27.046)</b>

#### Labanya (Rugi) Sebelum Pajak Final dan Pajak Penghasilan Badan

Perusahaan mencatatkan rugi sebelum pajak final dan pajak penghasilan badan (PPH Badan) pada 2022 adalah sebesar Rp720,83 miliar. Jumlah ini mengalami penurunan sebesar 82,56% atau Rp3,41 triliun, dibandingkan tahun lalu yang mengalami kerugian sebesar Rp4,13 triliun.

#### Profit (Loss) Before Final Tax and Corporate Income Tax

The company posted a loss before final tax and corporate income tax in 2022 of Rp720.83 billion, a decrease of 82.56% or Rp3.41 trillion compared to the loss in the previous year of Rp4.13 trillion.

Labanya (Rugi) Sebelum Pajak Final dan Pajak Penghasilan Badan (dalam jutaan Rupiah) Profit (Loss) before Final Tax and Corporate Income Tax (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Labanya (rugi) usaha Operating profit (loss)	3.123.184	(122,95%)	583.062	(2.540.122)	(1.721.474)
Pendapatan (beban) non-usaha Non-operating income (expenses)	288.471	(18,12%)	(1.303.895)	(1.592.366)	(1.106.528)
<b>Labanya sebelum pajak penghasilan Profit (loss) before income tax</b>	<b>3.411.655</b>	<b>(82,56%)</b>	<b>(720.833)</b>	<b>(4.132.488)</b>	<b>(2.828.003)</b>

#### Beban Pajak Penghasilan Badan (Bersih)

Beban pajak penghasilan badan (bersih) di 2022 tercatat sebesar Rp46,72 miliar. Angka ini menurun sebesar 94,93% atau Rp875,19 miliar dibandingkan dengan 2021 yang mencapai sebesar Rp921,91 miliar. Hal ini terjadi karena penurunan pajak tangguhan sebesar 93,67% atau sebesar Rp909,12 miliar.

#### Corporate Income Tax Expense-Net

Corporate income tax expense-net in 2022 was recorded at Rp46.72 billion, a decrease of 94.93% or Rp875.19 billion compared to 2021 of Rp921.91 billion. This was due to a decrease in deferred tax of 93.67% or Rp909.12 billion.

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Pajak Penghasilan Badan (Bersih) (dalam jutaan Rupiah) Corporate Income Tax Expense, Net (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pajak kini Current tax	33.931	(69,81%)	(14.670)	(48.601)	-
Pajak tangguhan Deferred tax	(909.119)	(93,67%)	61.388	970.507	577.953
<b>Pajak penghasilan badan (bersih) Corporate income tax expense, net</b>	<b>(875.188)</b>	<b>(94,93%)</b>	<b>46.718</b>	<b>921.905</b>	<b>577.953</b>

#### Laba Tahun Berjalan

PT Angkasa Pura I mencatatkan rugi tahun berjalan yang menurun sebesar 77,25% atau Rp2.53 triliun, dari semula mengalami kerugian sebesar Rp3,27 triliun di 2021 menjadi rugi Rp744,90 miliar pada 2022.

#### Profit for the Year

PT Angkasa Pura I posted a decreased loss for the year by 77.25% or Rp2.53 trillion, from a loss of Rp3.27 trillion in 2021 to a loss of Rp744.90 billion in 2022.

Laba Tahun Berjalan (dalam jutaan Rupiah) Income for the Year (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Laba (rugi) sebelum pajak penghasilan Profit (loss) before income tax	3.411.655	(82,56%)	(720.833)	(4.132.488)	(2.828.002)
Beban pajak final Final tax expense	(7.508)	11,87%	(70.780)	(63.272)	78.375
Beban pajak penghasilan badan, bersih Corporate income tax expense, net	(875.188)	(94,93%)	46.718	921.905	(577.953)
<b>Laba tahun berjalan Profit (loss) for the year</b>	<b>2.528.959</b>	<b>(77,25%)</b>	<b>(744.896)</b>	<b>(3.273.855)</b>	<b>(2.328.423)</b>

#### Laba Tahun Berjalan yang Dapat Diatribusikan

Per 31 Desember 2022, perseroan mencatatkan rugi tahun berjalan yang dapat diatribusikan kepada Pemilik Entitas Induk dan Kepentingan Non Pengendali yakni sebesar Rp744,90 miliar. Jumlah ini mengalami penurunan sebesar 77,25% setara dengan Rp2,53 triliun jika dibandingkan dengan 2021 yaitu rugi Rp3,27 triliun.

#### Attributable Profit for the Year

As of December 31, 2022, the company posted a loss for the year attributable to the Owner of the Parent Entity and Non-controlling Interests of Rp744.90 billion, a decrease of 77.25% or Rp2.53 trillion compared to the loss in 2021 of Rp3.27 trillion.

Laba Tahun Berjalan yang dapat Diatribusikan (dalam jutaan Rupiah) Income for the Year Attributable (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Laba (rugi) tahun berjalan yang diatribusikan kepada pemilik entitas induk Profit (loss) for the year attributable to the owner of parent entity	2.527.977	(77,24%)	(745.072)	(3.273.049)	(2.327.509)

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Laba Tahun Berjalan yang dapat Diatribusikan (dalam jutaan Rupiah) Income for the Year Attributable (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Laba (rugi) tahun berjalan yang diatribusikan kepentingan non pengendali Profit (loss) for the year attributable to non-controlling interest	982	(121,86%)	176	(806)	(914)
<b>Jumlah Total</b>	<b>2.528.959</b>	<b>(77,25%)</b>	<b>(744.896)</b>	<b>(3.273.855)</b>	<b>(2.328.423)</b>

#### Penghasilan (Rugi) Komprehensif Lain Tahun Berjalan Setelah Pajak

Pada periode ini perusahaan mencatatkan rugi komprehensif lain tahun berjalan setelah pajak mengalami peningkatan sebesar Rp107,05 miliar dari kerugian komprehensif pada 2021 sebesar Rp8,54 miliar menjadi Rp98,49 miliar pada di 2022.

#### Other Comprehensive Income (Loss) for the Year After Tax

In 2022, the company posted another comprehensive loss for the year after tax, which increased by Rp107.05 billion from a comprehensive loss of Rp8.54 billion in 2021 to Rp98.49 billion in 2022.

Penghasilan (Rugi) Komprehensif (dalam jutaan Rupiah) Other Comprehensive Income (Loss) (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
<b>Pos-pos yang akan direklasifikasi ke laba rugi</b> Items that will be reclassified to profit or loss					
Perubahan nilai wajar aset keuangan tersedia untuk dijual Change in fair value of available financial assets for sale	(3.363)	270,52%	(4.606)	(1.243)	2.302
<b>Pos-pos yang tidak akan direklasifikasi ke laba rugi</b> Items that will not be reclassified to profit or loss					
Rugi komprehensif entitas asosiasi comprehensive loss of associated entities	1.170	(5756,15%)	1.149	(20)	(1.463)
Laba (rugi) aktuarial imbalan kerja actuarial Profit (loss) for employee benefits	109.244	(1496,45%)	101.944	(7.300)	(274.034)
<b>Penghasilan (rugi) komprehensif lain tahun berjalan setelah pajak</b> <b>Other comprehensive income (loss) for the year after taxes</b>	<b>107.051</b>	<b>(1250,08%)</b>	<b>98.487</b>	<b>(8.564)</b>	<b>(273.195)</b>

#### Penghasilan Komprehensif Tahun Berjalan yang dapat Diatribusikan

2022, kerugian komprehensif tahun berjalan yang dapat diatribusikan tercatat sebesar Rp646,41 miliar, mengalami penurunan sebesar Rp2,64 triliun atau 80,31%, dibandingkan tahun sebelumnya yakni rugi Rp3,28 triliun.

#### Attributable Comprehensive Income for the Year

In 2022, the attributable comprehensive loss for the year was recorded at Rp646.41 billion, a decrease of Rp2.64 trillion or 80.31% compared to the loss in the previous year of Rp3.28 trillion.

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Penghasilan Komprehensif Tahun Berjalan yang dapat Diatribusikan (dalam jutaan Rupiah)					
Comprehensive Income for the Year Attributable (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pemilik entitas induk Owner of the parent entity	2.635.022	(80,30%)	(646.587)	(3.281.609)	(2.327.509)
Kepentingan non- pengendali Non-controlling interests	987	(122,06%)	178	(809)	(914)
<b>Penghasilan (rugi) komprehensif tahun berjalan yang dapat diatribusikan</b> <b>Comprehensive income (loss) for the year attributable</b>	<b>2.636.009</b>	<b>(80,31%)</b>	<b>(646.408)</b>	<b>(3.282.418)</b>	<b>(2.328.423)</b>

#### Laba Bersih Per Saham Dasar

Kerugian bersih per saham dasar PT Angkasa Pura I tercatat sebesar Rp116 juta di 2022. Hal tersebut menandakan bahwa kerugian bersih per saham dasar mengalami penurunan sebesar 77,24% atau Rp394,11 juta dibandingkan dengan 2021 yang dibukukan sebesar Rp510,27 juta.

#### Basic Earnings per Share

PT Angkasa Pura I's basic loss per share-net was recorded at Rp116 million in 2022, a decrease of 77.24% or Rp394.11 million compared to 2021 of Rp510.27 million.

Laba Bersih per Saham Dasar (angka penuh)					
Basic Earnings Per Share (full amount)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Laba per saham dasar (angka penuh) Basic earnings per share (full amount)	394.109	(77,24%)	(116.156)	(510.265)	(363)

#### Laba Bersih Per Saham Dilusian

Per akhir periode 2022, kerugian bersih per saham dilusian tercatat Rp116 juta, turun sebesar 77,24% atau Rp393 juta jika dibandingkan dengan rugi di 2021.

#### Diluted Earnings per Share

As of the end of 2022, the diluted loss per share-net was recorded at Rp116 million, a decrease of 77.24% or Rp393 million compared to the loss in 2021.

Laba Bersih Per Saham Dilusian (angka penuh)					
Diluted Earnings Per Share (full amount)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Laba per saham dilusian (angka penuh) Diluted earnings per share (full amount)	392.702	(77,24%)	(115.742)	(508.444)	(362)

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

#### Laporan Arus Kas Konsolidasian

Laporan arus kas PT Angkasa Pura I per 31 Desember 2022 menggambarkan pertumbuhan yang positif dengan capaian sebesar Rp2,22 triliun. Aktivitas yang mengalami perubahan signifikan adalah Aktivitas operasi karena adanya penambahan penerimaan kas dari pelanggan sebesar 59,97% atau Rp2,06 triliun.

#### Consolidated Cash Flow Statement

As of December 31, 2022, PT Angkasa Pura I's cash flow statement showed positive growth of Rp2.22 trillion. Operating activities underwent significant change due to the addition of cash receipts from customers of 59.97% or Rp2.06 trillion.

Laporan Arus Kas Konsolidasian (dalam jutaan Rupiah) Consolidated Cash Flow Statement (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Arus kas dari aktivitas operasi Cash flows from operating activities	3.352.404	(208,33%)	1.743.216	(1.609.188)	(3.888.884)
Arus kas dari aktivitas investasi Cash flows from investment activities	1.335.379	(66,41%)	(675.527)	(2.010.906)	(3.804.023)
Arus kas dari aktivitas pendanaan Cash flows from financing activities	(3.529.567)	(103,05%)	(104.398)	3.425.169	3.656.027
Dampak bersih perubahan nilai tukar atas kas dan setara kas Net impact of changes in exchange rates on cash and cash equivalents	(13.861)	769,61%	(15.662)	(1.801)	(4)
Penurunan bersih kas dan setara kas Net decrease in cash and cash equivalents	1.144.354	(581,70%)	947.628	(196.726)	(4.036.884)
Kas dan setara kas awal tahun Cash and cash equivalents at the beginning of the year	(196.726)	(13,38%)	1.273.304	1.470.030	5.510.904
Kas dan setara kas akhir tahun Cash and cash equivalents at the end of the year	947.628	74,42%	2.220.932	1.273.304	1.474.020

#### Arus Kas dari Aktivitas Operasi

Total arus kas dari aktivitas operasi PT Angkasa Pura I adalah sebesar Rp1,65 triliun di 2022. Terjadi peningkatan sebesar 202,36% atau Rp3,26 triliun jika dibandingkan dengan 2021 yang mengalami defisit sebesar Rp1,61 triliun. Aktivitas operasi di 2022 didominasi oleh Penerimaan kas dari pelanggan sebesar Rp5,50 triliun.

#### Cash Flow from Operating Activities

PT Angkasa Pura I's total cash flow from operating activities was Rp1.65 trillion in 2022, an increase of 202.36% or Rp3.26 trillion compared to the deficit in 2021 of Rp1.61 trillion. Operating activities in 2022 were mainly contributed by cash receipts from customers of Rp5.50 trillion.

Kas Bersih yang diperoleh dari Aktivitas Operasi (dalam jutaan Rupiah) Net Cash Flow from Operating Activities (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Penerimaan dari pelanggan Receipts from customers	2.053.487	59,74%	5.491.027	3.437.540	3.401.321
Pembayaran kas kepada pemasok, kontraktor, pihak ketiga lainnya dan karyawan Cash payments to suppliers, contractors, other third parties and employees	(144.170)	3,90%	(3.842.176)	(3.698.006)	(5.690.806)
Pembayaran beban bunga Payment of interest expense	516.135	(32,83%)	(1.055.928)	(1.572.063)	(1.256.318)



## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Kas Bersih yang diperoleh dari Aktivitas Operasi (dalam jutaan Rupiah) Net Cash Flow from Operating Activities (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Pendapatan bunga Interest income	31.371	100,61%	62.553	31.182	171.123
Pembayaran pajak Tax payment	895.581	466,06%	1.087.740	192.159	(514.204)
Kas bersih yang diperoleh dari (digunakan untuk) aktivitas operasi Net cash flow from (used for) operating activities	3.352.404	(208,33%)	1.743.216	(1.609.188)	(3.888.884)

#### Arus Kas untuk Aktivitas Investasi

Per akhir periode 2022, penggunaan arus kas bersih untuk aktivitas investasi tercatat sebesar Rp675,53 miliar, mengalami penurunan sebesar 66,41% atau Rp1,34 triliun jika dibandingkan dengan tahun lalu yang menunjukkan defisit sebesar Rp2,01 triliun.

#### Cash Flow for Investment Activities

As of the end of 2022, net cash flow for investment activities was recorded at Rp675.53 billion, a decrease of 66.41% or Rp1.34trillion compared to the deficit in the previous year of Rp2.01 trillion.

Arus Kas untuk Aktivitas Investasi (dalam jutaan Rupiah) Cash Flow for Investment Activities (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Penerimaan (pengeluaran) untuk investasi jangka pendek Revenue (expenditure) for short-term investment	(37.815)	(293,50%)	(24.931)	12.884	569.747
Pengeluaran untuk investasi jangka panjang Revenue (expenditure) for long-term investment	75.272	(31,64%)	(162.628)	(237.900)	8.555
Penambahan aset tetap, properti investasi, dan aset tak berwujud Increase of fixed assets, investment, properties and intangible assets	1.290.796	(72,11%)	(499.168)	(1.789.964)	(4.438.997)
Penerimaan atas penjualan aset tetap Proceed from sales of fixed assets	7.126	174,91%	11.200	4.074	56.671
Kas bersih yang digunakan untuk aktivitas investasi Investasi net cash used for investment activities	1.335.379	(66,41%)	(675.527)	(2.010.906)	(3.804.023)

#### Arus Kas dari Aktivitas Pendanaan

Arus kas dari aktivitas pendanaan yang digunakan PT Angkasa Pura I sepanjang 2021 adalah sebesar Rp104,40 miliar, turun 103,05% dibandingkan tahun lalu. Penurunan ini terutama disebabkan oleh turunnya penerimaan pinjaman jangka panjang sebesar 96,49% atau Rp3 triliun.

#### Cash Flow from Financing Activities

In 2022, PT Angkasa Pura I's cash flow from financing activities was Rp104.40 billion, a decrease of 103.05% compared to the previous year. The decrease was primarily due to a decline in long-term loan receipts by 96.49% or Rp3 trillion.

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Arus Kas dari Aktivitas Pendanaan (dalam jutaan Rupiah) Cash Flow from Funding Activities (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Penerimaan Pinjaman Jangka Panjang Long-Term Loan Receipt	(2.997.155)	(96,49%)	108.940	3.106.095	4.430.576
Penerimaan obligasi dan sukuk ijarah Receipt of bond and sukuk ijarah	(1.611.900)	(100,00%)		1.611.900	
Pembayaran Pinjaman Jangka Panjang Payment for Long-Term Loan	1.005.672	(85,25%)	(174.008)	(1.179.680)	(719.047)
Pembayaran dividen kepada entitas non pengendali Payment of dividends to non-controlling entities	80	(100,00%)		(80)	(40)
Pembayaran Liabilitas Sewa Lease Liability Payment	73.734	(65,21%)	(39.331)	(113.065)	(55.462)
Kas Bersih yang Diperoleh dari (Digunakan untuk) Aktivitas Pendanaan Net Cash From (Used for) Funding Activities	(3.529.568)	(103,05%)	(104.398)	3.425.170	3.656.027

### TINGKAT KESEHATAN

PT Angkasa Pura I berhasil mencapai tingkat kesehatan Sehat kategori "A" di tahun 2022 dengan nilai sebesar 71,00. Capaian ini diperoleh PT Angkasa Pura I sejalan dengan upaya *corporate transformation* dengan berfokus pada empat pilar yaitu *Business Turnaround, Organization and Culture, Financial Restructuring* serta pilar *Digitalization* sebagai *enabler*, yang dapat menghasilkan kinerja yang optimal sepanjang tahun 2022, dengan pengukuran berdasarkan tiga aspek utama, meliputi:

- Kinerja Keuangan**  
Penilaian kinerja aspek keuangan sesuai dengan Surat Keputusan Menteri Badan Usaha Milik Negara (BUMN) No.KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara dengan realisasi skor sebesar 22,00
- Kinerja Operasional**  
Indikator aspek operasional PT Angkasa Pura I ditetapkan berdasarkan Rapat Umum Pemegang Saham yang dilaksanakan tanggal 2 Februari 2022, sebagaimana tertuang dalam Risalah Rapat Umum Pemegang Saham (RUPS) PT Angkasa Pura I tentang Pengesahan Rencana Kerja dan Rencana Anggaran Perusahaan (RKAP) dan Rencana Kerja

### SOUNDNESS LEVEL

PT Angkasa Pura I obtained a soundness level in the category of 'A' (Healthy) in 2022 with a score of 71.00. The Company attained the accomplishment in accordance with corporate transformation initiatives by emphasizing on four pillars: Business Turnaround, Organization and Culture, Financial Restructuring and Digitalization pillar as an enabler to generate optimal performance throughout 2022, with assessments based on three key aspects, including:

- Financial Performance**  
Financial performance assessment is in compliance with the Minister of State-Owned Enterprises (SOEs) Decree No.KEP-100/MBU/2002 dated June 4, 2002, on Assessment of Soundness Level of State-Owned Enterprises with a score of 22.00.
- Operational Performance**  
Indicators of PT Angkasa Pura I's operational performance are determined based on the General Meeting of Shareholders held on February 2, 2022, as stated in the Minutes of the Company's General Meeting of Shareholders (GMS) on Ratification of the 2022 Company's Work Plan and Budget Plan (CWPB) and the Work Plan and Budget for Social

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dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022 Nomor AP.I.744/KU.01.03/2022/DU-B dengan realisasi skor sebesar 34,00.

#### 3. Kinerja Administrasi

Penilaian kinerja aspek administrasi sesuai dengan Surat Keputusan Menteri Badan Usaha Milik Negara (BUMN) No.KEP-100/MBU/2002 tanggal 4 Juni 2002 tentang Penilaian Tingkat Kesehatan Badan Usaha Milik Negara dengan realisasi skor sebesar 15,00.

and Environmental Responsibility Program (WPB-CSR) No. AP.I.744/KU.01.03/2022/DU-B with a score of 34.00.

#### 3. Administrative Performance

Administrative performance assessment is in accordance with the Minister of State-Owned Enterprises (SOEs) Decree No.KEP-100/MBU/2002 dated June 4, 2002, on Assessment of Soundness Level of State-Owned Enterprises with a score of 15.00.

#### Tingkat Kesehatan PT Angkasa Pura I 2022 Soundness Level of PT Angkasa Pura I in 2022

No	Uraian Description	Bobot Weight	Satuan Unit	Nilai 2022 Value 2022		Skor 2022 Score 2022	
				RKAP CWPB	Realisasi Realization	RKAP CWPB	Realisasi Realization
<b>A Aspek keuangan</b> Financial aspect							
1	Imbalan kepada pemegang saham (ROE) Return on equity (ROE) of shareholders	15	%	(23,83)	(9,33)	1,00	1,00
2	Imbalan investasi (ROI) Return on investment (ROI)	10	%	3,01	6,79	3,00	3,50
3	Rasio kas Cash ratio	3	%	47,48	78,92	3,00	3,00
4	Rasio lancar Current ratio	4	%	119,85	109,21	2,50	2,00
5	Collection period Collection period	4	Hari Days	63	33	3,50	4,00
6	Perputaran persediaan Inventory turnover	4	Hari Days	6	2	4,00	4,00
7	Perputaran total aset Total asset turnover	4	%	11,26	17,66	0,50	0,50
8	Ratio modal sendiri Own equity ratio	6	%	23,05	22,76	4,00	4,00
<b>Jumlah Total</b>		<b>50</b>				<b>21,50</b>	<b>22,00</b>
<b>B Aspek operasional</b> Operational aspect							
1	Customer satisfaction index (CSI) Customer satisfaction index (CSI)	15	Skala likert likert scale (1-5)	4,61	5,00	15,00	15,00
2	Tingkat pelayanan Service level						
A. Pemeriksaan security di terminal Security check in terminal							
	I. Kondisi normal Normal condition	2,5	Menit Minute	0:03:00	0:00:30	2,50	2,50

## TINJAUAN KINERJA KEUANGAN

### Financial Performance Overview

Tingkat Kesehatan PT Angkasa Pura I 2022 Soundness Level of PT Angkasa Pura I in 2022							
No	Uraian Description	Bobot Weight	Satuan Unit	Nilai 2022 Value 2022		Skor 2022 Score 2022	
				RKAP CWPB	Realisasi Realization	RKAP CWPB	Realisasi Realization
	li. Kondisi khusus Special condition	2,5	Menit Minute	0:08:00	0:01:28	2,50	2,50
	<b>B. Fasilitas umum</b> Public facility						
	1) Kebersihan bandara Toilet cleanliness	2,5	Skala likert likert scale (1-5)	4,65	4,81	2,50	2,50
	2) Tingkat kesejukan ruangan Room temperature	2,5	%	95,00	95,00	2,50	2,50
<b>3</b>	<b>Pengembangan fasilitas dan investasi</b> Facility development and investment						
	a. Pencapaian tingkat daya serap program Achievement rate of absorptive capacity of the program	5	%	100,00	92,00	5,00	4,00
	b. Pencapaian fisik investasi Physical achievement of investment	5	%	60,00	96,06	5,00	5,00
	<b>Jumlah Total</b>	<b>35</b>				<b>35,00</b>	<b>34,00</b>
<b>C</b>	<b>Aspek administrasi</b> Administrative aspect						
1	Laporan perhitungan tahunan 2021 Annual calculation statement	3	Waktu Period	08/03/2022	18/03/2022	3,00	3,00
2	Rancangan RKAP Draft of CWPB	3	Waktu Period	31/10/2022	31/10/2022	3,00	3,00
3	Laporan periodik Periodic statement	3	Waktu Period	1 Bulan setelah periode 1 Month after period	1 Bulan setelah periode 1 Month after period	3,00	3,00
<b>4</b>	<b>Kinerja PUKK</b> PUKK performance						
	A. Efektivitas penyaluran dana Effectiveness of fund disbursement	3	%	96,73	95,05	3,00	3,00
	B. Tingkat kolektibilitas penyaluran Collectability rate of loan repayment	3	%	55,40	47,45	2,00	3,00
	<b>Jumlah Total</b>	<b>15</b>				<b>14,00</b>	<b>15,00</b>
	<b>Total A + B + C</b>	<b>100</b>				<b>70,50</b>	<b>71,00</b>
	<b>SKOR Tingkat kesehatan :</b> Soundness level SCORE:						<b>71,00</b>
	<b>KATEGORI Tingkat kesehatan :</b> Soundness level TARGET:						<b>A (SEHAT) A (HEALTHY)</b>

## RASIO KEUANGAN

### Financial Ratios

PT Angkasa Pura I mencatat terdapat beberapa penurunan rasio keuangan selama 2022. Rasio lancar berada di angka 109,21% yang artinya likuiditas perusahaan yang tetap terjaga untuk membayar kewajiban jangka pendeknya. Rasio laba terhadap aset berada di angka -1,81%. Likuiditas dengan rasio kas berada di 75,40% di 2022. Sementara itu pada solvabilitas, rasio hutang terhadap modal menunjukkan persentase 339,34% yang artinya penambahan utang perusahaan terhadap modalnya lebih besar di 2022. PT Angkasa Pura I perlu mewaspadaai dan berupaya meningkatkan rasio operasi guna memastikan *going concern* dan tujuan perusahaan tetap optimis dapat terealisasi pada 2022 dan seterusnya.

PT Angkasa Pura I recorded a decrease in several financial ratios during 2022. The current ratio was at 109.21%, meaning that the company's liquidity is maintained to meet its short-term obligations. Profit to assets ratio was at -1.81%. Liquidity with cash ratio was at 75.40% in 2022. Meanwhile, in terms of solvency, the debt to capital ratio was at 339.34%, meaning that the Company's additional debt to its capital was higher in 2022. PT Angkasa Pura I must be aware and strive to increase operating ratio in order to ensure going concern and meet the company's goals in 2022 and onwards.

#### Rasio Keuangan Angkasa Pura I dalam Tiga Tahun Terakhir

PT Angkasa Pura I's Financial Ratios in the Last Three Years

Uraian Description	2022	2021	2020
<b>Rentabilitas</b> Rentability			
Rasio laba (rugi) terhadap jumlah aset Profit (loss) to asset ratio	(1,81%)	(7,68%)	(5,47%)
Rasio laba (rugi) terhadap ekuitas Profit (loss) to equity ratio	(7,96%)	(32,71%)	(17,52%)
Rasio laba (rugi) terhadap pendapatan Profit (loss) to income ratio	(12,49%)	(102,13%)	(64,34%)
Rasio laba (rugi) operasi terhadap pendapatan Operating profit (loss) to income ratio	9,78%	(79,24%)	(47,57%)
<b>Likuiditas</b> Liquidity			
Rasio lancar Current ratio	109,21%	76,89%	81,46%
Rasio kas Cash ratio	75,40%	29,85%	30,84%
<b>Solvabilitas</b> Solvability			
Rasio hutang terhadap aset Debt to asset ratio	77,24%	76,52%	68,78%
Rasio hutang terhadap modal Debt to capital ratio	339,34%	325,89%	220,34%
Rasio hutang terhadap aset tetap Debt to fixed asset ratio	89,63%	88,60%	79,33%



## KEMAMPUAN MEMBAYAR UTANG

### Ability to Pay Obligations

#### Kemampuan Membayar Utang Jangka Pendek

Berdasarkan rasio kas dan rasio lancar per 31 Desember 2022, PT Angkasa Pura I dinilai mampu untuk membayar utang jangka pendek. Tercatat rasio kas 2022 mengalami pertumbuhan sebesar 152,57% dibanding sebelumnya. Sementara, rasio lancar menunjukkan pertumbuhan sebesar 42,04% dibandingkan 2021.

#### Ability to Pay Short-Term Obligations

As of December 31, 2022, based on cash ratio and current ratio, PT Angkasa Pura I is considered able to pay short-term obligations. The company posted an increase of cash ratio in 2022 of 152.57% compared to the previous year. Meanwhile, current ratio in 2022 increased by 42.04% compared to 2021.

Likuiditas Liquidity					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Rasio lancar Current ratio	32,32%	42,04%	109,21%	76,89%	81,46%
Rasio kas Cash ratio	45,55%	152,57%	75,40%	29,85%	30,84%

#### Kemampuan Membayar Utang Jangka Panjang

Pengukuran rasio solvabilitas menunjukkan bahwa PT Angkasa Pura I memiliki kemampuan untuk melunasi seluruh hutangnya terjaga dalam batas aman. Rasio utang terhadap aset di 2022 mengalami peningkatan sebesar 0,94% sedangkan rasio utang terhadap modal menunjukkan perubahan positif sebesar 4,13%. Meski demikian, perusahaan telah melakukan beberapa inisiatif antara lain:

#### Ability to Pay Long-Term Obligations

Solvency ratio demonstrates that Angkasa Pura I is able to pay all of its obligations while staying within safe limits. In 2022, the debt-to-asset ratio increased by 0.94%, while the debt-to-capital ratio increased by 4.13%. Nevertheless, the company has undertaken several initiatives, including:

1. Restrukturisasi utang dengan beberapa pemberi pinjaman pada 5 Juli 2022 yaitu pembayaran proporsi tingkat suku bunga sebesar 2% tahun 2022 dan 2023 sedangkan sisanya akan dibayarkan tahun 2025 dan 2026;
2. Optimalisasi pengelolaan kas melalui jadwal pembayaran dengan kebijakan *term of payment* penyedia barang/jasa 120 hari;
3. inisiatif potensi pendanaan lainnya seperti *non cash loan*.

Solvabilitas Solvency					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Rasio hutang terhadap aset Debt to asset ratio	0,72%	0,94%	77,24%	76,52%	68,78%
Rasio hutang terhadap modal Debt to capital ratio	13,45%	4,13%	339,34%	325,89%	220,34%
Rasio hutang terhadap aset tetap Debt to fixed asset ratio	1,03%	1,17%	89,63%	88,60%	79,33%

## KEMAMPUAN MEMBAYAR UTANG

Ability to Pay Obligations

### Kemampuan Membayar Utang dari Efek-Efek yang Diterbitkan

Pada 2022, PT Angkasa Pura I telah memperoleh pemeringkatan dari PT Pemeringkat Efek Indonesia (PEFINDO) atas Obligasi Berkelanjutan I PT Angkasa Pura I Tahap I 2021 dan Obligasi I PT Angkasa Pura I 2016 dengan peringkat idAA+. Selain itu, PT Angkasa Pura I memperoleh pemeringkatan atas Sukuk Ijarah Berkelanjutan I PT Angkasa Pura I Tahap I 2021 dan Sukuk Ijarah I PT Angkasa Pura I Tahun 2016 dengan peringkat idAA+(sy). Sedangkan *outlook* terhadap pemeringkatan perusahaan dinyatakan stabil. Informasi lengkap atas hasil pemeringkatan tersebut sebagaimana termuat dalam tabel berikut :

### Ability to Pay Obligations from Issued Securities

In 2022, PT Angkasa Pura I received idAA+ rating from PT Pemeringkat Efek Indonesia (PEFINDO) on the Sustainable Bonds I Angkasa Pura I Phase I Year 2021 and Angkasa Pura I Bonds I Year 2016. Furthermore, PT Angkasa Pura I received idAA+ (sy) rating on the Sustainable Sukuk Ijarah I Angkasa Pura I Phase I Year 2021 and Sukuk Ijarah I Angkasa Pura I Year 2016. The company's rating outlook is stable. Further information on the ratings is provided in the following table:

No	Uraian Description	Peringkat Rating		
		2022	2021	2020
1	Obligasi Berkelanjutan I PT Angkasa Pura I Tahap I Tahun 2021 Seri A, Seri B, Seri C dan Seri D Sustainable Bonds I Angkasa Pura I Phase I Year 2021 Series A, Series B, Series C and Series D	idAA+ oleh PEFINDO idAA+ by PEFINDO	idAA+ oleh PEFINDO idAA+ by PEFINDO	idAAA oleh PEFINDO idAAA by PEFINDO
2	Obligasi I Angkasa Pura I Tahun 2016 Seri B dan Seri C Bonds I Angkasa Pura I Year 2016 Series B and Series C	idAA+ oleh PEFINDO idAA+ by PEFINDO	idAA+ oleh PEFINDO idAA+ by PEFINDO	idAAA oleh PEFINDO idAAA by PEFINDO
3	Sukuk Ijarah I Angkasa Pura I Tahap I Tahun 2021 Seri A, Seri B, Seri C dan Seri D Sukuk Ijarah I Angkasa Pura I Phase I Year 2021 Series A, Series B, Series C and Series D	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAAA(sy) oleh PEFINDO idAAA(sy) by PEFINDO
4	Sukuk Ijarah I Angkasa Pura I Tahun 2016 Seri B dan Seri C Sukuk Ijarah I Angkasa Pura I Year 2016 Series B and Series C	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAA+(sy) oleh PEFINDO idAA+(sy) by PEFINDO	idAAA(sy) oleh PEFINDO idAAA(sy) by PEFINDO

### KOLEKTIBILITAS PIUTANG

Tingkat kolektibilitas piutang perusahaan tahun 2022 mengalami penurunan jika dibanding dengan tahun sebelumnya. Per 31 Desember 2022, kolektibilitas piutang mencapai 33 hari atau mengalami percepatan 27 hari jika dibandingkan dengan kolektibilitas pada 2021.

### RECEIVABLE COLLECTIBILITY

In 2022, the Company's receivable collectibility rate decreased compared to the previous year. As of December 31, 2022, the receivable collectibility was at 33 days or 27 days faster than collectibility in 2021.

Uraian Description	Pertumbuhan 2022 % Growth 2022 %	2022	2021	2020
		Kolektibilitas piutang Receivable collectability	(45%)	33 hari   days

## STRUKTUR MODAL

### Capital Structure



#### KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Dalam rangka menjaga kelangsungan usaha, PT Angkasa Pura I mengelola permodalannya dengan memaksimalkan manfaat bagi pemegang saham dan pemangku kepentingan lainnya. Perusahaan menjaga struktur modal yang optimal dengan menetapkan sejumlah rasio modal sesuai proporsi terhadap risiko. Perusahaan juga melakukan telaah secara rutin untuk memastikan komposisi struktur modal tetap optimal dan memberikan nilai tambah bagi pemegang saham.

#### CAPITAL STRUCTURE MANAGEMENT POLICY

PT Angkasa Pura I manages its capital to ensure business continuity by increasing benefits for shareholders and other stakeholders. The Company maintains an optimal capital structure by allocating a number of capital ratios in proportion to risk. The Company also conducts regular reviews to ensure that the composition of the capital structure remains optimal and provides added value for shareholders.

## STRUKTUR MODAL

### Capital Structure

#### DASAR PEMILIHAN KEBIJAKAN MANAJEMEN ATAS STRUKTUR MODAL

Kebijakan manajemen atas struktur modal ditujukan untuk memastikan kelangsungan usaha dengan memaksimalkan keuntungan para pemegang saham melalui optimalisasi saldo utang dan ekuitas perusahaan, sehingga dapat memberikan imbal hasil bagi pemegang saham dan manfaat bagi pemangku kepentingan lainnya. Kebijakan tersebut juga bertujuan untuk mempertahankan struktur permodalan yang optimal untuk mengurangi biaya modal. Manajemen secara berkala melakukan reviu struktur permodalan dengan mempertimbangkan biaya permodalan dan risiko yang berhubungan.

#### RINCIAN STRUKTUR MODAL

Struktur modal PT Angkasa Pura I di tahun 2022 terdiri dari 77,24% liabilitas dan 22,76% ekuitas. Komposisi ini mengalami perubahan jika dibandingkan dengan tahun 2021. Peningkatan nilai liabilitas dalam hal ini liabilitas jangka panjang disebabkan karena peningkatan utang bank jangka panjang yang dilakukan agar operasional perusahaan tetap berjalan.

#### BASIS FOR SELECTING MANAGEMENT POLICY ON CAPITAL STRUCTURE

The capital structure management policy aims to ensure business continuity by maximizing shareholder returns through optimizing the company's debt and equity balances, resulting in returns for shareholders and benefits for other stakeholders. The policy also aims to maintain an optimal capital structure to reduce capital costs. Management reviews the capital structure on a regular basis by taking into account the cost of capital and associated risks.

#### CAPITAL STRUCTURE DETAILS

PT Angkasa Pura I's capital structure in 2022 consists of 77.24% liabilities and 22.76% equity. This composition has changed compared to 2021. The increase in the value of liabilities, in this case long-term liabilities, was due to an increase in long-term bank debt to keep the company's operations running.

Struktur Modal PT Angkasa Pura I Capital Structure of PT Angkasa Pura I						
Uraian Description	Struktur Modal (Rp Juta) Capital Structure (in million Rupiah)			Persentase dari Total Modal Percentage of Total Capital		
	2022	2021	2020	2022	2021	2020
Liabilitas jangka pendek Current liabilities	2.945.366	4.265.039	4.766.653	7,16%	10,00%	11,19%
Liabilitas jangka panjang Non-current liabilities	28.826.912	28.354.592	24.520.716	70,08%	66,51%	57,59%
Total liabilitas Total liabilities	31.772.278	32.619.630	29.287.369	77,24%	76,52%	68,78%
Ekuitas Equity	9.363.063	10.009.472	13.291.889	22,76%	23,48%	31,22%
<b>Total liabilitas dan ekuitas</b> Total liabilities and equity	<b>41.135.341</b>	<b>42.629.102</b>	<b>42.579.259</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

## IKATAN MATERIAL TERKAIT INVESTASI BARANG MODAL DAN REALISASINYA

### Material Commitment for Capital Goods Investment and Its Realization

#### NAMA PIHAK YANG MELAKUKAN IKATAN

Dalam melakukan pengembangan dan peningkatan kualitas infrastruktur dan fasilitas di bandara, PT Angkasa Pura I melakukan ikatan investasi barang modal. Selama 2022 data ikatan investasi barang modal diuraikan dalam tabel berikut:

#### NAME OF COMMITTED PARTY

To develop and improve the quality of infrastructure and facilities at the airports, PT Angkasa Pura I is committed to investing in capital goods. During 2022, the data on capital goods investment commitments are described in the following table:

Ikatan Investasi Barang Modal Kantor Pusat Tahun 2022 Head Office Capital Goods Investment Commitments in 2022	
Jenis Ikatan Type of Commitment	Pelaksana Program/Vendor Vendor/Program Executor
<i>Re-engineering</i> infrastruktur jaringan data PT Angkasa Pura I Re-engineering PT Angkasa Pura I's data network infrastructure	Logistik Teknologi Indonesia, Mastersystem Infotama
Pengendalian sistem drainase sisi udara Control of airside drainage system	Badan Pengembangan dan Pengelolaan Usaha ITS
Optimalisasi sistem kelistrikan Bandara Sentani Jayapura Electrical system optimization at Sentani Airport Jayapura	PT Angkasa Pura Suport
Pemenuhan standar fasilitas sisi udara Fulfillment of airside facility standards	PT Geo Sarana Guna, PT PP (Persero) Tbk., dan PT Ciria Jasa Cipta
<i>Overlay runway</i> (10-28) Bandara Juanda Surabaya Runway overlay (10-28) at Juanda Airport Surabaya	PT Waskita Karya
Rekonstruksi <i>paved shoulder taxiway</i> untuk pesawat tipe E tahap 2 (dua) Reconstruction of paved shoulder taxiway for type E aircraft phase II (two)	PT Massuka Pratama, PT PP Presisi
Perluasan terminal dan fasilitas penunjangnya Expansion of terminal and its supporting facilities	PT Penta Rekayasa, PT Adhi Karya
Renovasi dan revitalisasi terminal tahap II Terminal renovation and revitalization phase II	PT Massuka Pratama, PT Hutan Alam
Pekerjaan pengadaan dan pemasangan <i>power panel chiller</i> Procurement and installation of power panel chiller	PT Angkasa Pura Suport
Pembuatan pos keamanan <i>toll gate</i> di Bandara Jenderal Ahmad Yani Semarang Construction of toll gate security post at Jenderal Ahmad Yani Airport Semarang	PT Angkasa Pura Properti
Penggantian <i>Precision Approach Path Indicators</i> (PAPI) 09 dan 27 Bandara Adisutjipto Yogyakarta Replacement of Precision Approach Path Indicators (PAPI) 09 and 27 at Adisutjipto Airport Yogyakarta	PT Angkasa Pura Suport
Standardisasi <i>movement area guidance sign</i> (tahap I) di Bandara Adisutjipto Yogyakarta Standardization of movement area guidance sign (phase I) at Adisutjipto Airport Yogyakarta	PT Angkasa Pura Suport
Perpanjangan <i>runway</i> dan pembangunan fasilitas penunjangnya serta peningkatan daya dukung <i>runway</i> Runway extension, supporting facilities construction and runway carrying capacity extension	PT Utama Karya, PT Nur Straits Engineering, PT Isoplant
Pekerjaan perluasan <i>fire station</i> dan pengadaan <i>air compressor</i> Expansion of fire station and procurement of air compressor	PT Angkasa Pura Properti
Renovasi terminal Terminal renovation	PT Angkasa Pura Properti, Artefak Arkindo
<i>Overlay Runway</i> dan <i>Tapering Stopway</i> Runway Overlay and Stopway Tapering	PT PP (Persero) Tbk., PT Ciriajasa Cipta
Revitalisasi dan beautifikasi terminal GAT dan fasilitas penunjang Revitalization and beautification of GAT terminal and supporting facilities	PT Angkasa Pura Properti
Revitalisasi dan beautifikasi terminal internasional, domestik & fasilitas penunjang Revitalization and beautification of international, domestic terminals & supporting facilities	PT Angkasa Pura Properti, Artefak Arkindo



## IKATAN MATERIAL TERKAIT INVESTASI BARANG MODAL DAN REALISASINYA

Material Commitment for Capital Goods Investment and Its Realization

### NILAI IKATAN MATERIAL INVESTASI BARANG MODAL

Sepanjang 2022, ikatan investasi barang dan modal direalisasikan sebanyak 23 program atau 92,00% dengan nilai kontrak mencapai Rp0,38 triliun dan daya serap fisik hingga 96,06%. Secara keseluruhan, transaksi yang dilakukan menggunakan nilai rupiah, sehingga perusahaan tidak menempuh langkah untuk melindungi risiko dari kurs mata uang asing. Dalam memenuhi ikatan material sumber dana yang digunakan berasal dari pinjaman bank, obligasi, dan sukuk.

### VALUE OF MATERIAL COMMITMENT FOR INVESTMENT IN CAPITAL GOODS

Throughout 2022, commitment for investment in capital goods was accomplished in 23 programs, accounting for 92.00% of total commitment, with a contract value of Rp0.38 trillion and physical absorption of 96.06%. Because Rupiah was used in all transactions, the company did not take any efforts to mitigate the risk of foreign currency exchange rates. Bank loans, bonds, and sukuk were used to fund the fulfillment of material commitments.

#### Ikatan Investasi Barang Modal Tahun 2022 (dalam jutaan Rupiah)

Commitments of Capital Good Investments in 2022 (in million Rupiah)

Jenis dan Tujuan Investasi Type and Objective of Investment	Nilai Kontrak Periode Berjalan Contract Value of Current Period	Nilai Realisasi Fisik Physical Realization	Daya Serap Fisik Physical Absorption
Operasional Operational	148.021	141.074	95,31%
Pengembangan Development	239.302	230.995	96,53%
<b>Total investasi Total investment</b>	<b>387.323</b>	<b>372.069</b>	<b>96,06%</b>

### REALISASI INVESTASI BARANG MODAL

Jenis dan nilai investasi barang modal yang bersifat aset tetap yang direalisasikan PT Angkasa Pura I di 2022 mencapai Rp0,37 triliun. Jumlah ini lebih kecil 88,09% dibandingkan realisasi investasi di 2021.

### CAPITAL GOODS INVESTMENT REALIZATION

Angkasa Pura I realized Rp0.37 trillion in fixed asset investment in capital goods in 2022, 88.09% lower than the investment realization in 2021.

#### Realisasi Nilai Investasi Barang Modal (dalam jutaan Rupiah)

Capital Goods Investment Realization (in million Rupiah)

Jenis Aset Tetap Type of Current Asset	2022	2021	2020
Operasional Operational	141.074	770.569	1.350.838
Pengembangan Development	230.995	2.352.863	3.290.779
<b>Total investasi Total investment</b>	<b>372.069</b>	<b>3.123.432</b>	<b>4.641.617</b>

## INFORMASI MATERIAL INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, ATAU RESTRUKTURISASI

### Material Information on Investment, Expansion, Divestment, Acquisition, or Restructuring

Pada 2022 terdapat kegiatan investasi, ekspansi, dan restrukturisasi modal yang dilaksanakan PT Angkasa Pura I. Walaupun demikian pada periode pelaporan PT Angkasa Pura tidak memiliki kegiatan divestasi, penggabungan/peleburan usaha, akuisisi, serta transaksi afiliasi.

Angkasa Pura I carried out investment, expansion, and capital restructuring activities throughout 2022. However, PT Angkasa Pura did not carry out in any divestment activities, merger/consolidation, acquisition, or affiliate transaction during the reporting period.

#### INVESTASI

PT Angkasa Pura I melakukan investasi yang terbagi menjadi dua jenis yaitu investasi jangka pendek dan investasi jangka panjang. Perusahaan melakukan investasi pada berbagai instrumen keuangan yang meliputi deposito, reksadana, obligasi, dan penyertaan saham.

#### INVESTMENT

PT Angkasa Pura I engaged in two types of investments: short-term and long-term. The company invested in a variety of financial products, including deposit, mutual fund, bond, and equity participation.

Investasi PT Angkasa Pura I (dalam jutaan Rupiah) PT Angkasa Pura I's Investments (in million Rupiah)			
Uraian Description	2022	2021	2020
<b>Investasi jangka pendek</b> Short-term investment			
Deposito berjangka > 3 bulan Term deposit > 3 months	30.000	-	-
Obligasi-tersedia untuk dijual Bonds-available for sale	5.065	10.418	23.493.015
Reksadana Mutual fund	33.492	39.494	72.622.469
Deposito berjangka yang dibatasi penggunaannya Restricted time deposits	35.000	33.320	
<b>Total investasi jangka pendek</b> <b>Total short-term investment</b>	<b>103.557</b>	<b>83.232</b>	<b>96.115.484</b>
<b>Investasi jangka panjang</b> Long-term investment			
Obligasi Bonds	18.630	21.389	27.011.859
Penyertaan saham pada entitas asosiasi Capital participation in associated entities	294.358	317.775	74.251.956
Kerjasama operasi Joint operation	-	-	-
<b>Total investasi jangka panjang</b> <b>Total long-term investment</b>	<b>312.988</b>	<b>339.164</b>	<b>101.263.815</b>

## INFORMASI MATERIAL INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, ATAU RESTRUKTURISASI

Material Information on Investment, Expansion, Divestment, Acquisition, or Restructuring

### EKSPANSI

PT Angkasa Pura I tidak melaksanakan kegiatan ekspansi untuk periode kinerja tahun 2022.

### RESTRUKTURISASI KEUANGAN

Seiring dengan *trend* pertumbuhan penumpang, bandara-bandara yang dikelola PT Angkasa Pura I mengalami *lack of capacity* pada tahun 2013-2018 sehingga dilakukan upaya peningkatan kapasitas dengan pengembangan dan pembangunan bandara. Permasalahan *lack of capacity* telah berhasil diselesaikan dengan melaksanakan percepatan pembangunan dan pengembangan bandara dengan kualitas yang baik, dengan pengeluaran capex sebesar Rp23 triliun pada tahun 2018-2020 yang didanai dengan pendanaan internal dan eksternal (pinjaman). Dengan pembangunan dan pengembangan bandara, kapasitas bandara kelolaan PT Angkasa Pura I meningkat menjadi 135 juta penumpang per tahun sehingga mempunyai kapasitas untuk merespon pertumbuhan penumpang. Walaupun demikian pada tahun 2020 terdapat pandemi Covid-19 yang berdampak sangat signifikan pada kinerja keuangan perusahaan, termasuk kemampuan likuiditas.

Sebagai upaya perbaikan dan peningkatan PT Angkasa Pura I telah melakukan *corporate transformation* yang terdiri dari empat pilar yaitu *Business Turnaround, Organization and Culture, Financial Restructuring* dan *Digitalization*. Bagian dari *Financial Restructuring* PT Angkasa Pura I telah berhasil melaksanakan restrukturisasi pinjaman sampai dengan 2031 yang telah memperoleh persetujuan dari 14 kreditur dan telah dinyatakan efektif pada tanggal 15 Juli 2022 dengan nilai total pinjaman sebesar Rp23,4 triliun. Dalam restrukturisasi pinjaman terdapat *paid and charged mechanism* dimana untuk tahun 2022 sampai dengan 2023 dikenakan suku bunga *fixed 5% (charged)* dan pembayaran bunga *2% (paid)*. Bunga yang ditunda (*deferred interest*) akan dibayarkan pada tahun 2025 dan 2026 atau lebih awal (tergantung kondisi keuangan

### EXPANSION

PT Angkasa Pura I did not carry out expansion activities for the 2022 performance period.

### FINANCIAL RESTRUCTURING

Along with the passenger growth trend, PT Angkasa Pura I managed airports had a lack of capacity from 2013 to 2018, hence attempts were made to improve capacity through airport expansion and construction. The issue of inadequate capacity has been successfully addressed by accelerating the construction and development of high-quality airports, with a capital expenditure of Rp23 trillion in 2018-2020 funded by both internal and external sources (loans). With the construction and development of airports, PT Angkasa Pura I managed airports boosted their capacity to 135 million passengers per year, allowing them to respond to passenger growth. However, the COVID-19 pandemic hit in 2020, which had a significant impact on the company's financial performance, particularly liquidity capability.

In an endeavor to develop and grow, PT Angkasa Pura I has carried out a corporate transformation comprised of four pillars, namely Business Turnaround, Organization and Culture, Financial Restructuring, and Digitalization. As a part of the financial restructuring, PT Angkasa Pura I executed its debt restructuring until 2031, obtained approval from 14 creditors, and was declared effective on July 15, 2022, with a total loan of Rp23.4 trillion. The company implemented a paid and charged mechanism in the loan restructuring, with a fixed interest rate of 5% (charged) and interest payments of 2% (paid) for 2022 to 2023. Deferred interest will be paid in 2025 and 2026, whichever comes first (depending on the financial

## INFORMASI MATERIAL INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, ATAU RESTRUKTURISASI

Material Information on Investment, Expansion, Divestment, Acquisition, or Restructuring

PT Angkasa Pura I). Dalam restrukturisasi pinjaman juga dilakukan *refinancing* pinjaman dimana pembayaran pokok pinjaman yang signifikan akan mulai dilakukan tahun 2029. Secara keseluruhan restrukturisasi pinjaman telah sangat membantu PT Angkasa Pura I mengatasi permasalahan likuiditas yang terdampak oleh pandemi Covid-19 dan memastikan keberlanjutan bisnis perusahaan (*sustainability*). Bagian dari keberhasilan pelaksanaan inisiatif *financial restructuring* di akhir tahun 2022 PT Angkasa Pura I telah berhasil mencapai *current ratio* 1.09x dari tahun sebelumnya sebesar 0.77x dan arus kas operasi menjadi positif sebesar Rp1,7 triliun (termasuk restitusi pajak Rp1,03 triliun) lebih dari tahun sebelumnya sebesar Rp3,3 triliun.

Melalui pelaksanaan inisiatif-inisiatif *financial restructuring* di 2022 PT Angkasa Pura I mampu memenuhi kewajibannya kepada *stakeholder* walaupun PT Angkasa Pura I tidak memperoleh PMN sebagaimana yang diproyeksikan di tahun 2022.

Bagian dari kelanjutan pelaksanaan inisiatif *financial restructuring* PT Angkasa Pura I juga sedang melaksanakan beberapa inisiatif antara lain:

1. *Refinancing* obligasi dan/atau sukuk eksisting  
Bagian dari peningkatan kemampuan likuiditas PT Angkasa Pura I mengupayakan penerbitan *hybrid* sukuk melalui penerbitan tanpa penawaran umum, yang akan dipergunakan untuk *refinancing* obligasi dan/atau sukuk eksisting. *Hybrid* sukuk akan diterbitkan dengan tenor yang panjang dengan pembayaran bagi hasil yang relatif rendah (*paid*) dan bagian bagi hasil yang ditunda yang akan dibayarkan pada saat jatuh tempo. Pada saat ini rencana penerbitan efek bersifat sukuk dimaksud telah sampai pada tahap finalisasi struktur sukuk bersama dengan investor yang berminat dan sedang proses melengkapi dokumen yang dibutuhkan dalam proses penerbitan sukuk, dibantu oleh para profesi penunjang.

condition of PT Angkasa Pura I). Loan reprofiling is also carried out as part of the loan restructuring, with hefty principal payments beginning in 2029. Overall, the loan restructuring has considerably aided PT Angkasa Pura I in overcoming liquidity issues caused by the Covid-19 pandemic and ensuring the company's long-term viability. As part of the successful implementation of financial restructuring initiatives by the end of 2022, PT Angkasa Pura I achieved a current ratio of 1.09x, from 0.77x in the previous year, and positive operating cash flow of Rp1.7 trillion (including tax refunds of Rp1.03 trillion), higher than the previous year of Rp3.3 trillion.

PT Angkasa Pura I was able to meet its responsibilities to stakeholders by implementing financial restructuring initiative in 2022, despite the fact that the Company did not receive PMN as projected in 2022.

As part of the ongoing implementation of financial restructuring initiative, PT Angkasa Pura I implemented several initiatives, including:

1. Refinancing existing bonds and/or sukuk  
As part of its efforts to improve liquidity, PT Angkasa Pura I strives to issue hybrid sukuk without a public offering for refinancing existing bonds and/or sukuk. A hybrid sukuk will be issued with a long tenor, a relatively low profit sharing payment (*paid*), and a portion of deferred profit sharing to be paid at maturity. Currently, the proposal to issue sukuk securities has reached the phase of completing the sukuk structure with interested investors and is in the process of completing the documentation required in the sukuk issuance process, assisted by supporting professionals.

## INFORMASI MATERIAL INVESTASI, EKSPANSI, DIVESTASI, AKUISISI, ATAU RESTRUKTURISASI

Material Information on Investment, Expansion, Divestment, Acquisition, or Restructuring

### 2. *Deleveraging Initiative (partnership/spin-off dan sekuritisasi)*

Guna penyehatan struktur modal, PT Angkasa Pura I akan melakukan pengurangan porsi utang (*debt*) dalam struktur modalnya melalui *deleveraging initiative* antara lain melalui *spin off* dan sekuritisasi. Saat ini PT Angkasa Pura I sedang melaksanakan kajian terkait *spin-off* dan sekuritisasi, baik dari segi keuangan, legal dan skema optimal yang menyesuaikan dengan karakteristik bandara-bandara PT Angkasa Pura I. Selain itu, PT Angkasa Pura I juga telah melakukan pendekatan terhadap beberapa calon partner potensial.

### 3. *Cash lab*

PT Angkasa Pura I terus melanjutkan upaya peningkatan likuiditas perusahaan melalui optimalisasi penagihan piutang dan penerimaan *Passenger Service Charge (PSC)*, mengimplementasikan jangka waktu pembayaran (*Term of Payment/TOP*) yang memberikan kelonggaran likuiditas bagi PT Angkasa Pura I, pembayaran kepada vendor menggunakan *Non Cash Loan (NCL)*.

Melalui keberlanjutan implementasi inisiatif-inisiatif *corporate transformation*, diharapkan kinerja PT Angkasa Pura I akan terus mengalami peningkatan antara lain peningkatan profitabilitas, likuiditas dan solvabilitas. Sehingga, pada tahun 2023 dan dalam jangka panjang diharapkan PT Angkasa Pura I dapat memenuhi kewajiban terhadap seluruh *stakeholder* termasuk para pemberi fasilitas dan berhasil dalam penciptaan nilai (*value creation*).

### 2. Deleveraging Initiative (partnership/spin-off and securitization)

To enhance its capital structure, PT Angkasa Pura I would reduce the portion of debt in its capital structure through deleveraging activities, such as spin-off and securitization. Currently PT Angkasa Pura I conducted review on spin-offs and securitization, in terms of financial, legal and optimal schemes adjusted to the characteristics of PT Angkasa Pura I airports. Furthermore, the Company made several approaches to potential partners.

### 3. Cash lab

PT Angkasa Pura I continues to strengthen the company's liquidity by streamlining receivables collection and Passenger Service Charge (PSC) revenues, establishing a term of payment (TOP) that offers the Company with liquidity flexibility, and making vendor payments using Non Cash Loan (NCL).

The ongoing implementation of business transformation initiatives is expected to improve the Company's performance, including improved profitability, liquidity, and solvency. Thus, PT Angkasa Pura I is projected to meet its obligations to all stakeholders, including facility providers, and succeed in value creation in 2023 and in the long run.





## PROSPEK USAHA


### Business Prospect

#### Perkembangan Industri Kebandarudaraan di Wilayah PT Angkasa Pura I

Secara keseluruhan, di 2022 terjadi peningkatan trafik penumpang sebesar 83,68%, trafik pesawat sebesar 35,50%, dan trafik kargo sebesar 7,04% di bandara yang dikelola PT Angkasa Pura I dibandingkan tahun 2021. Setelah adanya program vaksinasi ke tiga yang gencar dilakukan Pemerintah Indonesia dan pelonggaran aturan mobilitas masyarakat di 2022, PT Angkasa Pura I optimis laju pergerakan industri penerbangan akan semakin membaik pada tahun berikutnya.

#### Airport Industry Development in PT Angkasa Pura I Area

Overall, passenger traffic increased by 83.68%, aircraft traffic increased by 35.50%, and cargo traffic increased by 7.04% at PT Angkasa Pura I airports in 2022 compared to 2021. PT Angkasa Pura I is optimistic that the aviation industry's rate of movement will improve further in the following year, following the Government of Indonesia's intensive third vaccination program and the easing of community mobility restriction regulations in 2022.

Pergerakan Lalu Lintas Angkutan Udara 					
Air Transport Movements					
Uraian Description	Satuan Unit	Pertumbuhan 2022(%) Growth 2022(%)	2022	2021	2020
Pesawat Aircraft	Mov	35,50%	552.851	408.008	432.864
Penumpang Passenger	Pax	83,68%	52.286.976	28.466.261	32.711.088
Kargo Cargo	Ton	7,04%	464.433	433.887	436.049

#### Pergerakan Pesawat

2022 secara keseluruhan pergerakan pesawat domestik, internasional, dan lokal/militer mengalami kenaikan sebesar 35,50% dari semula sebanyak 408.008 pergerakan pesawat di tahun 2021 menjadi 552.851 pergerakan pesawat di tahun 2022. Laju pergerakan terbanyak ada pada pergerakan pesawat domestik yakni sebesar 430.434 pergerakan pesawat. Jumlah total pergerakan pesawat pesawat lokal/militer direalisasikan sebesar 86.500 pergerakan pesawat, atau meningkat sebanyak 16,02 jika dibanding tahun 2021. Secara agregat total, pada akhir periode pelaporan pergerakan pesawat meningkat sebesar 35,50%, seiring dengan jumlah permintaan yang perlahan mulai tumbuh.

#### Aircraft Movement

In 2022, total number of domestic, international, and local/military aircraft movements increased by 35.50%, from 408,008 in 2021 to 552,851 in 2022. Domestic aircraft movements had the highest movement rate, with 430,434 aircraft movements. Total number of local/military aircraft movements was 86,500, representing a 16.02 percent increase over 2021. At the end of the reporting period, total aircraft movements increased by 35.50%, reflecting the increasing demand.

## PROSPEK USAHA

### Business Prospect

#### Pergerakan Pesawat Domestik, Internasional, dan Lokal/Militer

Domestic, International and Local/Military Aircraft Movements



Keterangan Description	Pertumbuhan 2022(%) Growth 2022(%)	2022	2021	2020
Pergerakan pesawat domestik Domestic aircraft movement	31,08%	430.434	328.382	366.333
Pergerakan pesawat internasional International aircraft movement	607,58%	35.917	5.071	24.022
Pergerakan pesawat lokal/militer Local/military aircraft movement	16,02%	86.500	74.555	42.509
<b>Jumlah Total</b>	<b>35,50%</b>	<b>552.851</b>	<b>408.008</b>	<b>432.864</b>

#### Pergerakan Penumpang

Per akhir 2022, jumlah penumpang domestik tercatat 42.457.343 penumpang. Pencapaian tersebut meningkat 66,84% jika dibandingkan dengan tahun 2021. Jumlah penumpang internasional mencapai 5.858.737 penumpang, meningkat 5.238,60% dibandingkan penumpang internasional di 2021. PT Angkasa Pura I tetap memastikan seluruh bandar udara yang dikelola konsisten menerapkan protokol kesehatan secara ketat, agar bandara menjadi tempat yang aman dan higienis. Berbagai upaya tersebut dilakukan untuk mengembalikan kepercayaan masyarakat dalam melakukan perjalanan udara sehingga dapat meningkatkan pertumbuhan kinerja industri penerbangan.

#### Passenger Movement

By the end of 2022, total number of domestic passengers was 42,457,343. This achievement increased by 66.84% compared to 2021. Total international passengers was 5,858,737, a 5,238.60% increase compared to total international passengers in 2021. PT Angkasa Pura I continues to ensure that all managed airports consistently implement strict health protocols, transforming the airport into a safe and sanitary environment. The various efforts are being made to restore public trust in flying in order to improve the aviation industry's performance.

#### Pergerakan Penumpang Domestik, Internasional, dan Transit

Domestic, International and Transit Passenger Movements



Keterangan Description	Pertumbuhan 2022(%) Growth 2022(%)	2022	2021	2020
Pergerakan penumpang domestik Domestic passenger movements	66,84%	42.457.343	25.447.702	26.787.189
Pergerakan penumpang internasional International passenger movements	5.238,60%	5.858.737	109.743	3.287.554
Pergerakan penumpang transit Transit passenger movements	36,51%	3.970.896	2.908.771	2.636.345
<b>Jumlah Total</b>	<b>83,68%</b>	<b>52.286.976</b>	<b>28.466.216</b>	<b>32.711.088</b>

## PROSPEK USAHA

Business Prospect

### Pergerakan Kargo

Pada Maret 2022, PT Angkasa Pura I melakukan kerja sama dengan Asosiasi Logistik dan Forwarder Indonesia (ALFI) untuk mengembangkan dan meningkatkan layanan kargo serta logistik di seluruh bandar udara yang dikelola PT Angkasa Pura I. Hal ini bertujuan untuk mendorong berbagai industri untuk menggunakan jasa kargo sehingga trafik kargo dapat terus meningkat. Total agregat pergerakan kargo terbilang stabil dan mengalami peningkatan 7,04% selama tahun 2022 yaitu sebanyak 464.433 ton dibandingkan tahun 2021 yang hanya sebanyak 433.887 ton. Peningkatan kargo internasional lebih mendominasi dibanding kargo domestik.

### Cargo Movement

In March 2022, PT Angkasa Pura I collaborated with the Indonesian Forwarders Association (INFA) to develop and improve cargo and logistics services at all airports managed by PT Angkasa Pura I. This aims to encourage various industries to use cargo services, allowing cargo traffic to grow. Total aggregate cargo movement was stable and increased by 7.04% in 2022, to 464,433 tons, from 433,887 tons in 2021. International cargo is growing faster than domestic cargo.

Pergerakan Kargo Domestik dan Internasional (Ton) Domestic and International Cargo Movements (Ton)				
Keterangan Description	Pertumbuhan 2022(%) Growth 2022(%)	2022	2021	2020
Pergerakan kargo domestik Domestic cargo movements	5,33%	429.061	407.356	393.503
Pergerakan kargo internasional International cargo movements	33,32%	35.372	26.532	42.546
<b>Jumlah Total</b>	<b>7,04%</b>	<b>464.433</b>	<b>433.887</b>	<b>436.049</b>



# PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

## Comparison Between Target, Realization in 2022 and Projection for 2023

### PENCAPAIAN TARGET 2022

### TARGET ACHIEVEMENT IN 2022

Pencapaian Target Kinerja Pelayanan Jasa Aeronautika (Produksi) Tahun 2022 Achievement of Performance Targets for Aeronautical Services (Production) in 2022				
Uraian Description	Satuan Unit	Realisasi Realization in 2022	RKAP 2022 CWPB 2022	Pencapaian Achievement
<b>Pelayanan jasa pendaratan, penempatan dan penyimpanan pesawat udara (PJP4U) Landing, Parking, and Hangar Service Charge (PJP4U)</b>	<b>Ton</b>	<b>16.141.191</b>	<b>14.090.956</b>	<b>114,55%</b>
<i>PJP4U domestic Domestic PJP4U</i>	Ton	13.903.739	13.699.748	101,49%
<i>PJP4U international International PJP4U</i>	Ton	2.237.452	391.208	571,93%
<b>Pelayanan extended fee Extended fee service</b>	<b>Hour</b>	<b>11.868</b>	<b>6.224</b>	<b>190,68%</b>
<i>Pelayanan extended fee domestic Domestic extended fee service</i>	Hour	11.051	6.042	182,90%
<i>Pelayanan extended fee internasional International extended fee service</i>	Hour	817	182	448,90%
<b>Pelayanan jasa penumpang pesawat udara (PJP2U) Passenger service charge (PJP2U)</b>	<b>Pax</b>	<b>21.908.238</b>	<b>15.993.828</b>	<b>136,98%</b>
<i>PJP2U domestic Domestic PJP2U</i>	Pax	19.061.524	15.892.405	119,94%
<i>PJP2U international International PJP2U</i>	Pax	2.846.714	101.424	2806,75%
<b>Aviobridge</b>	<b>Ton</b>	<b>21.270.484</b>	<b>17.968.769</b>	<b>118,37%</b>
<i>Aviobridge domestic Domestic aviobridge</i>	Ton	17.390.048	17.536.452	99,17%
<i>Aviobridge international International aviobridge</i>	Ton	3.880.436	432.317	897,59%
<b>Counter</b>	<b>Pax</b>	<b>21.860.524</b>	<b>15.993.828</b>	<b>136,68%</b>
<i>Counter domestic Domestic counter</i>	Pax	19.060.533	15.892.405	119,93%
<i>Counter international International counter</i>	Pax	2.799.991	101.424	2760,68%
<b>Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) Aircraft Cargo and Postal Services (PJKP2U)</b>	<b>Ton</b>	<b>374.056</b>	<b>391.039</b>	<b>95,66%</b>
<i>PJKP2U out domestic Out domestic PJKP2U</i>	Ton	177.618	195.655	90,78%
<i>PJKP2U out international Out international PJKP2U</i>	Ton	29.061	32.728	88,80%
<i>PJKP2U inc domestic Inc domestic PJKP2U</i>	Ton	148.317	149.206	99,40%
<i>PJKP2U inc international Inc international PJKP2U</i>	Ton	19.060	13.451	141,70%

## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

Pencapaian Target Kinerja Pelayanan Jasa Non-Aeronautika (Produksi) Tahun 2022 Achievement of Performance Targets for Non-Aeronautical Services (Production) in 2022				
Uraian Description	Satuan Unit	Realisasi Realization in 2022	RKAP 2022 CWPB 2022	Pencapaian Achievement
<b>Sewa-sewa</b> Lease				
Sewa ruang Space lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	1.086.793	1.292.090	84,11%
Sewa tanah Land rent	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	2.925.727	4.184.205	69,92%
Sewa tempat Venue lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	23.458	23.964	97,89%
Sewa tempat antena Antenna space lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	18.245	16.088	113,41%
Sewa cold storage Cold storage lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	12.367	0	0
Sewa gedung Building lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	6	15	40,00%
Penyerahan penggunaan tanah Handover of land use	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	1.550.917	1.550.592	100,02%
Penyerahan penggunaan bangunan Handover of building use	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	109	0	0
<b>Konsesi</b> Concession				
Konsesi-duty free Concession-duty free	Rp/000	99.508.944	6.190.470	1,607,45%
Konsesi-food and beverages Concession-food and beverages	Rp/000	676.819.330	602.852.897	112,27%
Konsesi-retail Concession-retail	Rp/000	540.444.598	482.524.843	112,00%
Konsesi-services Concession-services	Rp/000	958.406.836	268.118.437	357,46%
Konsesi-ground handling Concession-ground handling	Rp/000	453.056.862	302.994.522	149,53%
Konsesi-catering Concession-catering	Rp/000	148.518.264	38.549.635	385,27%
Konsesi-ftc Concession-ftc	Liter	11.008.236.326	6.540.919.379	168,30%
Konsesi-cip lounge Concession-cip lounge	Rp/000	103.999.176	67.617.112	153,81%
Konsesi-cargo Concession-cargo	Rp/000	246.117.012	226.235.741	8,79%
Konsesi-others Concession-others	Rp/000	172.967.806	122.296.932	141,43%
Konsesi-gat Concession-gat	Rp/000	43.370.310	146.960.169	29,51%
Konsesi-line maintenance Concession-line maintenance	Rp/000	83.104.247	405.078.522	20,52%
Konsesi-advertising Concession-advertising	Rp/000	17.187.696	111.717.068	15,39%



## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

Pencapaian Target Kinerja Pelayanan Jasa Non-Aeronautika (Produksi) Tahun 2022 Achievement of Performance Targets for Non-Aeronautical Services (Production) in 2022				
Uraian Description	Satuan Unit	Realisasi Realization in 2022	RKAP 2022 CWPB 2022	Pencapaian Achievement
<b>Parkir dan pas bandara</b> Parking and airport pass				
Parkir mobil Car parking	Tiket Ticket	21.676.774	15.310.770	141,58%
Parkir motor Motorcycle parking	Tiket Ticket	6.086.606	6.806.878	89,42%
Peron dan <i>waving gallery</i> Platform and waving gallery	Tiket Ticket	0	0	0
Pas bandara Airport pass	Tiket Ticket	37.971	32.286	117,61%
<b>Utilitas</b> Utility				
Pemakaian listrik Electricity usage	kWh	26.353.632	20.661.814	127,55%
Pemakaian air Water usage	m <sup>3</sup>	625.638	234.307	267,02%
Pemakaian telepon Telephone usage	PwtxBulan PwtxMonth	8.932	12.936	69,05%
Layanan data Internet connection service	EA	945	2.069	45,67%
<b>Reklame</b> Billboard				
Sewa tempat reklame <i>indoor</i> Indoor billboard lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	12.391	28.589	43,34%
Sewa tempat reklame <i>outdoor</i> Outdoor billboard lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	3.586	18.071	19,84%
<b>Event dan promotion</b> Event and promotion				
<i>Event and promotion</i> Event and promotion	EA	1.707	1.715	99,55%
<b>Lounge</b> Lounge				
Cip <i>lounge</i> domestik Domestic cip lounge	Pax	2	0	
Cip <i>lounge</i> internasional International cip lounge	Pax	2	0	
Executive <i>lounge</i> domestik Domestic executive lounge	Pax	2	0	
Executive <i>lounge</i> internasional International executive lounge	Pax	2	0	
<b>Jasa terkait kargo &amp; pos</b> Cargo & postal related services				
Jasa terkait <i>out-domestic</i> Out-domestic service	Rp/1.000	40.744.484	28.024.591	145,39%
Jasa terkait <i>out-international</i> Out-international service	Rp/1.000	22.131.571	20.560.446	107,64%

## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

Pencapaian Target Kinerja Pelayanan Jasa Non-Aeronautika (Produksi) Tahun 2022 Achievement of Performance Targets for Non-Aeronautical Services (Production) in 2022				
Uraian Description	Satuan Unit	Realisasi Realization in 2022	RKAP 2022 CWPB 2022	Pencapaian Achievement
Jasa terkait <i>inc-domestic</i> Inc-domestic service	Rp/1.000	61.028.610	32.755.474	186,32%
Jasa terkait <i>inc-international</i> Inc-international service	Rp/1.000	46.483.171	38.195.643	121,70%
<b>Maintenance dan services fee</b> Maintenance and services fee				
Maintenance dan services fee Maintenance and services fee	EA	9.282	1.116	831,72%

Pencapaian Target Kinerja Keuangan Tahun 2022 (dalam jutaan Rupiah) Achievement of Financial Performance Targets in 2022 (in million Rupiah)				
Uraian Description	Realisasi Realization in 2022	RKAP 2022 CWPB 2022	Pencapaian Achievement	
Aset Asset	41.135.341	45.006.400	91,40%	
Aset lancar Current assets	3.216.762	5.432.409	59,21%	
Aset tidak lancar Non-current assets	37.918.579	39.573.991	95,82%	
Liabilitas Liabilities	31.772.278	34.630.907	91,75%	
Liabilitas jangka pendek Current liabilities	2.945.366	4.532.535	64,98%	
Liabilitas jangka panjang Non-current liabilities	28.826.912	30.098.372	95,78%	
Ekuitas Equities	9.363.063	10.375.492	90,24%	
Pendapatan operasi Operating revenue	5.962.854	4.666.274	127,79%	
Beban operasi Operating expense	(5.379.792)	5.321.586	(101,09%)	
Laba operasi Operating profit	583.061	(655.311)	112,39%	
Pendapatan keuangan Finance income	357.108	194.618	183,49%	
Beban keuangan Finance expenses	(1.637.532)	(1.451.811)	112,79%	
Laba sebelum pajak Profit before tax	(720.833)	(1.912.504)	37,69%	
Laba bersih tahun berjalan Net profit for the year	(744.896)	(1.947.271)	38,25%	

## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

### PROYEKSI 2023

Berdasarkan Surat Wakil Direktur Utama PT Aviassi Pariwisata Indonesia No. INJ.05.01/23/10/2022/A.0695 tanggal 03 Oktober 2022 tentang penyampaian Usulan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2023 anggota *holding* BUMN Pariwisata dan Pendukung dengan selalu mengedepankan prinsip *financial sustainability* bagi perusahaan sehingga dapat mengatasi tantangan ekonomi yang diakibatkan pandemi Covid-19 dan ke depannya dapat terus tumbuh secara berkesinambungan serta dalam upaya untuk memaksimalkan nilai perusahaan (*value firm*) dengan mengedepankan aspek prudent dan Good Corporate Governance (GCG), PT Angkasa Pura I menyusun proyeksi kinerja untuk tahun buku 2023. Proyeksi yang direncanakan oleh PT Angkasa Pura I telah mempertimbangkan asumsi-asumsi dasar mencakup:

### PROJECTION 2023

Based on the letter of Vice President Director of PT Aviassi Pariwisata Indonesia No. INJ.05.01/23/10/2022/A.0695 dated October 3, 2022, on submission of the proposed 2023 Company Work Plan and Budget (CWBP) for members of the State-Owned Holding for tourism and supporting sectors by always prioritizing the principle of the company's financial sustainability to overcome the economic challenges caused by the Covid-19 pandemic and continue to grow sustainably in the future and in an effort to maximize the value firm by prioritizing prudent aspects and Good Corporate Governance (GCG), PT Angkasa Pura I compiled performance projection for fiscal year 2023. The projection has taken into account the following key assumptions:

#### Asumsi Ekonomi Makro Penyusunan APBN Tahun 2023

Macroeconomic Assumption for Preparation of State Budget (APBN) in 2023

Uraian Description	Keterangan Remarks
Pertumbuhan ekonomi Economic growth	5,0% - 5,5%
Tingkat inflasi Inflation rate	3,30%
Nilai tukar mata uang Currency exchange rate	Rp 14.750,-/USD
Suku bunga surat perbendaharaan negara (SPN) Interest rate of treasury bills (SPN)	7,90%

#### Asumsi Ekonomi Mikro

Microeconomic Assumptions

Uraian Description	Keterangan Remarks
Peningkatan trafik Increase in traffic	Pesawat, Penumpang dan Kargo Aircrafts, Passengers, and Cargo
Kenaikan tarif Increase in tariff	Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat (PJP4U), Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), dan <i>counter</i> Landing, Parking, and Hangar Service Charge (PJP4U), Passenger Service Charge (PJP2U, and counter
Peningkatan alat produksi Increase in production facility	<i>Aviobridge</i> , Baggage Handling System (BHS) Aviobridge, Baggage Handling System (BHS)
Perubahan pola kerja sama Change in partnership pattern	Sewa Reklame dan Pengelolaan CIP <i>Lounge</i> Billboard Lease and CIP Lounge Management

## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

Analisis kondisi makro kemudian menjadi landasan PT Angkasa Pura I untuk menetapkan asumsi ekonomi mikro pada konteks kegiatan usaha, seperti Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat (PJP4U), Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), dan faktor ekonomi lainnya.

Macroeconomic analysis serves as a basis for Angkasa Pura I to determine microeconomic assumptions in the context of business operations, such as Landing, Parking, and Hangar Service Charge (PJP4U), Passenger Service Charge (PJP2U), and other economic aspects.

Proyeksi Kinerja Pelayanan Jasa Aeronautika (Produksi) Tahun 2023 Aeronautical Services (Production) Performance Projection for 2023		
Uraian Description	Satuan Unit	Proyeksi Projection 2023
<b>Pelayanan jasa pendaratan, penempatan dan penyimpanan pesawat udara (PJP4U)</b> Landing, parking, and hangar service charge (PJP4U)	<b>Ton</b>	<b>19.306.238</b>
PJP4U <i>domestic</i> Domestic PJP4U	Ton	14.620.539
PJP4U <i>international</i> International PJP4U	Ton	4.685.699
<b>Pelayanan <i>extended fee</i></b> <b>Extended fee service</b>	<b>Hour</b>	<b>3.163</b>
Pelayanan <i>extended fee domestic</i> Domestic extended fee service	Hour	3.163
Pelayanan <i>extended fee internasional</i> International extended fee service	Hour	0
<b>Pelayanan jasa penumpang pesawat udara (PJP2U)</b> Passenger service charge (PJP2U)	<b>Pax</b>	<b>28.613.569</b>
PJP2U <i>domestic</i> Domestic PJP2U	Pax	22.107.374
PJP2U <i>international</i> International PJP2U	Pax	6.506.194
<b>Aviobridge</b>	<b>Ton</b>	<b>28.684.231</b>
Aviobridge <i>domestic</i> Domestic aviobridge	Ton	20.128.635
Aviobridge <i>international</i> International aviobridge	Ton	8.555.596
<b>Counter</b>	<b>Pax</b>	<b>28.542.526</b>
Counter <i>domestic</i> Domestic counter	Pax	22.107.374
Counter <i>international</i> International counter	Pax	6.435.152
<b>Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U)</b> Aircraft Cargo and Postal Services (PJKP2U)	<b>Ton</b>	<b>402.649</b>
PJKP2U <i>out domestic</i> Out domestic PJKP2U	Ton	197.358
PJKP2U <i>out international</i> Out international PJKP2U	Ton	31.900
PJKP2U <i>inc domestic</i> Inc domestic PJKP2U	Ton	153.852
PJKP2U <i>inc international</i> Inc international PJKP2U	Ton	19.538

## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

### Proyeksi Kinerja Pelayanan Jasa Non Aeronautika Tahun 2023 Non-Aeronautical Services Performance Projection for 2023

Uraian Description	Satuan Unit	Proyeksi Projection 2023
<b>Sewa-sewa</b> Lease		
Sewa ruang Space lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	1.555.021
Sewa tanah Land rent	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	10.806.253
Sewa tempat Venue lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	25.111
Sewa tempat antena Antenna space lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	17.252
Sewa cold storage Cold storage lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	0
Sewa gedung Building lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	0
Penyerahan penggunaan tanah Handover of land use	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	1.550.592
Penyerahan penggunaan bangunan Handover of building use	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	0
<b>Konsesi</b> Concession		
Konsesi-duty free Concession-duty free	Rp/000	2.210.378.736
Konsesi-food and beverages Concession-food and beverages	Rp/000	1.375.239.726
Konsesi-retail Concession-retail	Rp/000	1.365.522.839
Konsesi-services Concession-services	Rp/000	3.596.079.335
Konsesi-ground handling Concession-ground handling	Rp/000	376.563.085
Konsesi-catering Concession-catering	Rp/000	69.784.755
Konsesi-ftc Concession-ftc	Liter	16.524.864.982
Konsesi-cip lounge Concession-cip lounge	Rp/000	144.223.789
Konsesi-cargo Concession-cargo	Rp/000	79.693.530
Konsesi-others Concession-others	Rp/000	32.197.740
Konsesi-gat Concession-gat	Rp/000	208.972.982
Konsesi-line maintenance Concession-line maintenance	Rp/000	97.041.839
Konsesi-advertising Concession-advertising	Rp/000	



## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

Proyeksi Kinerja Pelayanan Jasa Non Aeronautika Tahun 2023 Non-Aeronautical Services Performance Projection for 2023		
Uraian Description	Satuan Unit	Proyeksi Projection 2023
<b>Parkir dan pas bandara</b> Parking and airport pass		
Parkir mobil Car parking	Tiket Ticket	33.878.086
Parkir motor Motorcycle parking	Tiket Ticket	10.193.246
Peron dan <i>waving gallery</i> Platform and waving gallery	Tiket Ticket	0
Pas bandara Airport pass	Tiket Ticket	38.168
<b>Utilitas</b> Utility		
Pemakaian listrik Electricity usage	kWh	22.155.840
Pemakaian air Water usage	m <sup>3</sup>	215.853
Pemakaian telepon Telephone usage	PwtxBulan PwtxMonth	10.306
Layanan data Internet connection service	EA	1.169
<b>Reklame</b> Billboard		
Sewa tempat reklame <i>indoor</i> Indoor billboard lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	33.332
Sewa tempat reklame <i>outdoor</i> Outdoor billboard lease	m <sup>2</sup> xbulan m <sup>2</sup> xmonth	23.971
<b>Event dan promotion</b> Event and promotion		
<i>Event and promotion</i> Event and promotion	EA	889
<b>Lounge</b> Lounge		
Cip lounge domestik Domestic cip lounge	Pax	0
Cip <i>lounge</i> internasional International cip lounge	Pax	0
Executive <i>lounge</i> domestik Domestic executive lounge	Pax	0
Executive <i>lounge</i> internasional International executive lounge	Pax	0
<b>Jasa terkait kargo &amp; pos</b> Cargo & postal related services		
Jasa terkait <i>out-domestic</i> Out-domestic service	Rp/1.000	41.749.529
Jasa terkait <i>out-international</i> Out-international service	Rp/1.000	35.833.053

## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

### Proyeksi Kinerja Pelayanan Jasa Non Aeronautika Tahun 2023 Non-Aeronautical Services Performance Projection for 2023

Uraian Description	Satuan Unit	Proyeksi Projection 2023
Jasa terkait <i>inc-domestic</i> Inc-domestic service	Rp/1.000	57.952.292
Jasa terkait <i>inc-international</i> Inc-international service	Rp/1.000	54.579.302
<b>Maintenance dan services fee</b> Maintenance and services fee		
Maintenance dan services fee Maintenance and services fee	EA	604

### Proyeksi Kinerja Keuangan Tahun 2023 Financial Performance Projection for 2023

Uraian Description	Proyeksi Projection 2023
Aset Asset	42.238.923
Aset lancar Current assets	3.955.525
Aset tidak lancar Non-current assets	38.283.398
Liabilitas Liabilities	33.834.346
Liabilitas jangka pendek Current liabilities	4.087.816
Liabilitas jangka panjang Non-current liabilities	29.746.529
Ekuitas Equities	8.404.577
Pendapatan operasi Operating revenue	8.739.162
Beban operasi Operating expense	6.855.657
Laba operasi Operating profit	1.883.505
Pendapatan keuangan Finance income	0
Beban keuangan Finance expenses	1.712.113
Laba sebelum pajak Profit before tax	147.899
Beban pajak kini dan tangguhan Current and deferred tax	29.613
Laba bersih tahun berjalan Net profit for the year	118.285

## PERBANDINGAN ANTARA TARGET, REALISASI TAHUN 2022 DAN PROYEKSI TAHUN 2023

Comparison Between Target, Realization in 2022 and Projection for 2023

### PROYEKSI PEMASARAN

Tahun 2023 diproyeksikan trafik penumpang akan tumbuh seiring dengan dilonggarkannya persyaratan perjalanan baik domestik maupun internasional, tempat wisata yang mulai beroperasi dengan normal, serta aktivitas bisnis yang mulai kembali dilaksanakan secara luring. Perusahaan senantiasa mengedepankan penerapan protokol kesehatan di seluruh bandara kelolaan. Melihat situasi yang mulai membaik, PT Angkasa Pura I optimis percepatan pemulihan kinerja keuangan dan operasional akan terwujud. Selain itu, PT Angkasa Pura I juga berkomitmen mendukung sinkronisasi penerapan peraturan perjalanan udara dan prosedur protokol kesehatan sesuai peraturan yang berlaku diiringi pelaksanaan program pemasaran untuk meningkatkan performa perusahaan. Proyeksi pemasaran PT Angkasa Pura I dijelaskan melalui poin sebagai berikut:

1. Terkait layanan aeronautika, program-program yang dilakukan dalam rangka mendukung pencapaian target Rencana Kerja dan Anggaran Perusahaan (RKAP) 2023 berfokus pada *recovery passenger* seperti sebelum masa pandemi. PT Angkasa Pura I berupaya menghadirkan kembali rute-rute pesawat (*reactivate route*) dari yang sebelumnya sudah ada namun terhenti akibat pandemi Covid-19 dan membuka potensi pembukaan rute baru melalui pelaksanaan program sebagai berikut:
  - a. Berpartisipasi dalam kegiatan marketing seperti *Routes Event, Fleet Plan Airlines, dan Slot Conference*;
  - b. *Headquarter visit* ke perusahaan maskapai baik domestik maupun internasional.
2. Layanan non-aeronautika menekankan pada kualitas layanan dan *customer experience* serta pelaksanaan kegiatan promosi melalui *market sounding* dalam rangka optimalisasi area *idle* di beberapa bandara. Beragam program pemasaran tersebut ditujukan untuk mitra usaha baik eksisting maupun baru dalam rangka peningkatan pendapatan perusahaan.

### MARKETING PROJECTION

Passenger traffic is expected to increase in 2023 as domestic and international travel regulations relaxed, tourist attractions resumed normal operations, and the company resumed offline operations. The company continues to prioritize the implementation of health protocols at all managed airports. Given the improving situation, PT Angkasa Pura I is confident about the acceleration of financial and operational performance recovery. Furthermore, the Company is also committed to supporting the synchronization of the implementation of air travel regulations and health protocol procedures in accordance with applicable regulations accompanied by the implementation of marketing programs to improve company performance. PT Angkasa Pura I's marketing projections are outlined as follows:

1. Regarding aeronautical services, the programs implemented to support the achievement of the 2023 Company Work Plan and Budget (CWPB) target put an emphasis on recovering passengers as before the pandemic. PT Angkasa Pura I strives to reactivate current routes that were closed due to the Covid-19 pandemic and explore the prospect for opening new routes through the implementation of the following programs:
  - a. Participate in marketing events, such as *Routes Event, Fleet Plan Airlines, and Slot Conference*;
  - b. *Headquarter visit* to domestic and international airline companies.
2. Non-aeronautical services emphasize service quality and customer experience as well as the execution of promotional activities through market sounding in order to optimize idle areas at several airports. In order to boost corporate revenue, several marketing campaigns are aimed at both existing and new business partners.

## ASPEK PEMASARAN

### Marketing Aspect

Aspek pemasaran meliputi strategi pemasaran serta pangsa pasar atas produk dan jasa PT Angkasa Pura I. Dengan menerapkan strategi pemasaran yang tepat, maka diharapkan akan mendorong peningkatan pangsa produk dan jasa. Berdasarkan PP Nomor 25 Tahun 1987 tanggal 19 Mei 1987, wilayah pemasaran PT Angkasa Pura I meliputi Indonesia bagian tengah dan timur.

Penetapan harga pada segmen aeronautika berpedoman pada Peraturan Menteri Perhubungan Nomor PM. 36 Tahun 2014 tentang Tata Cara dan Prosedur Pengenaan Tarif Jasa Kebandarudaraan. Peraturan tersebut mengatur penetapan tarif layanan jasa kebandarudaraan yang meliputi Pelayanan Jasa Pendaratan, Penempatan, dan Penyimpanan Pesawat Udara (PJP4U), Pelayanan Jasa Penumpang Pesawat Udara (PJP2U), *aviobridge*, *counter*, serta Produk Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U). Pada aspek harga, PT Angkasa Pura I perlu mendapatkan rekomendasi dari Menteri Perhubungan. Dengan adanya peraturan tersebut, maka konsep pemasaran PT Angkasa Pura I tidak dapat disamakan dengan strategi pemasaran perusahaan lain pada umumnya.

#### STRATEGI PEMASARAN

Direktorat Pemasaran dan Pelayanan bertanggung jawab atas kegiatan promosi dan pemasaran yang menekankan pada kualitas layanan dan *customer experience*, baik untuk layanan aeronautika maupun non-aeronautika. Di 2022, PT Angkasa Pura I menjalankan strategi pemasaran sebagai berikut:

#### Dari sisi layanan Aeronautika

Aeronautical Services

PT Angkasa Pura I senantiasa berkomunikasi dengan mitra maskapai penerbangan untuk mengetahui kondisi operasional dan strategi maskapai selama kondisi pandemi Covid-19. PT Angkasa Pura I juga berkomunikasi dengan *stakeholder* terkait seperti asosiasi *airline* dan Kementerian Perhubungan selaku regulator.

The marketing aspect of PT Angkasa Pura I's products and services includes the marketing strategy and market share. The implementation of the appropriate marketing strategy is expected to boost the share of products and services. Based on Government Regulation No. 25/1987 dated May 19, 1987, Angkasa Pura I's marketing area includes the central and eastern parts of Indonesia.

The aeronautical segment pricing is based on the Minister of Transportation Regulation No. PM. 36 of 2014 on the determination of tariffs for airport services, such as Landing, Parking, and Hangar Service Charge (PJP4U), Passenger Service Charge (PJP2U), *aviobridge*, *counter*, and Aircraft Cargo and Postal Services (PJKP2U). PT Angkasa Pura I must seek pricing advice from the Minister of Transportation. With these regulations, Angkasa Pura I's marketing concept cannot be compared to the marketing strategies of other companies in general.

#### MARKETING STRATEGY

The Marketing and Services Directorate is responsible for promotion and marketing activities of aeronautical and non-aeronautical services, with an emphasis on service quality and customer experience. Angkasa Pura I implemented the following marketing strategies in 2022:

PT Angkasa Pura I consistently communicated with airline partners to understand the airline's operational conditions and strategies during the Covid-19 pandemic. The Company also communicated with relevant stakeholders such as airline associations and the Ministry of Transportation as regulators.

## ASPEK PEMASARAN

### Marketing Aspect

Dalam rangka menstimulasi reaktivasi penerbangan Internasional seiring dengan pembukaan *border* internasional untuk Bali pada tanggal 14 Oktober 2021, maka PT Angkasa Pura I telah meluncurkan skema insentif penerbangan internasional berupa diskon *landing fee* untuk Bandara I Gusti Ngurah Rai Bali yang diberikan pada periode 14 Oktober 2021 s.d. 30 Juni 2022 melalui mekanisme yang telah disosialisasikan kepada mitra maskapai penerbangan internasional.

To stimulate the reactivation of international flights in conjunction with the opening of international borders for Bali on October 14, 2021, PT Angkasa Pura I launched an international flight incentive scheme in the form of a landing fee discount for I Gusti Ngurah Rai Bali Airport, provided for the period of October 14, 2021 to June 30, 2022, through a mechanism that has been disseminated to international airline partners.

### Dari sisi Non-Aeronautika Non-aeronautical Services

Dalam rangka menjaga keterisian gerai di bandara, PT Angkasa Pura I senantiasa berupaya melaksanakan kegiatan seleksi mitra usaha, misalnya di Bandara Juanda Surabaya melalui seleksi 15 Gerai Retail dan FnB, serta kegiatan di Bandara I Gusti Ngurah Rai Bali meliputi seleksi fase 2 (5 gerai *idle*), penunjukan langsung (2 gerai *idle*), dan fase 3 (10 gerai *idle*).

In order to maintain the occupancy of outlets at the airports, PT Angkasa Pura I constantly strives to carry out business partner selection, such as at Juanda Airport Surabaya through the selection of 15 Retail and FnB outlets and I Gusti Ngurah Rai Airport Bali including phase 2 selection (5 idle outlets), direct appointment (2 idle outlets), and phase 3 (10 idle outlets).

Di samping itu, dalam penagihan konsesi, sebagian penagihan menggunakan minimum omset berupa *revenue share* berdasarkan nilai omset yang diterima mitra usaha, untuk beberapa bandara menggunakan opsi yaitu diberlakukan penagihan berupa skema berjenjang berdasarkan jumlah penumpang dalam mengantisipasi peningkatan jumlah penumpang di Beberapa Bandara yang dikelola PT Angkasa Pura I.

Furthermore, in terms of concession billing, some billings used a minimum turnover in the form of revenue share based on the value of turnover received by business partners, some airports used the option of billing in the form of a tiered scheme based on total passengers in anticipation of an increase in total passengers at several PT Angkasa Pura I managed airports.

### KEGIATAN PROMOSI

PT Angkasa Pura I berkolaborasi dengan pemerintah dan pelaku usaha di industri pariwisata untuk memasarkan *attraction*, *amenities*, dan aksesibilitas tujuan wisata. Kolaborasi yang berlangsung mengalami penyesuaian sebagai berikut :

1. Terkait layanan aeronautika, kegiatan promosi dilakukan melalui komunikasi secara intensif dengan mitra maskapai penerbangan melalui program *headquarter visit*. Pada program tersebut, PT Angkasa Pura I melakukan kunjungan langsung ke kantor-kantor *airline* untuk mendiskusikan strategi *recovery airline* serta mempromosikan potensi-potensi konektivitas dari bandara yang dikelola oleh PT Angkasa Pura I.

### PROMOTIONAL ACTIVITIES

PT Angkasa Pura I collaborated with the government and tourism business players to market attractions, amenities, and accessibility of tourist destinations. The ongoing collaboration is subject to the following adjustments:

1. Regarding aeronautical services, promotional activities were carried out through intensive communication with airline partners through the headquarter visit program. During the program, PT Angkasa Pura I conducted direct visit to airline offices to discuss airline recovery strategies and promote potential connectivity of the company managed airports.



## ASPEK PEMASARAN

### Marketing Aspect

2. Terkait layanan non-aeronautika, kegiatan promosi dilakukan melalui seleksi ruangan-ruangan *idle* yang berada di Bandar I Gusti Ngurah Rai Bali yang dilaksanakan 2 tahap melalui seleksi terbuka dan penunjukan langsung. Di samping itu, terdapat pengelolaan *airport merchandise* di Bandara Internasional Yogyakarta Kulon Progo. Dalam rangka memperkenalkan serta mempromosikan pengembangan bandara, PT Angkasa Pura I juga memproduksi konten-konten *digital* dan kegiatan promosi untuk mendukung program kampanye pemerintah. Selain itu, PT Angkasa Pura I juga berupaya mewujudkan *revenue enhancement* melalui berbagai program antara lain kolaborasi bersama Metro TV untuk pembuatan episode Kick Andy on Location di Banjarmasin yang mengangkat cerita tentang satwa endemik Kalimantan yaitu bekantan, pengembangan pelaku dan produk UMKM melalui Yayasan Rumah Kreatif dan Pintar, dan pelaksanaan kampanye menyambut HUT Kemerdekaan Republik Indonesia. Sebagai bagian dari upaya untuk mendorong minat belanja penumpang (*generating revenues*), PT Angkasa Pura I memberlakukan pemberian insentif belanja secara serentak di 15 bandara dan pelaksanaan kampanye Gerakan Nasional Bangga Buatan Indonesia (Gernas BBI) di Bandara Sultan Hasanuddin Makassar dan Bandara Syamsuddin Noor Banjarmasin.
2. Regarding non-aeronautical services, promotional activities were carried out through the selection of idle spaces at I Gusti Ngurah Rai Airport Bali, implemented in two stages through open selection and direct appointment. Furthermore, Yogyakarta International Airport Kulon Progo also has airport merchandise management. In order to introduce and promote airport development, PT Angkasa Pura I creates digital content and promotional activities to support government campaign programs. Furthermore, PT Angkasa Pura I strives to achieve revenue enhancement through various programs, including collaboration with Metro TV for making a Kick Andy on Location episode in Banjarmasin, which features the story of Kalimantan's endemic animal, the proboscis monkey, the development of SME actors and products through the Creative and Smart House Foundation, and implementation of a campaign to celebrate Indonesia's Independence Day. As part of efforts to encourage passengers' shopping interest (generating revenues), PT Angkasa Pura I implemented simultaneous shopping incentives at 15 airports and the Proud of Made in Indonesia National Movement (Gernas BBI) campaign at Sultan Hasanuddin Airport Makassar and Syamsuddin Noor Airport Banjarmasin.

#### PENAMBAHAN RUTE DAN INSENTIF *LANDING FEE*

Sebelum kondisi pandemi Covid-19, diterapkan kebijakan insentif *landing fee* kepada maskapai yang membuka rute baru. Kebijakan insentif *landing fee* diharapkan dapat membantu pengembangan rute baru sehingga berdampak positif bagi peningkatan trafik penumpang. Insentif *landing fee* yang diberikan kepada maskapai berupa potongan harga dari total biaya pelayanan jasa pendaratan untuk penerbangan dalam negeri dan luar negeri selama 12 bulan sebesar 100%. Selain itu, PT Angkasa Pura I juga memberikan insentif untuk penambahan frekuensi.

#### ROUTE EXPANSION AND *LANDING FEE* INCENTIVES

Before the Covid-19 pandemic, landing fee incentive policy was applied to airlines opening new routes. The policy is expected to aid in the development of new routes, thus boosting passenger traffic. The incentives granted to airlines consist of a 100% discount on the total cost of landing services for domestic and international flights for a period of 12 months. Furthermore, PT Angkasa Pura I offered incentives for increased frequency.

## ASPEK PEMASARAN

### Marketing Aspect

Namun seiring dengan kondisi finansial perusahaan akibat kondisi pandemi Covid-19 yang menyebabkan banyak terjadinya pembatasan perjalanan baik domestik maupun internasional, guna memastikan pemberian insentif tepat sasaran, maka terhitung mulai tanggal 6 Agustus 2021, insentif untuk pembukaan rute baru dan penambahan frekuensi sementara dibekukan. Sebagai gantinya, untuk menstimulasi terjadinya reaktivasi penerbangan internasional bersamaan dengan pembukaan kembali batasan internasional untuk Bali, maka PT Angkasa Pura I meluncurkan program insentif penerbangan internasional untuk Bandara I Gusti Ngurah Rai Bali. Program ini memberikan insentif berupa diskon *landing fee* bagi penerbangan internasional untuk periode 14 Oktober 2021 hingga 30 Juni 2022.

However, in order to ensure that the incentives are right on target, incentives for opening new routes and increasing frequencies are temporarily suspended commencing on August 6, 2021, in accordance with the company's financial condition due to the Covid-19 pandemic causing domestic and international travel restrictions. As a compensation, to stimulate the reactivation of international flights along with the reopening of international boundaries for Bali, PT Angkasa Pura I launched an international flight incentive program for I Gusti Ngurah Rai Airport Bali. The program offered incentives in the form of landing fee discounts for international flights for the period of October 14, 2021 to June 30, 2022.

Proyeksi Aspek Pemasaran PT Angkasa Pura I (Persero) (dalam ribuan Rupiah) PT Angkasa Pura I (Persero)'s Marketing Aspect Projection (in thousand Rupiah)			
Segmen Aeronautika Aeronautical Segment		Segmen Non-aeronautika Non-aeronautical Segment	
Uraian Description	Proyeksi 2023 Projection 2023	Uraian Description	Proyeksi 2023 Projection 2023
PJP4U Landing, parking, and hangar service Charge (PJP4U)	619.836.902	Sewa-sewa Leases	701.428.107
PJP2U Passenger service charge (PJP2U)	3.663.171.873	Konsesi Concession	1.462.274.349
<i>Extend and advance</i> Extend and advance	5.701.632	Parkir dan pas bandara Parking and airport pass	376.044.955
Pemakaian <i>aviobridge</i> Aviobridge usage	197.724.167	Utilitas Utility	60.624.841
Pemakaian <i>check in counter</i> Check in counter usage	170.672.534	Reklame Billboard	41.397.912
<i>Baggage handling system</i> Baggage handling system	0	<i>Event &amp; promotion</i> Event & promotion	13.190.681
PJKP2U Aircraft cargo and postal services (PJKP2U)	170.953.769	Jasa terkait kargo dan pos Cargo and postal service	32.924.895
		<i>Maintenance &amp; services fee</i> Maintenance & services fee	3.455.883
		Trading dan bagi hasil Trading and revenue sharing	19.161.687

### PERBANDINGAN TARGET DAN REALISASI PEMASARAN

Dampak dari pandemi Covid-19 masih dirasakan bandar udara yang dikelola PT Angkasa Pura I. Namun secara bertahap jumlah trafik mulai meningkat hingga akhir 2022. Segmen aeronautika secara keseluruhan berada di 57,4% dari target Rp2.089 miliar, sedangkan segmen non-aeronautika mencapai 22% dari target Rp324 miliar.

### COMPARISON OF MARKETING TARGET AND REALIZATION

PT Angkasa Pura I's airports were still affected by the Covid-19 pandemic. However, the traffic volume began to increase gradually as of the end of 2022. The overall aeronautical segment was at 57.4% of the target of Rp2,089 billion, whereas the non-aeronautical segment was at 22% of the target of Rp324 billion.

## ASPEK PEMASARAN

Marketing Aspect

### Perbandingan Target dan Realisasi Pemasaran (dalam ribuan Rupiah) Comparison Between Marketing Target and Realization (In Thousand Rupiah)

Uraian Description	Realisasi 2022 Realization 2022	Target 2022 Target 2022	Pencapaian (%) Achievement (%)
<b>Segmen aeronautika</b> Aeronautical segment			
PJP4U Landing, parking, and hangar service charge (PJP4U)	471.945.643	229.074.257	206,02%
PJP2U Passenger service charge (PJP2U)	2.429.441.166	1.523.273.130	159,49%
<i>Extend and advance</i> Extend and advance	23.406.914	16.380.077	142,90%
<i>Pemakaian aviobridge</i> Aviobridge usage	143.974.417	94.382.550	152,54%
<i>Pemakaian check in counter</i> Check in counter usage	113.950.865	77.072.816	147,85%
<i>Baggage handling system</i> Baggage handling system			
PJKP2U Aircraft cargo and postal services (PJKP2U)	128.923.984	149.077.240	86,48%
<b>Segmen non-aeronautika</b> Non-aeronautical segment			
Sewa-sewa Leases	562.518.060	546.540.311	102,92%
Konsesi Concession	540.144.135	324.563.360	166,42%
Parkir, peron, dan pas Parking, platform and pass	367.241.260	220.558.555	166,51%
Utilitas Utility	53.980.360	49.684.541	108,65%
Reklame Billboard	8.174.744	16.034.654	50,98%
<i>Event &amp; promotion</i> Event & promotion	18.073.521	11.524.711	156,82%
<i>Lounge</i> Lounge	124.204.179	79.262.533	156,70%
Jasa terkait kargo dan pos Cargo and postal service	646.855.516	618.998.010	104,50%
<i>Maintenance &amp; services fee</i> Maintenance & services fee	103.855.520	209.653.862	49,54%

### ANALISIS PENCAPAIAN TARGET PEMASARAN

Dalam rangka mencapai target pemasaran dan meningkatkan pendapatan, PT Angkasa Pura I menerapkan strategi utama melalui penguatan segmen layanan. Perusahaan berupaya memberikan pelayanan yang optimal bagi pengguna jasa bandara dengan mengutamakan aspek keselamatan, keamanan, dan kenyamanan sehingga dapat meningkatkan kepercayaan masyarakat untuk menggunakan jasa bandara. PT Angkasa Pura I berupaya meningkatkan pengalaman perjalanan yang menyenangkan selama penumpang berada di bandara terutama terkait penanganan kesehatan selama masa pandemi Covid-19. Pelaksanaan tes Covid-19 bagi penumpang menjadi ketentuan mutlak dalam melakukan perjalanan, sehingga PT Angkasa Pura I menyediakan layanan rapid test di bandara.

### ANALYSIS OF MARKETING TARGET ACHIEVEMENT

PT Angkasa Pura I's primary strategy for meeting marketing targets and increasing revenue is to strengthen the service segment. The company strives to provide optimal services for airport users by prioritizing safety and security aspects in order to increase public trust in airport services. PT Angkasa Pura I seeks to enhance travelers' enjoyable travel experience at the airport, particularly in terms of health management during the Covid-19 pandemic. Given that the Covid-19 test is a mandatory requirement for travelers when traveling, PT Angkasa Pura I provided rapid test services at the airport.

## ASPEK PEMASARAN

### Marketing Aspect

Berbagai upaya dilakukan mendukung aspek pemasaran melalui pemanfaatan teknologi informasi dan digitalisasi. Kebutuhan pengguna jasa bandara atas kecepatan akses, peningkatan efisiensi waktu, serta kemudahan diwujudkan dengan peningkatan layanan secara digital dan jaringan.

Dalam rangka mendukung percepatan pemulihan kinerja trafik, sepanjang 2022, PT Angkasa Pura I secara intensif melaksanakan komunikasi dengan maskapai dan pemangku kepentingan untuk memastikan adanya keselarasan strategi percepatan pemulihan trafik. Seiring dengan adanya peningkatan jumlah masyarakat yang mendapatkan vaksin dan pemberlakuan peraturan terkait pembukaan kembali koridor penerbangan internasional dari dan ke Indonesia, jumlah trafik perlahan tumbuh, dengan rata-rata mobilitas penumpang per bulan yaitu 4.357.248 penumpang.

Seluruh bandara yang dikelola PT Angkasa Pura I rata-rata dapat mengangkut 3.485.798 penumpang, dengan rata-rata penumpang yang diangkut per hari adalah 143.646 penumpang. Penerbangan domestik meningkat sejalan dengan pemulihan ekonomi yang terjadi di Indonesia.

Pada 2022, trafik internasional mulai mengalami peningkatan yang signifikan seiring dengan dibukanya kembali penerbangan internasional dari dan ke Bandara I Gusti Ngurah Rai Denpasar pada bulan Februari 2022, disusul dengan berbagai penambahan rute internasional atau pembukaan kembali rute internasional di 8 bandara yang dijadikan entry point perjalanan luar negeri antara lain Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sam Ratulangi Manado, Bandara Zainuddin Abdul Majjid Lombok, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Yogyakarta Kulon Progo, Bandara SAMS Sepinggan Balikpapan, dan Bandara Sentani Jayapura. Selain itu, pelaksanaan haji dan umroh pada tahun 2022 turut meningkatkan kinerja trafik internasional dari dan ke bandara yang dikelola PT Angkasa Pura I.

Several efforts were undertaken to support the marketing aspect through the use of information technology and digitalization. Airport service users' needs for faster access, better time efficiency, and convenience were met by improving digital and network services.

To support the acceleration of traffic performance recovery, PT Angkasa Pura I intensively communicated with airlines and stakeholders throughout 2022 to ensure the alignment of strategies to accelerate traffic recovery. With a rise in the number of vaccinated individuals and the implementation of regulations on the reopening of international flight corridors to and from Indonesia, traffic is gradually increasing, with an average monthly passenger mobility of 4,357,248 passengers.

All PT Angkasa Pura I-managed airports can carry an average of 3,485,798 passengers per day, with a daily passenger capacity of 143,646. Domestic flights increased in line with Indonesia's economic recovery.

In 2022, international traffic began to increase significantly, with the reopening of international flights to and from I Gusti Ngurah Rai Airport Denpasar in February 2022, followed by the reopening of international routes at eight airports used as entry points for foreign travel, including I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, Sam Ratulangi Airport Manado, Zainuddin Abdul Majjid Airport Lombok, Sultan Hasanuddin Airport Makassar, Yogyakarta International Airport Kulon Progo, SAMS Sepinggan Airport Balikpapan, and Sentani Airport Jayapura. Furthermore, the implementation of Hajj and Umrah in 2022 increased the performance of international traffic to and from PT Angkasa Pura I-managed airports.

## ASPEK PEMASARAN

### Marketing Aspect

#### AIRPORT SERVICE QUALITY

##### Pengukuran Kepuasan Pelanggan *Customer Satisfaction Index (CSI)*

Dalam rangka mengukur kinerja produk dan layanan bandara, PT Angkasa Pura I bekerjasama dengan Indonesia National Air Carriers Association (INACA), Intitusi nasional independen di bidang penerbangan nasional, untuk melaksanakan pengukuran kepuasan pelanggan di 15 bandar udara, sebagai berikut :

1. Bandara Pattimura Ambon
2. Bandara Syamsudin Noor Banjarmasin
3. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
4. Bandara I Gusti Ngurah Rai Bali
5. Bandara Sentani Jayapura
6. Bandara Adisutjipto Yogyakarta
7. Bandara El Tari Kupang
8. Bandara Zainuddin Abdul Madjid Lombok
9. Bandara Sam Ratulangi Manado
10. Bandara Jenderal Ahmad Yani Semarang
11. Bandara Adi Soemarmo Solo
12. Bandara Juanda Surabaya
13. Bandara Internasional Yogyakarta Kulon Progo
14. Bandara Sultan Hasanuddin Makassar
15. Bandara Frans Kaisiepo Biak

Tahun 2022, metode pengukuran CSI dilaksanakan dengan metode sebagai berikut:

1. *Data Collection*, yakni aktivitas pendistribusian kuesioner kepada responden, meliputi:
  - Penumpang berangkat
  - *Cockpit crew*
  - Station manager
  - Konsesiner
  - Kargo
2. Rapat manajemen dan observasi, yakni aktivitas yang dilakukan oleh tim observasi INACA secara daring untuk verifikasi hasil tindak lanjut perbaikan, memonitor standar pelayanan (*level of service*) terkini, dan verifikasi pelaksanaan survei (*surveyor briefing*) serta wawancara langsung kepada pengguna jasa secara acak.

#### AIRPORT SERVICE QUALITY

##### Customer Satisfaction Measurement Using Customer Satisfaction Index (CSI)

PT Angkasa Pura I collaborates with the Indonesia National Air Carriers Association (INACA), an independent national institution in national aviation, to measure the performance of airport products and services at 15 airports, as follows:

1. Pattimura Airport Ambon
2. Syamsudin Noor Airport Banjarmasin
3. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
4. I Gusti Ngurah Rai Airport Bali
5. Sentani Airport Jayapura
6. Adisutjipto Airport Yogyakarta
7. El Tari Airport Kupang
8. Zainuddin Abdul Madjid Airport Lombok
9. Sam Ratulangi Airport Manado
10. Jenderal Ahmad Yani Airport Semarang
11. Adi Soemarmo Solo Airport
12. Juanda Airport Surabaya
13. Yogyakarta International Airport Kulon Progo
14. Sultan Hasanuddin Airport Makassar
15. Frans Kaisiepo Airport Biak

In 2022, the CSI was measured using the following method:

1. Data Collection, distribution of questionnaires to respondents, includes:
  - Departing passengers
  - Cockpit crew
  - Station manager
  - Questionnaire
  - Cargo
2. Management meetings and observations, carried out online by the INACA observation team to verify the results of follow-up improvements, monitor the latest service standards (*level of service*), and verify the implementation of surveys (*surveyor briefing*) as well as direct interviews with random service users.



## ASPEK PEMASARAN

Marketing Aspect

### Pengukuran Kepuasan Pelanggan Airport Service Quality (ASQ)

PT Angkasa Pura I melaksanakan pengukuran kepuasan pelanggan bekerja sama dengan lembaga/asosiasi kebandarudaraan dunia yaitu Airports Council International (ACI) di 8 bandar udara, antara lain:

1. Bandara I Gusti Ngurah Rai Bali
2. Bandara Juanda Surabaya
3. Bandara Sultan Hasanuddin Makassar
4. Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan
5. Bandara Internasional Yogyakarta Kulon Progo
6. Bandara Jenderal Ahmad Yani Semarang
7. Bandara Adi Soemarmo Solo
8. Bandara Pattimura Ambon

Pada 2022, metode pengukuran ASQ dilaksanakan dengan pendistribusian kuesioner kepada responden penumpang berangkat. *Data collection* tersebut dilakukan oleh *fieldwork agent* bersertifikasi ACI dan dalam proses pelaksanaannya sesuai ketentuan ACI.

### PANGSA PASAR

Pangsa pasar industri penerbangan PT Angkasa Pura I dibagi menjadi tiga hal, yaitu pergerakan penumpang, lalu lintas pesawat, dan pergerakan kargo. Persentase pertumbuhan pasar terbesar di 2022 adalah pada kargo, yang tercatat tumbuh sebesar 1,82% dibandingkan tahun sebelumnya. Persentase pasar industri bandar udara di Indonesia tahun 2022 adalah 34,16% atau lebih tinggi dibandingkan tahun 2021 yang tercatat sebesar 33,55%. Capaian tersebut didukung dengan adanya peningkatan pergerakan kargo di bandara kelolaan PT Angkasa Pura I sebesar 7,04% dibandingkan tahun 2021 yaitu 433.887 ton menjadi 464.433 ton pada tahun 2022.

Pasar Industri Bandar Udara di Indonesia dalam Tiga Tahun Terakhir

Uraian Description	Pertumbuhan 2022 (%) Growth in 2022 (%)	2022	2021	2020
Berdasarkan pergerakan penumpang Based on passenger traffic	3,68%	45,75%	47,50%	47,50%
Berdasarkan lalu lintas pesawat Based on aircraft traffic	1,71%	52,24%	53,15%	51,29%
Berdasarkan pergerakan kargo Based on cargo traffic	1,82%	34,16%	33,55%	37,95%

### Customer Satisfaction Measurement Using Airport Service Quality (ASQ)

PT Angkasa Pura I conducted customer satisfaction surveys at eight airports in collaboration with the global airport organization/association, Airports Council International (ACI), including:

1. I Gusti Ngurah Rai Airport Bali
2. Juanda Airport Surabaya
3. Sultan Hasanuddin Airport Makassar
4. Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan
5. Yogyakarta International Airport Kulon Progo
6. Jenderal Ahmad Yani Airport Semarang
7. Adi Soemarmo Airport Solo
8. Pattimura Airport Ambon

In 2022, the ASQ measurement method was implemented by distributing questionnaires to departing passenger respondents. The data collection is carried out by ACI-certified fieldwork agents and the implementation process is in accordance with ACI regulations.

### MARKET SHARE

The market share of PT Angkasa Pura I in the aviation industry is divided into three categories: passenger movement, aircraft movement, and cargo movement. Cargo had the highest percentage of market growth in 2022, with a 1.82% increase over the previous year. In 2022, the percentage of the airport industry market in Indonesia is 34.16%, higher than that in 2021 of 33.55%. This accomplishment is further supported by a 7.04% increase in cargo movements at PT Angkasa Pura I managed airports of 464,433 tons in 2022 compared to that in 2021 of 433,887 tons.

Airport Industry Market in Indonesia in the Last Three Years

# TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

## Operational Review and Company Strategy

### SASARAN STRATEGIS DAN STRATEGI PERSEROAN

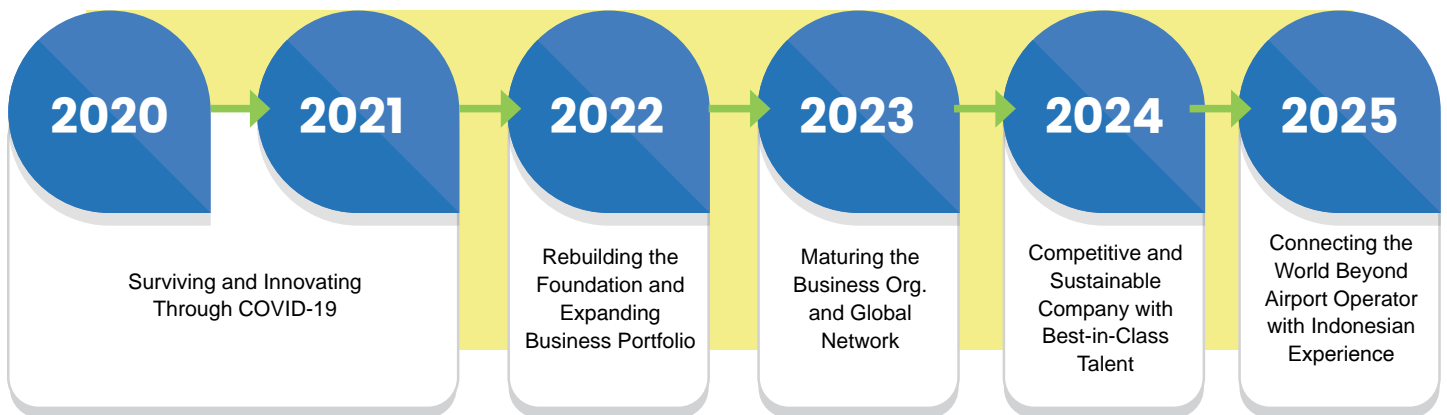
Arah pengembangan perusahaan masih melanjutkan roadmap corporate sebagaimana tertuang dalam Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2024. Pada tahun 2022, PT Angkasa Pura I berupaya *rebound* dari kondisi pasca pandemi, sehingga *roadmap* masih difokuskan untuk membangun kembali fondasi dan mengembangkan portofolio bisnis khususnya untuk *non-core revenue*. Pada tahun kelima PT Angkasa Pura I dicanangkan dapat menjadi perusahaan pengelola bandar udara yang memiliki keunggulan dan daya saing yang sesuai dengan Visi PT Angkasa Pura I yaitu “*Connecting the World Beyond Airport Operator with Indonesian Experience*”.

### STRATEGIC OBJECTIVE AND COMPANY STRATEGY

The Company’s development direction is pursuing the corporate roadmap outlined in the Company’s Long Term Plan (RJPP) 2020-2024. In 2022, PT Angkasa Pura I seeks to rebound from post-pandemic conditions. Thus, the roadmap put emphasis on rebuilding the foundation and expanding business portfolio, particularly for non-core revenue. In the fifth year, PT Angkasa Pura I was projected to become an airport management company with excellence and competitiveness in accordance with the Vision of PT Angkasa Pura I, namely “*Connecting the World Beyond Airport Operator with Indonesian Experience*”.

### Rencana Jangka Panjang Perusahaan Tahun 2020–2024

Company’s Long-Term Plan for 2020-2024



Strategi jangka panjang perusahaan yang dilakukan pada tahun 2022 mengacu kepada Rencana Jangka Panjang Perusahaan (RJPP) Tahun 2020-2024, dengan penyesuaian inisiatif strategis untuk mengatasi isu internal dan eksternal yang terjadi. Dalam RJPP, PT Angkasa Pura I menyusun langkah dan sasaran strategis yang akan dicapai untuk bertahan dan bangkit dari dampak pandemi Covid-19 terhadap penurunan di segmen operasional. Pada rencana jangka panjang ini, PT Angkasa Pura I menjalankan strategi dan inovasi-inovasi yang strategis, sehingga mampu mempertahankan kelangsungan bisnis di bidang kebandarudaraan dan mendorong semangat untuk menyambut *recovery* pasca pandemi.

The Company’s long-term strategy in 2022 refers to the Company’s Long-Term Plan (RJPP) 2020-2024, with adjustments to strategic initiatives to address internal and external issues. PT Angkasa Pura I develops strategic steps and goals in the RJPP to survive and rise from the impact of the Covid-19 pandemic on the decline in operational segment. PT Angkasa Pura I implements strategic strategies and innovations in the long-term plan to ensure business continuity in the airport sector and to encourage enthusiasm for post-pandemic recovery.

## TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

Operational Review and Company Strategy

### Strategi Perusahaan Tahun 2020–2024

Corporate Strategy 2020-2024

#### Vision

**“Connecting the World Beyond Airport Operator with Indonesian Experience”**

-menjadi penghubung dunia yang lebih dari sekadar operator bandar udara dengan keunggulan layanan yang menampilkan keramahtamahan khas Indonesia-



## TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

### Operational Review and Company Strategy

Sebagai bagian dari upaya PT Angkasa Pura I untuk mencapai sasaran strategis dan juga mempersiapkan diri untuk menghadapi berbagai tantangan bisnis, PT Angkasa Pura I melaksanakan strategi korporasi sebagai berikut:

**1. Empowering operational excellence to adapt with new normal:**

Mempersiapkan inisiatif tambahan terkait *cost improvement*, seperti digitalisasi, dan *shared services* untuk beradaptasi dengan *new normal*, serta untuk memenuhi *safety standard* baru seperti ruang tunggu *outdoor*, penyesuaian jam operasional.

**2. Strengthening existing business and exploring adjacent business:**

Inisiatif tambahan terkait *revenue enhancement* terutama inisiatif untuk meningkatkan pendapatan nonaeronautika dan lalu lintas internasional.

**3. Maintaining sustainable cashflow:**

Mempertimbangkan alternatif lain untuk mengatur belanja modal, misalnya dengan menjajaki kerjasama dengan investor privat seperti *joint venture* atau *asset monetization*.

**4. Driving customer service improvement:**

Nilai *Airport Service Quality (ASQ)* di atas rata-rata global sesuai dengan kategori bandara.

**5. Develop connectivity by implementing Hub & Spoke strategy:**

Menjadi *agent of development* dengan melakukan akuisisi 3 bandara Unit Pelaksana Teknis (UPT) dan 1 bandara *greenfield*.

PT Angkasa Pura I implements the following corporate strategies as part of its efforts to achieve strategic goals and prepare for various business challenges:

**1. Empowering operational excellence to adapt to new normal:**

Preparing additional cost-cutting initiatives, such as digitization and shared services, to adapt to the new normal, as well as to meet new safety standards, such as outdoor waiting rooms and changing operating hours.

**2. Strengthening existing business and exploring adjacent business:**

Additional revenue enhancement initiatives, particularly those aimed at increasing non-aeronautical revenue and international traffic.

**3. Maintaining sustainable cash flow:**

Considering other alternatives to manage capital expenditures, such as exploring collaboration with private investors through Joint Venture or asset monetization.

**4. Driving customer service improvement:**

Achieving higher Airport Service Quality (ASQ) score than the global average score according to the airport category.

**5. Develop connectivity by implementing Hub & Spoke strategy:**

Became an agent of development by acquiring 3 Technical Implementation Unit (UPT) airports and 1 greenfield airport.

## TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

### Operational Review and Company Strategy

Pandemi Covid-19 yang terjadi berimplikasi pada pembatasan perjalanan dan penurunan trafik yang sangat signifikan di tahun 2021, dengan penurunan trafik hingga 59,7% sehingga berdampak pada penurunan pendapatan PT Angkasa Pura I secara keseluruhan yaitu sebesar 54,4%. Untuk mengatasi dampak pandemi, selain melaksanakan inisiatif strategis sebagaimana tertuang dalam RJPP PT Angkasa Pura I tahun 2020-2024, pada tahun 2022 PT Angkasa Pura I melaksanakan berbagai inisiatif percepatan pemulihan dan transformasi perusahaan, dengan berfokus pada 4 pilar utama yaitu:

#### 1. **Business Turnaround**

Transformasi yang berfokus pada restrukturisasi operasional, transformasi bisnis, optimalisasi *capital expenditure* (capex), serta peningkatan *customer experience*.

#### 2. **Organization and Culture**

Mengembangkan sumber daya dan budaya PT Angkasa Pura I dengan tujuan untuk memberikan layanan yang terbaik serta meningkatkan fungsi manajemen risiko.

#### 3. **Financial Restructuring**

Rencana PT Angkasa Pura I sebagai solusi untuk menghadapi tekanan likuiditas akibat pandemi saat ini, yang dilakukan melalui 2 stream yaitu *debt restructuring*, *cashlab* and *fundraising* serta *deleveraging initiatives*.

#### 4. **Digitalization – Structure/Process/People**

Digitalisasi menjadi *enabler* untuk proses implementasi dan *monitoring* inisiatif-inisiatif pada agenda transformasi *Business Turnaround*, *Organization and Culture*, dan *Financial Restructuring*.

The Covid-19 pandemic had elicited imposition of travel restrictions and a very significant decrease in traffic in 2021, with a decrease in traffic of up to 59.7%, resulting in a 54.4% decrease in overall revenue for PT Angkasa Pura I. To mitigate the impact of the pandemic, in addition to implementing strategic initiatives outlined in the Company's RJPP for 2020-2024, PT Angkasa Pura I implemented various initiatives in 2022 to accelerate the company's recovery and transformation, focusing on four main pillars:

#### 1. **Business Turnaround**

Transformation focusing on operational restructuring, business transformation, capital expenditure (capex) optimization, and customer experience improvement.

#### 2. **Organization and Culture**

Developing the Company's resources and culture with the aim of providing the best service and improving the risk management function.

#### 3. **Financial Restructuring**

PT Angkasa Pura I's plan as a solution to deal with liquidity pressures due to the current pandemic, which is carried out through two streams, namely debt restructuring, cashlab and fundraising, and deleveraging initiatives.

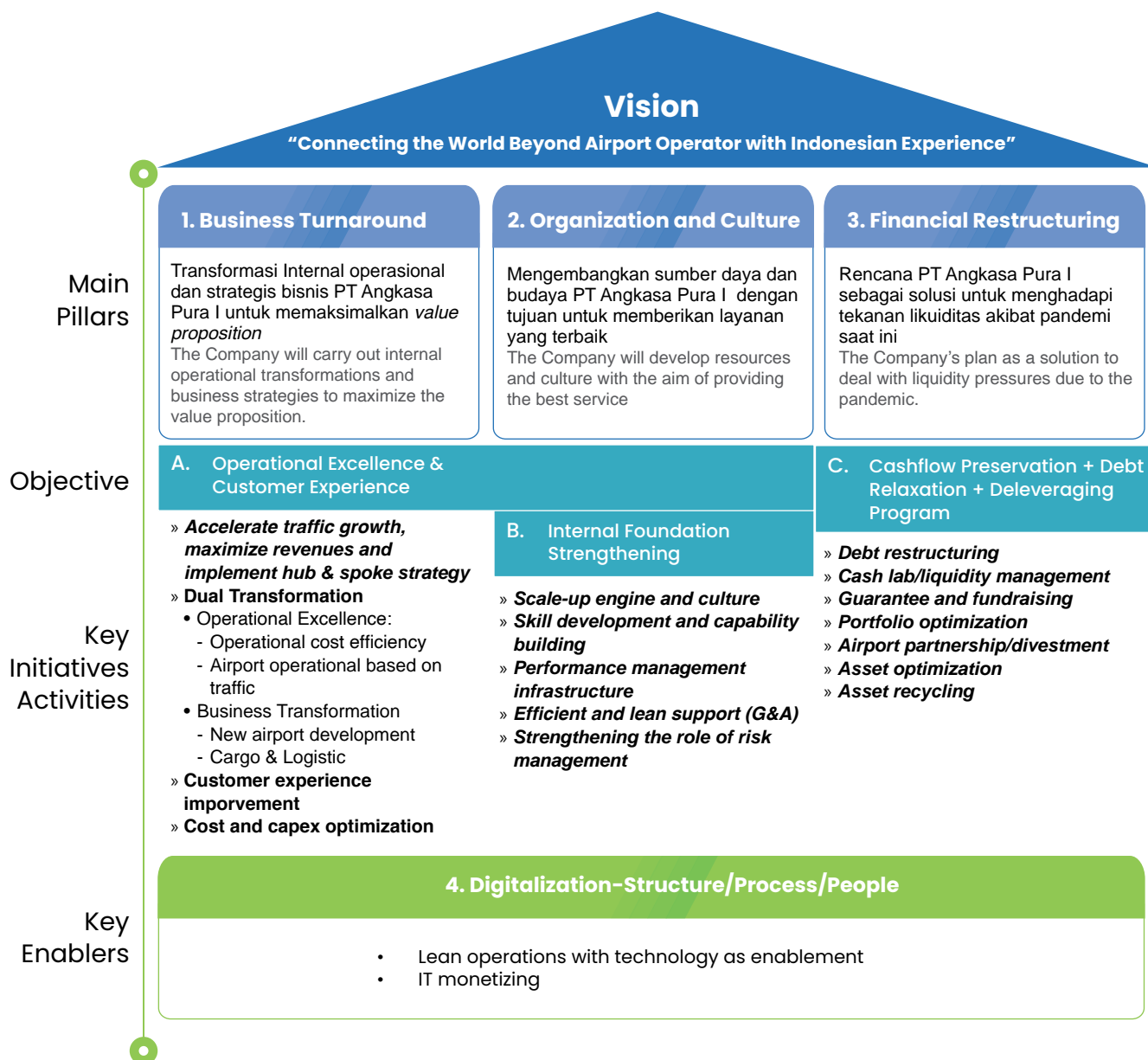
#### 4. **Digitalization Structure/Process/People**

Digitalization is an enabler for the implementation and monitoring of initiatives on the transformation agenda of Business Turnaround, Organization and Culture, and Financial Restructuring.



## TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

Operational Review and Company Strategy



### FASILITAS DAN ALAT PRODUKSI

PT Angkasa Pura I memiliki fasilitas alat produksi yang meliputi landasan pacu, *apron*, *aviobridge*, terminal penumpang, gudang kargo, dan tempat parkir kendaraan di seluruh bandara yang dikelola Perseroan dalam melakukan produksi pelayanan jasa.

Data Alat Produksi Utama Angkasa Pura I Per 31 Desember 2022

### PRODUCTION EQUIPMENT AND FACILITY

PT Angkasa Pura I has production equipment and facilities, including runway, apron, aviobridge, passenger terminal, cargo warehouse, and parking lot at all airports managed by the Company to provide services.

Data for Angkasa Pura I's Primary Production Equipment as of December 31, 2022

## TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

### Operational Review and Company Strategy

Manajemen Fasilitas Bandar Udara (Data Fasilitas dan Alat Produksi)							
Airport Facilities Management (Facilities and Production Equipment Data)							
Bandara Airport	Runway	Apron	Internasional International	Domestik Domestic	Kargo Cargo	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas Kapasitas* Capacity	Luas Kapasitas Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas* Capacity Area*	Luas Kapasitas Capacity Area	Luas Kapasitas Capacity Area
Bandara I Gusti Ngurah Rai Bali (DPS) I Gusti Ngurah Rai Airport Bali (DPS)	3.000 m x 45 m 83/F/C/X/T 32 m/h  Pesawat max: B777 (restricted) Max aircraft: B777 (restricted)	<b>North Apron</b> Area: 419.959.24 m <sup>2</sup> Cap: 46 PS (14WB + 32 NB)  <b>South Apron</b> Area: 55.756 m <sup>2</sup> Cap: 16 PS (16 NB + 2 Helipad)	126.205 m <sup>2</sup> 14,3 jt pax/th 14.3 million pax/year	67.884 m <sup>2</sup> 9,7 jt pax/th 9.7 million pax/year	9.453 m <sup>2</sup> 94.530 ton	92.599 m <sup>2</sup> 2.622 SRP	13.530 m <sup>2</sup> 3.869 SRP
Bandara Juanda Surabaya (SUB) Juanda Airport Surabaya (SUB)	3.000 m x 45 m 94/F/D/X/T 34 m/h  Pesawat max: B777 (restricted) Max aircraft: B777 (restricted)	<b>Apron A (T2)</b> Area: 106.533.8 m <sup>2</sup> Cap: 11 PS NB + 3 PS WB (atau 10 NB + 4 WB)  <b>Apron B (T1)</b> Area: 214.496 m <sup>2</sup> Cap : 24 PS NB + 6 PS WB  <b>Apron C (Kargo)Apron C (Cargo)</b>  Area : 37.357.49 Cap : 7 PS NB (atau 3 WB)  <b>TLOF FATO (Helipad Aiming Point)</b> Area : 936.40	45.640 m <sup>2</sup> 4,3 jt pax/th 4.3 milion pax/year	103.522 m <sup>2</sup> 14,7 jt pax/th 14.7 million pax/year	<b>Terminal Kargo Domestik</b> Domestic Cargo Terminal 6.749 m <sup>2</sup> 389.000 ton  <b>Terminal Kargo Inter Lama</b> Old International Cargo Terminal 5.275 m <sup>2</sup> 259.000 ton  <b>Terminal Kargo Inter Baru</b> New International Cargo Terminal 4.846 m <sup>2</sup> 100.600 ton tahun 2021  21.014 m <sup>2</sup> 210.140 ton	T1 : 100.713 M <sup>2</sup> 3.228 SRP  T2 : 34.233 M <sup>2</sup> 1.088 SRP	T1 : 7.491 M <sup>2</sup> 3.477 SRP  T2 : 3.595 M <sup>2</sup> 1.008 SRP
Bandara Sultan Hasanuddin Makassar (UPG) Sultan Hasanuddin Airport Makassar (UPG)	<b>RW 03-21</b> 3.202 m x 45m 94/F/C/W/T 32 m/h Pesawat max: B777 Max aircraft: B777  <b>RW 13-31</b> 2.500m x 45 m 81/F/C/W/T Pesawat max: A330 Max aircraft: A330	<b>North Apron</b> Area : 69.147 m <sup>2</sup> Cap: 7 NB + 8 military aircraft (TNI AU)  <b>South Apron</b> Area: 376.601 m <sup>2</sup> Cap: 52 NB + 4 WB	51.004.91 m <sup>2</sup> 0,2 jt pax/th 0.2 million pax/year	8 m <sup>2</sup> 8 jt pax/th 8 million pax/year	4.289 m <sup>2</sup> 42.890 ton	46.113 m <sup>2</sup> 1.336 SRP	3.912 m <sup>2</sup> 1.009 SRP

## TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

Operational Review and Company Strategy

Manajemen Fasilitas Bandar Udara (Data Fasilitas dan Alat Produksi)							
Airport Facilities Management (Facilities and Production Equipment Data)							
Bandara Airport	Runway	Apron	Internasional International	Domestik Domestic	Kargo Cargo	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas Kapasitas* Capacity	Luas Kapasitas Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas* Capacity Area*	Luas Kapasitas Capacity Area	Luas Kapasitas Capacity Area
Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan (BPN)	2.500 m x 45 m 74/F/C/X/T 26 m/h Pesawat max: (B767/ setara) Max aircraft: (B767/ equivalent)	Area: 150.825 m <sup>2</sup> Cap: 2 WB + 19 NB +14 SB + 15 Helicopter	8.393 m <sup>2</sup> est. 0,5 jt pax/th est. 0.5 million pax/year	101.607 m <sup>2</sup> est. 14,7 jt pax/th est. 14.7 million pax/year	5.620 m <sup>2</sup> 56.200 ton	79.646 m <sup>2</sup> 1.733 SRP	4.840 m <sup>2</sup> 1.210 SRP
Bandara Adisutjipto Yogyakarta (JOG)	2.200 m x 45m 57/F/C/X/T 17 m/h Pesawat max: (B737/A320/ setara) Max aircraft: (B737/A320/ equivalent)	Area: 30.060 m <sup>2</sup> Cap: 11 NB	16.061 m <sup>2</sup> 2,7 jt pax/th 2.7 million pax/year		384 m <sup>2</sup> 3.840 ton	1.730 m <sup>2</sup> 84 SRP	688 m <sup>2</sup> 125 SRP
Bandara Syamsudin Noor Banjarmasin (BDJ)	2.500 m x 45 m 68/F/B/X/T 18 m/h Pesawat max: (B737/A330/ setara) Max aircraft: (B737/A330/ equivalent)	<b>West Apron</b> Area: 29.340 m <sup>2</sup> Cap: 8 PS  <b>East Apron</b> Area: 100.472 Cap: 14 PS NB	10.278 m <sup>2</sup> 0,17 jt pax/th 0.17 million pax/year	67.284 m <sup>2</sup> 7,7 jt pax/th 7.7 million pax/year	2.971.8 m <sup>2</sup> 26.390 ton	34.360 m <sup>2</sup> 1.199 SRP	2.420 m <sup>2</sup> 720 SRP
Bandara Jendral Ahmad Yani Semarang (SRG)	2.560 m x 45 m 61/F/D/X/T 14 m/h Pesawat max: (B737/A320/ setara) Max aircraft: (B737/A320/ equivalent)	Area: 72.522.25 m <sup>2</sup> Cap: 12 PS NB	8.312 m <sup>2</sup> 0,5 jt pax/th 0.5 million pax/year	50.577 m <sup>2</sup> 5,8 jt pax/th 5.8 million pax/year	2.560 m <sup>2</sup> 25.600 ton	43.633 m <sup>2</sup> 1.172 SRP	9.800 m <sup>2</sup> 2.480 SRP
Bandara Zainuddin Abdul Madjid Lombok (LOP)	3300 m x 45m 64 F/A/X/T 18 m/h Pesawat max: B777 Max aircraft: B777	Area: 133.967 m <sup>2</sup> Cap: 18 NB + 6 WB	13.029 m <sup>2</sup> 0,5 pax/th 0.5 million pax/year	30.472 m <sup>2</sup> 4,9 jt pax/th 5.5 million pax/year	2.416 m <sup>2</sup> 24.160 ton	31.513 m <sup>2</sup> 660 SRP	5.705 m <sup>2</sup> 1.979 SRP

## TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

### Operational Review and Company Strategy

Manajemen Fasilitas Bandar Udara (Data Fasilitas dan Alat Produksi)							
Airport Facilities Management (Facilities and Production Equipment Data)							
Bandara Airport	Runway	Apron	Internasional International	Domestik Domestic	Kargo Cargo	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas Kapasitas* Capacity	Luas Kapasitas Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas* Capacity Area*	Luas Kapasitas Capacity Area	Luas Kapasitas Capacity Area
Bandara Sam Ratulangi Manado (MDC) Sam Ratulangi Airport Manado (MDC)	2.650m x 45m 80/F/C/X/T 18 m/h Pesawat max: A330 (restricted) Max aircraft: A330 (restricted)	Area: 79.559.35 m <sup>2</sup> Cap: 16 PS Narrow Body & 6 PS Cassa/Helipad	10.373 m <sup>2</sup> 0,3 pax/th 0.3 million pax/year	48.676 m <sup>2</sup> 5,3 jt pax/th 5.3 million pax/year	3.546 m <sup>2</sup> 35.460 ton	21.963 m <sup>2</sup> 704 SRP	4.431 m <sup>2</sup> 1.494 SRP
Bandara Adi Soemarmo Solo (SOC) Adi Soemarmo Airport Solo (SOC)	2.600m x 45m 68/F/C/X/T 12 m/h Pesawat max: A330 (restricted) Max aircraft: A330 (restricted)	Area: 88.051 m <sup>2</sup> Cap: 15 PS NB	33.351 m <sup>2</sup> 4,1 jt pax/th 4.1 million pax/year		862 m <sup>2</sup> 8.620 ton	24.130 m <sup>2</sup> 668 SRP	2.208 m <sup>2</sup> 1.070 SRP
Bandara Pattimura Ambon (AMQ) Pattimura Airport Ambon (AMQ)	2.500m x 45m 73/F/C/X/T 10 m/h Pesawat max: (B737/A320/ setara) Max aircraft: (B737/A320/ equivalent)	Area: 40.747 m <sup>2</sup> Cap: 10 PS NB	16.090 m <sup>2</sup> 1,8 jt pax/tahun 1.8 million pax/year		2.000 m <sup>2</sup> 20.000 ton	8.715 m <sup>2</sup> 249 SRP	348 m <sup>2</sup> 87 SRP
Bandara El Tari Kupang (KOE) El Tari Airport Kupang (KOE)	2.500m x 45m 55/F/C/X/T 13 m/h Pesawat max: (B737/A320/ setara) Max aircraft: (B737/A320/ equivalent)	Area: 56.917 m <sup>2</sup> Cap: 17 PS NB	4.600 m <sup>2</sup> 9 rb pax/th 9 thousand pax/year	11.800 m <sup>2</sup> 1,9 jt pax/th 1.9 million pax/year	1.158 m <sup>2</sup> 11.580 ton	14.293 m <sup>2</sup> 435 SRP	1.768 m <sup>2</sup> 601 SRP
Bandara Frans Kaisiepo Biak (BIK) Frans Kaisiepo Airport Biak (BIK)	3.570m x 45m 71/F/B/X/T 16 m/h Pesawat max: (B737-900/ A320/ setara) Max aircraft: (B737-900/ A320/ equivalent)	Area: 32.580 m <sup>2</sup> Cap: 5 PS NB. 2 Small Aircraft . 2 Secondary PS (ATR 72)	3.503 m <sup>2</sup> 0,5 jt pax/th 0.5 million pax/year		324 m <sup>2</sup> 3.240 ton	1400 m <sup>2</sup> 40 SRP	180 m <sup>2</sup> 56 SRP

## TINJAUAN OPERASIONAL DAN STRATEGI PERUSAHAAN

### Operational Review and Company Strategy

#### Manajemen Fasilitas Bandar Udara (Data Fasilitas dan Alat Produksi)

Airport Facilities Management (Facilities and Production Equipment Data)

Bandara Airport	Runway	Apron	Internasional International	Domestik Domestic	Kargo Cargo	Parkir R4 R4 Parking	Parkir R2 R2 Parking
	Luas PCN PCN Area	Luas Kapasitas* Capacity	Luas Kapasitas Capacity Area	Luas Kapasitas Capacity Area	Luas Kapasitas* Capacity Area*	Luas Kapasitas Capacity Area	Luas Kapasitas Capacity Area
Bandara Internasional Yogyakarta (YIA) Yogyakarta International Airport (YIA)	3.250m x 45m 89/F/C/X/T 28 m/h Pesawat mx: B777 Max aircraft: B777	Area: 175.517 m <sup>2</sup> Cap: 33 PS (11 WB + 22 NB)	85.264 m <sup>2</sup> 1,9 jt pax/th 1.9 million pax/year	134.247 m <sup>2</sup> 18,7 jt pax/th 18.7 million pax/year	8.381 m <sup>2</sup> 83.810 ton	78.936 m <sup>2</sup> 1.721 SRP	29.965 m <sup>2</sup> 4.929 SRP
Bandara Sentani Jayapura (DJJ) Sentani Airport Jayapura (DJJ)	3000m x 45m 52/F/A/X/T 26 m/h Pesawat max: (B737/A320/setara) Max aircraft: (B737/A320/equivalent)	Area: 112.480 m <sup>2</sup> Cap: 20 PS NB + 16 SB	14.350 m <sup>2</sup> 1,6 jt pax/tahun 1.6 million pax/year		3600 m <sup>2</sup> 36.000 ton	12.800 m <sup>2</sup> 381 SRP	1.230 m <sup>2</sup> 305 SRP

\* Asumsi kapasitas kargo yaitu 10 ton/m<sup>2</sup> berdasarkan IATA ADRM 11 Edition tentang Generic Terminal Size Calculation.

Cargo capacity assumption is 10 tons/m<sup>2</sup> based on IATA ADRM 11 Edition on Generic Terminal Size Calculation.

\* Konfigurasi *parking stand apron* dapat disesuaikan sesuai kondisi lapangan oleh Airport Operation.

Parking stand apron configuration can be adjusted according to field conditions by Airport Operation.

\* Perhitungan kapasitas penumpang bersifat estimasi dengan asumsi kapasitas kondisi ideal sesuai PM 178/2015 dengan faktor pengali maksimal untuk luas operasional sebesar 80%.

Passenger capacity calculation is an estimation with the assumption of ideal condition capacity according to PM 178/2015 with a maximum multiplier factor for operational area of 80%.

\* Data luas terminal setiap bandara mengacu pada dokumen Rencana Induk Bandara, Berita Acara Penilaian Level of Service (LOS), dan/atau kertas kerja perhitungan unit teknis.

Terminal area data for each airport refers to the Airport Master Plan document, Level of Service (LOS) Assessment Minutes, and/or technical unit calculation working papers.

\* Pembaruan data per 31 Desember 2022.

Data update as of December 31, 2022.





# KEBIJAKAN DIVIDEN DAN PROGRAM KEPEMILIKAN SAHAM

## Dividend Policy and Share Ownership Program



### KEBIJAKAN DIVIDEN

Setiap tahun, perusahaan mengadakan pembayaran dividen berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS). Pembayaran dividen dilakukan selambatnya satu bulan setelah RUPS berlangsung melalui rapat pertanggungjawaban manajemen pada tahun berjalan. Pembagian dividen PT Angkasa Pura I dilakukan dengan kebijakan pertimbangan profitabilitas dan ekspansi usaha, serta penyisihan laba sesuai kebutuhan operasional dan pengembangan usaha perusahaan.

### PENGUMUMAN DAN PEMBAYARAN DIVIDEN

PT Angkasa Pura I melakukan pembayaran dividen berdasarkan keputusan Rapat Umum Pemegang Saham (RUPS). Pembayaran dividen dilakukan selambatnya satu bulan setelah RUPS berlangsung melalui rapat pertanggungjawaban manajemen pada tahun berjalan. Pembagian dividen PT Angkasa Pura I dilakukan dengan kebijakan pertimbangan profitabilitas dan ekspansi usaha, serta penyisihan laba sesuai kebutuhan operasional dan pengembangan usaha perusahaan.

### DIVIDEND POLICY

PT Angkasa Pura I pays dividends annually based on the resolution of the General Meeting of Shareholders (GMS). Dividend payment is to be made no later than one month after the GMS in the Management Accountability Meeting in the current year. The dividend distribution policy of PT Angkasa Pura I is based on profitability and company expansion, as well as setting away profits based on the Company's operational needs and business development.

### DIVIDEND ANNOUNCEMENT AND PAYMENT

PT Angkasa Pura I pays dividends based on the General Meeting of Shareholders (GMS) resolution. Dividend payments are made no later than one month after the GMS through the Management Accountability Meeting in the current year. The Company's dividend distribution policy is based on profitability and business expansion, as well as setting away profits based on the company's operational and business development needs.

## KEBIJAKAN DIVIDEN DAN PROGRAM KEPEMILIKAN SAHAM

### Dividend Policy and Share Ownership Program

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor AP.I.3691/KU.01.03/2021/DU-B tanggal 28 Juni 2021, pemegang saham perusahaan setuju untuk tidak membagikan dividen.

Based on the Minutes of the General Meeting of Shareholders Number AP.I.3691/KU.01.03/2021/DU-B dated June 28, 2021, the Company's shareholders agreed not to distribute dividends.

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor AP.I.3694/RT.01.03/2022/ DU-B tanggal 29 Juni 2022, pemegang saham perusahaan setuju untuk tidak membagikan dividen.

Based on the Minutes of the General Meeting of Shareholders Number. AP.I.3694/RT.01.03/2022/ DU-B dated June 29, 2022, the Company's shareholders agreed not to distribute dividends.

Pengumuman dan Pembayaran Dividen Dividend Announcement and Payment							
Tahun Buku Fiscal Year	Pembagian Dividen (Rupiah juta) Dividend Distributed (in million Rupiah)	Laba Usaha (Rupiah juta) Operating Profit (in million Rupiah)	Dividen per Lembar Saham (Rupiah ribu) Dividend per share (in thousand Rupiah)	Dividend Payout Ratio Dividend Payout Ratio	Dasar Pembagian Basis of Distribution	Tanggal Pengumuman Announcement date	Tanggal Pembayaran Payment Date
2021	-	(2.540.122)	-	-	Risalah RUPS Nomor AP.I.3694/RT.01.03/2022/DU-B Minutes of GMS Number AP.I.3694/RT.01.03/2022/DU-B	29 Juni 2022 June 28, 2021	-
2020	-	(2.327.509)	-	-	Risalah RUPS No. AP.I.3691/KU.01.03/2021/DU-B Minutes of GMS No. AP.I.3691/KU.01.03/2021/DU-B	28 Juni 2021 June 28, 2021	-
2019	-	1.451.359	-	-	Risalah RUPS No. AP.I.4342/KU.01.03/2020-DU-B Minutes of GMS No. AP.I.4342/KU.01.03/2020-DU-B	2 Juli 2020 July 2, 2020	-
2018	461.614	2.007.018	71,97	23%	Risalah RUPS No. AP.I.3972/KU.01.03/2019/DU-B Minutes of GMS No. AP.I.3972/KU.01.03/2019/DU-B	20 Mei 2019 May 20, 2019	<ul style="list-style-type: none"> <li>• 20 Juni 2019 June 20, 2019</li> <li>• 19 Juli 2019 July 19, 2019</li> <li>• 20 Agustus 2019 August 20, 2019</li> <li>• 20 September 2019 September 20, 2019</li> </ul>

## REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

### Realization of Use of Proceeds from Public Offering

Laporan Realisasi Penggunaan Dana Hasil Penawaran Umum (LRPD) dilaporkan PT Angkasa Pura I secara berkala setiap 6 bulan dengan tanggal laporan 30 Juni dan 31 Desember. Secara umum, realisasi penggunaan dana hasil penawaran umum dari Obligasi dan Sukuk Ijarah Berkelanjutan I PT Angkasa Pura I Tahap I 2021 digunakan sesuai dengan rencana, yaitu untuk *refinancing*, pembayaran kegiatan investasi dan operasional yang dilakukan PT Angkasa Pura I.

PT Angkasa Pura I publishes a report on the realization of the Use of Proceeds from Public Offering (LRPD) every six months on June 30 and December 31. In general, the realization of the use of Proceeds from Public Offering of Sustainable Bonds and Sukuk Ijarah I PT Angkasa Pura I Phase I Year 2021 was used in accordance with the plan, namely for refinancing, payment of investment and working capital performed by PT Angkasa Pura I.

Ringkasan Realisasi Penggunaan Dana Hasil Penawaran Umum Summary of Realization of Use of Proceeds from Public Offering		
Uraian Description	Tanggal, Bulan, dan Tahun Date, Month, and Year	Jumlah (Rupiah) Amount (Rupiah)
<b>Penawaran umum (obligasi berkelanjutan I Angkasa Pura I tahap I tahun 2021)</b> Public offering (sustainable bonds I Angkasa Pura I phase I year 2021)	08 September 2021 September 8, 2021	
Jumlah hasil penawaran umum Total proceeds of public offering		1.115.900.000.000
Biaya penawaran umum Public offering costs		5.470.081.866
<b>Hasil bersih Net proceeds</b>		<b>1.110.429.918.133</b>
<b>Rencana penggunaan dana</b> Use of proceeds plan	2021	
<i>Refinancing</i> Refinancing		821.950.205.205
Pendanaan investasi (CAPEX) Capital expenditure (CAPEX)		210.590.190.438
Pendanaan operasional (OPEX) Operational expenditure (OPEX)		77.889.522.491
<b>Total rencana penggunaan dana</b> Total fund utilization plan		<b>1.110.429.918.133</b>
<b>Realisasi penggunaan dana</b> Realization of fund utilization	2021	
<i>Refinancing</i> Refinancing		821.950.205.206
Pendanaan investasi (CAPEX) Capital expenditure (CAPEX)		124.976.417.392
Pendanaan operasional (OPEX) Operational expenditure (OPEX)		77.889.522.491
<b>Total realisasi penggunaan dana</b> Total realized use of proceed		<b>1.024.816.145.088</b>
<b>Sisa dana hasil penawaran umum</b> Remaining balance of proceeds from public offering	<b>Per 31 Desember 2022</b> Per December 31, 2022	<b>85.613.773.046</b>

## REALISASI PENGGUNAAN DANA HASIL PENAWARAN UMUM

Realization of Use of Proceeds from Public Offering

Ringkasan Realisasi Penggunaan Dana Hasil Penawaran Umum Summary of Realization of Use of Proceeds from Public Offering		
Uraian Description	Tanggal, Bulan, dan Tahun Date, Month, and Year	Jumlah (Rupiah) Amount (Rupiah)
<b>Penawaran umum (sukuk ijarah berkelanjutan I Angkasa Pura I tahap I tahun 2021)</b> Public offering (bonds and sukuk ijarah)	08 September 2021 September 8, 2021	
Jumlah hasil penawaran umum Total proceeds of public offering		496.000.000.000
Biaya penawaran umum Public offering costs		2.341.722.439
<b>Hasil bersih Net proceeds</b>		<b>493.658.277.561</b>
<b>Rencana penggunaan dana</b> Use of proceeds plan	2021	
<i>Refinancing</i> Refinancing		268.000.000.000
Pendanaan investasi (CAPEX) Capital expenditure (CAPEX)		164.730.542.619
Pendanaan operasional (OPEX) Operational expenditure (OPEX)		60.927.734.941
<b>Total rencana penggunaan dana</b> Total fund utilization plan		<b>493.658.277.561</b>
<b>Realisasi penggunaan dana</b> Realization of fund utilization	2021	
<i>Refinancing</i> Refinancing		268.000.000.000
Pendanaan investasi (CAPEX) Capital expenditure (CAPEX)		124.849.515.805
Pendanaan operasional (OPEX) Operational expenditure (OPEX)		60.927.734.941
<b>Total realisasi penggunaan dana</b> Total realized use of proceed		<b>453.777.250.746</b>
<b>Sisa dana hasil penawaran umum</b> Remaining balance of proceeds from public offering	<b>Per 31 Desember 2022</b> Per December 31, 2022	<b>39.881.026.814</b>



## **ANALISIS TENTANG INFORMASI KEUANGAN YANG TELAH DILAPORKAN YANG MENGANDUNG KEJADIAN YANG SIFATNYA LUAR BIASA DAN JARANG TERJADI**

### **Analysis of Reported Financial Report Containing Extraordinary and Rare Events**

Tahun 2022 masih dibayangi oleh dampak pandemi Covid-19, meski telah banyak wilayah yang situasinya mulai membaik. Berdasarkan analisis International Civil Aviation Organization (ICAO), pandemi Covid-19 menyebabkan volume lalu lintas penerbangan global menurun drastis dibandingkan dengan tahun-tahun sebelum pandemi. Dampak yang harus diterima oleh industri penerbangan dalam negeri masih tetap harus dikelola mungkin sampai tiga tahun ke depan.

Kondisi pandemi Covid-19 masuk dalam kategori kejadian luar biasa yang jarang terjadi pada periode pelaporan sebelumnya dan berdampak signifikan bagi kinerja keuangan PT Angkasa Pura I, sehingga beberapa pos-pos akun dan rasio mengalami penurunan yang signifikan. Dampak signifikan tersebut seluruhnya telah diungkapkan dalam rangkaian informasi mulai dari tinjauan dan kinerja keuangan PT Angkasa Pura I yang tersaji dalam bab Analisis dan Pembahasan Manajemen terhadap Kinerja Keuangan.

The impact of the COVID-19 pandemic continues to overshadow 2022, despite the fact that many regions have begun to improve their condition. According to the International Civil Aviation Organization (ICAO) analysis, the COVID-19 pandemic has resulted in a significant decline in global aircraft traffic volumes compared to the years preceding the pandemic. The impact on the domestic aviation industry must be controlled, possibly over the next three years.

The COVID-19 pandemic is classified as an extraordinary event that occurred infrequently during the preceding reporting period, and it has had significant impacts on PT Angkasa Pura I's finances, with various account items and ratios declining significantly. The significant impact has been thoroughly disclosed in a succession of documents beginning with PT Angkasa Pura I's financial highlights and performance as presented in the Management Discussion and Analysis of Financial Performance Chapter.

## **INFORMASI DAN FAKTA MATERIAL SETELAH TANGGAL LAPORAN AKUNTAN**

### **Material Information and Facts After the Date of Accounting Statement**

PT Angkasa Pura I tidak memiliki informasi dan fakta material setelah tanggal laporan akuntan untuk periode kinerja tahun 2022.

PT Angkasa Pura I does not have material information and facts after the date of the accounting statement for the 2022 performance period.



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

### Material Information Containing Conflict of Interest and/or Transaction with Affiliated Parties

#### TRANSAKSI BENTURAN KEPENTINGAN DAN/ATAU TRANSAKSI AFILIASI

PT Angkasa Pura I telah mengidentifikasi berbagai transaksi antara perusahaan dan berbagai pihak yang berelasi dengan perusahaan. Adapun pihak-pihak yang teridentifikasi berelasi dengan PT Angkasa Pura I dapat dilihat melalui tabel berikut.

#### CONFLICT OF INTEREST TRANSACTION AND/OR AFFILIATED TRANSACTION

PT Angkasa Pura I identified various transactions between the company and various parties related to the company. The parties identified to have a relation with the Company can be seen in the following table.

**Pihak Berelasi PT Angkasa Pura I Berdasarkan Hubungan Kepemilikan dan/atau Kepengurusan**  
Parties Related to PT Angkasa Pura I Based on Ownership and/or Management Relationship

No.	Hubungan Relasi Relationship Relations	Pihak Berelasi Related Parties
1.	Pemegang saham Shareholder	Pemerintah Republik Indonesia Government of Republic of Indonesia PT Aviawi Pariwisata Indonesia
2.	Entitas yang berelasi dengan pemerintah Entities related to government	PT Bank Mandiri Tbk. PT Bank Mandiri Tbk. PT Bank Rakyat Indonesia Tbk. PT Bank Negara Indonesia 1946 Tbk. PT Bank Tabungan Negara PT Bank Syariah Indonesia PT Garuda IndonesiaTbk. PT Pertamina PT Perusahaan Listrik Negara PT Telekomunikasi Indonesia Tbk PT Asuransi Jasa Indonesia Perusahaan Umum (Perum) Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI) Perusahaan Badan Usaha Milik Negara (BUMN) lainnya Other State-Owned Enterprises (SOEs)
3.	Entitas anak Subsidiaries	PT Angkasa Pura Suport PT Angkasa Pura Hotel PT Angkasa Pura Logistic PT Angkasa Pura Properti PT Angkasa Pura Retail
4.	Entitas asosiasi Associated entities	PT Jasa Marga Bali (penyertaan saham) PT Jasa Marga Bali (equity participation) PT Gapura Angkasa (penyertaan saham) PT Gapura Angkasa (equity participation) PT Bandara Internasional Batam (penyertaan saham) PT Batam International Airport (equity participation)
5.	Entitas imbalan paska kerja Post-employment benefit entities	Dana Pensiun Angkasa Pura Angkasa Pura Pension Fund
6.	Personil, manajemen kunci Personnel, key management	Direksi Board of Directors Dewan Komisaris Board of Commissioners

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

Material Information Containing Conflict of Interest and/or Transaction with Affiliated Parties

Selama periode pelaporan 2022 tidak terdapat transaksi dengan pihak berafiliasi yang mengandung benturan kepentingan selama 2021. Rincian akun dan transaksi dengan pihak berelasi dapat dilihat pada tabel di bawah ini. Terdapat peningkatan pada indikator aktiva (aset) sebesar Rp325,08 miliar atau 19,1% dikarenakan adanya kenaikan pada kas dan setara kas sebesar Rp374,95 miliar.

During the 2022 reporting period, there were no transactions with affiliated parties that involved conflicts of interest during 2021. Details of accounts and transactions with related parties can be seen in the table below. The assets indicator increased by Rp325.08 billion, or 19.1%, due to an increase in cash and cash equivalents of Rp374.95 billion.

Transaksi dengan Pihak Berelasi PT Angkasa Pura I (dalam jutaan Rupiah) Transactions with PT Angkasa Pura I's Related Parties (in million Rupiah)			
Uraian Description	2022	2021	2020
<b>Aset</b>			
<b>Asset</b>			
Kas dan setara kas Cash and cash equivalent	1.572.851	1.197.901	1.402.727
Investasi jangka pendek Short term investment	40.065	38.783	23.493
Piutang usaha Trade receivables	491.247	444.691	257.308
Investasi jangka panjang Long term investment	294.358	317.776	91.100
<b>Jumlah</b> <b>Total</b>	<b>2.398.521</b>	<b>1.999.151</b>	<b>1.774.628</b>
Persentase dari total aset Percentage of total assets	5,83%	4,69%	4,17%
<b>Total Aset untuk recalculate persentase</b> <b>Total Assets to recalculate percentage</b>	<b>41.135.341</b>	<b>42.629.102</b>	<b>42.579.259</b>
<b>Liabilitas</b>			
<b>Liabilities</b>			
Utang usaha Trade payables	317.679	126.358	1.140
Utang bank dan pinjaman sindikasi Bank loans and syndicated loans	15.720.992	15.781.447	15.424.511
Utang lain-lain Other debt	274.744	834.313	777,952
<b>Ekuitas</b>			
<b>Equity</b>			
Penyertaan modal negara State equity participation	22.963	22.963	22.963
<b>Jumlah</b> <b>Total</b>	<b>16.336.378</b>	<b>16.765.081</b>	<b>16.203.603</b>
Persentase dari total liabilitas dan ekuitas Percentage of total liabilities and equity	39,71%	39,33%	55,45%
<b>Total Liabilitas dan Ekuitas</b> <b>Total Liabilities and Equity</b>	<b>41.135.341</b>	<b>42.629.102</b>	<b>42.579.259</b>

PT Angkasa Pura I melakukan transaksi dengan pihak-pihak berelasi sebagaimana didefinisikan dalam PSAK Nomor 7 (Revisi 2010), "Pengungkapan Pihak-pihak Berelasi". Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, persyaratan tersebut mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang

PT Angkasa Pura I engages in transactions with related parties in accordance with PSAK Number 7 (Revised 2010), "Related Party Disclosures." The transactions are carried out on the basis of terms agreed upon by both parties; the terms may differ from those used in other transactions with unrelated parties. Material balances and transactions between the company

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

Material Information Containing Conflict of Interest and/or Transaction with Affiliated Parties

tidak berelasi. Saldo dan transaksi yang material antara perusahaan dengan Pemerintah Negara Republik Indonesia dan entitas berelasi dengan Pemerintah diungkapkan dalam catatan atas laporan keuangan konsolidasian yang relevan. Perusahaan memilih untuk mengungkapkan transaksi dengan entitas berelasi dengan Pemerintah dengan menggunakan pengecualian dari persyaratan pengungkapan pihak berelasi. Dalam kegiatan usaha normal, PT Angkasa Pura I melakukan transaksi dengan pihak-pihak berelasi, yang terafiliasi melalui kepemilikan langsung dan tidak langsung, dan/atau di bawah kendali pihak yang sama.

### KEBIJAKAN MEKANISME PENELAAHAN ATAS TRANSAKSI DAN PEMENUHAN PERATURAN DAN KETENTUAN TERKAIT

PT Angkasa Pura I memiliki kebijakan mengenai persyaratan dan kondisi transaksi dengan pihak berelasi. Secara umum persyaratan dan kondisi transaksi dengan pihak berelasi dilakukan sebagaimana dilakukan dengan pihak ketiga. Selama 2022 tidak terdapat pelanggaran atas pemenuhan peraturan dan ketentuan yang terkait.

### KEWAJARAN DAN ALASAN DILAKUKANNYA TRANSAKSI

Seluruh transaksi yang dilakukan pada 2022 dilakukan secara wajar (*Arm's Length*) dan sesuai dengan persyaratan komersial normal. Kewajaran transaksi dengan pihak berelasi telah dilakukan secara wajar sesuai peraturan perundang-undangan. Transaksi dilakukan atas dasar alasan kebutuhan perusahaan dan bebas dari konflik kepentingan. PT Angkasa Pura I dan entitas anak melakukan transaksi dengan beberapa pihak yang mempunyai hubungan istimewa, sesuai dengan PSAK Nomor 7 (Revisi 2015) mengenai "Pengungkapan Pihak-Pihak Berelasi".

Seluruh transaksi yang signifikan dengan pihak-pihak yang mempunyai hubungan istimewa, baik yang dilakukan dengan persyaratan dan kondisi yang normal sebagaimana dilakukan dengan pihak ketiga, ataupun tidak, diungkapkan dalam catatan atas laporan keuangan.

and the Government of the Republic of Indonesia and entities affiliated to the Government are disclosed in the relevant notes to the consolidated financial statements. The Company decides to disclose transactions with entities affiliated to the Government by utilizing the exemption of related party disclosure requirements. PT Angkasa Pura I undertakes conventional business transactions with related parties affiliated through direct and indirect ownership and/or control of the same party.

### REVIEW MECHANISM POLICY ON TRANSACTIONS AND COMPLIANCE WITH REGULATIONS AND RELATED PROVISIONS

PT Angkasa Pura I has a policy on the terms and conditions of transactions with related parties. In general, the terms and conditions of transactions with related parties are the same as those of transactions with third parties. During 2022, there were no violations of compliance with pertinent laws and regulations.

### FAIRNESS AND REASONS FOR TRANSACTIONS

In 2022, all transactions were made on an arm's length basis and in accordance with normal commercial terms. Arm's length transactions with related parties have been carried out fairly according to the laws and regulations. Transactions were made on the basis of the Company's needs and were free from conflicts of interest. The Company and its Subsidiaries made transactions with several related parties, in accordance with PSAK Number 7 (Revised 2015) on "Related Party Disclosures".

All significant transactions with related parties, whether under normal terms and conditions as those with third parties or not, are disclosed in the notes to the financial statements.

## LIABILITAS KONTINJENSI

### Contingent Liabilities

PT Angkasa Pura I memiliki liabilitas kontinjensi yang timbul dari kewajiban hukum suatu kontrak dengan pihak lain, peraturan perundang-undangan, atau pelaksanaan produk hukum lainnya. Beberapa liabilitas kontinjensi yang masih berjalan di 2022, yaitu:

#### 1. Gugatan Paulus Wuwungan

Perusahaan menerima gugatan perdata dari Paulus Wuwungan melalui Pengadilan Negeri Manado tanggal 25 Mei 2019 sehubungan dengan dua bidang tanah di Douna Sekolah, Manado dengan total luas tanah 33.500 m<sup>2</sup> dan nilai gugatan sebesar Rp10.000 per m<sup>2</sup> atau sebesar Rp335.000.000. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan Menteri BUMN Republik Indonesia. Berdasarkan putusan Pengadilan Negeri Manado tanggal 29 Juni 2020, gugatan dikabulkan dan perusahaan serta Menteri BUMN Republik Indonesia diharuskan melakukan pembayaran secara tanggung renteng ganti kerugian atas tanah sebesar Rp1.000 per m<sup>2</sup> atau sebesar Rp33.500.000. Pada tanggal 13 Agustus 2020, perusahaan mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 2 Juli 2021, telah terbit putusan banding yang membatalkan putusan tingkat pertama. Pada tanggal 23 Februari 2022, Paulus Wuwungan melakukan upaya hukum luar biasa berupa Peninjauan Kembali. Perusahaan juga telah mengajukan kontra memori Peninjauan Kembali pada tanggal 11 April 2022. Per 31 Desember 2022, perkara tengah diperiksa pada tingkat Peninjauan Kembali dan perusahaan menunggu Putusan.

#### 2. Gugatan Maria Nellie Awuy

Perusahaan menerima gugatan perdata dari Maria Nellie Awuy Sumakul melalui Pengadilan Negeri Manado tanggal 18 November 2016 sehubungan dengan tanah seluas 26.880 m<sup>2</sup> yang terletak di Desa Mapanget Barat, Manado dengan nilai gugatan sebesar Rp64.123.200. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan turut tergugat adalah Menteri Keuangan Republik Indonesia dan

PT Angkasa Pura I has contingent liabilities arising from the legal obligations of a contract with another party, laws and regulations, or the implementation of other legal products. Several outstanding contingent liabilities in 2022 include:

#### 1. Paulus Wuwungan Lawsuit

On May 25, 2019, the Company received a civil lawsuit from Paulus Wuwungan through Manado District Court over two plots of land in Douna Sekolah, Manado with a total land area of 33,500 m<sup>2</sup> and a claim value of Rp10,000 per m<sup>2</sup> or Rp335,000,000. The other defendant was the Minister of Transportation of the Republic of Indonesia and the Minister of State of the Republic of Indonesia. Based on the decision of the Manado District Court dated June 29, 2020, the lawsuit was granted and the company and the Minister of SOEs of the Republic of Indonesia were ordered to jointly and severally pay Rp1,000 per m<sup>2</sup> or Rp33,500,000 in compensation for land. On August 13, 2020, the company filed an appeal to the Manado High Court. On July 2, 2021, the first level decision was canceled by an appeal decision. On February 23, 2022, Paulus Wuwungan filed an extraordinary legal remedy in the form of Reconsideration. On April 11, 2022, The Company also filed contra-memorandum for reconsideration. As of December 31, 2022, the case is currently being reviewed at the Reconsideration level, and the company is awaiting the verdict.

#### 2. Maria Nellie Awuy Lawsuit

The Company received a civil lawsuit filed by Maria Nellie Awuy Sumakul through Manado District Court on November 18, 2016, in connection with a land area of 26,880 m<sup>2</sup> located in West Mapanget Village, Manado with a claim value of Rp64,123,200. The other defendant was the Minister of Transportation of the Republic of Indonesia and the co-defendants were the Minister of Finance of the Republic of Indonesia and the Minister of SOEs of the Republic

## LIABILITAS KONTINJENSI

### Contingent Liabilities

Menteri BUMN Republik Indonesia. Berdasarkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018, sebagian gugatan dikabulkan dan PT Angkasa Pura I diharuskan melakukan pembayaran ganti kerugian atas tanah sebesar Rp17.203.200 dan uang paksa sebesar Rp1.000 per hari jika lalai melaksanakan putusan. Pada tanggal 19 Oktober 2018, PT Angkasa Pura I mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 17 Desember 2019, putusan Pengadilan Tinggi Manado menguatkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018. Pada tanggal 12 Februari 2020, PT Angkasa Pura I mengajukan permohonan kasasi kepada Mahkamah Agung Republik Indonesia. Kemudian pada tanggal 21 Maret 2022 telah diterbitkan Putusan Kasasi Mahkamah Agung yang mengabulkan Permohonan Kasasi PT Angkasa Pura I, dimana perusahaan dibebaskan dari hukuman ganti kerugian sebesar Rp17.203.200.

#### 3. Gugatan Sylvana Yunita

Perusahaan menerima gugatan perdata dari Sylvana Yunita sehubungan dengan sebidang Tanah Pasini (*Individual Bezit*) seluas 19.300 m<sup>2</sup> yang terletak di tempat yang terdahulu bernama Koyawas, di Desa Mapanget Barat, Kecamatan Dimembe, Minahasa (saat ini masuk wilayah Manado) dengan nilai gugatan sebesar Rp11.850.200. Pada tanggal 7 Januari 2021, telah disampaikan Putusan Pengadilan Negeri Manado yang menyatakan bahwa gugatan penggugat tidak dapat diterima. Selanjutnya, pada tanggal 24 Maret 2021, perusahaan mengajukan kontra memori banding. Pada tanggal 21 September 2021, telah ada putusan banding yang menguatkan putusan pengadilan tingkat pertama. Pada tanggal 22 Oktober 2021, Sylvana Yunita mengajukan permohonan kasasi. Adapun saat ini PT Angkasa Pura I sedang menunggu putusan kasasi.

of Indonesia. Based on the Manado District Court decision dated July 31, 2018, the lawsuit was partially granted and PT Angkasa Pura I was ordered to make compensation payments for land amounting to Rp17,203,200 and dwangsom of Rp1,000 per day if the Company fails to implement the decision. On October 19, 2018, PT Angkasa Pura I filed an appeal to the Manado High Court. On December 17, 2019, the Manado High Court decision upheld the Manado District Court decision dated July 31, 2018. On February 12, 2020, PT Angkasa Pura I submitted an appeal for cassation to the Supreme Court of the Republic of Indonesia. On March 21, 2022, the Supreme Court issued a Cassation Decision granting PT Angkasa Pura I's, Cassation Appeal, releasing the company from the Rp17,203,200 compensation penalty.

#### 3. Sylvana Yunita Lawsuit

The Company received a civil lawsuit filed by Sylvana Yunita in relation to a plot of land Pasini (*Individual Bezit*) covering an area of 19,300 m<sup>2</sup> located at the former location of Koyawas, in West Mapanget Village, Dimembe Sub-district, Minahasa (currently in Manado area) with a claim value of Rp11,850,200. On January 7, 2021, the Manado District Court Decision stipulated that the Plaintiff's claim was rejected. Furthermore, on March 24, 2021, the Company filed contra memorandum of appeal. On September 21, 2021, the appeal decision upheld the court's decision in the first instance. On October 22, 2021, Sylvana Yunita filed a cassation application. PT Angkasa Pura I is currently awaiting for the cassation decision.



## PERUBAHAN KEBIJAKAN AKUNTANSI

### Changes in Accounting Policies

Selama tahun 2022, PT Angkasa Pura I melakukan penyesuaian kebijakan akuntansi. Adapun perubahan yang berlaku yaitu imbalan kerja dan perubahan umur ekonomis yang dapat dilihat melalui tabel berikut.

During 2022, PT Angkasa Pura I made adjustments to accounting policies. The changes include employee benefits and changes in economic life which as shown in the following table.

Perubahan Kebijakan Akuntansi yang Dimulai pada dan Setelah Tanggal 1 Januari 2022 Changes in Accounting Policies Commencing on and After January 1, 2022				
No.	Standard Akuntansi Accounting Standard	Adopsi atas IFRS/ IAS Adoption of IFRS/ IAS	Ringkasan Alasan Perubahan Summary of Changes Reason	Dampak terhadap PT Angkasa Pura I Impacts on PT Angkasa Pura I
1	PSAK 16	IAS 16	Mendasari <i>benchmark</i> dan kajian teknis atas manfaat layanan aset atas aset kategori bangunan lapangan dan gedung-gedung. Ditemukan bahwa kedua kategori aset tersebut memiliki kemampuan memberikan masa layan lebih panjang dari estimasi umur ekonomis yang telah ditetapkan. Benchmarking and technical assessment of asset service benefits on assets in the building field and structures categories. It was found that both asset categories have the ability to provide a longer service life than the estimated economic life.	Perusahaan melakukan perubahan estimasi umur ekonomis dari 40 tahun ke 60 tahun untuk aset kategori bangunan lapangan dan dari umur ekonomis 40 tahun ke 50 tahun untuk aset kategori gedung-gedung. The Company changed the estimated economic life from 40 years to 60 years for assets in building field category and from 40 years to 50 years for assets in structures category.

#### DAMPAK STANDAR AKUNTANSI KEUANGAN BARU DAN REVISI (PSAK)

Pada Bulan April 2022, Dewan Standard Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK IAI) Perusahaan melakukan penyajian kembali laporan keuangan tahun 2020-2021 yaitu pengakuan dampak imbalan kerja.

#### IMPACT OF NEW AND REVISED FINANCIAL ACCOUNTING STANDARDS (PSAK)

In April 2022, the Indonesian Financial Accounting Standards Board (DSAK IAI) of the Company restated the 2020-2021 financial statements to recognize the impact of employee benefits.



# PERUBAHAN KETENTUAN PERATURAN PERUNDANG-UNDANGAN

## Amendments to Provisions of Laws and Regulations

Pada tahun 2022, terdapat ketentuan peraturan perundang-undangan yang berpengaruh terhadap kegiatan usaha PT Angkasa Pura I, antara lain:

In 2022, several amendments to provisions of laws and regulations impacted on the business activities of PT Angkasa Pura I, as follows:

No.	Instansi Institution	Nomor Number	Perihal Subject	Dampak Impact
1.	Otoritas Jasa Keuangan Financial Services Authority	Peraturan OJK Nomor 14/POJK.04/2022 Tahun 2022 Financial Services Authority Regulation No.14/POJK.04/2022	Penyampaian Laporan Keuangan Berkala Emiten atau Perusahaan Publik Submission of Periodic Financial Statements of Issuers or Public Companies	Efek PT Angkasa Pura I tercatat di bursa, sehingga PT Angkasa Pura I tidak diwajibkan untuk mempublikasikan pengumuman iklan laporan keuangan tahunan serta laporan keuangan tengah tahunan di surat kabar harian. PT Angkasa Pura I's securities are listed on the stock exchange, thus the Company is not required to publish advertising announcements of annual financial reports and semi-annual financial reports in daily newspapers.
2.	Kementerian Perhubungan Republik Indonesia Ministry of Transportation of the Republic of Indonesia	Surat Edaran Kementerian Perhubungan Nomor 82 Tahun 2022 Ministry of Transportation Circular No.82 of 2022	Petunjuk Pelaksanaan Perjalanan Dalam Negeri dengan Transportasi Udara pada Masa Pandemi <i>Corona Virus Disease</i> 2019 (COVID-19) Guidelines for Implementation of Domestic Travel by Air Transportation during the Corona Virus Disease 2019 (COVID-19)	Meningkatnya trafik penumpang dan pesawat udara di 15 bandara PT Angkasa Pura I akibat dilonggarkannya aturan perjalanan udara rute domestik. An increase in passenger and aircraft traffic at 15 PT Angkasa Pura I managed airports due to the relaxation of air travel regulations on domestic routes.
3.	Kementerian Perhubungan Republik Indonesia Ministry of Transportation of the Republic of Indonesia	Surat Edaran Menteri Perhubungan Nomor SE 88 Tahun 2022 Ministry of Transportation Circular No. 88 of 2022	Petunjuk Pelaksanaan Perjalanan Luar Negeri dengan Transportasi Udara pada Masa Pandemi <i>Corona Virus Disease</i> 2019 (COVID-19) Guidelines for Implementation of International Travel by Air Transportation during the Corona Virus Disease 2019 (COVID-19)	Meningkatnya trafik penumpang dan pesawat udara di 15 bandara PT Angkasa Pura I akibat dilonggarkannya aturan perjalanan udara rute internasional, serta akibat penetapan 7 bandara yang dikelola sebagai <i>entry point</i> bagi pelaku perjalanan udara luar negeri (PPLN). An increase in passenger and aircraft traffic at 15 PT Angkasa Pura I airports due to the relaxation of air travel regulations on international route, and the designation of 7 managed airports as entry points for overseas travelers (PPLN).
4.	Pemerintah Pusat Central Government	Peraturan Pemerintah Pengganti Undang-Undang (Perppu) Nomor 2 Tahun 2022 Government Regulation in Lieu of Law No. 2 of 2022	Cipta Kerja Job Creation	Penyesuaian ketentuan terkait lingkungan hidup, penerbangan, pengadaan tanah bagi pembangunan untuk kepentingan umum, ketenagakerjaan, harmonisasi perpajakan, Perseroan Terbatas, dan perizinan berusaha. Adjustments to provisions related to the environment, aviation, land acquisition for development in the public interest, employment, tax harmonization, Limited Liability Companies, and business licensing.
5.	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Peraturan Menteri BUMN Nomor PER-6/MBU/09/2022 tahun 2022 Regulation No. PER-6/MBU/09/2022	Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-05/MBU/04/2021 tentang Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara Amendment to the Minister of State-Owned Enterprises Regulation No. PER-05/MBU/04/2021 on Social and Environmental Responsibility Programs for State-Owned Enterprises	Perubahan perhitungan jasa admin pinjaman Program Pendanaan Usaha Mikro dan Kecil (PUMK), yang semula 6% menjadi 3% per tahun dari saldo pinjaman awal tahun. Changes in the calculation of administration services for Micro and Small Enterprise Funding Program (PUMK), from 6% to 3% per year of the initial loan balance.

## PERUBAHAN KETENTUAN PERATURAN PERUNDANG-UNDANGAN

### Amendments to Provisions of Laws and Regulations

No.	Instansi Institution	Nomor Number	Perihal Subject	Dampak Impact
6.	Kementerian Badan Usaha Milik Negara Ministry of State-Owned Enterprises	Peraturan Menteri BUMN Nomor PER-7/MBU/09/2022 tahun 2022 Regulation No. PER-7/MBU/09/2022	Perubahan atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-11/MBU/07/2021 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara Amendment to Regulation of the Minister of State-Owned Enterprises No. PER-11/MBU/07/2021 on Requirements, Procedures for Appointment, and Dismissal of Members of the Board of Directors of State-Owned Enterprises.	Dalam rangka memenuhi peraturan ini, PT Angkasa Pura I telah menerbitkan surat keputusan Direksi Nomor SKEP.DU.015/KB.03.08/2023 tentang Pembentukan Tim Evaluasi dan Seleksi Calon Anggota Direksi dan Calon Anggota Dewan Komisaris Anak Perusahaan PT Angkasa Pura I. In order to comply with the regulation, PT Angkasa Pura I issued Board of Directors Decree No. SKEP.DU.015/KB.03.08/2023 on Establishment of an Assessment and Selection Team for Candidates for Members of the Board of Directors and Candidates for Members of the Board of Commissioners of PT Angkasa Pura I's Subsidiaries.
7.	Direktorat Jenderal Perhubungan Udara Directorate General of Civil Aviation	Keputusan Direktur Jenderal Perhubungan Udara Nomor PR 26 Tahun 2022 Directorate General of Civil Aviation Decree No. PR 26 of 2022	Pedoman Teknis Operasional Keselamatan Penerbangan Sipil Bagian 139-27 ( <i>Advisory Circular CASR Part 139-27</i> ) Pedoman Pengoperasian dan Pemeliharaan Peralatan Bantu Pendaratan Visual ( <i>Airfield Lighting System</i> ) dan Sistem Kelistrikan Technical Guidance for Operation of Civil Aviation Safety Part 139-27 (Advisory Circular CASR Part 139-27) Guidelines for the Operation and Maintenance of Visual Landing Aids (Airfield Lighting System) and Electrical Systems	1. Penyesuaian pedoman pengoperasian dan pemeliharaan alat bantu pendaratan visual ( <i>airfield lighting system</i> ) serta sistem kelistrikan (sistem pembangkit/ <i>standby generator set</i> ) yang sudah berjalan, sehingga dapat memenuhi <i>level of service</i> sesuai ketentuan peraturan yang ada. Adjustment of guidelines for operation and maintenance of current visual landing aids (airfield lighting system) and electrical systems (generator system/standby generator set) to meet the level of service in accordance with existing regulations. 2. Penyesuaian format SOP pengoperasian dan pemeliharaan alat bantu pendaratan visual ( <i>airfield lighting system</i> ) serta sistem kelistrikan (sistem pembangkit/ <i>standby generator set</i> ) yang sudah berjalan. Adjustment of the SOP format for operation and maintenance of current visual landing aids (airfield lighting system) and electrical systems (generator system/standby generator set)
8.	Direktorat Jenderal Perhubungan Udara Directorate General of Civil Aviation	Keputusan Direktur Jenderal Perhubungan Udara Nomor PR 27 Tahun 2022 Directorate General of Civil Aviation Regulation No. 27 of 2022	Pendelegasian Penerbitan PAS Bandar Udara Delegation of Airport PAS Issuance	Penyesuaian peraturan terkait pendelegasian penerbitan PAS bandar udara dari Kepala Kantor Otoritas Bandar Udara kepada PT Angkasa Pura I selaku Badan Usaha Bandar Udara. Adjustment of regulation on delegation of airport PAS issuance from the Head of the Airport Authority Office to PT Angkasa Pura I as the Airport Business Entity.
9.	Direktorat Jenderal Perhubungan Udara Directorate General of Civil Aviation	Keputusan Direktur Jenderal Perhubungan Udara Nomor PR 30 Tahun 2022 Directorate General of Civil Aviation Regulation No. 30 of 2022	Standar Teknis dan Operasi Peraturan Keselamatan Penerbangan Sipil Bagian 139 ( <i>Manual Of Standard CASR Part 139</i> ) Volume IV Pelayanan Pertolongan Kecelakaan Penerbangan dan Pemadam Kebakaran (PKP-PK) Technical Standards and Operations of Civil Aviation Safety Regulations Part 139 (Manual of Standard CASR Part 139) Volume IV Aviation Accident Relief and Fire Fighting (PKP-PK)	<i>Airport Operation (Airport Rescue and Fire Fighting)</i>

## PERUBAHAN KETENTUAN PERATURAN PERUNDANG-UNDANGAN

Amendments to Provisions of Laws and Regulations

No.	Instansi Institution	Nomor Number	Perihal Subject	Dampak Impact
10.	Direktorat Jenderal Perhubungan Udara Directorate General of Civil Aviation	Keputusan Direktur Jenderal Perhubungan Udara Nomor PR 31 Tahun 2022 Directorate General of Civil Aviation Decree No. 31 of 2022	Pedoman Penyusunan dan Tata Cara Pengesahan Program Keamanan Penerbangan Guidelines for the Preparation and Ratification Procedure of Aviation Security Programs	Peraturan ini menjadi pedoman petunjuk teknis bagi PT Angkasa Pura I dalam menyusun Program Keamanan Bandar Udara (PKBU) untuk menjamin keamanan penerbangan nasional serta tercapainya tingkat kepatuhan ( <i>level of compliance</i> ) perusahaan terhadap ketentuan dan peraturan keamanan penerbangan nasional yang berlaku. The regulation serves as a technical guidance for PT Angkasa Pura I in developing the Airport Security Program (PKBU) in order to ensure national aviation security and the company's level of compliance with applicable national aviation security provisions and regulations.
11.	Kementerian Perhubungan Ministry of Transportation	Keputusan Menteri Perhubungan Republik Indonesia Nomor KM 139 Tahun 2022 Ministry of Transportation Regulation No. KM 139 of 2022	Rencana Induk Bandar Udara El Tari di Kota Kupang Provinsi Nusa Tenggara Timur Master Plan for El Tari Airport in Kupang, East Nusa Tenggara Province	Keputusan ini menjadi pedoman Bandara El Tari Kupang untuk melaksanakan pengembangan bandara sesuai dengan tahapan yang tercantum di dalamnya. The decision serves as a guideline for El Tari Airport Kupang to carry out airport development according to the phases outlined therein.
12.	Kementerian Lingkungan Hidup dan Kehutanan Ministry of Environment and Forestry	SK.592/MENLHK/SETJEN/PLA.4/6/2022 Ministry of Environment and Forestry Decree No. SK.592/MENLHK/SETJEN/PLA.4/6/2022	Kelaikan Lingkungan Hidup Kegiatan Pengembangan Bandar Udara Internasional Syamsudin Noor Banjarmasin di Kota Banjarbaru, Provinsi Kalimantan Selatan oleh PT Angkasa Pura I Environmental Feasibility of PT Angkasa Pura I's Development Activities at Syamsudin Noor International Airport Banjarmasin in Banjarbaru, South Kalimantan Province	Keputusan Menteri tersebut menjadi pedoman Bandara Syamsudin Noor Banjarmasin dalam melakukan kegiatan pengelolaan maupun pemantauan dampak lingkungan hidup dari aktivitas usaha/kegiatan yang dilaksanakan di lokasi. The Minister's decision serves as a guideline for Syamsudin Noor Airport Banjarmasin in managing and monitoring the environmental impacts of business activities or projects carried out at the site.





## INFORMASI KELANGSUNGAN USAHA

### Business Continuity Information

#### Hal-Hal yang Berpotensi Berpengaruh Signifikan Terhadap Kelangsungan Usaha

Selama tahun 2022 terdapat hal-hal yang berpotensi signifikan mempengaruhi kelangsungan usaha PT Angkasa Pura I. Hal-hal tersebut diantaranya:

- a. Kondisi perkembangan industri aviasi tahun 2022 akibat pandemi Covid-19 yang belum sepenuhnya pulih berdampak pada kinerja perusahaan yang masih tertekan, sehingga mendorong perusahaan untuk melaksanakan transformasi secara menyeluruh melalui program *corporate transformation*. PT Angkasa Pura I melaksanakan aksi korporasi tersebut dalam rangka pemulihan kondisi perusahaan untuk mendukung strategi jangka panjang perusahaan, optimalisasi, dan stabilitas kinerja yang sejalan dengan strategi inisiatif yang dilakukan oleh  *Holding BUMN Pariwisata dan Pendukung*. PT Angkasa Pura I melaksanakan program *corporate transformation* dengan tujuan mencapai visi "*Connecting The World Beyond Airport Operator with Indonesian Experience*", meliputi empat aspek yaitu *business turnaround, organization and culture, financial restructuring, dan digitalization*.
- b. Kebijakan pemerintah terkait pembukaan kembali koridor penerbangan internasional dari dan ke Indonesia, serta dibukanya kembali penerbangan internasional menuju ke Bali mulai 4 Februari 2022 berdampak pada meningkatnya kembali minat masyarakat untuk berwisata serta berpergian menggunakan moda transportasi udara. Selain itu, implementasi syarat perjalanan udara baru pada tahun 2022 berdampak pada pertumbuhan jumlah trafik penumpang dan pesawat PT Angkasa Pura I tahun 2022.
- c. Dibukanya kembali slot penerbangan Haji dan Umroh di tahun 2022 tanggal 30 Juli 2022 turut memberikan dampak positif bagi kelangsungan usaha PT Angkasa Pura I. Slot penerbangan Haji dan Umroh telah mendorong peningkatan trafik di bandara-bandara kelolaan PT Angkasa Pura I.

#### Matters That May Have A Significant Impact on Business Continuity

During 2022, matters that may have a significant impact on PT Angkasa Pura I's business continuity include:

- a. The development of the aviation industry in 2022 was affected by the ongoing impact of the Covid-19 pandemic, which has not fully recovered, and this has led to a continued pressure on the company's performance. As a result, the company has embarked on a comprehensive transformation program through corporate transformation. PT Angkasa Pura I implemented the corporate action in order to recover the company's condition to support its long-term strategy, optimization, and performance stability in accordance with the initiative strategy of the state-Owned Holding for Tourism and Supporting Sectors. PT Angkasa Pura I implemented a corporate transformation program with the goal of achieving the vision of "Connecting The World Beyond Airport Operator with Indonesian Experience", which includes four aspects: business turnaround, organization & culture, financial restructuring, and digitalization.
- b. Government policy on opening international flight corridors to and from Indonesia, as well as the reopening of international flights to the island of Bali commencing February 4, 2022 have had an impact on the increasing public interest in tourism and travel using air transportation modes. Furthermore, the implementation of new air travel requirements in 2022 has resulted in an increase in the total number of passenger and aircraft traffic of PT Angkasa Pura I in 2022.
- c. The reopening of the Hajj and Umrah flight slots in 2022 on July 30, 2022 also had a positive impact on PT Angkasa Pura I's business continuity. Hajj and Umrah flight slots have boosted traffic at PT Angkasa Pura I managed airports.



# PENGUNGKAPAN PAJAK

## Tax Disclosure

### PUBLIKASI PEMBAYARAN PAJAK

PT Angkasa Pura I senantiasa secara rutin mengelola hak dan kewajiban perpajakan sesuai dengan peraturan yang berlaku. Berikut rincian pembayaran pajak yang dilakukan oleh perusahaan

### TAX PAYMENT PUBLICATION

PT Angkasa Pura I manages tax rights and obligations in compliance with the applicable regulations on a regular basis. The following are details of the company's tax payments:

Pembayaran Pajak (dalam jutaan Rupiah) Tax Payments (in million Rupiah)			
Uraian Description	2022	2021	2020
PPH pasal 21 Income tax article 21	89.088	100.126	160.305
PPH pasal 22 Income tax article 22	2.668	4.416	4.054
PPH pasal 23 dan PPh pasal 26 Income tax article 23 and 26	20.046	16.819	23.008
Uang muka PPh pasal 23/22 Prepaid of income tax article 23/22	43.069	26.426	94.258
PPH pasal 4 ayat 2 Income tax article 4 paragraph 2	33.063	55.517	132.471
PPH badan Corporate income tax	0	0	0
Pajak pertambahan nilai (1111) Value added tax (1111)	364.156	213.201	269.213
Pajak pertambahan nilai wajib pungut (1107) Value added tax collector (1107)	178.638	70.199	690.311
Beban PPh pasal 4 ayat 2 (SAP)-customer Income Tax Expense Article 4 Paragraph 2 (SAP)-Customer	57.383	35.228	65.434
SWPD3D/BNN dan beban pajak lain-lain SWPD3D/BNN and other tax expenses	7.026	74.514	184.851
Pajak bumi dan bangunan dan pajak daerah lainnya Land and building tax and other regional taxes	188.242	105.387	140.090
<b>Jumlah Total</b>	<b>882.927</b>	<b>640.180</b>	<b>1.604.304</b>

### KEPATUHAN PEMBAYARAN DAN SENGKETA PAJAK

PT Angkasa Pura I telah menjalankan kewajiban perpajakan sesuai ketentuan yang berlaku. Dengan demikian, tidak terdapat ketidakpatuhan perusahaan dalam hal kewajiban membayar pajak. PT Angkasa Pura I juga tidak memiliki sengketa pajak per 31 Desember 2022.

### PAYMENT COMPLIANCE AND TAX DISPUTE

PT Angkasa Pura I has met its tax obligations in accordance with applicable provisions. Thus, there is no company non-compliance in terms of tax payment obligations. As of December 31, 2022, the Company had no tax disputes.

### DASAR PERPAJAKAN

PT Angkasa Pura I berpegang pada pedoman perpajakan yang berlaku dan melakukan rekonsiliasi fiskal dalam memenuhi ketentuan perpajakan. Laba kena pajak hasil rekonsiliasi menjadi dasar dalam mengisi SPT Tahunan Badan tahun 2022. Adapun penyesuaian perhitungan perpajakan selama 2022 diungkapkan dalam tabel berikut.

### BASIS OF TAXATION

PT Angkasa Pura I adhered to applicable taxation guidelines and performed fiscal reconciliation in order to meet taxation provisions. The reconciled taxable profit is the basis for filling out the 2022 Annual Corporate Tax Return. In 2022, the adjustments to tax calculations are disclosed in the following table.

## PENGUNGKAPAN PAJAK

Tax Disclosure

Data Rekonsiliasi Fiskal untuk Perpajakan (dalam jutaan Rupiah) Fiscal Reconciliation Data for Taxation (in million Rupiah)			
Uraian Description	2022	2021	2020
Laba sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif konsolidasian Profit before corporate income tax in consolidated statement of profit or loss and comprehensive income	(791.614)	(4.196.760)	(2.906.376.519)
Beban pajak Tax expenses	(70.780)	(63.272)	(78.375)
Aset pajak tangguhan Deferred tax assets	1.637.221	1.604.482	625.671
Liabilitas pajak tangguhan Deferred tax liabilities	-	-	-

## PROGRAM KEPEMILIKAN SAHAM OLEH KARYAWAN DAN/ATAU MANAJEMEN YANG DILAKSANAKAN PERUSAHAAN (ESOP/ MSOP)

### Employee/Management Share Ownership Program (ESOP/ MSOP)

Hingga akhir tahun 2022, perusahaan tidak memiliki Program Kepemilikan Saham oleh Karyawan (ESOP) dan/atau Manajemen (MSOP). Dengan demikian tidak terdapat informasi terkait ESOP/MSOP yang dilakukan Perusahaan.

Until the end of 2022, the Company does not have an Employee Share Ownership Program (ESOP) and/or Management (MSOP). Therefore, there is no information related to the ESOP/MSOP conducted by the Company.



## KINERJA ENTITAS ANAK

### Performance of Subsidiaries



Hingga akhir periode pelaporan tahun 2022, PT Angkasa Pura I telah memiliki lima entitas anak yang telah dijelaskan pada bagian profil dalam laporan tahunan ini. Kinerja entitas anak dapat dilihat melalui penjelasan berikut.

#### PT ANGKASA PURA SUPORT

PT Angkasa Pura Suport selama 2022 membukukan pendapatan usaha sebesar Rp919,5 miliar, menurun sebesar 9,70% atau Rp98,8 miliar jika dibandingkan dengan tahun sebelumnya yang mencapai Rp1,02 triliun. Laba usaha tahun 2022 tercatat sebesar Rp62,6 miliar atau mengalami pertumbuhan positif sebesar 151,99% atau Rp183,1 miliar dari laba tahun 2021 yang mengalami kerugian sebesar Rp120,4 miliar. Sementara itu, laba setelah pajak di 2022 sebesar Rp50,5 miliar, lebih tinggi 133,01% jika dibandingkan dengan tahun sebelumnya yang mengalami kerugian sebesar Rp152,9 miliar. Secara keseluruhan, kinerja PT Angkasa Pura Suport tahun 2022 sudah menunjukkan pertumbuhan yang positif dibandingkan 2021. Untuk mendukung kinerja operasional, PT Angkasa Pura Suport memiliki aset senilai Rp1 miliar, lebih kecil 12,60% dari aset tahun 2021 yaitu Rp1,2 miliar.

As of the end of the 2022 reporting period, PT Angkasa Pura I has five subsidiaries. A description of the subsidiaries is presented in the profile section of this Annual Report. The performance of subsidiaries is presented as follows.

#### PT ANGKASA PURA SUPORT

In 2022, PT Angkasa Pura Suport posted operating revenue of Rp919.5 billion, a decrease of 9.70% or Rp98.8 billion compared to the previous year of Rp1.02 trillion. Operating profit in 2022 was recorded at Rp62.6 billion, an increase of 151.99% or Rp183.1 billion compared to operating loss in 2021 of Rp120.4 billion. Meanwhile, profit after tax in 2022 was recorded at Rp50.5 billion, an increase of 133.01% compared to a loss in the previous year of Rp152.9 billion. Overall, PT Angkasa Pura Suport's performance in 2022 has shown positive growth compared to that of 2021. To support operational performance, PT Angkasa Pura Suport had assets of Rp1 billion, a decrease of 12.60% compared to total assets in 2021 of Rp1.2 billion.

## KINERJA ENTITAS ANAK

Performance of Subsidiaries

Kinerja Keuangan PT Angkasa Pura Suport (dalam jutaan Rupiah) Financial Performance of PT Angkasa Pura Suport (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aset Assets	(150.504)	(12,60%)	1.043.766	1.194.270	1.332.875
Liabilitas Liabilities	(204.118)	(25,79%)	587.343	791.461	77.602
Ekuitas Equity	53.614	13,31%	456.423	402.809	556.855
Pendapatan usaha Operating revenue	(98.803)	(9,70%)	919.521	1.018.324	1.101.202
Beban usaha Operating expense	281.870	(24,75%)	(856.904)	(1.138.774)	1.179.739
Laba usaha Operating profit	183.067	(151,99%)	62.617	(120.450)	(78.537)
Pendapatan non-usaha Non-operating revenue	258	42,36%	867	609	6.075
Beban non-usaha Non-operating expenses	9.285	(27,22%)	(24.825)	(34.110)	33.022
Laba non-usaha Non-operating profit	9.543	(28,49%)	(23.958)	(33.501)	(26.947)
Total pendapatan Total revenue	(98.545)	(9,67%)	920.388	1.018.933	1.107.278
Total beban Total expenses	291.155	(24,82%)	(881.729)	(1.172.884)	1.212.762
Laba sebelum pajak Profit before tax	192.609	(125,11%)	38.659	(153.950)	(105.484)
Laba (rugi) setelah pajak Profit (loss) after tax	203.475	(133,01%)	50.503	(152.972)	(101.570)
<i>Cash ratio</i>			19%	13%	23%
<i>Current ratio</i>			251%	189%	112%
<i>Test acid ratio</i>			69%	30%	52%
<i>Return on asset</i>			5%	(12,8%)	(8%)
<i>Return on Equity</i>			11%	(37,98%)	(18%)

## KINERJA ENTITAS ANAK

Performance of Subsidiaries



### PT ANGKASA PURA LOGISTIK

PT Angkasa Pura Logistik sepanjang tahun 2022 mencatatkan pendapatan usaha sebesar Rp708,8 miliar, naik 22,54% atau Rp130,3 miliar jika dibandingkan dengan 2021 yang berhasil dicatat sebesar Rp578,4 miliar. Di sisi lain laba usaha, tercatat mengalami pertumbuhan sebesar 84,21% atau Rp18,9 miliar, dari semula di tahun 2021 mengalami surplus sebesar Rp22,4 miliar menjadi Rp41 miliar pada 2022. Laba setelah pajak dibukukan sebesar Rp25,5 miliar per 31 Desember 2022 naik sebesar 1.794,66% atau Rp24,2 miliar dibanding tahun 2021 yang mengalami surplus sebesar Rp1,3 miliar. Selanjutnya aset mengalami kenaikan sebesar 10,72% atau Rp49,1 miliar dari sebelumnya Rp458 miliar di 2021 menjadi Rp507,1 miliar pada 2022.

### PT ANGKASA PURA LOGISTIK

PT Angkasa Pura Logistik posted operating revenues in 2022 of Rp708.8 billion, an increase of 22.54% or Rp130.3 billion compared to 2021 of Rp578.4 billion. On the other hand, operating profit increased by 84.21%, or Rp18.9 billion, from a surplus of Rp22.4 billion in 2021 to Rp41 billion in 2022. As of December 31, 2022, profit after tax was recorded at Rp25.5 billion, an increase of 1,794.66% or Rp24.2 billion compared to a surplus of Rp1.3 billion in 2021. Furthermore, assets increased by 10.72% or Rp49.1 billion from Rp458 billion in 2021 to Rp507.1 billion in 2022.



## KINERJA ENTITAS ANAK

Performance of Subsidiaries

Kinerja Keuangan PT Angkasa Pura Logistik (dalam jutaan Rupiah) Financial Performance of PT Angkasa Pura Logistik (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aset Assets	49.113	10,72%	507.151	458.038	775.304
Liabilitas Liabilities	24.959	14,94%	191.981	167.022	484.722
Ekuitas Equity	24.154	8,30%	315.170	291.016	290.582
Pendapatan usaha Operating revenue	130.371	22,54%	708.771	578.400	378.588
Beban usaha Operating expense	(111.438)	20,05%	(667.354)	(555.916)	426.033
Laba usaha Operating profit	18.934	84,21%	41.417	22.483	(47.445)
Pendapatan non-usaha Non-operating revenue	(388)	(13,32%)	2.524	2.912	1.316
Beban non-usaha Non-operating expenses	19.519	(88,50%)	(2.536)	(22.055)	11.064
Laba non-usaha Non-operating profit	19.131	(99,94%)	(12)	(19.143)	(9.748)
Total pendapatan Total revenue	129.983	22,36%	711.295	581.312	379.905
Total beban Total expenses	(91.919)	15,90%	(669.890)	(577.971)	437.098
Laba sebelum pajak Profit before tax	38.065	1.139,67%	41.405	3.340	(57.193)
Laba (rugi) setelah pajak Profit (loss) after tax	24.192	1.794,66%	25.540	1.348	(45.230)
<i>Cash ratio</i>			31%	61%	80%
<i>Current ratio</i>			211%	190%	128%
<i>Test acid ratio</i>			128%	126%	99%
<i>Return on asset</i>			5%	0,30%	(6%)
<i>Return on equity</i>			8%	0,50%	(15%)

## KINERJA ENTITAS ANAK

Performance of Subsidiaries



### PT ANGKASA PURA PROPERTI

PT Angkasa Pura Properti mencatatkan pendapatan usaha di 2022 sebesar Rp266,4 miliar. Pendapatan usaha ini mengalami kenaikan sebesar Rp32,7 miliar atau 13,99% jika dibanding dengan tahun 2021 yang mencapai Rp233,7 miliar. Laba usaha yang berhasil dicatatkan di tahun 2022 mencapai Rp14 miliar lebih tinggi 30,64% atau Rp3,3 miliar dibanding laba usaha pada tahun 2021 yang mencapai Rp10,7 miliar. Laba setelah pajak yang dibukukan di 2022 sebesar Rp4,6 miliar, angka ini naik sebesar 96,30% atau Rp2,3 miliar dibandingkan dengan tahun 2021 yang mencapai Rp2,4 miliar. Sementara itu, total aset milik PT Angkasa Pura Properti naik sebesar 2,98% atau Rp8,8 miliar dari Rp295,3 miliar di 2021 menjadi Rp304 miliar pada 2022.

### PT ANGKASA PURA PROPERTI

PT Angkasa Pura Properti posted operating revenue in 2022 of Rp266.4 billion, an increase of Rp32.7 billion or 13.99% compared to 2021 of Rp233.7 billion. Operating profit in 2022 was recorded at Rp14 billion, an increase of 30.64% or Rp3.3 billion compared to operating profit in 2021 of Rp10.7 billion. Profit after tax in 2022 was recorded at Rp4.6 billion, an increase of 96.30% or Rp2.3 billion compared to 2021 of Rp2.3 billion. Meanwhile, PT Angkasa Pura Properti's total assets increased by 2.98% or Rp 8.8 billion, from Rp295.3 billion in 2021 to Rp304 billion in 2022.

## KINERJA ENTITAS ANAK

Performance of Subsidiaries

Kinerja Keuangan PT Angkasa Pura Properti (dalam jutaan Rupiah) Financial Performance of PT Angkasa Pura Properti (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aset Assets	8.787	2,98%	304.077	295.290	615.551
Liabilitas Liabilities	3.848	4,06%	98.642	94.794	417.666
Ekuitas Equity	4.938	2,46%	205.435	200.497	197.885
Pendapatan usaha Operating revenue	32.694	13,99%	266.429	233.735	281.986
Beban usaha Operating expense	(29.404)	13,19%	(252.402)	(222.998)	260.663
Laba usaha Operating profit	3.290	30,64%	14.027	10.737	21.323
Pendapatan non-usaha Non-operating revenue	(37)	(2,38%)	1.515	1.552	23.443
Beban non-usaha Non-operating expenses	(880)	47,72%	(2.724)	(1.844)	20.931
Laba non-usaha Non-operating profit	(917)	314,04%	(1.209)	(292)	2.513
Total pendapatan Total revenue	32.657	13,88%	267.944	235.287	305.429
Total beban Total expenses	(30.284)	13,47%	(255.126)	(224.842)	281.594
Laba sebelum pajak Profit before tax	2.372	22,71%	12.817	10.445	23.836
Laba (rugi) setelah pajak Profit (loss) after tax	2.265	96,30%	4.617	2.352	15.686
<i>Cash ratio</i>			71%	71%	35%
<i>Current ratio</i>			250%	368%	293%
<i>Test acid ratio</i>			166%	100%	199%
<i>Return on asset</i>			2%	0,8%	3%
<i>Return on equity</i>			2%	1,17%	8%

## KINERJA ENTITAS ANAK

Performance of Subsidiaries



### PT ANGKASA PURA HOTEL

Pendapatan usaha PT Angkasa Pura Hotel mengalami pertumbuhan 148,21% atau Rp156,7 miliar dari Rp105,8 miliar pada tahun 2021 menjadi Rp262,5 miliar pada 2022. Laba usaha perusahaan mengalami kenaikan sebesar 167,12% atau Rp120,9 miliar setelah sebelumnya mengalami kerugian mencapai Rp72,4 miliar di tahun 2021 menjadi Rp48,6 miliar pada 2022. Sementara laba setelah pajak di 2022 dibukukan lebih tinggi sebesar 212,22% atau Rp131,2 miliar dibandingkan 2021 yang mengalami kerugian sebesar Rp61,8 miliar menjadi Rp69,4 miliar di tahun 2022. PT Angkasa Pura Hotel mencatatkan aset yang dimiliki sebesar Rp734,4 miliar naik Rp84,8 atau 13,06% dari tahun 2021 sebesar Rp649,6 miliar.

### PT ANGKASA PURA HOTEL

PT Angkasa Pura Hotel's operating revenue increased by 148.21% or Rp156.7 billion from Rp105.8 billion in 2021 to Rp262.5 billion in 2022. The company's operating profit increased by 167.12% or Rp120.9 billion, from a loss of Rp72.4 billion in 2021 to Rp48.6 billion in 2022. Meanwhile, profit after tax in 2022 increased by 212.22% or Rp131.2 billion, from a loss of Rp61.8 billion in 2021 to Rp69.4 billion in 2022. PT Angkasa Pura Hotel posted assets of Rp734.4 billion, an increase of Rp84.8 or 13.06% compared to 2021 of Rp649.6 billion.

## KINERJA ENTITAS ANAK

Performance of Subsidiaries

Kinerja Keuangan PT Angkasa Pura Hotel (dalam jutaan Rupiah) Financial Performance of PT Angkasa Pura Hotel (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aset Assets	84.836	13,06%	734.403	649.567	671.262
Liabilitas Liabilities	15.434	13,47%	130.044	114.610	69.582
Ekuitas Equity	69.402	12,97%	604.359	534.957	60.168
Pendapatan usaha Operating revenue	156.736	148,21%	262.489	105.753	151.297
Beban usaha Operating expense	(35.803)	20,10%	(213.918)	(178.115)	214.496
Laba usaha Operating profit	120.933	(167,12%)	48.571	(72.362)	(63.199)
Pendapatan non-usaha Non-operating revenue	(13)	(1,57%)	817	830	7.134
Beban non-usaha Non-operating expenses	(1.378)	253,78%	(1.921)	(543)	10.095
Laba non-usaha Non-operating profit	(1.391)	(484,67%)	(1.104)	287	(2.962)
Total pendapatan Total revenue	156.723	147,04%	263.306	106.583	158.431
Total beban Total expenses	(37.181)	20,81%	(215.839)	(178.658)	224.592
Laba sebelum pajak Profit before tax	119.541	(165,86%)	47.466	(72.075)	(66.161)
Laba (rugi) setelah pajak Profit (loss) after tax	131.217	(212,22%)	69.386	(61.831)	(50.227)
<i>Cash ratio</i>			68%	36%	107,3%
<i>Current ratio</i>			120%	69%	184,21%
<i>Test acid ratio</i>			82%	53%	154,71%
<i>Return on asset</i>			9%	(9,5%)	(7,48%)
<i>Return on equity</i>			11%	(11,6%)	(8,35%)



## KINERJA ENTITAS ANAK

Performance of Subsidiaries



### PT ANGKASA PURA RETAIL

PT Angkasa Pura Retail Per 31 Desember 2022, mencatat pendapatan usaha sebesar Rp95,2 miliar mengalami penurunan sebesar 62,83% atau Rp160,9 miliar jika dibandingkan dengan pendapatan usaha pada tahun 2021 sebesar Rp256,2 miliar. Di sisi lain, rugi usaha di tahun 2022 yaitu Rp84 miliar lebih tinggi 284,14% atau Rp62,2 miliar dibanding tahun 2021 yang rugi sebesar Rp21,9 miliar. Rugi setelah pajak yang berhasil diperoleh di tahun 2022 sebesar Rp96,8 miliar naik 373,02% atau Rp76,4 miliar dibanding tahun 2021 yang mengalami kerugian sebesar Rp20,5 miliar. Aset PT Angkasa Pura Retail tahun 2022 mencapai Rp17,9 miliar, angka ini lebih sedikit 85,30% atau Rp103,8 dibandingkan pada tahun 2021 yang dibukukan sebesar Rp121,7 miliar.

### PT ANGKASA PURA RETAIL

As of December 31, 2022, PT Angkasa Pura Retail posted operating income of Rp95.2 billion, a decrease of 62.83% or Rp160.9 billion compared to operating income in 2021 of Rp256.2 billion. On the other hand, the company posted operating loss in 2022 of Rp84 billion, an increase of 284.14% or Rp62.2 billion compared to operating loss in 2021 of Rp21.9 billion. Meanwhile, the loss after tax in 2022 was Rp96.8 billion, an increase of 373.02% or Rp76.4 billion compared to the loss in 2021 of Rp20.5 billion. PT Angkasa Pura Retail's assets in 2022 was recorded at Rp17.9 billion, a decrease of 85.30% or Rp103.8 compared to 2021 of Rp121.7 billion.

## KINERJA ENTITAS ANAK

Performance of Subsidiaries

Kinerja Keuangan PT Angkasa Pura Retail (dalam jutaan Rupiah) Financial Performance of PT Angkasa Pura Retail (in million Rupiah)					
Uraian Description	Pertumbuhan Growth		2022	2021	2020
	Nominal	%			
Aset Assets	(103.821)	(85,30%)	17.897	121.718	7.421
Liabilitas Liabilities	(7.307)	(6,03%)	113.811	121.118	51.747
Ekuitas Equity	(96.515)	(16.059,07%)	(95.914)	601	22.464
Pendapatan usaha Operating revenue	(160.941)	(62,83%)	95.212	256.153	37.369
Beban usaha Operating expense	98.762	(35,52%)	(179.274)	(278.036)	73.442
Laba usaha Operating profit	(62.179)	284,14%	(84.062)	(21.883)	(36.073)
Pendapatan non-usaha Non-operating revenue	(528)	(84,75%)	95	623	10.515
Beban non-usaha Non-operating expenses	61	(43,57%)	(79)	(140)	2.242
Laba non-usaha Non-operating profit	(467)	(96,69%)	16	483	8.273
Total pendapatan Total revenue	(161.469)	(62,88%)	95.307	256.776	47.884
Total beban Total expenses	98.823	(35,53%)	(179.353)	(278.176)	75.684
Laba sebelum pajak Profit before tax	(62.645)	292,72%	(84.046)	(21.401)	(278)
Laba (rugi) setelah pajak Profit (loss) after tax	(76.405)	373,02%	(96.888)	(20.483)	(23.822)
<i>Cash ratio</i>			5%	8%	52,9%
<i>Current ratio</i>			11%	84%	100,5%
<i>Test acid ratio</i>			9%	79%	85,3%
<i>Return on asset</i>			(541%)	(16,8%)	(32,1%)
<i>Return on equity</i>			101%	(3.413,83%)	(106%)

## KEAMANAN DAN PERLINDUNGAN Security and Safety



Di sektor kebandarudaraan, keamanan dan perlindungan terhadap aset dan pengguna jasa menjadi aspek signifikan yang wajib dikelola Perseroan. Upaya Angkasa Pura I dalam mengelola keamanan dan perlindungan pada kegiatan layanan penerbangan dan pengguna layanan bandara telah sejalan dengan visi perusahaan yaitu menjadi pengelola Bandar udara kelas dunia.

Sesuai dengan Undang-Undang No. 1 Tahun 2009 tentang Penerbangan, Perseroan menerapkan 3S1C yaitu *Safety, Security, and Service through Compliance*. Kebijakan dan penerapan 3S+1C mengacu pada standar, antara lain ISO 14001:2015 tentang Sistem Manajemen Lingkungan; ISO 9001:2015 tentang Sistem Manajemen Mutu; ISO 45001:2018 tentang Sistem Manajemen Keselamatan dan Kesehatan Kerja; dan ISO 31000 tentang Manajemen Risiko. Pelaksanaan SMK3 di lingkungan PT Angkasa Pura I juga telah mematuhi PP 50 tahun 2012. Perusahaan konsisten meningkatkan kualitas sistem pengelolaan bandara dan mengundang praktisi-praktisi terkemuka dunia melalui kegiatan Airport Excellence (APEX) in Safety dan Airport Excellence (APEX) in Security.

Security and protection of assets and service users are critical aspects of the airport sector that must be managed by the Company. Angkasa Pura I's endeavors in managing security and protection of flight service activities and airport service users are consistent with the company's vision of becoming a world-class airport operator.

The Company implements Safety, Security, and Service through Compliance (3S1C) in compliance with Law No. 1 of 2009 on Aviation. The policies and execution of the 3S+1C concept adhere to a number of standards, including ISO 14001:2015 Environmental Management System; ISO 9001:2015 Quality Management System; ISO 45001:2018 Occupational Health and Safety Management System; and ISO 31000 Risk Management. The execution of Occupational Health and Safety Management (OHSMS) within PT Angkasa Pura I also complied with Government Regulation No. 50 of 2012. The Company consistently improves the quality of its airport management systems and engages world-renowned practitioners through initiatives, such as Airport Excellence (APEX) in Safety and Airport Excellence (APEX) in Security.



## KEAMANAN DAN PERLINDUNGAN

### Security and Safety

Implementasi 3S+1C mulai dari pintu gerbang dan tempat parkir, hingga tempat umum yang ada di bandara, yang dilakukan melampaui ketentuan yang disyaratkan regulasi (*beyond regulation*). Tugas dari fungsi manajemen yang terlibat dalam implementasi 3S+1C, yaitu berikut:

#### 1. Corporate Planning and Transformation :

bertugas untuk memastikan pengelolaan seluruh aspek perencanaan strategis korporat, kegiatan transformasi yang berkaitan dengan kegiatan *merger, holding*, restrukturisasi, dan akuisisi Perusahaan serta pemantauan (*monitoring*) dan evaluasi Business Process Management (BPM) dan kinerja perusahaan guna memastikan keberlangsungan perusahaan yang sesuai dengan aspirasi pemegang saham berdasarkan Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal Perusahaan dan melaksanakan proses manajemen risiko, serta sistem pengendalian internal di unit kerjanya.

#### 2. Risk Management :

bertugas memastikan pengelolaan risiko perusahaan melalui identifikasi, penentuan profil, register risiko (*risk register*), penilaian dan mitigasi atas potensi risiko serta melalui perumusan, pengembangan, dan penyempurnaan tata kelola manajemen risiko di Perusahaan guna mendukung tercapainya sasaran perusahaan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan dan melaksanakan proses manajemen risiko, serta sistem pengendalian internal di unit kerjanya.

#### 3. Airport Operation and Services :

bertugas memastikan pembinaan seluruh aspek operasional bandar udara yang dikelola Perusahaan dapat berjalan dengan selamat, aman, lancar, nyaman, dan efisien sesuai dengan standar layanan dan peraturan yang berlaku dengan berlandaskan *Safety, Security, Service and Compliance (3S+1C)*, dan memastikan pembinaan pelayanan bandar udara terkait dengan implementasi dalam proses

3S+1C has been implemented beyond regulations, from the airport's entrance and parking lot to public areas. The Company involved several management functions in the implementation of 3S+1C, with the following duties and functions:

#### 1. Corporate Planning and Transformation:

Responsible to ensure the supervision of all aspects of corporate strategic planning, transformation programs related to the Company's merger, holding, restructuring and acquisition activities, as well as monitoring and evaluation of Business Process Management (BPM) and Company performance to ensure the Company's sustainability in accordance with shareholder aspirations based on The Company's Long Term Plan (RJPP), Company Work Plan and Budget (CWPB), as well as compliance with laws and regulations and the Company's internal regulations, and carrying out risk management processes in the work unit.

#### 2. Risk Management:

Responsible to ensure the supervision of the Company's business risk through identification, profiling, risk register, assessment and mitigation of potential risks, as well as formulation, development, and improvement of risk management governance in the Company to support the achievement of the Company's goals based on the Company's Work Plan and Budget (CWPB), and comply with the laws and regulations and the Company's internal regulations, as well as carry out risk management processes and internal control system in the work unit.

#### 3. Airport Operation and Services:

Responsible to ensure that all operational aspects of the Company's airports operate in a safe, secure, smooth, comfortable, and efficient manner in accordance with service standards and applicable regulations based on Safety, Security, Service, and Compliance (3S+1C), and ensure the supervision of airport services related to the implementation of airport operation in order to achieve an increase

## KEAMANAN DAN PERLINDUNGAN

### Security and Safety

operasi bandar udara guna tercapainya peningkatan Customer Satisfaction Index (CSI) seluruh bandar udara dan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP), serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal Perusahaan dan melaksanakan proses manajemen risiko, serta sistem pengendalian internal di unit kerjanya.

#### 4. Airport Planning and Project Development :

bertugas memastikan pembinaan seluruh aspek perencanaan bandar udara guna menyelaraskan tujuan dan sasaran strategis Perusahaan ke dalam perencanaan pengembangan bandar udara, pengelolaan lingkungan berdasarkan kebijakan dan peraturan yang telah ditetapkan oleh regulator dan memastikan pengelolaan seluruh aspek proyek pengembangan dan/atau pembangunan bandar udara dapat berjalan efisien berdasarkan kontrak manajemen yang telah disepakati, serta melaksanakan kepatuhan sesuai dengan peraturan perundang undangan dan peraturan internal Perusahaan dan melaksanakan proses manajemen risiko, serta sistem pengendalian internal di unit kerjanya.

#### 5. Airport Commercial and Service :

bertugas memastikan tercapainya peningkatan Customer Satisfaction Index (CSI), peningkatan pendapatan aeronautika dan non-aeronautika, serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang *aeronautical business and cargo development, airport commercial and business development, customer experience, dan technology and innovation* guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).

#### 6. Airport Security :

bertugas memastikan pembinaan dan penetapan *security level* dan pengelolaan keamanan operasional bandar udara melalui pemeriksaan keamanan (*security screening*), perlindungan keamanan (*security protection*) serta desain dan pengembangan keamanan (*security design and development*) berpedoman pada standar dan

in the Customer Satisfaction Index (CSI) score of all airports based on the Company's Work Plan and Budget (CWPB), and comply with laws and regulations, internal Company regulations, as well as carry out risk management processes and internal control system in the work units.

#### 4. Airport Planning and Project Development:

Responsible to ensure the supervision of all aspects of airport planning to align the Company's strategic goals and objectives into airport development planning, environmental management based on policies and regulations set by regulators and ensure that the management of all aspects of airport development and/or construction projects can run efficiently based on agreed management contracts, and comply with laws and regulations, the Company's internal regulations and carry out risk management processes, and internal control system in the work unit.

#### 5. Airport Commercial and Service:

Responsible to ensure the achievement of an increase in Customer Satisfaction Index (CSI) score, an increase in aeronautical and non-aeronautical revenue, and contribution to the environment through the establishment of policies and strategies in aeronautical business and cargo development, airport commercial and business development, customer experience, and technology and innovation to support the achievement of the company's vision and mission based on the Articles of Association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).

#### 6. Airport Security:

Responsible to ensure supervision, determination of security level and management of airport operational security through security screening, security protection and security design and development with reference to applicable standards and regulations



## KEAMANAN DAN PERLINDUNGAN

### Security and Safety

peraturan yang berlaku berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP), serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan dan melaksanakan proses manajemen risiko, serta sistem pengendalian internal di unit kerjanya.

#### 7. **Airport Safety :**

bertugas memastikan pembinaan seluruh aspek sistem manajemen keselamatan dan mutu operasional bandar udara, guna menjamin bandar udara yang dikelola perusahaan dapat beroperasi dengan selamat, sehat, aman, lancar, nyaman, dan efisien berjalan sesuai dengan standar layanan dan patuh terhadap peraturan, sistem, dan standar yang berlaku dengan berlandaskan *Safety, Security, Service and Compliance (3S+1C)*, dan berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan dan melaksanakan proses manajemen risiko, serta sistem pengendalian intern di unit kerjanya.

#### 8. **Airport Facilities Management :**

bertugas memastikan pembinaan seluruh aspek fasilitas bandar udara untuk menjamin kesiapan seluruh fasilitas bandar udara dapat beroperasi dengan aman, nyaman, dan efisien berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan dan melaksanakan proses manajemen risiko, serta sistem pengendalian intern di unit kerjanya.

#### 9. **Airport Equipment Management :**

bertugas memastikan pembinaan seluruh aspek peralatan (*equipment*) bandar udara untuk menjamin kesiapan seluruh peralatan (*equipment*) bandar udara dapat beroperasi dengan aman, nyaman, dan efisien berdasarkan Rencana Kerja dan Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan dan melaksanakan proses manajemen risiko, serta sistem pengendalian intern di unit kerjanya.

based on the Company's Work Plan and Budget (CWPB), and comply with laws and regulations, and the Company's internal regulations as well as carry out risk management processes and internal control system in the work unit.

#### 7. **Airport Safety:**

Responsible to ensure the supervision of all aspects of the safety management system and the quality of airport operations, in order to ensure that airports managed by the company can operate in a secure, healthy, safe, smooth, comfortable, and efficient manner in accordance with service standards and comply with applicable regulations, systems and standards based on Safety, Security, Service and Compliance (3S + 1C), and based on the Company's Work Plan and Budget (CWPB) and comply with laws and regulations, the Company's internal regulations, as well as carry out risk management processes and internal control system in the work unit.

#### 8. **Airport Facilities Management:**

Responsible to ensure the supervision of all aspects of airport facilities to ensure the readiness of all airport facilities to operate in a safe, comfortable, and efficient manner based on the Company's Work Plan and Budget and comply with laws and regulations and the Company's internal regulations, as well as carry out risk management processes and internal control system in the work unit.

#### 9. **Airport Equipment Management:**

Responsible to ensure the supervision of all airport equipment aspects to ensure the readiness of all airport equipment to operate in a safe, comfortable, and efficient manner based on the Company's Work Plan and Budget, and comply with laws and regulations, the Company's internal regulations, as well as carry out risk management processes and internal control system in the work unit.

## KEAMANAN DAN PERLINDUNGAN

### Security and Safety

PT Angkasa Pura I mengadakan penilaian kinerja pelayanan oleh pengguna jasa bandara melalui program pengukuran kepuasan pelanggan *Airport Service Quality (ASQ)* dan *Customer Satisfaction Index (CSI)*. Periode Pelayanan tahun 2022 rata-rata skor ASQ adalah 5.00 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4.61 untuk 8 bandara yakni Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, dan Bandara Pattimura Ambon. Skor CSI adalah 4.70 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4.4 untuk 15 bandara.

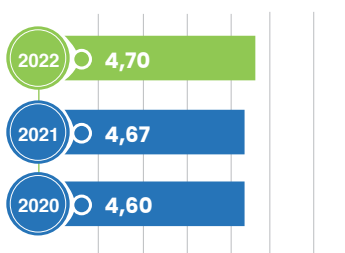
PT Angkasa Pura I carried out service performance assessment by airport service users using *Airport Service Quality (ASQ)* and *Customer Satisfaction Index (CSI)* customer satisfaction measurement program. During the Service Period 2022 the average ASQ score is 5.00 on a scale of 1-5, indicating that airport service users are very satisfied with PT Angkasa Pura I services. This achievement exceeds the target index of 4.61 for 8 airports, namely I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Sultan Hasanuddin Airport Makassar, Yogyakarta International Airport Kulon Progo, Jenderal Ahmad Yani Airport Semarang, Adi Soemarmo Airport Solo, and Pattimura Airport Ambon. The CSI score is 4.70 on a scale of 1-5, indicating that airport service users are very satisfied with PT Angkasa Pura I services. This achievement exceeds the target index of 4.4 for 15 airports.

● **Indikator Capaian**  
Achievement Indicator

**Airport Service Quality (ASQ)**



**Customer Satisfaction Index (CSI)**



**Hasil Survei Tahun 2022**  
Survey Results in 2022

Indikator Pencapaian Achievement Indicator	2022	2021	2020
Pengukuran Airport Service Quality (ASQ) oleh Airports Council International (ACI) di 8 bandara pada 2022 Airport Service Quality (ASQ) assessment by Airports Council International (ACI) at 8 airports in 2022	5,00	4,96	4,66
Pengukuran Customer Satisfaction Index (CSI) oleh Indonesia National Air Carriers Association (INACA) di 15 bandara pada 2022 Customer Satisfaction Index (CSI) assessment by Indonesia National Air Carriers Association (INACA) at 15 airports in 2022.	4,70	4,67	4,60

## INOVASI DAN KEWIRAUSAHAAN

### Innovation and Entrepreneurship

Sepanjang 2022, PT Angkasa Pura I terus melakukan inovasi dengan tujuan meningkatkan efisiensi, efektivitas, dan keamanan layanan di seluruh bandara. Inovasi-inovasi yang telah dikembangkan PT Angkasa Pura I dan telah diterapkan di bandara, yaitu:

#### 1. Science Corner Bandara Internasional Yogyakarta

PT Angkasa Pura I Kantor Cabang Bandara Internasional Yogyakarta bekerja sama dengan Taman Pintar Yogyakarta menghadirkan *Science Corner* di area ruang tunggu Bandara Internasional Yogyakarta. *Science Corner* menjadi ikon Taman Pintar yang menyatukan konsep *reading corner* dan *family corner* dengan memperkuat aspek edukasi sains dengan menambahkan alat peraga interaktif digital serta dilengkapi dengan *e-library*. *Science Corner* bisa menjadi salah satu *customer experience* bagi para pengguna jasa yang hendak melanjutkan perjalanannya melalui Bandara Internasional Yogyakarta. *Science Corner* YIA hadir dengan empat area sebagai berikut:

1. Bagian depan pintu masuk (*entrance*) yang dilengkapi dengan monitor *touchscreen* berisi profil dan informasi *digital*.
2. Bagian kedua merupakan area *science* yang dilengkapi 4 alat peraga seperti *magic floor*, peraga harpa tak berdawai, peraga uji konsentrasi, dan peraga cincin loncat.
3. Bagian ketiga merupakan *reading corner* yang dilengkapi dengan perangkat komputer berisi *e-library* dan varian buku yang dapat dibaca di area membaca.
4. Bagian keempat dapat diakses pengguna jasa bandara yang mengajak anak-anak untuk memanfaatkan *playground* sehingga anak dapat melengkapi kegiatan belajarnya dengan bermain.

Throughout 2022, PT Angkasa Pura I continued to innovate with the goal of improving the efficiency, effectiveness, and security of services at all airports. PT Angkasa Pura I has developed and implemented the following innovations at the airports:

#### 1. Science Corner at Yogyakarta International Airport

PT Angkasa Pura I Yogyakarta International Airport Branch Office, in collaboration with Taman Pintar Yogyakarta, presents Science Corner in the airport's waiting room area. Taman Pintar's Science Corner unites the concepts of reading corner and family corner by enhancing the science education aspect with digital interactive props and an e-library. Science Corner provides customer experience for service users wishing to continue their journey through Yogyakarta International Airport. The YIA Science Corner is divided into four sections:

1. The first section is the entrance, a touchscreen monitor with digital profiles and information is installed at the entrance.
2. The second section is a science area with four props: a magic floor, a stringless harp prop, a concentration test prop, and a jump ring prop.
3. The third section is a reading corner with computers to access e-library and read books in the reading area.
4. The fourth section is accessible to airport service users with children to use the playground as a supplement to their learning activities.

## INOVASI DAN KEWIRAUSAHAAN

### Innovation and Entrepreneurship

#### 2. **Tourist Information Center (TIC)**

Berkolaborasi dengan Kementerian Pariwisata, PT Angkasa Pura I menghadirkan layanan *Tourist Information Center (TIC)* di terminal bandara. *Counter* TIC berada di area terminal kedatangan seluruh bandara dengan berbagai sarana promosi berupa *leaflet*, peta lokasi wisata, dan layar monitor yang memuat informasi pariwisata. Layanan ini disediakan untuk mempromosikan berbagai destinasi wisata, kuliner, akomodasi, dan transportasi baik di lokasi tujuan penumpang maupun lokasi wisata terkenal lainnya.

#### 3. **Ruang Multisensori (Multisensory Room)**

Fasilitas ini disediakan untuk menciptakan rasa aman dan nyaman bagi penumpang dengan penyediaan ruangan bernuansa *rotocolor* pada saat menunggu waktu *boarding*. Ruang Multisensori dirancang untuk memacu berbagai indera yang didukung dengan berbagai fasilitas yaitu matras, lantunan musik *rotocolor*, bola *gymnastic*, dan lampu LED warna-warni. Ruang *rotocolor* terdiri dari dua tipe ruangan yaitu *white room* dan *black room* yang memiliki fungsi berbeda bagi penggunaannya. Ruang Multisensori merupakan fasilitas bandara yang pertama di Indonesia dan Asia.

#### 4. **Ruang Tunggu Penumpang Berkebutuhan Khusus (Special Needs Services Holding Room)**

Ruang tunggu penumpang berkebutuhan khusus disediakan di area *check in* terminal penumpang. Ruang tunggu penumpang berkebutuhan khusus didesain untuk memberikan perasaan tenang dan nyaman saat menunggu waktu *check-in* atau *boarding*.

#### 5. **Buku Panduan**

Menindaklanjuti telah tersedianya ruang multisensori dan ruang tunggu penumpang berkebutuhan khusus, PT Angkasa Pura I menerbitkan beberapa panduan berbasis *e-book*, yaitu:

1. Panduan pelayanan penumpang berkebutuhan khusus dengan autisme di bandara;

#### 2. **Tourism Information Center**

PT Angkasa Pura I offers a Tourist Information Center (TIC) service at the airport terminal in collaboration with the Ministry of Tourism. All airports have TIC counters in the arrival terminal area, with various promotional materials such as leaflets, tourist maps, and monitor screens displaying tourism information. This service promotes various tourist destinations, culinary, lodging, and transportation at passenger tourist destinations and other popular tourist destinations.

#### 3. **Multisensory Room**

This facility aims to provide passengers with a sense of security and comfort by providing a rotocolor nuanced room while they wait for boarding time. The Multisensory Room is intended to stimulate various senses and is equipped with mattresses, rotocolor music, gymnastic balls, and colorful LED lights. The rotocolor room is divided into two sections: white rooms and black rooms, each with its own set of functions for its users. The multisensory room is the first-ever sensory room at any Indonesian airport and also the first in the Asia-Pacific.

#### 4. **Special Needs Services Holding Room**

A Special Needs Services Holding Room is provided in the terminal check-in area. This facility was specifically designed to provide a sense of calm and comfort while waiting for the check-in or boarding time.

#### 5. **Guidebook**

Following up on the availability of multisensory room and special needs services holding room, PT Angkasa Pura I published several E-Book-based Guidebook as follows:

1. Guidebook for passengers with autism services at the airport;

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2. Panduan pelayanan penumpang berkebutuhan khusus di bandara;
3. Panduan Pengalaman Penumpang di Bandara PT Angkasa Pura I.

Pengesahan buku panduan tersebut bersamaan dengan peresmian ruang multisensori dan *Special Needs Services Holding Room* yang dilaksanakan di Bandara Jenderal Ahmad Yani Semarang dengan pemanfaatan sebagai berikut:

1. Buku panduan penumpang berkebutuhan khusus dan spektrum autisme ditujukan untuk petugas bandara;
2. Panduan pengalaman penumpang di bandara kelolaan PT Angkasa Pura I ditujukan untuk pengguna jasa bandara yang dapat diakses melalui situs [ap1.co.id](http://ap1.co.id).

#### 6. Live Chat

*Live Chat* merupakan media penyampaian suara pengguna jasa yang menggunakan fitur otomatis yang terkoneksi dengan petugas. Pengguna jasa dapat berinteraksi dengan penyedia layanan lebih mudah dan *real time*. Fasilitas *Live Chat* dapat diakses melalui *website* [www.ap1.co.id](http://www.ap1.co.id) dan *website* di wilayah kerja PT Angkasa Pura I.

2. Guidebook for Special Need Services at the Airports;
3. Guidebook for Passenger Experience at PT Angkasa Pura I Airports.

The guidebook's ratification coincided with the inauguration of the multisensory room and SNS Holding Room at Jenderal Ahmad Yani International Airport in Semarang, which was designated for the following purposes:

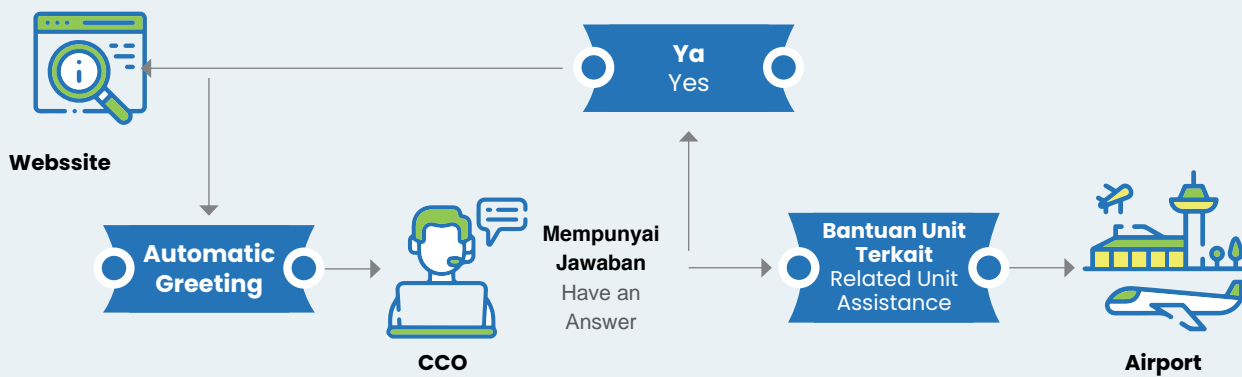
1. Guidebook for passengers with autism services at the airport is intended for airport officials;
2. Guidebook for Passenger Experience at PT Angkasa Pura I Airports is intended for airport service users and is accessible on the website [www.ap1.co.id](http://www.ap1.co.id).

#### 6. Live Chat

Live Chat is an online and live message service using an automated feature linked to airport officers. Service users can easily interact with service providers in real-time. Live Chat service is available on the website [www.ap1.co.id](http://www.ap1.co.id) and website of PT Angkasa Pura I's work area.

### Alur Pelayanan Live Chat

Flowchart Live Chat Service





## INOVASI DAN KEWIRAUSAHAAN

### Innovation and Entrepreneurship

#### 7. *X-ray Automated Tray Return System (X-ray ATRS)*

*X-ray ATRS* merupakan sistem pemeriksaan penumpang dan bagasi dengan teknologi pemindaian terkini yang berada pada area *Screening Check Point (SCP)* di terminal keberangkatan internasional yang akan meningkatkan jaminan keamanan, meningkatkan keakuratan dan menurunkan stres akibat waktu antrian, dan mempercepat proses pemeriksaan barang serta calon penumpang. *X-ray* konvensional rata-rata hanya mampu memeriksa 155 *tray* per jam dengan maksimal barang yang mampu diperiksa saat *peak hour* mencapai 235 *tray*. Sedangkan *X-ray ATRS* mampu memeriksa rata-rata hingga 285 *tray* per jam dengan kemampuan maksimum saat *peak hour* dapat memeriksa mencapai 410 *tray* per jam. Penggunaan *X-ray ATRS* ini merupakan yang pertama di Indonesia dan sebagai wujud komitmen perusahaan terhadap upaya peningkatan pelayanan bandara yang berkelanjutan.

#### 8. *Boarding Pass Scanner (Flap Barrier)*

*Boarding pass scanner (Flap Barrier)* ditempatkan di terminal keberangkatan internasional Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya. Fasilitas ini ditujukan untuk memberikan kemudahan bagi penumpang untuk dapat secara otomatis melakukan pemindaian *boarding pass* penumpang tanpa harus mengantre di tempat *scanning manual*. Fasilitas ini dapat dipergunakan oleh penumpang yang membawa *boarding pass* dalam bentuk tercetak, ataupun masih dalam bentuk *soft file* dalam *smartphone*.

#### 9. *Program Airport Educational Tour "Discover YIA"*

Adanya permintaan dan ketertarikan masyarakat untuk mengenali bandara tidak hanya sebagai tempat untuk melakukan perjalanan melalui udara, mendorong operator bandara untuk menginisiasi suatu program yang dapat mengakomodir kebutuhan masyarakat dalam mengakses informasi

#### 7. *X-ray Automated Tray Return System (X-ray ATRS)*

*X-Ray ATRS* is a passenger and baggage inspection system with the latest scanning technology installed at the Screening Check Point (SCP) area of the international departure terminal. The system is expected to improve security, increase accuracy, reduce stress due to long queuing time, and provide various other benefits, including speeding up the clearance process and inspection of prospective passengers. If conventional X-Ray is only able to check 155 trays per hour with a maximum of 235 trays during peak hours, X-Ray ATRS is able to check up to 285 trays per hour with maximum capacity during peak hours of 410 trays per hour. The ATRS X-ray is the first of its kind in Indonesia, and it demonstrates the company's commitment to continuous airport service improvement.

#### 8. *Boarding Pass Scanner (Flap Barrier)*

*Boarding Pass Scanner (Flap Barrier)* is installed at the international departure terminal of I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya. This facility is intended to provide passengers with the convenience of being able to automatically scan passenger boarding passes without having to queue at the manual scanning area. Passengers with printed boarding passes or soft files on smartphones can use this service.

#### 9. *Airport Educational Tour Program "Discover YIA"*

The community's demand to recognize the airport as more than just a facility to travel by air encourages the airport operator to launch a program to meet the community's needs for accessing information and gaining insight and experience through the airport. Airport Educational Tour "Discover YIA" is

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serta menambah wawasan dan pengalaman melalui bandara. *Airport Educational Tour "Discover YIA"* menjadi program inovasi bandara yang pertama diadakan di Indonesia yang mengakomodir kebutuhan masyarakat untuk melaksanakan kunjungan ke bandara sebagai non penumpang, sekaligus merasakan secara langsung pengalaman sebagai penumpang. Program ini menghasilkan pendapatan bagi perusahaan, baik secara finansial maupun non finansial.

#### 10. **Guide Me! In Maluku**

Maluku memiliki berbagai daya tarik pariwisata yang dapat dilihat dari beberapa *event attraction* yang berjalan sejak 2017 di antaranya, Festival Jalur Rempah, Tour de Mollucas, Festival Teluk Ambon, Sasi Lompa Haruku. PT Angkasa Pura I Kantor Cabang Bandara Pattimura Ambon menginisiasi sebuah fasilitas yang memudahkan pengguna jasa untuk mendapatkan pengalaman pariwisata yang memiliki informasi lengkap, mudah diakses, dan menguntungkan bagi bandara bernama *Guide Me!*

#### 11. **Mobile Application One Gate Solution Feedback (OGSF)**

Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan telah berkomitmen dalam memberikan pelayanan prima bagi pengguna jasa. Penanganan keluhan pengguna jasa menjadi prioritas yang tetap harus diperbaiki sehingga mendorong pengembangan inovasi aplikasi *mobile One Gate Feedback Solution (OGFS)*. Inovasi ini akan mempercepat dan mempermudah proses penanganan *feedback* dikarenakan disediakannya fitur *push notifications* dimana pengguna dapat mengakses data dan informasi tanpa harus membuka *email* dan *login* pada sistem berulang kali. Selain itu, aplikasi *mobile OGFS* ini terintegrasi dengan sistem keamanan metadata yang tersedia bagi semua aplikasi di Google Play Store sehingga aplikasi ini terlindungi dari *malware* dan memberikan jaminan keaslian aplikasi serta keamanan data pengguna pada saat melakukan pengunduhan.

Indonesia's first airport innovation program that allows members of the community to visit the airport as non-passengers while experiencing firsthand the experience of a passenger. This program generates both financial and non-financial revenue for the company.

#### 10. **Guide Me! Maluku**

Maluku has a variety of tourism attractions, as evidenced by several attraction events that have been held since 2017, such as the Spice Route Festival, Tour de Mollucas, Ambon Bay Festival, and Sasi Lompa Haruku. AP 1's Pattimura Airport Ambon Branch Office launched Guide Me!, a facility that allows service users to obtain tourism experiences with complete information, easy access, and profitable for the airport.

#### 11. **One Gate Solution Feedback (OGSF) Mobile Application**

Sultan Aji Muhammad Sulaiman (SAMS) Sepinggan Airport Balikpapan is committed to providing excellent service to its service users. Handling service user complaints is a priority that must be improved, thus driving the development of One Gate Feedback Solution (OGFS) mobile application. This innovation will speed up and simplify the feedback handling process because the push notification feature allows users to access data and information without having to open email and login to the system repeatedly. Furthermore, the OGFS mobile application is integrated with the metadata security system available for any applications in the Google Play Store, which protects it from malware and guarantees the application authenticity and user data security when downloaded.

# Government



# nsi Korporat

Corporate Governance



# KERANGKA DAN STRUKTUR TATA KELOLA

## Governance Framework and Structure

### DASAR KEBIJAKAN PENERAPAN GCG

Dalam menerapkan tata kelola perusahaan yang baik atau Good Corporate Governance (GCG), PT Angkasa Pura I mengacu pada prinsip GCG *universal*, ASEAN *Corporate Governance Scorecard* (ACGS), Peraturan Menteri Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik beserta perubahannya, Surat Edaran OJK Nomor 32/SEOJK.04/2015 tentang Tata Kelola Perusahaan Terbuka, dan Keputusan Sekretaris Kementerian Badan Usaha Milik Negara Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik pada Badan Usaha Milik Negara.

### POLICY BASIS FOR GCG IMPLEMENTATION

In implementing good corporate governance (GCG), PT Angkasa Pura I refers to universal GCG principles, ASEAN Corporate Governance Scorecard (ACGS), the Minister of SOEs Regulation No. PER-01/MBU/2011 on the Implementation of Good Corporate Governance and its amendments, FSA Circular Number 32/SEOJK.04/2015 on Guidelines for Public Company Governance, and Decree of the Secretary of the Ministry of State-Owned Enterprises Number SK-16/S.MBU/2012 on Indicators/Parameters for Assessment and Evaluation on the Implementation of Good Corporate Governance in the State-Owned Enterprises Institutions.



## KERANGKA DAN STRUKTUR TATA KELOLA

Governance Framework and Structure



PT Angkasa Pura I memiliki Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) yang menjelaskan mekanisme hubungan kerja organ utama perusahaan, yaitu RUPS, Direksi, dan Dewan Komisaris dalam melaksanakan tugas sebagai upaya untuk mewujudkan sistem pengelolaan perusahaan secara profesional, transparan, dan efisien.

Untuk memperkuat GCG, PT Angkasa Pura I memperkuat kebijakan, struktur tata kelola, serta melakukan penilaian (*assessment*) terhadap penerapan GCG. Kebijakan dan pedoman yang mengatur perilaku, fungsi, dan tugas seluruh organ tata kelola dalam melaksanakan GCG di internal perusahaan, di antaranya:

The Company has a Code of Corporate Governance explaining the mechanism of working relations of the Company's main organs, namely the GMS, the Board of Directors, and the Board of Commissioners in carrying out their duties as an effort to realize a professional, transparent and efficient company management system.

To strengthen GCG, the Company strengthens policies, governance structures, and conducts GCG assessment. The policies and guidelines to regulate behavior, functions and duties of all governance organs in implementing GCG within the Company include:

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### Governance Framework and Structure

- Pedoman *Corporate Governance (Code of Corporate Governance)*;
- Pedoman Etika Perusahaan (*Code of Conduct*);
- Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Manual*);
- Piagam Komite Audit;
- Piagam Internal Audit;
- Piagam Komite Nominasi dan Remunerasi;
- Perjanjian Kerja Bersama periode 2020 –2022 antara PT Angkasa Pura I dengan Serikat Pekerja PT Angkasa Pura I dan Asosiasi Karyawan PT Angkasa Pura I No. SP.DU/143/HK.06/2020; No. SP.AP.I.01/ PKB-6/VII/2020; No. 028/DPP-AKA/VII/2020;
- Pedoman Pengendalian Gratifikasi;
- Pedoman *Whistleblowing System*;
- Pedoman Sistem Manajemen Anti Penyuapan;
- Pedoman Manajemen Risiko;
- Pedoman Tata Kelola Teknologi Informasi;
- Pedoman Kepatuhan;
- Pedoman Laporan Harta Kekayaan Penyelenggara Negara (LHKPN);
- Kebijakan-kebijakan lainnya dan *Standard Operating Procedure (SOP)* Perusahaan;
- Code of Corporate Governance
- Code of Conduct
- Board Manual
- Audit Committee Charter
- Internal Audit Charter
- Nomination and Remuneration Committee Charter;
- Collective Labor Agreement for 2020-2022 period between PT Angkasa Pura I, Angkasa Pura I Labor Union and Employees Association of PT Angkasa Pura I No. SP.DU/143/HK.06/2020; No. SP.AP.I.01/ PKB-6/VII/2020; No. 028/DPP-AKA/VII/2020;
- Anti-gratification Guidelines;
- Whistleblowing System Guidelines;
- Anti-Bribery Management System Guidelines;
- Risk Management Guidelines;
- Information Technology Governance Guidelines;
- Compliance Guidelines;
- Report of State Official Assets (LHKPN) Guidelines;
- Other policies and Standard Operating Procedures (SOP) of the Company;

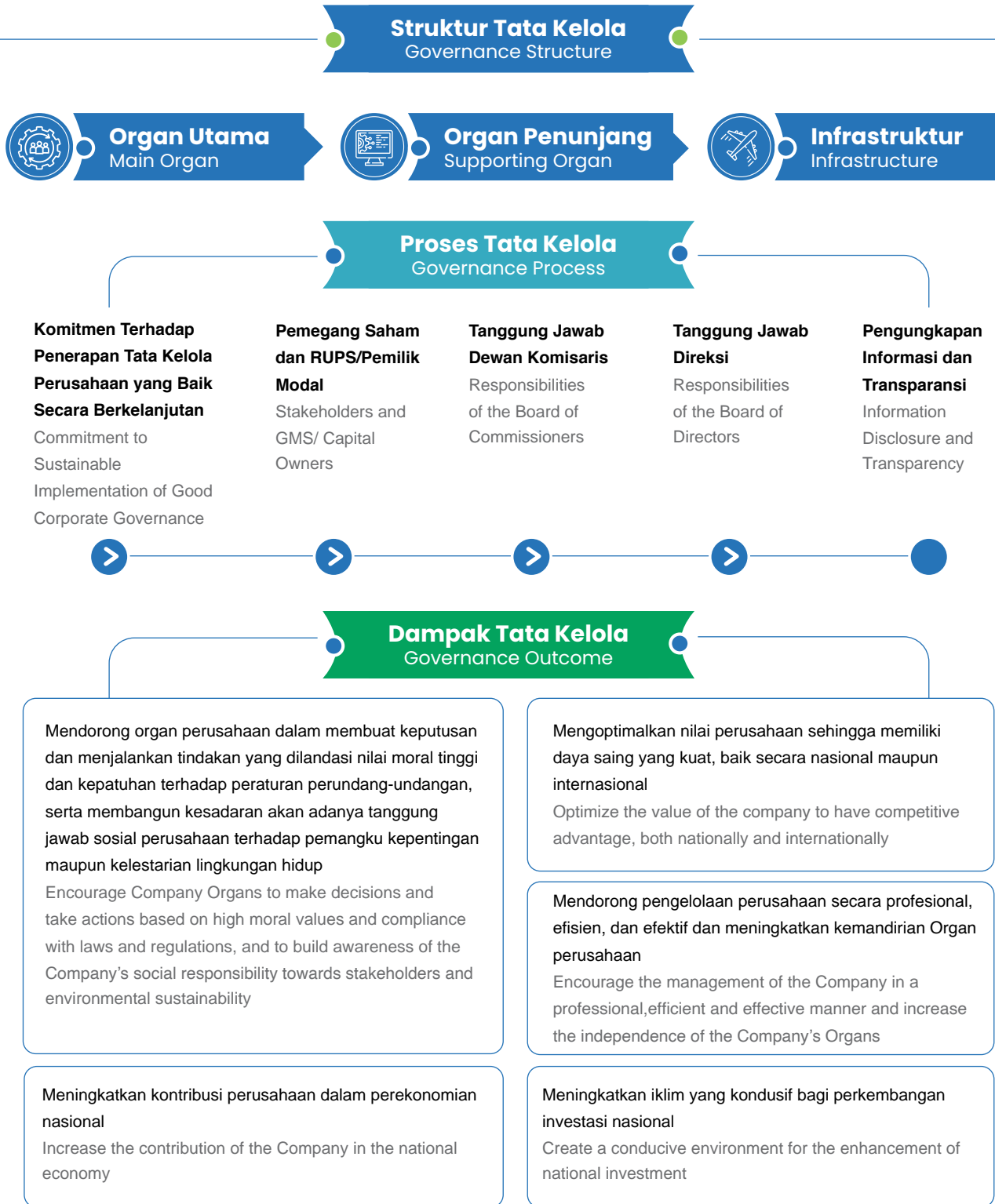


## KERANGKA DAN STRUKTUR TATA KELOLA

Governance Framework and Structure

### Kerangka Penerapan GCG

GCG Implementation Framework



## KERANGKA DAN STRUKTUR TATA KELOLA

Governance Framework and Structure

### STRUKTUR DAN MEKANISME GCG

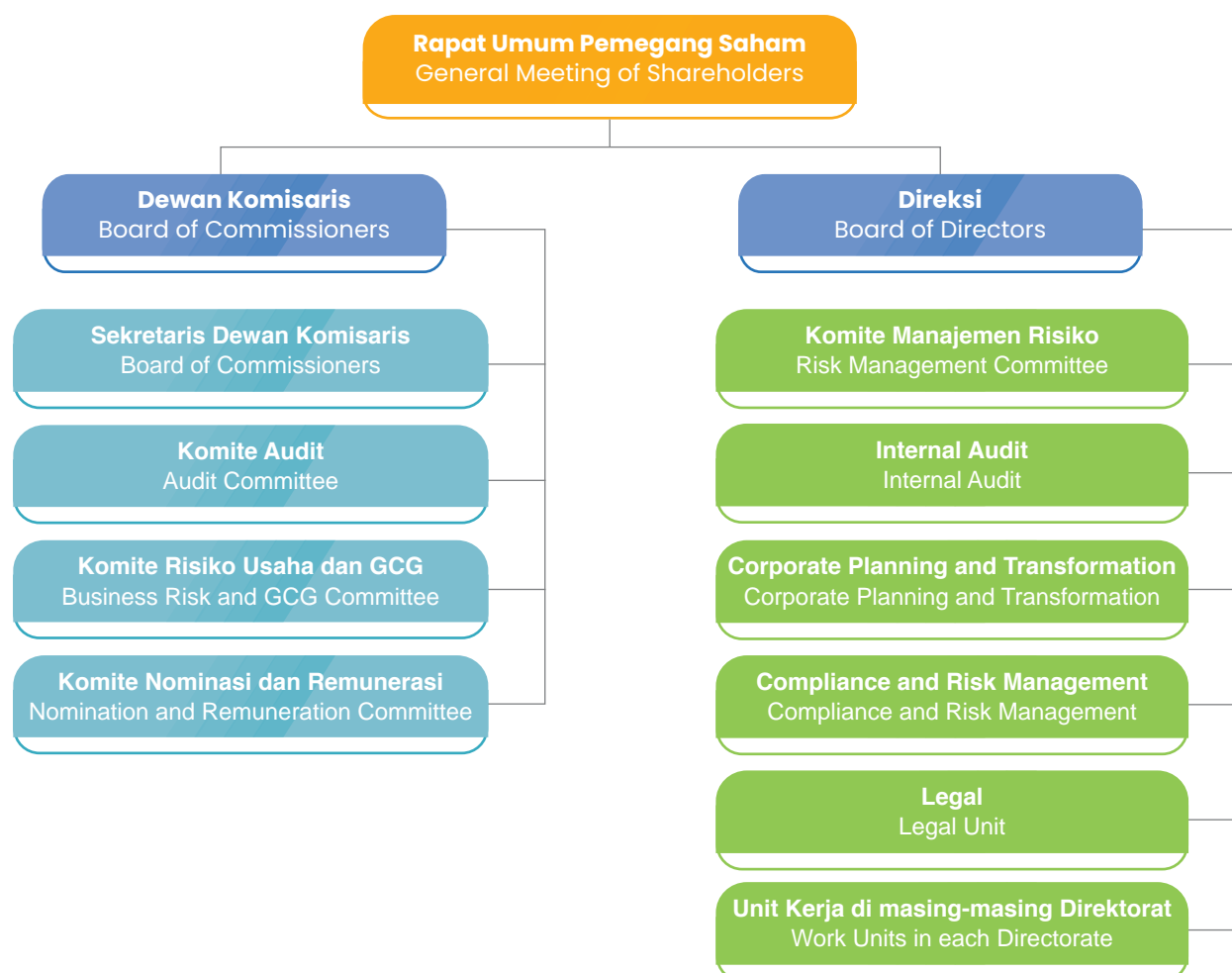
Struktur GCG terdiri dari organ utama dan organ penunjang beserta infrastruktur di dalamnya yang mendukung efektivitas penerapan GCG. Secara garis besar, struktur GCG PT Angkasa Pura I mengacu pada Undang-Undang Nomor 40 tahun 2007 tentang Perseroan Terbatas, yang terdiri dari:

- Rapat Umum Pemegang Saham (RUPS) sebagai organ tertinggi perusahaan;
- Dewan Komisaris yang bertindak atas nama pemegang saham, berwenang untuk mengawasi dan memantau kinerja Dewan Direksi;
- Direksi selaku pemimpin yang memiliki tanggung jawab dalam memimpin perusahaan, mengelola karyawan, dan melaporkan kinerja perusahaan kepada pemegang saham dalam RUPS.

### GCG STRUCTURE AND MECHANISM

GCG structure consists of main and supporting organs as well as infrastructure to support effective GCG implementation. In general, PT Angkasa Pura I's GCG structure is based on Law Number 40/2007 on Limited Liability Companies, consisting of:

- General Meeting of Shareholders (GMS) as the Company's Organ with the highest authority;
- Board of Commissioners, acting on behalf of the shareholders, has the authority to supervise and monitor the performance of the Board of Directors;
- Board of Directors as the company leader has duties to lead the company, manage employees, and report the Company's performance to shareholders at GMS.





## KERANGKA DAN STRUKTUR TATA KELOLA

### Governance Framework and Structure

Mekanisme penerapan GCG dilaksanakan dan didukung oleh berbagai organ mencakup Dewan Komisaris, Direksi, Sekretaris Perusahaan, Sekretaris Dewan Komisaris, Komite Audit, Komite Manajemen Risiko Usaha dan Good Corporate Governance, Komite Nominasi dan Remunerasi, Komite Manajemen Risiko, Internal Audit Unit, Corporate Planning and Transformation Unit, Risk Management Unit, Legal and Compliance Unit, serta seluruh unit kerja dan karyawan. Semua organ tata kelola wajib menjalankan prinsip-prinsip, kebijakan internal, maupun pedoman sebagai acuan dalam melaksanakan GCG.

The Company's organs are required to implement and support GCG mechanism, including the Board of Commissioners, Board of Directors, Corporate Secretary, Secretary of the Board of Commissioners, Audit Committee, Business Risk Management Committee and Good Corporate Governance, Nomination and Remuneration Committee, Risk Management Committee, Internal Audit Unit, Corporate Planning and Transformation Unit, Risk Management Unit, Legal and Compliance Unit, as well as all work units and employees. All governance organs are required to implement the principles, internal policies, and guidelines as a reference in the GCG implementation.

### PELAKSANAAN PENERAPAN ASPEK DAN PRINSIP TATA KELOLA PERUSAHAAN SESUAI KETENTUAN OTORITAS JASA KEUANGAN

Untuk meningkatkan tata kelola perusahaan agar semakin baik, PT Angkasa Pura I telah menerapkan 8 prinsip pengelolaan perusahaan sesuai Pedoman Tata Kelola Perusahaan Terbuka berdasarkan Peraturan Otoritas Jasa Keuangan (OJK) Nomor 21/POJK.04/2015 tentang Penerapan Pedoman Tata Kelola Perusahaan Terbuka sebagai berikut:

### IMPLEMENTATION OF GOOD CORPORATE GOVERNANCE PRINCIPLES AND ASPECTS ACCORDING TO FINANCIAL SERVICES AUTHORITY GUIDELINES

To improve corporate governance, PT Angkasa Pura I has implemented 8 (eight) principles of corporate management in accordance with the Guidelines for Public Company Governance based on the Financial Services Authority (FSA) Regulation Number 21/ POJK.04/2015 on the Implementation of Corporate Governance Guidelines of Public Companies as follows:

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
<b>Prinsip 1</b> Principle 1			
Meningkatkan Nilai Penyelenggaraan Rapat Umum Pemegang Saham (RUPS). To Increase Value in Convening the General Meeting of Shareholders (GMS)	<ol style="list-style-type: none"> <li>Cara atau prosedur teknis pengumpulan suara (<i>voting</i>) baik secara terbuka maupun tertutup yang mengedepankan independensi, dan kepentingan pemegang saham. Methods or procedures for voting technicalities, either open or closed, shall prioritize independence and the interests of shareholders.</li> <li>Anggota Direksi dan Dewan Komisaris Hadir dalam RUPS Tahunan. Members of the Board of Directors and Board of Commissioners shall attend the Annual GMS.</li> <li>Ringkasan risalah RUPS tersedia dalam situs web paling sedikit 1 tahun. Summaries of GMS minutes shall be available on the official website for at least one year.</li> </ol>	<p>PT Angkasa Pura I telah memiliki prosedur teknis pengumpulan suara yang terdapat dalam tata tertib Rapat Umum Pemegang Saham. PT Angkasa Pura I has a technical procedure for collecting votes as stated in the rules of the General Meeting of Shareholders.</p> <p>Seluruh Direksi dan Dewan Komisaris hadir dalam RUPS. All members of the Board of Directors and Board of Commissioners attended the GMS</p> <p>PT Angkasa Pura I menyediakan Ringkasan Risalah RUPS dalam website perusahaan dalam tautan <a href="https://ap1.co.id/id/hubungan-investor/rups">https://ap1.co.id/id/hubungan-investor/rups</a>. PT Angkasa Pura I has posted the Summary of GMS Minutes on the company website at <a href="https://ap1.co.id/id/hubungan-investor/rups">https://ap1.co.id/id/hubungan-investor/rups</a></p>	<p><i>Comply</i></p> <p><i>Comply</i></p> <p><i>Comply</i></p>



## KERANGKA DAN STRUKTUR TATA KELOLA

### Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
<b>Prinsip 2</b> Principle 2			
<p>Meningkatkan Kualitas Komunikasi Perusahaan Terbuka dengan pemegang saham atau investor.</p> <p>To enhance the Communications Quality of Limited Liability Company with Shareholders or Investors</p>	<p>1. Memiliki kebijakan komunikasi Perusahaan Terbuka dengan pemegang saham atau investor.</p> <p>The company shall have a communication policy between the company and shareholders or investors.</p>	<p>PT Angkasa Pura I memiliki kebijakan komunikasi kepada investor melalui <i>investor gathering</i> dan saat kegiatan <i>site visit</i>.</p> <p>PT Angkasa Pura I had a communications policy for Investors through investor gathering and site visits.</p>	Comply
	<p>2. Mengungkapkan kebijakan komunikasi Perusahaan Terbuka dalam situs web.</p> <p>The company shall disclose the communications policy on the official website.</p>	<p>Situs <i>website</i> PT Angkasa Pura I memuat informasi yang bertujuan untuk meningkatkan partisipasi dan peran pemegang saham dalam rangka menjalin komunikasi yang baik.</p> <p>The Company's official website contains information aimed at increasing participation and the role of shareholders in establishing good communications.</p>	Comply
<b>Prinsip 3</b> Principle 3			
<p>Memperkuat Keanggotaan dan Komposisi Dewan Komisaris.</p> <p>To Strengthen the Membership and Composition of the Board of Commissioners</p>	<p>1. Penentuan jumlah anggota Dewan Komisaris mempertimbangkan kondisi perusahaan.</p> <p>Determination of the number of the Board of Commissioners members shall take into account the company's conditions.</p>	<p>Berdasarkan Undang-undang Nomor 19 Tahun 2003 tentang BUMN, Peraturan Menteri Negara BUMN Nomor PER-01/MBU/2011 sebagaimana diubah dengan Peraturan Menteri Negara BUMN Nomor PER-09/MBU/2012 Bagian Kedua tentang Komposisi, dan Anggaran Dasar, Dewan Komisaris PT Angkasa Pura I harus memungkinkan pengambilan keputusan yang efektif, tepat dan cepat serta dapat bertindak secara independen.</p> <p>According to Law Number 19/2003 on SOEs and the Minister SOE Regulation Number PER-01/MBU/2011 on the Composition of the Board of Commissioners, PT Angkasa Pura I must allow effective, precise, and timely decision making as well as the ability to act independently</p>	Comply
	<p>2. Penentuan komposisi anggota Dewan Komisaris memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan.</p> <p>Determination of the composition of the Board of Commissioners members shall take into account the diversity of expertise, knowledge and experiences required.</p>	<p>Berdasarkan kebijakan Pemegang Saham, Dewan Komisaris telah dipilih dengan memperhatikan keberagaman keahlian, pengetahuan, pengalaman serta kondisi, dan kompleksitas bisnis PT Angkasa Pura I.</p> <p>The Board of Commissioners was appointed in accordance with Shareholder policy by taking into account the diversity of expertise, knowledge, experience, and conditions, as well as the business complexity of PT Angkasa Pura I.</p>	Comply
<b>Prinsip 4</b> Principle 4			
<p>Meningkatkan Kualitas Pelaksanaan Tugas dan Tanggung Jawab Dewan Komisaris.</p> <p>To Enhance the Quality of the Board of Commissioners' Duties and Responsibilities Implementation</p>	<p>1. Dewan Komisaris mempunyai kebijakan penilaian sendiri untuk menilai kinerja Dewan Komisaris.</p> <p>The Board of Commissioners shall have a self-assessment policy to assess the BoD performance.</p>	<p>PT Angkasa Pura I memiliki kebijakan penilaian kinerja Dewan Komisaris yang menjadi pedoman untuk menilai kinerja perusahaan. Penilaian kinerja Dewan Komisaris dapat dilihat dalam laporan tahunan ini.</p> <p>The Company had the Board of Commissioners performance assessment policy, serving as a guideline for assessing the Company's performance. The Board of Commissioners performance assessment can be seen in this annual report.</p>	Comply
	<p>2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan.</p> <p>The self-assessment policy shall be disclosed in the Annual Report</p>	<p>Kebijakan penilaian kinerja Dewan Komisaris PT Angkasa Pura I telah dipublikasikan melalui Laporan Tahunan dan situs web PT Angkasa Pura I.</p> <p>AP I's Board of Commissioners performance assessment policy has been published in the Annual Report and the Company's website.</p>	Comply

## KERANGKA DAN STRUKTUR TATA KELOLA

### Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
	<p>3. Dewan Komisaris mempunyai kebijakan pengunduran diri apabila terlibat dalam kejahatan keuangan. The Board of Commissioners shall have a resignation policy in the event of involvement in financial crimes.</p>	<p>Alasan dan tata cara pemberhentian Dewan Komisaris di PT Angkasa Pura I dilaksanakan berdasarkan Anggaran Dasar dan Peraturan Menteri Negara BUMN Nomor PER-02/MBU/02/2015 tentang Persyaratan dan Tata Cara Pengangkatan dan Pemberhentian Anggota Dewan Komisaris dan Dewan Pengawas BUMN sebagaimana diubah dengan Peraturan Menteri Negara BUMN Nomor PER-10/MBU/10/2020. Berdasarkan peraturan tersebut, alasan pemberhentian Anggota Dewan Komisaris salah satunya adalah adanya pemberhentian sewaktu-waktu, dilakukan apabila anggota Dewan Komisaris yang bersangkutan terlibat dalam tindakan yang merugikan BUMN dan/atau keuangan negara dan atau dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap.</p> <p>The rationale and procedures for dismissal of AP I's Board of Commissioners members of PT Angkasa Pura I is with reference to the Minister of SOE Regulation No. PER-02/MBU/02/2015 on Requirements and Procedures for Appointment and Dismissal of Members of the Board of Commissioners and the Supervisory Board in SOEs. Based on the regulations, the Board of Commissioners members may be dismissed at any time if they are involved in actions detrimental to the SOE and/or the state and/or are found guilty based on a judicial verdict with permanent legal force.</p>	Comply
	<p>4. Dewan Komisaris atau KNR menyusun kebijakan suksesi dalam proses nominasi anggota Direksi. The Board of Commissioners or Nomination and Remuneration Committee shall develop a succession policy during the Nomination Process for the Board of Directors members.</p>	<p>Dewan Komisaris PT Angkasa Pura I telah menyusun kebijakan terkait nominasi dan remunerasi. AP I's Board of Commissioners has prepared nomination and remuneration policy.</p>	Comply
<b>Prinsip 5</b>			
<b>Principle 5</b>			
Memperkuat Keanggotaan dan Komposisi Direksi. To Strengthen the Membership and Composition of the Board of Directors	<p>1. Penentuan Jumlah anggota Direksi mempertimbangkan Kondisi perusahaan serta efektivitas dalam pengambilan keputusan. Determination of the number of members of the Board of Directors shall take into account the company's conditions and its effectiveness in decisionmaking.</p>	<p>Penentuan jumlah Direksi perusahaan mengacu pada ketentuan Perundang-undangan yang berlaku dimana berdasarkan Pasal 2 ayat (1) dan ayat (2) Peraturan OJK Nomor 33/POJK.04/2014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, paling kurang terdiri dari dua orang anggota Direksi, yang satu di antaranya diangkat menjadi Direktur Utama. Determination of the number of the company's Board of Directors is with reference to applicable laws and regulations based on Article 2 paragraph (1) and paragraph (2) of the Financial Services Authority (FSA) Regulation No. 33/POJK.04/2014 on Board of Directors and Board of Commissioners of Issuers or Public Companies, consisting of at least two members of the Board of Directors, one of whom is appointed as President Director.</p>	Comply
	<p>2. Penentuan komposisi anggota Direksi memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman yang dibutuhkan. Determination of the composition of the Board of Directors members shall take into account the diversity of expertise, knowledge and experiences required.</p>	<p>PT Angkasa Pura I telah memperhatikan keberagaman keahlian, pengetahuan, dan pengalaman komposisi Direksi sesuai dengan ketentuan keberagaman komposisi Direksi berdasarkan Peraturan Menteri Negara BUMN Nomor PER-11/MBU/07/2021 tentang Persyaratan, Tata Cara Pengangkatan, dan Pemberhentian Anggota Direksi Badan Usaha Milik Negara.</p>	Comply

## KERANGKA DAN STRUKTUR TATA KELOLA

### Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
		PT Angkasa Pura I prioritized the diversity of expertise, knowledge, and experience in the composition of Board of Directors in accordance with the provisions in the Minister of SOE Regulation No. PER-11/MBU/07/2021 on Requirements and Procedures for Appointment and Dismissal of Members of the Board of Directors of SOEs.	
	3. Anggota Direksi yang membawahi bidang akuntansi atau keuangan memiliki keahlian dan/atau pengetahuan di bidang akuntansi. The Board of Directors members in charge of accounting or finance shall have accounting expertise and/or knowledge.	Direksi yang membawahi bidang akuntansi atau keuangan dalam perusahaan adalah Direktur Keuangan dan Manajemen Risiko yang memiliki pengetahuan dan pengalaman yang cukup di bidang akuntansi dan keuangan sebagaimana dapat dilihat dalam riwayat jabatan dan pendidikan Direksi pada bagian Profil Direksi. Finance Director in charge of accounting or finance in the Company possesses sufficient knowledge and experience in accounting and finance, as evidenced by the BoD's curriculum vitae in the Profile of Board of Directors section.	Comply
<b>Prinsip 6</b> Principle 6			
Meningkatkan Pelaksanaan Tugas dan Tanggung Jawab Direksi. To Enhance the Board of Directors' Duties and Responsibilities Implementation	1. Direksi mempunyai kebijakan penilaian sendiri untuk menilai kinerja Direksi. The Board of Directors shall have a self-assessment policy to assess the BoD performance	Direksi telah memiliki kebijakan penilaian sendiri yang tercantum dalam bagian Penilaian Kinerja Dewan Komisaris dan Direksi. The Board of Directors has a Self-Assessment policy listed in the Performance Assessment of the Board of Commissioners and Board of Directors section.	Comply
	2. Kebijakan penilaian sendiri diungkapkan dalam Laporan Tahunan. Self-assessment policy shall be disclosed in the Annual Report.	Hasil Penilaian Sendiri Direksi diungkapkan dalam Laporan Tahunan Perusahaan dalam bagian Tata Kelola Perusahaan. The results of the Board of Commissioners' Self-Assessment are disclosed in the Company Annual Report in the Corporate Governance section.	Comply
	3. Direksi mempunyai kebijakan pengunduran diri apabila terlibat kejahatan keuangan. The Board of Directors shall have a policy of resignation in the event of involvement in financial crimes.	Berdasarkan Anggaran Dasar PT Angkasa Pura I jo. Peraturan OJK Nomor 33/POJK.04/2014, setiap Anggota Direksi yang tidak memenuhi syarat untuk menjadi Anggota Direksi yang disebutkan dalam Anggaran Dasar dan Peraturan OJK Nomor 33/POJK.04/2014 termasuk di dalamnya adalah tidak terlibat kejahatan keuangan maka jabatannya sebagai Direksi akan batal demi hukum. Dalam hal Anggota Direksi tersebut mengundurkan diri maka akan diputuskan melalui mekanisme RUPS dengan memperhatikan ketentuan dalam Anggaran Dasar. Based on the Articles of Association of PT PT Angkasa Pura I jo. the Financial Services Authority (FSA) Regulation Number 33/POJK.04/2014, any member of the Board of Directors who does not meet the criteria for becoming a Director as set out in the Articles of Association and FSA Regulation, including those who are not involved in financial crimes, will have their position as Director revoked. If a member of the Board of Directors resigns, the resignation will be valid if it was decided through the GMS mechanism while taking the provisions of the Articles of Association into consideration.	Comply

## KERANGKA DAN STRUKTUR TATA KELOLA

### Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
<b>Prinsip 7</b> Principle 7			
<p>Meningkatkan Aspek Tata Kelola Perusahaan Melalui Partisipasi Pemangku Kepentingan.</p> <p>To Improve Corporate Governance Aspects Through Stakeholder Participation</p>	<p>1. Memiliki Kebijakan untuk Mencegah Terjadinya <i>Insider Trading</i>. The Company shall have Insider Trading prevention policy.</p>	<p>Saham PT Angkasa Pura I dimiliki sepenuhnya oleh Pemerintah Republik Indonesia melalui PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham. PT Angkasa Pura I belum menerbitkan saham sehingga bukan merupakan perusahaan terbuka dan tidak memiliki potensi adanya <i>insider trading</i>. The Government of the Republic of Indonesia owns all of the shares in PT Angkasa Pura I through PT Aviassi Pariwisata Indonesia (Persero) as a shareholder. The Company does not issue shares. Thus, it is not a Public Company and does not have the potential for insider trading</p>	Comply
	<p>2. Memiliki Kebijakan Anti Korupsi dan Anti <i>Fraud</i>. The Company shall have an Anti-Corruption and Anti-Fraud Policy</p>	<p>Dalam rangka implementasi prinsip Tata Kelola Perusahaan yang Baik (<i>Good Corporate Governance</i>), PT Angkasa Pura I memiliki beberapa kebijakan anti korupsi dan anti <i>fraud</i>, melalui Pedoman Etika Perusahaan (<i>Code of Conduct</i>), monitoring atas Laporan Harta Kekayaan Pejabat Negara (LHKPN), Program Pengendalian Gratifikasi, Sistem Manajemen Anti Penyuapan ISO 37001:2016 serta sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>). PT Angkasa Pura I has several anti-corruption and anti-fraud policies to implement the principles of Good Corporate Governance, including a Code of Conduct, monitoring of the State Officials Wealth Report (LHKPN), Gratification Control program, ISO 37001: 2016 Anti-Bribery Management System, and Whistleblowing System.</p>	Comply
	<p>3. Memiliki Kebijakan tentang Seleksi dan Peningkatan Kemampuan Pemasok dan Vendor. The Company shall have Supplier and Vendor Selection and Capability Enhancement policy.</p>	<p>Salah satu prinsip di pengadaan barang/jasa di PT Angkasa Pura I merupakan transparan, sehingga semua ketentuan dan informasi, termasuk syarat administrasi, teknis, harga, tata cara evaluasi, serta tata cara penetapan pemenang pengadaan barang/jasa, sifatnya terbuka bagi semua penyedia barang/jasa yang berminat. Salah satu contohnya dapat dilihat dalam situs <i>electronic procurement</i> (APPro) PT Angkasa Pura I, yaitu <a href="https://eproc.ap1.co.id">https://eproc.ap1.co.id</a>, dimana semua vendor dapat melihat pengumuman lelang. Selain itu, untuk vendor yang memiliki kualifikasi dan klasifikasi yang sesuai dengan pekerjaan yang dibutuhkan oleh PT Angkasa Pura I dan vendor tersebut telah secara aktif terdaftar dalam sistem PT Angkasa Pura I Procurement (APPro), maka secara otomatis vendor tersebut dapat terundang. Hal tersebut agar PT Angkasa Pura I dapat memperoleh barang/jasa yang diperlukan dengan harga kompetitif dan kualitas yang baik. Transparency is one of the principles in the Procurement of Goods/Services at PT Angkasa Pura I. Thus, all provisions and information, including administrative, technical, and price requirements, procedures for evaluation, and procedures for determining the Procurement winner, are open to all interested providers. Any vendor can view auction announcements on the company's electronic procurement website, <a href="https://eproc.angkasapura1.co.id">https://eproc.angkasapura1.co.id</a>. Furthermore, qualified and classified vendors according to the required work are registered in the Vendor Management System (VMS) and automatically participate in open tenders. As a result, the Company can obtain the goods/services needed at competitive prices and good quality.</p>	Comply

## KERANGKA DAN STRUKTUR TATA KELOLA

### Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
	4. Memiliki Kebijakan Pemenuhan Hak-Hak Kreditur. The Company shall have the fulfillment of creditor rights policy.	<p>Dalam rangka memenuhi kebutuhan pendanaan, PT Angkasa Pura I telah meminjam kepada bank dan masyarakat melalui penerbitan Obligasi I dan Sukuk Ijarah I pada tahun 2016, seta Penawaran Umum Obligasi I Berkelanjutan dan Sukuk Ijarah I Berkelanjutan Tahun 2021. Kewajiban-kewajiban yang timbul dari peminjaman tersebut telah dipenuhi melalui pembayaran pokok dan bunga pinjaman secara tepat waktu.</p> <p>In order to meet its funding needs, PT Angkasa Pura I borrowed from banks and the general public through the issuance of Bond I and Sukuk Ijarah I 2016. The obligations arising from the loans have been met by timely payment of principal and interest on loans.</p>	Comply
	5. Memiliki Kebijakan Sistem <i>Whistleblowing</i> . The Company shall have whistleblowing system policy.	<p>PT Angkasa Pura I telah memiliki Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>) yang berfungsi sebagai sarana dalam pencegahan serta pengungkapan pelanggaran dan/atau tindak kecurangan yang terjadi di lingkungan perusahaan dan telah dituangkan dalam Keputusan Direksi PT Angkasa Pura I Nomor KEP.69/PG.01/2018 tentang Pedoman Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>) sebagaimana telah diubah dengan Keputusan Direksi PT Angkasa Pura I Nomor KEP.212/HK.01.01/2019 tentang Perubahan Keputusan Direksi PT Angkasa Pura I Nomor KEP.69/PG.01/2018 tentang Pedoman Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>) PT Angkasa Pura I.</p> <ul style="list-style-type: none"> <li>Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>) dapat diakses melalui <i>website</i> (<a href="http://www.wbs.ap1.co.id">www.wbs.ap1.co.id</a>), <i>e-mail</i> (<a href="mailto:pengaduan.pelanggaran@ap1.co.id">pengaduan.pelanggaran@ap1.co.id</a>) atau melalui pesan singkat/telepon/WhatsApp melalui Nomor 0811 1787 975, sehingga mempermudah karyawan maupun pemangku kepentingan PT Angkasa Pura I dalam melaporkan dugaan pelanggaran yang terjadi di lingkungan perusahaan.</li> </ul> <p>PT Angkasa Pura I has a Whistleblowing System that serves as a means of preventing and disclosing violations or fraud in the company, as outlined in AP I's Board of Directors Decree No. KEP.69/PG.01/2018 on Guidelines for the Whistleblowing System. The Whistleblowing System as amended by AP I's Board of Directors Decree No. KEP.212/HK.01.01/2019 on Amendment to AP I's Board of Directors Decree No. KEP.69/PG.01/2018 on Guidelines for the Whistleblowing System in PT Angkasa Pura I.</p> <ul style="list-style-type: none"> <li>Whistleblowing System is accessible via <i>website</i> (<a href="http://www.wbs.ap1.co.id">www.wbs.ap1.co.id</a>), <i>e-mail</i> (<a href="mailto:pengaduan.pelanggaran@ap1.co.id">pengaduan.pelanggaran@ap1.co.id</a>) or SMS/phone/ whatsapp: 0811 1787 975, to facilitate AP I's employees and stakeholders in reporting alleged violations that occur within the company</li> </ul>	Comply
	6. Memiliki Kebijakan Pemberian Insentif Jangka Panjang Direksi dan Karyawan. The Company shall have a policy to provide long-term incentives to the Board of Directors and Employees	<p>PT Angkasa Pura I memiliki kebijakan remunerasi berdasarkan Peraturan Menteri Badan Usaha Milik Negara.</p> <p>PT Angkasa Pura I has a remuneration policy based on the Minister of State-Owned Enterprises Regulation.</p>	Comply



## KERANGKA DAN STRUKTUR TATA KELOLA

### Governance Framework and Structure

Prinsip Principle	Rekomendasi Recommendation	Implementasi Implementation	Status Status
<b>Prinsip 8</b> Principle 8			
Meningkatkan Keterbukaan Informasi. To Enhance Information Disclosure	<p>1. Memanfaatkan Penggunaan Teknologi Informasi Secara Lebih Luas Selain Situs Web sebagai Media Keterbukaan Informasi. In addition to the website, the Company shall make greater use of information technology as a medium for information disclosure.</p>	<p>PT Angkasa Pura I aktif dalam berbagai media sosial sebagai media keterbukaan informasi dan promosi produk. PT Angkasa Pura I juga secara aktif menjalankan program-program keterbukaan informasi yang ditandai dengan adanya Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU. 0034/HM.13/2022 tentang Pedoman Pelayanan Informasi Publik PT Angkasa Pura I dan pembentukan tim Pejabat Pengelola Informasi dan Dokumentasi (PPID) di lingkungan PT Angkasa Pura I. Pengajuan informasi dapat diakses publik melalui <i>e-mail</i> ppid@ap1.co.id serta permohonan informasi secara langsung.</p> <p>PT Angkasa Pura I has used social media as a platform for information dissemination and product promotion. AP I's Board of Directors Decree No. KEP.DU. 0034/HM.13/2022 on Guidelines for Public Information Services of PT Angkasa Pura I and the formation of a team of Information and Documentation Management Officers (PPID) within PT Angkasa Pura I also mark the active implementation of information disclosure programs. The public can submit information by e-mailing ppid@ap1.co.id or by making direct information requests. Public information is accessible to the public via e-mail: ppid@ap1.co.id and direct information requests.</p>	Comply
	<p>2. Laporan Tahunan Perusahaan Terbuka Mengungkapkan Pemilik Manfaat Akhir dalam Kepemilikan Saham Perusahaan, Paling Sedikit 5% Selain Pemegang Saham Utama dan Pengendali. The Company's Annual Report shall disclose the beneficiaries of the company's share ownership of at a minimum 5% other than the Main and Controlling Shareholders</p>	<p>PT Angkasa Pura I saat ini belum menerbitkan saham, sehingga Laporan Tahunan PT Angkasa Pura I tidak perlu mengungkapkan informasi mengenai pemegang saham dimaksud. PT Angkasa Pura I has not issued shares, thus the company's Annual Report does not information about such shareholders.</p>	Comply



## **PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK** **Assessment of Good Corporate Governance Implementation**

### **KRITERIA PENILAIAN**

Indikator penilaian GCG *assessment* diatur dalam Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN. Kriteria tersebut antara lain:

- Komitmen terhadap penerapan Tata Kelola Perusahaan yang Baik secara berkelanjutan;
- Pemegang Saham dan RUPS/Pemilik Modal;
- Dewan Komisaris/Dewan Pengawas;
- Direksi;
- Pengungkapan informasi dan transparansi; dan
- Aspek lainnya.

### **PIHAK YANG MELAKUKAN PENILAIAN**

Berdasarkan Pasal 44 ayat (1) Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 tentang Penerapan Tata Kelola Perusahaan yang Baik (*good corporate governance*) pada Badan Usaha Milik Negara, kewajiban BUMN untuk melakukan penilaian (*assessment*) penerapan GCG adalah berkala setiap 2 tahun, dan evaluasi (*review*) dilakukan pada tahun berikutnya yang meliputi evaluasi terhadap hasil penilaian dan tindak lanjut atas rekomendasi perbaikan. Pada tahun 2022, PT Angkasa Pura I telah melakukan penilaian GCG oleh PT RSM Indonesia Konsultan untuk tahun buku 2021. Selanjutnya untuk tahun buku 2022, PT Angkasa Pura I telah melakukan *self assessment* atas tindak lanjut hasil temuan dan rekomendasi *assessment* GCG tahun buku 2021.

### **HASIL PENILAIAN GCG**

Penilaian terhadap penerapan GCG yang dilakukan untuk tahun buku 2022 menunjukkan skor di atas hasil penilaian sebelumnya yaitu mencapai 96,21%. PT Angkasa Pura I senantiasa terus meningkatkan penerapan GCG setiap tahunnya.

### **ASSESSMENT CRITERIA**

GCG assessment criteria or indicators are stipulated in the Secretary of Ministry of SOE Decree Number SK16/S.MBU/2012 dated June 6, 2012, on Assessment and Evaluation Indicators/Parameters for the Implementation of Good Corporate Governance in SOEs. The criteria and indicators include the following aspects:

- Commitment to the implementation of Good Corporate Governance on an ongoing basis;
- Shareholders and GMS/Capital Owners;
- Board of Commissioners/Supervisory Board;
- Board of Directors;
- Disclosure of information and transparency; and
- Other aspects.

### **ASSESSOR**

Based on Article 44 paragraph (1) of the Minister of SOEs Regulation No. PER - 01/MBU/2011 on the Implementation of good corporate governance in State-Owned Enterprises, SOE is required to carry out a periodic assessment of GCG implementation every 2 years, and an evaluation (review) is carried out in the following year, including evaluation of the assessment results and follow-up on recommendations for improvement. PT Angkasa Pura I has hired PT RSM Indonesia Konsultan to conduct a GCG assessment for the 2021 fiscal year. Furthermore, for the 2022 fiscal year, the Company conducted a self-assessment on the follow-up of the findings and recommendations of the GCG assessment for the 2021 fiscal year.

### **GCG ASSESSMENT RESULTS**

The assessment of GCG implementation for the fiscal year 2022 indicated a score higher than the previous assessment result of 96.21%. PT Angkasa Pura I strives to improve GCG implementation on an annual basis.

## PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Assessment of Good Corporate Governance Implementation

Hasil Penilaian GCG PT Angkasa Pura I pada 5 Tahun Terakhir GCG Assessment Results of PT Angkasa Pura I in the Last 5 Years			
Tahun Pelaksanaan Penilaian GCG GCG Assessment Year	Skor GCG Assessment GCG Assessment Score	Kategori Category	Pelaksana Assessor
2022	96,21	Sangat Baik Excellent	Self Assessment
2021	95,23	Sangat Baik Excellent	PT RSM Indonesia Konsultan
2020	92,59	Sangat Baik Excellent	Self Assessment
2019	91,58	Sangat Baik Excellent	PT Sierra Bisnis Konsulting
2018	91,34	Sangat Baik Excellent	PT Sierra Bisnis Konsulting

Ringkasan Hasil Penilaian GCG PT Angkasa Pura I GCG Assessment Results of PT Angkasa Pura I				
No.	Kriteria Criteria	Bobot Weight	Skor Score	Capaian (%) Achievement (%)
1	Komitmen terhadap Penerapan Tata Kelola Perusahaan yang Baik secara Berkelanjutan; Commitment to Sustainable Implementation of Good Corporate Governance;	7,00	6,84	97,83
2	Pemegang Saham dan RUPS/Pemilik Modal; Shareholders and GMS/Capital Owners;	9,00	8,53	94,89
3	Dewan Komisaris/Dewan Pengawas; Board of Commissioners;	35,00	33,29	95,11
4	Direksi; Board of Directors;	35,00	33,64	96,13
5	Pengungkapan Informasi dan Transparansi; Disclosure of Information and Transparency;	9,00	8,89	98,81
6	Aspek Lainnya. Other Aspect.	5,00	5,00	100,00
<b>Skor Keseluruhan Total Score</b>		100	96,21	96,21
Peringkat Kualitas Penerapan GCG GCG Implementation Quality Rating			<b>Sangat Baik Excellent</b>	

### REKOMENDASI DAN TINDAK LANJUT

Hasil yang baik dalam GCG *assessment* mendorong PT Angkasa Pura I untuk terus berupaya menyempurnakan pelaksanaan GCG. Oleh karena itu, rekomendasi yang diberikan dari penilai GCG untuk perbaikan manajemen diterima PT Angkasa Pura I untuk ditindaklanjuti.

### RECOMMENDATIONS AND FOLLOW-UPS

Good GCG assessment results encourage PT Angkasa Pura I to keep striving to improve GCG implementation. Therefore, PT Angkasa Pura I has accepted and will follow up on the GCG assessor's recommendations for management improvement

## PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

### Assessment of Good Corporate Governance Implementation

#### Rekomendasi Hasil Assessment GCG dan Tindaklanjutnya

#### Recommendation of GCG Assessment Results and Its Follow-Ups

No.	Rekomendasi Recommendation	Tindak Lanjut Follow-Up
1	<p>Dilakukan pengukuran tingkat pemahaman atas kebijakan pengendalian gratifikasi. Kegiatan pengukuran dapat dilakukan di akhir pelaksanaan sosialisasi dan hasil pengukuran dapat digunakan untuk menentukan strategi PT Angkasa Pura I dalam meningkatkan pemahaman insan perusahaan ke depannya.</p> <p>Measure the level of understanding of the Gratification Control Policy. Measurement can be carried out at the end of the dissemination and the measurement results can be used to determine PT Angkasa Pura I strategy to improve the understanding of the Company's personnel in the future.</p>	<p>Telah dilaksanakan pengukuran atas tingkat pemahaman atas kebijakan pengendalian gratifikasi untuk menilai peningkatan pemahaman yang baik pada Dewan Komisaris, Direksi, serta pegawai perusahaan pada tanggal 20 April 2022</p> <p>Measurement of the level of understanding of the gratification control policy has been carried out to assess the increase in good understanding of the Board of Commissioners, Directors, and company employees on April 20, 2022.</p>
2	<p>Dilakukan kegiatan diseminasi/sosialisasi terkait pengendalian gratifikasi kepada seluruh <i>stakeholders</i> perusahaan.</p> <p>Carry out gratification control dissemination activities for all the Company's stakeholders</p>	<p>Telah dilaksanakan kegiatan diseminasi/sosialisasi terkait pengendalian gratifikasi kepada seluruh <i>stakeholders</i> perusahaan melalui <i>website</i> <a href="http://angkasapura1.co.id">angkasapura1.co.id</a></p> <p>Dissemination/socialization activities related to gratification control have been carried out to all company stakeholders through the <a href="http://angkasapura1.co.id">angkasapura1.co.id</a> website.</p>
3	<p>Dilakukan pemutakhiran terhadap ketentuan di dalam Pedoman Sistem Pelaporan Pelanggaran (WBS) sesuai ketentuan SK-16/S.MBU/2012 serta praktik baik.</p> <p>Update the Whistleblowing System (WBS) provisions in accordance with the provisions of SK-16/S.MBU/2012 and good practice.</p>	<p>Pelaksanaan penyusunan konsep Pedoman Sistem Pelaporan Pelanggaran (<i>Whistleblowing System</i>).</p> <p>Dissemination/socialization activities related to gratification control have been carried out to all company stakeholders through the <a href="http://angkasapura1.co.id">angkasapura1.co.id</a> website.</p>
4	<p>Menyusun pengaturan mengenai jumlah maksimum jabatan Dewan Komisaris yang boleh dipegang oleh seorang anggota Dewan Komisaris. Penambahan pengaturan dapat dilakukan pada Anggaran Dasar dan/atau Pedoman Tata Kelola Perusahaan dan/atau Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Make provisions for the maximum number of positions on the Board of Commissioners that a member of the Board of Commissioners may hold. Additional provisions can be made in the Articles of Association and/or the Corporate Governance Guidelines and/or the Board Manual.</p>	<p>Pelaksanaan penyusunan konsep perubahan Keputusan Bersama Direksi dan Dewan Komisaris tentang Tata Kelola Perusahaan yang Baik dan Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board of Manual</i>).</p> <p>Implementation of the drafting of amendments to the Joint Decree of the Board of Directors and the Board of Commissioners on Good Corporate Governance and the Board of Manual.</p>
5	<p>Memastikan pelaksanaan Rapat Umum Pemegang Saham tentang persetujuan laporan tahunan dilaksanakan tepat waktu sesuai dengan ketentuan, yaitu paling lambat 6 (enam) bulan setelah berakhirnya tahun buku yang lampau.</p> <p>Ensure that the General Meeting of Shareholders for the approval of the annual report is held on time and in accordance with the provisions, no later than 6 (six) months after the end of the previous fiscal year.</p>	<p>Pelaksanaan Rapat Umum Pemegang Saham tentang persetujuan laporan tahunan telah dilaksanakan tepat waktu sesuai dengan ketentuan dalam waktu kurang dari 6 (enam) bulan setelah berakhirnya tahun buku yang lampau dimana Laporan Tahunan Tahun 2021 ditandatangani oleh Komisaris Utama pada April 2022.</p> <p>The implementation of the General Meeting of Shareholders regarding the approval of the Annual Report has been carried out on time in accordance with the provisions within less than 6 (six) months after the end of the previous fiscal year where the 2021 Annual Report was signed by the President Commissioner in April 2022.</p>
6	<p>Menginformasikan <i>area of improvement</i> hasil penilaian GCG tahun 2020 dan memastikan pemegang saham memberikan arahan atau menginformasikan kepada perusahaan mengenai upaya-upaya yang telah dilakukan pemegang saham dalam menindaklanjuti <i>area of improvement</i> yang dihasilkan dari penilaian GCG yang dilakukan perusahaan.</p> <p>Inform the areas of improvement resulting from the GCG assessment in 2020 and ensure that Shareholders provide directives or inform the Company about Shareholders' efforts in following up on the areas of improvement resulting from the company's GCG assessment.</p>	<p>Telah dilaksanakan koordinasi dengan Pemegang Saham Periode 2020 yaitu Kementerian BUMN dengan menyampaikan Laporan Penilaian GCG Tahun 2020 PT Angkasa Pura I (Persero) kepada RUPS melalui surat AP.I.3774/OM.15.08/2021/DU-B tanggal 02 Juli 2021.</p> <p>Coordination has been carried out with the 2020 Period Shareholders, namely the Ministry of BUMN by submitting the 2020 GCG Assessment Report of PT Angkasa Pura I (Persero) to the GMS through letter AP.I.3774/OM.15.08/2021/DU-B dated July 02, 2021.</p>
7	<p>Menyusun ketentuan mengenai sistem penerimaan laporan mengenai gejala penurunan kinerja dari Direksi dan/atau Dewan Komisaris perusahaan kepada pemegang saham.</p> <p>Make provisions on the system for receiving reports on indications of performance decline of the company's Board of Directors and/or Board of Commissioners to the Shareholders.</p>	<p>Pelaksanaan penyusunan konsep perubahan Keputusan Bersama Direksi dan Dewan Komisaris tentang Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Implementation of the drafting of amendments to the Joint Decree of the Board of Directors and the Board of Commissioners on the Board Manual.</p>

## PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Assessment of Good Corporate Governance Implementation

Rekomendasi Hasil Assessment GCG dan Tindaklanjutnya Recommendation of GCG Assessment Results and Its Follow-Ups		
No.	Rekomendasi Recommendation	Tindak Lanjut Follow-Up
8	<p>Dilakukan penyusunan pengaturan mengenai batas waktu atau tingkat kesegeraan untuk mengomunikasikan keputusan Dewan Komisaris kepada Direksi yaitu maksimal 7 (tujuh) hari sejak disetujui atau ditandatangani. Penambahan pengaturan dapat dilakukan pada Pedoman Tata Kelola Perusahaan atau Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Make provisions on deadline or level of urgency to communicate the Board of Commissioners' decision to the Board of Directors no later than 7 (seven) days after it was approved or signed. Additional provisions can be made in the Corporate Governance Guidelines or the Board Manual.</p>	<p>Pelaksanaan penyusunan konsep perubahan Keputusan Bersama Direksi dan Dewan Komisaris tentang Tata Kelola Perusahaan yang Baik dan Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Implementation of the drafting of amendments to the Joint Decree of the Board of Directors and the Board of Commissioners on Good Corporate Governance and the Board Manual.</p>
9	<p>Dilakukan penyusunan pengaturan mengenai batas waktu pemberian tanggapan atas rancangan RKAP oleh Dewan Komisaris. Penambahan pengaturan dapat dilakukan pada Pedoman Tata Kelola Perusahaan dan/ atau Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Make provisions for the Board of Commissioners to respond to the draft Company Work Plan and Budget (CWPB) by the deadline. Additional provisions can be made in the Corporate Governance Guidelines and/ or the Board Manual.</p>	<p>Pelaksanaan penyusunan konsep perubahan Keputusan Bersama Direksi dan Dewan Komisaris tentang Tata Kelola Perusahaan yang Baik dan Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Implementation of the drafting of amendments to the Joint Decree of the Board of Directors and the Board of Commissioners on Good Corporate Governance and the Board Manual.</p>
10	<p>Dewan Komisaris menerima <i>internal control report</i> dan memastikan Dewan Komisaris melakukan telaah dan memberikan arahan atas <i>internal control report</i>.</p> <p>The Board of Commissioners receives, reviews, and issues directives on the internal control report.</p>	<p>Telah dilaksanakan telaah dan pemberian arahan terkait Pelaporan <i>Internal Control Report</i> melalui rapat gabungan Direksi dan Dewan Komisaris.</p> <p>A review and direction regarding the Internal Control Report has been conducted through a joint meeting of the Board of Directors and Board of Commissioners.</p>
11	<p>Komisaris Utama menandatangani Laporan Manajemen Triwulan I s.d. Triwulan III dan seluruh anggota Dewan Komisaris menandatangani Laporan Manajemen Tahunan setelah dievaluasi/dibahas bersama Direksi dan sebelum disampaikan kepada pemegang saham.</p> <p>The President Commissioner signs the Management Report for Quarter I to Quarter III and all members of the Board of Commissioners sign the annual Management Report after being evaluated/discussed with the Board of Directors and before being submitted to the shareholders.</p>	<p>Telah dilaksanakan penandatanganan Laporan Manajemen Triwulan I s.d. Triwulan III oleh Komisaris Utama dan Laporan Manajemen Tahunan ditandatangani oleh seluruh anggota Dewan Komisaris sebelum disampaikan kepada pemegang saham.</p> <p>The Management Report for Quarter I to Quarter III was signed by the President Commissioner and the Annual Management Report was signed by all members of the Board of Commissioners before being submitted to the shareholders.</p>
12	<p>Dilakukan penyusunan mekanisme pembahasan gejala penurunan kinerja perusahaan oleh Dewan Komisaris dan Direksi yang mengatur diantaranya pelaporan mengenai gejala penurunan kinerja dari Direksi ke Dewan Komisaris, pelaksanaan pembahasan, pemberian arahan, serta pelaporan kepada pemegang saham.</p> <p>The Board of Commissioners and the Board of Directors established a procedure for discussing the indications of the company's performance decline, including reporting the indications of the Company's performance decline by the Board of Directors to the Board of Commissioners, conducting discussions, providing directives, and reporting to shareholders.</p>	<p>Pelaksanaan penyusunan konsep perubahan Keputusan Bersama Direksi dan Dewan Komisaris tentang Tata Kelola Perusahaan yang Baik dan Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Implementation of the drafting of amendments to the Joint Decree of the Board of Directors and the Board of Commissioners on Good Corporate Governance and the Board Manual.</p>
13	<p>Dewan Komisaris memberikan tanggapan tertulis terhadap proses pengangkatan Direksi dan Dewan Komisaris anak perusahaan/ perusahaan patungan paling lambat 15 hari kalender sejak tanggal diterimanya usulan calon Direksi dan Dewan Komisaris anak perusahaan/ perusahaan patungan.</p> <p>The Board of Commissioners provides a written response to the appointment process of the subsidiary/joint venture's Board of Directors and Board of Commissioners no later than 15 calendar days from the date of receipt of the proposed candidates for the subsidiary/joint venture's Board of Directors and Board of Commissioners.</p>	<p>Berdasarkan Anggaran Dasar Perusahaan, tanggapan tertulis terhadap proses pengangkatan Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan paling lambat 30 (tiga puluh) hari sejak tanggal diterimanya usulan calon Direksi dan Dewan Komisaris anak perusahaan/perusahaan patungan.</p> <p>Based on the Company's Articles of Association, the written response to the appointment process of the Board of Directors and Board of Commissioners of the Subsidiary/Joint Venture is no later than 30 (thirty) days from the date of receipt of the proposed candidates for the Board of Directors and Board of Commissioners of the Subsidiary/Joint Venture.</p>



## PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

### Assessment of Good Corporate Governance Implementation

#### Rekomendasi Hasil Assessment GCG dan Tindaklanjutnya

#### Recommendation of GCG Assessment Results and Its Follow-Ups

No.	Rekomendasi Recommendation	Tindak Lanjut Follow-Up
14	<p>Dewan Komisaris membuat pakta integritas yang dilampirkan dalam setiap tanggapan atas Usulan Tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan RUPS.</p> <p>The Board of Commissioners shall prepare the Integrity Pact to be attached to each response to the Board of Directors' Proposed Action and must obtain a recommendation from the Board of Commissioners and approval from the GMS.</p>	<p>Telah dilaksanakan penandatanganan Pakta Integritas oleh Dewan Komisaris yang selanjutnya dilampirkan dalam setiap tanggapan atas usulan tindakan Direksi yang harus mendapatkan rekomendasi dari Dewan Komisaris dan persetujuan RUPS.</p> <p>Selanjutnya usulan terkait kewajiban melampirkan pakta integritas untuk setiap <i>corporate action</i> tersebut untuk ditambahkan dalam Pedoman Tata Kelola Perusahaan (<i>Code of Corporate Governance</i>) PT Angkasa Pura I.</p> <p>The Integrity Pact has been signed by the Board of Commissioners which is then attached to each response to the proposed action of the Board of Directors which must obtain recommendations from the Board of Commissioners and GMS approval.</p> <p>Furthermore, the proposal related to the obligation to attach an Integrity Pact for each Corporate Action is to be added to the Code of Corporate Governance of PT Angkasa Pura I.</p>
15	<p>Dewan Komisaris melakukan penelaahan terhadap laporan hasil <i>assessment/review</i> pelaksanaan tata kelola perusahaan yang baik/GCG, <i>Code of Corporate Governance/COCG</i> dan kebijakan teknis lainnya serta memantau tindak lanjut <i>area of improvement</i> hasil <i>assessment</i> GCG dan menyampaikan hasil penelaahan kepada Direksi. Proses pembahasan dan telaah yang dilakukan serta pemberian arahan didokumentasikan dan/atau dituangkan dalam risalah rapat.</p> <p>The Board of Commissioners shall review the assessment/report on the implementation of Good Corporate Governance, GCG Code, and other technical policies, monitor the follow-up on areas of improvement identified by the GCG assessment, and report the findings to the Board of Directors. The meeting's discussion and review process, as well as the provision of directives shall be documented and/or set out in the meeting minutes.</p>	<p>Telah dilaksanakan koordinasi untuk pemberitahuan kepada Dewan Komisaris terhadap rekomendasi hasil <i>assessment</i> melalui surat API.3775/OM.15.08/2021/DU-B tanggal 2 Juli 2021.</p> <p>Coordination has been carried out to notify the Board of Commissioners of the recommendation through letter No. API.3775/OM.15.08/2021/DU-B dated July 2, 2021.</p>
16	<p>Dewan Komisaris menindaklanjuti <i>area of improvement</i> hasil <i>assessment/review</i> GCG yang menjadi kewenangannya. Proses pembahasan dan tindak lanjut yang dilakukan didokumentasikan dan/atau dituangkan dalam risalah rapat.</p> <p>The Board of Commissioners shall follow up on areas of improvement identified by the GCG assessment/review under its authority. The discussion and follow-up process shall be documented and/or included in the meeting minutes.</p>	<p>Telah dilaksanakan koordinasi untuk pemberitahuan kepada Dewan Komisaris terhadap rekomendasi hasil <i>assessment</i> melalui surat API.3775/OM.15.08/2021/DU-B tanggal 2 Juli 2021.</p> <p>Coordination has been carried out to notify the Board of Commissioners of the recommendation through letter No. API.3775/OM.15.08/2021/DU-B dated July 02, 2021.</p>
17	<p>Dewan Komisaris/Komite Dewan Komisaris telah melakukan evaluasi atas pencapaian kinerja masing-masing anggota Dewan Komisaris. Proses pembahasan dan evaluasi dituangkan dalam risalah rapat.</p> <p>BoC/BoC Committee has evaluated each member of the Board of Commissioners' performance achievements. The discussion and evaluation process shall be documented in the meeting minutes.</p>	<p>Telah dilaksanakan pembahasan dan evaluasi terhadap rekomendasi ini melalui rapat dalam kategori pembahasan lain-lain.</p> <p>Discussion and evaluation of this recommendation has been carried out through meetings under the category of miscellaneous discussion.</p>
18	<p>Dilakukan penyusunan pengaturan mengenai batas waktu penyampaian bahan rapat kepada peserta rapat Dewan Komisaris yaitu paling lambat 3 (tiga) hari sebelum diadakan rapat. Penambahan pengaturan dapat dilakukan pada Pedoman Tata Kelola Perusahaan.</p> <p>The deadline for submitting meeting materials to BoC meeting participants is set to be no later than 3 (three) days before the meeting. Additional provisions can be made in the Corporate Governance Guidelines.</p>	<p>Pelaksanaan penyusunan konsep perubahan Keputusan Bersama Direksi dan Dewan Komisaris tentang Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Implementation of the drafting of amendments to the Joint Decree of the Board of Directors and the Board of Commissioners on the Board Manual.</p>
19	<p>PT Angkasa Pura I memastikan:</p> <ul style="list-style-type: none"> <li>• Program kerja Komite Dewan Komisaris memuat rencana kerja untuk melakukan <i>self assessment</i> kinerja komite.</li> <li>• Komite Risiko Usaha &amp; GCG menyusun program kerja.</li> <li>• Komite Dewan Komisaris menjalankan program kerja yang telah disusun dan disetujui oleh Dewan Komisaris</li> </ul>	<p>Masing-masing komite telah memiliki Program Kerja yang telah disusun dan disetujui oleh Dewan Komisaris. Laporan pelaksanaan tugas tersebut disampaikan kepada Dewan Komisaris.</p> <p>Selanjutnya, pelaksanaan <i>self assessment</i> oleh masing-masing komite akan disusun dalam program kerja masing-masing komite untuk Program Kerja Tahun 2022.</p>

## PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

### Assessment of Good Corporate Governance Implementation

Rekomendasi Hasil Assessment GCG dan Tindaklanjutnya Recommendation of GCG Assessment Results and Its Follow-Ups		
No.	Rekomendasi Recommendation	Tindak Lanjut Follow-Up
	<p>PT Angkasa Pura I shall ensures that:</p> <ul style="list-style-type: none"> <li>BoC Committee's work program includes a work plan for conducting a self-assessment of the committee's performance.</li> <li>Business Risk &amp; GCG Committee develops a work plan.</li> <li>BoC Committee executes the work program prepared and approved by the Board of Commissioners.</li> </ul>	<p>Each committee has a Work Program that has been prepared and approved by the Board of Commissioners. Reports on the implementation of these tasks are submitted to the Board of Commissioners.</p> <p>Furthermore, the implementation of self-assessment by each committee will be compiled in the work program of each committee for the 2022 Work Program.</p>
20	<p>Memastikan Komite Nominasi dan Remunerasi menyusun laporan atas setiap pelaksanaan penugasan dan disertai dengan rekomendasinya. Laporan pelaksanaan tugas disampaikan kepada Dewan Komisaris.</p> <p>Ensure that the Nomination and Remuneration Committee prepares a report on each assignment and its recommendations. The assignment implementation report shall be submitted to the Board of Commissioners.</p>	<p>Telah disusun laporan atas setiap pelaksanaan penugasan disertai dengan rekomendasinya dan telah disampaikan kepada Dewan Komisaris.</p> <p>A report on each assignment and its recommendations has been prepared and submitted to the Board of Commissioners.</p>
21	<p>PT Angkasa Pura I memastikan:</p> <ul style="list-style-type: none"> <li>Anggaran kegiatan pelatihan/peningkatan kompetensi anggota Direksi disusun berdasarkan program pelatihan/pembelajaran bagi anggota Direksi.</li> <li>Program pelatihan/pembelajaran direalisasikan sesuai dengan rencana kerja. Apabila program pelatihan tidak dapat direalisasikan, perusahaan perlu melakukan revisi atas program pelatihan yang telah disusun termasuk anggarannya.</li> <li>Adanya laporan tentang hasil pelatihan yang telah dijalani oleh anggota Direksi.</li> </ul> <p>PT Angkasa Pura I shall ensure that:</p> <ul style="list-style-type: none"> <li>The budget for training/competency improvement programs for Board of Directors members is prepared based on the training/learning program for Board of Directors members.</li> <li>The training/learning program is realized in accordance with the Work Plan. If the training program cannot be realized, the company must revise the training program, including the budget.</li> <li>A report on the outcome of training completed by the Board of Directors members must be available.</li> </ul>	<p>Telah dilaksanakan pembahasan, dan direncanakan akan dilaksanakan pembahasan lanjutan dengan unit kerja terkait.</p> <p>Discussions have been held, and further discussions with related work units will be planned.</p>
22	<p>Kecukupan pengendalian internal agar temuan audit tidak terjadi lagi di masa yang akan datang dan tidak ada penyimpangan atas pelaksanaan proses bisnis inti perusahaan.</p> <p>Ensure the sufficiency of internal controls in order to avoid future audit findings of conformance and the absence of deviations in the implementation of the Company's core business processes.</p>	<p>Unit pengadaan dan unit kerja terkait saat ini telah melakukan mitigasi terhadap temuan-temuan tahun 2020 sesuai ketentuan internal yang berlaku dengan melakukan penyesuaian peraturan internal.</p> <p>The procurement unit and related work units have now mitigated the 2020 findings in accordance with applicable internal provisions by making adjustments to internal regulations.</p>
23	<p>Terdapat penempatan karyawan pada setiap level jabatan dalam organisasi perusahaan dengan spesifikasi jabatan yang ditetapkan perusahaan.</p> <p>Employees are assigned to each level of the company's organization based on job specifications established by the company.</p>	<p>Unit kerja terkait akan melaksanakan evaluasi dan pemetaan lebih lanjut dalam penempatan karyawan dengan memperhatikan kendala-kendala teknis yang ada.</p> <p>The relevant work units will carry out further evaluation and mapping in the placement of employees by taking into account the existing technical constraints.</p>
24	<p>Disusun rencana suksesi untuk setiap level jabatan yang memuat <i>database (list)</i> personil yang dipersiapkan termasuk kebutuhan dan rencana pelatihan dan peningkatan kompetensi sehingga personil tersebut siap untuk mengisi jabatan-jabatan di perusahaan.</p> <p>A succession plan shall be developed for each level of position that includes a database (list) of personnel prepared to fill positions in the company, including training needs and plans, as well as competency development.</p>	<p>Unit kerja terkait akan melaksanakan evaluasi dan pemetaan lebih lanjut dalam penempatan karyawan dengan memperhatikan kendala-kendala teknis yang ada.</p> <p>The relevant work units will carry out further evaluation and mapping in the placement of employees by taking into account the existing technical constraints.</p>

## PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Assessment of Good Corporate Governance Implementation

### Rekomendasi Hasil Assessment GCG dan Tindaklanjutnya

Recommendation of GCG Assessment Results and Its Follow-Ups

No.	Rekomendasi Recommendation	Tindak Lanjut Follow-Up
25	Laporan pelaksanaan sistem teknologi informasi disusun dan disampaikan kepada Dewan Komisaris. Report on the implementation of information technology system shall be prepared and submitted to the Board of Commissioners.	PT Angkasa Pura I telah menyusun laporan pelaksanaan sistem teknologi informasi dan dilaporkan kepada Direksi. Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 tanggal 6 Juni 2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik ( <i>Good Corporate Governance</i> ) pada BUMN akan dievaluasi kembali mengingat telah bertentangan dengan Peraturan Menteri BUMN Nomor PER-03/MBU/02/2018 tentang Perubahan atas Peraturan Menteri BUMN Nomor PER-02/MBU/2013 tentang Panduan Penyusunan Pengelolaan Teknologi Informasi BUMN Pasal 3 Ayat (2) menyebutkan " <i>Master plan</i> teknologi informasi sebagaimana dimaksud pada ayat (1), disusun dan ditetapkan oleh Direksi dengan mengacu pada Lampiran II Peraturan Menteri ini". PT Angkasa Pura I has compiled a report on the implementation of the information technology system and reported to the Board of Directors. Decree of the Secretary of the Ministry of SOEs Number SK-16/S.MBU/2012 dated June 6, 2012 concerning Indicators / Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in SOEs will be re-evaluated considering that it contradicts the Regulation of the Minister of SOEs Number PER-03 / MBU / 02/2018 concerning Amendments to the Regulation of the Minister of SOEs Number PER-02 / MBU / 2013 concerning Guidelines for the Preparation of SOE Information Technology Management Article 3 Paragraph (2) states "The information technology master plan as referred to in paragraph (1), is prepared and determined by the Board of Directors with reference to Appendix II of this Ministerial Regulation".
26	Kecukupan pengendalian pada proses pengadaan agar temuan audit tidak terjadi lagi di masa yang akan datang dan tidak ada proses pengadaan yang merugikan perusahaan. Ensure adequate control in the procurement process to prevent future audit findings of conformance and procurement processes that are detrimental to the Company.	Penyusunan konsep Pedoman Sistem Pengendalian Internal. Drafting Internal Control System guidelines.
27	Disusun Pedoman Sistem Pengendalian Internal yang mengacu kepada pengalaman terbaik. Develop internal control system guidelines based on best practices.	Penyusunan konsep Pedoman Sistem Pengendalian Internal. Drafting Internal Control System guidelines.
28	Dilakukan evaluasi atau penilaian atas efektivitas pengendalian internal pada tingkat entitas. Carry out evaluation or assessment on the effectiveness of internal control at the entity level.	Penyusunan konsep Pedoman Sistem Pengendalian Internal. Drafting Internal Control System guidelines.
29	Dilakukan evaluasi atau penilaian atas <i>Internal Control over Financial Reporting</i> (ICoFR) sebagai salah satu basis dalam penyusunan <i>Internal Control Report</i> . Carry out evaluation or assessment of the Internal Control over Financial Reporting (ICoFR) as a basis in the preparation of Internal Control Report.	Unit kerja terkait akan melaksanakan evaluasi terhadap ICoFR. The relevant work unit will conduct an evaluation of ICoFR.
30	Fungsi Internal Audit menyusun laporan pelaksanaan tindak lanjut secara berkala yaitu paling sedikit 3 (tiga) bulanan untuk disampaikan oleh Direksi kepada Dewan Komisaris melalui Komite Audit. The Internal Audit function compiles periodic follow-up reports no less than every 3 months, which shall be submitted by the Board of Directors to the Board of Commissioners through the Audit Committee.	Telah dilaksanakan Laporan Triwulan kepada Dewan Komisaris. Quarterly Reports to the Board of Commissioners have been conducted.
31	Tidak terdapat sengketa/permasalahan yang terkait dengan transaksi bisnis dengan pihak lain yang belum diselesaikan. Ensure that there are no outstanding disputes or problems with other parties related to business transactions.	Pemantauan terhadap penyelesaian permasalahan hukum dilaksanakan sesuai ketentuan yang berlaku. Monitoring of the resolution of legal issues is carried out in accordance with applicable regulations.

## PENILAIAN PENERAPAN TATA KELOLA PERUSAHAAN YANG BAIK

Assessment of Good Corporate Governance Implementation

Rekomendasi Hasil Assessment GCG dan Tindaklanjutnya Recommendation of GCG Assessment Results and Its Follow-Ups		
No.	Rekomendasi Recommendation	Tindak Lanjut Follow-Up
32	<p>Disusun pengaturan mengenai kewajiban Dewan Komisaris untuk menandatangani Laporan Manajemen Tahunan. Penambahan pengaturan dapat dilakukan pada Pedoman Tata Kelola Perusahaan dan/ atau Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Prepare provisions for the Board of Commissioners' duties in signing the Annual Management Report. Additional provisions can be made in the Corporate Governance Guidelines and/or the Board Manual.</p>	<p>Pelaksanaan penyusunan konsep perubahan Keputusan Bersama Direksi dan Dewan Komisaris tentang Tata Kelola Perusahaan yang Baik dan Pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (<i>Board Manual</i>).</p> <p>Implementation of the drafting of amendments to the Joint Decree of the Board of Directors and the Board of Commissioners on Good Corporate Governance and the Board Manual.</p>
33	<p>Dewan Komisaris menandatangani Laporan Manajemen Tahunan sebelum disampaikan kepada pemegang saham.</p> <p>The Annual Management Report shall be signed by the Board of Commissioners before the report is submitted to the shareholders.</p>	<p>Pelaksanaan penandatanganan oleh Dewan Komisaris tentang Laporan Manajemen Tahunan sebelum disampaikan kepada pemegang saham telah dilaksanakan.</p> <p>The signing by the Board of Commissioners of the Annual Management Report prior to its submission to the shareholders has been carried out.</p>
34	<p>Memastikan pelaksanaan Rapat Umum Pemegang Saham tentang persetujuan laporan tahunan dilaksanakan tepat waktu sesuai dengan ketentuan, yaitu paling lambat 6 (enam) bulan setelah berakhirnya tahun buku yang lampau.</p> <p>Ensure that the General Meeting of Shareholders for the approval of the annual report is held on time and in accordance with the provisions, no later than 6 (six) months after the end of the previous fiscal year.</p>	<p>Telah dilaksanakan pengesahan laporan tahunan 2021 oleh pemegang saham dan dilaksanakan tepat waktu sesuai ketentuan, yaitu paling lambat 6 (enam) bulan setelah berakhirnya tahun buku yang lampau.</p> <p>The ratification of the 2021 annual report by the shareholders has been carried out and carried out on time in accordance with the provisions, namely no later than 6 (six) months after the end of the previous fiscal year.</p>
35	<p>PT Angkasa Pura I memastikan:</p> <ul style="list-style-type: none"> <li>Disusunnya kebijakan pengelolaan dan pemutakhiran <i>website</i> dengan mengacu kepada pengalaman terbaik.</li> <li>Pengelolaan <i>website</i> dilakukan secara konsisten dengan mengacu kepada kebijakan yang disusun.</li> </ul> <p>PT Angkasa Pura I ensures that:</p> <ul style="list-style-type: none"> <li>Website management and updating policy is developed with reference to best practices.</li> <li>Website management is carried out in a consistent manner with reference to the established policies.</li> </ul>	<p>Telah dilaksanakan penyempurnaan prosedur mutu terkait pengelolaan dan pemutakhiran <i>website</i>.</p> <p>Improved quality procedures related to website management and updating have been implemented.</p>
36	<p>Laporan Tahunan disajikan dalam bahasa Indonesia dan bahasa Inggris secara berdampingan.</p> <p>The Annual Report is available in both Bahasa and English.</p>	<p>Laporan Tahunan 2021 yang disampaikan tahun 2022 telah disajikan dalam bahasa Indonesia dan bahasa Inggris secara berdampingan.</p> <p>The 2021 Annual Report submitted in 2022 has been presented in Bahasa and English side by side.</p>
37	<p>Laporan Dewan Komisaris di Laporan Tahunan memuat informasi diantaranya penilaian kinerja Direksi mengenai pengelolaan perusahaan, pandangan atas prospek usaha perusahaan yang disusun oleh Direksi, komite-komite yang berada di bawah pengawasan Dewan Komisaris/ Dewan Pengawas dan perubahan komposisi Dewan Komisaris (jika ada).</p> <p>The Board of Commissioners' report in the Annual Report shall include information on the performance assessment of the Board of Directors of the Company's management, the Board of Directors' views on the company's business prospects, committees under the supervision of the Board of Commissioners, and changes in the composition of the Board of Commissioners/Supervisory Board (if any).</p>	<p>Telah disusun Laporan Tahunan sesuai dengan keputusan Sekretaris Menteri BUMN Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas GCG pada BUMN dengan memuat hal-hal sebagai berikut:</p> <ol style="list-style-type: none"> <li>Penilaian kinerja Direksi mengenai pengelolaan perusahaan.</li> <li>Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi.</li> <li>Komite-komite yang berada di bawah pengawasan Dewan Komisaris/Dewan Pengawas.</li> <li>Perubahan komposisi Dewan Komisaris (jika ada).</li> </ol> <p>The Annual Report has been prepared in accordance with the Decree of the Minister of SOEs Secretary No. SK-16/S.MBU/2012 on Indicators/Parameters for Assessment and Evaluation of GCG in SOEs and covers the following matters:</p> <ol style="list-style-type: none"> <li>Assessment of the performance of the Board of Directors regarding the management of the company.</li> <li>Outlook on the company's business prospects prepared by the Board of Directors.</li> <li>Committees under the supervision of the Board of Commissioners/Supervisory Board.</li> <li>Changes in the composition of the Board of Commissioners (if any).</li> </ol>

## RAPAT UMUM PEMEGANG SAHAM

### General Meeting of Shareholders

Pada struktur tata kelola, Rapat Umum Pemegang Saham (RUPS) merupakan organ tertinggi yang memiliki wewenang untuk menentukan keputusan terkait kegiatan operasional dan keberlangsungan bisnis. Penyelenggaraan RUPS mengacu pada Peraturan OJK Nomor 32/POJK.04/2014 tentang Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Publik. RUPS yang dilaksanakan setiap tahunnya terdiri dari RUPS pembahasan Rencana Kerja dan Anggaran Perusahaan (RUPS RKAP), RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Perusahaan, serta Rapat Umum Pemegang Saham Luar Biasa (RUPSLB) jika diperlukan.

#### RUPS RKAP TAHUN BUKU 2022

Pada tahun 2022, PT Angkasa Pura I menyelenggarakan RUPS Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022 pada 2 Februari 2022 secara daring.

#### Kehadiran Dewan Komisaris dan Direksi dalam RUPS RKAP Tahun 2022

RUPS Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022 dihadiri oleh Pemegang Saham dan seluruh anggota Dewan Komisaris dan Direksi yang menjabat saat pelaksanaan RUPS berlangsung. Berikut adalah kehadiran anggota Dewan Komisaris dan Direksi pada pelaksanaan RUPS:

In the governance structure, the General Meeting of Shareholders (GMS) is the highest organ, which has the authority to determine resolutions related to operational activities and business continuity. The convening of the GMS refers to Financial Services Authority (FSA) Regulation No. 32/POJK.04/2014 on Plans and Implementation of General Meeting of Shareholders of Public Companies. PT Angkasa Pura I convenes the Annual General Meeting of Shareholders (AGMS) annually, consisting of GMS for discussion of the Company Work Plan and Budget (GMS CWPB), GMS for approval of Annual Report and Ratification of the Company's Financial Statements, and Extraordinary General Meeting of Shareholders (EGMS), if necessary.

#### GMS ON COMPANY WORK PLAN AND BUDGET FOR FISCAL YEAR 2022

In 2022, PT Angkasa Pura I convened a GMS on Ratification of the Company Work Plan and Budget (CWPB) and the 2022 Corporate Social Responsibility Work Plan and Budget (WPB-CSR) on February 2, 2022 online.

#### Attendance of the Board of Commissioners and Board of Directors at the GMS on the CWPB for 2022

The GMS for the ratification of the Company Work Plan and Budget (CWPB) and the Work Plan and Budget for the Social and Environmental Responsibility Program (WPB-CSR) for 2022 was attended by Shareholders and all members of the Board of Commissioners and Board of Directors. The following members of the Board of Commissioners and Board of Directors attended the GMS:



## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

Nama Name	Jabatan Position
<b>Dewan Komisaris</b> Board of Commissioners	
Djoko Sasono	Komisaris Utama President Commissioner
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner
Irfan Wahid	Komisaris Independen Independent Commissioner
Tri Budi Satrio	Komisaris Independen Independent Commissioner
Danang Parikesit	Komisaris Commissioner
Wempi Saputra	Komisaris Commissioner
Elen Setiadi	Komisaris Commissioner
<b>Direksi</b> Board of Directors	
Faik Fahmi	Direktur Utama President Director
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director
Wendo Asrul Rose	Direktur Operasi Operation Director
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director
Israwadi	Direktur Kepatuhan, Aset, dan Pengadaan Compliance, Assets, and Procurement Director
Lukman F. Laisa	Direktur Teknik Technical Director
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director
Yudi Rizky Ardie	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director

## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

### Agenda dan Keputusan RUPS RKAP Tahun 2022

RUPS Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022 memutuskan beberapa agenda terkait kegiatan bisnis perusahaan yang keputusannya tercantum dalam Risalah RUPS PT Angkasa Pura I tentang Pengesahan Rencana Kerja dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022 Nomor AP.I.744/KU.01.03/2022/DU-B. Berikut adalah agenda dan keputusan RUPS Pengesahan RKAP dan RKA-TJSL Tahun 2022:

#### 1. Agenda Pertama

Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 termasuk Rencana Kerja Anggaran Dewan Komisaris Tahun 2022.

Keputusan:

Mengesahkan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2022 termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2022.

##### 1.1 Asumsi - Asumsi Pokok

Pertumbuhan Ekonomi	: 5%-5,5%
Tingkat Inflasi	: 3%
Nilai Tukar (Rp/USD) 1 USD	: Rp14.350,-
Suku Bunga Perbendaharaan	: 6,82%

##### 1.2 Laporan Laba Rugi Konsolidasian

Laba (rugi) setelah pajak Tahun 2022 ditargetkan rugi sebesar Rp(1.947) miliar dengan rincian sebagai berikut:

Pendapatan Usaha	: Rp4.666 Miliar
Laba (Rugi) Usaha	: Rp5.289 Miliar
Laba (Rugi) Sebelum Pajak	: Rp(1.914) Miliar
Laba (Rugi) Bersih Tahun Berjalan	: Rp(1.914) Miliar

##### 1.3 Laporan Posisi Keuangan Konsolidasian

Laporan Posisi Keuangan Konsolidasian ditutup dengan Total Asset sebesar Rp45.006 Miliar dengan rincian sebagai berikut:

Aset	
Aset Lancar	: Rp5.432 Miliar
Aset Tidak Lancar	: Rp39.574 Miliar

### Agenda and Resolution of GMS to Approve Company Work Plan and Budget (CWPB) for 2022

GMS to Ratify the Company Work Plan and Budget (CWPB) and Work Plan and Budget of Social and Environmental Responsibility Program (WPB-CSR) for 2022 decided several agendas related to the company's business activities whose decisions were listed in the GMS Minutes of PT Angkasa Pura I on Ratification of the Company Work Plan and Budget (CWPB) and Work Plan and Budget of Social and Environmental Responsibility Program (WPB-CSR) for 2022 No. AP.I.744/KU.01.03/2022/ DU-B. The following are the agendas and decisions of the GMS to ratify the 2022 CWPB and WPB-CSR:

#### 1. Agenda Item 1

Ratification of the Company Work Plan and Budget (CWPB) for 2022, including the Board of Commissioners' Work Plan and Budget for 2022.

Resolution:

To ratify the Company Work Plan and Budget (CWPB) for 2022, including the Board of Commissioners' Work Plan and Budget for 2022.

##### 1.1 Key Assumptions

Economic Growth	: 5%-5.5%
Inflation Rate	: 3%
Exchange Rate (IDR/USD) 1 USD	: Rp14,350
Treasury Rate	: 6.82%

##### 1.2 Consolidated Profit and Loss Statement

Profit (loss) after tax in 2022 is targeted to be a loss of Rp(1,947) billion with the following details:

Operating Revenues	: Rp4,666 Billion
Operating Profit (Loss)	: Rp5,289 Billion
Profit (Loss) Before Tax	: Rp(1,914) Billion
Net Profit (Loss) for the Year	: Rp(1,914) Billion

##### 1.3 Consolidated Statement of Financial Position

The Consolidated Statement of Financial Position ended with Total Assets of Rp45,006 Billion, as detailed below:

Assets	
Current Assets	: Rp5,432 Billion
Non-Current Assets	: Rp39,574 Billion

## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

Jumlah Aset	: Rp45.006 Miliar
Liabilitas dan Ekuitas	
Liabilitas Jangka Pendek	: Rp4.533 Miliar
Liabilitas Jangka Panjang	: Rp30.098 Miliar
Ekuitas	: Rp10.375 Miliar
Jumlah Liabilitas dan Ekuitas	: Rp45.006 Miliar

### 1.4 Investasi

Rutin	: Rp191 Miliar
Pengembangan	: Rp598 Miliar
Total	: Rp789 Miliar

Total Assets	: IDR 45,006 Billion
Liabilities and Equity	
Current Liabilities	: Rp4,533 Billion
Non-Current Liabilities	: Rp30,098 Billion
Equity	: Rp10,375 Billion
Total Liabilities and Equity	: Rp45,006 Billion

### 1.4 Investment

Routine	: Rp191 Billion
Development	: Rp598 Billion
Total	: Rp789 Billion

## 2. Agenda Kedua

Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022.

Keputusan:

Mengesahkan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022, dengan pokok-pokok alokasi penggunaan dana sebagai berikut:

- Program Pendanaan UMK : Rp18.2 Miliar
- Program Pendanaan Non PUMK : Rp25.1 Miliar

## 3. Agenda Ketiga

Persetujuan dan pengesahan Kontrak Manajemen (*Key Performance Indicators*) antara Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2022.

Keputusan:

Menyetujui dan Mengesahkan Kontrak Manajemen (*Key Performance Indicators*) antara Direksi dan Dewan Komisaris dengan Pemegang Saham tahun 2022 sebagaimana tersebut dalam Lampiran I Risalah Rapat.

## 4. Agenda Keempat

Persetujuan dan Pengesahan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dengan pemegang saham tahun 2022.

Keputusan:

Menyetujui dan mengesahkan Kontrak Manajemen (*Key Performance Indicators*) antara Dewan Komisaris dengan pemegang saham tahun 2022, sebagaimana tersebut dalam Lampiran II Risalah Rapat.

## 2. Agenda Item 2

Ratification of the Work Plan and Budget for Social and Environmental Responsibility Program (WPB-CSR) for 2022.

Resolution:

To ratify the Work Plan and Budget for Social and Environmental Responsibility Program (WPB-CSR) for 2022, with the following primary funding allocation:

- MSE Funding Program : Rp18.2 Billion
- Non-MSE Funding Program: Rp25.1 Billion

## 3. Agenda Item 3

Approval and Ratification of the Management Contract (*Key Performance Indicators*) between the Board of Directors and the Board of Commissioners with Shareholders for 2022.

Resolution:

To approve and ratify the Management Contract (*Key Performance Indicators*) between the Board of Directors and the Board of Commissioners with the Shareholders for 2022 as detailed in Appendix I to the Meeting Minutes.

## 4. Agenda Item 4

Approval and Ratification of the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and shareholders for 2022.

Resolution:

To approve and ratify the Management Contract (*Key Performance Indicators*) between the Board of Commissioners and the shareholders for 2022, as detailed in Appendix II to the Meeting Minutes.

## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

### 5. Agenda Kelima

Penetapan Indikator Aspek Operasional untuk Pengukuran Tingkat Kesehatan Perusahaan tahun 2022.

Keputusan:

Menetapkan Indikator Aspek Operasional untuk pengukuran Tingkat Kesehatan Perusahaan tahun 2022 sebagai berikut:

### 5. Agenda Item 5

Determination of Operational Aspect Indicators for the Company's Soundness Level Assessment in 2022.

Resolution:

To determine the Operational Aspect Indicators for the Company's Soundness Level Assessment in 2022, as follows:

No.	Kriteria Criteria	Bobot (%) Weight	Satuan Unit	Target 2022	
				Nilai Value	Skor Score
<b>B. Aspek Operasional</b> Operational Aspect					
1.	Customer Satisfaction Index (CSI)	15	Skala Likert (1-5) Likert Scale (1-5)	4,61	15
2.	Tingkat Pelayanan Service Level				
	a. Pemeriksaan Security di Terminal Security Check in Terminal				
	i. Kondisi Normal Normal Condition	2,5	Menit Minute	00.03.00	2,5
	ii. Kondisi Khusus Special Condition	2,5	Menit Minute	00.08.00	2,5
	b. Fasilitas Umum Public Facility				
	1) Kebersihan Bandara Airport Cleanliness	2,5	Skala Likert (1-5) Likert Scale (1-5)	4,65	2,5
	2) Tingkat Kesejukan Ruangan Room Temperature	2,5	%	95	2,5
3.	Pengembangan Fasilitas dan Investasi Facility Development and Investment				
	a. Pencapaian tingkat daya serap program Achievement Rate of Absorptive Capacity of the Program	5	%	100	5
	b. Pencapaian fisik investasi Physical achievement of investment	5	%	60	5
<b>Jumlah Bobot</b> Total Weight					<b>35</b>

### 6. Agenda Keenam

Persetujuan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.

Keputusan:

### 6. Agenda Item 6

Approval on the delegation of authority to the Board of Commissioners to provide approval in the event of actions resulting in changes to the allocation of investment budget by a maximum of 10% of each investment item as long as it does not change total investment value.

Resolution:

## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

Menetapkan pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% (sepuluh persen) dari nilai masing-masing program investasi sepanjang tidak mengubah total nilai investasi.

### 7. Agenda Ketujuh

Persetujuan Perubahan Anggaran Dasar Perseroan sesuai dengan Peraturan Badan Pusat Statistik Nomor 2 Tahun 2020 dengan Peraturan OJK Nomor 33/POJK.04/3014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik.

Keputusan:

Menetapkan Perubahan Anggaran dasar Perseroan sesuai dengan Peraturan Badan Pusat Statistik Nomor 2 Tahun 2020 dengan Peraturan OJK Nomor 33/POJK.04/3014 tentang Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik, yaitu mengubah ketentuan Anggaran Dasar pada:

- Pasal 3 tentang Maksud dan Tujuan
- Pasal 10 tentang Direksi
- Pasal 11 tentang Tugas, Wewenang dan Kewajiban Direksi
- Pasal 12 tentang Rapat Direksi
- Pasal 14 tentang Dewan Komisaris
- Pasal 15 tentang Tugas, Wewenang dan Kewajiban Dewan Komisaris
- Pasal 16 tentang Rapat Dewan Komisaris

Sehingga menjadi berbunyi sebagaimana tersebut dalam Lampiran III Risalah Rapat dan memberi kuasa kepada Direksi PT Angkasa Pura I dengan hak substitusi untuk menuangkan dan menyatakan segala sesuatu yang diputuskan dalam Risalah Rapat, termasuk menyusun dan menyatakan kembali seluruh Anggaran Dasar dalam bentuk akta Notaris serta menghadap Notaris atau pejabat yang berwenang lainnya, dan melakukan penyesuaian atau perbaikan-perbaikan yang diperlukan apabila dipersyaratkan oleh pihak yang berwenang untuk keperluan pelaksanaan isi keputusan dalam Risalah Rapat.

To approve the delegation of authority to the Board of Commissioners to provide approval in the event of actions resulting in changes to the allocation of investment budget by a maximum of 10% of each investment item as long as it does not change total investment value.

### 7. Agenda Item 7

Approval of Amendments to the Company's Articles of Association in accordance with Financial Services Authority (FAS) Regulation No. 2 of 2020 with FAS Regulation No. 33/POJK.04/3014 on Board of Directors and Board of Commissioners of Issuers or Public Companies.

Resolution:

To make Amendments to the Company's Articles of Association in accordance with Financial Services Authority (FAS) Regulation No. 2 of 2020 with FAS Regulation No. 33/POJK.04/3014 on Board of Directors and Board of Commissioners of Issuers or Public Companies, including the following amendments to the provisions of the Articles of Association:

- Article 3 on Purpose and Objectives
- Article 10 on the Board of Directors
- Article 11 on the Duties, Authorities and Responsibilities of the Board of Directors
- Article 12 on the Board of Directors Meeting
- Article 14 on the Board of Commissioners
- Article 15 on the Duties, Authorities and Responsibilities of the Board of Commissioners
- Article 16 on the Board of Commissioners Meeting

As specified in Appendix III to the Meeting Minutes and delegate authority to the Company's Board of Directors, with the right of substitution, to set forth and state all matters decided in the Meeting Minutes, including compiling and restating the entire Articles of Association in the form of a Notarial deed drawn up before a Notary or other authorized official, and making any necessary adjustments or improvements if required by the authorized party for the purpose of implementing the contents of the decision in the Meeting Minutes.



## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

### 8. Agenda Kedelapan

Persetujuan Batasan Pelimpahan Kewenangan Kerja Sama dengan Mitra Usaha.

Keputusan:

Keputusan atas usulan perubahan batasan atau *threshold* atas tindakan Direksi berdasarkan Anggaran Dasar, termasuk batasan atau *threshold* untuk melakukan kerja sama dengan mitra usaha akan ditetapkan dalam keputusan RUPS tersendiri.

### Arahan RUPS RKAP Tahun Buku 2022

Dalam menjalankan RKAP dan RKA-TJSL tahun 2022 tersebut, Direksi dan Dewan Komisaris diminta memperhatikan hal-hal sebagai berikut:

### 8. Agenda Item 8

Approval of the Threshold of Delegation of Authority for Cooperation with Business Partners.

Resolution:

The resolution on the proposed amendment to the threshold of the Board of Directors' act based on the Articles of Association, including the threshold to conduct cooperation with business partners, will be specified in a separate GMS resolution.

### GMS DIRECTIVES ON THE COMPANY WORK PLAN AND BUDGET FOR FISCAL YEAR 2022

In carrying out the Company Work Plan and Budget (CWPB) and the Work Plan and Budget for Environmental and Social Responsibility Program (WPB-CSR) for 2022, the Board of Directors and Board of Commissioners shall take into account the following issues:

No.	Arahan Directions	Tindak Lanjut Follow-Up
1.	<p>Buku Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) tahun 2022 yang telah disetujui RUPS merupakan bagian yang tidak terpisahkan dari Risalah Rapat.</p> <p>The Company Work Plan and Budget (CWPB) and the Work Plan and Budget for Social and Environmental Responsibility (WPB-CSR) for 2022, as approved by the GMS, shall be included in the minutes of the GMS resolutions.</p>	<p>Direksi PT Angkasa Pura I telah menyampaikan laporan secara berkala kepada pemegang saham secara tepat waktu atas realisasi tahun 2022 melalui portal BUMN sesuai dengan ketentuan yang dipersyaratkan oleh pemegang saham.</p> <p>The Board of Directors of PT Angkasa Pura I has submitted periodic reports to shareholders on the realization in 2022 in a timely manner through the SOE portal in accordance with the provisions required by shareholders.</p>
2.	<p>Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun Buku 2022 yang disahkan merupakan pedoman kerja dalam pengelolaan perusahaan oleh Direksi dan sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. Selanjutnya Direksi dan Dewan Komisaris secara tepat waktu atas pelaksanaan RKAP tahun 2022, yang meliputi laporan triwulanan, laporan semesteran dan laporan berkala lainnya sesuai dengan ketentuan yang berlaku.</p> <p>The ratified Company Work Plan and Budget (CWPB) for fiscal year 2022 serves as a work guideline for the Board of Directors' management of the Company, as well as monitoring and supervision tool for the Board of Commissioners. Furthermore, the Board of Directors and the Board of Commissioners must report on the implementation of the CWPB 2022 in a timely manner, which includes quarterly reports, semester reports, and other periodic reports in accordance with applicable regulations.</p>	<p>Direksi PT Angkasa Pura I telah menyampaikan laporan secara berkala kepada Pemegang Saham secara tepat waktu atas realisasi tahun 2022 melalui portal BUMN sesuai dengan ketentuan yang dipersyaratkan oleh pemegang saham.</p> <p>The Board of Directors of PT Angkasa Pura I has submitted periodic reports to shareholders on the realization in 2022 in a timely manner through the SOE portal in accordance with the provisions required by shareholders.</p>

## RAPAT UMUM PEMEGANG SAHAM

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No.	Arahan Directions	Tindak Lanjut Follow-Up
3.	<p>Hal-hal yang bersifat persetujuan dalam keputusan RUPS ini tidak mengurangi kewajiban Direksi dan Dewan Komisaris untuk melaksanakan rencana kerja secara efektif dengan biaya yang efisien serta selalu bersikap hati-hati, beritikad baik, berdasarkan kewajaran serta penuh rasa tanggung jawab untuk kepentingan perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.</p>	<p>Direksi dan Dewan Komisaris PT Angkasa Pura I telah melaksanakan rencana kerja secara efektif dan dengan biaya yang efisien serta selalu bersikap hati-hati, beritikad baik, berdasarkan kewajaran serta penuh rasa tanggung jawab untuk kepentingan perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.</p>
	<p>The approval matters in the GMS resolution do not relieve the Board of Directors and the Board of Commissioners of their duties to implement the work plan effectively and at an efficient cost, and to always act with prudent, in good faith, based on fairness, and with a full sense of responsibility for the Company's interests in accordance with applicable procedures and regulations.</p>	<p>PT Angkasa Pura I's Board of Directors and Board of Commissioners carried out the work plan effectively and at an efficient cost, and always acted with prudent, in good faith, based on fairness and full sense of responsibility for the Company's interests in accordance with the procedures and applicable provisions.</p>
4.	<p>Dalam rangka pengembangan bisnis dan peningkatan nilai/<i>value</i> perusahaan: In order to develop the business and increase the company's value:</p> <p>a. Mempertimbangkan kondisi perkembangan industri saat ini akibat pandemi Covid-19 yang belum sepenuhnya pulih, Direksi diminta agar melakukan upaya untuk meningkatkan kerja sama dengan para pelaku industri pariwisata, Pemerintah Daerah, dan UMKM dalam rangka meningkatkan trafik penerbangan dan jumlah wisatawan, baik wisatawan domestik maupun wisatawan mancanegara, guna mendukung pemulihan dan pengembangan pariwisata nasional. Considering the current state of industrial development due to the ongoing Covid-19 pandemic, the Board of Directors shall make efforts to increase cooperation with tourism industry players, local governments, and MSMEs in order to increase flight traffic and the number of domestic and foreign tourists to support the recovery and development of national tourism.</p> <p>b. Pemegang saham meminta agar Direksi melakukan <i>strategic alignment</i> dan inovasi pada sektor pendapatan aviasi untuk meningkatkan kualitas pendapatan, <i>revenue margin</i> dan termasuk jumlah kolektivitas pendapatan. Shareholders requested the Board of Directors to conduct Strategic Alignment and innovation in the Aviation revenue sector to improve revenue quality, Revenue Margin, and revenue collectability.</p> <p>c. Melakukan kolaborasi untuk memperbaiki model bisnis pendapatan yang berdampak pada <i>revenue</i> dan <i>cost optimization</i> antara lain penyusunan kebijakan komersial secara tegas sehingga dapat meningkatkan kualitas pendapatan dengan memperhatikan PSAK 71 dan 73, perpajakan dan dampak lainnya. Collaborating to improve the revenue business model, which has an impact on revenue and cost optimization, including establishing clear commercial policies to improve revenue quality by taking into account PSAK 71 and 73, taxation, and other impacts.</p>	<p>a. Dalam rangka mendukung percepatan pemulihan dan pengembangan pariwisata, PT Angkasa Pura I telah merealisasikan upaya meliputi: PT Angkasa Pura I has made efforts to support the acceleration of tourism recovery and development, including:</p> <ol style="list-style-type: none"> <li>Melakukan kunjungan ke kantor pusat mitra-mitra maskapai untuk berdiskusi mengenai strategi <i>recovery</i> pasca pandemi, peluang-peluang rute penerbangan yang dapat dioperasikan, dan potensi kolaborasi lainnya; Visiting airline partners' headquarters to discuss post-pandemic recovery strategies, potential flight routes, and other potential collaborations;</li> <li>Membangun komunikasi yang intensif dengan Kementerian Perhubungan terkait regulasi dan rencana kebijakan atau peraturan penerbangan baik saat pandemi Covid-19 maupun pasca pandemi. Selain itu, PT Angkasa Pura I membangun manajemen relasi yang intensif dengan asosiasi maskapai Indonesia National Air Carriers Association (INACA) dan Board of Airline Representatives in Indonesia (BARINDO); Building intensive communication with the Ministry of Transportation regarding regulations and policy plans, as well as aviation regulations both during and after the Covid-19 pandemic. Furthermore, PT Angkasa Pura I collaborated with the Indonesia National Air Carriers Association (INACA) and the Board of Airline Representatives Indonesia (BARINDO).</li> <li>Mendukung reaktivasi penerbangan internasional di Bandara I Gusti Ngurah Rai Bali dengan meluncurkan insentif berupa diskon <i>landing fee</i> untuk penerbangan internasional pada periode 14 Oktober 2021 hingga 30 Juni 2022; Supporting the reactivation of international flights at I Gusti Ngurah Rai Airport Bali by launching incentives in the form of landing fee discounts for international flights from October 14, 2021 to June 30, 2022;</li> <li>Penyusunan pedoman pelaksanaan jasa aeronautika untuk standardisasi di seluruh bandara yang dikelola PT Angkasa Pura I; Preparing guidelines for the implementation of aeronautical services for standardization at all airports managed by PT Angkasa Pura I;</li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
d.	<p>Pemegang saham meminta agar perusahaan melakukan evaluasi kajian internal dalam optimalisasi dan penyeragaman pada portofolio bisnis anak perusahaan dan atau afiliasi guna meningkatkan <i>value creation</i>.</p> <p>Shareholders requested the Company to conduct an internal review evaluation in optimizing and aligning the business portfolio of subsidiaries and/or affiliates in order to increase value creation.</p>	<p>5. Dalam rangka mendukung program pemerintah untuk meningkatkan kegiatan usaha UMKM serta meningkatkan ekonomi masyarakat sekitar bandara, PT Angkasa Pura I berkolaborasi dengan Dinas Koperasi dan UKM serta anggota <i>holding</i> lainnya untuk menyediakan lokasi usaha bagi pelaku UMKM di bandara. Selain itu, PT Angkasa Pura I juga mendorong percepatan pembangunan infrastruktur pendukung pemulihan dan pengembangan pariwisata nasional melalui pengembangan bandar udara, penyediaan <i>airport hotel</i>, dan lainnya.</p> <p>Collaborating with the Cooperatives Department, SMEs and other holding members to provide business sites for MSME players at the airports in order to support government programs to increase MSME business activities and improve the economy of communities in the vicinity of the airports. Furthermore, PT Angkasa Pura I encouraged the acceleration of infrastructure development to support the recovery and development of national tourism through airport development, airport hotel provision, and other means.</p>
e.	<p>Meningkatkan dan memaksimalkan kinerja grup perusahaan melalui kebijakan strategis secara menyeluruh sehingga tidak menimbulkan perbedaan dalam implementasinya baik kaitan induk dan anak, maupun antar anak serta cucu perusahaan.</p> <p>Improving and accelerating the Company Group performance through a comprehensive strategic policy that avoids disparities in implementation, between parent and subsidiaries, and between subsidiaries and second tier subsidiaries.</p>	
f.	<p>Direksi diminta untuk dapat melakukan kolaborasi sesama anggota <i>holding</i> untuk meningkatkan pendapatan dengan sinergi dalam hal antara lain <i>joint promotion sales synergy</i> dan sinergi lainnya.</p> <p>The Board of Directors shall collaborate with fellow holding members to increase revenue through SOE synergies, including joint promotion, sales synergy and other synergies.</p>	
g.	<p>Pemegang saham mendukung untuk senantiasa melakukan sinergi BUMN anggota <i>holding</i> dengan selalu berprinsip <i>mutual benefit</i> dalam <i>value creation</i> dan tetap taat pada prinsip-prinsip <i>good corporate governance</i> (GCG) antara lain implementasi <i>shared services</i> dan <i>center of excellence</i> sesuai dengan kompetensi inti berdasarkan kesepakatan anggota <i>holding</i>.</p> <p>Shareholders contribute to the synergy of SOE holding members through compliance to the principle of mutual benefit in value creation and the principles of Good Corporate Governance (GCG), including the implementation of shared services and center of excellence in accordance with core competencies based on the agreement of holding members.</p>	
h.	<p>Pemegang saham meminta agar Direksi untuk selalu memperhatikan aspek <i>Environmental, Social and Governance</i> (ESG) yang merupakan landasan tata kelola terintegrasi yang berkesinambungan dalam setiap program kerja dan investasi yang dilaksanakan.</p> <p>Shareholders requested the Board of Directors to always take into account to Environmental, Social and Governance (ESG) aspects as the foundation of sustainable integrated governance in all work programs and investments.</p>	
b.	<p>PT Angkasa Pura I melakukan <i>strategic alignment</i> dan inovasi pada sektor pendapatan aviasi, meliputi:</p> <p>PT Angkasa Pura I carried out strategic alignment and innovation in the aviation revenue sector, including:</p>	
	<p>1. Implementasi penyesuaian tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) di 13 bandara antara lain Bandara El Tari Kupang, Bandara Pattimura Ambon, Bandara Frans Kaisiepo Biak, Bandara Sentani Jayapura, Bandara Sam Ratulangi Manado, Bandara Zainuddin Abdul Madjid Lombok, Bandara Sultan Hasanuddin Makassar, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Syamsudin Noor Banjarmasin, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, Bandara Adisutjipto Yogyakarta, dan Bandara Juanda Surabaya; Implementasi of Passenger Service Charge (PJP2U) tariff adjustments at 13 airports including El Tari Airport Kupang, Pattimura Airport Ambon, Frans Kaisiepo Airport Biak, Sentani Airport Jayapura, Sam Ratulangi Airport Manado, Zainuddin Abdul Madjid Airport Lombok, Sultan Hasanuddin Airport Makassar, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Syamsudin Noor Airport Banjarmasin, Jenderal Ahmad Yani Airport Semarang, Adi Soemarmo Airport Solo, Adisutjipto Airport Yogyakarta, and Juanda Airport Surabaya;</p>	
	<p>2. Proses evaluasi perpanjangan kontrak <i>PSC on Ticket</i> dengan perusahaan maskapai mempertimbangkan kondisi operasional terkini dan <i>PSC Collection Performance</i>;</p> <p>The process of evaluating the extension of PSC on Ticket contract with airline companies takes into account the most recent operational conditions and PSC Collection Performance;</p>	

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No.	Arahan Directions	Tindak Lanjut Follow-Up
i.	<p>Direksi agar menindaklanjuti semua temuan dan saran auditor eksternal yakni Badan Pemeriksa Keuangan Republik Indonesia BPK-RI dan/atau Kantor Akuntan Publik (KAP) serta menyelesaikannya dan memaksimalkan fungsi Internal Auditor perusahaan dengan <i>good corporate governance</i> (GCG). The Board of Directors must follow up on all findings and recommendations made by external auditors, namely the Audit Board of the Republic of Indonesia (BPK-RI) and/or the Public Accounting Firm (PAF), and resolve the findings in order to maximize the company's Internal Auditor function through Good Corporate Governance (GCG).</p>	<p>3. Implementasi penyesuaian tarif jasa pelayanan <i>General Aviation Terminal</i> (GAT) Bandara I Gusti Ngurah Rai Bali dengan mempertimbangkan peningkatan infrastruktur (investasi) yang telah dilaksanakan; Implementation of General Aviation Terminal (GAT) service tariff adjustment at I Gusti Ngurah Rai Airport Bali by taking into account the infrastructure improvement (investment) that has been completed;</p> <p>4. Standardisasi pengenaan tarif ext/adv dan penetapan tarif ext/adv oleh Direksi PT Angkasa Pura I untuk aktivitas penerbangan di luar jam operasi di seluruh Kantor Cabang PT Angkasa Pura I; Standardization of ext/adv tariffs and determination of ext/adv tariffs by PT Angkasa Pura I Directors for flight activities outside of operating hours at all PT Angkasa Pura I Branch Offices;</p> <p>5. PT Angkasa Pura I telah melakukan kolaborasi untuk memperbaiki model bisnis pendapatan yang berdampak pada <i>revenue</i> dan <i>cost optimization</i>, diantaranya melakukan pengakuan pendapatan sesuai masa jasanya berdasarkan proforma <i>invoice</i> ketika ada keterlambatan dalam penyusunan perjanjian. PT Angkasa Pura I has collaborated to improve the revenue business model, which has an impact on revenue and cost optimization, such as recognizing revenue according to the service period based on proforma invoices when the agreement is delayed.</p>
c.		<p>PT Angkasa Pura I memastikan optimasi model bisnis untuk dapat adaptif dengan peraturan pemerintah. Peningkatan kinerja dari segmen usaha aeronautika diupayakan melalui usulan penyesuaian tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) dengan sudah mempertimbangkan perubahan PPN dari 10% menjadi PPN 11% serta mempersiapkan potensi atas rencana kenaikan lebih lanjut untuk PPN menjadi 12%. Untuk itu, usulan tarif PJP2U yang direkomendasikan oleh Kementerian Perhubungan sudah terhitung tidak termasuk PPN. PT Angkasa Pura I ensures business model optimization in order to be compliant with government regulations. Improved performance of the aeronautical business segment is sought through the proposed adjustment of Passenger Service Charge (PJP2U) tariffs by considering VAT changes from 10% to 11% VAT and preparing for the possibility of additional planned VAT increases to 12%. For this reason, the Ministry of Transportation's proposed PJP2U tariff is calculated excluding VAT.</p>
d.		<p>PT Angkasa Pura I telah melakukan evaluasi kajian internal dalam optimalisasi dan penyalarsan portofolio bisnis anak perusahaan dan atau afiliasi guna meningkatkan <i>value creation</i>. PT Angkasa Pura I evaluated internal studies to increase value creation by optimizing and aligning the business portfolios of subsidiaries and/or affiliates.</p>

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General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>e. PT Angkasa Pura I telah meningkatkan dan memaksimalkan kinerja grup perusahaan melalui kebijakan strategis secara menyeluruh sehingga tidak menimbulkan perbedaan dalam implementasinya baik kaitannya induk dan anak maupun antar anak serta cucu perusahaan. PT Angkasa Pura I improved and maximized the company group performance by implementing a comprehensive strategic policy that avoids disparities in implementation between the company's parent and subsidiaries, as well as between subsidiaries and second-tier subsidiaries.</p> <p>f. Perusahaan telah melakukan kolaborasi dengan anggota <i>holding</i> lainnya, sebagai berikut: The company collaborated with the following other holding members:</p> <ol style="list-style-type: none"> <li>1. <i>Joint promotion and publication</i> pada kegiatan <i>sponsorship event</i> MOTOGP tahun 2022 serta kerja sama pengelolaan gerai UMKM di Bandara PT Angkasa Pura I dengan Sarinah; Joint promotion and publication in the sponsorship of the MOTOGP event in 2022, as well as collaboration with Sarinah in managing MSME outlets at PT Angkasa Pura I Airport;</li> <li>2. Pelaksanaan pelatihan dan pengembangan bagi pegawai sebagai upaya membentuk pegawai menjadi insan profesional yang berkepribadian luhur sesuai visi dan misi perusahaan. Implementation of employee training and development in an effort to mold employees into professional individuals with noble personalities in accordance with the company's vision and mission.</li> </ol> <p>g. Dalam meningkatkan kualitas implementasi GCG setiap tahunnya, PT Angkasa Pura I melakukan kegiatan asesmen terhadap kecukupan implementasi GCG sesuai ketentuan yang berlaku. Pada tahun 2022 telah dilaksanakan kegiatan <i>Self Assessment</i> GCG terhadap seluruh aspek yang menjadi penilaian GCG dan memperoleh hasil penilaian sebesar 96,21 dengan predikat "Sangat Baik". PT Angkasa Pura I conducts assessment activities on the adequacy of GCG implementation in accordance with applicable regulations every year to improve the quality of GCG implementation. In 2022, GCG Self Assessment activities were carried out on all aspects of GCG assessment, yielding an assessment result of 96.21 with the predicate "Very Good."</p> <p>h. Program kerja pada aspek <i>Environmental, Social and Governance</i> (ESG) telah dilaksanakan oleh perusahaan. Hal tersebut terlihat pada Laporan Keberlanjutan yang disusun setiap tahun. Saat ini PT Angkasa Pura I sedang menyusun pedoman terkait keberlanjutan, yang bertujuan agar pelaksanaan aspek ESG perusahaan secara holistik dapat berjalan lebih terarah. The company implemented Environmental, Social, and Governance (ESG) work program as seen in the annual Sustainability Report. PT Angkasa Pura I is currently developing sustainability guidelines in order to focus the company's implementation of ESG aspects in a comprehensive manner.</p>



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General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>i. Atas temuan Laporan Hasil Pemeriksaan BPK RI sampai dengan tahun 2022, saldo temuan Laporan Hasil Pemeriksaan BPK RI sampai dengan 31 Desember 2022 adalah sebagai berikut:</p> <ul style="list-style-type: none"> <li>- Jumlah Rekomendasi: 155 temuan</li> <li>- Tuntas: 87 temuan</li> <li>- Usul Tuntas: 41 temuan</li> <li>- Saldo temuan: 27 temuan</li> </ul> <p>Sedangkan temuan KAP atas tahun audit 2021 adalah sebagai berikut :</p> <ul style="list-style-type: none"> <li>- Jumlah Rekomendasi: 23 temuan</li> <li>- Tuntas: 13 temuan</li> <li>- Saldo temuan: 10 temuan</li> </ul> <p>Based on the findings of the Audit Board (BPK) RI's Audit Report as of 2022, the balance of findings of the Audit Board (BPK) RI's Audit Report as of December 31, 2022 is as follows:</p> <ul style="list-style-type: none"> <li>- Total Recommendations: 155 findings</li> <li>- Completed: 87 findings</li> <li>- Proposed Completion: 41 findings</li> <li>- Balance of findings: 27 findings</li> </ul> <p>Meanwhile, the Public Accounting Firm's findings for audit in 2021 are as follows:</p> <ul style="list-style-type: none"> <li>- Total Recommendations: 23 findings</li> <li>- Completed: 13 findings</li> <li>- Balance of findings: 10 findings</li> </ul>
5.	<p>Dalam rangka peningkatan pelayanan dan operasional perusahaan: In order to improve the Company's services and operations:</p> <p>a. Direksi agar memaksimalkan kegiatan operasional dapat berjalan dengan baik untuk memastikan target pendapatan dalam RKAP 2022 yang merupakan target minimal. The Board of Directors must ensure smooth implementation of operational activities in order to meet the minimum revenue target in the 2022 CWPB.</p>	<p>PT Angkasa Pura I melaksanakan program sebagai berikut: PT Angkasa Pura I conducted the following programs:</p> <ol style="list-style-type: none"> <li>1. Transformasi <i>business turnaround</i> melalui <i>operational excellence</i> dengan konsep/metode operasional Manajemen Operasi Berbasis Trafik (MOT). MOT tersebut merupakan metode operasional yang ditetapkan sebagai tindak lanjut dari restrukturisasi operasional melalui <i>business turnaround</i> yang merupakan perangkat untuk memetakan skema operasional melalui konfigurasi data untuk menentukan kebutuhan operasi dari total sumber daya yang dimiliki sesuai dengan regulasi yang berlaku; Carry out business turnaround transformation through operational excellence using the concept/operational method of Traffic Based Operations Management (MOT). MOT is an operational method developed as a follow-up to operational restructuring through business turnaround, and it is a tool for mapping operational schemes through data configuration to determine the operating needs of total resources owned in accordance with applicable regulations.</li> <li>2. Membangun komunikasi yang intensif dengan mitra maskapai untuk menyampaikan kondisi bandara diantaranya jam operasional, kondisi <i>runway</i>, ketersediaan <i>apron</i> untuk <i>remain over night</i> (RON), dan lain-lain sehingga dapat diselaraskan dengan perencanaan penerbangan maskapai; Improve communication with airline partners to communicate airport conditions, such as operating hours, runway conditions, apron availability for Remain Overnight (RON) to align with airline flight planning.</li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>3. Memastikan target pendapatan minimal dalam RKAP 2022 dapat tercapai melalui pemetaan potensi pendapatan baik dalam lingkup RKAP maupun di luar RKAP dalam program <i>revenue enhancement</i> yang dimonitor secara periodik; Ensure that the minimum revenue target in the 2022 CWPB can be met by mapping revenue potential both within and outside the CWPB scope in a revenue enhancement program monitored on a regular basis.</p> <p>4. Melakukan pemantauan terhadap kinerja Direksi anak perusahaan agar melakukan upaya maksimal untuk memastikan target pendapatan minimal dalam RKAP 2022 dapat tercapai melalui pemetaan potensi pendapatan baik dalam lingkup RKAP maupun di luar RKAP dan/atau memaksimalkan pendapatan non berelasi. Monitor the performance of subsidiaries' Boards of Directors to ensure that the minimum revenue target in the 2022 CWPB is met by mapping revenue potential both within and outside the CWPB scope and/or maximizing non-related income.</p>
b.	<p>Dalam menjalankan kegiatan operasional bandara agar tetap memperhatikan efisiensi anggaran biaya yang merupakan target maksimal dalam RKAP 2022. In carrying out airport operational activities, the Board of Directors is required to take into account budget efficiency, which is the maximum target in the 2022 CWPB</p>	<p>Dalam menjalankan kegiatan operasional bandara, PT Angkasa Pura I melakukan efisiensi anggaran melalui langkah-langkah sebagai berikut: In carrying out airport operational activities, PT Angkasa Pura I achieved budget efficiency by taking the following steps:</p> <ol style="list-style-type: none"> <li>1. Melaksanakan optimalisasi pelaksanaan pemeliharaan rutin berbasis kebutuhan riil di lapangan, serta mengurangi frekuensi pelaksanaan pemeliharaan, misalnya pemotongan rumput dan pembersihan <i>rubber deposit</i> sesuai dengan frekuensi minimal dan hasil asesmen menggunakan dasar panduan pemeliharaan fasilitas sisi udara yang tertuang pada peraturan Direksi Nomor KEP.DU.037.OM.09.2022 tentang Pedoman Pemeliharaan Rutin Fasilitas Sisi Udara; Optimizing routine maintenance implementation based on the real needs in the field, and reducing the frequency of maintenance implementation, such as grass cutting and rubber deposit cleaning in accordance with the minimum frequency and assessment results using the basic maintenance guidelines for airside facilities as set forth in the Board of Directors Regulation No. KEP. DU.037.OM.09.2022 on Guidelines for Routine Maintenance of Airside Facilities;</li> <li>2. Optimalisasi penggunaan peralatan di lingkungan bandara serta peralatan yang dapat dilakukan pengendalian pada beban utilitas; Optimizing the use of airport equipment and equipment that can be controlled on utility loads;</li> <li>3. Optimalisasi pemanfaatan aset sehingga dapat menekan investasi peralatan baru; Optimizing asset utilization in order to reduce investment in new equipment;</li> <li>4. Optimalisasi penggunaan beban sewa; Optimizing the use of rental expenses;</li> <li>5. Pelaksanaan rekrutmen pengganti pensiun sejumlah 20% yaitu sebanyak 14 pegawai baru dari 62 pegawai pensiun dengan tetap berupaya memenuhi kebutuhan pegawai melalui metode <i>cross function</i> dalam mutasi pegawai;</li> </ol>

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General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>Implementation of 20% retirement replacement recruitment, namely 14 new employees from 62 retired employees, while still attempting to meet employee needs through the cross function method in employee mutations;</p> <p>6. Dari total 152 pelatihan, 76,3% pelatihan dilaksanakan secara daring serta optimalisasi penggunaan <i>Learning Management System</i> (LMS) tanpa mengurangi kualitas materi, modul, pengajar, dan penyelenggaraan pelatihan; Of the total 152 trainings, 76.3% were conducted online and optimizing the use of Learning Management System (LMS) without compromising the quality of materials, modules, instructors, and training implementation;</p> <p>7. Program <i>Cost Leadership</i> tanpa mengurangi tingkat pelayanan (<i>Level of Service</i> dan <i>Customer Satisfaction Index</i>) dan keamanan penerbangan melalui program optimalisasi sewa peralatan <i>x-ray</i> serta efisiensi sewa jaringan VPN-IP (WAN 2). Cost Leadership program without compromising Level of Service and Customer Satisfaction Index, and flight security through x-ray device rental optimization and VPN-IP network rental efficiency (WAN 2).</p>
c.	<p>Direksi diminta agar mengupayakan peningkatan pendapatan dan pengendalian beban di semua lini usaha dengan tetap fokus pada aspek keselamatan dan peningkatan kualitas pelayanan. The Board of Directors shall strive to increase revenue and control expenses across all business lines while maintaining focus on safety aspects and improving the service quality</p>	<p>PT Angkasa Pura I berupaya meningkatkan pendapatan melalui program transformasi dengan pendekatan 4 (empat) aspek utama yaitu <i>Business Turnaround</i>, <i>Organization &amp; Culture</i>, <i>Financial Restructuring</i> dan <i>Digitalization</i> yang direalisasikan melalui langkah sebagai berikut:</p> <p>PT Angkasa Pura I sought to increase revenue through a transformation strategy with an emphasis on 4 (four) major aspects: Business Turnaround, Organization and Culture, Financial Restructuring, and Digitalization, accomplished through the following steps:</p> <ol style="list-style-type: none"> <li>1. Memastikan terlaksananya implementasi Manajemen Operasi Berbasis Trafik di bandara yang dikelola PT Angkasa Pura I; Ensure the implementation of Traffic-based Operations Management at airports managed by Angkasa Pura I;</li> <li>2. Melakukan perencanaan bandar udara dalam bentuk rencana induk bandara (<i>master plan</i>) yang ramah lingkungan dan dilengkapi dengan dokumen Kawasan Keselamatan Operasional Penerbangan (KKOP); Conduct airport planning in the form of an eco airport master plan, including the Aviation Operations Safety Zone (KKOP) documents;</li> <li>3. Melaksanakan optimalisasi pelaksanaan pemeliharaan rutin sisi udara dan terminal berbasis kebutuhan riil di lapangan, baik dengan cara adendum kontrak (pekerjaan kurang) ataupun pengalihan ke metode swakelola; Optimize the implementation of routine airside and terminal maintenance based on the real needs in the field, either through a contract addendum (Change Contract Order) or a switch to self-management;</li> <li>4. Menyusun panduan pemeliharaan fasilitas sisi udara yang tertuang pada peraturan direksi nomor KEP.DU.037.OM.09.2022 tentang Pedoman Pemeliharaan Rutin Fasilitas Sisi Udara yang pelaksanaannya didasarkan pada frekuensi minimal dan asesmen rutin;</li> </ol>

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		<p>Develop guidelines for the maintenance of airside facilities as specified in The Board of Directors Regulation No. KEP. DU.037.OM.09.2022 on Guidelines for Routine Maintenance of Airside Facilities, with implementation based on minimum frequency and routine assessment;</p> <p>5. Optimalisasi penggunaan peralatan di lingkungan bandara (optimalisasi penggunaan sistem penerangan dan tata udara) sehingga dapat dilakukan pengendalian pada beban utilitas; Optimize the use of airport equipment (such as lighting and air conditioning systems) in order to control utility loads;</p> <p>6. Pelaksanaan rekrutmen pengganti pensiun sejumlah 20% yaitu sebanyak 14 pegawai baru dari 62 pegawai pensiun dengan tetap berupaya memenuhi kebutuhan pegawai melalui metode <i>cross function</i> dalam mutasi pegawai; Implementation of 20% retirement replacement recruitment, namely 14 new employees from 62 retired employees, while still attempting to meet employee needs through the cross function method in employee mutations;</p> <p>7. Melaksanakan pelatihan dan pengembangan untuk pemenuhan kompetensi bagi pegawai operasional khususnya dalam bentuk pelatihan mandatori yang dipersyaratkan dalam PM Perhubungan RI Dirjen Perhubungan Udara, dan pelatihan non mandatori untuk seluruh pegawai dalam bentuk pelatihan pengkayaan, dalam rangka peningkatan pengetahuan terkait keselamatan, keamanan, dan kualitas pelayanan; Carry out training and development to fulfill competencies for operational employees, particularly mandatory training required by the Directorate General of Civil Aviation of the Republic of Indonesia, and non-mandatory enrichment training for all employees in order to increase knowledge related to safety, security, and service quality;</p> <p>8. Meningkatkan kualitas pelayanan melalui program berbasis teknologi sebagai berikut: a. Pembaruan sistem <i>Common Use Check In System</i> (CUCS) pada terminal domestik di 15 bandara. b. Pengelolaan monetisasi wifi bandara. c. Perbaikan <i>autogate system</i> guna mendukung pelaksanaan G20 di Bali. Improve service quality by implementing the following technology-based programs: a. Update of the Common Use Check In System (CUCS) at domestic terminals at 15 airports. b. Airport wifi monetization management c. Improvements to the autogate system to assist with the implementation of the G20 Summit in Bali</p> <p>9. Membangun komunikasi yang intensif dengan mitra maskapai untuk menyampaikan kondisi operasional bandara sehingga pilihan tipe pesawat yang digunakan oleh maskapai dapat sesuai dengan standard-standard operasional yang ditetapkan; Improve intensive communication with airline partners to communicate airport operational conditions so that airline aircraft types used can meet established operational standards;</p>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>10. Peningkatan kualitas pelayanan bandara melalui penyesuaian <i>look and feel</i> bandara yang mendorong penumpang untuk berbelanja di bandara; Improve airport service quality through airport look and feel adjustments that encourage passengers to shop at the airports;</p> <p>11. Optimalisasi aset <i>idle</i> serta peningkatan peran dan kontribusi anak perusahaan; Optimize idle assets and increase the role and contribution of subsidiaries;</p> <p>12. Peningkatan pendapatan melalui hasil penjualan lelang aset, kompensasi pengembalian <i>market visit</i> kegiatan asuransi, dan lain-lain. Increased revenue from asset auctions, compensation for return of market visit insurance activities, and other activities.</p>
d.	<p>Direksi agar melakukan kolaborasi dengan <i>stakeholders</i> untuk kegiatan <i>capex</i> dalam rangka menciptakan iklim kerja industri yang kondusif. The Board of Directors must collaborate with stakeholders on capital expenditure in order to create a conducive industrial climate.</p>	<p>Direksi PT Angkasa Pura I dan Direksi anak perusahaan telah melakukan kolaborasi dengan <i>stakeholders</i> untuk kegiatan <i>capex</i> dalam rangka menciptakan iklim kerja industri yang kondusif. The Board of Directors of PT Angkasa Pura I and its subsidiaries collaborated with stakeholders on capex activities in order to create a conducive industrial work environment.</p>
e.	<p>Pelaksanaan program investasi baik <i>single year</i> dan <i>multiyears</i> harus memperhatikan kecukupan likuiditas keuangan, dengan mengedepankan pada asas manfaat, skala prioritas, dan dilakukan dengan perencanaan yang strategis dan berdasarkan atas profil risiko, serta terlebih dahulu dilakukan studi kelayakan yang komprehensif dan memperhitungkan risiko yang dihadapi serta dilakukan dengan memperhatikan prinsip kehati-hatian dan <i>good corporate governance</i> (GCG). The implementation of single-year and multi-year investment programs must take into account adequacy of financial liquidity, by prioritizing the principles of benefit, priority scale, strategic planning and risk profile, as well as a comprehensive feasibility study that takes into account the risks involved and is carried out in accordance with the precautionary and GCG principles.</p>	<p>PT Angkasa Pura I memastikan bahwa setiap pelaksanaan program investasi dan aksi korporasi telah memperhatikan kecukupan likuiditas keuangan, serta mengedepankan pada asas manfaat dengan perencanaan yang strategis yang mempertimbangkan umur ekonomis serta <i>performance</i> dari peralatan-peralatan dan skala prioritas (<i>mandatory</i>) disertai dengan memperhitungkan profil risiko/kajian risiko yang komprehensif dan ditelaah secara berjenjang melalui penerapan konsep <i>risk based budgeting</i>. Seluruh upaya tersebut dilakukan dengan memperhatikan prinsip kehati-hatian dan <i>good corporate governance</i> (GCG). PT Angkasa Pura I ensures that the adequacy of financial liquidity is considered in the implementation of investment programs and corporate actions, and prioritizes the principle of benefits with strategic planning that considers the economic life, performance of equipment and priority scale (mandatory), as well as takes into account the risk profile/comprehensive risk assessment reviewed in stages through the application of the concept of risk-based thinking. All of the efforts are made in accordance with the principles of prudence and Good Corporate Governance (GCG). Dalam perencanaan program investasi baik jangka pendek (kurang dari 1 tahun) maupun jangka panjang (lebih dari 1 tahun), PT Angkasa Pura I juga telah mempertimbangkan dan mengedepankan asas manfaat dan skala prioritas yang berkaitan dengan teknis operasional peralatan berdasarkan pemenuhan peraturan, hasil audit internal/eksternal, pertimbangan umur teknis, dan ekonomis dengan melakukan evaluasi terhadap usulan program investasi. In planning investment programs, both short-term (less than one year) and long-term (more than one year), PT Angkasa Pura I also considered and prioritized the principle of benefits and priorities related to technical equipment operations based on regulatory compliance, internal/external audit results, technical life considerations, and economics by evaluating the proposed investment program.</p>



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No.	Arahan Directions	Tindak Lanjut Follow-Up
	<p>f. Melakukan sinergi dan kolaborasi operasional bandara dengan <i>stakeholders</i> dan antar bandara yang dikelola oleh PT Angkasa Pura I dan PT Angkasa Pura II secara aktif berbasis konsep <i>Airport Collaborative Decision Making (ACDM)</i> untuk mewujudkan <i>operational excellence</i> dan menciptakan <i>value creation</i> melalui sinergi antar anggota <i>holding</i> dengan mengedepankan aspek <i>safety, security, services</i> dan <i>compliance (3S1C)</i>.</p> <p>Actively carrying out synergy and airport operations collaboration with stakeholders and between airports under the management of PT Angkasa Pura I based on the Airport Collaborative Decision Making (ACDM) concept to realize operational excellence and create value creation through synergy among holding members by prioritizing safety, security, services, and compliance (3S1C) aspects.</p>	<p>PT Angkasa Pura I melaksanakan sinergi dan kolaborasi dengan PT Angkasa Pura II melalui program-program sebagai berikut:</p> <p>PT Angkasa Pura I collaborated and synergized with PT Angkasa Pura II through the following programs:</p> <ol style="list-style-type: none"> <li>1. Program Airport Transformation, khususnya pada Sub Tim <i>Airport Integration-Cost and Operation</i>; Airport Transformation Program, particularly the Airport Integration-Cost and Operation Sub Team;</li> <li>2. Penyusunan konsep operasi implementasi <i>Airport Collaborative Decision Making (ACDM)</i> serta Perjanjian Kerja Sama implementasi ACDM antara PT Angkasa Pura I dan Airnav Indonesia; Preparation of the operating concept for the implementation of Airport Collaborative Decision Making (ACDM), and the Cooperation Agreement for ACDM implementation between PT Angkasa Pura I and Airnav Indonesia;</li> <li>3. Sosialisasi rencana implementasi ACDM ke Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya terkait konsep operasi dan sistem; ACDM implementation plan dissemination to I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya regarding operation concept and system;</li> <li>4. Pembuatan skenario <i>trial</i> implementasi ACDM; Development of ACDM implementation trial scenario;</li> <li>5. Rapat dan asistensi terkait integrasi antara sistem ACDM PT Angkasa Pura I dengan sistem <i>Air Traffic Controller</i>; Meetings and assistance related to integration between PT Angkasa Pura I's ACDM system and the Air traffic controller system;</li> <li>6. Rapat pembahasan dengan regulator terkait konsep operasi implementasi ACDM sebagai referensi regulator dalam pembuatan regulasi; Meetings with regulators to discuss the concept of ACDM operation as a reference for regulators in making regulations;</li> <li>7. Mendukung pengoptimalan SDM melalui penerapan program <i>management operational by traffic</i> dengan mengoptimalkan di jam-jam tertentu; Supporting HR optimization through the implementation of Management Operational by Traffic program through optimization at specific hours;</li> <li>8. Melaksanakan kolaborasi terkait operasional keamanan bandara antara lain dengan CIQ (Custom, Immigration, Quarantine), BNPT (Badan Nasional Penanggulangan Terorisme), BKIPM (Badan Karantina Ikan Pengendalian Mutu dan Keamanan Hasil Perikanan), BNN (Badan Narkotika Nasional), KKP (Kantor Kesehatan Pelabuhan), BKP (Badan Karantina Pertanian), BSSN (Badan Siber dan Sandi Negara), BAIS (Badan Intelijen Strategis), dan TNI/Polri. Selain itu, PT Angkasa Pura I juga aktif berkoordinasi dengan Kementerian Perhubungan dan Kementerian Ketenagakerjaan dalam penyusunan komitmen dan sasaran keselamatan.</li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>Carrying out airport security collaborations with Customs, Immigration, and Quarantine (CIQ), the National Counter Terrorism Agency (BNPT), Quality and Food Safety Control of Fish And Fishery Products (BKIPM), the National Narcotics Agency (BNN), the Port Health Office (KKP), the Agricultural Quarantine Agency (BKP), the National Cyber and Crypto Agency (BSSN), the Strategic Intelligence Agency (BAIS), and TNI/Polri. Furthermore, PT Angkasa Pura I actively collaborated with the Ministry of Transportation and the Ministry of Manpower in the development of safety commitments and targets.</p>
g.	<p>Mendukung untuk melakukan kegiatan kolaborasi dalam transformasi digital melalui <i>operational engagement</i>/implementasi sistem yang terukur guna meningkatkan efisiensi kegiatan operasional bandara. Supporting the execution of collaborative digital transformation activities through measured operational engagement/system implementation to improve the efficiency of airport operations.</p>	<p>PT Angkasa Pura I telah melaksanakan kegiatan kolaborasi dalam transformasi digital guna meningkatkan efisiensi kegiatan operasional bandara dengan mengimplementasikan program sebagai berikut:</p> <p>PT Angkasa Pura I collaborated on digital transformation activities to improve the efficiency of airport operational activities by implementing the following programs:</p> <ol style="list-style-type: none"> <li><b>Airport Operation Control Center (AOCC)</b> sebagai pusat komando dan kontrol yang berfungsi mengawasi operasional bandara sehari-hari (perencanaan, eksekusi, koordinasi dan kontrol) dan sebagai pusat komunikasi dan kolaborasi antar bandara dengan <i>stakeholders</i> untuk berkolaborasi dalam pengambilan keputusan. Terdapat <i>dashboard</i> AOCC yang menampilkan seluruh kegiatan operasional Bandara dengan menggunakan sistem sebagai berikut: <ul style="list-style-type: none"> <li>MyInspection, aplikasi yang dapat menampilkan kesiapan fasilitas (<i>serviceability facility</i>, <i>logbook</i>, pengukuran <i>level of service</i>)</li> <li>Siopskom, merupakan <i>aeronautical management system</i></li> <li><i>Common Use Check in System</i> (CUCS)</li> <li>SEMAR, aplikasi yang berfungsi untuk mempermudah anggota Komite Keselamatan dan Keamanan Penerbangan pada saat menghadapi kondisi darurat keselamatan dan keamanan penerbangan di bandara</li> <li><b>CCTV Surveillance</b></li> </ul> <p>Airport Operation Control Center (AOCC) is a command and control center that functions to oversee daily airport operations (planning, execution, coordination, and control) and serves as a communication and collaboration center for airports and stakeholders to collaborate in decision making. AOCC dashboard displays all Airport operational activities using the following systems:</p> <ul style="list-style-type: none"> <li>MyInspection, an application that displays facility readiness (<i>serviceability facility</i>, <i>logbook</i>, level of service measurement).</li> <li>Siopskom, an aeronautical management system</li> <li>Common Use Check in System (CUCS)</li> <li>SEMAR, an application that assists members of the Aviation Safety and Security Committee to deal with aviation safety and security emergencies at the airport.</li> <li>CCTV Surveillance</li> </ul> </li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>2. Program <i>Corporate Transformation</i>, khususnya dalam <i>workstream digital transformation</i>, dengan berfokus pada strategi <i>data driven decision making platform, digital monetization and revenue safeguarding</i>, serta <i>accelerate business process and automation</i>.</p> <p>Corporate Transformation Program, particularly in the digital transformation workstream, placing emphasis on data-driven decision-making platform strategies, digital monetization and revenue safeguarding, and accelerating business process and automation.</p>
6.	<p>Dalam rangka penguatan aspek keuangan perusahaan: In order to strengthen the Company's financial aspect:</p> <p>a. Direksi harus terus berupaya melakukan <i>cost effectiveness</i> serta mengoptimalkan kinerja manajemen korporasi guna mewujudkan pengelolaan perusahaan yang semakin efektif dan efisien sesuai dengan prinsip-prinsip <i>good corporate governance (GCG)</i>.</p> <p>The Board of Directors must continue to strive for cost-effectiveness and optimize corporate management performance in order to achieve more effective and efficient company management in accordance with GCG principles</p> <p>b. Direksi perusahaan agar segera menyelesaikan restrukturisasi utang untuk memperkuat struktur permodalan dan <i>cash flow</i> operasional perusahaan. The Company's Board of Directors must complete the debt restructuring in a prompt manner to strengthen the Company's capital structure and operating cash flow.</p> <p>c. Direksi perusahaan agar terus melakukan perbaikan dalam <i>cost structure</i> dan mengelola <i>operational expenses</i> secara optimal melalui program-program inisiatif digitalisasi/automasi proses. The Company's Board of Directors shall continue to improve the cost structure and optimize operating expenses with digitalization/process automation initiative programs.</p>	<p>PT Angkasa Pura I pada tahun 2022 berupaya melanjutkan program <i>cost leadership</i> yang telah dilaksanakan pada tahun 2021 melalui strategi sebagai berikut: In 2022, PT Angkasa Pura I strived to continue the cost leadership program begun in 2021 by implementing the following strategies:</p> <ol style="list-style-type: none"> <li>1. <i>Management by traffic</i> yaitu penerapan standard layanan disesuaikan dengan trafik penumpang tanpa mengurangi standard layanan dan keselamatan penerbangan; Management by traffic, namely the application of service standards adjusted to passenger traffic without compromising service standards and flight safety;</li> <li>2. Melakukan koordinasi secara berkala bersama regulator terkait rencana strategis perusahaan di bidang operasi bandara; Coordination with regulators on a regular basis regarding the company's strategic plan on airport operations;</li> <li>3. Memberikan fasilitas dan pelayanan sesuai dengan ketentuan dan regulasi yang berlaku. Providing facilities and services in accordance with applicable rules and regulations.</li> </ol> <p>PT Angkasa Pura I telah melaksanakan penandatanganan Perjanjian Restrukturisasi Induk (MRA) dengan empat belas kreditor pada 30 Juni 2022 dalam rangka memperkuat struktur permodalan dan <i>cash flow</i> operasional perusahaan. On June 30, 2022, PT Angkasa Pura I signed a Master Restructuring Agreement (MRA) with fourteen creditors in order to strengthen the company's capital structure and operational cash flow.</p> <p>PT Angkasa Pura I senantiasa melakukan perbaikan dalam <i>cost structure</i> dan mengelola <i>operational expenses</i> secara optimal melalui program-program inisiatif digitalisasi/automasi proses. Selain itu, PT Angkasa Pura I juga melakukan improvisasi layanan dan kegiatan operasional di bandara sesuai dengan digitalisasi manajemen operasi berbasis trafik. PT Angkasa Pura I always makes improvements in the cost structure and manages operational expenses optimally through digitalization/process automation initiative programs. Furthermore, PT Angkasa Pura I improves airport services and operational activities in accordance with the digitization of traffic-based operations management.</p>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
	<p>d. <i>Cash flow</i> perusahaan agar dikelola secara ketat untuk memperbaiki kas operasional dengan mengoptimalkan <i>Quality of Earnings</i> serta melakukan penagihan piutang dengan tegas juga memaksimalkan <i>cost efficiency</i> dalam pengeluaran <i>opex</i>. The Company's cash flow must be strictly managed in order to improve operating cash flow by optimizing Quality of Earnings, enforcing receivables collection, and increasing cost efficiency in operating expenses.</p>	<p>Perusahaan telah melaksanakan beberapa <i>action plan</i> dalam rangka pengelolaan <i>cash flow</i> perusahaan secara ketat, antara lain:</p> <ol style="list-style-type: none"> <li>1. <i>Payable management</i> melalui penetapan <i>term of payment</i> 120 hari;</li> <li>2. Saat ini dalam proses pembenahan sistem penagihan penerimaan PSC yang terotomasi dengan <i>airline</i>;</li> <li>3. Penerimaan restitusi pajak sebesar Rp1 Triliun;</li> <li>4. Penyelesaian piutang bermasalah;</li> <li>5. Percepatan penagihan piutang usaha;</li> <li>6. Pembenahan sistem penagihan penerimaan <i>Passenger Service Charge (PSC)</i> yang terotomasi dengan <i>airline</i>.</li> </ol> <p>The company implemented several action plans in order to strictly manage the company's cash flow, including:</p> <ol style="list-style-type: none"> <li>1. Payable management through the establishment of a 120-day payment term;</li> <li>2. Currently in the process of revamping the automated PSC revenue collection system with airlines;</li> <li>3. Receipt of tax refunds amounting to Rp1 trillion;</li> <li>4. Resolution of bad debt;</li> <li>5. Acceleration of accounts receivable collection;</li> <li>6. Revamping the Passenger Service Charge (PSC) revenue collection system automated with airlines.</li> </ol>
	<p>e. Melakukan upaya-upaya penghematan yang agresif dan optimal pada kas internal perusahaan untuk <i>financial sustainability</i> dan penyelamatan keuangan perusahaan. Aggressive and optimal savings efforts must be made on the company's internal cash for the Company's financial sustainability and financial recovery.</p>	<p>PT Angkasa Pura I telah melaksanakan beberapa <i>action plan</i> dalam rangka pengelolaan <i>cash flow</i> perusahaan secara ketat, antara lain:</p> <ol style="list-style-type: none"> <li>1. Penandatanganan perjanjian <i>standstill</i> dengan total penghematan <i>cash out</i> selama tahun 2022 sebesar Rp1,062 miliar;</li> <li>2. Optimalisasi pengelolaan kas melalui manajemen <i>term of payment</i> menjadi 120 hari;</li> <li>3. Penerimaan restitusi pajak sebesar Rp1 triliun;</li> <li>4. Penyelesaian piutang bermasalah;</li> <li>5. Percepatan penagihan piutang usaha;</li> <li>6. Pembenahan sistem penagihan penerimaan <i>Passenger Service Charge (PSC)</i> yang terotomasi dengan <i>airline</i>;</li> <li>7. Pengelolaan likuiditas untuk kelancaran pembayaran kewajiban serta pembentukan <i>liquidity buffer</i>.</li> </ol> <p>PT Angkasa Pura I implemented several action plans in order to strictly manage the company's cash flow, including:</p> <ol style="list-style-type: none"> <li>1. The signing of a standstill agreement with a total cash out savings of Rp1.062 billion in 2022;</li> <li>2. Optimization of cash management through term of payment management to 120 days;</li> <li>3. Receipt of tax refunds of Rp1 trillion;</li> <li>4. Resolution of bad debt;</li> <li>5. Acceleration of accounts receivable collection;</li> <li>6. Revamping the Passenger Service Charge (PSC) revenue collection system automated with airlines.</li> <li>7. Liquidity management for smooth payment of obligations and establishment of liquidity buffers.</li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
f.	<p>Melakukan inisiatif yang terukur dengan para <i>stakeholders</i> untuk mendapatkan relaksasi pembayaran baik <i>opex</i> dan <i>capex</i> untuk mempertahankan kondisi kas internal perusahaan. Measured initiatives must be taken with stakeholders to obtain operating expenses and capital expenditures payment relaxation in order to keep the company's internal cash condition stable.</p>	<p>PT Angkasa Pura I melakukan inisiatif sebagai berikut: PT Angkasa Pura I performed the following initiatives:</p> <ol style="list-style-type: none"> <li>Melakukan <i>payable management</i> melalui penetapan <i>term of payment</i> 120 hari; Perform payable management by establishing a 120-day payment term.</li> <li>Melakukan negosiasi dengan para <i>stakeholders</i> terkait pelaksanaan pembayaran baik <i>opex</i> dan <i>capex</i> secara bertahap atau menggunakan fasilitas <i>non cash loan</i>. Negotiate with stakeholders regarding the implementation of <i>opex</i> and <i>capex</i> payments in stages or using non-cash loan facility.</li> </ol>
g.	<p>Melakukan inisiatif perbaikan yang tegas serta terukur pada transaksi antar perusahaan anggota <i>holding</i> guna memaksimalkan likuiditas perusahaan. The company must take firm and measured improvement initiatives on transactions between Holding members in order to increase the Company's liquidity.</p>	<p>PT Angkasa Pura I untuk menjaga likuiditas PT Angkasa Pura I <i>group</i>, telah dilakukan koordinasi untuk transaksi antar perusahaan anggota <i>holding</i> yang bertujuan untuk memastikan terpenuhinya minimum kebutuhan dana operasional serta menjaga keberlangsungan PT Angkasa Pura I <i>group</i>. Coordination of transactions between holding members has been carried out to ensure the fulfillment of the minimum operational funding needs and the sustainability of the Company group in order to maintain the liquidity of PT Angkasa Pura I group.</p>
h.	<p>Untuk meningkatkan likuiditas Perusahaan agar dapat mencari <i>new financing model</i> dan <i>innovative funding</i> serta melakukan analisis manfaat dan risiko bagi perusahaan. To increase the Company's liquidity, the Board of Directors shall pursue New Financing Model and Innovative Funding, as well as assess the benefits and risks to the Company.</p>	<p>Dalam rangka mendukung strategi jangka panjang, optimalisasi, dan stabilitas kinerja perusahaan sebagai bagian dari rencana transformasi, PT Angkasa Pura I telah melakukan beberapa <i>action plan</i>, antara lain: PT Angkasa Pura I implemented several action plans to support long-term strategy, optimization, and stability of company performance as part of the transformation plan, including:</p> <ol style="list-style-type: none"> <li><i>Refinancing</i> obligasi dan/atau sukuk eksisting, melalui rencana penerbitan sukuk tanpa penawaran umum; Refinancing existing bonds and/or sukuk, through a sukuk issuance plan without a public offering;</li> <li>Melaksanakan <i>deleveraging initiatives</i> melalui alternatif pendanaan antara lain sekuritisasi dan kerjasama strategis; Implementing deleveraging initiatives through alternative funding, including securitization and strategic cooperation;</li> <li>Fasilitas <i>non cash loan</i> sebagai alternatif pembayaran kewajiban perusahaan, baik <i>opex</i> dan <i>capex</i>. Non-cash loan facilities as an alternative to payment of company obligations, both operational and capital expenditure.</li> </ol>
i.	<p>Direksi dalam melakukan restrukturisasi dan/atau penarikan pinjaman baru agar tetap mempertimbangkan aspek <i>timing</i>, <i>sizing</i> dan <i>pricing</i> guna skema dan proses yang terbaik untuk memastikan <i>going concern</i> perusahaan. In restructuring and/or withdrawing new loans, the Board of Directors shall continue to consider timing, sizing, and pricing for the best scheme and process to ensure the Company's going concern.</p>	<p>Dalam melakukan restrukturisasi dan/atau penarikan pinjaman baru, perusahaan menyiapkan kajian pendanaan yang mencakup urgensi kebutuhan pendanaan, opsi pendanaan, dan <i>pricing</i> untuk memutuskan alternatif pendanaan yang optimal yang bertujuan untuk memastikan <i>going concern</i> perusahaan. In restructuring and/or withdrawing new loans, the company prepared a funding study covering the urgency of funding needs, funding options, and pricing to decide on optimal funding alternatives that aim to ensure the company's going concern.</p>



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No.	Arahan Directions	Tindak Lanjut Follow-Up
j.	<p>Melakukan kolaborasi antar anggota <i>holding</i> untuk evaluasi berkala terhadap <i>asset idle control</i>, <i>budget monitoring control</i>, <i>cash management control</i>, dan <i>business innovation optimization</i>.</p> <p>Collaboration among holding members is carried out to evaluate Idle asset control, budget monitoring control, cash management control, and business innovation optimization on a regular basis.</p>	<p>PT Angkasa Pura I telah dilakukan koordinasi terkait pengelolaan piutang sebagai bagian optimalisasi <i>cash management</i>.</p> <p>PT Angkasa Pura I coordinated receivables management as part of cash management optimization.</p>
7.	<p>Dalam rangka pengelolaan fungsi SDM: In order to manage the HC function:</p> <p>a. Meningkatkan kompetensi, kapabilitas, dan kapasitas SDM perusahaan sehingga mampu mendukung peningkatan kapasitas perusahaan dan implementasi Program Holding Pariwisata dan Pendukung. Enhancing the competence, capability, and capacity of the Company's human capital to support the Company's capacity improvement and the implementation of the Tourism and Support SOE Holding Program.</p>	<p>Terkait kebutuhan pegawai, perusahaan tetap berupaya mengoptimalkan SDM yang tersedia dengan fokus terhadap pemenuhan kebutuhan pegawai operasional sesuai dengan <i>mandatory</i> yang berlaku. Perusahaan juga telah berkolaborasi dengan PT Aviassi Pariwisata Indonesia (Persero) selaku <i>holding</i> dalam implementasi program <i>talent mobility</i> yang dikembangkan dalam sistem Rinjani Injourney Group. Rinjani merupakan bentuk upaya perusahaan dalam memenuhi kebutuhan <i>talent</i> dan juga <i>career path</i> pegawai baik untuk perusahaan maupun Grup Injourney.</p> <p>In relation to employee requirements, the company continues to optimize available human resources by putting the emphasis on meeting the requirements of operational employees in accordance with applicable mandatory requirements. The company also collaborated with the holding company, PT Aviassi Pariwisata Indonesia (Persero), to implement a talent mobility program developed in the Rinjani Injourney Group system. Rinjani is a manifestation of the company's efforts to meet the needs of talent and employees' career path for the company and the Injourney Group.</p> <p>Sepanjang tahun 2022, PT Angkasa Pura I telah melaksanakan 152 pelatihan dengan jumlah total peserta sebanyak 14.849 orang, dalam rangka pemenuhan kompetensi, kapabilitas, dan kapasitas SDM perusahaan agar dapat lebih berdaya saing dan berhasil dalam menjalankan fungsi dan tugas-tugas pekerjaannya.</p> <p>Throughout 2022, PT Angkasa Pura I held 152 trainings with a total of 14,849 participants to improve the competence, capability, and capacity of the company's human capital, allowing them to be more competitive and successful in carrying out their job functions and tasks.</p>
b.	<p>Berkenaan dengan pengembangan talenta-talenta Holding Pariwisata &amp; Pendukung, Direksi agar melakukan evaluasi struktur organisasi dan mendukung proses implementasi/penyusunan kebijakan terkait <i>Talent Development &amp; Career Path System</i> di lingkup <i>holding/klaster</i>.</p> <p>With regard to talent development in the Tourism &amp; Support SOE Holding, the Board of Directors shall assess the organizational structure and support the process of implementing/drafting Talent Development &amp; Career Path System policy within the Holding/Cluster.</p>	<p>Perusahaan telah berkolaborasi dengan PT Aviassi Pariwisata Indonesia (Persero) selaku <i>holding</i> dalam implementasi program <i>talent mobility</i> yang dikembangkan dalam sistem Rinjani Injourney Group. Rinjani merupakan bentuk upaya perusahaan dalam memenuhi kebutuhan <i>talent</i> dan juga <i>career path</i> pegawai baik untuk perusahaan maupun Grup Injourney.</p> <p>The company collaborated with PT Aviassi Pariwisata Indonesia (Persero) as the holding company to implement the talent mobility program developed in the Rinjani Injourney Group system. Rinjani is a manifestation of the company's efforts to meet the needs of talent and employees' career path for the company and the Injourney Group.</p>

## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Up
c.	<p>Perusahaan tetap memperhatikan perlindungan karyawan dan meningkatkan motivasi SDM serta tetap menjaga situasi SDM Perusahaan tetap kondusif selama masa pandemi Covid-19 agar tidak menimbulkan gejala yang dapat berakibat negatif bagi perusahaan.</p> <p>The Company must continue to take into account employee protection and enhance employee motivation while maintaining a conducive situation during the COVID-19 pandemic to prevent any negative impact on the company..</p>	<p>Perusahaan telah melakukan upaya untuk menjaga situasi agar tetap kondusif selama masa pandemi dengan melaksanakan program vaksinasi lengkap kepada pegawai khususnya <i>frontliner</i> di bandara yang bertujuan untuk menjaga kegiatan operasional dan kesiapan fasilitas bandara.</p> <p>The company has made efforts to maintain a conducive situation during the pandemic by implementing a complete vaccination program for employees, particularly frontliners at the airport, with the objective of maintaining operational activities and the airport facility readiness.</p>
d.	<p>Tetap mendukung program Pemerintah dalam menjaga dan menekan penyebaran Virus Covid-19 baik eksternal dan internal perusahaan.</p> <p>Continuing to assist the government program in maintaining and suppressing the spread of the Covid-19 in the Company's external and internal environment.</p>	<p>Perusahaan telah menerapkan kebijakan terkait penanganan pasien Covid-19 di lingkungan perusahaan dengan membentuk tim <i>Covid Buster</i> yang bertujuan mempercepat penanganan pertama untuk pegawai yang terpapar Covid-19. PT Angkasa Pura I juga menerapkan protokol kesehatan di lingkungan bandara termasuk memastikan tersedianya QR <i>Code Location</i> PeduliLindungi di pintu masuk terminal bandara serta berkoordinasi dengan maskapai dan <i>ground handling</i> untuk tetap melakukan pemeriksaan kelaikan status penerbangan penumpang di PeduliLindungi pada saat proses <i>check in</i>.</p> <p>The company implemented policies for handling Covid-19 patients within the company by forming a Covid Buster team to expedite the first treatment for employees who have been exposed to Covid-19. PT Angkasa Pura I also implemented airport health protocols, such as ensuring the availability of QR Code Location PeduliLindungi at the airport terminal entrance and coordinating with airlines and ground handling to continue checking the flight status of passengers using PeduliLindungi during the check-in process.</p> <p>Dalam rangka mendukung program pemerintah untuk menekan penyebaran Virus Covid-19, PT Angkasa Pura I juga melaksanakan program Tanggung Jawab Sosial dan Lingkungan (TJSL) dengan menerapkan protokol kesehatan melalui pencegahan kerumunan seperti Pelayanan Kesehatan Keliling yang hanya melayani pembagian paket makanan tambahan bagi balita dan ibu hamil, dan pelatihan daring UMKM.</p> <p>In order to support government programs to reduce the Covid-19 transmission, PT Angkasa Pura I also implemented a Social and Environmental Responsibility (CSR) program by implementing health protocols through crowd prevention, such as Mobile Health Services to only serve the distribution of additional food packages for toddlers and pregnant women, and online training for MSMEs.</p>
8.	<p>Berkenaan dengan pendelegasian kewenangan kepada Dewan Komisaris mengenai persetujuan perubahan investasi sampai dengan nilai 10%, maka Dewan Komisaris agar memastikan bahwa setiap persetujuan perubahan investasi dilakukan dengan itikad baik dan merupakan skema yang paling menguntungkan bagi perusahaan, serta telah didasarkan atas kajian yang memadai baik dari aspek finansial, legal, operasional dan manajemen risiko.</p>	<p>Dewan Komisaris senantiasa melakukan pengawasan dan pemberian nasihat yang dilakukan secara berkala dan didasarkan pada ketentuan yang berlaku serta <i>good corporate governance</i>. Pada setiap usulan perubahan investasi, Dewan Komisaris akan memastikan bahwa investasi tersebut ditujukan untuk memberikan manfaat yang paling optimal bagi perusahaan berdasarkan kajian yang telah disusun Direksi serta memastikan kepatuhan terhadap perundang-undangan maupun dari sisi <i>good corporate governance</i>.</p>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
	<p>With due regard to the delegation of authority to the Board of Commissioners for approval of investment changes up to 10%, the Board of Commissioners should ensure that every investment change approval is made in good faith and is the most beneficial scheme for the company, and has been based on adequate review from financial, legal, operational, and risk management aspects.</p>	<p>The Board of Commissioners continues to supervise and provide advice on a regular basis, in accordance with applicable regulations and good corporate governance. The Board of Commissioners ensures that any proposed investment change is sought to provide optimal benefits for the company based on the review prepared by the Board of Directors and compliance with laws and regulations and good corporate governance.</p>
9.	<p>Dewan Komisaris agar melakukan pengawasan, evaluasi, dan monitoring setiap triwulanan atas pelaksanaan program investasi, pengelolaan <i>cashflow</i>, pengembangan SDM dan talenta, serta pengelolaan risiko dan pengendalian internal perusahaan agar dapat mendukung peningkatan pelayanan dan kinerja perusahaan.</p> <p>The Board of Commissioners must carry out supervision, evaluation, and monitoring of investment program implementation, cash flow management, human capital and talent development, as well as risk management and internal control of the company on a quarterly basis to support the company's service and performance improvement.</p>	<p>Dalam upaya memastikan pelaksanaan program investasi, pengelolaan <i>cash flow</i>, pengembangan SDM dan talenta serta pengelolaan risiko dan pengendalian internal perusahaan, Dewan Komisaris secara berkala melakukan evaluasi baik secara internal maupun bersama-sama Direksi yang selanjutnya dirumuskan dalam suatu bentuk surat tanggapan atas capaian kinerja perusahaan dalam periode triwulanan. Hal tersebut dilakukan sebagai salah satu bentuk pengawasan, evaluasi, dan pemberian nasihat kepada Direksi.</p> <p>In order to ensure the implementation of investment programs, cash flow management of HR and talent development, risk management, and internal control of the company, the Board of Commissioners conducts internal evaluation and evaluation with the Board of Directors to be formulated in a response letter on the company's performance achievements on a quarterly basis as a manifestation of supervision, evaluation and advice to the Board of Directors.</p>
10.	<p>Dalam rangka pelaksanaan Program TJSL, Direksi diminta agar memperhatikan Risalah Rapat Pembahasan RKA TJSL tahun 2022 PT Angkasa Pura I Nomor: RIS-07/DSI.MBU.B/12/2021 tanggal 2 Desember 2021.</p> <p>In order to implement the CSR program, the Board of Directors must take into account the Meeting Minutes on the Discussion of the Work Plan and Budget for Environmental and Social Responsibility Program (WPB-CSR) for 2021 of Angkasa Pura I No. RIS-07/DSI.MBU.B/12/2021 dated December 2, 2021</p>	<p>Direksi telah memperhatikan arahan Risalah Rapat Pembahasan RKA TJSL tahun 2022 PT Angkasa Pura I. Selama tahun 2022, PT Angkasa Pura I telah melaksanakan Program Pendanaan UMK dan TJSL, meliputi:</p> <p>The Board of Directors has given careful consideration to the direction of the Minutes of PT Angkasa Pura I Meeting to discuss the 2022 WPB-CSR. In 2022, PT Angkasa Pura I implemented MSE and Social and Environmental Responsibility Funding Program, including:</p> <ol style="list-style-type: none"> <li>1. Capaian KPI TJSL tahun 2022 adalah 16 program TJSL dari yang ditargetkan sebesar 13 Program TJSL yang terdiri dari Program CSV, Prioritas dan Program Unggulan; The achievement of the KPI for Social and Environmental Responsibility in 2022 was 16 Social and Environmental Responsibility programs, from the target of 13 Social and Environmental Responsibility programs comprised of CSV, Priority, and Flagship Programs.</li> <li>2. Pembentukan Komite TJSL telah dilaksanakan pada tahun 2021; The Social and Environmental Responsibility Committee was formed in 2021.</li> <li>3. Penyusunan SOP berdasarkan Peraturan Kementerian BUMN terkait TJSL yang telah disahkan dalam Keputusan Direksi Nomor KEP.DU12/KU.13/2021 tanggal 23 September 2021; Preparation of SOPs based on the Ministry of SOEs Regulations on Social and Environmental Responsibility, as approved in the Board of Directors Decree No. KEP.DU.12/KU.13/2021 dated September 23, 2021;</li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>4. Realisasi arahan terkait pelaksanaan Program PUMK, antara lain:</p> <ul style="list-style-type: none"> <li>a. Selama tahun 2022 terdapat pemulihan piutang 53 mitra binaan;</li> <li>b. Seluruh mitra binaan baru mandiri (non kerja sama BRI) tahun 2022 telah menggunakan <i>virtual account</i> BRI untuk mengurangi angsuran tanpa nama;</li> <li>c. Pemberian bantuan untuk peningkatan kapasitas mitra binaan pada tahun 2022 yaitu dengan memberikan sertifikasi halal dan juga pemberian pelatihan dan pameran kepada UMKM.</li> </ul> <p>Realization of directives on the implementation of MSE Funding Program, including:</p> <ul style="list-style-type: none"> <li>a. Receivables from 53 foster partners were recovered in 2022;</li> <li>b. In 2022, all new independent fostered partners (non-BRI collaboration) used BRI virtual accounts to reduce anonymous installments;</li> <li>c. In 2022, assistance was provided to fostered partners to increase their capacity, specifically by providing halal certificates as well as training and exhibitions to MSMEs;</li> </ul> <p>5. Penyampaian Laporan TJSL tepat waktu melalui <i>platform</i> Kementerian BUMN yaitu aplikasi TJSL dan portal TJSL Kementerian BUMN.</p> <p>Submission of Social and Environmental Responsibility Report in a timely manner using the Ministry of SOE platform, TJSL BUMN application and the Ministry of SOEs TJSL portal.</p>
11.	<p>Seluruh arahan Pemegang Saham yang tertuang dalam risalah pengesahan RKAP ini dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor 103/DK.AP.I/2021.</p> <p>All Shareholder directives as set forth in the ratification minutes of this CWPB, and the Board of Commissioners' responses and inputs are in accordance with the Board of Commissioners' Decree No. 103/DK.AP.I/2021.</p>	<p>Seluruh arahan pemegang saham yang tertuang dalam Risalah RUPS dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor 103/DK.AP.I/2021 tanggal 30 November 2021 atas Surat Direksi PT Angkasa Pura I Nomor AP.I.6672/KU.01.01/2021/DU-B tanggal 19 November 2021, dan merupakan bagian yang tidak terpisahkan dalam pelaksanaan RUPS pengesahan RKAP tahun buku 2022.</p> <p>All shareholder directions specified in the GMS Minutes, as well as responses and input from the Board of Commissioners are in accordance with the Letter of the Board of Directors of PT Angkasa Pura I No. AP.I.6672/KU.01.01/2021/DU-B dated November 19, 2021, and are an integral part of the implementation of the GMS to ratify the CWPB for the fiscal year 2022.</p>



## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

### RUPS PERSETUJUAN LAPORAN TAHUNAN DAN PENGESAHAN LAPORAN KEUANGAN TAHUN BUKU 2021

Pada tahun 2022, PT Angkasa Pura I juga melaksanakan Rapat Umum Pemegang Saham tentang Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan PT Angkasa Pura I Tahun Buku 2021 pada tanggal 29 Juni 2022 yang dilangsungkan secara daring.

### Kehadiran Dewan Komisaris dan Direksi dalam RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2021

RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2021 dihadiri oleh Pemegang Saham dan seluruh anggota Dewan Komisaris serta Direksi yang menjabat saat pelaksanaan RUPS berlangsung.

### GENERAL MEETING OF SHAREHOLDERS TO APPROVE THE ANNUAL REPORT AND RATIFY THE COMPANY'S FINANCIAL STATEMENT FOR FISCAL YEAR 2021

On June 29, 2022, PT Angkasa Pura I held an online General Meeting of Shareholders to approve the Annual Report and ratify the Financial Statement of PT Angkasa Pura I for Fiscal Year 2021.

### Attendance of the Board of Commissioners and Board of Directors at General Meeting of Shareholders to Approve the Annual Report and Ratify the Company's Financial Statement For Fiscal Year 2021

Shareholders and all members of the Board of Commissioners and Board of Directors were present at the GMS to approve the Annual Report and ratify the Financial Statement for Fiscal Year 2021.

Nama Name	Jabatan Position
<b>Dewan Komisaris</b> Board of Commissioners	
Djoko Sasono	Komisaris Utama President Commissioner
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner
Irfan Wahid	Komisaris Independen Independent Commissioner
Tri Budi Satrio	Komisaris Independen Independent Commissioner
Danang Parikesit	Komisaris Commissioner
Wempi Saputra	Komisaris Commissioner
Elen Setiadi	Komisaris Commissioner
<b>Direksi</b> Board of Directors	
Faik Fahmi	Direktur Utama President Director
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director
Wendo Asrul Rose	Direktur Operasi Operation Director
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director
Israwadi	Direktur Kepatuhan, Aset, dan Pengadaan Compliance, Assets, and Procurement Director
Lukman F. Laisa	Direktur Teknik Technical Director
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director
Yudi Rizky Ardie	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director



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### Agenda dan Keputusan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan Tahun Buku 2021

#### 1. Agenda Kesatu

a. Menyetujui Laporan Tahunan Perusahaan termasuk Laporan Tugas Pengawasan yang telah dilaksanakan oleh Dewan Komisaris untuk Tahun Buku 2021, dan mengesahkan Laporan Keuangan Konsolidasian Perusahaan Tahun Buku 2021, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Purwantono, Sungkoro dan Surja (EY) sesuai laporannya Nomor: 00194/2.1032/AU.1/06/0692-1/1/III/2022 tanggal 08 Maret 2022 dengan opini “wajar dalam semua hal yang material”, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig et de charge*) kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam tahun buku yang berakhir pada tanggal 31 Desember 2021 sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan tersebut. Adapun pokok-pokok laporan sebagai berikut:

- a) Secara umum pelaksanaan pekerjaan audit oleh KAP Purwantono, Sungkoro dan Surja (EY) berjalan cukup baik dan telah sesuai Standard Audit yang berlaku dan Perjanjian Jasa Audit yang disepakati.
- b) Berdasarkan beberapa ketentuan Peraturan Pemerintah Nomor 20 Tahun 2015 tentang Praktik Akuntan Publik dan POJK Nomor 13/POJK.03/2017 tentang Penggunaan Jasa Akuntan Publik dan Kantor Akuntan Publik dalam Kegiatan Jasa Keuangan, maka KAP Purwantono, Sungkoro dan Surja (EY) yang telah melakukan audit selama empat tahun buku berturut-turut (2018-2021) dan telah

### Agenda and Resolutions of the GMS to Approve the Annual Report and Ratify Financial Statement for Fiscal Year 2021

#### 1. Agenda Item 1

a. To approve the Company’s Annual Report, including the Board of Commissioners’ Report on Supervisory Duties for the Fiscal Year 2021, and ratify the Company’s Consolidated Financial Statements for Fiscal Year 2021, as audited by the Public Accounting Firm (PAF) Purwantono, Sungkoro, and Surja (EY) according to the report No. 00194/2.1032/AU.1/06/0692-1/1/III/2022 dated March 8, 2022 with a fair opinion, in all material respects, as well as grant release and discharge of responsibility (*volledig et de charge*) to the Board of Directors and the Board of Commissioners for the management and supervision performed in the Fiscal Year ended on December 31, 2020, to the extent that such acts are not a criminal offense and are reflected in the report. The following are the report’s key points:

- a) In general, Public Accounting Firm (PAF) Purwantono, Sungkoro, and Surja (EY) successfully completed audit work in accordance with the applicable Audit Standards and the agreed Audit Services Agreement.
- b) Based on several provisions of Government Regulation No. 20 of 2015 on the Practice of Public Accountants and Financial Services Authority (FAS) Regulation No. 13 / POJK.03/2017 on the Use of the Services of Public Accountants and Public Accounting Firms in Financial Services Activities, Public Accounting Firm (PAF) Purwantono, Sungkoro, and Surja (EY), which has audited PT Angkasa Pura I’s

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mengganti *signing partner* untuk audit tahun buku 2021 masih dapat ditunjuk kembali sebagai auditor independen atas laporan keuangan PT Angkasa Pura I pada periode selanjutnya.

- c) Perhitungan Laba/Rugi  
Rincian pokok-pokok Lampiran Laba Rugi Tahun Buku 2021 adalah sebagai berikut:

financial statements for four consecutive fiscal years (2018-2021) and has replaced the signing partner for the 2021 fiscal year audit, can be reappointed as an independent auditor of PT Angkasa Pura I's financial statements in the following period.

- c) Profit/Loss Calculation  
The following are the key points of the Appendix of Profit and Loss for the Fiscal Year 2021:

Uraian Description	Juta Rupiah Million Rupiah
Pendapatan Aeronautika Aeronautical Revenue	1.380.977
Pendapatan Non-Aeronautika Non-Aeronautical Revenue	1.824.688
<b>Total Pendapatan Usaha Total Operating Revenues</b>	<b>3.205.665</b>
Beban Pegawai Employee Expenses	(1.104.035)
Beban Operasional Bandara Airport Operating Expenses	(3.477.542)
Beban Administrasi dan Umum General and Administrative Expenses	(1.194.330)
Beban Pemasaran Marketing Expenses	(10.463)
Beban Lain-lain Other Expenses	(103.848)
<b>Laba (Rugi) Usaha Operating Profit (Loss)</b>	<b>(2.540.122)</b>
Penghasilan Keuangan Finance Income	31.182
Beban Keuangan Finance Income	(1.572.063)
Beban Rugi Entitas Asosiasi Loss Expense of Associate Entities	(51.486)
<b>Laba (Rugi) Sebelum Beban Pajak Final dan Manfaat (Beban) Pajak Penghasilan Badan Profit (Loss) Before Final Tax Expense and Corporate Income Tax Benefit (Expense)</b>	<b>(4.132.488)</b>
Beban Pajak Final Final Tax Expenses	(63.272)
<b>Laba (Rugi) Sebelum Pajak Penghasilan Badan Profit (Loss) Before Corporate Income Tax</b>	<b>(4.195.760)</b>
Manfaat (Beban) Pajak Penghasilan Badan Corporate Income Tax Benefit (Expense)	921.905
<b>Laba (Rugi) Tahun Berjalan Profit (Loss) for the Year</b>	<b>(3.273.854)</b>

## RAPAT UMUM PEMEGANG SAHAM

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- d) Laporan Posisi Keuangan  
Total Aset atau Total Liabilitas dan Ekuitas  
Per 31 Desember 2021 terealisasi sebesar  
Rp42.627.525 juta dengan rincian sebagai  
berikut:

- d) Statement of Financial Position  
As of December 31, 2021, total assets or  
total liabilities and equity were realized at  
Rp42,627,525 million with the following  
details:

Uraian Description	Juta Rupiah Million Rupiah
<b>Aset</b> Asset	
Aset Lancar Current Asset	3.279.393
Aset Tidak Lancar Non-Current Asset	39.348.132
<b>Total Aset</b> <b>Total Assets</b>	<b>42.627.525</b>
<b>Liabilitas dan Ekuitas</b> Liabilities and Equity	
Liabilitas Jangka Pendek Current Liabilities	4.265.039
Liabilitas Jangka Panjang Non-Current Liabilities	28.297.870
Ekuitas Equity	10.064.616
<b>Total Liabilitas dan Ekuitas</b> <b>Total Liabilities and Equity</b>	<b>42.627.525</b>

- e) Laporan Posisi Keuangan  
Saldo kas per 31 Desember 2021 sebesar  
Rp1.273.304 Juta dengan rincian sebagai  
berikut:

- e) Statement of Cash Flow  
As of December 31, 2021, the cash balance  
was Rp1,273,304 million, with the following  
details:

Uraian Description	Juta Rupiah Million Rupiah
Kas dari Aktivitas Operasi Cash Flow from Operating Activities	(1.609.188)
Kas dari Aktivitas Investasi Cash Flow from Investing Activities	(2.010.906)
Kas dari Aktivitas Pendanaan Cash Flow from Funding Activities	3.425.169
Kenaikan (Penurunan) Bersih Kas dan Setara Kas Net Increase (Decrease) in Cash and Cash Equivalents	(196.726)
Saldo Kas dan Setara Kas Awal Tahun Cash and Cash Equivalents Balance at the Beginning of the Year	1.470.030
<b>Saldo Kas dan Setara Kas Akhir Tahun</b> <b>Cash and Cash Equivalents Balance at the End of the Year</b>	<b>1.273.304</b>

## RAPAT UMUM PEMEGANG SAHAM

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f) Kontrak Manajemen/*Key Performance Indicators* (KPI)

Skor KPI Tahun 2021 tercapai sebesar 102,85 dengan rincian sebagai berikut:

No.	Perspektif/Parameter Perspective/Parameters	Bobot Weight	Skor Score
A	Nilai Ekonomi dan Sosial untuk Indonesia Economic and Social Value for Indonesia	30,00	29,44
B	Inovasi Model Bisnis Business Model Innovation	30,00	32,40
C	Kepemimpinan Teknologi Technology Leadership	20,00	20,50
D	Peningkatan Investasi Investment Enhancement	10,00	10,21
E	Pengembangan Talenta Talent Development	10,00	10,30
<b>Jumlah Total</b>		<b>100,00</b>	<b>102,85</b>

f) Management Contract/*Key Performance Indicators* (KPI)

The KPI score for 2021 was 102.85, with the following details:

g) Realisasi Investasi

Investasi tahun 2021 terealisasi sebesar Rp3.086.430 juta dengan rincian sebagai berikut:

No.	Uraian Description	Juta Rupiah Million Rupiah
1	Operasional Operational	770.569
2	Pengembangan Development	2.315.861
<b>Jumlah Total</b>		<b>3.086.430</b>

g) Investment Realization

In 2021, investment was realized at Rp3,086,430 million with the following details:

h) Sumber Daya Manusia

Pada tahun 2021 sumber daya manusia sebanyak 8.958 karyawan dengan rincian sebagai berikut:

h) Human Capital

In 2021, total human capital was 8,958 employees with the following details:

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No.	Uraian Description	Juta Rupiah Million Rupiah
1	Tetap Permanent Employee	3.231
2	Kontrak Contract Employee	5.727
	<b>Jumlah Total</b>	<b>8.958</b>

- i) Tingkat Kesehatan Perusahaan  
Penilaian Tingkat Kesehatan dilakukan berdasarkan Surat Keputusan Menteri BUMN Nomor: KEP-100/MBU/2002 tanggal 4 Juni 2002, dengan skor 64 termasuk dalam tingkatan BBB (Kurang Sehat):

- i) The Company's Soundness Level  
The Soundness Level Assessment was carried out in accordance with the Minister of SOEs' Decree No. KEP-100/MBU/2002, dated June 4, 2002, with a score of 64 included in the BBB level (Less Healthy):

Keterangan Description	Realisasi Skor Score Realization
Aspek Keuangan Financial Aspect	16
Aspek Operasional Operational Aspect	34
Aspek Administrasi Administrative Aspect	14
<b>Total Skor Total Score</b>	<b>64</b>

- b. Menyetujui dan Mengesahkan Laporan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) untuk Tahun Buku 2021, yang telah diaudit oleh Kantor Akuntan Publik (KAP) Nomor: 00195/2.1032/AU.2/06/0692-1/1/III/2022 tanggal 08 Maret 2022 dengan opini "wajar, dalam semua hal yang material", serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya (*volledig et de charge*) kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) Tahun Buku 2021, sepanjang tindakan tersebut bukan merupakan tindak pidana dan tercermin di dalam laporan tersebut.

- b. To Approve and Ratify Micro and Small Enterprises Funding Program (PUMK) Report for Fiscal Year 2021, as audited by the Public Accounting Firm (PAF) No. 00195/2.1032/AU.2/06/0692-1/1/III/2022 dated March 8, 2022 with a fair opinion, in all material respects, as well as grant release and discharge of responsibility (*volledig et de charge*) to the Board of Directors and the Board of Commissioners for the management and supervision of the Micro and Small Enterprises Funding Program (PUMK) for Fiscal Year 2021, to the extent that such acts are not a criminal offense and are reflected in the report.

- a) Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK)

- a) Micro and Small Enterprises Funding Program (PUMK)



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Uraian Description	Juta Rupiah Million Rupiah
<b>Dana Tersedia</b> Available Funds	
Saldo Awal Dana PUMK Beginning Balance of PUMK Fund	293
Pengembalian pokok pinjaman Return of principal loan	17.080
Penerimaan lainnya Other revenues	1.222
<b>Total dana tersedia</b> <b>Total available funds</b>	<b>18.595</b>
<b>Penggunaan Dana</b> Use of Funds	
Penyaluran pinjaman PUMK PUMK loan disbursement	17.540
Penyaluran pinjaman melalui Lembaga Penyalur Loan disbursement through channeling institutions	-
Hibah kepada BUMN Khusus Grant to Special SOE	-
<b>Total Penggunaan Dana</b> <b>Total Use of Funds</b>	<b>17.540</b>
<b>Sisa Dana yang Tersedia</b> <b>Remaining Available Funds</b>	<b>1.055</b>

b) Program Tanggung Jawab Sosial dan Lingkungan/TJSL (Non-PUMK)

b) Social and Environmental Responsibility (CSR) Program (Non-PUMK)

Uraian Description	Juta Rupiah Million Rupiah
<b>Dana Tersedia</b> Available Funds	
Saldo Awal Dana TJSL (Non-PUMK) Beginning Balance of CSR Fund (Non-PUMK)	-
Alokasi Beban Perusahaan The Company's Cost Allocation	22.777
<b>Total dana tersedia</b> <b>Total available funds</b>	<b>22.777</b>
<b>Penggunaan Dana Berdasarkan Tujuan Pembangunan Berkelanjutan (TPB)</b> Use of Funds by Sustainable Development Goals (SDGs)	
- Pilar Sosial Social Pillar	11.569
- Pilar Ekonomi Economic Pillar	558
- Pilar Lingkungan Environmental Pillar	3.934
- Pilar Hukum dan Tata Kelola Legal and Governance Pillar	50
<b>Total Penggunaan Dana</b> <b>Total Use of Funds</b>	<b>16.112</b>
<b>Sisa Dana yang Tersedia</b> <b>Remaining Available Funds</b>	<b>6.665</b>

## RAPAT UMUM PEMEGANG SAHAM

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### 2. Agenda Kedua

Tidak ada penetapan penggunaan Laba Bersih Konsolidasian Perusahaan karena perusahaan mengalami Laba Minus/Rugi Bersih Tahun Buku 2021.

### 3. Agenda Ketiga

Penetapan Insentif Kinerja Tahun Buku 2021, Gaji Direksi dan Honorarium untuk Dewan Komisaris berikut Fasilitas dan Tunjangan Lainnya untuk Tahun 2022, akan ditetapkan secara tersendiri.

### 4. Agenda Keempat

Menyetujui menunjuk kembali Kantor Akuntan Publik (KAP) Purwantoro, Sungkoro dan Surja (EY) sebagai Kantor Akuntan Publik yang akan mengaudit Laporan Keuangan Konsolidasian Perusahaan, Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) serta laporan lainnya untuk Tahun Buku 2022.

- a. Memberikan wewenang dan kuasa kepada Dewan Komisaris menunjuk Kantor Akuntan Publik untuk melakukan audit atas Laporan Keuangan Konsolidasian Perusahaan periode lainnya pada Tahun Buku 2022 untuk tujuan dan kepentingan perusahaan.
- b. Memberikan kuasa kepada Dewan Komisaris perusahaan untuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi KAP tersebut, karena sebab apapun, tidak dapat menyelesaikan audit Laporan Keuangan Konsolidasian Perusahaan serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (PUMK) dan laporan lainnya untuk Tahun Buku 2022, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi KAP pengganti tersebut.

### 2. Agenda Item 2

Due to the Company's net loss in the fiscal year 2021, there will be no allocation of Consolidated Net Profit.

### 3. Agenda Item 3

To determine Performance Incentives for Fiscal Year 2021, the Board of Directors' Salaries and the Board of Commissioners' Honorariums, including Facilities and Other Benefits for 2021 shall be determined separately.

### 4. Agenda Item 4

To approve the re-appointment of Public Accounting Firm (PAF) Purwantoro, Sungkoro, and Surja (EY) as the Public Accounting Firm to audit the Company's Consolidated Financial Statements, Financial Statements, Implementation of Micro and Small Enterprises Funding Program (PUMK), and other reports for Fiscal Year 2022.

- a. To delegate authority to the Board of Commissioners to appoint a Public Accounting Firm to audit the Company's Consolidated Financial Statements for additional periods in Fiscal Year 2022 for the Company's purposes and interests.
- b. To delegate authority to the Company's Board of Commissioners to determine the audit fees and other requirements for the Public Accounting Firm, should they be unable to complete the audit of the Company's Consolidated Financial Statements and Implementation of Micro and Small Enterprises Funding Program (PUMK) and other reports for Fiscal Year 2022 for any reason, including determining the audit fees and other requirements for the Public Accounting Firm's replacement.

## RAPAT UMUM PEMEGANG SAHAM

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### ARAHAN RUPS PERSETUJUAN LAPORAN TAHUNAN DAN PENGESAHAN LAPORAN KEUANGAN TAHUN BUKU 2021

### GMS DIRECTIVES TO APPROVE THE ANNUAL REPORT AND RATIFY FINANCIAL STATEMENTS FOR THE FISCAL YEAR 2021

No.	Arahan Directions	Tindak Lanjut Follow-Up
1.	<p>Tanggapan dan Rekomendasi dari Dewan Komisaris ditetapkan sebagai bagian dari RUPS yang harus ditindaklanjuti oleh Direksi dan agar pelaksanaannya dapat diawasi oleh Dewan Komisaris.</p> <p>The GMS shall include the Board of Commissioners' responses and recommendations and shall be followed up on by the Board of Directors and monitored by the Board of Commissioners.</p>	<p>Dewan Komisaris secara berkala telah menyampaikan tanggapan dan rekomendasi atas capaian-capaian kinerja perusahaan dan juga atas penanganan isu-isu strategis yang mempengaruhi kinerja perusahaan. Beberapa isu strategis yang menjadi perhatian utama Dewan Komisaris selama tahun 2022 antara lain terkait pelaksanaan program transformasi perusahaan dengan fokus utama pada <i>revenue enhancement</i> dan <i>cost leadership</i>, pengelolaan likuiditas perusahaan, evaluasi investasi, pengembangan bandara baru, perbaikan kinerja dan tata kelola bandara, perbaikan kinerja dan tata kelola anak perusahaan dan perbaikan implementasi manajemen risiko dan GCG.</p> <p>The Board of Commissioners has submitted responses and recommendations on the company's performance achievements as well as the management of strategic issues affecting the company's performance on a regular basis. The underlying strategic issues that have emerged as top priorities for the Board of Commissioners in 2022 include the implementation of the company's transformation program, with an emphasis on revenue enhancement and cost leadership, management of company liquidity, investment assessment, development of new airports, improvement of airport performance and governance, improvement of subsidiary performance and governance, and improvement of risk management and GCG implementation.</p>
2.	<p>Sampai dengan akhir tahun 2021 kondisi Angkasa Pura I belum menunjukkan kinerja keuangan yang positif, sehingga Pemegang Saham mengharapkan transformasi secara menyeluruh di PT Angkasa Pura I tidak terbatas hanya kepada restrukturisasi utang tetapi juga restrukturisasi dan transformasi operasional untuk meningkatkan kinerja terutama pada optimalisasi pemanfaatan biaya.</p> <p>As of the end of 2021, Angkasa Pura I's financial performance has not been satisfactory. Thus, shareholders expect a comprehensive transformation at PT Angkasa Pura I, including not only debt restructuring but also operational restructuring and transformation to improve performance, particularly in optimizing cost utilization.</p>	<p>PT Angkasa Pura I senantiasa berupaya melakukan transformasi operasional/struktur organisasi perusahaan untuk meningkatkan kinerja dan efisiensi pengeluaran beban perusahaan. PT Angkasa Pura I melakukan transformasi secara menyeluruh pada 4 pilar utama yaitu <i>Business Turnaround (Revenue Enhancement dan Cost &amp; Operation), Organization &amp; Culture, Financial Restructuring, dan Digitalization</i>.</p> <p>PT Angkasa Pura I constantly strives to transform the company's operational/organizational structure to improve performance and efficiency of company expenses. PT Angkasa Pura I implements a comprehensive transformation based on four major pillars, namely Business Turnaround (Cost Leadership and Revenue Enhancement) Organization &amp; Culture, Financial Restructuring, and Digitalization.</p>
3.	<p>Menata ulang portofolio usaha termasuk menjadwalkan dan merencanakan proses <i>corporate action</i> yang diharapkan dapat meningkatkan kinerja keuangan PT Angkasa Pura I, tidak terbatas hanya kepada program optimalisasi aset dalam bentuk kerjasama pada aset yang <i>under utilized</i> tetapi kemungkinan melihat pada <i>corporate actions</i> yang lain yang dapat mengurangi beban utang perusahaan, termasuk <i>asset recycling</i> ataupun kemungkinan restrukturisasi pendapatan bandara PT Angkasa Pura I.</p> <p>To restructure the business portfolio, including scheduling and planning the Corporate Action, which is expected to improve PT Angkasa Pura I's financial performance, not only through asset optimization programs in the form of cooperation on underutilized assets, but also through the possibility of looking at other corporate actions that can reduce the Company's debt burden, such as asset recycling or the possibility of restructuring PT Angkasa Pura I's airport revenue.</p>	<p>Perusahaan telah menetapkan target kepada Direksi anak perusahaan untuk memperluas target pasar, termasuk realisasi program kerja pendapatan di luar PT Angkasa Pura I Grup yang bertujuan untuk meningkatkan pendapatan non eliminasi. PT Angkasa Pura I juga melakukan optimalisasi aset melalui pola kerjasama <i>strategic partnership</i> dengan beberapa opsi yaitu <i>spin off</i>, sekuritisasi aset dan <i>asset recycling</i>.</p> <p>The company has set targets for subsidiary directors to expand target markets, including the realization of revenue work programs outside of the PT Angkasa Pura I Group aimed at increasing non-elimination revenue. PT Angkasa Pura I also optimized assets through strategic partnership cooperation patterns, including spin offs, asset securitization, and asset recycling.</p>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
4.	<p>Melakukan penelaahan dan transformasi <i>business model</i> bandar udara, tanpa mengurangi aspek 3S dan 1C (<i>Safety, Security, Services, dan Compliance</i>), serta dapat lebih melakukan aliansi bisnis dengan PT Angkasa Pura II (<i>Sister Company</i>), sebagai bagian dari ekosistem pada <i>holding</i> aviasi PT Aviasi Pariwisata Indonesia (Persero).</p> <p>To review and transform the airport business model while maintaining the 3S and 1C (Safety, Security, Services, and Compliance) aspects, and to further conduct business alliances with PT Angkasa Pura II (Sister Company), as part of the aviation ecosystem in PT Aviasi Pariwisata Indonesia (Persero) holding.</p>	<p>PT Angkasa Pura I telah melaksanakan integrasi dan kolaborasi dengan PT Angkasa Pura II di bidang <i>safety policy</i> (kebijakan keselamatan) dalam menyusun Komitmen Keselamatan Bersama untuk terus berupaya menempatkan keselamatan penerbangan dan kesehatan kerja sebagai prioritas utama pada setiap proses bisnis bandara. Komitmen Keselamatan Bersama telah ditandatangani oleh Direktur Utama PT Angkasa Pura I dan PT Angkasa Pura II selaku Accountable Executive perusahaan pada 13 Februari 2023 dengan disaksikan oleh perwakilan Kementerian Perhubungan dan Kementerian Ketenagakerjaan.</p> <p>PT Angkasa Pura I integrated and collaborated with PT Angkasa Pura II on safety policy in preparing a Joint Safety Commitment to continue to prioritize aviation safety and occupational health in all airport business processes. On February 13, 2023, the President Director of PT Angkasa Pura I and PT Angkasa Pura II as the company's accountable Executives signed the Joint Safety Commitment in the presence of representatives from the Ministry of Transportation and the Ministry of Manpower.</p>
5.	<p>Ke depannya agar PT Angkasa Pura I melihat sebagai bagian ekosistem pada <i>holding</i> aviasi PT Aviasi Pariwisata Indonesia (Persero) dan lebih meningkatkan sinergi sebagai bagian dari <i>holding</i> PT Aviasi Pariwisata Indonesia (Persero).</p> <p>In the future, PT Angkasa Pura I should see itself as part of the aviation ecosystem in PT Aviasi Pariwisata Indonesia (Persero) holding, and further enhance synergies as part of PT Aviasi Pariwisata Indonesia (Persero) holding.</p>	<p>PT Angkasa Pura I mengambil bagian secara aktif dalam program-program <i>holding</i> PT Aviasi Pariwisata Indonesia (Persero), baik dalam hal promosi, kerja sama bisnis, pengembangan SDM, serta program strategis <i>holding</i> lainnya seperti <i>airport integration</i>.</p> <p>PT Angkasa Pura I plays an active role in PT Aviasi Pariwisata Indonesia (Persero) holding programs, including promotion, business cooperation, human resource development, and other holding strategic programs, such as airport integration.</p>
6.	<p>Pada tahun 2022 diharapkan agar pengawasan pada arus kas harus dapat lebih diperhatikan dan diupayakan agar ke depan tidak ada defisit atau <i>negative operating cashflow</i>. Diharapkan semua pengeluaran operasi harus dibiayai oleh pendapatan operasional.</p> <p>In 2022, it is expected that cash flow monitoring must be given more attention and efforts should be made to ensure that there is no deficit or negative operating cash flow in the future. It is expected that all operational expenses must be funded by operating revenue.</p>	<p>Perusahaan senantiasa berupaya maksimal dalam menjaga arus kas tahun 2022 dan tahun-tahun ke depan agar tidak terdapat defisit atau <i>negative operating cash flow</i>. PT Angkasa Pura I juga memastikan agar seluruh pengeluaran operasi dapat dibiayai menggunakan pendapatan operasional melalui upaya sebagai berikut:</p> <ol style="list-style-type: none"> <li>1. Optimalisasi pengelolaan kas melalui manajemen <i>term of payment</i> menjadi 120 hari;</li> <li>2. Penyelesaian piutang bermasalah;</li> <li>3. Percepatan penagihan piutang usaha;</li> <li>4. Pengaturan pengeluaran pembayaran menyesuaikan dengan <i>cash availability</i> perusahaan;</li> <li>5. Saat ini dalam proses pembenahan sistem penagihan penerimaan PSC yang terotomasi dengan <i>airline</i>.</li> </ol> <p>The company always puts forth its best efforts to maintain cash flow in 2022 and subsequent years to avoid a deficit or negative operating cash flow. The Company also ensures that all operating expenses are covered by operating income through the following efforts:</p> <ol style="list-style-type: none"> <li>1. Cash management optimization by extending term of payment management to 120 days;</li> <li>2. Resolution of bad debt.</li> <li>3. Acceleration of accounts receivable collection;</li> <li>4. Payment expenditure arrangements that adjust to the company's cash availability;</li> <li>5. Revamping the Passenger Service Charge (PSC) revenue collection system automated with airlines.</li> </ol>
7.	<p>Melakukan restrukturisasi terhadap <i>unfunded liabilities</i>. <i>Unfunded liabilities</i> adalah liabilitas akibat dari aktivitas investasi yang tidak dapat dibayarkan dari pinjaman baru atau <i>operating cashflow</i>. Tidak hanya pada kontraktor tetapi juga pada tunggakan utang kepada <i>stakeholders</i> lainnya termasuk pada karyawan/<i>employee benefit</i>.</p> <p>To restructure unfunded liabilities. Unfunded liabilities are liabilities incurred as a result of investment activities that cannot be paid for with new loans or operating cashflow, not only for contractors but also for outstanding debt owed to other stakeholders, including employee benefits.</p>	<p>Atas <i>unfunded liabilities</i>, perusahaan telah melakukan penyelesaian pembayaran kewajiban melalui fasilitas <i>non cash loan</i> dan penjadwalan pembayaran dengan jangka waktu lebih panjang.</p> <p>The Company has settled payment obligations for unfunded liabilities by using non-cash loan facility and scheduling payment over a longer period of time.</p>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
8.	<p>Memperkuat tata kelola perusahaan yang baik (<i>good corporate governance</i>), aturan dan manajemen risiko menyesuaikan dengan kebijakan <i>holding</i> dan Kementerian BUMN.</p> <p>To enhance good corporate governance, regulations, and risk management in accordance with the holding company's and the Ministry of SOEs' policies.</p>	<p>Terkait tata kelola perusahaan yang baik, PT Angkasa Pura I telah memiliki komitmen untuk menerapkan praktik tata kelola perusahaan yang baik atau <i>good corporate governance</i> (GCG) secara konsisten sebagaimana yang telah diatur dalam Peraturan Kementerian Badan Usaha Milik Negara (BUMN) Nomor PER-01/MBU/2011 jo. Peraturan Menteri Negara Badan Usaha Milik Negara (BUMN) No. PER-09/MBU/2012 tentang tata kelola perusahaan yang baik (GCG).</p> <p>In terms of good corporate governance, PT Angkasa Pura I has committed to consistently implementing Good Corporate Governance (GCG) practices as set forth in the Regulation of the Ministry of State-Owned Enterprises (SOEs) No. PER-09/MBU/2012 on Good Corporate Governance (GCG).</p>
		<p>Dalam mengimplementasikan GCG di perusahaan, manajemen telah membuat suatu pedoman yang disahkan melalui Keputusan Direksi PT Angkasa Pura I Nomor KEP.110/OM.04/2019;KEP.02/DK.AP.I/2019 tentang Pedoman Tata Kelola Perusahaan (<i>Code of Corporate Governance</i>) PT Angkasa Pura I (Persero) tanggal 7 Mei 2019. Pedoman tersebut menjadi salah satu pondasi penting perusahaan yang digunakan untuk memberikan <i>guidance</i> bagi seluruh insan perusahaan tentang pelaksanaan setiap proses bisnis di unit kerja masing-masing agar tetap berpegang teguh pada prinsip GCG yaitu <i>transparent, accountability, responsibility, independent</i> dan <i>fairness</i> secara konsisten</p> <p>Management has developed a guideline for implementing GCG in the company, enacted through the Board of Directors Decree of PT Angkasa Pura I No. KEP 110/OM.04/2012; KEP 02/DK.AP.I.2019 on Code of Corporate Governance of PT Angkasa Pura I (Persero) dated May 7, 2019. The guideline is one of the company's crucial aspects, used to provide guidance for all company personnel regarding the implementation of each business process in their respective work units in order to consistently adhere to the GCG principles of transparency, accountability, responsibility, independence, and fairness.</p> <p>Terkait pengelolaan risiko, PT Angkasa Pura I telah melakukan penguatan manajemen risiko yang selaras dengan arah dan kebijakan strategi pada Peraturan Menteri BUMN Nomor PER-08/MBU/08/2020 tentang Rencana Strategis Kementerian BUMN, Peraturan Menteri BUMN Nomor PER-05/MBU/09/20202 tentang Penerapan Manajemen Risiko Pada Badan Usaha Milik Negara, dan Pedoman Umum Manajemen Risiko melalui Keputusan Direksi PT Aviawi Pariwisata Indonesia (Persero) Nomor PD.INJ.16.04/12/2022/A.0016 dengan melakukan beberapa langkah, meliputi:</p> <p>In terms of risk management, PT Angkasa Pura I has strengthened risk management in accordance with the direction and strategic policies in the Minister of SOEs Regulation No. PER-08/MBU/08/2020 on Implementation of Risk Management in State-Owned Enterprises, and General Guidelines for Risk Management through the Board of Directors Decree of PT Aviawi Pariwisata Indonesia (Persero) No. PD.INJ.16.04/12/2022/A.0016 by taking several steps, including:</p> <ol style="list-style-type: none"> <li>1. Penguatan fungsi manajemen risiko menjadi salah satu inisiatif <i>corporate transformation</i> perusahaan; Strengthening the risk management function as one of the company's corporate transformation initiatives;</li> <li>2. <i>Gap analysis</i> dan evaluasi atas Pedoman Manajemen Risiko PT Angkasa Pura I Nomor KEP.212/OM.02/2020 tentang Pedoman Manajemen Risiko; Gap analysis and evaluation of PT Angkasa Pura I's Risk Management Guidelines No. KEP.212/OM.02/2020 on risk management guidelines;</li> <li>3. Perbaikan SOP dan penyempurnaan proses bisnis manajemen risiko; SOP improvement and risk management business process improvement;</li> </ol>



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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>4. Pelaksanaan pengukuran manajemen risiko (<i>risk maturity index</i>) mengacu pada arahan/kebijakan <i>holding</i> dalam Surat PT Aviassi Pariwisata Indonesia (Persero) Nomor INJ.16.04/23/06/2022/A.0240. Implementation of risk management measurement (<i>risk maturity index</i>) refers to the holding's direction/policy set forth in Letter of PT Aviassi Pariwisata Indonesia (Persero) No. INJ.16.04/23/06/2022/A.0240.</p>
9.	<p>Pada akhir tahun 2021, PT Angkasa Pura I sudah dalam proses melaksanakan restrukturisasi utang dengan perbankan, maka perusahaan diminta untuk dapat menyelesaikan dengan sebaik-baiknya termasuk menjalankan <i>corporate transformation</i> yang berbasis 4 (empat) pilar, yaitu: <i>Business Turnaround, Organization and Culture; Financial Restructuring; dan Digitalization</i>.</p> <p>As of the end of 2021, PT Angkasa Pura I was in the process of debt restructuring with banks and the Company is requested to complete the process as best as possible, including carrying out Corporate Transformation based on 4 (four) pillars, namely: Business Turnaround, Organization and Culture; Financial Restructuring; and Digitalization.</p>	<p>PT Angkasa Pura I telah merealisasikan penyelesaian program transformasi sebagai berikut: PT Angkasa Pura I realized the completion of the transformation program as follows:</p> <p><b>1. Financial Restructuring</b></p> <ul style="list-style-type: none"> <li>- Penetapan PT Angkasa Pura I sebagai PKP Berisiko Rendah yang berdampak pada proses pengembalian pajak (restitusi) menjadi lebih cepat; The designation of PT Angkasa Pura I as a Low Risk Taxable Company (PKP) has resulted in a faster tax refund process (restitution).</li> <li>- Seluruh <i>lenders</i> telah menandatangani Perjanjian Restrukturisasi dan telah mendapatkan opini legal serta pernyataan efektif per tanggal 15 Juli 2022; All lenders signed the Restructuring Agreement and received legal opinions and effective statements as of July 15, 2022;</li> <li>- Perubahan <i>Outlook Rating</i> atas pemantauan khusus oleh Pefindo dari AA+ <i>outlook negative</i> menjadi AA+ <i>Outlook Stable</i> pada tanggal 28 Juli 2022; On July 28, 2022, Pefindo's outlook rating changed from AA+ negative outlook to AA+ stable outlook.</li> <li>- Penyelesaian atas piutang bermasalah dengan melakukan koordinasi kepada mitra terkait; Settlement of non-performing receivables by coordinating with related partners;</li> <li>- Menurunkan <i>Average Collection Periode (ACP)</i> yang pada tahun 2021 sebesar 66 hari Menjadi sesuai kontrak manajemen 2022 sebesar 29 hari; Lowering the Average Collection Period (ACP) from 66 days in 2021 to 29 days, as per the management contract in 2022.</li> <li>- Implementasi kebijakan Perusahaan terkait penjadwalan pembayaran kepada tenant selama masa pandemi. Implementation of Company policies regarding tenant payment scheduling during the pandemic.</li> <li>- Pelaksanaan Rapat Umum Pemegang Obligasi (RUPO) dan Rapat Umum Pemegang Sukuk Ijarah (RUPSI) pada tanggal 29-30 November 2022 dengan hasil persetujuan permohonan <i>waiver</i> atas rasio keuangan yang belum dapat terpenuhi. Implementation of the General Meeting of Bondholders (GMB) and General Meeting of Sukuk Ijarah Holders (GMSIH) on November 29-30, 2022, with the results of approving requests for waivers of unsatisfactory financial ratios.</li> <li>- Terdapat program yang sedang dalam proses yaitu: The ongoing programs include: <ul style="list-style-type: none"> <li>- Rencana penerbitan sukuk tanpa melalui penawaran umum; Sukuk issuance plan without public offering;</li> <li>- Identifikasi bandara dan atau kluster bandara untuk inisiatif <i>deleveraging</i> dengan skema <i>spin-off</i> dan sekuritisasi melalui penyiapan kajian <i>deleveraging</i>; Identification of airports and/or airport clusters for deleveraging initiatives with spin-off and securitization schemes through the preparation of deleveraging review;</li> <li>- Menurunkan <i>Average Collection Periode (ACP)</i> sesuai kontrak manajemen 2023 menjadi 25 hari; Lowering the Average Collection Period (ACP) to 25 days, as per the management contract in 2023;</li> </ul> </li> </ul>

## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Up
		<ul style="list-style-type: none"> <li>- Deleveraging dan optimalisasi portofolio anak perusahaan member InJourney melalui <i>airport service and cargo cluster sub holding</i>; Deleveraging and portfolio optimization of InJourney member subsidiaries through airport service and cargo cluster sub holding;</li> <li>- Identifikasi bandara dan atau klaster bandara untuk inisiatif <i>deleveraging</i> dengan skema <i>spin off</i> dan sekuritisasi melalui penyiapan kajian <i>deleveraging</i>. Identification of airports and or airport clusters for deleveraging initiatives with spin off and securitization schemes through the preparation of deleveraging review.</li> </ul> <p><b>2. Business Turnaround - Revenue Growth</b></p> <ul style="list-style-type: none"> <li>- Penyesuaian kenaikan tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) di 11 Bandara PT Angkasa Pura I sejak Juli 2022; Tariff adjustment for Passenger Service Charge (PJP2U) at 11 PT Angkasa Pura I Airports since July 2022;</li> <li>- Mengevaluasi potensi peningkatan trafik dan pendapatan; Evaluate the potential for traffic and revenue growth;</li> <li>- Melaksanakan inisiatif <i>revenue growth</i> melalui peningkatan wewenang Direksi terkait kegiatan komersial, melakukan negosiasi kenaikan tarif, dan <i>city pair program</i> melalui aktivasi rute Melbourne, Kuala Lumpur, dan Incheon pada Bandara Internasional Yogyakarta Kulon Progo dan Bandara I Gusti Ngurah Rai Bali; Implement revenue growth initiatives by increasing the Board of Directors' authority over commercial activities, negotiating tariff increases, and city pair program through the activation of Melbourne, Kuala Lumpur, and Incheon routes at Yogyakarta International Airport Kulon Progo and I Gusti Ngurah Rai Airport Bali;</li> <li>- Pelaksanaan seleksi mitra usaha di Bandara I Gusti Ngurah Rai Bali; Implementation of business partner selection at I Gusti Ngurah Rai Airport Bali;</li> <li>- Penetapan Tarif pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di 14 Bandara PT Angkasa Pura I; Determination of Aircraft Cargo and Postal Services (PJKP2U) tariffs at 14 PT Angkasa Pura I airports;</li> <li>- Pelaksanaan <i>market sounding area</i> komersial; Implementation of commercial area market sounding;</li> <li>- Terdapat beberapa program yang sedang dalam proses penyelesaian yaitu <i>Hard Block Scheme</i> dengan My Indo &amp; Trigana rute DJJ-WMX, serta transisi operasional terminal kargo Bandara Sentani Jayapura dengan PT Angkasa Pura Logistik sebagai Mitra Jaster <i>Handling</i> Kargo dan Pos menggantikan PT Nayag Citra Baliem. The ongoing proram include Hard Block Scheme with My Indo &amp; Trigana on the DJJ-WMX route, and operational transition of Sentani Airport Jayapura cargo terminal with PT Angkasa Pura Logistik as the Cargo and Postal Handling Jaster Partner replacing PT Nayag Citra Baliem.</li> </ul> <p><b>3. Business Turnaround - Cost Optimization</b></p> <ul style="list-style-type: none"> <li>- Pelaksanaan optimalisasi biaya operasional melalui negosiasi kontrak <i>Baggage Handling System/BHS</i> di bandara; Implementation of operational cost optimization through Baggage Handling System/BHS contract negotiation at the airport;</li> <li>- Implementasi <i>airport operational based on traffic</i> untuk optimalisasi biaya operasional dan SDM di bandara; Implementation of traffic-based airport operations to optimize operational costs and human resources at the airport;</li> </ul>

## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Up
		<ul style="list-style-type: none"> <li>- Pelaksanaan optimalisasi biaya sewa peralatan keamanan (<i>security equipment</i>) melalui perubahan kontrak sewa <i>x-ray</i> dari <i>fixed cost</i> menjadi <i>variable cost</i> di bandara; Implementation of security equipment rental cost optimization at the airport by changing the x-ray rental contract from fixed to variable cost;</li> <li>- Program <i>cost leadership</i> oleh anak perusahaan. Cost leadership program by subsidiaries.</li> </ul> <p><b>4. Organization and Culture</b></p> <ul style="list-style-type: none"> <li>- Membentuk <i>transformation office</i> untuk mendorong percepatan restrukturisasi dan transformasi; Establish a transformation office to accelerate restructuring and transformation;</li> <li>- Penyusunan draft Pedoman <i>Business Continuity Management</i> (pengelolaan risiko terkait kejadian di luar kendali perusahaan); Drafting of Business Continuity Management Guidelines (risk management for events beyond the company's control);</li> <li>- Restrukturisasi organisasi sejalan dengan kebijakan <i>holding</i> pada program <i>airport integration</i> PT Angkasa Pura I dan PT Angkasa Pura II; Organizational restructuring in accordance with the holding policy on PT Angkasa Pura I and PT Angkasa Pura II's airport integration program;</li> <li>- Peningkatan <i>employee capability</i> melalui <i>redesign training, coaching, job assignment</i>; Increased employee capability through redesign training, coaching, job assignment;</li> <li>- Peningkatan <i>employee engagement</i> melalui program penguatan <i>culture</i>; Increased employee engagement through culture strengthening programs;</li> <li>- Penguatan fungsi manajemen risiko dan mempercepat proses pengambilan keputusan melalui <i>four eyes principle</i>; Strengthening the risk management function and accelerating the decision-making process through the four eyes principle;</li> <li>- Implementasi <i>Enterprise Performance Management (EPM)</i> Pre-eliminasi: <i>Business Knowledge</i> Tahap 1. Implementation of Enterprise Performance Management (EPM) Pre elimination: Business knowledge Phase 1.</li> </ul> <p><b>5. Digital Transformation</b></p> <ul style="list-style-type: none"> <li>- Pelaksanaan <i>digital transformation</i> untuk mendorong percepatan pengambilan keputusan melalui inisiatif data <i>driven decision making platform</i>, modul <i>Airport Collaborative Decision Making/ACDM</i> ditampung di <i>SIOPSKOM</i>. Tahap selanjutnya adalah penyusunan MOU antara PT Angkasa Pura I dengan <i>Airnav Indonesia</i>, dan PT Angkasa Pura I dengan maskapai untuk mendapatkan data; Implementation of digital transformation to promote the acceleration of decision-making through data driven decision-making platform initiatives, <i>SIOPSKOM</i> features <i>Airport Collaborative Decision Making (ACDM)</i> module. The next step is to prepare an MOU between PT Angkasa Pura I and <i>Airnav Indonesia</i>, as well as between PT Angkasa Pura I and airlines to obtain data;</li> </ul>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<ul style="list-style-type: none"> <li>- Pengembangan bisnis baru dan monetisasi dari pelayanan <i>digital</i> di bandara, serta upaya <i>revenue safeguarding</i>. Program <i>wifi monetizing</i>, sistem sudah diimplementasikan di Bandara I Gusti Ngurah Rai Bali, Bandara Zainuddin Abdul Madjid Lombok, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Jenderal Ahmad Yani Semarang, Bandara Sam Ratulangi Manado, Bandara Sultan Hasanuddin Makassar, Bandara Syamsudin Noor Banjarmasin, Bandara Adi Soemarmo Solo, Bandara Internasional Yogyakarta Kulon Progo, Bandara Sentani Jayapura, dan Bandara El Tari Kupang. Program Electronic Point of Sales/ePOS dalam tahap <i>proof of concept</i> oleh PT Telekomunikasi Indonesia (Persero) Tbk., Yoke dan Telkomsel, dan <i>cargo system</i> dalam proses persiapan pengadaan; New business development and monetization of digital services at the airport, as well as revenue safeguarding efforts. The WiFi monetizing program has been implemented at I Gusti Ngurah Rai Airport Bali, Zainuddin Abdul Madjid Airport Lombok, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Jenderal Ahmad Yani Airport Semarang, Sam Ratulangi Airport Manado, Sultan Hasanuddin Airport Makassar, Syamsudin Noor Banjarmasin, Adi Soemarmo Airport Solo, Yogyakarta International Airport Kulon Progo, Sentani Airport Jayapura and El Tari Airport Kupang. Electronic point of sales (e POS) program is in the proof of concept phase by PT Telekomunikasi Indonesia (Persero) Tbk. Yoke and Telkomsel, and the cargo system is being prepared for procurement;</li> <li>- Peningkatan efektifitas dan efisiensi <i>business process</i>. <i>Robotic Process Automation</i> dalam proses <i>development</i>, <i>Airport Operation Data Sharing (AODS)</i> dan (<i>Airport Collaborative Decision Making</i>) ACDM masih dalam proses persiapan pengadaan; Increasing the effectiveness and efficiency of business processes. Robotic Process Automation is in the development process, Airport Operation Data Sharing (AODS) and Airport Collaborative Decision Making (ACDM) are being prepared for procurement;</li> <li>- Terdapat dua program yang selesai dan <i>Go Live</i> pada Desember 2022 yaitu 5G IBCS oleh APS dan EPM <i>Infrastructure (EDW)</i> Two programs, 5G IBCS by APS and EPM infrastructure (EDW), have been completed and are scheduled to go live in December 2022.</li> </ul>



## RAPAT UMUM PEMEGANG SAHAM

General Meeting of Shareholders

### RAPAT UMUM PEMEGANG SAHAM PENGESAHAN RENCANA KERJA DAN ANGGARAN PERUSAHAAN (RKAP) DAN RENCANA KERJA ANGGARAN PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (RKA-TJSL) TAHUN 2021

Pada tahun 2021, perusahaan melaksanakan RUPS tentang Pengesahan Rencana dan Anggaran Kerja Perusahaan (RKAP) dan Rencana Kerja Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2021 pada 29 Januari 2021 secara daring. Undangan rapat disampaikan kepada Pemegang Saham melalui surat No. AP.I.475/KU.01.03/2021/DU-B tanggal 27 Januari 2021. Rapat dihadiri oleh seluruh Dewan Komisaris dan Direksi.

#### 1. Agenda Pertama

Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) Tahun 2021 termasuk Rencana Kerja dan Anggaran Dewan Komisaris Tahun 2021.

Keputusan:

Mengesahkan Rencana Kerja dan Anggaran Perusahaan Tahun 2021 dengan pokok-pokok sebagai berikut:

##### 1. Laporan Posisi Keuangan Konsolidasian

Aset

- Aset Lancar Rp5.368 miliar
- Aset Tidak Lancar Rp44.581 miliar

**Jumlah Aset Rp49.949 miliar**

Liabilitas dan Ekuitas

- Liabilitas Jangka Pendek Rp5.202 miliar
- Liabilitas Jangka Panjang Rp34.724 miliar
- Ekuitas Rp10.023 miliar

**Jumlah Liabilitas dan Ekuitas Rp49.949 miliar**

##### 2. Laporan Laba Rugi Konsolidasi

Pendapatan Operasi Rp4.959 miliar

Beban Operasi Rp6.201 miliar

**Lab a (Rugi) Operasi Rp(1.242) miliar**

Pendapatan Keuangan Rp138 miliar

Beban Keuangan Rp1.769 miliar

**Lab a (Rugi) Sebelum Pajak Rp(2.873) miliar**

Beban Pajak Rp123 miliar

**Lab a (Rugi) Tahun Berjalan Rp(2.996) miliar**

### GMS TO RATIFY THE COMPANY WORK PLAN AND BUDGET (CWBP) AND SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM WORK PLAN AND BUDGET (WPB-CSR) 2021

In 2021, the Company convened a GMS on Ratification of the Company Work Plan and Budget (RKAP) and the 2021 Corporate Social Responsibility Work Plan and Budget (WPB-CSR) on January 29, 2021 online. The invitation to the meeting was sent to the Shareholders through Invitation Letter No. AP.I.475/KU.01.03/2021/DU-B dated January 27, 2021. The meeting was attended by the entire Board of Commissioners and Board of Directors.

#### 1. Agenda Item I

Ratification of the Company's Work Plan and Budget (RKAP) for 2021, including the 2021 Work Plan and Budget for the Board of Commissioners.

Resolution:

To ratify the Company Work Plan and Budget 2021, as per the following:

##### 1. Consolidated Financial Statement

Assets

- Current Assets Rp5,368 billion
- Non-Current Assets Rp44,581 billion

**Total Assets Rp49,949 billion**

Liabilities and Equity

- Current Liabilities Rp5,202 billion
- Non-Current Liabilities Rp34,724 billion
- Equity Rp10,023 billion

**Total Liabilities and Equity Rp49,949 billion**

##### 2. Consolidated Profit and Loss Statement

Operating Income Rp4,959 billion

Operating Expense Rp6,201 billion

**Operating Profit (Loss) Rp(1,242) billion**

Financial Income Rp138 billion

Financial Expenses Rp1,769 billion

**Profit (Loss) Before Tax Rp(2,873) billion**

Tax Expense Rp123 billion

**Profit (Loss) for the Year Rp(2,996) billion**



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<p>3. Investasi</p> <p style="padding-left: 20px;">Operasional</p> <p style="padding-left: 20px;">Pengembangan</p> <p><b>Jumlah</b></p> <p><b>2. Agenda Kedua</b></p> <p>Pengesahan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2021, dengan pokok-pokok alokasi penggunaan jasa sebagai berikut:</p> <p>Program pendanaan UMK : Rp22.685.000.000</p> <p>Program TJSL : Rp22.776.754.510</p> <p><b>3. Agenda Ketiga</b></p> <p>Persetujuan dan Pengesahan Kontrak Manajemen (<i>Key Performance Indicators</i>) antara Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2021.</p> <p>Keputusan:</p> <p>Menyetujui dan mengesahkan Kontrak Manajemen (<i>Key Performance Indicators</i>) antara Direksi dan Direksi dan Dewan Komisaris dengan Pemegang Saham Tahun 2021.</p> <p><b>4. Agenda Keempat</b></p> <p>Persetujuan dan Pengesahan Kontrak Manajemen (<i>Key Performance Indicators</i>) antara Dewan Komisaris dengan Pemegang Saham Tahun 2021.</p> <p>Keputusan:</p> <p>Persetujuan dan Pengesahan Kontrak Manajemen (<i>Key Performance Indicators</i>) antara Dewan Komisaris dengan Pemegang Saham Tahun 2021.</p> <p><b>5. Agenda Kelima</b></p> <p>Penetapan Indikator Aspek Operasional untuk pengukuran Tingkat Kesehatan Perusahaan Tahun 2021.</p> <p>Keputusan:</p> <p>Menetapkan Indikator Aspek Operasional untuk pengukuran Tingkat Kesehatan Perusahaan Tahun 2021, sebagai berikut:</p>	<p>Rp1.388 miliar</p> <p>Rp3.766 miliar</p> <p><b>Rp5.155 miliar</b></p>	<p>3. Investment</p> <p style="padding-left: 20px;">Operational</p> <p style="padding-left: 20px;">Development</p> <p><b>Total</b></p> <p><b>2. Agenda Item 2</b></p> <p>Ratification of the Work Plan and Budget for the 2021 Corporate Social Responsibility Program (WPB-CSR), with the allocations for the use of services as follows:</p> <p>MSE funding program : Rp22,685,000,000</p> <p>CSR Program : Rp22,776,754,510</p> <p><b>3. Agenda Item 3</b></p> <p>Approval and Ratification of the Management Contract (Key Performance Indicators) between the Board of Directors and Board of Commissioners with Shareholders for 2021.</p> <p>Resolution:</p> <p>To approve and ratify the Management Contract (Key Performance Indicators) between the Board of Directors and the Board of Directors and the Board of Commissioners by the Shareholders for 2021.</p> <p><b>4. Agenda Item 4</b></p> <p>Approval and Ratification of the Management Contract (Key Performance Indicators) between the Board of Commissioners and Shareholders in 2021.</p> <p>Resolution:</p> <p>To approve and ratify Management Contract (Key Performance Indicators) between the Board of Commissioners and Shareholders in 2021.</p> <p><b>5. Agenda Item 5</b></p> <p>Determination of Operational Aspect Indicators for the Soundness Level Assessment of PT Angkasa Pura I in 2021.</p> <p>Resolution:</p> <p>To determine Operational Aspect Indicators for the Soundness Level Assessment of PT Angkasa Pura I in 2021, as follows:</p>	<p>Rp1,388 billion</p> <p>Rp3,766 billion</p> <p><b>Rp5,155 billion</b></p>
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## RAPAT UMUM PEMEGANG SAHAM

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### 6. Agenda Keenam

Pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% dari masing-masing item investasi sepanjang tidak mengubah program/item investasi dan tidak melebihi total nilai investasi dan ketentuan ini berlaku sampai dengan adanya perubahan keputusan.

### 6. Agenda Item 6

Delegation of authority to the Board of Commissioners to approve changes to the investment budget allocation with a maximum value of 10% of each investment item as long as it does not change the investment program/item and does not exceed the total investment value and this provision is valid until there is a change in GMS resolution.

Kriteria Criteria	Satuan Unit	Target Target	Bobot Weight
<i>Customer Satisfaction Index (CSI)</i> Customer Satisfaction Index (CSI)	1-5 Skala Likert 5-Point Likert Scale	4,36	15
Tingkat Pelayanan Service Level			
a. Pemeriksaan Security di Terminal Security Check in Terminal			
i. Kondisi Normal Normal Condition	Menit Minute	00:03:00	2,5
ii. Kondisi Khusus Special Condition	Menit Minute	00:08:00	2,5
b. Fasilitas Umum Public Facility			
1) Kebersihan Bandara Airport Cleanliness	1-5 Skala Likert 5-Point Likert Scale	4,59	2,5
2) Tingkat Kesejukan Ruangan Room Temperature	%	95	2,5
Pengembangan Fasilitas dan Investasi Facility Development and Investment			
a. Pencapaian Tingkat daya serap program Achievement Rate of Absorptive Capacity of the Program	%	100	5
b. Pencapaian fisik investasi Physical achievement of investment	%	60	5
<b>Jumlah Total</b>			<b>35</b>

Keputusan:

Menyetujui pelimpahan kewenangan kepada Dewan Komisaris untuk memberikan persetujuan apabila terdapat tindakan-tindakan yang mengakibatkan perubahan alokasi anggaran investasi dengan nilai maksimum 10% dari masing-masing item investasi sepanjang tidak mengubah program/item investasi dan tidak melebihi total nilai investasi dan ketentuan ini berlaku sampai dengan adanya perubahan keputusan.

Resolution:

To approve the delegation of authority to the Board of Commissioners to approve changes to the investment budget allocation with a maximum value of 10% of each investment item as long as it does not change the investment program/item and does not exceed the total investment value and this provision is valid until a change in GMS resolution.

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Seluruh keputusan RUPS RKAP telah direalisasikan di tahun yang sama. Tidak terdapat keputusan yang belum direalisasikan di tahun 2021.

All resolutions of GMS on Company Work Plan and Budget have been realized in the same year. There is no resolutions that have not been realized in 2021.

### ARAHAN RUPS RKAP 2021 DAN TINDAK LANJUTNYA

### DIRECTIVES FROM GMS ON COMPANY WORK PLAN AND BUDGET 2021 AND ITS FOLLOW-UPS

No.	Arahan Directions	Tindak Lanjut Follow-Up
1	<p>Buku Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2021 telah disetujui RUPS merupakan bagian yang tidak terpisahkan dari risalah keputusan RUPS ini.</p> <p>The Company's Work Plan and Budget (RKAP) and the 2021 Environmental and Social Responsibility Work Plan and Budget (RKA-TJSL) shall be approved by the General Meeting of Shareholders (GMS) and constitute an integral part of the minutes of the GMS resolutions.</p>	<p>Buku Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2021 sudah disetujui sesuai dengan Risalah rapat Nomor AP.I. 503/KU.01/2021/DU-B pada 29 Januari 2021.</p> <p>The Company Work Plan and Budget (CWPB) and Work Plan and Budget for Social and Environmental Responsibility Program (WPB-CSR) for 2021 have been approved in accordance with Meeting minutes No. AP.I. 503/KU.01/2021/DU-B dated January 29, 2021.</p> <p>Buku Rencana Kerja dan Anggaran Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) tahun 2021 juga telah disetujui dalam RUPS berdasarkan risalah RUPS Nomor RIS-08/DSI.MBU.B/01/2021.</p> <p>Work Plan and Budget for Social and Environmental Responsibility Program (WPB-CSR) for 2021 has also been approved in the GMS based on GMS minutes No. RIS-08/DSI.MBU.B/01/2021.</p>
2	<p>Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun buku 2021 yang disahkan merupakan pedoman kerja dalam pengelolaan perusahaan oleh Direksi dan sebagai sarana pemantauan dan pengawasan bagi Dewan Komisaris. Selanjutnya Direksi dan Dewan Komisaris diminta untuk menyampaikan laporan berkala kepada pemegang saham secara tepat waktu atas pelaksanaan RKAP tahun 2021, yang meliputi laporan triwulanan, laporan semesteran dan laporan berkala lainnya sesuai dengan ketentuan yang berlaku.</p> <p>The ratified Company's Work Plan and Budget (RKAP) for the financial year 2021 is a working guideline in managing the company by the Board of Directors and as a means of monitoring and supervision for the Board of Commissioners. Furthermore, the Board of Directors and the Board of Commissioners are tasked to submit periodic reports to Shareholders in a timely manner on the implementation of the 2021 RKAP, consisting of quarterly reports, semi-annual reports and other periodic reports in accordance with applicable regulations.</p>	<p>Direksi PT Angkasa Pura I sudah menyampaikan laporan secara berkala kepada pemegang saham secara tetap waktu atas realisasi tahun 2021 melalui portal BUMN sesuai dengan ketentuan yang dipersyaratkan oleh Pemegang Saham.</p> <p>The Board of Directors of PT Angkasa Pura I has submitted periodic reports to Shareholders on a regular basis on the realization in 2021 through the SOE portal in accordance with the provisions required by the Shareholders.</p>
3	<p>Hal-hal yang bersifat persetujuan dalam keputusan RUPS ini tidak mengurangi kewajiban Direksi dan Dewan Komisaris untuk melaksanakan rencana kerja secara efektif dan dengan biaya yang efisien serta selalu bersikap hati-hati, beritikad baik, berdasarkan kewajaran serta penuh rasa tanggung jawab untuk kepentingan perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.</p> <p>The matters requiring approvals in the GMS resolutions do not reduce the duties of the Board of Directors and the Board of Commissioners to carry out work plans effectively and at an efficient cost and always act with prudent, good intentions, based on fairness and responsibility for the Company interests in accordance with applicable procedures and provisions.</p>	<p>Direksi dan Dewan Komisaris PT Angkasa Pura I telah melaksanakan rencana kerja secara efektif dan dengan biaya yang efisien serta selalu bersikap hati-hati, beritikad baik, berdasarkan kewajaran serta penuh rasa tanggung jawab untuk kepentingan perusahaan sesuai dengan prosedur dan ketentuan yang berlaku.</p> <p>The Board of Directors and Board of Commissioners of PT Angkasa Pura I have implemented work plans in an effective and efficient manner and always act with prudent, good intentions, based on fairness and responsibility for the Company interests in accordance with applicable procedures and provisions.</p>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
4	<p>Dalam rangka pengembangan bisnis dan peningkatan nilai/<i>value</i> perusahaan: In order to develop business and increase company value:</p>	
	<p>a. Sebagai calon peserta <i>Holding</i> BUMN Pariwisata dan Pendukung, Direksi diminta untuk melakukan <i>strategic alignment</i> dan inovasi pada sektor pendapatan aviasi untuk meningkatkan kualitas pendapatan, <i>revenue margin</i> dan termasuk jumlah kolektivitas pendapatan. As a prospective participant in the State-Owned Holding for Tourism and Supporting Sectors, the Board of Directors is tasked to carry out Strategic Alignment and innovation in the aviation revenue sector to improve revenue quality, revenue margins, including total revenue collection.</p>	<p>a. PT Angkasa Pura I sebagai salah satu anggota <i>Holding</i> PT Aviasi Pariwisata Indonesia (Persero) berdasarkan Peraturan Pemerintah Nomor 104 tahun 2021, telah melakukan upaya penyesuaian strategi dalam menanggapi adanya perubahan status perusahaan dan rencana integrasi dengan induk <i>holding</i>/ PT Aviasi Pariwisata Indonesia (Persero) dan anggota lainnya serta menetapkan peran/posisi PT Angkasa Pura I dan bandara-bandara yang dikelola dalam rantai nilai pariwisata. Dalam upaya menindaklanjuti terbentuknya perusahaan <i>holding</i> PT Aviasi Pariwisata Indonesia (Persero), PT Angkasa Pura I menyusun kajian model bisnis baru bandara untuk meningkatkan peran dalam <i>holding</i> khususnya pada <i>airport cluster</i>. As a member of PT Aviasi Pariwisata Indonesia (Persero) holding based on Government Regulation No. 104/2021, PT Angkasa Pura I has made efforts to adjust the Company's strategy in response to changes in company status and plans for integration with the holding company/ PT Avia (Persero) and other members and determine the role/position of Angkasa Pura I and Angkasa Pura I airports in the tourism value chain. In an effort to follow up on the establishment of the Holding company PT Aviasi Pariwisata Indonesia (Persero), Angkasa Pura I compiled a study of new airport business models to increase the role of Holding, particularly in the airport cluster.</p>
	<p>b. Melakukan kolaborasi untuk memperbaiki model bisnis pendapatan yang berdampak pada <i>revenue</i> dan <i>cost optimization</i> antara lain penyusunan kebijakan komersial secara tegas sehingga dapat meningkatkan kualitas pendapatan dengan memperhatikan dampak PSAK 71 dan 73, dampak perpajakan dan dampak lainnya. Collaborating to improve revenue business models that have an impact on revenue and cost optimization, including the formulation of stringent commercial policies to improve revenue quality by taking into account the impact of PSAK 71 and 73, taxation impacts, and other impacts.</p>	<p>b. PT Angkasa Pura I telah melakukan kolaborasi untuk memperbaiki model bisnis pendapatan yang berdampak pada <i>revenue</i> dan <i>cost optimization</i>. PT Angkasa Pura I has carried out collaboration to improve the revenue business model that has an impact on revenue and cost optimization.</p>
	<p>c. Pemegang saham meminta agar PT Angkasa Pura I melakukan kajian dalam optimalisasi dan penyesuaian pada portofolio bisnis anak perusahaan dan atau afiliasi guna meningkatkan <i>value creation</i>. Shareholders request PT Angkasa Pura I to conduct a study in optimizing and aligning the business portfolio of subsidiaries and or affiliates in order to increase value creation.</p>	<p>c. PT Angkasa Pura I telah melakukan optimalisasi dan penyesuaian bisnis anak perusahaan sebagai berikut:</p> <ul style="list-style-type: none"> <li>• Mendorong anak perusahaan untuk memaksimalkan bisnis di luar PT Angkasa Pura I.</li> <li>• Anak perusahaan telah bersinergi dengan sesama anak perusahaan PT Angkasa Pura I.</li> <li>• Anak perusahaan telah bersinergi dengan anak perusahaan BUMN lain pada <i>Event</i> Internasional G20.</li> </ul> <p>PT Angkasa Pura I has carried out optimization and alignment of the business of its subsidiaries as follows:</p> <ul style="list-style-type: none"> <li>• Encouraging Subsidiaries to maximize business outside of PT Angkasa Pura I.</li> <li>• Subsidiaries have synergized with fellow Subsidiaries of PT Angkasa Pura I.</li> <li>• Subsidiaries have synergized with other SOE Subsidiaries in the G20 International Events.</li> </ul>
	<p>d. Direksi agar melakukan kajian bersama calon anggota <i>holding</i> tentang pemanfaatan sumber daya perusahaan dengan kolaborasi fisik dan <i>digital</i> yang dapat diimplementasikan dalam <i>joint procurement</i>, <i>digital services</i>, dan <i>IT system</i>. The Board of Directors is to conduct a study with prospective holding members regarding the utilization of company resources with physical and digital collaboration that can be implemented in joint procurement, digital services, and IT system.</p>	<p>d. Pemanfaatan Sumber Daya perusahaan dalam rangka kolaborasi fisik dan digital telah dilaksanakan melalui berbagai upaya sebagai berikut: Utilization of the Company's Resources in the context of physical and digital collaboration has been carried out through various efforts as follows:</p>

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		<ul style="list-style-type: none"> <li>• Kerjasama <i>digital services</i> dan <i>IT Services</i> dalam platform panggilan <i>gilaja.com</i> antara PT Angkasa Pura Suport dengan PT Angkasa Pura Properti.</li> <li>• Digital services and IT Services collaboration on Panggilaja.com platform between PT Angkasa Pura Suport and PT Angkasa Pura Properti.</li> <li>• Dalam rangka menyambut kolaborasi digital dengan anggota <i>holding</i> lainnya, PT Angkasa Pura I telah mempersiapkan Sistem Informasi Pengadaan Barang dan/atau Jasa terkait dengan <i>e-Catalogue</i>. Saat ini, yang telah melakukan kerja sama untuk menggunakan <i>e-Catalogue</i> PT Angkasa Pura I adalah PT Angkasa Pura II.</li> <li>• To welcome digital collaboration with other holding members, PT Angkasa Pura I has prepared an Information System for the Procurement of Goods and/or Services related to the e-Catalogue. Currently, PT Angkasa Pura II has collaborated to use the e-Catalogue of PT Angkasa Pura I.</li> <li>• Pelaksanaan Nota Kesepahaman antara PT Angkasa Pura I, PT Angkasa Pura II, PT Garuda Indonesia (Persero) Tbk, PT Hotel Indonesia Natour, PT Pengembangan Pariwisata Indonesia, PT Sarinah, PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko, dan Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia tentang pelaksanaan riset dan inovasi di bidang penerbangan dan pariwisata yang tergabung dalam forum Indonesia Aviation &amp; Tourism Reserarch Institute (IATRI) untuk mengembangkan <i>IT system</i> yang saat ini sedang dilakukan proses pelaksanaan pekerjaan <i>Digital Platform for Data Collaboration</i> antar anggota IATRI yang merupakan <i>Quick Win forum</i> IATRI tahun 2021.</li> <li>• Implementation of the Memorandum of Understanding between PT Angkasa Pura I, PT Angkasa Pura II, PT Garuda Indonesia (Persero) Tbk, PT Hotel Indonesia Natour, PT Pengembangan Pariwisata Indonesia, PT Sarinah, PT Taman Wisata Candi Borobudur, Prambanan dan Ratu Boko, and Public Company (Perum) of the Indonesian Aviation Navigation Service Provider (LPPNPI) regarding the implementation of research and innovation on aviation and tourism that are members of the Indonesia Aviation &amp; Tourism Research Institute (IATRI) forum to develop an IT system. The process of implementing the Digital Platform for DataCollaboration work between IATRI members constitutes the IATRI Quick Win forum 2021.</li> <li>• Melakukan <i>sharing</i> informasi dengan PT Angkasa Pura II berkaitan dengan peraturan penerbangan dalam masa pandemi Covid-19 untuk sinergi penyampaian informasi kepada pengguna jasa bandara melalui Contact Center 172.</li> <li>• Sharing information with PT Angkasa Pura II related to flight regulations during the COVID-19 pandemic to synergize information delivery to airport service users through Contact Center 172.</li> </ul>
e.	<p>Meningkatkan dan memaksimalkan kinerja grup perusahaan melalui kebijakan strategis secara menyeluruh sehingga tidak menimbulkan perbedaan dalam implementasinya baik kaitannya induk dan anak maupun antar anak serta cucu perusahaan.</p> <p>Improving and maximizing the performance of the company group through comprehensive strategic policies so as to not cause differences in its implementation, both in relation to parent and subsidiary as well as between the subsidiaries and the second-tier subsidiaries.</p>	<p>PT Angkasa Pura I telah melakukan pemisahan kegiatan usaha anak perusahaan sesuai <i>core bisnis</i> dari masing-masing anak perusahaan. Dalam rangka meningkatkan dan memaksimalkan kinerja anak perusahaan dilakukan penambahan modal dan pemberian <i>debt equity swap</i>.</p> <p>PT Angkasa Pura I has separated the business activities of its subsidiaries according to the core business of each subsidiary. In order to improve and maximize the performance of subsidiaries, additional capital and the provision of debt equity swap were made.</p>



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### General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-Up
f.	<p>Direksi diminta untuk dapat melakukan kolaborasi sesama calon anggota <i>holding</i> untuk meningkatkan pendapatan dengan sinergi BUMN dalam hal antara lain <i>join promotion</i>, <i>sales synergy</i>, dan sinergi lainnya.</p> <p>The Board of Directors is requested to collaborate with fellow prospective holding members to increase revenue through SOE synergy in terms of, among others, joint promotion, sales synergy, and other synergies.</p>	<p>f. PT Angkasa Pura I telah melakukan sinergi BUMN melalui <i>Channel Contact Center</i> 172 PT Angkasa Pura I (sambungan telepon dan media sosial) sebagai penyedia layanan informasi tiket dan akomodasi serta promosi <i>event World Superbike (WSBK) Mandalika 2021</i>. Selain itu, PT Angkasa Pura I bersama dengan anggota <i>Holding PT Aviassi Pariwisata Indonesia (Persero)</i> telah menandatangani nota kesepahaman dengan Himpunan Bank Negara dan PT Telekomunikasi Indonesia (Persero) Tbk. tentang dukungan terhadap program strategis BUMN ekosistem pariwisata. Ruang lingkup dari nota kesepahaman tersebut adalah:</p> <ul style="list-style-type: none"> <li>• Menyusun kolaborasi program strategis BUMN ekosistem pariwisata</li> <li>• Melakukan kajian bersama atas rencana kolaborasi program melalui pemanfaatan sumber daya perusahaan</li> </ul> <p>PT Angkasa Pura I has carried out SOE synergy through PT Angkasa Pura I Contact Center 172 (dial and social media) as a provider of ticket and accommodation information services as well as promotion of the 2021 World Superbike (WSBK) Mandalika. In addition, PT Angkasa Pura I together with members of PT Aviassi Pariwisata Indonesia holding has signed a Memorandum of Understanding with HIMBARA and PT Telekomunikasi Indonesia (Persero) Tbk. regarding support for the strategic program of tourism ecosystem of SOEs. The scope of the memorandum of understanding includes:</p> <ul style="list-style-type: none"> <li>• Developing strategic collaboration programs for the tourism ecosystem of SOEs</li> <li>• Conducting a joint study on the program collaboration plan through the use of company resources</li> </ul>
g.	<p>Pemegang saham mendukung untuk senantiasa melakukan sinergi BUMN calon peserta <i>holding</i> dengan selalu berprinsip <i>mutual benefit</i> dalam <i>value creation</i> dan tetap taat pada prinsip-prinsip GCG antara lain implementasi <i>shared services</i> dan <i>center of excellence</i> sesuai dengan kompetensi inti berdasarkan kesepakatan calon anggota.</p> <p>Shareholders must provide support to continuously synergize state-owned holding prospective participants by always applying the principle of mutual benefit in value creation and adhering to GCG principles, including the implementation of shared services and center of excellence in accordance with core competencies based on the agreement of prospective holding members.</p>	<p>g. PT Angkasa Pura I tergabung dalam Indonesia Aviation and Tourism Research Institute (IATRI) bersama dengan anggota <i>holding</i> dan Airnav Indonesia. IATRI merupakan bagian dari <i>center of excellence</i> yang dibentuk sebagai wadah kolaborasi riset dan inovasi para anggotanya dengan Visi "Menjadi Pusat Riset dan Inovasi Terbaik dalam Lingkup Aviassi dan Pariwisata yang Berdaya Saing Global".</p> <p>Angkasa Pura I is a member of the Indonesia Aviation and Tourism Research Institute (IATRI) together with the Holding members and Airnav Indonesia. IATRI is part of the center of excellence formed as a forum for collaborative research and innovation of its members with the vision of "Become the Best Research and Innovation Center in the Scope of Aviation and Tourism with Global Competitiveness".</p>
h.	<p>Direksi agar menindaklanjuti semua temuan, dan saran auditor eksternal yakni Badan Pemeriksaan Keuangan Republik Indonesia (BPK-RI) dan/atau Kantor Akuntan Publik (KAP) serta menyelesaikannya dan memaksimalkan fungsi internal auditor perusahaan dengan GCG.</p> <p>The Board of Directors must follow up on all findings and suggestions of the external auditor, the Financial Audit Board of the Republic of Indonesia (BPK-RI) and/or Public Accounting Firms (KAP) and resolve the issues and maximize the Company's internal auditor functions with GCG.</p>	<p>h. Direksi telah menindaklanjuti sebagai berikut:</p> <ul style="list-style-type: none"> <li>• Melalui Unit Internal Audit, <i>management letter</i> tahun buku 2021 sudah diselesaikan pada tahun yang sama pada saat pelaksanaan Audit KAP sebagaimana kepatuhan terhadap Peraturan Perundang-undangan.</li> <li>• Terkait temuan dan rekomendasi BPK yang belum selesai ditindaklanjuti, saat ini dalam proses penyelesaian dan sedang menunggu ketetapan status dari BPK atas tindak lanjut yang sudah disampaikan.</li> <li>• Sedangkan terkait rekomendasi temuan SPI, kantor cabang melakukan <i>updating</i> tindak lanjut setiap bulan dengan mengirimkan update setiap tanggal lima dan selanjutnya dilakukan verifikasi oleh masing-masing auditor.</li> <li>• Untuk fungsi konsultasi dari SPI sudah terstruktur dan berjalan yaitu dengan terdapatnya fungsi tugas <i>advisory</i>, sehingga peran SPI sebagai "<i>consultant audit</i>" dapat dilaksanakan secara maksimal dan memberikan nilai tambah dan meningkatkan proses tata kelola perusahaan.</li> </ul>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<p>The following is the Board of Directors' responses:</p> <ul style="list-style-type: none"> <li>Through the Internal Audit Unit, the Management Letter for the financial year 2021 was completed in the same year during the implementation of the KAP Audit in compliance with the laws and regulations.</li> <li>In relation to BPK's findings and recommendations that have not been followed up, they are currently in the completion process and are waiting for the status determination from BPK for the follow-up that has been submitted.</li> <li>In terms of SPI findings recommendations, the Branch Office sends out a monthly follow-up update on the 5th of each month, which is then verified by each Auditor.</li> <li>The consulting function of SPI has been structured and implemented through the existence of an advisory task function so that the role of SPI as an audit consultant can be carried out optimally and provides added value as well as improve the corporate governance process.</li> </ul>
5	<p>Dalam rangka peningkatan pelayanan dan operasional bandara In order to improve airport services and operations:</p> <p>a. Direksi agar memaksimalkan kegiatan operasional dapat berjalan dengan baik, untuk memastikan target pendapatan dalam RKAP 2021 yang merupakan target minimal. The Board of Directors is required to maximize operational activities to ensure its effective implementation and ensure the accomplishment of revenue target in the 2021 RKAP, which is the minimum target.</p> <p>b. Dalam menjalankan kegiatan operasional bandara agar tetap memperhatikan efisiensi anggaran biaya yang merupakan target maksimal dalam RKAP 2021. In carrying out airport operational activities, the Board of Directors is required to take into account budget efficiency, which is the maximum target in the 2021 RKAP.</p>	<p>a. Direksi telah memaksimalkan kegiatan operasional dapat berjalan dengan baik untuk memastikan target pendapatan dalam RKAP 2021 yang merupakan target minimal. The Board of Directors has optimized operations to ensure the achievement of revenue target in the 2021 RKAP, which is the minimum target.</p> <p>b. Pada tahun 2021 PT Angkasa Pura I sudah dapat melakukan efisiensi biaya melalui program <i>cost leadership</i> sehingga dapat tercapai penghematan sebesar ±Rp1,1 triliun dengan tetap mempertimbangkan pelayanan prima dan keselamatan para pengguna jasa kebandarudaraan. Program <i>cost leadership</i> direalisasikan tanpa mengurangi tingkat pelayanan (LOS &amp; CSI) dan keselamatan penerbangan melalui program-program sebagai berikut :</p> <ul style="list-style-type: none"> <li>Efisiensi dalam penggunaan utilitas energi listrik dan air serta efisiensi penggunaan peralatan (<i>chiller</i>, lampu penerangan, dan lain-lain).</li> <li>Optimalisasi kontrak pemeliharaan peralatan.</li> <li>Efisiensi penggunaan bahan bakar minyak <i>generator set</i> dan kendaraan PKP-PK.</li> <li>Implementasi kebijakan/aturan pelaksanaan kegiatan <i>ground inspection</i> alat bantu pendaratan visual sehingga dapat mengoptimalkan biaya kalibrasi penerbangan.</li> </ul> <p>In 2021, PT Angkasa Pura I has successfully performed cost-efficiency through a <i>cost leadership</i> program and has saved ± Rp1.1 trillion while taking into account excellent service and safety of airport service users. Cost Leadership Program has been realized without reducing the level of service (LOS &amp; CSI) and flight safety through the following programs:</p> <ul style="list-style-type: none"> <li>Efficient use of electricity and water utilities and efficient use of equipment (chillers, lighting, and others).</li> <li>Optimization of the equipment maintenance contract.</li> <li>Efficient use of fuel for generator sets and PKP-PK vehicles.</li> <li>Implementation of policies/regulations on the implementation of ground inspection for visual landing aids to optimize flight calibration costs.</li> </ul>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
c.	<p>Direksi diminta agar mengupayakan peningkatan pendapatan dan pengendalian beban di semua lini usaha dengan tetap fokus pada aspek keselamatan dan peningkatan kualitas pelayanan.</p> <p>The Board of Directors is requested to strive to increase revenue and control expenses in all business lines while still focusing on safety aspects and improving the service quality.</p>	<p>c. Telah dilakukan peningkatan kualitas pelayanan dengan program:</p> <ul style="list-style-type: none"> <li>• Penggantian dan Pemasangan <i>Server Flight Information Display System (FIDS)</i> di Bandara Sam Ratulangi Manado.</li> <li>• Pemasangan <i>Surveillance Monitoring System</i> di apron Bandara Adi Soemarmo Solo.</li> <li>• Pembaruan sistem <i>Common Use Check In System (CUCS)</i>.</li> </ul> <p>The following programs have been carried out to improve service quality:</p> <ul style="list-style-type: none"> <li>• Replacement and Installation of Flight Information Display System (FIDS) Server at Sam Ratulangi Airport Manado.</li> <li>• Installation of Surveillance Monitoring System at Adi Soemarmo Airport Solo apron.</li> <li>• Common Use Check-In System (CUCS) update.</li> </ul>
d.	<p>Direksi agar melakukan kolaborasi dengan <i>stakeholders</i> untuk kegiatan <i>capex</i> dalam rangka menciptakan iklim industri yang kondusif.</p> <p>The Board of Directors is required to collaborate with stakeholders for CapEx in order to create a conducive industrial climate.</p>	<p>d. Direksi PT Angkasa Pura I telah melakukan kolaborasi dengan <i>stakeholders</i> untuk kegiatan <i>capex</i> dalam rangka menciptakan iklim industri yang kondusif.</p> <p>PT Angkasa Pura I Board of Directors has collaborated with stakeholders for capex activities in order to create a conducive industrial climate.</p>
e.	<p>Pelaksanaan program investasi baik <i>single year</i> dan <i>multiyears</i> harus memperhatikan kecukupan likuiditas keuangan, dengan mengedepankan pada asas manfaat, skala prioritas, dan dilakukan dengan perencanaan yang strategis dan berdasarkan atas profil risiko, serta terlebih dahulu dilakukan studi kelayakan yang komprehensif dan memperhitungkan risiko yang dihadapi serta dilakukan dengan memperhatikan prinsip kehati-hatian dan GCG.</p> <p>The implementation of investment programs, both single years and multiyear, must take into account adequacy of financial liquidity, by prioritizing the principles of benefit, priority scale, and carried out with strategic planning and based on the risk profile, as well as a comprehensive feasibility study that takes into account the risks faced and carried out with due observance of the precautionary principle and GCG.</p>	<p>e. Dalam perencanaan program investasi baik jangka pendek (kurang dari satu tahun) maupun jangka panjang (lebih dari satu tahun), telah mempertimbangkan dan mengedepankan asas manfaat dan skala prioritas (bidang keselamatan penerbangan) yang berkaitan dengan teknis operasional peralatan berdasarkan pemenuhan peraturan, hasil audit internal/eksternal, pertimbangan umur teknis dan ekonomis dengan melakukan evaluasi terhadap usulan program investasi. Dalam perencanaan/pengusulan program investasi di kantor pusat dan kantor cabang telah dilakukan berdasarkan analisis berbasis risiko melalui pembuatan profil risiko yang komprehensif dengan memperhatikan asas manfaat dan skala prioritas.</p> <p>a single year and multi-year investment program planning have considered and prioritized the principle of benefit and priority scale (Avsec) relating to technical equipment operations based on compliance with regulations, results of internal/external audits, considerations of technical and economic age by evaluating the proposed investment program. Investment program planning and proposal at the Head Office and Branch Offices have been carried out based on risk-based analysis through the creation of a comprehensive risk profile by taking into account the principle of benefit and priority scale.</p>
f.	<p>Melakukan sinergi dan kolaborasi operasional bandara dengan <i>stakeholders</i> dan antar bandara yang dikelola oleh PT Angkasa Pura I secara aktif berbasis konsep <i>Airport Collaborative Decision Making (ACDM)</i> untuk mewujudkan <i>operational excellence</i> dan menciptakan <i>value creation</i> melalui sinergi antar member <i>holding</i> dengan mengedepankan aspek <i>safety, security, services, dan compliance (3S+1C)</i>.</p> <p>Actively carrying out synergy and airport operations collaboration with stakeholders and between airports under the management of PT Angkasa Pura I based on the Airport Collaborative Decision Making (ACDM) concept to realize operational excellence and create value creation through synergy between holding members by prioritizing safety, security, services, and compliance (3S+1C) aspects.</p>	<p>f. Telah dilakukan kolaborasi operasional bandara dengan <i>stakeholders</i> dan antar bandara yang dikelola oleh PT Angkasa Pura I berupa pembangunan ruang <i>Airport Operation Control Center (AOCC)</i> di Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara SAMS Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara Adisutjipto Yogyakarta, Bandara Adi Soemarmo Solo, Bandara Syamsudin Noor Banjarmasin, Bandara Zainuddin Abdul Madjid Lombok, Bandara Sam Ratulangi Manado, Bandara El Tari Kupang, Bandara Pattimura Ambon, dan Bandara Frans Kaisiepo Biak dengan sistem eksisting.</p> <p>Sinergi dan kolaborasi operasional berbasis konsep ACDM saat ini sudah dilaksanakan namun masih parsial. Beberapa hal yang berkontribusi dalam operasional berbasis ACDM:</p> <ul style="list-style-type: none"> <li>• Sistem/aplikasi sebagai <i>tools</i> implementasi, saat ini sudah ada AODS dan sudah dilaksanakan <i>trial</i> terhadap sistem dimaksud, namun diperlukan penyempurnaan dan penambahan fitur pada modul ACDM;</li> </ul>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<ul style="list-style-type: none"> <li>MoU antar <i>stakeholders</i> untuk berkomitmen implementasi ACDM secara penuh, saat ini belum ada;</li> <li>Regulasi yang mengatur Implementasi ACDM di Indonesia, saat ini belum ada.</li> </ul> <p>PT Angkasa Pura I has carried out airport operational collaboration with stakeholders and between airports in the form of the construction of Airport Operation Control Center (AOCC) room at I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, SAMS Sepinggan Airport Balikpapan, Sultan Hasanuddin Airport Makassar, Adisutjipto Airport Yogyakarta, Adi Soemarmo Airport Solo, Syamsudin Noor Airport Banjarmasin, Zainuddin Abdul Madjid Airport Lombok, Sam Ratulangi Airport Manado, El Tari Airport Kupang, Pattimura Airport Ambon, and Frans Kaisiepo Airport Biak with the existing system.</p> <ul style="list-style-type: none"> <li>System/application as an implementation tool. Currently, the system has AODS and a trial has been carried out on the system. However, the ACDM module needs to be improved and added with features.</li> <li>MoU between stakeholders to fully commit to ACDM implementation is currently not available.</li> <li>There is currently no regulation governing the Implementation of ACDM in Indonesia.</li> </ul>
g.	<p>Mendukung kegiatan kolaborasi dalam transformasi digital melalui operasional <i>engagement</i>/implementasi sistem yang terukur guna meningkatkan efisiensi kegiatan operasional bandara.</p> <p>Supporting to carry out collaborative activities in digital transformation through measured operational engagement/system implementation to increase the efficiency of airport operational activities.</p>	<p>g. PT Angkasa Pura I telah melaksanakan kegiatan kolaborasi dalam transformasi digital guna meningkatkan efisiensi kegiatan operasional bandara dengan mengimplementasikan sistem MyInspection sehingga dapat meningkatkan <i>Level of Service</i> Bandara</p> <p>PT Angkasa Pura I. PT Angkasa Pura I juga membentuk <i>Airport Operation Control Center</i> (AOCC) sebagai pusat komando dan kontrol yang berfungsi mengawasi operasional bandara sehari - hari (perencanaan, eksekusi, koordinasi dan kontrol) dan sebagai pusat komunikasi dan kolaborasi antar bandara dengan <i>stakeholders</i> untuk berkolaborasi dalam pengambilan keputusan. Terdapat <i>dashboard</i> AOCC yang menampilkan seluruh kegiatan operasional bandara dengan menggunakan sistem sebagai berikut:</p> <ul style="list-style-type: none"> <li>MyInspection, aplikasi yang dapat menampilkan kesiapan fasilitas (<i>serviceability facility, logbook, pengukuran level of service</i>)</li> <li>SIOPSKOM, merupakan <i>aeronautical management system</i></li> <li><i>Common Use Check in System</i> (CUCS)</li> <li>SEMAR, aplikasi yang berfungsi untuk mempermudah Anggota Komite Keselamatan dan Keamanan Penerbangan pada saat menghadapi kondisi darurat keselamatan dan keamanan penerbangan di bandara</li> <li><i>CCTV Surveillance</i></li> <li><i>Flight Management</i></li> <li><i>Apron Management</i></li> <li><i>Mechanical &amp; Electrical System</i></li> </ul> <p>PT Angkasa Pura I has carried out collaborative activities in digital transformation to improve the efficiency of airport operational activities by implementing the MyInspection system to increase the Level of Service of AP1 Airports. PT Angkasa Pura I also established an Airport Operation Control Center (AOCC) as a command-and-control center that functions to oversee daily airport operations (planning, execution, coordination and control) and as a communication and collaboration center between airports with stakeholders to collaborate in decision making. AOCC dashboard can display all airport operations using the following system:</p> <ul style="list-style-type: none"> <li>MyInspection. An application to display facility readiness (<i>serviceability facility, logbook, level of service measurement</i>)</li> <li>SIOPSKOM. Aeronautical Management System</li> <li>Common Use Check-in System (CUCS)</li> </ul>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
		<ul style="list-style-type: none"> <li>• SEMAR. An application to facilitate members of the aviation safety and security committee when facing flight safety and security emergencies at the airport</li> <li>• CCTV Surveillance</li> <li>• Flight Management</li> <li>• Apron Management</li> <li>• Mechanical &amp; Electrical System</li> </ul>
6	<p>Dalam rangka penguatan aspek keuangan perusahaan: In order to strengthen the company's financial aspects:</p> <p>a. Direksi harus terus berupaya melakukan <i>cost effectiveness</i> serta mengoptimalkan kinerja manajemen korporasi guna mewujudkan pengelolaan perusahaan yang semakin efektif dan efisien sesuai dengan prinsip-prinsip GCG. The Board of Directors must continue to strive for cost-effectiveness and optimize the performance of corporate management in order to realize more effective and efficient company management in accordance with GCG principles.</p> <p>b. <i>Cashflow</i> perusahaan agar dikelola secara ketat memperbaiki kas operasional dan memperkecil <i>negative cash from operation</i> dengan mengoptimalkan <i>quality of earnings</i> serta melakukan penagihan piutang dengan tegas serta memaksimalkan <i>cost efficiency</i> dalam pengeluaran <i>opex</i>. The company's cash flow must be managed strictly, improve operational cash and minimize negative cash from operations by optimizing the quality of earnings, collecting receivables firmly and maximizing cost efficiency in operating expenses.</p> <p>c. Melakukan upaya-upaya penghematan yang agresif dan optimal pada kas internal perusahaan untuk <i>financial sustainability</i> dan penyelamatan keuangan perusahaan. Carry out aggressive and optimal savings efforts on the company's internal cash for financial sustainability and saving the company's finances.</p> <p>d. Melakukan inisiatif yang terukur dengan pada <i>stakeholders</i> untuk mendapatkan relaksasi pembayaran baik <i>opex</i> dan <i>capex</i> dalam rangka mempertahankan kondisi kas internal perusahaan. Carry out measurable initiatives with stakeholders to obtain a relaxation of payments for both operating expenses (opex) and capital expenditures (capex) in order to maintain the company's internal cash condition.</p> <p>e. Agar perusahaan melakukan inisiatif perbaikan yang tegas serta terukur pada transaksi antar perusahaan calon anggota <i>holding</i> guna memaksimalkan likuiditas perusahaan. The company must carry out firm and measurable improvement initiatives in transactions between prospective holding member companies in order to maximize the company liquidity.</p>	<p>a. Pada tahun 2021, PT Angkasa Pura I sudah dapat melakukan efisiensi biaya melalui program <i>cost leadership</i> dengan pencapaian penghematan sebesar Rp1,1 triliun. Selain itu di tahun 2021, Direksi PT Angkasa Pura I juga melakukan perubahan struktur organisasi perusahaan sebagai upaya dalam meningkatkan efisiensi pengeluaran beban perusahaan. In 2021, PT Angkasa Pura I successfully performed cost-efficiency through a cost leadership program and saved Rp1.1 trillion. In addition, in 2021, the Board of Directors of PT Angkasa Pura I made changes to the company's organizational structure in an effort to improve the Company's cost-efficiency.</p> <p>b. PT Angkasa Pura I telah mengoptimalkan upaya penyelesaian piutang usaha salah satunya melalui pembatasan pemberian Surat Keterangan Pembayaran Lancar untuk keperluan seleksi mitra usaha dan perpanjangan kontrak kerja sama. Selain itu, PT Angkasa Pura I juga memberikan surat peringatan serta pemberlakuan sanksi berupa pembatasan layanan utilitas, pemberhentian kerja sama maupun penyelesaian melalui jalur hukum bagi mitra usaha yang tidak patuh terhadap perjanjian kontrak kerja sama. PT Angkasa Pura I has optimized efforts to settle accounts receivable, including by limiting the issuance of a Certificate of Current Payment to select business partners and contract renewals. Furthermore, PT Angkasa Pura I also issued a warning letter and imposed sanctions, such as limiting utility services, termination of the cooperation agreement, or legal solutions for non-compliant business partners.</p> <p>c. Direksi membuat kebijakan terkait <i>revenue enhancement</i> dan <i>cost leadership</i>. Selain itu, dilakukan penyesuaian <i>term of payment</i> pembayaran eksternal menjadi 120 hari (ED.DK.11/KU.04/2022), penyesuaian pembayaran internal dari empat kali dalam sebulan menjadi dua kali dalam sebulan (ED.DK.96/KU.04/2021). The Board of Directors sets a policy on revenue enhancement and cost leadership. In addition, the terms of external payments were adjusted to 120 days (ED.DK.11/KU.04/2022), internal payments were adjusted from four times a month to twice a month (ED.DK.96/KU.04 /2021).</p> <p>d. PT Angkasa Pura I melaksanakan penjadwalan pembayaran 120 hari dan mengusulkan pembiayaan <i>capex</i> menggunakan dana PMN. PT Angkasa Pura I carried out a 120-day payment schedule and proposed capex financing using State Equity Participation (PMN) funds.</p> <p>e. PT Angkasa Pura I melakukan penyesuaian <i>term of payment</i> pembayaran eksternal menjadi 120 hari. PT Angkasa Pura I has adjusted the term of external payment to 120 days.</p>



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No.	Arahan Directions	Tindak Lanjut Follow-Up
	<p>f. Dalam rangka persiapan <i>holding</i>, Direksi agar melakukan kolaborasi untuk evaluasi kebijakan <i>cost restructuring</i> guna memaksimalkan <i>cost efficiency</i> pada perusahaan. In preparation for the holding, the Board of Directors should collaborate to evaluate the cost restructuring policy in order to maximize cost efficiency for the company.</p>	<p>f. Dalam rangka persiapan <i>holding</i>, Direksi telah melakukan kolaborasi untuk evaluasi kebijakan <i>cost restructuring</i> guna memaksimalkan <i>cost efficiency</i> pada perusahaan. To prepare for the holding, the Board of Directors has collaborated to evaluate the cost restructuring policy to maximize the Company's cost efficiency.</p>
	<p>g. Untuk meningkatkan likuiditas, Direksi agar dapat mencari <i>new financing model</i> dan <i>innovative funding</i> serta melakukan analisis manfaat dan risiko bagi perusahaan. To increase liquidity, the Board of Directors must seek a new financing model and innovative funding as well as analyze the benefits and risks for the company.</p>	<p>g. PT Angkasa Pura I juga telah berkoordinasi dengan PT Aviawi Pariwisata Indonesia (Persero) selaku induk (<i>holding</i>) dalam proses pengajuan penambahan Penyertaan Modal Negara (PMN) sebagai salah satu inisiatif <i>deleveraging</i>. PT Angkasa Pura has also coordinated with PT Aviawi Pariwisata Indonesia (Persero) as the Holding to propose Additional State Equity Participation (PMN) as one of the deleveraging initiatives.</p>
	<p>h. Direksi dalam melakukan restrukturisasi dan/atau penarikan pinjaman baru agar tetap mempertimbangkan aspek <i>timing</i>, <i>sizing</i>, dan <i>pricing</i> guna mendapatkan skema dan proses yang terbaik untuk memastikan <i>going concern</i> perusahaan. In restructuring and/or withdrawing new loans, the Board of Directors must continue to consider aspects of timing, sizing, and pricing in order to obtain the best scheme and process to ensure the company's going concern.</p>	<p>h. PT Angkasa Pura I telah melaksanakan Relaksasi Pembayaran Bunga dengan merubah jadwal pembayaran bunga, mengajukan <i>waiver financial covenant</i> serta memperoleh pendanaan eksternal berupa Penerbitan Obligasi dan Sukuk Ijarah Berkelanjutan dan Pinjaman Bank yang telah mendapat penjaminan dari pemerintah. Selain itu PT Angkasa Pura I bekerja sama dengan PT Pemeringkat Efek Indonesia (Pefindo) untuk melakukan <i>rating</i> terhadap Obligasi dan Sukuk Ijarah Berkelanjutan yang telah diterbitkan oleh PT Angkasa Pura I. PT Angkasa Pura I has implemented Interest Payment Relaxation by adjusting the interest payment schedule, applying for a Financial Covenant Waiver, and obtaining external funding in the form of Sustainable Bonds and Sukuk Ijarah as well as Government-guaranteed Bank Loan. Furthermore, PT Angkasa Pura I collaborated with PT Pemeringkat Efek Indonesia (Perfindo) to carry out rating on the Sustainable Bonds and Sukuk Ijarah issued by the Company.</p>
	<p>i. Melakukan kolaborasi antar anggota <i>holding</i> untuk evaluasi berkala terhadap <i>asset idle control</i>, <i>budget monitoring control</i>, <i>cash management control</i> dan <i>business innovation optimization</i>. Collaborating among holding members for periodic evaluation on idle asset control, budget monitoring control, cash management control and business innovation optimization.</p>	<p>i. PT Angkasa Pura I telah melakukan kolaborasi antar anggota <i>holding</i> untuk evaluasi berkala terhadap <i>budget monitoring control</i> berupa penyampaian pertanggungjawaban atas RKAP kepada PT Aviawi Pariwisata Indonesia (Persero). PT Angkasa Pura I collaborated with Holding members to periodically evaluate the budget monitoring and control in the form of submitting accountability for the RKAP to PT Aviawi Pariwisata Indonesia (Persero).</p>
7	<p>Dalam rangka pengelolaan fungsi SDM: In the context of the management of HR function:</p>	
	<p>a. Meningkatkan kompetensi, kapabilitas, dan kapasitas SDM perusahaan sehingga mampu mendukung peningkatan kapasitas perusahaan dan implementasi program <i>Holding Pariwisata dan Pendukung</i>. Improve the competence, capability, and capacity of the company's human capital to support increasing the company's capacity and implementing the programs of the State-Owned Holding for Tourism and Supporting Sectors.</p>	<p>a. Penyelenggaraan beberapa program <i>training and people development</i> dalam rangka pemenuhan kompetensi, kapabilitas dan kapasitas SDM perusahaan. Organized several training and people development programs in order to fulfill the competence, capability and capacity of the Company's human capital</p>
	<p>b. Berkenaan dengan pembentukan <i>Holding Pariwisata dan Pendukung</i>, Direksi agar melakukan persiapan penyesuaian struktur organisasi perusahaan termasuk mempersiapkan <i>talent pool</i> dan <i>talent mobility</i> untuk penugasan di <i>Holding BUMN Pariwisata dan Pendukung</i>. With regard to the formation of the State-Owned Holding for Tourism and Supporting Sectors, the Board of Directors is required to make preparations for the adjustment of the company's organizational structure, including preparing the talent pool and talent mobility for assignments in the State-Owned Holding for Tourism and Supporting Sectors.</p>	<p>b. Persiapan <i>talent pool</i> dan <i>talent mobility</i> diantara anggota <i>holding</i> sudah dipersiapkan. Persiapan tersebut tercermin dalam <i>launching</i> aplikasi ITMS. Aplikasi tersebut mengakomodasi tata cara <i>mapping talent</i> unggul di anggota <i>holding</i> agar bisa ditempatkan pada posisi yang sesuai dengan kompetensi dan latarbelakangnya. Talent Pool and Talent Mobility among holding members have been prepared. The preparation was reflected in the launch of ITMS application. The application accommodates the procedure for mapping superior talent in holding members so that they can be placed in positions that match their competence and background.</p>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
	<p>c. Perusahaan tetap memperhatikan perlindungan karyawan dan meningkatkan motivasi SDM perusahaan serta tetap menjaga situasi SDM perusahaan tetap kondusif selama masa pandemi Covid-19 agar tidak menimbulkan gejala yang dapat berakibat negatif bagi perusahaan.</p> <p>The company must continue to take into account employee protection and increase the motivation of the company's HCI as well as maintain a conducive HC situation during the Covid-19 pandemic so as not to cause turmoil that may have negative consequences for the company.</p>	<p>c. Agar tetap memotivasi pegawai dalam kondisi pandemi, perusahaan telah memberlakukan kerja secara <i>remote</i> atau disebut dengan <i>Work from Home</i> (WFH). WFH tersebut diselenggarakan sesuai dengan arahan pemerintah. WFH menjadi salah satu bentuk perlindungan perusahaan terhadap pegawai dalam melawan penyebaran pandemi Covid-19. Dengan bekerja di rumah pun diharapkan pegawai bisa lebih termotivasi karena bekerja dekat dengan keluarga tanpa mengorbankan performa kinerja.</p> <p>In order to keep employees motivated during the pandemic, the company implemented remote work or Work from Home (WFH). WFH has been implemented in accordance with government directives. WFH is a manifestation of the company's protection of employees against the transmission of the Covid-19 pandemic. By working at home, employees are expected be more motivated because they work close to their families without jeopardizing their performance.</p>
	<p>d. Tetap mendukung program pemerintah dalam menjaga dan menekan penyebaran virus Covid-19 baik eksternal dan internal perusahaan.</p> <p>Must continue to support government programs in maintaining and suppressing the spread of the Covid-19 in the company's external and internal environment.</p>	<p>d. Pemberlakuan WFH sebagaimana disebut pada poin C adalah bentuk dukungan perusahaan kepada pemerintah dalam menekan penyebaran virus Covid-19.</p> <p>Implementation of WFH as referred to in point C is a form of the company's support to the government in suppressing the spread of the Covid-19.</p>
8	<p>Berkenaan dengan pendelegasian kewenangan kepada Dewan Komisaris mengenai persetujuan perubahan investasi sampai dengan nilai 10%, maka Dewan Komisaris agar memastikan bahwa setiap persetujuan perubahan investasi dilakukan dengan itikad baik dan merupakan skema yang paling menguntungkan bagi perusahaan, serta telah didasarkan atas kajian yang memadai baik dari aspek finansial, legal, operasional dan manajemen risiko.</p> <p>With regard to the delegation of authority to the Board of Commissioners on the approval of investment changes up to 10%, the Board of Commissioners must ensure that each approval of investment change is carried out in good faith and is the most profitable scheme for the company and has been based on an adequate study from the aspects of financial, legal, operational and risk management.</p>	<p>Dewan Komisaris telah memastikan bahwa setiap persetujuan perubahan investasi dilakukan dengan itikad baik dan merupakan skema yang paling menguntungkan bagi perusahaan, serta telah didasarkan atas kajian yang memadai baik dari aspek finansial, legal, operasional dan manajemen risiko.</p> <p>The Board of Commissioners has ensured that the approval of each investment change is carried out in good faith and is the most profitable scheme for the company and has been based on adequate studies from the aspects of financial, legal, operational and risk management.</p>
9	<p>Dewan Komisaris agar melakukan pengawasan, evaluasi, dan <i>monitoring</i> setiap triwulanan atas pelaksanaan program investasi, pengelolaan <i>cashflow</i>, pengembangan SDM dan talenta, serta pengelolaan risiko dan pengendalian internal perusahaan agar dapat mendukung peningkatan pelayanan dan kinerja perusahaan.</p> <p>The Board of Commissioners is required to supervise, evaluate, and monitor the implementation of investment programs, cash flow management, HR, and talent development, as well as risk management and company internal control on a quarterly basis in order to support the improvement of company services and performance.</p>	<p>Dewan Komisaris telah melakukan pengawasan, evaluasi, dan <i>monitoring</i> setiap triwulanan atas pelaksanaan program investasi, pengelolaan <i>cashflow</i>, pengembangan SDM dan talenta, serta pengelolaan risiko dan pengendalian internal perusahaan untuk mendukung peningkatan pelayanan dan kinerja perusahaan.</p> <p>The Board of Commissioners has carried out supervision, evaluation, and monitoring every quarter on the implementation of investment programs, cashflow management, HR and talent development, as well as risk management and company internal control in order to support the improvement of the company's services and performance.</p>
10	<p>Dalam rangka pelaksanaan program TJSL, Direksi diminta agar memperhatikan Risalah Rapat Pembahasan RKA TJSL Tahun 2021 PT Angkasa Pura I Nomor RIS-08/DSI.MBU.B/01/201 tanggal 26 November 2020.</p> <p>In the context of implementing the CSR program, the Board of Directors is requested to take into account the Minutes of Meeting on the Discussion of the 2021 PRKA TJSL T Angkasa Pura I Number RIS-08/DSI.MBU.B/01/201 dated January 7, 2021.</p>	<p>Direksi telah memperhatikan arahan Risalah Rapat Pembahasan RKA TJSL Tahun 2021 PT Angkasa Pura I. Tercatat selama tahun 2021 telah dilaksanakan Program Pendanaan UMK dan TJSL, adapun rincian yang telah dilakukan adalah sebagai berikut:</p> <ol style="list-style-type: none"> <li>1. Pelaksanaan Program CSV yaitu peningkatan Wisata sekitar wilayah kerja;</li> <li>2. Membentuk Komite TJSL;</li> <li>3. Realisasi program bekerjasama dengan Yayasan BUMN untuk Indonesia;</li> <li>4. Menyampaikan dampak program melalui dokumentasi;</li> <li>5. Penyampaian Laporan TJSL tepat waktu melalui <i>platform</i> Kementerian BUMN yaitu Aplikasi TJSL dan Portal TJSL Kementerian BUMN;</li> <li>6. Realisasi pembinaan kepada mitra binaan dan juga penggunaan <i>virtual account</i> untuk mitra binaan baru.</li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-Up
11	<p>Seluruh arahan Pemegang Saham yang tertuang dalam risalah pengesahan RKAP ini dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor 02/DK.API/2021 tanggal 22 Januari 2021 merupakan bagian yang tidak terpisahkan dalam pelaksanaan RUPS Pengesahan RKAP tahun buku 2021.</p> <p>All directives from the Shareholders as set forth in the minutes of ratification of this RKAP and the responses as well as inputs of the Board of Commissioners in accordance with the Decree of the Board of Commissioners Number 02/DK.API/2021 dated January 22, 2021, constitute an integral part in the implementation of the GMS for Ratification of the RKAP for the financial year 2021.</p>	<p>The Board of Directors has take into account the Minutes of Meeting on the Discussion of the 2021 TJSL RKA PT Angkasa Pura I. It was recorded that during 2021, MSE Funding and Social and Environmental Responsibility (TJSL) Programs have been implemented, with the following details:</p> <ol style="list-style-type: none"> <li>1. Implementation of CSV Program, namely tourism development around the work area;</li> <li>2. Establish CSR Committee;</li> <li>3. Program realization in collaboration with SOE Foundation for Indonesia;</li> <li>4. Submit the impact of the program through documentation;</li> <li>5. Submit Social and Environmental Responsibility (TJSL) Report in a timely manner through the Ministry of SOEs platform, TJSL Application and TJSL Portal of the Ministry of SOEs;</li> <li>6. Coaching realization to foster partners and also the use of Virtual Accounts for New Foster Partners.</li> </ol> <p>Seluruh arahan pemegang saham yang tertuang dalam risalah pengesahan RKAP dan tanggapan serta masukan Dewan Komisaris sesuai surat Dewan Komisaris Nomor 02/DK.API/2021 tanggal 22 Januari 2021 merupakan bagian yang tidak terpisahkan dalam pelaksanaan RUPS Pengesahan RKAP tahun buku 2021.</p> <p>All the Shareholders' directives set forth in the minutes regarding ratification of the RKAP and the responses as well as inputs of the Board of Commissioners in accordance with the Board of Commissioners Letter Number 02/DK.API/2021 dated January 22, 2021, are an integral part in the implementation of the GMS for the Ratification of the RKAP for financial year 2021.</p>

### RUPS PERSETUJUAN LAPORAN TAHUNAN TAHUN BUKU 2020 DAN PENGESAHAN LAPORAN KEUANGAN TAHUN BUKU 2020

Rapat dihadiri oleh seluruh Dewan Komisaris dan Direksi. Perusahaan menyelenggarakan RUPS pada tanggal 28 Juni 2021, dengan agenda utama yaitu Persetujuan Laporan Tahunan Tahun Buku 2020 dan Pengesahan Laporan Keuangan Perusahaan Tahun Buku 2020, yang diselenggarakan secara daring. Undangan rapat disampaikan kepada seluruh pemegang saham melalui surat Nomor AP.I.3625/KU.01.03/2021/DU-B tanggal 24 Juni 2021.

Adapun agenda dan keputusan RUPS Persetujuan Laporan Tahunan Tahun Buku 2020 dan Pengesahan Laporan Keuangan Perusahaan untuk Tahun Buku 2020, sebagai berikut:

#### 1. Agenda Pertama

Mengesahkan Laporan Tahunan Tahun Buku 2020 termasuk Laporan Tugas Pengawasan Dewan Komisaris, serta mengesahkan Laporan Keuangan Tahun Buku 2020 yang telah diaudit oleh KAP

### GENERAL MEETING OF SHAREHOLDERS TO APPROVE THE ANNUAL REPORT AND RATIFY THE COMPANY'S FINANCIAL STATEMENTS FOR FINANCIAL YEAR 2020

The meeting was attended by the entire Board of Commissioners and Board of Directors. On June 28, 2021, PT Angkasa Pura I convened a GMS with the main agenda for Approval of the Annual Report and Ratification of the Company's Financial Statements for Financial Year 2020 online. The invitation to the meeting was sent to all Shareholders through Invitation Letter Number AP.I.3625/KU.01.03/2021/DU-B dated June 24, 2021.

The GMS's agenda and resolutions on Approval of the Annual Report for Fiscal Year 2020 and Ratification of the Company's Financial Statements for Fiscal Year 2020 are as follows:

#### 1. Agenda Item 1

To ratify the Annual Report for Financial Year 2020, including the Supervisory Report of the Board of Commissioners, and ratify the Financial Statements for Financial Year 2020 as audited

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Purwantono, Sungkoro, & Surja (EY) sesuai laporannya Nomor 00115/2.1032/AU.1/06/0697-3/1/II/2021 dengan pendapat “wajar, dalam semua hal yang material”, serta memberikan pelunasan dan pembebasan tanggung jawab sepenuhnya kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan yang telah dijalankan dalam tahun buku yang berakhir pada tanggal 31 Desember 2020, sepanjang tindakan tersebut bukan merupakan tindakan pidana dan tercermin dalam buku-buku laporan perusahaan.

### 2. Agenda Kedua

Mengesahkan Laporan Tahunan TJSL Tahun Buku 2020 dan mengesahkan Laporan Keuangan PKBL yang telah diaudit oleh KAP Purwantono, Sungkoro, & Surja (EY) sesuai laporannya Nomor 00113/2.1032/AU.2/06/0697-3/1/II/2021 dengan pendapat “wajar dalam semua hal yang material”, serta memberikan pelunasan dan pembebasan tanggung jawab kepada Direksi dan Dewan Komisaris atas tindakan pengurusan dan pengawasan TJSL Tahun Buku 2020, sepanjang Tindakan tersebut bukan merupakan tindak pidana dan tercermin di dalam laporan tersebut.

### 3. Agenda Ketiga

Penetapan Insentif Kinerja Tahun Buku 2020, Gaji untuk Direksi dan Honorarium untuk Dewan Komisaris berikut Fasilitas dan Tunjangan Lainnya untuk Tahun 2021, akan ditetapkan secara tersendiri.

### 4. Agenda Keempat

- Menunjuk kembali KAP Purwantono, Sungkoro, & Surja (EY) sebagai auditor yang akan mengaudit Laporan Keuangan Konsolidasian Perusahaan serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Tahun Buku 2021.

by KAP Purwantono, Sungkoro, & Surja (EY) according to the report Number 00115/2.1032/AU.1/06/0697-3/1/II/2021 with the opinion that the financial statements present fairly, in all material respects, as well as provide a release and discharge full responsibility to the Board of Directors and the Board of Commissioners for the management and supervisory actions performed in the Financial Year ended on December 31, 2020, as long as they are not a criminal acts and are reflected in the company's report books.

### 2. Agenda Item 2

To ratify the Annual Report on Partnership and Community Development Program for Financial Year 2020, including the Financial Statement of the Partnership and Community Development Program as audited by KAP Purwantono, Sungkoro & Surja (EY) according to the report Number 00113/2.1032/AU.2/06/0697-3/1/II/2021 with the opinion that the financial statements present fairly, in all material respects, and provide a release and discharge full responsibility to the Board of Directors and Board of Commissioners the actions of PKBL Management and Supervision for Financial Year 2019, as long as the action is not a criminal act and is reflected in the report.

### 3. Agenda Item 3

To determine Performance Incentives for Financial Year 2020, Salaries for the Board of Directors and Honorarium for the Board of Commissioners and Other Facilities and Allowances for 2021 shall be determined separately.

### 4. Agenda Item 4

- To re-appoint the Public Accounting Firm (KAP) Purwantono, Sungkoro & Surja (EY) as the auditor to audit the Company's Consolidated Financial Statements and the Financial Statements as well as Implementation of Micro and Small Enterprises (MSE) Funding Program for Financial Year 2021.

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- Memberikan wewenang dan kuasa kepada Dewan Komisaris menunjuk KAP untuk melakukan audit atas Laporan Keuangan Konsolidasian periode lainnya pada Tahun Buku 2021 untuk tujuan dan kepentingan Perusahaan.
- Memberikan kuasa kepada Dewan Komisaris untuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi KAP tersebut, serta menunjuk KAP pengganti dalam hal KAP Purwantono, Sungkoro, & Surja (EY), karena sebab apapun tidak dapat menyelesaikan audit Laporan Keuangan Konsolidasian serta Laporan Keuangan dan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Tahun Buku 2021, termasuk menetapkan imbalan jasa audit dan persyaratan lainnya bagi KAP pengganti tersebut.
- Delegate authority and power to the Board of Commissioners to appoint the Public Accounting Firm (KAP) to audit the Consolidated Financial Statements for other periods in Financial Year 2021 for the purposes and interests of the Company.
- Delegate authority to the Board of Commissioners to determine the appropriate fee for audit services and other appointment requirements for the Public Accounting Firm (KAP), as well as appoint a substitute KAP in the case of Purwantono, Sungkoro, & Surja (EY), for any reason unable to complete the audit of the Consolidated Financial Statements, Financial Statements and Implementation of Micro and Small Enterprises (MSE) Funding Program for Financial Year 2021, including determining the fee for audit services and other requirements for the substitute KAP.

Seluruh keputusan RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan telah direalisasikan di tahun yang sama. Tidak terdapat keputusan yang belum direalisasikan di tahun 2021.

All resolutions of GMS to Approve the Annual Report and Ratify the Company's Financial Statements have been realized in the same year. There is no decisions that have not been realized in in 2021.

### TINDAK LANJUT ARAHAN RUPS PERSETUJUAN LAPORAN TAHUNAN TAHUN BUKU 2020 DAN PENGESAHAN LAPORAN KEUANGAN TAHUN BUKU 2020

### FOLLOW-UP TO DIRECTIVES OF GMS TO APPROVE THE ANNUAL REPORT AND RATIFY THE FINANCIAL STATEMENTS FOR FINANCIAL YEAR 2020

No.	Arahan Directions	Tindak Lanjut Follow-up
1	Direksi dan Dewan Komisaris diminta menjadi <i>role model (lead in example)</i> dalam perilaku kerja setiap insan perusahaan dalam penerapan nilai-nilai AKHLAK sebagaimana yang ditetapkan oleh Menteri BUMN.  The Board of Directors and the Board of Commissioners are requested to serve as a role model (lead in example) fo all the Company's employees in the implementation of AKHLAK values as determined by the Minister of SOEs.	Direksi dan Dewan Komisaris telah menjadi <i>role model (lead in example)</i> dalam perilaku kerja setiap insan perusahaan dalam penerapan nilai-nilai AKHLAK sebagaimana yang ditetapkan oleh Menteri BUMN. Sosialisasi tentang nilai-nilai utama AKHLAK telah dilaksanakan di lingkungan PT Angkasa Pura I.  The Board of Directors and Board of Commissioners have become a role model (lead in example) in the work behavior of all employees in the company in the implementation of AKHLAK values as determined by the Minister of State-Owned Enterprises. The core values of AKHLAK have been disseminated within PT Angkasa Pura I.
2	Direksi dan Dewan Komisaris agar mengacu pada prinsip-prinsip profesionalisme dan independensi serta dalam menjalankan kegiatan operasional perusahaan menghindari tindakan-tindakan yang menimbulkan benturan kepentingan dan intervensi non korporasi, dan secara konsisten berpedoman pada ketentuan dan peraturan yang berlaku serta tata kelola perusahaan yang baik.	Direksi dan Dewan Komisaris telah mengacu pada prinsip-prinsip profesionalisme dan independensi serta dalam menjalankan kegiatan operasional perusahaan menghindari tindakan-tindakan yang menimbulkan benturan kepentingan dan intervensi non korporasi, dan secara konsisten berpedoman pada ketentuan dan peraturan yang berlaku serta tata kelola perusahaan yang baik.



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### General Meeting of Shareholders

No.	Arahan Directions	Tindak Lanjut Follow-up
	<p>The Board of Directors and Board of Commissioners shall adhere to the principles of professionalism and independence and avoid actions that may cause conflicts of interest and non-corporate intervention in carrying out operational activities, while consistently complying applicable provisions, regulations, and good corporate governance.</p>	<p>The Board of Directors and Board of Commissioners have referred to the principles of professionalism and independence and avoided actions that cause conflicts of interest and non-corporate intervention in carrying out operational activities, and consistently complied to applicable provisions, regulations and good corporate governance.</p>
3	<p>Direksi dan Dewan Komisaris diminta untuk melakukan tindakan dan perubahan struktural untuk mengurangi <i>cash cost</i> operasional perusahaan secara signifikan pada tahun 2021, kemudian secara bertahap dapat dilakukan pemulihan dan keseimbangan antara penerimaan kas dan pengeluaran kas pada tahun 2022.</p> <p>The Board of Directors and Board of Commissioners are requested to take actions and make structural changes to significantly reduce cash costs of the company's operating expenses in 2021, and gradually restore the balance between cash inflows and outflows in 2022.</p>	<p>Pada tahun 2021 PT Angkasa Pura I sudah dapat melakukan efisiensi biaya melalui program <i>cost leadership</i> sehingga dapat tercapai penghematan sebesar Rp1,1 Triliun. Pada tahun 2022 Direksi PT Angkasa Pura I sudah melakukan langkah target awal penghematan dengan menerapkan <i>cost reduction</i> yang berbasis trafik sehingga ada pengurangan biaya yang relatif besar pada tahun 2022 serta perusahaan sedang melakukan program restrukturisasi keuangan perusahaan demi menjaga kinerja keuangan perusahaan.</p> <p>In 2021, PT Angkasa Pura I has implemented cost-efficiency through a cost leadership program and saved Rp1.1 trillion. In 2022, the Board of Directors of PT Angkasa Pura I have taken the initial target of saving by implementing traffic-based cost reduction to ensure a relatively large cost reduction in 2022 and the company conducted a corporate financial restructuring program to maintain the company's financial performance.</p>
4	<p>Berkenaan dengan pengelolaan utang perusahaan terutama setelah terdampak pandemi Covid-19, Direksi perlu menyesuaikan antara <i>recovery cash flow</i> dengan pembayaran bunga dan pokok utang dalam beberapa tahun ke depan sehingga pembayaran bunga dan pokok utang dalam beberapa tahun ke depan tidak semakin memberatkan <i>cash flow</i> perusahaan.</p> <p>With regard to the company's debt management, particularly after being affected by the COVID-19 pandemic, the Board of Directors must adjust the recovery of cash flow with interest and principal payment in the coming years. Thus, interest and principal payments do not further burden the company's cash flow in the coming years.</p>	<p>PT Angkasa Pura I sudah melakukan relaksasi berupa perubahan jadwal pembayaran bunga dari bulanan menjadi triwulanan dan mempersiapkan rencana transformasi perusahaan.</p> <p>PT Angkasa Pura I imposed relaxation in the form of changing the interest payment schedule from a monthly to quarterly basis and prepared a company transformation plan.</p>
5	<p>Dalam rangka untuk memastikan <i>sustainability</i> perusahaan, Direksi diminta untuk segera melakukan kajian menyeluruh meliputi efisiensi operasional, restrukturisasi utang, dan optimalisasi aset, termasuk kemitraan strategis untuk pengelolaan bandara sebagai salah satu sumber dana untuk mengurangi beban utang.</p> <p>In order to ensure the company's sustainability, the Board of Directors is tasked to promptly conduct a comprehensive study covering operational efficiency, debt restructuring, and asset optimization, including strategic partnerships for airport management as a source of funds to reduce the debt burden.</p>	<p>Salah satu upaya yang dilakukan PT Angkasa Pura I dalam rangka optimalisasi aset adalah penandatanganan Nota Kesepahaman antara PT Angkasa Pura I dengan PT Angkasa Pura Properti tentang Rencana Kerja Sama Pemanfaatan dan Pengembangan Lahan-Lahan Non Produktif Milik PT Angkasa Pura I dimana maksud dan tujuan nota kesepahaman adalah sebagai landasan awal dalam melakukan peninjauan peluang kerja sama pemanfaatan lahan <i>idle</i> untuk penyusunan <i>master plan</i> dan kajian <i>feasibility study</i>.</p> <p>Di samping itu, dalam rangka optimalisasi lahan <i>idle</i> manajemen PT Angkasa Pura I telah melaksanakan kerja sama pemanfaatan lahan <i>idle</i> diantaranya yang terletak di Demangan - Yogyakarta, Maguwoharjo - Yogyakarta, Sisi Timur Gedung Terpadu / Selatan Hotel Haris dan lahan di Sisi Selatan Terminal Bandara I Gusti Ngurah Rai Bali. Saat ini PT Angkasa Pura I juga dalam proses peninjauan pencarian mitra kerja sama untuk lahan - lahan <i>idle</i> lainnya diantaranya yang terletak di area Semabung dan area Gedangan di Surabaya, lahan di Selatan Gedung Bea Cukai dan lahan di Barat TK Wipara di Lingkungan Bandara I Gusti Ngurah Rai Bali.</p> <p>Saat ini, PT Angkasa Pura I sedang dalam proses seleksi kemitraan strategis untuk Bandara Zainuddin Abdul Majid Lombok dimana ruang lingkup kerja sama tersebut meliputi pembangunan dan pengembangan bandara dan <i>airport city</i>.</p> <p>Dalam rangka memastikan <i>sustainability</i> perusahaan pada tahun 2021 PT Angkasa Pura I telah menunjuk konsultan untuk melakukan kajian atas rencana perbaikan kinerja keuangan dan likuiditas PT Angkasa Pura I.</p>

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No.	Arahan Directions	Tindak Lanjut Follow-up
		<p>PT Angkasa Pura I's endeavor to optimize assets is the signing of a Memorandum of Understanding between PT Angkasa Pura I and PT Angkasa Pura Properti on the Cooperation Plan for the Utilization and Development of Non-Productive Lands Owned by PT Angkasa Pura I, where the purpose and objectives of the Memorandum of Understanding are as an initial basis for exploring opportunities for cooperation in the utilization of Idle Land to develop a Master Plan and Feasibility Study.</p> <p>Furthermore, in order to optimize idle land utilization, PT Angkasa Pura I Management has collaborated on the utilization of idle land, including those located in Demangan - Yogyakarta, Maguwoharjo - Yogyakarta, East Side of Integrated Building / South of Haris Hotel, and land on the South Side of the Terminal at I Gusti Ngurah Rai International Airport - Bali. PT Angkasa Pura I is currently looking for collaboration partners for other idle land in Surabaya, including land in the Semambung and Gedangan areas, land in the south of the Customs Building, and land in the west of TK Wipara within I Gusti Ngurah Rai International Airport Bali.</p> <p>PT Angkasa Pura I is currently in the process of selecting a strategic partnership for Lombok International Airport, with the scope of cooperation covering airport and airport city construction and development.</p> <p>PT Angkasa Pura I has appointed a consultant to conduct a review on plans to improve the financial performance and liquidity of PT Angkasa Pura I in order to ensure the company's sustainability in 2021.</p>
6	<p>Direksi agar memberikan perhatian pada pengembangan sistem organisasi yang berbasis kompetensi, termasuk dalam pembuatan strategi korporasi yang terintegrasi dan komprehensif sehingga semua sumber daya dapat dioptimalkan untuk peningkatan produktivitas, efisiensi secara konsisten dan berkesinambungan. Oleh karena itu manajemen perlu membangun sistem, proses, dan <i>tools</i> yang dibutuhkan untuk melakukan <i>active planning, monitoring, quality assurance, dan reporting</i> yang dinamis.</p> <p>The Board of Directors must take into account the development of a competency-based organizational system, including in the formulation of an integrated and comprehensive corporate strategy so that all resources can be optimized to increase productivity and efficiency in a consistent and continuous manner. Therefore, management needs to develop systems, processes, and tools needed to carry out active planning, monitoring, quality assurance, and dynamic reporting.</p>	<p>PT Angkasa Pura I akan membangun <i>Enterprise Architecture</i> (EA) sebagai bentuk integrasi strategi korporasi EA <i>tools</i> yang akan digunakan adalah ARIS. Optimalisasi ARIS akan sangat membantu dalam mengelola proses bisnis secara efektif dan efisien dengan menyelaraskan arsitektur.</p> <p>PT Angkasa Pura I juga akan membangun program pengembangan pegawai, yaitu:</p> <ol style="list-style-type: none"> <li><i>Coaching and counseling corner</i> tujuannya yaitu memberikan <i>coaching</i> kepada para <i>leader</i> dan program <i>counseling</i> kepada pegawai yang <i>unperformed</i> karena kondisi "mental".</li> <li><i>Redesign training program</i> PT Angkasa Pura I Group yang bertujuan <i>redesign leadership training</i> berupa <i>management trainee</i> (MT), <i>Airport Management Development Program</i> (AMDP), <i>Professional Airport Young Leader</i> (PAYL), <i>Middle Development Program</i> (MDP) dan <i>Executive Development Program</i> (EDP).</li> <li>Selanjutnya dalam rangka pengembangan lebih spesifik dan terarah meningkatkan efisiensi dalam proses <i>talent mapping</i> pegawai, PT Angkasa Pura I akan membangun/<i>set up Assessment Center</i> Angkasa Pura (ACAP).</li> </ol> <p>PT Angkasa Pura I will create Enterprise Architecture (EA) as a form of corporate strategy integration. ARIS will be the EA tool used. By aligning the Architecture, optimizing ARIS will be particularly helpful in managing business processes in an effective and efficient manner.</p> <p>PT Angkasa Pura I will also establish an employee development program, which includes:</p> <p>PT Angkasa Pura I will also create employee development programs, namely:</p> <ol style="list-style-type: none"> <li>A coaching and counseling corner aimed at providing coaching to leaders and counseling programs to underperforming employees due to mental conditions.</li> <li>Redesigning the AP1 Group training program, including management trainee (MT), Airport Management Development Program (AMDP), Professional Airport Young Leader (PAYL), Middle Development Program (MDP), and Executive Development Program (EDP).</li> <li>Establishing the Angkasa Pura Assessment Center (ACAP) to develop more specific and targeted talent mapping processes to improve employee efficiency.</li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-up
7	<p>Direksi diminta untuk meningkatkan peran fungsi Satuan Pengawas internal (SPI) maupun <i>risk management</i> dan menindaklanjuti secara tuntas hasil temuan-temuannya.</p> <p>The Board of Directors is tasked to increase the role of the Internal Supervisory Unit (SPI) and risk management functions and to fully follow up on its findings.</p>	<p>Direksi telah meningkatkan fungsi Satuan Pengawas Internal (SPI) melalui Unit Kerja Internal Audit. Internal audit menyediakan jasa "<i>assurance</i>" (aktivitas memperoleh keyakinan yang memadai) dan "<i>consulting</i>" (konsultasi) yang bersifat independen dan objektif, dengan tujuan untuk meningkatkan nilai dan memperbaiki operasional perusahaan, melalui pendekatan yang sistematis, dengan cara mengevaluasi dan meningkatkan efektivitas manajemen risiko, pengendalian, dan proses tata kelola perusahaan.</p> <p>The Board of Directors has enhanced the function of the Internal Supervisory Unit (SPI) through the Internal Audit unit. Internal audit provides independent and objective assurance and consulting services with the goal of enhancing value and improving the company's operational efficiency through a systematic approach by evaluating and enhancing the effectiveness of risk management, control, and corporate governance processes.</p> <p>Peran Risk Management ditingkatkan melalui tercapainya sasaran perusahaan dan penerapan tata kelola manajemen risiko yang baik, dengan cara:</p> <ol style="list-style-type: none"> <li>1. Melakukan analisis dan evaluasi atas seluruh profil risiko yang dibuat oleh <i>risk owner</i> di masing-masing unit dan melakukan <i>monitoring</i> secara periodik</li> <li>2. Memberikan tanggapan/kajian atas aksi korporasi dan bisnis perusahaan dari sudut pandang manajemen risiko</li> </ol> <p>The role of risk management is enhanced through achieving corporate targets and implementing good risk management governance, by:</p> <ol style="list-style-type: none"> <li>1. Carrying out analysis and evaluation on all risk profiles made by the risk owner in each unit and carrying out periodic monitoring.</li> <li>2. Providing feedback/review on corporate actions and the company's business from the point of view of risk management</li> </ol>
8	<p>Direksi agar mengoptimalkan dan memperkuat kompetensi fungsi hukum korporasi dalam mendukung percepatan peningkatan kinerja dan meminimalkan risiko bisnis dan legal.</p> <p>The Board of Directors is required to optimize and strengthen the competence of the corporate legal function in supporting the acceleration of performance improvement and minimizing business and legal risks.</p>	<p>Unit Legal and Compliance sesuai tugas dan tanggung jawab dalam meningkatkan kompetensi fungsi telah mengakomodasi beberapa pegawai perusahaan untuk mengikuti pendidikan atau pelatihan yakni sebagai berikut:</p> <ol style="list-style-type: none"> <li>1. Pendidikan auditor hukum bersertifikat (<i>certified legal auditor</i>) yang bertujuan meningkatkan pemahaman dan keterampilan dalam melakukan audit hukum. Peserta pendidikan ini mendapatkan lisensi sebagai auditor hukum yang diakui secara nasional.</li> <li>2. Pelatihan antikorupsi, dan pengelolaan pengaduan korupsi/<i>whistleblowing system</i> (WBS). Pelatihan ini bertujuan meningkatkan pemahaman dan pengetahuan Tim Pengelola WBS agar dapat menangani pengaduan secara efektif dan menghasilkan analisis pengaduan korupsi yang dapat ditindaklanjuti.</li> </ol> <p>Legal and Compliance Unit according to its duties and responsibilities to improve functional competence has accommodated several company employees to attend education or training, as follows:</p> <ol style="list-style-type: none"> <li>1. Certified legal auditor education aims to improve understanding and skills in conducting legal audits. Participants in the education were licensed as nationally recognized legal auditors.</li> <li>2. Anti-corruption training, and corruption complaints/whistleblowing system (WBS) management. The training aims to increase understanding and knowledge of the WBS Management Team in order to handle complaints in an effective manner and generate an analysis of corruption complaints to be followed up.</li> </ol>
9	<p>Direksi dan Dewan Komisaris diminta untuk menetapkan kebijakan atau <i>Standard Operating Procedure</i> (SOP) yang efektif untuk memastikan pengendalian internal dapat berjalan dengan baik, melakukan sosialisasi dan internalisasi terhadap SOP dan kebijakan perusahaan kepada seluruh karyawan, memastikan implementasi SOP diterapkan dengan baik di semua lini organisasi perusahaan melalui mekanisme <i>reward</i> dan <i>punishment</i> yang objektif, serta melakukan evaluasi secara berkala atas kebijakan atau SOP untuk disempurnakan sesuai dengan perubahan peraturan, dinamika bisnis, strategi perusahaan maupun aspek-aspek lain yang perlu menjadi perhatian.</p>	<p>PT Angkasa Pura I telah menyusun konsep Keputusan Direksi tentang Pedoman Pengendalian Internal yang memuat sedikitnya terkait unsur sistem pengendalian internal dan implementasi sistem pengendalian internal dan peningkatan sistem pengendalian internal.</p> <p>Mekanisme <i>reward</i> dan <i>punishment</i> yang ada di perusahaan dapat terangkum dalam sebuah aplikasi yang dinamakan <i>e-performance</i>. <i>E-performance</i> adalah sebuah aplikasi untuk <i>monitoring</i> kinerja pegawai dalam periode satu tahun. Kinerja dinilai oleh atasan dan rekan kerja. Semakin nilai kinerjanya baik, maka akan mendapat <i>reward</i> yang lebih baik dalam penambahan koefisien pemberian bonus.</p> <p>PT Angkasa Pura I has drafted the Board of Directors Decree on Internal Control Guidelines containing at least the components, implementation, and improvement of the internal control system.</p>

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No.	Arahan Directions	Tindak Lanjut Follow-up
	<p>The Board of Directors and the Board of Commissioners are tasked to establish policies or effective Standard Operating Procedures (SOP) to ensure effective implementation of internal control, disseminate and internalize SOPs and company policies to all employees, ensure effective implementation of SOPs in all the company's lines through an objective reward and sanction mechanism, as well as conduct periodic evaluations of policies or SOPs to be refined in accordance with changes in regulations, business dynamics, company strategy and other areas of concern.</p>	<p>The reward &amp; punishment mechanism in the company can be summarized in an application called e-performance. E-performance is an application for monitoring employee performance for a period of one year. Performance is assessed by supervisors and peer co-workers. The better the performance value, the better the reward in adding the coefficient of the bonus.</p>
10	<p>Direksi dan Dewan Komisaris agar melakukan evaluasi atas penerapan sistem peringatan dini bagi manajemen guna mengambil tindakan korektif atas penyimpangan yang mungkin, akan, atau telah terjadi, dan evaluasi atas penerapan WBS sebagai sarana atau tindakan yang melanggar kode etik dan perilaku yang dilakukan oleh Insan PT Angkasa Pura I.</p> <p>The Board of Directors and the Board of Commissioners are tasked to evaluate the implementation of the early warning system for management in order to take corrective action on deviations that may occur or have occurred and evaluate the implementation of WBS as a means or action that violates the Code of Conduct carried out by PT Angkasa Pura I personnel.</p>	<p>PT Angkasa Pura I telah memiliki pedoman sistem pelaporan pelanggaran (<i>whistleblowing system</i>) yang tercantum dalam Keputusan Direksi Nomor KEP.DU.69/PG.01/2018 sebagaimana telah diubah dengan Keputusan Direksi Nomor KEP.212/HK.01.01/2019.</p> <p>Direksi dan Dewan Komisaris telah melakukan evaluasi atas penerapan sistem pelaporan pelanggaran (<i>whistleblowing system</i>) bekerjasama dengan Komisi Pemberantasan Korupsi (KPK) berdasarkan Perjanjian Kerja Sama KPK dengan PT Angkasa Pura I Nomor 69 Tahun 2021; SP.DU.41/HK.04/2021 tanggal 2 Maret 2021 tentang Penanganan Pengaduan dalam Upaya Pemberantasan Tindak Pidana Korupsi.</p> <p>PT Angkasa Pura I has a whistleblowing system guideline set forth in the Board of Directors Decree Number KEP.DU.69/PG.01/2018 as amended by the Board of Directors Decree Number KEP.212/HK.01.01/2019.</p> <p>The Board of Directors and the Board of Commissioners carried out evaluation on the implementation of the whistleblowing system in collaboration with the Corruption Eradication Commission (KPK) based on the KPK Cooperation Agreement with PT Angkasa Pura I Number 69/2021; SP.DU.41/HK.04/2021 dated March 2, 2021, on Handling of Complaints in Efforts to Eradicating Criminal Acts of Corruption.</p> <p>Kegiatan <i>monitoring</i> dan evaluasi dilaksanakan secara berkala. Adapun hasil <i>monitoring</i> dan evaluasi penerapan <i>whistleblowing system</i> yang dilakukan oleh KPK adalah sebagai berikut:</p> <ol style="list-style-type: none"> <li>1. Pemahaman tindak pidana korupsi dan <i>whistleblowing system</i> di PT Angkasa Pura I sudah baik dan perlu dilakukan peningkatan berupa pelatihan atau penyegaran mengenai pemberantasan tindak pidana korupsi serta pemahaman mengenai <i>whistleblowing system</i>;</li> <li>2. Partisipasi dan budaya anti korupsi di PT Angkasa Pura I sudah baik;</li> <li>3. Kapasitas dan profesionalisme SPI sudah cukup baik, dan perlu dimaksimalkan dengan meningkatkan kompetensi personal;</li> <li>4. Untuk dilakukan penguatan aturan internal terkait <i>whistleblowing system</i> di perusahaan.</li> </ol> <p>Monitoring and evaluation are carried out periodically. The results of the monitoring and evaluation of the whistleblowing system carried out by the KPK are as follows:</p> <ol style="list-style-type: none"> <li>1. Understanding of criminal acts of corruption and the whistleblowing system at PT Angkasa Pura I has been good and needed to be improved in the form of training or refresher regarding the eradication of criminal acts of corruption and understanding of the whistleblowing system;</li> <li>2. Participation and anti-corruption culture at PT Angkasa Pura I has been good;</li> <li>3. The capacity and professionalism of SPI have been good and needed to be maximized by increasing the competence of personnel;</li> <li>4. To strengthen internal regulation related to the whistleblowing system in the company.</li> </ol>

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No.	Arahan Directions	Tindak Lanjut Follow-up
11	<p>Selaku pengelola bandara yang merupakan fasilitas publik, perusahaan diminta terus membangun komunikasi dengan seluruh <i>stakeholders</i> antara lain Kementerian Kesehatan, Kementerian Pariwisata dan Ekonomi Kreatif, Kementerian Perhubungan, dan sebagainya untuk membangun koridor-koridor transportasi udara yang menjadi pemulihan dari trafik udara pasca pandemi Covid-19, namun dengan tetap menerapkan protokol kesehatan yang kuat dan menjaga tidak terjadi penularan antar pulau di Indonesia.</p> <p>As an airport operator which is a public facility, the company is tasked to continue to build communication with all stakeholders, including the Ministry of Health, Ministry of Tourism and Creative Economy, and Ministry of Transportation to build air transportation corridors as a recovery of air traffic after the COVID-19 pandemic. 19, while continuing to apply stringent health protocols and prevent inter-island transmission of Covid-19 in Indonesia.</p>	<p>PT Angkasa Pura I selaku pengelola bandara telah membangun komunikasi antara lain dengan Kementerian Kesehatan, Kementerian Pariwisata dan Ekonomi Kreatif, Kementerian Perhubungan, dan <i>stakeholders</i> lainnya untuk membangun koridor-koridor transportasi udara, salah satunya melalui beroperasinya kembali rute dan pembukaan destinasi pariwisata yang menjadi pemulihan dari trafik udara pasca pandemi Covid-19, namun dengan tetap menerapkan protokol kesehatan yang kuat dan menjaga tidak terjadi penularan antar pulau di Indonesia.</p> <p>As the airport operator, PT Angkasa Pura I has established communication with, among others, the Ministry of Health, the Ministry of Tourism and Creative Economy, the Ministry of Transportation, and other stakeholders to build air transportation corridors, including through re-operation of routes and the opening of tourism destinations to recover air traffic after the COVID-19 pandemic, while still implementing stringent health protocols and preventing inter-island transmission in Indonesia.</p>
12	<p>Direksi dengan pengawasan Dewan Komisaris wajib secara tepat waktu melakukan pengisian, pemutakhiran dan penyampaian data melalui portal-portal Kementerian BUMN sesuai ketentuan yang berlaku.</p> <p>The Board of Directors under the supervision of the Board of Commissioners must fill out, update and submit data in a timely manner through the portals of the Ministry of State-Owned Enterprises in accordance with applicable regulations.</p>	<p>Direksi dengan pengawasan Dewan Komisaris telah secara tepat waktu melakukan pengisian, pemutakhiran, dan penyampaian data melalui portal-portal Kementerian BUMN sesuai ketentuan yang berlaku.</p> <p>The Board of Directors under the supervision of the Board of Commissioners has timely filled out, updated, and submitted data through the portal of the Ministry of SOEs in accordance with applicable regulations.</p>
13	<p>Dalam rangka mendorong perekonomian nasional khususnya pemberdayaan UMKM, Direksi diminta agar secara aktif mengoptimalkan pelibatan UMKM dalam transaksi pengadaan barang dan jasa BUMN termasuk anak perusahaan atau yang terafiliasi, terutama melalui <i>platform</i> PaDi UMKM sebagaimana surat Menteri BUMN Nomor S-1134/MBU/12/2020 tanggal 10 Desember 2020.</p> <p>In order to boost the national economy, particularly the empowerment of MSMEs, the Board of Directors is tasked to actively optimize the involvement of MSMEs in the procurement of goods and services for SOEs, including subsidiaries or affiliated companies, especially through the PaDi UMKM (MSME digital market) platform as stated in the Letter of the Minister of SOEs Number S-1134/MBU/12/ 2020 dated December 10, 2020.</p>	<p>Dalam rangka mendorong roda utama penggerak ekonomi nasional dan mendukung program dari Kementerian BUMN dalam pemberdayaan UMKM, PT Angkasa Pura I telah melakukan Pengadaan Barang dan/atau Jasa melalui Sistem Informasi Pengadaan Barang dan/atau Jasa yang biasa disebut dengan APPro serta melalui Pasar Digital UMKM (PaDi UMKM).</p> <p>To encourage the main drivers of the national economy and support the programs from the Ministry of SOEs in empowering MSMEs, PT Angkasa Pura I has carried out the Procurement of Goods and/or Services through the Information System for the Procurement of Goods and/or Services or commonly referred to as APPro and through the MSME Digital Market (PaDi UMKM)</p>
14	<p>Semua temuan, catatan, dan saran/rekomendasi dari auditor internal maupun auditor eksternal (KAP dan BPK-RI) pada tahun 2020 dan tahun-tahun sebelumnya yang belum selesai, harus menjadi prioritas penyelesaian secara tuntas oleh Direksi dan Dewan Komisaris pada tahun 2021.</p> <p>All findings, notes, and suggestions/recommendations from internal and external auditors (KAP and BPK-RI) in 2020 and previous years that have not been completed, must be a priority for completion by the Board of Directors and the Board of Commissioners in 2021.</p>	<ul style="list-style-type: none"> <li>• Terkait temuan KAP, dalam rangka penerapan pengendalian internal dan kepatuhan terhadap peraturan Perundang-undangan serta <i>managemen letter</i> diselesaikan pada tahun yang sama pada saat pelaksanaan Audit KAP.</li> <li>• Terkait temuan rekomendasi BPK yang belum selesai saat ini masih dalam proses penyelesaian tindak lanjut dan menunggu ketetapan status dari BPK atas tindak lanjut yang sudah disampaikan.</li> <li>• Terkait rekomendasi SPI, kantor cabang melakukan pemutakhiran tindak lanjut setiap bulan dengan mengirimkan hasil rekomendasi setiap tanggal lima untuk selanjutnya dilakukan verifikasi oleh masing-masing auditor.</li> <li>• In the framework of implementing internal control and compliance with laws and regulations as well as Management Letter, the findings of KAP were resolved in the same year during the KAP Audit</li> <li>• In relation to BPK's findings and recommendations that have not been followed up, the findings are currently in the completion process and are waiting for the status determination from BPK for the follow-up that has been submitted.</li> </ul>



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		<ul style="list-style-type: none"> <li>In relation to SPI recommendations, branch offices update the follow-up on a monthly basis by submitting the results of recommendations every fifth to be verified by the respective auditors.</li> </ul>
15	<p>Menyampaikan kepada pemegang saham berupa Laporan Tahunan Perusahaan termasuk Laporan Keuangan dan Laporan Keuangan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Tahun Buku 2021 yang telah diaudit oleh KAP selambat-lambatnya tanggal 15 Februari 2022.</p> <p>Submit the Company's Annual Report to Shareholders, including Financial Statements and Financial Reports on the Implementation of Micro and Small Enterprise (MSE) Funding Program for Financial Year 2021 which has been audited by KAP no later than February 15, 2022.</p>	<p>Laporan Keuangan dan Laporan Keuangan Pelaksanaan Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Tahun Buku 2021 yang telah diaudit oleh KAP disampaikan kepada kementerian sesuai dengan tenggat waktu yang ditetapkan oleh kementerian.</p> <p>Financial Statement and Financial Report on the Implementation of Micro and Small Enterprise (MSE) Funding Program for the financial year 2021 as audited by KAP are submitted to the Ministry according to the deadline set by the Ministry.</p>
16	<p>Laporan Keuangan, Laporan Pelaksanaan Program TJSL, Laporan Evaluasi Kinerja, Laporan Kepatuhan terhadap Perundang-undangan dan Pengendalian Internal, Laporan Penilaian KPI yang telah diaudit oleh KAP, Risalah Rapat Pembahasan Laporan Tahunan Program Kemitraan dan Bina Lingkungan Tahun 2020 dan Tanggapan Dewan Komisaris merupakan bagian yang tidak terpisahkan dari persetujuan ini.</p> <p>Financial Report, TJSL Program Implementation Report, Performance Evaluation Report, Compliance with Legal and Internal Control Report, KPI Assessment Report as audited by KAP, Minutes of Meetings on Discussion of Partnership and Community Development Program and Responses from the Board of Commissioners in the Annual Report 2020 are an integral part of this agreement.</p>	<ul style="list-style-type: none"> <li>Risalah Rapat Pembahasan Laporan Tahunan Program Kemitraan dan Bina Lingkungan tahun 2020 sudah ditandatangani oleh Direktur Utama, Komisaris Utama dan Pemegang Saham PT Angkasa Pura I dengan Nomor AP.I.3691/KU.01.03/2021/DU-B tanggal 28 Juni 2021. Sedangkan tanggapan Dewan Komisaris terhadap Laporan Keuangan Tahun Buku 2020 tertuang dalam surat Nomor 45/DK.AP.I/2021 tanggal 4 Mei 2021.</li> <li>Laporan Penilaian KPI Direksi Kolegial telah dilakukan penelaahan oleh KAP yang mengaudit laporan keuangan perusahaan, dan telah disampaikan ke pemegang saham melalui portal silaba BUMN dan Surat Nomor AP.I.1106/OM.04/2021/DU-B tanggal 26 Februari 2021 Perihal Laporan Capaian KPI PT Angkasa Pura I tahun 2020 <i>Audited</i>.</li> <li>The minutes of the meeting discussing the annual report 2020 on the partnership and community development program have been signed by the President Director, President Commissioner and Shareholders of PT Angkasa Pura I under Number AP. I 3691/KU.01.03/2021/DU-B dated June 28, 2021. Meanwhile, the Board of Commissioners' response to the financial statements for the financial year 2020 is stated in letter Number 45/DK.AP.I/2021 dated May 4, 2021.</li> <li>The KPI Assessment Report for the Collegial Board of Directors has been reviewed by the KAP auditing the Company's Financial Statements and has been submitted to the Shareholders through Silaba BUMN portal and Letter Number AP.I.1106/OM.04/2021/DU-B dated February 26, 2021 concerning Report on KPI Achievements of PT Angkasa Pura I 2020 Audited.</li> </ul>



## DEWAN KOMISARIS

### Board of Commissioners

#### PEDOMAN TATA LAKSANA DEWAN KOMISARIS

Dewan Komisaris perusahaan memiliki *Board Manual* sebagai panduan pelaksanaan tugas dan tanggung jawab Dewan Komisaris yang dituangkan dalam Surat Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.06/DK.AP.I/2019. Berdasarkan *Board Manual*, Dewan Komisaris bertanggung jawab penuh atas pengawasan dan kebijakan pengurusan maupun usaha perusahaan. Dewan Komisaris juga memiliki tugas untuk memberi nasihat kepada Direksi, memantau efektivitas praktik *good corporate governance* (GCG), serta memiliki hak untuk melakukan penyesuaian berdasarkan kebutuhan perusahaan. Dewan Komisaris bertanggung jawab terhadap pemegang saham.

#### PROSES NOMINASI DAN PEMILIHAN DEWAN KOMISARIS

Nominasi calon anggota Dewan Komisaris dilakukan oleh Dewan Komisaris PT Angkasa Pura I. Persyaratan untuk pemilihan dan pengangkatan calon anggota Dewan Komisaris tertulis dalam *Board Manual*, meliputi:

- a. Persyaratan formal, yaitu:
  - Orang-perseorangan.
  - Cakap melakukan perbuatan hukum.
  - Tidak pernah dinyatakan pailit dalam waktu lima tahun sebelum pencalonan.
  - Tidak pernah menjadi anggota Direksi atau Dewan Komisaris atau Dewan Pengawas yang dinyatakan bersalah menyebabkan suatu perusahaan lain dinyatakan pailit dalam kurun waktu lima tahun sebelum pencalonan.
  - Tidak pernah dihukum karena melakukan tindak pidana yang merugikan keuangan negara dan/ atau yang berkaitan dengan sektor keuangan dalam kurun waktu lima tahun sebelum pencalonan.

#### THE BOARD MANUAL FOR THE BOARD OF COMMISSIONERS

The Company's Board of Commissioners has a Board Manual to carry out its duties and responsibilities as set forth in the Joint Decree of the Board of Directors and the Board of Commissioners of PT Angkasa Pura I Number KEP.06/DK.AP.I/2019. According to the Board of Manual, The Board of Commissioners is also responsible for advising the Board of Directors, monitoring the effectiveness of GCG practices, and making adjustments based on the Company's needs. The Board of Commissioners is accountable to the shareholders.

#### NOMINATION AND ELECTION PROCEDURES OF THE BOARD OF COMMISSIONERS

PT Angkasa Pura I's Board of Commissioners is in charge of nominating candidates for membership on the Board of Commissioners. The Board Manual outlines the criteria for selecting and appointing candidates to the Board of Commissioners, including:

- a. Formal criteria, namely:
  - Individual
  - Competent in taking legal actions
  - Never been declared bankrupt in the five years preceding nomination
  - Never been a member of the Board of Directors, Board of Commissioners, or Supervisory Board who was found guilty of causing another company to go bankrupt in the five years preceding nomination.
  - Never been convicted of a criminal offense that is detrimental to the state's finances and/or is related to the financial sector in the five years preceding nomination.

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b. Persyaratan materiil, yaitu:

- Memiliki integritas dan dedikasi.
- Memahami masalah-masalah manajemen perusahaan yang berkaitan dengan salah satu fungsi manajemen.
- Memiliki pengetahuan yang memadai di bidang usaha perusahaan di mana yang bersangkutan dicalonkan.
- Dapat menyediakan waktu yang cukup untuk melaksanakan tugasnya.

Pengangkatan anggota Dewan Komisaris dilakukan melalui RUPS. Pemegang saham berwenang untuk memilih Dewan Komisaris yang memiliki keahlian, integritas, kejujuran, kepemimpinan, pengalaman, perilaku baik, dan dedikasi untuk perusahaan melalui rangkaian proses berikut:

- Menentukan kriteria penilaian umum calon anggota Dewan Komisaris.
- Membentuk tim seleksi calon anggota Dewan Komisaris.
- Mengangkat anggota Dewan Komisaris, termasuk mengangkat Komisaris Utama.

• Evaluasi kinerja Dewan Komisaris dilakukan berdasarkan prinsip-prinsip sebagai berikut:

- 1) Dewan Komisaris wajib mengusulkan kepada RUPS perihal indikator kinerja kunci Dewan Komisaris dan indikator tersebut merupakan ukuran penilaian atas keberhasilan pelaksanaan tanggung jawab dan tugas pengawasan Dewan Komisaris sesuai dengan ketentuan peraturan perundang-undangan dan anggaran dasar.
- 2) Kinerja Dewan Komisaris akan dievaluasi oleh pemegang saham dalam RUPS.
- 3) Secara umum, kinerja Dewan Komisaris ditentukan berdasarkan tugas kewajiban yang tercantum dalam Peraturan Perundang-undangan yang berlaku dan anggaran dasar perusahaan maupun amanat pemegang saham.

b. Material criteria, namely:

- Have integrity and dedication;
- Understand the company's management issues pertaining to one of the management functions;
- Have sufficient knowledge of the company's business line in which the individual is nominated;
- Committed to devote sufficient time to perform their duties.

The Board of Commissioners is appointed by the GMS. Shareholders have the authority to elect members with expertise, integrity, honesty, leadership skills, experience, good behavior, and dedication to the company through the following procedures:

- Establish general assessment criteria for candidates for the Board of Commissioners.
- Form a selection team to nominate candidates for the Board of Commissioners.
- Appoint members of the Board of Commissioners, including the President Commissioner.

• Performance assessment of the Board of Commissioners is carried out using the following principles:

- 1) The Board of Commissioners shall propose to the GMS the Board of Commissioners' key performance indicators, which shall be a measure of assessment of the successful implementation of the Board of Commissioners' responsibilities and supervisory duties in accordance with the provisions of laws and regulations, as well as the Articles of Association.
- 2) The Board of Commissioners' performance shall be assessed by the shareholders in the GMS.
- 3) In general, the performance of the Board of Commissioners is determined according to the duties and responsibilities as set forth in the prevailing laws and regulations and the company's Articles of Association as well as the shareholders' mandate.

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- 4) Kriteria evaluasi formal disampaikan secara terbuka kepada anggota Dewan Komisaris sejak tanggal pengangkatannya.
  - 5) Hasil evaluasi terhadap kinerja Dewan Komisaris secara keseluruhan dan kinerja masing-masing anggota Dewan Komisaris secara individual akan merupakan bagian tak terpisahkan dalam skema kompensasi dan pemberian insentif bagi anggota Dewan Komisaris.
  - 6) Hasil evaluasi kinerja masing-masing anggota Dewan Komisaris secara individual sebagaimana dimaksud pada ayat (5) di atas merupakan salah satu dasar pertimbangan bagi pemegang saham untuk pemberhentian dan/atau menunjuk kembali anggota Dewan Komisaris yang bersangkutan, dan hasil evaluasi kinerja tersebut merupakan sarana penilaian serta peningkatan efektivitas Dewan Komisaris.
- 4) Members of the Board of Commissioners receive formal assessment criteria upon their appointment.
  - 5) The assessment results of the Board of Commissioners' overall performance and the individual performance of the Board of Commissioners member shall be incorporated into the Board of Commissioners' compensation and incentive scheme.
  - 6) The results of each member of the Board of Commissioners' individual performance evaluation, as referred to in paragraph (5) above, shall be one of the grounds for consideration by the shareholders for the dismissal and/or reappointment of the member of the Board of Commissioners concerned, and the results of the performance assessment shall be a means of assessing and improving the Board of Commissioners' effectiveness.

### TUGAS DAN TANGGUNG JAWAB DEWAN KOMISARIS

Secara umum tugas dan tanggung jawab Dewan Komisaris adalah sebagai berikut:

1. Dewan Komisaris bertanggung jawab melakukan pengawasan atas kebijakan dan jalannya pengurusan perusahaan yang dilaksanakan oleh Direksi.
2. Dewan Komisaris menjalankan tanggung jawab dengan prinsip-prinsip sebagai berikut:
  - Dalam melakukan pengawasan, Dewan Komisaris akan selalu mematuhi anggaran dasar dan peraturan perundang-undangan yang berlaku.
  - Pengawasan dilakukan oleh Dewan Komisaris terhadap pengelolaan perusahaan oleh Direksi.
  - Pengawasan, nasihat, dan arahan yang diberikan Dewan Komisaris dilaksanakan dalam mekanisme rapat dan/atau diberikan secara tertulis.

### DUTIES AND RESPONSIBILITIES OF THE BOARD OF COMMISSIONERS

In general, the Board of Commissioners' duties and responsibilities are as follows:

1. The Board of Commissioners is responsible for supervising the Board of Directors' policies and management of the company.
2. The Board of Commissioners carries out its responsibilities in accordance with the following principles:
  - The Board of Commissioners shall conduct supervision in accordance with the Articles of Association and the applicable laws and regulations.
  - The Board of Commissioners shall supervise the management of the Company by the Board of Directors.
  - The Board of Commissioners shall supervise, advise, and issue directives through a meeting mechanism and/or in writing.

## DEWAN KOMISARIS

### Board of Commissioners

- Dalam melakukan pengawasan, Dewan Komisaris bertindak sebagai majelis (bersifat kolegial) dan tidak dapat bertindak sendiri-sendiri.
  - Pengawasan tidak boleh berubah menjadi pelaksanaan tugas-tugas eksekutif, kecuali dalam hal perusahaan tidak memiliki Direksi.
  - Pengawasan dilakukan tidak hanya sekadar menyetujui atau tidak menyetujui terhadap tindakan-tindakan yang memerlukan persetujuan Dewan Komisaris, tetapi pengawasan dilakukan secara proaktif, mencakup semua aspek bisnis perusahaan.
  - Dewan Komisaris dapat menggunakan jasa profesional yang mandiri dan/atau membentuk komite untuk membantu pelaksanaan tugas Dewan Komisaris.
3. Menyusun rencana kerja dan target kinerja Dewan Komisaris secara periodik serta menyusun pembagian tugas di antara anggota Dewan Komisaris sesuai dengan keahlian dan pengalaman masing-masing anggota Dewan Komisaris.
  4. Melakukan pengawasan dan memberi nasihat kepada Direksi atas kebijakan pengurusan perusahaan yang dilaksanakan Direksi, termasuk pelaksanaan rencana pengembangan perusahaan, RJPP, serta RKAP.
  5. Memantau kepatuhan Direksi atau peraturan perundangan yang berlaku.
  6. Mengawasi efektivitas pelaksanaan manajemen risiko dan pengendalian internal.
  7. Mengkaji pemanfaatan teknologi informasi.
  8. Mengkaji komposisi jabatan Direksi dan Dewan Komisaris, proses nominasi Direksi, serta kebijakan evaluasi kinerja Direksi dan Dewan Komisaris.
  9. Mengkaji kebijakan remunerasi Direksi dan Dewan Komisaris, serta kesesuaian remunerasi dengan kinerja Direksi dan Dewan Komisaris.
  10. Memantau dan mengevaluasi kinerja perusahaan.
- The Board of Commissioners acts as an assembly (collegial in nature) in conducting supervision and cannot act independently.
  - Except in the absence of a Board of Directors, supervision may not be converted into executive duties.
  - Supervision shall be carried out not only to approve or disapprove actions requiring Board of Commissioners approval, but also proactively, covering all aspects of the Company's business.
  - The Board of Commissioners may engage independent professional services and/or form a committee to assist in the execution of the Board of Commissioners' duties.
3. Preparing the Board of Commissioners' Work Plan and Performance Target and preparing the division of duties among the Board of Commissioners members on a regular basis according to each member's expertise and experience.
  4. Supervising and advising the Board of Directors on the company's management policies as they are put in place by the Board of Directors, including the implementation of the company's development plan, Long Term Corporate Plan (RJPP), and Company Work Plan and Budget (CWPB).
  5. Monitoring the Board of Directors' compliance to prevailing laws and regulations.
  6. Supervising the effectiveness of risk management and internal control implementation.
  7. Assess the utilization of information technology.
  8. Reviewing the composition of the Board of Directors and the Board of Commissioners, the BoC's nomination procedure, and performance assessment policies for BoC and BoD.
  9. Reviewing the BoD and BoC remuneration policy and appropriateness of remuneration in light of the BoD and BoC performance.
  10. Monitoring and evaluating the Company's performance.



## DEWAN KOMISARIS

### Board of Commissioners

11. Mengadakan rapat secara berkala membahas hasil pelaksanaan pengawasan atas pengelolaan perusahaan yang dilaksanakan Direksi.
12. Jika oleh sebab apapun juga perusahaan tidak mempunyai anggota Direksi, maka untuk sementara Dewan Komisaris berkewajiban menjalankan pekerjaan Direksi, kemudian dalam waktu selambat-lambatnya 30 hari kalender meminta diadakannya RUPS Luar Biasa guna mengisi kekosongan Direksi tersebut.
13. Selama jabatan anggota Direksi kosong dan RUPS belum mengangkat anggota Direksi baru, Dewan Komisaris menunjuk salah seorang anggota Direksi lainnya sebagai pelaksana tugas anggota Direksi dengan tugas, kewenangan, dan kewajiban yang sama dengan anggota Direksi yang kosong.
14. Melaksanakan kepentingan perusahaan dengan memperhatikan kepentingan para pemegang saham.
15. Mengusulkan auditor eksternal untuk disahkan dalam RUPS dan memantau pelaksanaan penugasan auditor eksternal.
16. Menginformasikan kepada RUPS perihal kepemilikan saham dan/atau keluarganya pada perusahaan dan perusahaan lain untuk dicantumkan dalam laporan tahunan.
17. Memantau efektivitas praktik GCG yang diterapkan perusahaan, antara lain dengan mengadakan pertemuan berkala dengan Direksi untuk membahas, merencanakan, dan melaksanakan evaluasi atas implementasi GCG.
18. Mempertanggungjawabkan pelaksanaan tugasnya pada RUPS.
11. Holding regular meetings to discuss the outcomes of the Board of Directors' implementation of supervision over the company's management.
12. If for any reason, the Company does not have any members of BOD, the BOC shall carry out the duties of BOD and shall request to hold an Extraordinary GMS to fill the vacancy of BOD no later than 30 calendar days.
13. As long as the position of the members of the Board of Directors is vacant and the GMS has not appointed a new member of the Board of Directors, the Board of Commissioners shall appoint another member of the Board of Directors as the acting member of the Board of Directors with the same duties, authorities and obligations as the vacant member of the Board of Directors.
14. Carrying out the Company's interests with due regard to the stakeholders' interests.
15. Proposing external auditor to be ratified in the GMS and monitoring the implementation of the external auditor's assignment.
16. Inform the GMS regarding the ownership of shares and/or their families in the company and other companies to be included in the annual report.
17. Monitor the effectiveness of GCG practices implemented by the company, among others, by holding periodic meetings with the Board of Directors to discuss, plan, and conduct evaluations of GCG implementation.
18. Accountable for the implementation of its duties at the GMS.

### WEWENANG DAN HAK DEWAN KOMISARIS

Wewenang yang dimiliki Dewan Komisaris dalam menjalankan fungsinya adalah sebagai berikut:

1. Dewan Komisaris berwenang untuk menyetujui atau menolak secara tertulis rencana Direksi dalam hal-hal berikut ini:

### AUTHORITIES AND RIGHTS OF THE BOARD OF COMMISSIONERS

The Board of Commissioners has the following authorities in carrying out its functions:

1. The Board of Commissioners has the authority to approve or reject the Board of Directors plan in the following areas in writing:

## DEWAN KOMISARIS

Board of Commissioners

- Mengagunkan aktiva tetap untuk penarikan kredit jangka pendek.
  - Mengadakan kerja sama dengan badan usaha atau pihak lain berupa kerja sama lisensi, kontrak manajemen, menyewakan aset, Kerja Sama Operasi (KSO), Bangun Guna Serah (*Build Operate Transfer* atau BOT), Bangun Milik Serah (*Build Own Transfer* atau BOWT), Bangun Serah Guna (*Build Transfer Operate* atau BTO), dan kerja sama lainnya dengan nilai atau jangka waktu tertentu yang ditetapkan oleh RUPS.
  - Menerima atau memberikan pinjaman jangka menengah atau panjang, kecuali pinjaman (utang atau piutang) yang timbul karena transaksi bisnis dan pinjaman yang diberikan kepada anak perusahaan dengan ketentuan pinjaman kepada anak perusahaan dilaporkan kepada Dewan Komisaris.
  - Menghapuskan dari pembukuan piutang macet dan persediaan barang mati.
  - Melepaskan aktiva tetap bergerak dengan umur ekonomis yang lazim berlaku dalam industri pada umumnya sampai dengan lima tahun.
  - Menetapkan struktur organisasi sampai dengan satu tingkat di bawah Direksi.
- Putting up fixed assets in exchange for short-term credit.
  - Establishing partnerships with business entities or other parties through licensing cooperation, management contracts, asset leasing, Joint Operations (KSO), Build Operate Transfer (BOT), Build Own Transfer (BOWT), and Build Transfer Operate (BTO), and other partnerships with a specific value or time period determined by the GMS.
  - Receiving or providing medium/long term loans, with the exception of loans (debt or receivables) arising from business transactions and loans granted to subsidiaries provided that they report their loans to the Board of Commissioners.
  - Writing off bad debts and dead stock.
  - Disposing of movable fixed assets with a typical economic life of up to 5 years in the industry.
  - Establishing an organizational structure one level beneath the Board of Directors.
2. Memasuki bangunan-bangunan dan halaman-halaman atau tempat-tempat lain yang dipergunakan atau dikuasai oleh perusahaan dan berhak memeriksa buku-buku, surat-surat bukti, persediaan barang-barang, memeriksa dan mencocokkan keadaan uang kas untuk keperluan verifikasi dan lain-lain surat berharga serta mengetahui segala tindakan yang telah dijalankan oleh Direksi.
  3. Mengusulkan bakal calon Direksi perusahaan yang berasal dari pejabat satu tingkat di bawah Direksi atau pejabat yang mempunyai prestasi istimewa.
  4. Dengan suara terbanyak, memberhentikan sementara waktu seorang atau lebih anggota Direksi, jikalau bertindak bertentangan dengan anggaran dasar atau melalaikan kewajibannya atau terdapat alasan mendesak bagi perusahaan sesuai dengan ketentuan yang berlaku.
2. Enter the company's buildings, yards, or other locations and have the authority to check books, proof letters, inventory of goods, check and match the state of cash for verification and other purposes, other securities, and learn about all of the Board of Directors' actions.
  3. Propose candidates for the company's Board of Directors from officials one level below Board of Directors or officials with exceptional achievements.
  4. Temporarily dismiss one or more Board of Directors members by majority vote if they are acting in violation of the Articles of Association or neglecting their obligations, or if there is an urgent reason for the company in accordance with applicable provisions.

## DEWAN KOMISARIS

Board of Commissioners

- Menunjuk anggota Direksi yang ada untuk menjalankan tugas anggota Direksi yang lowong dengan kekuasaan dan wewenang yang sama di samping tetap menjalankan tugas utamanya.
- Meminta penjelasan tentang segala hal yang ditanyakan kepada Direksi, dan Direksi wajib memberikan penjelasan.
- Menjalankan kewenangan lain yang diberikan oleh pemegang saham melalui RUPS.
- Mengadakan pengawasan atas pengurusan anak perusahaan dan perusahaan patungan.
- Menyetujui nama pejabat yang diangkat sebagai kepala atau pimpinan unit kerja Internal Audit dan Corporate Secretary.
- Appoint existing members of the Board of Directors to carry out the duties of vacant Board of Directors members with the same power and authority, while continuing to carry out their primary duties.
- Request an explanation for all matters referred to the Board of Directors, and the Board of Directors is required to provide one.
- Execute any other authorities granted by the shareholders through the GMS.
- Supervise the operations of subsidiaries and joint ventures.
- Approve the official's appointment as the head or leader of the Internal Audit and Corporate Secretary

### ETIKA JABATAN DEWAN KOMISARIS

Guna menjaga integritas, Dewan Komisaris wajib memenuhi etika jabatan sebagai berikut:

- Anggota Dewan Komisaris dilarang melakukan tindakan yang mempunyai benturan kepentingan (*conflict of interest*) maupun mengambil keuntungan pribadi dari pengambilan keputusan dan/atau pelaksanaan kegiatan perusahaan, selain dari penghasilan yang sah.
- Anggota Dewan Komisaris wajib melaporkan kepada Sekretaris Perusahaan mengenai kepemilikan sahamnya dan/atau keluarganya pada perusahaan tersebut dan perusahaan lain termasuk setiap perubahannya.
- Anggota Dewan Komisaris wajib melakukan pengungkapan jika terjadi benturan kepentingan. Anggota Dewan Komisaris yang bersangkutan tidak boleh melibatkan diri dalam proses pengambilan keputusan terhadap Dewan Komisaris lain yang berkaitan dengan hal tersebut.
- Dalam melaksanakan tugas dan fungsinya, setiap anggota Dewan Komisaris harus:
  - Mematuhi Anggaran Dasar, peraturan perundang-undangan, serta prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban, dan kewajaran.

### THE BOARD OF COMMISSIONERS' CODE OF CONDUCT

In order to maintain integrity, the Board of Commissioners must comply with the following code of conducts of the position:

- Members of the Board of Commissioners are prohibited from undertaking actions that have a conflict of interest, or derive personal benefits from making decisions and/or carrying out company activities, other than from legitimate income.
- Members of the Board of Commissioners shall report to the Corporate Secretary concerning their and/or their family members' ownership of shares with the company and other companies, including any changes there of.
- Members of the Board of Commissioners shall make disclosures in the event of a conflict of interest, and the concerned members shall not involve themselves in the Board of Commissioners' decision-making process in connection to the matter.
- In carrying out its duties and functions, each member of the Board of Commissioners must:
  - Comply with the Articles of Association, laws and regulations, as well as the principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness.

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- Menjalankan tugas pengawasan dan memberi nasihat kepada Direksi dengan itikad baik, penuh kehati-hatian, dan bertanggung jawab untuk kepentingan perusahaan dan sesuai dengan maksud dan tujuan perusahaan.
- Melampirkan pakta integritas dalam usulan Direksi yang harus mendapat rekomendasi dari Dewan Komisaris dan persetujuan pemegang saham.
- Memperbarui surat pernyataan tidak memiliki benturan kepentingan secara berkala atau pada setiap awal tahun.
- Carry out supervisory duties and advise the Board of Directors in good faith, prudence, and full responsibility for the interests of the company and in accordance with stated aims and objectives.
- Attach an integrity pact to the Board of Directors' proposals, which shall obtain recommendations from the Board of Commissioners and approval of shareholders.
- Renew the personal statement of not having a conflict of interest on a periodic basis or at the beginning of each year.

### MASA JABATAN ANGGOTA DEWAN KOMISARIS

Anggota Dewan Komisaris memiliki masa jabatan lima tahun dengan tidak mengurangi kewenangan RUPS untuk memberhentikan para anggota sewaktu-waktu. RUPS berhak mengangkat kembali anggota Dewan Komisaris untuk satu kali masa jabatan berikutnya setelah masa jabatannya berakhir.

### MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DEWAN KOMISARIS

Berdasarkan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023, Anggota Dewan Komisaris dapat mengundurkan diri dan/atau diberhentikan sewaktu-waktu sebelum periode jabatannya berakhir dengan berbagai alasan. Beberapa alasan pemberhentian Dewan Komisaris disebabkan karena:

- Tidak dapat menjalankan tugasnya dengan baik.
- Melanggar ketentuan anggaran dasar dan/atau peraturan Perundang-undangan.
- Terlibat dalam tindakan yang merugikan BUMN dan/atau negara.
- Melakukan tindakan yang melanggar etika dan/atau kepatutan yang seharusnya dihormati sebagai anggota Dewan Komisaris dan Dewan Pengawas BUMN.
- Dinyatakan bersalah dengan putusan pengadilan yang telah mempunyai kekuatan hukum yang tetap.
- Mengundurkan diri.
- Inability to perform the duties as required;
- Committing violations against the Articles of Association and/or prevailing laws and regulations;
- Engaging in actions that are detrimental to the SOE and/or the country;
- Conducting actions that violate the code of conduct and/or propriety that should inspire respect as members of the Board of Commissioners and the SOE Supervisory Board;
- Convicted by a court decision with permanent legal force;
- Resigned.

### MEMBERS OF THE BOARD OF COMMISSIONERS' TERMS OF OFFICE

The term of office of members of the Board of Commissioners is 5 years without prejudice to the authority of the GMS to dismiss members at any time. The GMS may reappoint members of the Board of Commissioners for 1 subsequent term of office after their term of office ends.

### PROCEDURES FOR RESIGNATION AND DISMISSAL OF MEMBERS OF BOARD OF COMMISSIONERS

Based on the Minister of SOEs Regulation Number PER-3/MBU/03/2023, members of the Board of Commissioners may resign and/or be dismissed at any time before their term of office ends for various reasons. The reasons for dismissal of the Board of Commissioners are due to:

## DEWAN KOMISARIS

Board of Commissioners

Anggota Dewan Komisaris dapat diberhentikan oleh Menteri BUMN atau RUPS karena alasan lainnya demi kepentingan dan tujuan BUMN dan/atau perusahaan, misalnya, tetapi tidak terbatas pada:

- Diberhentikan dalam rangka restrukturisasi perusahaan;
- Memasuki masa usia pensiun; dan/atau
- Diangkat menjadi Aparatur Sipil Negara yang merupakan penugasan dari kementerian teknis atau instansi pemerintah lain.

Berdasarkan Ketentuan Undang-Undang Nomor 19 Tahun 2003 tentang Badan Usaha Milik Negara dan Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara jo Peraturan Pemerintah Nomor 23 Tahun 2022 Tentang Perubahan atas Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan dan Pembubaran Badan Usaha Milik Negara, masa jabatan anggota Dewan Komisaris/Dewan Pengawas dan Direksi BUMN adalah 5 (lima) tahun dan berakhirnya masa jabatan dengan sendirinya secara hukum, apabila:

- 1) Meninggal dunia.
- 2) Masa jabatan berakhir.
- 3) Tidak lagi memenuhi persyaratan sebagai anggota Dewan Komisaris/Dewan Pengawas dan Direksi BUMN berdasarkan ketentuan dan peraturan perundang-undangan.

Hal ini disampaikan melalui Surat Kementerian Badan Usaha Milik Negara (BUMN) RI Nomor S-97/DSI.MBU/09/2022 tanggal 20 September 2022 perihal Penegasan Berakhirnya Masa Jabatan Anggota Dewan Komisaris/Dewan Pengawas dan Direksi Badan Usaha Milik Negara.

The Minister of SOEs or GMS may also dismiss members of the Board of Commissioners for other reasons in the interests and objectives of SOEs and/or the Company, including, but not limited to:

- Dismissed in order to restructure the company;
- Entering retirement age; and/or
- Appointed as a civil servant as an assignment from the technical ministry or other government agencies.

Based on the provisions of Law No. 19 of 2003 on State-Owned Enterprises and Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision and Dissolution of State-Owned Enterprises in conjunction with Government Regulation No. 23 of 2022 on Amendments to Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision and Dissolution of State-Owned Enterprises, the term of office of members of the Board of Commissioners/Supervisory Board and Board of Directors of SOE is 5 (five) years and the term of office expires by law, if the BoC member:

- 1) Passed away.
- 2) The term of office ends.
- 3) No longer meeting the requirements as a Board of Commissioners member/Supervisory Board and Board of Directors of SOE based on the provisions and laws and regulations.

This was communicated through the Ministry of State-Owned Enterprises (SOEs) of the Republic of Indonesia dated September 20, 2022 on Affirmation of the Expiration of the Term of Office of Members of the Board of Commissioners/Supervisory Board and Board of Directors of State-Owned Enterprises.



## DEWAN KOMISARIS

Board of Commissioners

### KOMPOSISI DAN DASAR PENGANGKATAN DEWAN KOMISARIS

Proses pengangkatan dan pemberhentian anggota Dewan Komisaris merupakan kewenangan pemegang saham yang dalam pelaksanaannya dapat melibatkan anggota Direksi dan Dewan Komisaris. Anggota yang terpilih dipastikan telah memenuhi kriteria dan syarat yang telah ditentukan dalam *fit and proper test*. Terhitung sejak Desember 2022, susunan Dewan Komisaris PT Angkasa Pura I beranggotakan 7 orang.

### COMPOSITION AND BASIS FOR APPOINTMENT OF THE BOARD OF COMMISSIONERS

Shareholders have the authority to appoint and dismiss members of the Board of Commissioners. In its implementation, shareholders may involve members of the Board of Directors and the Board of Commissioners. The selected members are confirmed to have met the criteria and conditions specified in the fit and proper test. As of December 2022, the composition of the Board of Commissioners of PT Angkasa Pura I consists of 7 members.

Komposisi Dewan Komisaris per 31 Desember 2022 Composition of the Board of Commissioners as of December 31, 2022				
Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Djoko Sasono	Komisaris Utama President Commissioner	Kementerian BUMN Ministry of SOEs	SK.210/MBU/07/2018	19 Juli 2018 July 19, 2018
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK.210/MBU/07/2018 dan SK-85/MBU/03/2020	19 Juli 2018 July 19, 2018
Irfan Wahid	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Danang Parikesit	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-85/MBU/03/2020	20 Maret 2020 March 20, 2020
Elen Setiadi	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-365/MBU/11/2021	23 November 2021 November 23, 2021
Hidayat Amir	Komisaris Commissioner	Kementerian BUMN Ministry of SOEs	SK-262/MBU/11/2022; KEP.INJ.03.06/23/11/2022 /A.0031	21 November 2022 November 21, 2022

## DEWAN KOMISARIS

Board of Commissioners

### PROGRAM ORIENTASI BAGI ANGGOTA DEWAN KOMISARIS BARU

Di PT Angkasa Pura I, setiap anggota Dewan Komisaris baru wajib mengikuti orientasi untuk memahami kegiatan dan kondisi PT Angkasa Pura I. Program orientasi ini dilaksanakan oleh Sekretaris Perusahaan maupun pihak lain yang menjalankan fungsi yang sama, berdasarkan Peraturan Menteri BUMN Nomor PER-01/MBU/2011 serta SK-16/S.MBU/2012 yang dituangkan pada *Board Manual*. Pada tahun 2022, terdapat kegiatan orientasi ini karena adanya anggota Dewan Komisaris baru yaitu Hidayat Amir yang terhitung sejak 21 November 2022 ditunjuk sebagai Komisaris PT Angkasa Pura I berdasarkan Surat Keputusan Menteri Negara BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-262/MBU/11/2022; Nomor KEP.INJ.03.06/23/11/2022/A.0031 tentang Pemberhentian dan Pengangkatan Anggota Dewan Komisaris PT Angkasa Pura I. Kegiatan orientasi untuk Hidayat Amir tersebut diadakan pada 22 November 2022 secara *hybrid* di Jakarta.

### PEMBIDANGAN TUGAS PENGAWASAN DEWAN KOMISARIS

Tugas pengawasan Dewan Komisaris dibagi ke dalam beberapa bidang sesuai dengan jabatannya agar setiap anggota dapat menjalankan tanggung jawab dan wewenang masing-masing dengan fokus, efektif, dan efisien, baik secara kolektif maupun individual.

### ORIENTATION PROGRAM FOR NEWLY APPOINTED MEMBERS OF BOARD OF COMMISSIONERS

At PT Angkasa Pura I, newly appointed members of board of commissioners must attend the orientation program to understand the activities and conditions of the company. The program was held by the Corporate Secretary along with other parties carrying out similar functions, based on the Minister of SOEs Regulation Number PER-01/MBU/2011 and SK-16/S.MBU/2012 as set forth in the Board Manual. In 2022, the orientation program was conducted to introduce the newly appointed member of the Board of Commissioners, Hidayat Amir, who was appointed as Commissioner of PT Angkasa Pura I since November 21, 2022 based on Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia Number SK-262/MBU/11/2022; Number KEP.INJ.03.06/23/11/2022/A.0031 on Dismissal and Appointment of Members of the Board of Commissioners of PT Angkasa Pura I. Hidayat Amir's orientation program was held in a hybrid format in Jakarta on November 22, 2022.

### DIVISION OF SUPERVISORY DUTIES OF THE BOARD OF COMMISSIONERS

The Board of Commissioners' supervisory duties are divided into several areas according to their positions so that each member can carry out their respective responsibilities and authorities in a focused, effective, efficient manner, collectively and individually.

**Djoko Sasono**  
Komisaris Utama | President Commissioner

Komisaris Utama bertugas melakukan koordinasi dengan segenap anggota Dewan Komisaris maupun perangkat Dewan Komisaris berkaitan dengan tugas dan wewenang Dewan Komisaris pada fungsi *internal audit*, *corporate secretary*, dan *corporate planning and transformation*.

The incumbent is responsible for coordinating with all members of the Board of Commissioners and structures below on the performance of its duties and authority with respect to internal audit, corporate secretary, as well as corporate planning and transformation.

## DEWAN KOMISARIS

Board of Commissioners

### Erwan Agus Purwanto

Komisaris Independen | Independent Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang sumber daya manusia meliputi fungsi pada *human capital, training and people development*, dan *general services and corporate social responsibility*, sekaligus menjabat sebagai Ketua Komite Audit.

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on human resources, covering human capital, training and people development, as well as general services and corporate social responsibility. The incumbent concurrently serves as Chairman of the Audit Committee.

### Tri Budi Satriyo

Komisaris Independen | Independent Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang operasi dan teknik meliputi fungsi pada *airport safety, airport security, airport operation and services, airport facilities management, airport equipment management*, dan *airport planning and project development*, sekaligus menjabat sebagai Ketua Komite Nominasi dan Remunerasi.

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on operations and engineering, covering airport safety, airport security, airport operation and services, airport facilities management, airport equipment management, as well as airport planning and project development. The incumbent concurrently serves as Chairman of the Nomination and Remuneration Committee.

### Irfan Wahid

Komisaris Independen | Independent Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang pemasaran dan pelayanan meliputi fungsi pada *aeronautical business and airline development, airport commercial*, dan *branding and services design*, sekaligus menjabat sebagai Wakil Ketua Komite Nominasi dan Remunerasi.

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on marketing and services, covering aeronautical business and airline development, airport commercial, as well as branding and services design. The incumbent concurrently serves as Vice Chairman of the Nomination and Remuneration Committee.

## DEWAN KOMISARIS

Board of Commissioners

### Danang Parikesit

Komisaris | Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang pengembangan usaha meliputi fungsi pada *business and portfolio management*, *technology and innovation*, dan *cargo planning and development*, sekaligus menjabat sebagai Ketua Komite Risiko Usaha dan *good corporate governance* (GCG).

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on business development, covering business and portfolio management, technology and innovation, as well as cargo planning and development. The incumbent concurrently serves as Chairman of the Business Risk and GCG Committee.

### Elen Setiadi

Komisaris | Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang kepatuhan, aset, dan pengadaan meliputi fungsi pada *legal and compliance*, *asset management*, dan *procurement*, sekaligus menjabat sebagai Wakil Ketua Komite Risiko Usaha dan *good corporate governance* (GCG).

The incumbent is responsible for handling activities related to the duties and authorities of the Board of Commissioners on compliance, assets, and procurement, covering legal and compliance, asset management, and procurement. The incumbent concurrently serves as Vice Chairman of the Business Risk and Good Corporate Governance (GCG) Committee.

### Hidayat Amir

Komisaris | Commissioner

Bertugas menangani kegiatan yang berkaitan dengan tugas dan wewenang Dewan Komisaris pada bidang keuangan dan manajemen risiko meliputi fungsi pada *accounting*, *finance*, dan *risk management*, sekaligus menjabat sebagai Wakil Ketua Komite Audit.

The incumbent is responsible for handling activities related to the duties and authority of the Board of Commissioners on finance and risk management, covering accounting, finance, and risk management. The incumbent concurrently serves as Vice Chairman of the Audit Committee.

## DEWAN KOMISARIS

Board of Commissioners

### KOMISARIS INDEPENDEN DAN PERNYATAAN TENTANG INDEPENDENSI

Dari tujuh anggota Dewan Komisaris, tiga diantaranya merupakan Komisaris Independen, yaitu Tri Budi Satriyo, Erwan Agus Purwanto, dan Irfan Wahid. Ketiga Komisaris Independen PT Angkasa Pura I telah memenuhi kriteria yang ditetapkan oleh berdasarkan Peraturan Menteri BUMN Nomor PER-01/MBU/2011, yaitu:

Tidak memiliki hubungan keuangan, kepengurusan, kepemilikan saham dan/atau hubungan keluarga dengan anggota Dewan Komisaris lainnya, anggota Direksi dan/atau Pemegang Saham Pengendali atau hubungan dengan BUMN yang bersangkutan, yang dapat mempengaruhi kemampuannya untuk bertindak independen.

Selain itu, Komisaris Independen perusahaan telah memenuhi kriteria berdasarkan *Board Manual* yaitu:

- Tidak menjabat sebagai Direksi di perusahaan yang terafiliasi dengan perusahaan.
- Tidak bekerja pada pemerintah termasuk departemen, lembaga, dan kemiliteran dalam kurun waktu tiga tahun terakhir.
- Tidak bekerja di perusahaan atau afiliasinya dalam kurun waktu tiga tahun terakhir.
- Tidak mempunyai keterkaitan finansial, baik langsung maupun tidak langsung, dengan perusahaan atau perusahaan yang menyediakan jasa dan produk kepada perusahaan dan afiliasinya.
- Bebas dari kepentingan dan aktivitas bisnis atau hubungan lain yang dapat menghalangi atau mengganggu kemampuan Dewan Komisaris untuk bertindak atau berpikir secara bebas di lingkup perusahaan.

Seluruh Komisaris Independen perusahaan memastikan independensinya dan telah menandatangani surat pernyataan independensi.

### INDEPENDENT COMMISSIONER AND STATEMENT OF INDEPENDENCE

The Board of Commissioners has seven members, three of whom are independent commissioners: Tri Budi Satriyo, Erwan Agus Purwanto, and Irfan Wahid. The three Independent Commissioners of PT Angkasa Pura I have met the criteria outlined in the Minister of SOEs Regulation Number PER-01/MBU/2011, namely:

Has no financial, management, share ownership, or family relationship with other members of the Board of Commissioners, members of the Board of Directors, or Controlling Shareholders, or relationship with the SOE, which could impair their ability to act independently.

In addition, the company's Independent Commissioners have met the criteria specified in the Board Manual, including:

- Not serving as Director in a company affiliated with PT Angkasa Pura I.
- Not working for the government, including departments, institutions, and military for the past three years.
- Not working for the company or its affiliates for the past three years.
- Having no financial ties, either direct or indirect, to the company or companies that provide services and products to PT Angkasa Pura I and its affiliates.
- Free from any business interests, activities or other relationships that may impede or interfere with the Board of Commissioners' ability to act or think freely within the Company

All of the company's Independent Commissioners have signed a statement of independence to ensure their independence.



## DEWAN KOMISARIS

Board of Commissioners

### TANGGAPAN, REKOMENDASI, DAN PELAKSANAAN TUGAS DEWAN KOMISARIS

Sepanjang tahun 2022, Dewan Komisaris mengeluarkan beberapa tanggapan dan rekomendasi yang dituangkan dalam surat sesuai dengan wewenang dan tanggung jawabnya, antara lain:

### RESPONSES, RECOMMENDATIONS, AND EXECUTION OF THE BOARD OF COMMISSIONERS DUTIES

Throughout 2022, the Board of Commissioners issued several responses and recommendations as set forth in the letter in accordance with its authority and responsibility, including:

No.	Tanggal Surat Date Number	Nomor Surat Decree Number	Perihal Subject
1.	7 Januari 2022 January 7, 2022	02/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Permohonan Pemberian Jasa Intra Group ( <i>management fee</i> ) kepada PT Aviassi Pariwisata Indonesia (Persero) Response of the Board of Commissioners to the Application for Intra Group Services Provision (Management Fee) to PT Aviassi Pariwisata Indonesia (Persero)
2.	19 Januari 2022 January 19, 2022	06/DK.AP.I/2022	Persetujuan Seleksi Penunjukan Langsung Kerjasama Pengelolaan Lounge Terminal Selatan dengan Jangka Waktu 5 (lima) Tahun di Bandar Udara Sultan Hasanuddin Makassar Approval of Selection of Direct Appointment for Cooperation in Management of South Terminal Lounge with a Period of 5 (five) years at Sultan Hasanuddin Airport Makassar
3.	27 Januari 2022 January 27, 2022	07/DK.AP.I/2022-R	Tanggapan atas Usulan Perubahan Komisaris Utama PT Angkasa Pura Logistik Response to the Proposed Change of President Commissioner of PT Angkasa Pura Logistik
4.	16 Februari 2022 February 16, 2022	10/DK.AP.I/2022-R	Penyampaian <i>Selected Talent Pool</i> dan Evaluasi Direksi Eksisting PT Angkasa Pura I Submission of Selected Talent Pool and Evaluation of Existing Directors of PT Angkasa Pura I
5.	1 Maret 2022 March 1, 2022	13/DK.AP.I/2022	Permohonan Tambahan Penjelasan atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah dengan Cara Tukar Menukar di Bandara Syamsudin Noor Banjarmasin Request for Further Explanation Regarding the Proposed Write-Off and Transfer of Fixed Assets in the Form of Land in Exchange at Syamsudin Noor Airport in Banjarmasin
6.	1 Maret 2022 March 1, 2022	14/DK.AP.I/2022	Rekomendasi Dewan Komisaris atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Karena Kondisi Tertentu Terdampak Pengembangan Gedung VVIP di Bandara I Gusti Ngurah Rai Bali The Board of Commissioners recommendation on the Proposed Write-off and Transfer of Fixed Assets Due to Certain Conditions Affected by the Development of VVIP Building at I Gusti Ngurah Rai Airport Bali

## DEWAN KOMISARIS

Board of Commissioners

No.	Tanggal Surat Date Number	Nomor Surat Decree Number	Perihal Subject
7.	15 Maret 2022 March 15, 2022	18/DK.AP.I/2022	Persetujuan Kerjasama Pemanfaatan Ruang Usaha Bandar Udara Juanda Surabaya Approval of Cooperation in Utilization of Airport Business Space at Juanda Airport Surabaya
8.	18 April 2022 April 18, 2022	26/DK.AP.I/2022	Tanggapan atas Pemilihan Lembaga Pengelolaan Program Pensiun Iuran Pasti (PPIP) Response to Management Institution Selection for Defined Contribution Pension Program (PPIP)
9.	21 April 2022 April 21, 2022	28/DK.AP.I/2022	Pemenuhan Kelengkapan Dokumen/Data atas Usulan Calon Direktur Utama PT Angkasa Pura Properti Completion of Documents/Data on Proposal for Candidates for President Director of PT Angkasa Pura Properti
10.	26 April 2022 April 26, 2022	30/DK.AP.I/2022-R	Persetujuan Usulan Pergantian Jabatan Vice President Corporate Secretary Approval of Proposed Change in Vice President Corporate Secretary Position
11.	26 April 2022 April 26, 2022	31/DK.AP.I/2022	Izin Cuti Direktur Kepatuhan, Aset, dan Pengadaan Leave Permit for Compliance, Assets, and Procurement Director
12.	10 Mei 2022 May 10, 2022	32/DK.AP.I/2022	Laporan Tugas Pengawasan Dewan Komisaris Tahun Buku 2021 PT Angkasa Pura I Report on the Supervisory Duties of the Board of Commissioners of PT Angkasa Pura I for the 2021 Fiscal Year
13.	17 Mei 2022 May 17, 2022	34/DK.AP.I/2022	Usulan Remunerasi Direksi dan Dewan Komisaris PT Angkasa Pura I Tahun 2022 Proposed Remuneration of Board of Directors and Board of Commissioners of PT Angkasa Pura I for the 2022 Fiscal Year
14.	17 Mei 2022 May 17, 2022	35/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Kinerja PT Angkasa Pura I Tahun Buku 2021 Response of the Board of Commissioners to the Performance of PT Angkasa Pura I for the 2021 Fiscal Year
15.	20 Mei 2022 May 20, 2022	37/DK.AP.I/2022	Tanggapan atas Evaluasi Pengendalian Internal serta Tindak Lanjut Temuan Auditor Internal dan Eksternal s.d. Triwulan I Tahun 2022 dan Laporan Hasil Pemeriksaan Kepatuhan atas Pengelolaan dan Pertanggungjawaban Keuangan Tahun Buku 2018 dan 2019 oleh BPK RI Response to the Evaluation of Internal Control and Follow-up on Internal and External Auditor Findings on Quarter I of 2022 and Report on Compliance Examination Results on Financial Management and Accountability for the 2018 and 2019 Fiscal Years by the Audit Board of the Republic of Indonesia.

## DEWAN KOMISARIS

Board of Commissioners

No.	Tanggal Surat Date Number	Nomor Surat Decree Number	Perihal Subject
16.	24 Mei 2022 May 24, 2022	40/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Laporan Kinerja Triwulan I Tahun 2022 PT Angkasa Pura I Response of the Board of Commissioners to PT Angkasa Pura I's First Quarter of 2022 Performance Report
17.	25 Mei 2022 May 25, 2022	41/DK.AP.I/2022-R	Tanggapan atas Pengajuan Usulan Calon Direktur Utama PT Angkasa Pura Properti Response to Submission of Proposals for the President Director Candidates of PT Angkasa Pura Properti
18.	6 Juni 2022 June 6, 2022	42/DK.AP.I/2022	Usulan Penetapan Kantor Akuntan Publik (KAP) untuk Audit Laporan Keuangan PT Angkasa Pura I Tahun Buku 2022 Proposal to Select a Public Accounting Firm (PAF) to Audit the Financial Statements of PT Angkasa Pura I for the 2022 Fiscal Year
19.	14 Juni 2022 June 14, 2022	44/DK.AP.I/2022	Izin Cuti Direktur Pemasaran dan Pelayanan Leave Permit for Marketing and Services Director
20.	25 Juni 2022 June 25, 2022	47/DK.AP.I/2022	Rekomendasi Dewan Komisaris atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap yang Berada di Area Tempat Parkir Kendaraan Bandara Adisutjipto Yogyakarta Recommendation of the Board of Commissioners on the Proposed Write-off and Transfer of Fixed Assets Located in the Vehicle Parking Lot Area of Adisutjipto Airport Yogyakarta.
21.	25 Juni 2022 June 25, 2022	48/DK.AP.I/2022	Rekomendasi Dewan Komisaris atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah dengan Cara Tukar Menukar di Bandara Syamsudin Noor Banjarmasin Recommendation of the Board of Commissioners on the Proposed Write-off and Transfer of Fixed Assets in the Form of Land in Exchange at Syamsudin Noor Airport Banjarmasin
22.	28 Juni 2022 June 28, 2022	49/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Permohonan Persetujuan <i>Corporate Transformation</i> PT Angkasa Pura I Response of the Board of Commissioners to the Request for Approval of PT Angkasa Pura I's Corporate Transformation
23.	2 Juli 2022 July 2, 2022	50/DK.AP.I/2022	Rekomendasi Dewan Komisaris atas Permohonan Penghapusbukuan Barang Persediaan Recommendation of the Board of Commissioners on the Request for Write-off of Inventory Goods
24.	4 Juli 2022 July 4, 2022	51/DK.AP.I/2022	Izin Cuti Direktur Teknik PT Angkasa Pura I Leave Permit for Technical Director of PT Angkasa Pura I
25.	9 Agustus 2022 August 9, 2022	57/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Capaian Kinerja PT Angkasa Pura I s.d. Semester I Tahun 2022 Board of Commissioners' Response to PT Angkasa Pura I's Performance Achievement as of Semester I 2022

## DEWAN KOMISARIS

Board of Commissioners

No.	Tanggal Surat Date Number	Nomor Surat Decree Number	Perihal Subject
26.	9 Agustus 2022 August 9, 2022	58/DK.AP.I/2022	Penyampaian Laporan Tugas Pengawasan Dewan Komisaris PT Angkasa Pura I Semester I Tahun 2022 Submission of the Report on the Supervisory Duties of the Board of Commissioners of PT Angkasa Pura I for the First Semester of 2022
27.	10 Agustus 2022 August 10, 2022	59/DK.AP.I/2022	Izin Cuti Ibadah Direktur Teknik PT Angkasa Pura I Religious Leave for the Technical Director of PT Angkasa Pura I
28.	30 Agustus 2022 August 30, 2022	63/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Usulan Revisi RKAP Investasi Tahun 2022 PT Angkasa Pura I Response of the Board of Commissioners to the Proposed Revision of the 2022 Investment CWPB of PT Angkasa Pura I
29.	13 September 2022 September 13, 2022	64/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Dalam Rangka <i>Asset Disposals</i> di PT Angkasa Pura I Response of the Board of Commissioners to the Proposed Write-off and Transfer of Fixed Assets in the Framework of Asset Disposal at PT Angkasa Pura I
30.	14 September 2022 September 14, 2022	65/DK.AP.I/2022	Evaluasi atas Pengelolaan Sistem Pelaporan Pelanggaran ( <i>Whistleblowing System</i> ) di Lingkungan PT Angkasa Pura I Periode Semester I 2022 Evaluation of the Management of the Whistleblowing System in PT Angkasa Pura I for the Period of First Semester of 2022
31.	14 September 2022 September 14, 2022	66/DK.AP.I/2022-R	Penyampaian Kerangka Acuan Kerja (KAK) dan Rincian Anggaran Biaya (RAB) Jasa Kantor Akuntan Publik (KAP) untuk mengaudit Laporan Keuangan PT Angkasa Pura I Tahun Buku 2022 Submission of Terms of Reference (ToR) and Budget Plan (BP) for Public Accounting Firm (PAF) Services to Audit PT Angkasa Pura I Financial Statement for the 2022 Fiscal Year
32.	27 September 2022 September 27, 2022	69/DK.AP.I/2022-R	Tanggapan atas Usulan Perubahan Komisaris Utama PT Angkasa Pura Suport Response to the Proposed Change of President Commissioner of PT Angkasa Pura Suport
33.	31 Oktober 2022 October 31, 2022	76/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Permohonan Revisi RKAP Tahun 2022 PT Angkasa Pura I Response of the Board of Commissioners to PT Angkasa Pura I's 2022 CWPB Revision Request
34.	31 Oktober 2022 October 31, 2022	77/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Laporan Kinerja s.d. Triwulan III Tahun 2022 PT Angkasa Pura I Response of the Board of Commissioners to PT Angkasa Pura I's Performance Report up to Quarter III of 2022

## DEWAN KOMISARIS

Board of Commissioners

No.	Tanggal Surat Date Number	Nomor Surat Decree Number	Perihal Subject
35.	9 November 2022 November 9, 2022	80/DK.AP.I/2022-R	Tanggapan atas Pemenuhan Posisi Direktur Keuangan dan SDM PT Angkasa Pura Logistik Response to the Fulfillment of the Finance and Human Capital Director Position of PT Angkasa Pura Logistik
36.	30 November 2022 November 30, 2022	85/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Rencana Pendanaan Eksternal Tahun 2022 Response of the Board of Commissioners to the 2022 External Funding Plan
37.	6 Desember 2022 December 6, 2022	86/DK.AP.I/2022	Tanggapan atas Rencana Kerja Sama Pemerintah dan Badan Usaha (KPBU) Bandara di Kediri Response to Public Private Partnership (PPP) for the Airport in Kediri
38.	15 Desember 2022 November 15, 2022	89/DK.AP.I/2022	Tanggapan Dewan Komisaris atas Usulan Rencana Kerja dan Anggaran Perusahaan Tahun 2023 Response of the Board of Commissioners to the Proposed 2023 Company Work Plan and Budget (CWPB)
39.	27 Desember 2022 December 27, 2022	91/DK.AP.I/2022	Persetujuan Izin Cuti Tahunan Direksi PT Angkasa Pura I Approval of Annual Leave Permit for Board of Directors of PT Angkasa Pura I
40.	27 Desember 2022 December 27, 2022	92/DK.AP.I/2022-R	Persetujuan Konsep Perubahan Struktur Organisasi Kantor Pusat PT Angkasa Pura I Approval of the Concept of Changes in the Organizational Structure of PT Angkasa Pura I Head Office
41.	30 Desember 2022 December 30, 2022	93/DK.AP.I/2022	Tanggapan atas Kontrak Manajemen Tahunan dan Direksi Individu Responses to Annual Management Contract and Individual Director

Pelaksanaan tugas Dewan Komisaris selama periode laporan telah berjalan efektif untuk mendukung Direksi dalam menjalankan bisnis perusahaan. Selain itu, secara garis besar Dewan Komisaris juga menjalankan pengawasan terhadap penerapan GCG, audit laporan keuangan, dan sistem manajemen risiko.

During the reporting period, the execution of the Board of Commissioners' duties has been effective in assisting the Board of Directors in running the Company's business. Furthermore, in general, the Board of Commissioners has carried out supervision on the implementation of GCG, audits of financial statements, and risk management system.



## DEWAN KOMISARIS

Board of Commissioners

### PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI DEWAN KOMISARIS

PT Angkasa Pura I membuka kesempatan bagi anggota Dewan Komisaris untuk terus meningkatkan kompetensi guna dapat selalu memperbarui informasi tentang perkembangan terkini dari aktivitas bisnis perusahaan dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugas masing-masing. Kebijakan terkait hal ini tertuang dalam Keputusan Dewan Komisaris Nomor KEP.110/OM.04/2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I.

Selama 2022, pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris adalah sebagai berikut:

### TRAINING AND/OR COMPETENCY DEVELOPMENT OF THE BOARD OF COMMISSIONERS

PT Angkasa Pura I provides opportunities for members of the Board of Commissioners to continue to improve their competencies in order to keep up to date with the latest developments in the company's business activities and other knowledge related to the performance of their respective duties. Competency development policies are set forth in the Board of Commissioners Decree No. KEP.110/OM.04/2019 on on the Code of Corporate Governance of PT Angkasa Pura I.

During 2022, the training and/or competency development attended by members of the Board of Commissioners are as follows:

No.	Nama Pelatihan/Webinar/Seminar Name of Training/Webinar/Seminar	Tanggal Date	Penyelenggara Organizer	Peserta Participant
1.	Forum Human Capital Indonesia, Program Onboarding Commissioner Angkatan 4 Tahun 2022 Forum Human Capital Indonesia, Onboarding Commissioner Program Batch 4 Year 2022	17 Maret-21 April 2022 March 17 - April 21, 2022	Forum Human Capital Indonesia	Erwan Agus Purwanto (Komisaris) (Commissioner)
2.	Masterclass GRC Foundation: Memperkuat Peran Komite Audit, Komite Risiko, dan Tata Kelola Terintegrasi Masterclass GRC Foundation: Strengthening the Role of Audit Committee, Risk Committee, and Integrated Governance	17 November 2022 November 17, 2022	Kementerian BUMN RI Ministry of SOEs of the Republic of Indonesia	Dewan Komisaris, Anggota Komite, Sekretaris dan Sekretariat Dewan Komisaris Board of Commissioners, Committee Members, Secretary and Secretariat of the Board of Commissioners
3.	Masterclass GRC Foundation: Peran Strategis CFO & CRO Masterclass GRC Foundation: Strategic Role of CFO & CRO	1 Desember 2022 December 1, 2022	Kementerian BUMN RI Ministry of SOEs of the Republic of Indonesia	Dewan Komisaris, Anggota Komite, Sekretaris dan Sekretariat Dewan Komisaris Board of Commissioners, Committee Members, Secretary and Secretariat of the Board of Commissioners

## DEWAN KOMISARIS

Board of Commissioners

No.	Nama Pelatihan/Webinar/Seminar Name of Training/Webinar/Seminar	Tanggal Date	Penyelenggara Organizer	Peserta Participant
4.	Masterclass GRC Foundation: Peran Organ Pengelolaan Risiko dalam Risk Management Masterclass GRC Foundation: The Role of Risk Management Organ in Risk Management	8 Desember 2022 December 8, 2022	Kementerian BUMN RI Ministry of SOEs of the Republic of Indonesia	Dewan Komisaris, Anggota Komite, Sekretaris dan Sekretariat Dewan Komisaris Board of Commissioners, Committee Members, Secretary and Secretariat of the Board of Commissioners

Selain itu, perusahaan juga memiliki kebijakan melalui Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.110/OM.04/2019 dan Nomor KEP.02/DK.AP.I/2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I yang mengatur tentang program orientasi bagi anggota Dewan Komisaris yang baru diangkat.

### PENILAIAN KINERJA KOMITE DI BAWAH DEWAN KOMISARIS DAN DASAR PENILAIANNYA

Dewan Komisaris memiliki tiga komite di bawahnya yaitu Komite Audit, Komite Risiko Usaha dan GCG, serta Komite Nominasi dan Remunerasi. Prosedur penilaian komite-komite di bawahnya dilakukan Dewan Komisaris berdasarkan *output* yang dihasilkan sesuai batas waktu yang diatur di dalam Anggaran Dasar Perusahaan dan dari tingkat kehadiran dalam rapat. Selama periode laporan, secara umum seluruh komite telah melaksanakan tugas dan tanggung jawab dengan independen dan cukup efektif.

Pada tahun 2022, Komite Audit telah menjalankan tugas dan tanggungjawabnya mencakup hal-hal sebagai berikut:

- Menyelenggarakan 12 kali rapat internal Komite Audit.
- Komite Audit telah melaksanakan tugas antara lain:

Furthermore, the company has a policy that regulates the orientation program for newly appointed members of the Board of Commissioners through the Joint Decree of PT Angkasa Pura I's Board of Directors and the Board of Commissioners Number KEP.110/OM.04/2019 and Number KEP.02/DK.AP.I/2019 on the Code of Corporate Governance of PT Angkasa Pura I.

### PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF COMMISSIONERS AND BASIS FOR ASSESSMENT

The Board of Commissioners is comprised of three committees, namely the Audit Committee, the Business Risk and GCG Committee, and the Nomination and Remuneration Committee. The Board of Commissioners assesses the committees based on the output produced within the time limit specified in the Company's Articles of Association and attendance at meetings. During the reporting period, all committees performed their duties and responsibilities independently and effectively

During 2021, the Audit Committee has carried out its duties and responsibilities through the following activities:

- Held 12 Audit Committee internal meetings
- The Audit Committee has carried out the following duties:

## DEWAN KOMISARIS

Board of Commissioners

### a) Evaluasi Pengendalian Internal

Pelaksanaan evaluasi pengendalian internal dilakukan melalui beberapa kegiatan sebagai berikut:

- Evaluasi triwulanan atas pelaksanaan pengendalian internal melalui rapat dengan SPI serta evaluasi atas laporan yang disampaikan.
- Pemberian masukan atas penyesuaian Piagam Internal Audit
- Monitoring dan evaluasi tindak lanjut atas temuan auditor internal.

### b) Evaluasi dan *Monitoring* Audit Eksternal

Pada tahun 2022, Komite Audit melaksanakan evaluasi dan *monitoring* audit eksternal yang dilakukan baik oleh KAP, BPK, maupun BPKP, yang dijalankan melalui:

- Pengusulan penunjukan KAP yang mengaudit laporan keuangan PT Angkasa Pura I tahun buku 2022.
- Monitoring dan evaluasi hasil pelaksanaan audit oleh KAP.
- Tindak lanjut temuan auditor eksternal.

### c) Memberikan rekomendasi

Rekomendasi yang diberikan kepada Dewan Komisaris menjadi bagian dari kajian yang disusun oleh Komite Audit. Beberapa hal utama yang direkomendasikan oleh Komite Audit, antara lain:

- Rekomendasi atas usulan penghapusbukuan dan pemindahtanganan aset.
- Rekomendasi atas usulan pendanaan.
- Rekomendasi atas evaluasi pelaksanaan program restrukturisasi dan *corporate transformation*.
- Rekomendasi atas revisi RKAP.
- Rekomendasi atas *cost leadership* dan *revenue enhancement*.

### a) Internal Control Evaluation

Internal Control Evaluation was carried out through the following activities:

- Conducting quarterly Internal Control Evaluation through meetings with Internal Audit and evaluation on the submitted report;
- Providing input on adjustments to Internal Audit Charter;
- Monitoring and evaluating the follow-up on all internal auditor's findings.

### b) External Audit Evaluation and Monitoring

In 2022, the Audit Committee carried out an evaluation and monitoring of the external audit conducted by PAF, Audit Board of the Republic of Indonesia, and Financial and Development Supervisory Agency of the Republic of Indonesia through the following activities:

- Proposing the appointment of Public Accounting Firm (PAF) to audit the financial statements of PT Angkasa Pura I for the fiscal year 2022;
- Carrying out monitoring and evaluation of the audit result by PAF;
- Following up on the external auditor's findings.

### c) Providing Recommendation

The Audit Committee incorporates the Board of Commissioners' recommendations into its review. The Audit Committee made several important recommendations, including:

- Recommendation on proposals for write-off and asset transfer;
- Recommendation on funding proposal;
- Recommendation for assessing the effectiveness of restructuring and corporate transformation program.
- Recommendation on the revised CWPB.
- Recommendation on cost leadership and revenue enhancement.

## DEWAN KOMISARIS

Board of Commissioners

- Rekomendasi atas Konsep Keputusan Bersama tentang Pedoman Sistem Pelaporan Pelanggaran (WBS) PT Angkasa Pura I.

Pada Tahun 2022, Komite Risiko Usaha dan GCG telah menjalankan tugas dan tanggung jawabnya mencakup hal-hal sebagai berikut:

- Menyelenggarakan rapat internal sebanyak 12 kali rapat.
- Komite Risiko Usaha dan GCG telah melaksanakan tugas antara lain:
  - Monitoring* manajemen risiko dan penerapan GCG perusahaan.  
Pelaksanaan *monitoring* manajemen risiko dan penerapan GCG perusahaan dilakukan melalui beberapa kegiatan sebagai berikut:
    - Evaluasi kinerja KRUG tahun 2022 dan Program Kerja KRUG tahun 2023
    - Kajian atas Usulan RKAP Tahun Buku 2023
    - Monitoring* Manajemen Risiko Perusahaan
    - Kajian Aksi Korporasi
    - Evaluasi atas Capaian Program Restrukturisasi Perusahaan
    - Evaluasi GCG dan Perusahaan (Tata Kelola Pengadaan, Tata Kelola Aset, dan Tata Kelola Sistem Teknologi Informasi Perusahaan)
    - Pemantauan Tindak Lanjut Rekomendasi Dewan Komisaris
  - Monitoring* atas seluruh usulan aksi korporasi PT Angkasa Pura I.  
Pelaksanaan *monitoring* atas seluruh usulan aksi korporasi dilakukan melalui beberapa kegiatan sebagai berikut:
    - Melakukan kajian, memberikan saran, dan rekomendasi atas usulan aksi korporasi perusahaan.
    - Membantu Dewan Komisaris dalam hal pengawasan kepatuhan Direksi dalam memenuhi ketentuan yang berlaku.

- Recommendation on the Draft Joint Decree on the Guidelines for the Whistleblowing System (WBS) of PT Angkasa Pura I.

In 2022, the Business Risk and GCG Committee has carried out its duties and responsibilities, including:

- Held 12 internal meetings
- Business Risk and GCG Committee has carried out its duties, including:
  - Risk management monitoring and GCG implementation in the Company.  
Risk management monitoring and GCG implementation were carried out through the following activities:
    - Evaluation of Business Risk and GCG Committee (KRUG) performance in 2022 and KRUG Work Program in 2023
    - Review on Proposed CWPB for Fiscal Year 2023
    - Monitoring of Company Risk Management
    - Review of Corporate Action
    - Evaluation of the Company's Restructuring Program's Achievements
    - GCG and Company Evaluation (Procurement Governance, Asset Governance, and Corporate Information Technology System Governance)
    - Follow-up Monitoring of Board of Commissioners Recommendations
  - Monitoring of all proposed corporate actions of PT Angkasa Pura I.  
Monitoring of all proposed corporate actions was carried out through the following activities:
    - Carrying out a review, providing suggestions and recommendations on the company proposed corporation actions;
    - Assisting the Board of Commissioners to supervise the compliance of the Board of Directors with the applicable regulations;

## DEWAN KOMISARIS

Board of Commissioners

- c) Membantu Dewan Komisaris dalam *monitoring* tindak lanjut saran dan rekomendasi atas usulan aksi korporasi perusahaan.

- c) Assisting the Board of Commissioners to monitor the follow-up on suggestions and recommendations on the company's proposed corporate actions.

Pada tahun 2022, Komite Nominasi dan Remunerasi telah menjalankan tugas dan tanggung jawabnya mencakup hal-hal sebagai berikut:

In 2022, the Nomination and Remuneration Committee has carried out its duties and responsibilities, including:

- a. Menyelenggarakan rapat internal sebanyak 12 kali rapat.
  - b. Melakukan *review* secara berkala atas sistem pengelolaan talenta (*talent management system*) perusahaan serta *monitoring* dan evaluasi atas pelaksanaannya.
  - c. Melakukan evaluasi terhadap sistem dan prosedur pengklasifikasian talenta (*talent classification*) yang dilakukan oleh Direksi.
  - d. Melakukan validasi dan kalibrasi atas talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*selected talent*), untuk menghasilkan daftar *talent* yang akan dinominasikan oleh Dewan Komisaris kepada Rapat Umum Pemegang Saham/RUPS (*nominated talent*).
  - e. Melakukan evaluasi terhadap calon wakil perusahaan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris anak perusahaan, sebelum diajukan kepada Rapat Umum Pemegang Saham/RUPS.
  - f. Melakukan evaluasi atas usulan *Key Performance Indicator* anggota Direksi.
  - g. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris.
  - h. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.
  - i. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan.
  - j. Memberikan evaluasi atas program restrukturisasi dan *corporate transformation*.
- a. Holding 12 internal meetings;
  - b. Conducting a regular review of the company talent management system as well as monitoring and evaluating its implementation;
  - c. Carrying out an evaluation of the talent classification system and procedures carried out by the Board of Directors;
  - d. Validating and calibrating the talents proposed by the Board of Directors to the Board of Commissioners (selected talent), to find a list of talents to be nominated by the Board of Commissioners to the General Meeting of Shareholders/GMS (nominated talent);
  - e. Carrying out an evaluation of the company's prospective representatives to be proposed as members of the Board of Directors or members of the Board of Commissioners in the subsidiaries, prior to submission to the General Meeting of Shareholders/GMS;
  - f. Carrying out an evaluation of the proposed Key Performance Indicators for members of the Board of Directors;
  - g. Preparing a proposal for individual performance evaluation system for members of the Board of Directors and/or members of the Board of Commissioners;
  - h. Preparing proposal for a development program for members of Board of Directors and/or members of Board of Commissioners;
  - i. Evaluating the recommendations from the Board of Directors on the Company's organizational structure.
  - j. Providing evaluation of the restructuring and corporate transformation program.



# SEKRETARIS DEWAN KOMISARIS

## Secretary of the Board of Commissioners

### PROFIL DAN RIWAYAT HIDUP SINGKAT SEKRETARIS DEWAN KOMISARIS

Profile and Brief Biography of Secretary to the Board of Commissioners

<p><b>Sekretaris Dewan Komisaris</b> Secretary to the Board of Commissioners</p> 	<p><b>Angkasa Pura   AIRPORTS</b></p>
<p><b>NAMA   NAME</b> <b>MUHAMMAD LUTFIL CHAKIM</b></p>	<p><b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen</p>
<p><b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Kab. Kendal 20 Februari 1984 Kendal, February 20, 1984</p>	<p><b>DOMISILI   DOMICILE</b> Bekasi, Indonesia</p> <p><b>USIA   AGE</b> <b>38 tahun per Desember 2022</b> 38 years old as of December 2022</p>

#### Dasar Hukum Pengangkatan

Muhammad Lutfil Chakim diangkat menjadi Sekretaris Dewan Komisaris berdasarkan Surat Keputusan Dewan Komisaris Nomor KEP-01/ DK.AP.I/2021 tanggal 01 Februari 2021

#### Legal Basis of Appointment

Muhammad Lutfil Chakim was appointed as Secretary to the Board of Commissioners based on the Board of Commissioners Decree Number KEP-01/DK.AP.I/2021 dated February 1, 2021.

#### Riwayat Pendidikan

- D3, Perpajakan, Sekolah Tinggi Akuntansi Negara (STAN), 2006
- S1, Manajemen, Universitas Indonesia, 2010
- S2, Ekonomi, Manajemen Strategik, Sekolah Bisnis Pertanian Bogor, 2019

#### Educational Background

- Diploma III, Taxation, State College of Accountancy (STAN), 2006
- Bachelor of Management, University of Indonesia, 2010
- Master of Economics, Strategic Management, School of Business IPB University, 2019

#### Riwayat Pekerjaan (Jabatan Internal BUMN dan Penugasan BUMN Group)

- Subkoordinator, Pengendali Subkelompok, Kepala Subbagian Manajemen Kinerja dan Pengelola Data Statistik, Kementerian BUMN;
- Sekretaris Dekom/Dewas, PT Utama Karya (Persero);
- Anggota Komite, Perum Jasa Tirta II.

#### Job Experiences: (Position in Internal SOE and Assignment of SOE Group):

- Sub-coordinator, Subgroup Controller, Head of Subdivision of Performance Management and Statistical Data Manager, Ministry of State-Owned Enterprises
- Secretary to the Board of Commissioners/Supervisory Board, PT Utama Karya (Persero)
- Committee Member, Perum Jasa Tirta II

### REALISASI PELAKSANAAN KEGIATAN SEKRETARIS DEWAN KOMISARIS

Sepanjang tahun 2022, Sekretaris Dewan Komisaris telah melaksanakan tugas berikut:

1. Melaksanakan kegiatan-kegiatan untuk mendukung fungsi dan kegiatan Dewan Komisaris.
2. Mempersiapkan rapat, termasuk mempersiapkan agenda dan materi rapat Dewan Komisaris.
3. Membuat risalah rapat Dewan Komisaris sesuai ketentuan Anggaran Dasar PT Angkasa Pura I.

### REALIZATION OF EXECUTION OF DUTIES OF THE SECRETARY TO THE BOARD OF COMMISSIONERS

During 2022, the Secretary to the Board of Commissioners performed the following duties:

1. Carrying out activities to support the functions and activities of the Board of Commissioners.
2. Preparing meetings, including preparing the agenda and material for the Board of Commissioners meeting.
3. Preparing the minutes of the Board of Commissioners meeting in accordance with the provisions of the company's Articles of Association.

## SEKRETARIS DEWAN KOMISARIS

Secretary of the Board of Commissioners

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| <ol style="list-style-type: none"> <li>4. Mengadministrasikan dokumen Dewan Komisaris, baik surat masuk, surat keluar risalah rapat maupun dokumen lainnya, dan memastikan seluruh dokumen penyelenggaraan kegiatan Dewan Komisaris tersimpan dengan baik.</li> <li>5. Menyusun konsep rencana kerja dan anggaran Dewan Komisaris.</li> <li>6. Menyusun konsep laporan-laporan dan surat keluar Dewan Komisaris.</li> <li>7. Memastikan bahwa Dewan Komisaris mematuhi peraturan perundang-undangan serta menerapkan prinsip GCG.</li> <li>8. Memberikan informasi yang dibutuhkan oleh Dewan Komisaris secara berkala dan/atau sewaktu-waktu apabila diminta.</li> <li>9. Mengoordinasikan anggota-anggota komite Dewan Komisaris, jika diperlukan dalam rangka memperlancar tugas Dewan Komisaris.</li> <li>10. Sebagai penghubung Dewan Komisaris dengan pihak lain.</li> <li>11. Melaksanakan tugas-tugas lainnya yang ditetapkan oleh Dewan Komisaris.</li> </ol> | <ol style="list-style-type: none"> <li>4. Administering the documents of the Board of Commissioners, such as incoming letters, outgoing minutes of meeting letters, and other documents, and ensuring that all documents for the implementation of the activities of the Board of Commissioners are properly stored.</li> <li>5. Preparing the concept of the work plan and budget for the Board of Commissioners.</li> <li>6. Preparing draft reports and outgoing letters from the Board of Commissioners.</li> <li>7. Ensuring that the Board of Commissioners complies with laws and regulations and applies GCG principles.</li> <li>8. Providing information needed by the Board of Commissioners on a regular basis and/or at any time if requested.</li> <li>9. Coordinating the committee members of the Board of Commissioners, if necessary, in order to facilitate the duties of the Board of Commissioners.</li> <li>10. As a liaison between the Board of Commissioners and other parties.</li> <li>11. Carrying out other duties as assigned by the Board of Commissioners.</li> </ol> |
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## DEWAN PENGAWAS SYARIAH Shariah Supervisory Board

PT Angkasa Pura I tidak memiliki kegiatan usaha pembiayaan syariah dan tidak memiliki Dewan Pengawas Syariah. Untuk itu, dalam Laporan Tahunan ini tidak menyajikan informasi mengenai nama anggota Dewan Pengawas Syariah dan tugas dan tanggung jawabnya, serta frekuensi Dewan Pengawas Syariah dalam memberikan nasihat dan saran terkait prinsip syariah kepada jajaran manajemen.

Angkasa Pura PT I does not provide shariah financing and do not have a sharia Supervisory Board. For this reason, the Annual Report does not include information on the names of Sharia Supervisory Board members, their duties and responsibilities, or the frequency with which the Sharia Supervisory Board provides advice and suggestions to management on sharia principles.



## DIREKSI

### Board of Directors

Direksi adalah organ perusahaan yang berwenang dan bertanggung jawab penuh atas pengurusan untuk kepentingan perusahaan, bertindak sesuai dengan maksud dan tujuan serta mewakili perusahaan, baik di dalam maupun di luar pengadilan sesuai dengan ketentuan anggaran dasar. Direksi memiliki wewenang untuk merumuskan strategi operasional dan bisnis, rencana jangka panjang, serta rencana tahunan sesuai visi, misi dan nilai-nilai perusahaan.

Anggota Direksi harus mematuhi Anggaran Dasar Perusahaan dan Peraturan Perundang-undangan serta wajib melaksanakan prinsip-prinsip profesionalisme, efisiensi, transparansi, kemandirian, akuntabilitas, pertanggungjawaban serta kewajaran. Setiap anggota Direksi wajib melaksanakan tugas dan tanggung jawab dengan itikad baik, penuh tanggung jawab, dan kehati-hatian, dengan mengindahkan Perundang-undangan yang berlaku.

#### PEDOMAN TATA LAKSANA DIREKSI

Pedoman tata laksana/*Board Manual* Direksi PT Angkasa Pura I tertuang dalam Surat Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.144/OM.01/2019; KEP.06/DK.API/2019 sebagaimana diubah dengan Surat Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.32/OM.01/2021. *Board Manual* disusun berdasarkan prinsip-prinsip hukum korporasi, ketentuan anggaran dasar, peraturan perundang-undangan yang berlaku, serta praktik-praktik terbaik (*best practices*) *good corporate governance* (GCG). Petunjuk tata laksana kerja bagi Direksi berisikan uraian aktivitas secara terstruktur dan sistematis, tentang bagaimana Direksi mengelola suatu perusahaan.

#### KRITERIA DIREKSI

Kriteria penetapan anggota Direksi PT Angkasa Pura I tercantum dalam *Board Manual* Direksi dan Dewan Komisaris, yaitu sebagai berikut:

The Board of Directors is the authorised and fully responsible organ of the company for management in the best interests of the company. They act in accordance with the purpose and objectives of the company and represent the company both within and outside of court in accordance with the provisions of the Articles of Association. The Board of Directors has the authority to formulate operational and business strategies, long-term plans, and annual plans in accordance with the company's vision, mission, and values.

Members of the Board of Directors must comply with the Company's Articles of Association and applicable laws and regulations and are obliged to adhere to principles of professionalism, efficiency, transparency, independence, accountability, responsibility, and fairness. Each member of the Board of Directors must perform their duties and responsibilities in good faith, with full responsibility and prudence, while complying with applicable laws and regulations.

#### BOARD MANUAL FOR THE BOARD OF DIRECTORS

Board Manual for the Board of Directors of PT Angkasa Pura I is set forth in the Joint Decree of the Board of Directors and Board of Commissioners of PT Angkasa Pura I Number KEP.144/OM.01/2019; KEP.06/DK.API/2019 as amended by the Board of Directors Decree of PT Angkasa Pura I Number KEP.DU.32/OM.01/2021. The Board Manual is based on principles of corporate law, provisions of the Articles of Association, applicable laws and regulations, and best practices of good corporate governance (GCG). Board Manual for the Board of Directors contain descriptions of activities in a structured and systematic manner on how the Board of Directors manages a company.

#### QUALIFICATIONS FOR THE BOARD OF DIRECTORS

The following qualifications are listed in the Board Manual for Board of Directors and Board of Commissioners for determining members of Angkasa Pura I Board of Directors:



## DIREKSI

### Board of Directors

- a. Persyaratan formal bagi Direksi perusahaan yang dapat diangkat adalah orang perorangan yang cakap melakukan perbuatan hukum, kecuali dalam waktu lima tahun sebelum pengangkatan pernah mengalami salah satu dari kondisi berikut:
- Dinyatakan pailit;
  - Menjadi anggota Direksi atau anggota Dewan Komisaris atau Dewan Pengawas yang dinyatakan menyebabkan suatu Badan Usaha Milik Negara (BUMN) dan/atau perusahaan lain dinyatakan pailit;
  - Dihukum karena melakukan tindak pidana yang merugikan keuangan negara, Badan Usaha Milik Negara (BUMN), perusahaan lain dan/atau yang berkaitan dengan sektor keuangan.
- b. Pernyataan material bagi Direksi adalah memiliki unsur-unsur kepribadian, yaitu:
- Keahlian;
  - Integritas;
  - Kepemimpinan;
  - Pengalaman;
  - Kejujuran;
  - Perilaku yang baik;
  - Dedikasi yang tinggi untuk memajukan dan mengembangkan perusahaan.
- Persyaratan lain, yaitu:
- Bukan pengurus partai politik dan/atau calon anggota legislatif dan/atau anggota legislatif;
  - Bukan calon kepala atau wakil kepala daerah dan/atau kepala atau wakil kepala daerah;
  - Tidak menjabat sebagai Direksi pada perusahaan selama dua kali masa jabatan secara berturut-turut;
  - Memiliki dedikasi dan menyediakan waktu sepenuhnya untuk melakukan tugasnya;
  - Sehat jasmani dan rohani (tidak menderita suatu penyakit yang dapat menghambat pelaksanaan tugas sebagai Direksi), yang dibuktikan dengan surat keterangan sehat dari dokter.
- a. The formal qualifications for the Company's Board of Directors to be appointed are individuals capable of performing legal acts, unless they have experienced one of the following conditions within the previous 5 years prior to appointment:
- Declared bankrupt;
  - Being a member of the Board of Directors, the Board of Commissioners, or the Supervisory Board declared to have caused the bankruptcy of a State-Owned Enterprise (SOE) and/or other companies;
  - Convicted of criminal offenses that endanger state finances, State-Owned Enterprises (SOEs), other companies, and/or those in the financial sector.
- b. The material qualifications for the Board of Directors shall include the following personal qualities:
- Expertise;
  - Integrity;
  - Leadership;
  - Experience;
  - Honesty;
  - Good behaviour;
  - High dedication to advancing and developing the Company.
- Other qualifications include:
- Not a functionary of a political party and/or legislative candidate and/or legislative member;
  - Not a candidate for the head/deputy regional head and/or head/deputy regional head
  - Not serving as the company's Board of Directors for 2 consecutive terms;
  - Having dedication and committing full-time to their duties;
  - Physically and mentally healthy (not suffering from any disease that could impede their performance as a Director), as evidenced by a doctor's health certificate.



## DIREKSI

Board of Directors

### TUGAS DAN TANGGUNG JAWAB DIREKSI

Secara umum tugas dan tanggung jawab Direksi adalah sebagai berikut:

1. Direksi bertanggung jawab penuh atas pengurusan perusahaan untuk kepentingan dan tujuan perusahaan, serta bertanggung jawab atas pencapaian tujuan dan target kinerja perusahaan.
2. Mematuhi ketentuan-ketentuan serta memastikan seluruh aktivitas perusahaan telah sesuai dengan peraturan perundangan yang berlaku, anggaran dasar dan keputusan RUPS.
3. Memimpin dan mengurus perusahaan sesuai dengan maksud dan tujuan perusahaan dan senantiasa berusaha untuk meningkatkan efisiensi dan efektivitas perusahaan.
4. Menguasai, memelihara, dan mengurus kekayaan perusahaan.
5. Melakukan segala tindakan dan perbuatan, baik mengenai pengurusan maupun pemilikan serta mengikat perusahaan dengan pihak lain dan/ atau pihak lain dengan perusahaan, dengan pembatasan tertentu.
6. Menyiapkan susunan struktur organisasi dan tata kerja perusahaan.
7. Menyelenggarakan dan menyimpan daftar khusus sesuai ketentuan peraturan Perundang-undangan.
8. Memberikan informasi dan penjelasan tentang segala hal yang diperlukan Dewan Komisaris.
9. Menerapkan prinsip good corporate governance (GCG) secara konsisten.

### KEWENANGAN DIREKSI

Wewenang Direksi dalam melaksanakan tugasnya mencakup:

1. Menetapkan kebijakan terkait dengan kepengurusan dan operasional perusahaan.

### THE DUTIES AND RESPONSIBILITIES OF THE BOARD OF DIRECTORS

In general, the duties and responsibilities of the Board of Directors are as follows:

1. The Board of Directors is fully responsible for managing the company for the interests and objectives of the company, as well as being responsible for achieving the company's goals and performance targets.
2. Complying with regulations and ensuring that all company activities comply with applicable laws and regulations, articles of association, and resolutions of the General Meeting of Shareholders.
3. Leading and managing the company in accordance with the purpose and objectives of the company, and always striving to improve the company's efficiency and effectiveness.
4. Controlling, maintaining, and managing the company's assets.
5. Taking all necessary actions and measures, both in terms of management and ownership, to bind the company to other parties and/or to bind other parties to the company, subject to particular constraints.
6. Preparing the organizational structure and work procedures of the company.
7. Establishing and maintaining a special register in accordance with the provisions of the applicable laws and regulations.
8. Providing information and explanations about all matters required by the Board of Commissioners.
9. Applying Good Corporate Governance (GCG) in a consistent manner.

### AUTHORITY OF THE BOARD OF DIRECTORS

The authority of the Board of Directors in carrying out its duties includes:

1. Establishing policies for the company's management and operations.

## DIREKSI

### Board of Directors

2. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang anggota Direksi untuk mengambil keputusan atas nama Direksi atau mewakili perusahaan di dalam dan di luar pengadilan.
3. Mengatur penyerahan kekuasaan Direksi kepada seorang atau beberapa orang pegawai perusahaan baik sendiri-sendiri maupun bersama-sama atau kepada orang lain, untuk mewakili perusahaan di dalam dan di luar pengadilan.
4. Mengatur ketentuan-ketentuan tentang kepegawaian perusahaan termasuk penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi para pegawai berdasarkan Peraturan Perundang-undangan yang berlaku, dengan ketentuan penetapan gaji, pensiun atau jaminan hari tua dan penghasilan lain bagi pegawai yang melampaui kewajiban yang ditetapkan Peraturan perundang-undangan, harus mendapat persetujuan terlebih dahulu dari RUPS.
5. Mengangkat dan memberhentikan pegawai perusahaan berdasarkan peraturan kepegawaian perusahaan dan Peraturan Perundang-undangan yang berlaku.
6. Melakukan segala tindakan dan perbuatan lainnya mengenai pengurusan maupun pemilikan kekayaan perusahaan, dengan pihak lain dan/atau pihak lain dengan perusahaan, serta mewakili perusahaan di dalam dan di luar pengadilan tentang segala hal dan segala kejadian, dengan pembatasan-pembatasan sebagaimana diatur dalam Peraturan Perundang-undangan, anggaran dasar, dan/atau keputusan RUPS.
7. Kewenangan lainnya dengan persetujuan Dewan Komisaris dan/atau RUPS.
2. Regulating the delegation of authority by the Board of Directors to one or more members of the Board of Directors to make decisions on behalf of the Board of Directors or to represent the company in and out of court.
3. Regulating the delegation of authority by the Board of Directors to one or more employees of the company, individually or jointly, or to other individuals, to represent the company in and out of court.
4. Regulating the provisions concerning the company's employment, including the determination of salaries, pensions or old-age pensions, and other benefits for employees based on the prevailing laws and regulations, with the caveat that any determination of salaries, pensions or old-age pensions, and other income for employees that exceeds the obligations stipulated by laws and regulations requires prior approval from the GMS.
5. Appointing and dismissing the company's employees based on the company's personnel regulations and applicable laws and regulations.
6. Perform all other acts pertaining to the management and ownership of the company's assets, with other parties and/or other parties with the company, and represent the company in and out of court on all matters and events, subject to restrictions imposed by laws and regulations, articles of association, and/or GMS resolutions.
7. Other authorities with the approval of the Board of Commissioners and/or the General Meeting of Shareholders.

### ETIKA JABATAN DIREKSI

Etika jabatan yang wajib dipatuhi Direksi dalam mengemban tugas dan tanggung jawabnya, antara lain:

### CODE OF CONDUCT FOR DIRECTORS

The code of conduct that Directors must adhere to in carrying out their duties and responsibilities includes:

## DIREKSI

### Board of Directors

- |  |  |
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| <ol style="list-style-type: none"> <li>1. Anggota Direksi dilarang melakukan tindakan yang mempunyai benturan kepentingan dan mengambil keuntungan pribadi, baik secara langsung maupun tidak langsung dari pengambilan keputusan dan/atau kegiatan perusahaan, selain penghasilan yang sah.</li> <li>2. Anggota Direksi wajib mengungkapkan kepemilikan sahamnya dan/atau keluarganya pada perusahaan lain di dalam daftar khusus.</li> </ol> | <ol style="list-style-type: none"> <li>1. Members of the Board of Directors are prohibited from taking actions that have a conflict of interest and from taking personal gains, directly or indirectly, from the company's decision-making and/or activities, other than legitimate income.</li> <li>2. Directors must disclose their ownership of shares and/or their family's ownership in other companies in the special register.</li> </ol> |
|--|--|

### MEKANISME PENGUNDURAN DIRI DAN PEMBERHENTIAN DIREKSI

Proses pengangkatan dan pemberhentian anggota Direksi merupakan kewenangan Pemegang Saham yang dalam pelaksanaannya dapat melibatkan anggota Direksi dan Dewan Komisaris. Sesuai dengan *Board Manual*, mekanisme pengunduran diri dan pemberhentian Direksi PT Angkasa Pura I mencakup:

1. Masa jabatan anggota Direksi adalah lima tahun dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu.
2. Setelah masa jabatannya berakhir, anggota Direksi dapat diangkat kembali oleh RUPS untuk satu kali masa jabatan.
3. Jabatan anggota Direksi akan berakhir, jika:
  - Masa jabatan berakhir.
  - Mengundurkan diri sesuai ketentuan yang berlaku.
  - Tidak lagi memenuhi persyaratan peraturan perundang-undangan yang berlaku.
  - Meninggal dunia.
  - Diberhentikan berdasarkan keputusan RUPS.
4. RUPS dapat memberhentikan jabatan anggota Direksi sewaktu-waktu sebelum masa jabatannya berakhir dengan menyebutkan alasan pemberhentiannya.
5. Dewan Komisaris berhak memberhentikan untuk sementara waktu seorang atau lebih anggota Direksi, jika mereka bertindak bertentangan dengan Anggaran Dasar atau melalaikan kewajibannya atau terdapat alasan yang mendesak bagi perusahaan.

### PROCEDURE FOR RESIGNATION AND DISMISSAL OF DIRECTORS

The Shareholders have the authority to appoint and dismiss members of the Board of Directors, which may involve Board of Directors members and the Board of Commissioners, and its implementation may involve members of the Board of Directors and the Board of Commissioners. In accordance with the Board of Manual, the procedures for resignation dismissal of directors of PT Angkasa Pura I include:

1. The term of office of Board of Directors members is five years, subject to dismissal by the GMS at any time.
2. After their term of office expires, the GMS may reappoint members of Board of Directors for one subsequent term of office.
3. The position of members of the Board of Directors may end in the event of:
  - Expiry of the term of office.
  - Resignation in accordance with applicable regulations.
  - No longer meeting the requirements of applicable laws and regulations.
  - Death.
  - Dismissal based on GMS resolution.
4. The General Meeting of Shareholders has the authority to dismiss a member of the Board of Directors at any time before the end of their term by stating the reasons for their dismissal.
5. The Board of Commissioners has the right to temporarily dismiss one or more members of the Board of Directors if they act in violation of the Articles of Association, neglect their duties, or in case of urgent reasons for the Company.

## DIREKSI

### Board of Directors

6. Pemberhentian sementara tersebut harus diberitahukan secara tertulis kepada yang bersangkutan disertai alasan yang menyebabkan tindakan tersebut.
7. Dalam waktu tiga puluh hari setelah pemberhentian sementara tersebut, Dewan Komisaris diwajibkan untuk memanggil RUPS yang akan memutuskan apakah anggota Direksi yang bersangkutan akan diberhentikan seterusnya atau dikembalikan kepada kedudukannya, dengan terlebih dahulu memberikan kesempatan pada anggota Direksi tersebut untuk membela diri.
8. Jika RUPS tidak diselenggarakan dalam jangka waktu tiga puluh hari, maka pemberhentian sementara tersebut dinyatakan batal dan anggota Direksi yang diberhentikan kembali menjalankan tugas dengan kuasa dan kewenangan yang sama.
9. Anggota Direksi berhak mengundurkan diri dari jabatannya dengan memberitahukan secara tertulis mengenai maksudnya tersebut kepada perusahaan dengan tembusan kepada Pemegang Saham, Dewan Komisaris, dan anggota Direksi lainnya paling lambat tiga puluh hari sebelum tanggal pengunduran dirinya dan berlaku sejak tanggal disetujui permohonan pengunduran dirinya oleh RUPS, namun jika tidak ada keputusan dari RUPS maka anggota Direksi tersebut berhenti pada tanggal yang diminta atau dengan lewatnya waktu tiga puluh hari sejak tanggal surat permohonan pengunduran diri diterima tanpa memerlukan persetujuan RUPS.
10. Anggota Direksi yang mengundurkan diri tersebut wajib menyampaikan pertanggungjawaban atas tindakan-tindakannya yang belum diterima pertanggungjawabannya oleh RUPS.
6. Such temporary dismissal must be communicated in writing to the concerned party, along with the reasons for the action taken.
7. Within thirty days of such temporary dismissal, the Board of Commissioners is obliged to convene a General Meeting of Shareholders, which will decide whether the member of the Board of Directors concerned will be permanently dismissed or reinstated, after giving the member of the Board of Directors an opportunity to mount a defense.
8. If the General Meeting of Shareholders is not held within a period of thirty days, the temporary dismissal shall be declared void and the dismissed members of the Board of Directors shall resume their duties with the same power and authority.
9. A member of the Board of Directors has the right to resign by notifying the Company in writing of their intention to resign, with a copy to the shareholders, the Board of Commissioners, and other members of the Board of Directors, no later than 30 (thirty) days prior to the resignation date. The resignation is effective upon approval by the General Meeting of Shareholders. However, if no decision is made by the General Meeting of Shareholders, the member of the Board of Directors shall resign on the requested date or after 30 (thirty) days from the date the resignation letter is received, without requiring the approval of the General Meeting of Shareholders.
10. A resigning member of the Board of Directors must be accountable for any actions that have not been accounted for by the General Meeting of Shareholders.

### MASA JABATAN DIREKSI

Masa jabatan anggota Direksi lima tahun dengan tidak mengurangi hak RUPS untuk memberhentikan sewaktu-waktu. Setelah masa jabatannya berakhir, anggota Direksi dapat diangkat kembali oleh RUPS untuk satu kali masa jabatannya.

### TERM OF OFFICE FOR BOARD OF DIRECTORS

The term of office for members of the Board of Directors is five years, while retaining the right of the General Meeting of Shareholders to dismiss them at any time. After the term of office expires, the GMS may reappoint members of Board of Directors for one subsequent term of office.

## DIREKSI

Board of Directors

### KOMPOSISI DAN DASAR PENGANGKATAN DIREKSI

Komposisi Direksi harus sedemikian rupa disesuaikan dengan besarnya kegiatan perusahaan sehingga memungkinkan pengambilan keputusan yang efektif, tepat, dan cepat dalam segala bidang usaha PT Angkasa Pura I, serta dapat bertindak secara independen, dalam hal ini tidak mempunyai kepentingan yang dapat mengganggu kemampuannya untuk melaksanakan tugas secara mandiri dan kritis. Pengangkatan calon anggota Direksi dilakukan dengan Keputusan Menteri.

Seluruh anggota Direksi perusahaan telah memenuhi kriteria dan ketentuan yang dipersyaratkan dalam uji kepatutan dan kelayakan (*fit and proper test*) berdasarkan Undang-Undang Perseroan Terbatas, Anggaran Dasar Perusahaan, peraturan terkait tata kelola perusahaan yang baik, serta peraturan dan ketentuan lain yang terkait. Seluruh anggota Direksi memiliki integritas, kompetensi, dan reputasi yang memadai. Pada 2022, Direksi PT Angkasa Pura I terdiri dari 8 orang.

### COMPOSITION AND BASIS FOR APPOINTMENT OF BOARD OF DIRECTORS

The composition of the Board of Directors should be tailored to the scale of the company's operations in order to enable effective, accurate, and timely decision-making in all business lines of PT Angkasa Pura I, and to act independently without any interests that may impede their ability to carry out their tasks independently and critically. The appointment of candidate members of the Board of Directors shall be made in accordance with the Ministerial Decree.

All members of the Company's Board of Directors have met the criteria and requirements set forth in the fit and proper test based on the Limited Liability Company Law, the Company's Articles of Association, regulations on good corporate governance, and other relevant regulations and provisions. All members of the Board of Directors possess integrity, competence, and adequate reputation. As of 2022, the Board of Directors of PT Angkasa Pura I consisted of 8 members.

**Komposisi Direksi Per 31 Desember 2022**  
Composition of the Board of Directors as of December 31, 2022

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Faik Fahmi	Direktur Utama President Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN Nomor SK-289/MBU/12/2017 the Minister of SOEs Decree Number SK-289/MBU/12/2017	22 Desember 2017 December 22, 2017
	Direktur Utama President Director	Kementerian BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Ministry of SOEs and President Director of PT Aviawi Pariwisata Indonesia	Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviawi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP. INJ.01.01/23/12/2022/A.0036 Copy of the Decree of the Minister of SOEs and President Director of PT Aviawi Pariwisata Indonesia Number SK-287/MBU/12/2022 and Number KEP.INJ.01.01/23/12/2022/A.0036	12 Desember 2022 December 12, 2022
Lukman F. Laisa	Direktur Teknik Technical Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham Nomor SK-53/MBU/03/2018 the Minister of SOEs Decree as the General Meeting of Shareholders Number SK-53/MBU/03/2018	5 Maret 2018 March 5, 2018



## DIREKSI

Board of Directors

### Komposisi Direksi Per 31 Desember 2022

Composition of the Board of Directors as of December 31, 2022

Nama Name	Jabatan Position	Pelaksana Executor	Dasar Pengangkatan Basis of Appointment	Tanggal Efektif Effective Date
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham Nomor SK-74/MBU/03/2020 the Minister of SOEs Decree as the General Meeting of Shareholders Number SK-74/MBU/03/2020	13 Maret 2020 March 13, 2020
	Direktur Komersial dan Pelayanan Commercial and Service Director	Kementerian BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Ministry of SOEs and President Director of PT Aviassi Pariwisata Indonesia	Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP. INJ.01.01/23/12/2022/A.0036 Copy of the Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia Number SK-287/MBU/12/2022 and Number KEP.INJ.01.01/23/12/2022/A.0036	12 Desember 2022 December 12, 2022
Israwadi	Direktur Kepatuhan Aset dan Pengadaan Compliance, Assets and Procurement Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham Nomor SK-74/MBU/03/2020 the Minister of SOEs Decree as the General Meeting of Shareholders Nomor SK-74/MBU/03/2020	13 Maret 2020 March 13, 2020
	Direktur Human Capital Human Capital Director	Kementerian BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Ministry of SOEs and President Director of PT Aviassi Pariwisata Indonesia	Salinan Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Nomor SK-287/MBU/12/2022 dan Nomor KEP. INJ.01.01/23/12/2022/A.0036 Copy of the Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia Number SK-287/MBU/12/2022 and Number KEP.INJ.01.01/23/12/2022/A.0036	12 Desember 2022 December 12, 2022
Wendo Asrul Rose	Direktur Operasi Operation Director	Kementerian BUMN Ministry of State-Owned Enterprises	SK Menteri Negara BUMN selaku Rapat Umum Pemegang Saham Nomor SK-386/MBU/12/2020 the Minister of SOEs Decree as the General Meeting of Shareholders Number SK-386/MBU/12/2020	1 Desember 2020 December 1, 2020
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Kementerian BUMN dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia Ministry of SOEs and President Director of PT Aviassi Pariwisata Indonesia	Keputusan Menteri Badan Usaha Milik Negara dan Direktur Utama Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia selaku Para Pemegang Saham PT Angkasa Pura I Nomor SK-3/MBU/1/2022 dan Nomor KEP.002/INJOURNEY/01/2022 Decree of the Minister of SOEs and President Director of PT Aviassi Pariwisata Indonesia as the Shareholder of PT Angkasa Pura I Number SK-3/MBU/1/2022 and Number KEP.002/INJOURNEY/01/2022	6 Januari 2022 January 6, 2022

## DIREKSI

Board of Directors

### PROGRAM ORIENTASI DIREKSI BARU

Program pengenalan dimaksudkan agar Direksi yang berasal dari berbagai latar belakang dapat saling mengenal dan memahami perusahaan. Pelaksanaan program orientasi ini dibantu oleh Sekretaris Perusahaan. Program orientasi Direksi baru mengacu pada Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.110/OM.04/2019 dan Nomor KEP.02/DK.API/2019 tanggal 7 Mei 2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I (Persero).

Dalam pelaksanaan program pengenalan, materi yang diberikan kepada Direksi adalah mengenai gambaran umum perusahaan yang berkaitan dengan tujuan, sifat, lingkup kegiatan, kinerja keuangan dan operasi, strategi, rencana usaha jangka pendek dan jangka panjang, posisi kompetitif, risiko dan berbagai masalah strategis lainnya. Direksi juga diberikan pelatihan dan pemahaman mengenai prinsip-prinsip GCG, kewenangan yang didelegasikan, tugas dan tanggung jawab Direksi, hubungan kerja dengan Dewan Komisaris, serta hal-hal yang tidak diperbolehkan dilakukan oleh anggota Direksi.

Selain dalam bentuk pemaparan materi presentasi, program pengenalan yang diberikan dapat berupa pertemuan atau kunjungan ke kantor-kantor cabang perusahaan, atau program-program lain sesuai kebutuhan. Dengan adanya program pengenalan, Direksi diharapkan dapat memahami kondisi perusahaan dan mampu menciptakan strategi ke depan untuk PT Angkasa Pura I.

Pada Tahun 2022, terdapat kegiatan pengenalan kepada Direktur Keuangan dan Manajemen Risiko, Yudi Rizkyardie Darun, yang dilaksanakan pada 10 Januari 2022.

### ORIENTATION PROGRAM FOR NEW DIRECTORS

The orientation program is designed to help members of the Board of Directors from various backgrounds get to know one another and understand the Company. The Corporate Secretary assists with program implementation. The orientation program for new Director refers to the Joint Decree of the Board of Directors and the Board of Commissioners of PT Angkasa Pura I Number KEP.110/OM.04/2019 and Number KEP.02/DK.API/2019 dated May 7, 2019 on Code of Corporate Governance of PT Angkasa Pura I (Persero)

During the implementation of the orientation program, the new Director receives materials on the general overview of the Company related to the objectives, nature, scope of activities, financial and operating performance, strategies, short-term and long-term business plans, competitive position, risks and various other strategic issues. The Board of Directors is also provided with training and understanding on GCG principles, delegated authority to members, the duties and responsibilities of the Board of Directors, the working relationships with the Board of Commissioners, and matters prohibited for members of the Board of Directors.

In addition to the presentation, the orientation program may include meetings or visits to the company's branch offices, as well as other programs as needed. The Directors are expected to understand the company's current state and develop future strategies for PT Angkasa Pura I as a result of the orientation program.

On January 10, 2022, the orientation program for Finance and Risk Management Director, Yudi Rizkyardie Darun, was held.

## DIREKSI

Board of Directors

### TUGAS DAN TANGGUNG JAWAB MASING-MASING ANGGOTA DIREKSI

Direksi bertugas secara kolegial, namun agar lebih efisien dan efektif dalam menjalankan tugas dilakukan pembidangan tugas antar masing-masing anggota Direksi. Berdasarkan Keputusan Direksi Nomor KEP.DU.32/OM.01/2021 tentang Organisasi dan Tata Kerja Kantor Pusat PT Angkasa Pura I, pembidangan tugas Direksi diatur sebagai berikut:

### DUTIES AND RESPONSIBILITIES OF EACH DIRECTOR

The Board of Directors has collegial duties. However, the Board of Directors divides the duties in order to be more efficient and effective in carrying out its duties. Based on the Board of Directors Decree Number KEP.DU.32/OM.01/2021 on the Organization and Work Procedures of PT Angkasa Pura I Head Office, the Directors' duties are divided as follows:

Pembidangan Tugas Distribution of Duties	Tanggung Jawab Responsibilities
<p><b>Direktur Utama</b> President Director</p> <p>Memastikan penyelenggaraan fungsi pengurusan/pengelolaan oleh para anggota Direksi sesuai tugas pokok perusahaan melalui penetapan kebijakan yang dilakukan oleh Direktur dan pengendalian pelaksanaan tugas <i>internal audit</i>, <i>corporate secretary</i>, dan <i>corporate planning and transformation</i> guna mendukung pencapaian visi dan misi perusahaan sesuai dengan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p>To ensure the execution of management functions by members of the Board of Directors in accordance with the main duties of the company through the establishment of policies to be carried out by the Directors and controlling the implementation of duties of internal audit, corporate secretary, and corporate planning and transformation to support the achievement of the company's vision and mission in accordance with the articles of association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).</p>	<ol style="list-style-type: none"> <li>Memastikan ditetapkan kebijakan dan strategi perusahaan yang efektif berdasarkan ketentuan yang berlaku.</li> <li>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI).</li> <li>Melakukan peningkatan pendapatan aeronautika dan non-aeronautika.</li> <li>Memberikan kontribusi terhadap lingkungan yang berkaitan dengan operasional bandar udara.</li> </ol> <ol style="list-style-type: none"> <li>To ensure the establishment of effective company policies and strategies based on applicable regulations.</li> <li>To ensure an increase in the Customer Satisfaction Index (CSI).</li> <li>To increase aeronautical and non-aeronautical revenues.</li> <li>To contribute to the environment related to airport operations.</li> </ol>
<p><b>Direktur Keuangan dan Manajemen Risiko</b> Finance and Risk Management Director</p> <p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>accounting</i>, <i>finance</i>, dan <i>risk management</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), serta Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p>To ensure an increase in the Customer Satisfaction Index (CSI), increase in aeronautical and non-aeronautical revenues as well as contribute to the environment through the establishment of policies and strategies on accounting, finance, and risk management to support the achievement of the company's vision and mission based on the articles of association, policies set by the General Meeting of Shareholders (GMS), as well as the Company's Work Plan and Budget (CWPB).</p>	<ol style="list-style-type: none"> <li>Memastikan ditetapkan kebijakan dan strategi bidang <i>accounting</i>, <i>finance</i>, dan <i>risk management</i> yang efektif berdasarkan ketentuan yang berlaku.</li> <li>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan yang terkait dengan bidang <i>accounting</i>, <i>finance</i>, dan <i>risk management</i>.</li> </ol> <ol style="list-style-type: none"> <li>To ensure the establishment of effective accounting, finance, and risk management policies and strategies based on applicable regulations.</li> <li>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contributions to the environment related to accounting, finance, and risk management.</li> </ol>
<p><b>Direktur Pemasaran dan Pelayanan</b> Marketing and Services Director</p> <p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>aeronautical business and airline development</i>, dan <i>airport commercial, branding, and service experience</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p>	<ol style="list-style-type: none"> <li>Memastikan ditetapkan kebijakan dan strategi bidang <i>aeronautical business and airline development</i>, <i>airport commercial, branding</i>, dan <i>service experience</i> yang efektif berdasarkan ketentuan yang berlaku.</li> <li>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan yang terkait dengan bidang <i>aeronautical business and airline development</i>, <i>airport commercial, branding</i>, dan <i>service experience</i>.</li> </ol>

## DIREKSI

Board of Directors

Pembidangan Tugas Distribution of Duties	Tanggung Jawab Responsibilities
<p>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contribute to the environment through the establishment of policies and strategies on aeronautical business, airline development, airport commercial, branding, and service experience to support the achievement of the company's vision and mission based on the articles of association, policies set by the General Meeting of Shareholders (GMS), as well as the Company's Work Plan and Budget (CWPB).</p>	<ol style="list-style-type: none"> <li>To ensuring the establishment of effective policies and strategies on aeronautical business, airline development, airport commercial, branding, and service experience based on applicable regulations.</li> <li>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contributions to the environment related to aeronautical business, airline development, airport commercial, branding, and service experience.</li> </ol>
<p><b>Direktur Operasi</b> Operation Director</p> <p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), mendukung peningkatan pendapatan aeronautika dan non-aeronautika serta berkontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>airport operation and services, airport security, dan airport safety</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p>To ensure an increase in the Customer Satisfaction Index (CSI), support an increase in aeronautical and non-aeronautical revenues as well as contribute to the environment through the establishment of policies and strategies on airport operations and services, airport security, and airport safety to support the achievement of the company's vision and mission based on the articles of association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).</p>	<ol style="list-style-type: none"> <li>Memastikan ditetapkan kebijakan dan strategi bidang <i>airport operation and services, airport security, dan airport safety</i> yang efektif berdasarkan ketentuan yang berlaku.</li> <li>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), mendukung peningkatan pendapatan aeronautika dan non-aeronautika serta berkontribusi terhadap lingkungan yang terkait dengan bidang <i>airport operation and services, airport security, dan airport safety</i>.</li> </ol> <ol style="list-style-type: none"> <li>To ensure the establishment of effective policies and strategies on airport operations and services, airport security, and airport safety based on applicable regulations.</li> <li>To ensure an increase in the Customer Satisfaction Index (CSI), support an increase in aeronautical and non-aeronautical revenues, as well as contributions to the environment related to airport operations and services, airport security, and airport safety.</li> </ol>
<p><b>Direktur Teknik</b> Technical Director</p> <p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>airport planning and project development, airport facilities management, dan airport equipment management</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contribute to the environment through the establishment of policies and strategies on airport planning and project development, airport facilities management, and airport equipment management to support the achievement of the company's vision and mission based on the articles of association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).</p>	<ol style="list-style-type: none"> <li>Memastikan ditetapkan kebijakan dan strategi bidang <i>airport planning and project development, airport facilities management, dan airport equipment management</i> yang efektif berdasarkan ketentuan yang berlaku.</li> <li>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan yang terkait dengan bidang <i>airport planning and project development, airport facilities management, dan airport equipment management</i>.</li> </ol> <ol style="list-style-type: none"> <li>To ensure the establishment of effective policies and strategies on airport planning and project development, airport facilities management, and airport equipment management based on applicable regulations.</li> <li>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contribution to the environment related to airport planning and project development, airport facilities management, and airport equipment management.</li> </ol>
<p><b>Direktur Sumber Daya Manusia dan Umum</b> Human Capital and General Affairs Director</p> <p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi bidang <i>human capital, training and people development, dan general services and corporate social responsibility</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p>	<ol style="list-style-type: none"> <li>Memastikan ditetapkan kebijakan dan strategi bidang <i>human capital, training and people development, dan general services and corporate social responsibility</i> yang efektif berdasarkan ketentuan yang berlaku.</li> <li>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan yang terkait dengan bidang <i>human capital, training and people development, dan general services and corporate social responsibility</i>.</li> </ol>

## DIREKSI

Board of Directors

Pembidangan Tugas Distribution of Duties	Tanggung Jawab Responsibilities
<p>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non aeronautical revenues as well as contribute to the environment through the establishment of policies and strategies on human capital, training and people development, and general services and corporate social responsibility to support the achievement of the company's vision and mission based on the articles of association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).</p>	<ol style="list-style-type: none"> <li>To ensure the establishment of effective policies and strategies on human capital, training and people development, and general services and corporate social responsibility based on applicable regulations.</li> <li>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non aeronautical revenues as well as contribution to the environment related to human capital, training and people development, and general services and corporate social responsibility.</li> </ol>
<p><b>Direktur Pengembangan Usaha</b> Business Development Director</p>	
<p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi <i>bidang business and portfolio management, cargo planning and development, dan technology and innovation</i> guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contribute to the environment through the establishment of policies and strategies on business and portfolio management, cargo planning and development, and technology and innovation to support the achievement of the company's vision and mission based on the articles of association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).</p>	<ol style="list-style-type: none"> <li>Memastikan ditetapkannya kebijakan dan strategi <i>bidang business and portfolio management, cargo planning and development, dan technology and innovation</i> yang efektif berdasarkan ketentuan yang berlaku.</li> <li>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan yang terkait dengan <i>bidang business and portfolio management, cargo planning and development, dan technology and innovation</i>.</li> </ol> <ol style="list-style-type: none"> <li>To ensure the establishment of effective policies and strategies on business and portfolio management, cargo planning and development, and technology and innovation based on applicable regulations.</li> <li>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contribution to the environment related to business and portfolio management, cargo planning and development, and technology and innovation.</li> </ol>
<p><b>Direktur Kepatuhan, Aset, dan Pengadaan</b> Compliance, Assets, and Procurement Director</p>	
<p>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan melalui penetapan kebijakan dan strategi <i>bidang legal and compliance, asset management, dan procurement</i> termasuk penerapan lingkup tata kelola perusahaan yang baik (GCG) serta Sistem Manajemen Anti Penyuapan (SMAP) guna mendukung pencapaian visi dan misi perusahaan berdasarkan anggaran dasar, kebijakan yang ditetapkan oleh Rapat Umum Pemegang Saham (RUPS), dan Rencana Kerja dan Anggaran Perusahaan (RKAP).</p> <p>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contribute to the environment through the establishment of policies and strategies on legal and compliance, asset management, and procurement, including the implementation of good corporate governance and Anti-Bribery Management System (ABMS) to support the achievement of the company's vision and mission based on the articles of association, policies set by the General Meeting of Shareholders (GMS), and the Company's Work Plan and Budget (CWPB).</p>	<ol style="list-style-type: none"> <li>Memastikan ditetapkannya kebijakan dan strategi <i>bidang legal and compliance, asset management, dan procurement</i> termasuk penerapan program pengendalian gratifikasi, sistem pelaporan pelanggaran (<i>whistleblowing system</i>), tata kelola perusahaan yang baik (GCG), pelaporan hasil atas Laporan Harta Kekayaan Penyelenggara Negara (LHKPN), dan Sistem Manajemen Anti Penyuapan (SMAP) yang efektif berdasarkan ketentuan yang berlaku.</li> <li>Memastikan tercapainya peningkatan <i>Customer Satisfaction Index</i> (CSI), peningkatan pendapatan aeronautika dan non-aeronautika serta kontribusi terhadap lingkungan yang terkait dengan <i>bidang legal and compliance, asset management, dan procurement</i>.</li> <li>Memastikan penerapan dan pemantauan (<i>monitoring</i>) proses serta mekanisme pengelolaan perusahaan berlandaskan Peraturan Perundang-undangan, etika berusaha, dan prinsip tata kelola perusahaan yang baik (GCG).</li> </ol> <ol style="list-style-type: none"> <li>To ensure the establishment of effective policies and strategies on legal and compliance, asset management, and procurement, including the implementation of gratification control program, whistleblowing system, good corporate governance, reporting on the results of Report of State Official Assets, and Anti-Bribery Management System (ABMS) based on applicable regulations.</li> <li>To ensure an increase in the Customer Satisfaction Index (CSI), an increase in aeronautical and non-aeronautical revenues as well as contribution to the environment related to legal and compliance, asset management, and procurement.</li> <li>To ensure the implementation and monitoring of the company's management processes and mechanisms based on laws and regulations, business ethics, and the principles of good corporate governance.</li> </ol>



## DIREKSI

Board of Directors

### KEPUTUSAN DAN PELAKSANAAN TUGAS DIREKSI

Selama tahun 2022, Direksi telah melaksanakan tugas dan tanggung jawab dalam menjalankan bisnis perusahaan yang direalisasikan melalui berbagai kebijakan dan keputusan strategis, antara lain:

1. Melakukan transformasi perusahaan yang mencakup aspek *business turnaround*, transformasi organisasi dan budaya, restrukturisasi finansial, serta digitalisasi untuk memperbaiki kinerja dan menciptakan bisnis PT Angkasa Pura I yang berkelanjutan;
2. Melakukan upaya pemenuhan target kinerja perusahaan berdasarkan *Key Performance Indicator* (KPI). Dari target skor KPI yang ditetapkan sebesar 100%, capaian KPI tahun 2022 (*audited*) sebesar 102,85%. Sementara pemenuhan tingkat kesehatan perusahaan, yaitu dari target skor tahun 2022 sebesar 64,00 (BBB/ Kurang Sehat) terealisasi nilai *unaudited* sebesar 64,00 (BBB/ Kurang Sehat);
3. Melakukan penandatanganan komitmen dengan para General Manager sebagai upaya restrukturisasi operasional melalui penerapan manajemen operasi berbasis trafik dengan tetap menjaga aspek *safety, security, and services*;
4. Mengesahkan pedoman sistem manajemen mutu bandar udara sebagai panduan penerapan Sistem Manajemen Mutu Standar Nasional Indonesia (SNI) ISO 9001:2015 di PT Angkasa Pura I melalui Keputusan Direksi Nomor KEP.DU.0033/OM.15/2022 tentang Pedoman Sistem Manajemen Mutu Bandar Udara PT Angkasa Pura I yang telah disahkan pada tanggal 28 September 2022 sebagai komitmen perusahaan dalam menjamin mutu pelayanan bandar udara termasuk kesesuaian terhadap persyaratan pelanggan dan perundang-undangan yang berlaku guna mencapai kepuasan pelanggan bandar udara;
5. Melakukan pengembangan usaha perusahaan sekaligus menjawab tantangan *lack of capacity* melalui pengembangan beberapa bandara yang diselesaikan pada tahun 2022, antara lain:

### BOARD OF DIRECTORS DECISIONS AND EXECUTION OF DUTIES

During 2022, the Board of Directors fulfilled its duties and responsibilities in running the company's business through a variety of strategic policies and decisions, including:

1. Executing corporate transformation, including business turnaround, organizational and cultural transformation, financial restructuring, and digitalization, in order to improve performance and to create a sustainable PT Angkasa Pura I business;
2. Attempting to meet the company's performance targets based on Key Performance Indicators (KPIs). The KPI achievement in 2022 (*audited*) was 102.85% of the target score of 100%. Meanwhile, the company's soundness level was met, with an *unaudited* score of 64.00 (BBB/Less Healthy) of the target score in 2022 of 64.00 (BBB/Less Healthy).
3. Signing agreement with the General Managers as part of operational restructuring by implementing traffic-based operations management while maintaining safety, security, and services;
4. Ratifying the airport quality management system guidelines as a guide to the implementation of the Indonesian National Standard (SNI) ISO 9001:2015 Quality Management System at PT Angkasa Pura I through Board of Directors Decree No. KEP.DU.0033/OM.15/2022 on Guidelines for the Airport Quality Management System of PT Angkasa Pura I on September 28, 2022 as the company's commitment in realizing its responsibilities and obligations in providing a safe and healthy workplace for all PT Angkasa Pura I personnel.
5. Developing the company's business while addressing the issue of insufficient capacity through the completion of several airport developments by 2022, including:

## DIREKSI

### Board of Directors

- a. Pengembangan Bandara Zainuddin Abdul Madjid Lombok yang mencakup perluasan terminal penumpang, perluasan apron, perpanjangan *runway*, dan pengembangan fasilitas kargo untuk mendukung perhelatan ajang World Superbike dan MotoGP 2022;
  - b. Proyek Strategis Nasional pengembangan Bandara Adi Soemarmo Solo;
  - c. Perluasan terminal dan fasilitas penunjang Bandara Sam Ratulangi Manado;
  - d. Revitalisasi dan beautifikasi terminal internasional dan domestik, *General Aviation Terminal* serta fasilitas penunjang Bandara I Gusti Ngurah Rai Bali untuk mendukung pelaksanaan *event* Konferensi Tingkat Tinggi/ KTT G20;
6. Melaksanakan program promosi dan kampanye bersama para *stakeholders* dalam rangka mendukung *event* nasional dan internasional seperti Gerakan Nasional Bangga Buatan Indonesia, World Superbike, MotoGP, Indonesia Spice Up the World, E-Sport Summit, ASEAN Para Games, dan lainnya.
  7. Melakukan upaya-upaya efisiensi energi, konservasi energi, dan penurunan emisi gas rumah kaca di bandara kelolaan PT Angkasa Pura I. Upaya tersebut mendapat apresiasi Penghargaan Subroto Bidang Efisiensi Energi (PSBE) Tahun 2022 dari Kementerian Energi dan Sumber Daya Mineral Republik Indonesia kepada Bandara I Gusti Ngurah Rai Bali sebagai peringkat 1 (satu) Kategori Gedung Hemat Energi Sub Kategori Manajemen Energi di Gedung Besar, dan Bandara Internasional Yogyakarta Kulon Progo sebagai peringkat 3 (tiga) Kategori Gedung Hemat Energi Sub Kategori Gedung Hijau.
  8. Meningkatkan kualitas pelayanan kepada penumpang dan pengguna jasa bandara melalui penyesuaian tarif jasa kebandarudaraan diantaranya:
    - a. Penyesuaian tarif Pelayanan Jasa Penumpang Pesawat Udara (PJP2U) di 13 Bandara PT Angkasa Pura I serta penetapan Tarif Garbarata di Bandara El Tari Kupang;
- a. The development of Zainuddin Abdul Madjid Airport Lombok, including passenger terminal expansion, apron expansion, runway extension, and cargo facility development to support the 2022 World Superbike and MotoGP events;
  - b. National Strategic Project for the development of Adi Soemarmo Airport Solo;
  - c. The expansion of the terminal and supporting facilities at Sam Ratulangi Airport Manado;
  - d. The revitalization and beautification of the international and domestic terminals, General Aviation Terminal, and supporting facilities at I Gusti Ngurah Rai Airport Bali to support the G20 Summit.
6. Implementing promotional programs and campaigns in collaboration with stakeholders to support national and international events, such as the “Proud of Indonesian Product” National Movement, World Superbike, MotoGP, Indonesia Spice Up the World, E-Sport Summit, ASEAN Para Games, and other events and campaigns.
  7. Making endeavors to improve energy efficiency, energy conservation, and to reduce greenhouse gas emissions at the airports managed by PT Angkasa Pura I. For these efforts, PT Angkasa Pura I were awarded the Subroto Award for Energy Efficiency 2022 from the Ministry of Energy and Mineral Resources of the Republic of Indonesia, with I Gusti Ngurah Rai Bali Airport ranked first in the Energy-Saving Building Category, Sub-Category of Energy Management in the Large Building; and Yogyakarta International Airport Kulon Progo ranked third in the Energy-Saving Building Category, Sub-Category of Green Building.
  8. Improving the quality of service provided to passengers and airport services users by adjusting airport service rates, including:
    - a. Adjustment of Passenger Service Charge tariff at 13 PT Angkasa Pura I airports and stipulation of Aviobridge Tariff at El Tari Kupang Airport;

## DIREKSI

### Board of Directors

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| <p>b. Penyesuaian tarif pelayanan jasa <i>General Aviation Terminal</i> (GAT) di Bandara I Gusti Ngurah Rai Bali;</p> <p>c. Penetapan tarif Pelayanan Jasa Kargo dan Pos Pesawat Udara (PJKP2U) di 14 Bandara PT Angkasa Pura I;</p> <p>d. Pemutakhiran keputusan direksi PT Angkasa Pura I, meliputi:</p> <ul style="list-style-type: none"> <li>• Perubahan tarif pelayanan jasa pemakaian tempat pelaporan keberangkatan (<i>check-in counter</i>);</li> <li>• Perubahan tarif pelayanan jasa pemakaian garbarata (<i>aviobridge</i>);</li> <li>• Perubahan pedoman pelayanan jasa penggunaan bandar udara di luar jam operasi (<i>extended/advanced</i>);</li> <li>• Mengesahkan keputusan direksi terkait tarif pelayanan jasa penggunaan bandar udara di luar jam operasi (<i>extended/advanced</i>);</li> </ul> <p>9. Melakukan upaya peningkatan dan optimalisasi pendapatan aeronautika dan non-aeronautika melalui program <i>revenue enhancement</i> di seluruh kantor cabang PT Angkasa Pura I;</p> <p>10. Melaksanakan strategi yang fokus pada potensi peningkatan pendapatan PT Angkasa Pura I dengan menggunakan dukungan teknologi seperti <i>wifi monetization</i> dan <i>public wifi landing page</i> terminal yang diimplementasikan pada seluruh kantor cabang PT Angkasa Pura I;</p> <p>11. Meningkatkan sinergi instansi dengan Tim Pengamanan Pembangunan Strategis Kejaksaan Agung Republik Indonesia dalam pengembangan bandara di lingkungan PT Angkasa Pura I, serta bekerjasama melalui penyusunan <i>memorandum of understanding</i> (MoU) bersama Jaksa Agung Muda Perdata dan Tata Usaha Negara Kejaksaan Agung Republik Indonesia untuk penanganan permasalahan hukum di bidang Perdata dan Tata Usaha Negara;</p> <p>12. Mendukung pertumbuhan industri dalam negeri dengan tetap mewujudkan tata kelola perusahaan yang baik (<i>good corporate governance</i>) dalam penerapan penggunaan produksi dalam negeri</p> | <p>b. Adjustment of General Aviation Terminal (GAT) tariff at I Gusti Ngurah Rai Airport Bali;</p> <p>c. Stipulation of the Cargo and Postal Service tariff at 14 PT Angkasa Pura I airports;</p> <p>d. Updating PT Angkasa Pura I's Board of Directors decree, including:</p> <ul style="list-style-type: none"> <li>- Tariff adjustment for the use of check-in counter;</li> <li>- Tariff adjustment for the use of Aviobridge;</li> <li>- Changes to the guidelines for airport usage services outside of operating hours (<i>extended/advanced</i>);</li> <li>- Ratification of the board of director's decree on the tariff for airport usage services outside of operating hours (<i>extended/advanced</i>);</li> </ul> <p>9. Improving and optimizing aeronautical and non-aeronautical revenue through revenue enhancement programs at all PT Angkasa Pura I branch offices;</p> <p>10. Implementing strategies that put an emphasis on the potential for increasing PT Angkasa Pura I's revenue through technological support, such as wifi monetization and terminal's public wifi landing page, installed in all PT Angkasa Pura I branch offices;</p> <p>11. Enhancing synergy with the Security Team for Strategic Development of the Attorney General's Office of the Republic of Indonesia in airport development within PT Angkasa Pura I, and collaborating through the development of a memorandum of understanding (MoU) with the Deputy Attorney General for Civil and State Administrative Affairs of the Attorney General's Office of the Republic of Indonesia to address legal issues in Civil and State Administrative Affairs;</p> <p>12. Supporting domestic industry growth while maintaining good corporate governance in implementing the use of domestic products through the issuance of Board of Directors Decree No. KEP.</p> |
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## DIREKSI

### Board of Directors

melalui penerbitan Keputusan Direksi Nomor KEP. DU.041/PL.02/2022 tentang Pedoman Penerapan Penggunaan Produk Dalam Negeri pada Pengadaan Barang dan/atau Jasa PT Angkasa Pura I;

13. Meningkatkan komitmen penerapan tata kelola perusahaan yang baik (*good corporate governance*) berdasarkan nilai hasil *self assessment* 96,24% untuk periode pengukuran tahun 2021;
14. Melaksanakan Rapat Umum Pemegang Obligasi I Angkasa Pura I Tahun 2016, Rapat Umum Pemegang Sukuk Ijarah I Angkasa Pura I Tahun 2016, Rapat Umum Pemegang Obligasi Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021, dan Rapat Umum Pemegang Sukuk Ijarah Berkelanjutan I Angkasa Pura I Tahap I Tahun 2021 sebagai strategi untuk mengantisipasi dampak volatilitas industri penerbangan terhadap kinerja keuangan PT Angkasa Pura I yang belum sepenuhnya pulih pasca pandemi Covid-19;
15. Menyelenggarakan rapat-rapat Direksi secara rutin, menghadiri rapat gabungan dengan Dewan Komisaris, dan Rapat Umum Pemegang Saham (RUPS);
16. Melakukan pengawasan dan perbaikan proses bisnis internal dengan menindaklanjuti temuan Internal Audit dan auditor eksternal, termasuk pengawasan kinerja dan permasalahan anak perusahaan PT Angkasa Pura I.

DU.041/PL.02/2022 on Guidelines for the Use of Domestic Products in the Procurement of Goods and/or Services of PT Angkasa Pura I.

13. Enhancing the commitment to the implementation of good corporate governance based on the self-assessment score of 96.24% for the measurement period of 2021;
14. Conducting the General Meeting of Bondholders I of Angkasa Pura I of 2016, the General Meeting of Sukuk Ijarah I Holders of Angkasa Pura I of 2016, the General Meeting of the Stage I of Sustainable Bonds I Holders of Angkasa Pura I of 2021, and the General Meeting of the Stage I of Sustainable Sukuk Ijarah I Holders of Angkasa Pura I of 2021 as a strategy to anticipate the impact of industry volatility on the financial performance of PT Angkasa Pura I, which has not fully recovered from the Covid-19 pandemic;
15. Organizing regular Board of Directors meetings, attending joint meetings with the Board of Commissioners, and General Meetings of Shareholders (GMS);
16. Supervising and improving internal business processes by following up on Internal Audit and external auditor findings, including monitoring the performance and issues of PT Angkasa Pura I's subsidiaries.

### PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI DIREKSI

Program peningkatan kapabilitas merupakan salah satu program penting agar anggota Direksi dapat selalu memperbarui informasi tentang perkembangan terkini dari aktivitas bisnis perusahaan dan pengetahuan-pengetahuan lain yang terkait dengan pelaksanaan tugas masing-masing. Perusahaan memberikan kesempatan bagi anggota Direksi untuk terus meningkatkan kompetensi, terlebih untuk menghadapi dinamika dan perubahan bisnis saat ini. Kebijakan terkait pelatihan Direksi tertuang dalam Keputusan Direksi No. KEP.02/DK.API/2019 tentang Pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*) PT Angkasa Pura I.

### DIRECTOR TRAINING AND/OR COMPETENCY ENHANCEMENT

The capability enhancement is a key program to ensure that members of the Board of Directors are always updated on the latest developments in the Company's business activities and other knowledge related to the execution of their duties. The company offers opportunities for members of the Board of Directors to continue to develop their skills, particularly in dealing with current business dynamics and changes. Board of Directors Decree No. KEP.02/DK.API/2019 on the Code of Corporate Governance of PT Angkasa Pura I specifies the Board of Directors training policies.

## DIREKSI

Board of Directors

Selama 2022, pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi adalah sebagai berikut:

Throughout 2022, the training and/or competence enhancement undertaken by members of the Board of Directors were as follows:

Peserta Participant	Jabatan Position	Nama Pelatihan/Webinar/Seminar Name of Training/Webinar/Seminar	Tanggal Date	Penyelenggara Organizer
Faik Fahmi	Direktur Utama President Director	Executive Workshop Implementary Doktrin Fiduciary Duty pada Perseroan Terbatas secara Pribadi Direksi terhadap Kerugian perusahaan	15 Desember 2022	Internal PT Angkasa Pura I
Wendo Asrul Rose	Direktur Operasi Operation Director	Executive Workshop Implementation of the Fiduciary Duty Doctrine in Limited Liability Companies, Personal Liability of Directors for Company Losses	December 15, 2022	
Lukman F. Laisa	Direktur Teknik Technical Director			
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director			
Dendi T. Danianto	Direktur Komersial dan Pelayanan Commercial and Service Director			
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director			
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director			
Israwadi	Direktur Human Capital Human Capital Director	Webinar "Skema Kerja Sama Sektor Swasta: Strategi Pemulihan Kebandarudaraan Nasional" Webinar "Private Sector Collaboration Scheme: National Airport Recovery Strategy"	2 Maret 2022 March 2, 2022	Masyarakat Hukum Udara Indonesia Air Law Society
		Annual Meeting Direktorat SDM dan Umum tahun 2022 "Organizing Future of Work with Transformational Leadership and Culture Revolution to Enhance Global Competitiveness" Annual Meeting of Human Resources and General Affairs Directorate 2022 "Organizing Future of Work with Transformational Leadership and Culture Revolution to Enhance Global Competitiveness"	23 Maret 2022 March 23, 2022	Internal PT Angkasa Pura I
		Pelatihan Directorship Program "High Performance Boards" Directorship Training Program "High Performance Boards"	24-25 Maret 2022 March 24-25, 2022	Pertamina Training & Consulting
		Webinar Series #5 Training "Optimalisasi Aset Idle" Webinar Series #5 Training "Idle Asset Optimization"	11 Agustus 2022 August 11, 2022	Internal PT Angkasa Pura I
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Exclusive Workshop "Doktrin Fiduciary Duty di Perseroan Terbatas dan Pertanggungjawaban secara Pribadi Direksi dan Komisaris terhadap Kerugian Perusahaan" Exclusive Workshop "Fiduciary Duty Doctrine in Limited Liability Companies and Personal Liability of Directors and Commissioners for Company Losses"	29 - 30 September 2022 September 29-30, 2022	Indonesia Training Insitute and Consulting Services (INTRINSICS)
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Onboarding Directorship Program	20 Juli – 1 September 2022 July 20-September 1, 2022	BUMN Leadership & Management Institute
		Program CFO School Tahun 2022 CFO School Program in 2022	13 April-11 Mei 2022 April 13- May 11, 2022	BUMN Leadership & Management Institute



## DIREKSI

Board of Directors

### PENILAIAN KINERJA KOMITE DI BAWAH DIREKSI DAN DASAR PENILAIANNYA

Salah satu komite yang dimiliki oleh Manajemen adalah Komite Manajemen Risiko, sesuai dengan Surat Keputusan Direksi PT Angkasa Pura I Nomor SKEP.DU.172/ PG.01/2021 tentang Perubahan Kedua atas Surat Keputusan Direksi PT Angkasa Pura I Nomor SKEP.196/ PG.01/2018 tentang Pembentukan Komite Manajemen Risiko PT Angkasa Pura I.

Selama tahun 2022, Komite Manajemen Risiko telah menjalankan tugas dan tanggung jawabnya yang mencakup hal-hal sebagai berikut:

1. Menetapkan kebijakan dan strategi manajemen risiko.
2. Pemantauan pelaksanaan kebijakan manajemen risiko dan eksposur yang diambil oleh perusahaan secara keseluruhan.
3. Mengevaluasi efektivitas penerapan manajemen risiko perusahaan secara berkala.
4. Melakukan kaji ulang (*review*) secara berkala untuk mengantisipasi apabila terjadi perubahan situasi, kondisi, serta perkembangan eksternal dan internal perusahaan.
5. Menetapkan hal-hal yang terkait dengan keputusan bisnis yang menyimpang dari prosedur normal (*irregularities*).
6. Memantau independensi unit Risk Management.
7. Memantau kegiatan yang dilakukan oleh unit Risk Management.
8. Mengembangkan budaya sadar risiko pada seluruh pegawai perusahaan.
9. Mengembangkan kompetensi sumber daya manusia yang terkait dengan manajemen risiko.

Secara umum Direksi menilai bahwa Komite Manajemen Risiko telah melaksanakan tugasnya dengan efektif.

### PERFORMANCE ASSESSMENT OF COMMITTEES UNDER THE BOARD OF DIRECTORS AND BASIS FOR ASSESSMENT

Risk Management Committee is under the Board of Directors in accordance with the PT Angkasa Pura I Board of Directors Decree Number SKEP.DU.172/ PG.01/2021 on the Second Amendment to the Board of Directors Decree of Number SKEP.196/PG.01/2018 on the Establishment of Risk Management Committee of PT Angkasa Pura I.

During 2022, the Risk Management Committee has executed the following duties and responsibilities:

1. Establishing risk management policies and strategies.
2. Monitoring the implementation of risk management policies and overall exposure taken by the company.
3. Evaluating the effectiveness of the company's risk management implementation on a regular basis.
4. Conducting periodic reviews to anticipate changes in the company's external and internal situations, conditions, and developments.
5. Determining matters related to business decisions that deviate from normal procedures (irregularities).
6. Monitoring the independence of the Risk Management unit.
7. Monitoring the activities executed by the Risk Management unit.
8. Developing a risk-aware culture among all company employees.
9. Developing the competencies of human resources related to risk management.

In general, the Board of Directors consider that the Risk Management Committee has executed its responsibilities in an effective manner.



Angkasa Pura | AIRPORTS

## HUBUNGAN AFILIASI

### Affiliate Relationship

Untuk menjaga integritas dan independensi, PT Angkasa Pura I memastikan bahwa anggota Dewan Komisaris dan Direksi tidak memiliki hubungan afiliasi. Pengungkapan hubungan afiliasi mencakup:

1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya.
2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris.
3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali.
4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya.
5. Hubungan afiliasi antara Pemegang Saham Utama dan/atau Pengendali.

In order to maintain integrity and independence, PT Angkasa Pura I ensures that members of the Board of Commissioners and the Board of Directors have no affiliate relationships. Affiliate relationships are disclosed as follows:

1. Affiliate relationship between members of the Board of Directors and other members of the Board of Directors.
2. Affiliate relationship between members of the Board of Directors and members of the Board of Commissioners.
3. Affiliate relationship between members of the Board of Directors and Main and/or Controlling Shareholders.
4. Affiliate relationship between members of the Board of Commissioners and other members of the Board of Commissioners.
5. Affiliate relationship between Main and/or Controlling Shareholders



## HUBUNGAN AFILIASI

### Affiliate Relationship

Pengungkapan Hubungan Afiliasi Dewan Komisaris dan Direksi Disclosure of Affiliate Relationship of Board of Commissioners and Board of Directors															
Hubungan Keuangan, Keluarga, dan Kepengurusan Dewan Komisaris Financial, Familial and Management Relations of Board of Commissioners															
Nama Name	Jabatan Position	Hubungan Keuangan Dengan Financial Relations with						Hubungan Keluarga Dengan Familial Relations with						Hubungan Kepengurusan di Entitas Lain Management Relations at Other Entities	
		Sesama Dewan Komisaris Fellow Board of Commissioners		Sesama Direksi Fellow Board of Directors		Pegang Saham Pengendali Controlling Shareholders		Sesama Dewan Komisaris Fellow Board of Commissioners		Sesama Direksi Fellow Board of Directors		Pegang Saham Pengendali Controlling Shareholders			
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No
<b>Dewan Komisaris</b> Board of Commissioner															
Djoko Sasono	Komisaris Utama President Commissioner	-	✓	-	-	-	✓	-	✓	-	-	-	✓	-	✓
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	-	✓	-	-	-	✓	-	✓	-	-	-	✓	-	✓
Danang Parikesit	Komisaris Commissioner	-	✓	-	-	-	✓	-	✓	-	-	-	✓	-	✓
Wempi Saputra	Komisaris Commissioner	-	✓	-	-	-	✓	-	✓	-	-	-	✓	-	✓
Irfan Wahid	Komisaris Independen Independent Commissioner	-	✓	-	-	-	✓	-	✓	-	-	-	✓	-	✓
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	-	✓	-	-	-	✓	-	✓	-	-	-	✓	-	✓
Elen Setiadi	Komisaris Commissioner	-	✓	-	-	-	✓	-	✓	-	-	-	✓	-	✓
Hidayat Amir	Komisaris Commissioner	-	✓	-	-	-	✓	-	✓	-	-	-	✓	-	✓
<b>Direksi</b> Board of Directors															
Faik Fahmi	Direktur Utama President Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓
Andy S. Bratamihardja	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓
Wendo Asrul Rose	Direktur Operasi Operation Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓
Lukman F. Laisa	Direktur Teknik Technical Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓



## HUBUNGAN AFILIASI

Affiliate Relationship

### Pengungkapan Hubungan Afiliasi Dewan Komisaris dan Direksi Disclosure of Affiliate Relationship of Board of Commissioners and Board of Directors

#### Hubungan Keuangan, Keluarga, dan Kepengurusan Dewan Komisaris Financial, Familial and Management Relations of Board of Commissioners

Nama Name	Jabatan Position	Hubungan Keuangan Dengan Financial Relations with						Hubungan Keluarga Dengan Familial Relations with						Hubungan Kepengurusan di Entitas Lain Management Relations at Other Entities	
		Sesama Dewan Komisaris Fellow Board of Commissioners		Sesama Direksi Fellow Board of Directors		Pemegang Saham Pengendali Controlling Shareholders		Sesama Dewan Komisaris Fellow Board of Commissioners		Sesama Direksi Fellow Board of Directors		Pemegang Saham Pengendali Controlling Shareholders		Ya Yes	Tidak No
		Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No	Ya Yes	Tidak No				
M. Arifin Firdaus	Direktur SDM dan Umum Human Capital and General Affairs Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓
Dendi T. Danianto	Direktur Pengembangan Usaha/ Direktur Komersial dan Pelayanan Business Development Director/ Commercial and Service Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan/ Direktur Human Capital Compliance, Assets, and Procurement Director/ Human Capital Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	-	-	-	✓	-	✓	-	-	-	✓	-	✓	-	✓

Dewan Komisaris tidak memiliki hubungan afiliasi dengan anggota Dewan Komisaris lainnya, Direksi, dan Pemegang Saham Pengendali. Dewan Komisaris dianggap mampu menjalankan tugas dan tanggung jawab secara independen tanpa adanya benturan kepentingan. Demikian pula, tidak terdapat anggota Direksi yang memiliki hubungan afiliasi baik dengan anggota Direksi lainnya, Dewan Komisaris, dan/ atau Pemegang Saham Pengendali. PT Angkasa Pura I menjamin seluruh anggota Direksi dapat melaksanakan tugas dan tanggung jawab secara independen tanpa adanya benturan kepentingan.

The Board of Commissioners have no affiliate relationship with other members of the Board of Commissioners, Board of Directors, or Controlling Shareholders. In this regard, the Board of Commissioners is deemed capable of carrying out its duties and responsibilities independently and without any conflict of interest. Similarly, no members of the Board of Directors have affiliate relationships with other members of the Board of Directors, the Board of Commissioners, and/or Controlling Shareholders. PT Angkasa Pura I ensures that all members of the Board of Directors can carry out its duties and responsibilities independently and without any conflict of interest.



## KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

### The Board of Commissioners and Directors Share Ownership

#### KEPEMILIKAN SAHAM DEWAN KOMISARIS

Dewan Komisaris memiliki kewajiban untuk mengungkapkan kepemilikan saham milik pribadi dan keluarganya di perusahaan serta perusahaan lain beserta perubahannya. Seluruh anggota Dewan Komisaris tidak memiliki kepemilikan langsung maupun tidak langsung atas saham PT Angkasa Pura I.

#### SHARE OWNERSHIP OF THE BOARD OF COMMISSIONERS

The Board of Commissioners is required to disclose personal and family share ownership in the company and other companies, as well as changes in share ownership. All members of the Board of Commissioners have no direct or indirect share ownership in PT Angkasa Pura I.

Kepemilikan Saham PT Angkasa Pura I oleh Dewan Komisaris Share Ownership of the Board of Commissioners of PT Angkasa Pura I		
Nama Name	Jabatan Position	Kepemilikan Saham Dewan Komisaris Share Ownership of the Board of Commissioner
Djoko Sasono	Komisaris Utama President Commissioner	Tidak ada None
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	Tidak ada None
Danang Parikesit	Komisaris Commissioner	Tidak ada None
Elen Setiadi	Komisaris Commissioner	Tidak ada None
Irfan Wahid	Komisaris Independen Independent Commissioner	Tidak ada None
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Tidak ada None
Wempi Saputra	Komisaris Commissioner	Tidak ada None
Hidayat Amir	Komisaris Commissioner	Tidak ada None

#### KEPEMILIKAN SAHAM DIREKSI

Seluruh anggota Direksi tidak memiliki kepemilikan langsung maupun tidak langsung atas saham PT Angkasa Pura I. Namun demikian, anggota Direksi wajib mengungkapkan kepemilikan saham pribadi maupun keluarga di PT Angkasa Pura I maupun perusahaan lain guna menghindari benturan kepentingan

#### SHARE OWNERSHIP OF THE BOARD OF DIRECTORS

All members of the Board of Directors have no direct or indirect ownership of shares in PT Angkasa Pura I. However, members of the Board of Directors are required to disclose personal and family ownership of shares in PT Angkasa Pura I and other companies in order to avoid conflicts of interest.

## KEPEMILIKAN SAHAM DEWAN KOMISARIS DAN DIREKSI

The Board of Commissioners and Directors Share Ownership

Kepemilikan Saham PT Angkasa Pura I oleh Direksi Share Ownership of the Board of Directors of PT Angkasa Pura I			
Nama Name	Jabatan Position	Kepemilikan Saham Direksi Share Ownership of the Board of Directors	
		PT Angkasa Pura I	Perusahaan Lain Other Companies
Faik Fahmi	Direktur Utama President Director	-	PT Garuda Indonesia Tbk
Andy S. Bratamihardja	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	-	-
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	-	-
Wendo Asrul Rose	Direktur Operasi Operation Director	-	-
Lukman F. Laisa	Direktur Teknik Technical Director	-	-
M. Arifin Firdaus	Direktur SDM dan Umum Human Capital and General Affairs Director	-	PT Garda Paksi Nusantara PT Bank Mandiri Tbk. PT Astra International Tbk. PT Bukit Asam Tbk. PT XL Axiata Tbk.
Dendi T. Danianto	Direktur Pengembangan Usaha/ Direktur Komersial dan Pelayanan Business Development Director/ Marketing and Services Director	-	PT Adhi Karya Persero Tbk. PT Bumi Serpong Damai Tbk. PT Summarecon Agung Tbk. PT Danianto Ventura Indonesia Tbk.
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan/ Direktur Human Capital Compliance, Assets, and Procurement Director/ Human Capital Director	-	-
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	-	PT Sari Melati Kencana Tbk. PT Darun Investasi Nusantara



## RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

### Concurrent Position of the Board of Commissioners and Directors

#### KEBIJAKAN RANGKAP JABATAN DEWAN KOMISARIS

Sesuai *Board of Manual*, Dewan Komisaris boleh/tidak diperbolehkan memegang jabatan rangkap sebagai berikut:

1. Anggota Direksi pada Badan Usaha Milik Negara, Badan Usaha Milik Daerah, atau Badan Usaha Milik Swasta.
2. Jabatan lainnya sesuai dengan ketentuan peraturan perundang-undangan, pengurus partai politik dan/atau calon/anggota legislatif dan/atau calon Kepala Daerah/Wakil Kepala Daerah.
3. Jabatan lain yang dapat menimbulkan benturan kepentingan.

Anggota Dewan Komisaris PT Angkasa Pura I memegang jabatan rangkap selain yang diatur dalam *Board Manual* dan tidak menimbulkan benturan kepentingan.

#### CONCURRENT POSITION OF THE BOARD OF COMMISSIONERS MEMBERS POLICY

In accordance with the Board of Manual, the Board of Commissioners may/may not hold the following concurrent positions:

1. Members of the Board of Directors of State-Owned Enterprises, Region-Owned Enterprises, or Private Enterprises.
2. Other positions in accordance with the prevailing laws and regulations, as functionaries of political parties and/ or legislative candidates/members and/ or candidates for Regional Head/Deputy Regional Head.
3. Other positions that may cause a conflict of interest

Members of the Board of Commissioners of PT Angkasa Pura I may hold concurrent positions other than those specified in the Board Manual as long as they do not create a conflict of interest.

Rangkap Jabatan Dewan Komisaris PT Angkasa Pura I Tahun 2022 Concurrent Positions of Board of Commissioners of PT Angkasa Pura I in 2022				
Nama Name	Jabatan di PT Angkasa Pura I Position in PT Angkasa Pura I	Rangkap Jabatan di PT Angkasa Pura I Concurrent Position in PT Angkasa Pura I	Rangkap Jabatan di Perusahaan/ Instansi Lain Concurrent Position in Other Company/Organization	Nama Perusahaan/ Instansi Lain Name of Other Company/Organization
Djoko Sasono	Komisaris Utama President Commissioner	-	Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan (2022) Head of the Human Resources Development Agency Transportation of (2022)	Kementerian Perhubungan Republik Indonesia Ministry of Transportation of the Republic of Indonesia
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	Ketua Komite Nominasi dan Remunerasi Chairman of the Nomination and Remuneration Committee	-	-
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Ketua Komite Audit Chairman of Audit Committee	<ul style="list-style-type: none"> <li>Guru Besar dalam Bidang Kebijakan Publik, FISIPOL Universitas Gadjah Mada Professor in Public Policy, Faculty of Social and Political Sciences, Gadjah Mada University</li> <li>Deputi Bidang Reformasi Birokrasi, Akuntabilitas Aparatur, dan Pengawasan Deputy for Bureaucratic Reform, Apparatus Accountability, and Supervision</li> </ul>	<ul style="list-style-type: none"> <li>Universitas Gadjah Mada Gadjah Mada University</li> <li>Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Ministry of Administrative and Bureaucratic Reform</li> </ul>

## RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Concurrent Position of the Board of Commissioners and Directors

Rangkap Jabatan Dewan Komisaris PT Angkasa Pura I Tahun 2022 Concurrent Positions of Board of Commissioners of PT Angkasa Pura I in 2022				
Nama Name	Jabatan di PT Angkasa Pura I Position in PT Angkasa Pura I	Rangkap Jabatan di PT Angkasa Pura I Concurrent Position in PT Angkasa Pura I	Rangkap Jabatan di Perusahaan/ Instansi Lain Concurrent Position in Other Company/Organization	Nama Perusahaan/ Instansi Lain Name of Other Company/Organization
Irfan Wahid	Komisaris Independen Independent Commissioner	Wakil Ketua Komite Nominasi dan Remunerasi Vice Chairman of the Nomination and Remuneration Committee	<ul style="list-style-type: none"> <li>Tim Khusus, Kementerian Koordinator Bidang Perekonomian Special Team, Coordinating Ministry for Economic Affairs</li> <li>Komisaris Commissioner</li> </ul>	<ul style="list-style-type: none"> <li>Kementerian Koordinator Bidang Perekonomian Republik Indonesia Coordinating Ministry for Economic Affairs of the Republic of Indonesia</li> <li>Shipper Indonesia Shipper Indonesia</li> </ul>
Danang Parikesit	Komisaris Commissioner	Ketua Komite Risiko Usaha dan GCG Chair of Business Risk and GCG Committee	Kepala Badan Pengatur Jalan Tol (BPJT) Head of the Toll Road Regulatory Agency	Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia Ministry of Public Works and Housing of the Republic of Indonesia
Elen Setiadi	Komisaris Commissioner	Wakil Ketua Komite Risiko Usaha dan GCG Vice Chairman of the Business Risk and GCG Committee	<ul style="list-style-type: none"> <li>Staf Ahli Bidang Regulasi, Penegakan Hukum dan Ketahanan Ekonomi Expert Staff for Regulation, Law Enforcement and Economic Resilience</li> <li>Plt. Sekretaris Acting Secretary General</li> </ul>	<ul style="list-style-type: none"> <li>Kementerian Koordinator Bidang Perekonomian Republik Indonesia Coordinating Ministry for Economic Affairs of the Republic of Indonesia</li> <li>Sekretariat Jenderal Dewan Nasional Kawasan Ekonomi Khusus (KEK) Secretariat General of the National Special Economic Zones (SEZ) Council</li> </ul>
Hidayat Amir	Komisaris Commissioner	Wakil Ketua Komite Audit Vice Chairman of the Audit Committee	Kepala Pusat Analisis dan Harmonisasi Kebijakan Sekretariat Jenderal Head of Center for Policy Analysis and Harmonization at the Secretariat General	Kementerian Keuangan Republik Indonesia Ministry of Finance of the Republic of Indonesia

### KEBIJAKAN RANGKAP JABATAN DIREKSI

PT Angkasa Pura I memastikan bahwa seluruh anggota Direksi tidak memiliki rangkap jabatan yang melanggar Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Perusahaan secara berkala memperbarui daftar rangkap jabatan dari anggota Direksi yang sedang menjabat.

### CONCURRENT POSITION OF THE BOARD OF DIRECTORS POLICY

PT Angkasa Pura I ensure that no member of the Board of Directors holds concurrent positions that are in conflict with SOE Minister Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. For this reason, the company updates the list of concurrent positions held by currently serving members of the Board of Directors on a regular basis.

## RANGKAP JABATAN DEWAN KOMISARIS DAN DIREKSI

Concurrent Position of the Board of Commissioners and Directors

Rangkap Jabatan Direksi Concurrent Position of the Board of Directors				
Nama Name	Jabatan di PT Angkasa Pura I Position in PT PT Angkasa Pura I	Rangkap Jabatan di PT Angkasa Pura I Rangkap Jabatan di PT Angkasa Pura I	Rangkap Jabatan di Perusahaan/ Instansi Lain Concurrent Position in Other Company/Organization	Nama Perusahaan/ Instansi Lain Name of Other Company/ Organization
Faik Fahmi	Direktur Utama President Director	Tidak ada None	Komisaris Utama President Commissioner	PT Angkasa Pura Suport
			Komisaris Utama President Commissioner	PT Bandara Internasional Batam
Andy S. Bratamihardja	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Tidak ada None	Komisaris Utama President Commissioner	PT Angkasa Pura Logistik
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	Tidak ada None	Komisaris Utama President Commissioner	PT Angkasa Pura Hotel
Wendo Asrul Rose	Direktur Operasi Operation Director	Tidak ada None	Komisaris Commissioner	PT Gapura Angkasa
Lukman F. Laisa	Direktur Teknik Technical Director	Tidak ada None	Komisaris Commissioner	PT Jasa Marga Bali Tol
M. Arifin Firdaus	Direktur SDM dan Umum Human Capital and General Affairs Director	Tidak ada None	Komisaris Utama President Commissioner	PT Angkasa Pura Retail
			Anggota Pembina Member of the Board of Trustee	YAKKAP I
			Anggota Dewan Pengawas Member of the Supervisory Board	DAPENRA
Dendi T. Danianto	Direktur Pengembangan Usaha/ Direktur Komersial dan Pelayanan Business Development Director/ Commercial and Service Director	Tidak ada None	Komisaris Utama President Commissioner	PT Angkasa Pura Properti
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan/ Direktur Human Capital Compliance, Assets, and Procurement Director/ Human Capital Director	Tidak ada None	Ketua Pembina Chairman of the Board of Trustee	YAKKAP I
			Ketua Dewan Pengawas Chairman of the Supervisory Board	DAPENRA
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Tidak ada None	Komisaris Utama President Commissioner	PT Angkasa Pura Logistik



# KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

## Diversity of Board of Commissioners and Board of Directors

### KEBIJAKAN KEBERAGAMAN KOMPOSISI DEWAN KOMISARIS DAN PENERAPANNYA

Kebijakan keberagaman komposisi Dewan Komisaris pada PT Angkasa Pura I dilakukan berdasarkan Peraturan Menteri BUMN Nomor PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Perusahaan memastikan bahwa tidak ada diskriminasi dalam pengangkatan anggota Dewan Komisaris. Pemilihan Dewan Komisaris PT Angkasa Pura I telah dengan mempertimbangkan kualitas, kompetensi, latar belakang pendidikan, pengalaman, dan keahlian yang berbeda guna memenuhi kebutuhan Perusahaan.

### BOARD OF COMMISSIONERS DIVERSITY POLICY AND IMPLEMENTATION

The policy on diversity in the composition of the Board of Commissioners at PT Angkasa Pura I is in accordance with the SOE Minister Regulation Number PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. The Company ensures no discrimination in the appointment of members of the Board of Commissioners. The selection of the Board of Commissioners of PT Angkasa Pura I has taken into account the different qualities, competencies, educational backgrounds, experiences, and expertise in order to meet the Company's needs.

**Keberagaman Dewan Komisaris PT Angkasa Pura I**  
Diversity of Board of Commissioners of PT Angkasa Pura I

Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Djoko Sasono	Komisaris Utama President Commissioner	Laki-laki Male	59	Doktor (S3), Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Jepang, 2002 Doctor of Transportation Planning and Policy (Urban Engineering), The University of Tokyo, Japan, 2002	<ul style="list-style-type: none"> <li>• Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan, Kementerian Perhubungan Republik Indonesia (2022)</li> <li>• Sekretaris Jenderal Kementerian Perhubungan Republik Indonesia (2018)</li> <li>• Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan, Kementerian Perhubungan Republik Indonesia (2017-2018)</li> <li>• Head of the Human Resources Development Agency of Transportation, Ministry of Transportation of the Republic of Indonesia (2022)</li> <li>• Secretary General of the Ministry of Transportation of the Republic of Indonesia (2018)</li> <li>• Head of the Human Resources Development Agency of Transportation, Ministry of Transportation of the Republic of Indonesia (2017-2018)</li> </ul>
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	Laki-laki Male	61	Master (S2), Manajemen, Universitas IMMI, 2010 Master degree in Management, IMMI University, 2010	TNI Angkatan Udara A member of the Indonesian Air Force
Danang Parikesit	Komisaris Commissioner	Laki-laki Male	57	Dr-Tech (S3), Summa Cum Laude, Vienna University of Technology, Austria, 1996 Doctor of Technology (Dr-Tech), Summa Cum Laude, Vienna University of Technology in Austria, 1996	<ul style="list-style-type: none"> <li>• Kepala Badan Pengatur Jalan Tol, Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia (Februari 2019- saat ini)</li> <li>• Komisaris PT Pelni (Persero) (2018)</li> <li>• Komisaris PT Transportasi Jakarta (2018)</li> <li>• Head of Toll Road Regulatory Agency, Ministry of Public Works and Housing of the Republic of Indonesia (February 2019-present).</li> <li>• Commissioner of PT Pelni (Persero) (2018)</li> <li>• Commissioner of PT Transportasi Jakarta (2018)</li> </ul>

## KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Diversity of Board of Commissioners and Board of Directors

Keberagaman Dewan Komisaris PT Angkasa Pura I Diversity of Board of Commissioners of PT Angkasa Pura I					
Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Elen Setiadi	Komisaris Commissioner	Laki-laki Male	51	Master (S2) Magister Ilmu Ekonomi Fakultas Ilmu Ekonomi Universitas Indonesia, Jakarta 2006 Master degree in Economics, Faculty of Economics, University of Indonesia, Jakarta, 2006	<ul style="list-style-type: none"> <li>• Staf Ahli Bidang Regulasi, Penegakan Hukum dan Ketahanan Ekonomi, Kementerian Koordinator Bidang Perekonomian Republik Indonesia (2020).</li> <li>• Plt. Sekretaris, Sekretariat Jenderal Dewan Nasional Kawasan Ekonomi Khusus (KEK)</li> <li>• Staf Ahli Bidang Hubungan Ekonomi dan Politik, Hukum dan Keamanan, Kementerian Koordinator Bidang Perekonomian Republik Indonesia (19 Desember 2016 – 14 Mei 2020)</li> <li>• Expert Staff for Regulation, Law Enforcement and Economic Resilience, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (2020).</li> <li>• Acting Secretary General of the National SEZ Council</li> <li>• Expert Staff for Economic and Political Relations, Law and Security, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (December 19, 2016 – May 14, 2020)</li> </ul>
Irfan Wahid	Komisaris Independen Independent Commissioner	Laki-laki Male	53	Master (S2), Magister Management Universitas Gajayana, Malang (2022) Master degree in Management, Gajayana University, Malang (2022)	<ul style="list-style-type: none"> <li>• Tim Khusus, Kementerian Koordinator Bidang Perekonomian Republik Indonesia (2022)</li> <li>• Komisaris, Shipper Indonesia (2021)</li> <li>• Penasihat Khusus Bidang Kepariwisata untuk Menteri Koordinator Kemaritiman dan Investasi Republik Indonesia (2019)</li> <li>• Special Team, Coordinating Ministry for Economic Affairs of the Republic of Indonesia (2022)</li> <li>• Commissioner, Shipper Indonesia (2021)</li> <li>• Special Advisor in Tourism Sector for the Coordinating Minister of Maritime Affairs and Investment of the Republic of Indonesia (2019)</li> </ul>
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Laki-laki Male	54	Doktor (S3), Amsterdam School for Social Science Research, Faculty of Social and Behavioural Science, University of Amsterdam, 2004 Doctorate degree, Amsterdam School for Social Science Research, Faculty of Social and Behavioral Science, University of Amsterdam, 2004	<ul style="list-style-type: none"> <li>• Deputi Bidang Reformasi Birokrasi, Akuntabilitas Aparatur, dan Pengawasan, Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi Republik Indonesia (2021)</li> <li>• Guru Besar dalam Bidang Kebijakan Publik, Fakultas Ilmu Sosial dan Ilmu Politik, Universitas Gadjah Mada (2019)</li> <li>• Panelis Debat Presiden dengan topik: ideologi, politik dan <i>governance</i>, pertahanan, dan urusan internasional (2019)</li> <li>• Deputy for Bureaucratic Reform, Apparatus Accountability, and Supervision, Ministry of State Apparatus Utilization and Bureaucratic Reform of the Republic of Indonesia (2021)</li> <li>• Professor in Public Policy, Faculty of Social and Political Science, Gadjah Mada University (2019)</li> <li>• Panelist for Presidential Debate with the topics: ideology, politics and governance, defense, and international affairs (2019)</li> </ul>

## KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Diversity of Board of Commissioners and Board of Directors

Keberagaman Dewan Komisaris PT Angkasa Pura I Diversity of Board of Commissioners of PT Angkasa Pura I					
Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Wempi Saputra	Komisaris Commissioner	Laki-laki Male	48	Doctor (S3) Doctor of Economics, Department of Social and Economic System, Graduate School of Economics, Nagoya University, Jepang, 2012 Doctor of Economics, Department of Social and Economic System, Graduate School of Economics, Nagoya University, Japan,, 2012	<ul style="list-style-type: none"> <li>• Staf Ahli Bidang Ekonomi Makro dan Keuangan Internasional (2022)</li> <li>• Kepala Pusat Analisis dan Harmonisasi Kebijakan (Chief of Staff Menteri Keuangan), Sekretariat Jenderal, Kementerian Keuangan Republik Indonesia (Agustus 2017)</li> <li>• Chief Change Management Officers II, Central Transformation Office (CTO), Sekretariat Jenderal, Kementerian Keuangan Republik Indonesia (September 2014 - Agustus 2017).</li> <li>• Expert Staff on Macroeconomics and International Finance, (2022)</li> <li>• Head of Center for Policy Analysis and Harmonization (Chief of Staff to the Minister of Finance), Secretariat General, Ministry of Finance of the Republic of Indonesia (August 2017)</li> <li>• Chief Change Management Officers II, Central Transformation Office (CTO), Secretariat General, Ministry of Finance of the Republic of Indonesia (September 2014-August 2017)</li> </ul>
Hidayat Amir	Komisaris Commissioner	Laki-laki Male	48	Doctor (S3) Doctor of Philosophy (Ph.D) bidang Ekonomi, University of Queensland Australia tahun 2012. Doctor of Philosophy (Ph.D) in Economics, University of Queensland Australia, 2012	<ul style="list-style-type: none"> <li>• Kepala Pusat Analisis dan Harmonisasi Kebijakan Sekretariat Jenderal, Kementerian Keuangan Republik Indonesia (2021)</li> <li>• Kepala Pusat Kebijakan Ekonomi Makro, Badan Kebijakan Fiskal (2019).</li> <li>• Pelaksana Tugas (Plt) Kepala Pusat Kebijakan Anggaran dan Pendapatan Belanja Negara, Badan Kebijakan Fiskal (2017).</li> <li>• Head of Center for Policy Analysis and Harmonization at the Secretariat General of the Ministry of Finance of the Republic of Indonesia (2021)</li> <li>• Head of Center for Macroeconomic Policy, Fiscal Policy Agency (2019)</li> <li>• Acting Head of the Center for Budget and Revenue Policy, Fiscal Policy Agency (2017)</li> </ul>

### KEBIJAKAN KEBERAGAMAN KOMPOSISI DIREKSI DAN PENERAPANNYA

Kebijakan keberagaman komposisi Direksi mengacu pada Peraturan Menteri BUMN No. PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Dalam peraturan tersebut, keberagaman komposisi Direksi telah disesuaikan dengan kebutuhan strategi operasional, manajemen risiko, dan pengembangan usaha perusahaan.

### DIVERSITY IN THE COMPOSITION OF THE BOARD OF DIRECTORS POLICY AND ITS IMPLEMENTATION

Diversity in the composition of the Board of Directors policy is based on the Minister of SOEs Regulation No. PER-3/MBU/03/2023 on Organs and Human Resources of State-Owned Enterprises. Based on the regulation, the diversity in the composition of the Board of Directors has been adjusted to the needs of the company's operational strategy, risk management, and business development.

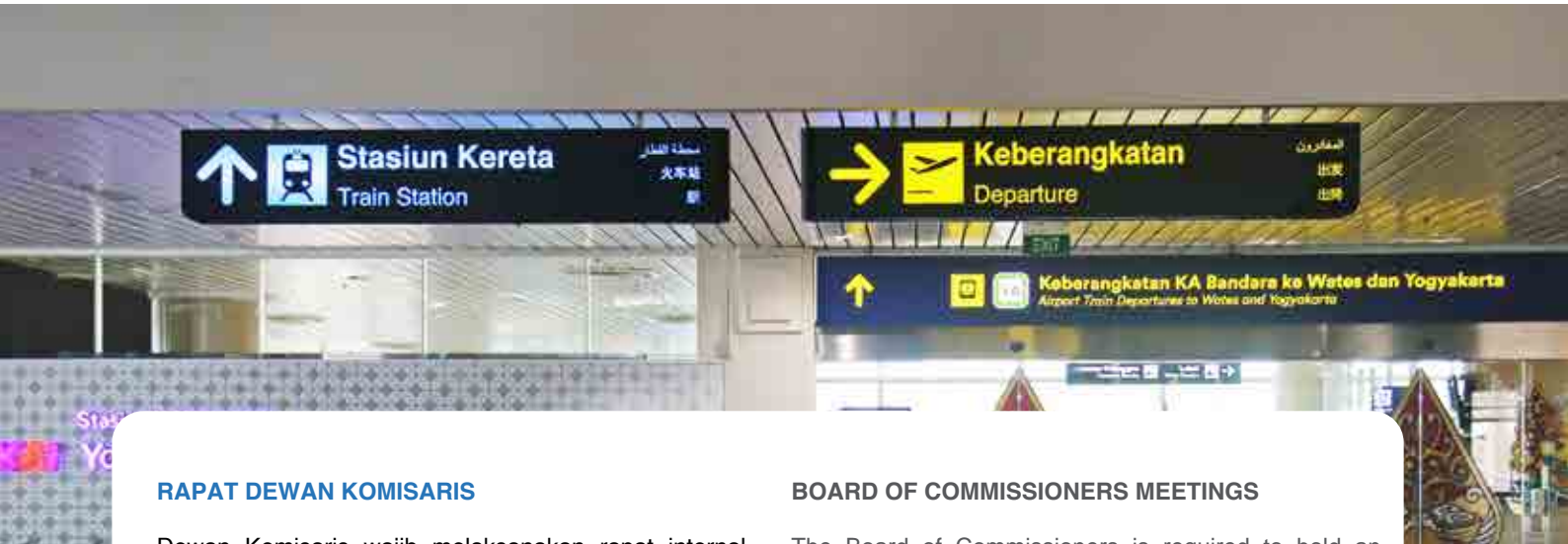
## KEBERAGAMAN DEWAN KOMISARIS DAN DIREKSI

Diversity of Board of Commissioners and Board of Directors

Keberagaman Dewan Komisaris PT Angkasa Pura I Diversity of Board of Commissioners of PT Angkasa Pura I					
Nama Name	Jabatan Position	Gender Gender	Usia Age	Pendidikan Terakhir Educational Level	Pengalaman dan Keahlian Experience and Expertise
Faik Fahmi	Direktur Utama President Director	Laki-laki Male	55	Magister bidang Manajemen Master of Management	Layanan penerbangan, komersial dan pengembangan bisnis, kegiatan usaha pelabuhan. Aviation services, commercial and business development, port business activities.
Andy S. Bratamihardja	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Laki-laki Male	51	Master bidang Finance Master of Finance	Manajemen, <i>finance</i> , analisa keuangan. Management, Finance, Financial Analysis.
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	Perempuan Female	52	Master bidang Environmental Health Management Master of Environmental Health Management	Manajemen, pengembangan kompetensi, pemasaran, komunikasi, pengembangan bandara. Management, competency development, marketing, communications, airport development
Wendo Asrul Rose	Direktur Operasi Operation Director	Laki-laki Male	52	Sarjana Teknik Mesin Bachelor of Mechanical Engineering	Bidang kebandarudaraan, manajemen, operasional, perencanaan, pengembangan dan konstruksi, pengawasan. Airport management, airport operations, airport planning, airport development and construction, airport supervision
Lukman F. Laisa	Direktur Teknik Technical Director	Laki-laki Male	54	Sarjana Teknik Sipil Bachelor of Civil Engineering	Teknik sipil, konstruksi bandara, perencanaan, perhubungan udara. Civil engineering, airport construction, planning, air transportation
M. Arifin Firdaus	Direktur SDM dan Umum Human Capital and General Affairs Director	Laki-laki Male	54	Sarjana Hukum Internasional Bachelor of International Law	Hukum perbankan, <i>compliance</i> , restrukturisasi, <i>corporate action</i> . Banking law, compliance, restructuring, corporate action.
Dendi T. Danianto	Direktur Pengembangan Usaha/ Direktur Komersial dan Pelayanan Business Development Director/ Commercial and Services Director	Laki-laki Male	50	Bachelor in Business Administration, majoring in Banking & Finance Bachelor in Business Administration, majoring in Banking & Finance	<i>Management, marketing, branding communication &amp; promotion, strategic development, technology, HR management.</i>
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan/ Direktur Human Capital Compliance, Assets, and Procurement Director/ Human Capital Director	Laki-laki Male	51	Magister Bidang Manajemen Pemasaran Master in Marketing Management	Manajemen, audit, pengembangan kompetensi sdm, hubungan masyarakat, manajemen aset, pengelolaan keuangan dan administrasi perusahaan, kepatuhan/ hukum/legal. Management, auditing, development, hr competencies, public relations, asset management, financial management and company administration, compliance/law/legal.
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	Laki-laki Male	34	Bachelor of Economics, Business Management Bachelor of Economics, Business Management	Management, finance, analisa keuangan Management, finance, financial analysis

# RAPAT DEWAN KOMISARIS DAN DIREKSI

## Board of Commissioners and Board of Directors Meetings



### RAPAT DEWAN KOMISARIS

Dewan Komisaris wajib melaksanakan rapat internal sekurang-kurangnya satu kali dalam satu bulan. Selain rapat internal, Dewan Komisaris juga wajib melaksanakan rapat gabungan dengan Direksi. Selama 2022, rapat internal Dewan Komisaris diselenggarakan 26 kali, dan rapat gabungan antara Dewan Komisaris dengan Direksi sebanyak 16 kali.

### BOARD OF COMMISSIONERS MEETINGS

The Board of Commissioners is required to hold an internal meeting at least once a month. In addition to internal meetings, the Board of Commissioners is also required to hold joint meetings with the Board of Directors. During 2022, the Board of Commissioners held 26 internal meetings, and 16 joint meetings between the Board of Commissioners and the Board of Directors

**Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat Internal**  
Frequency and Attendance of Members of Board of Commissioners at Internal Meeting

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance	Keterangan Description
Djoko Sasono	Komisaris Utama President Commissioner	26	24	92%	
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	26	25	96%	
Danang Parikesit	Komisaris Commissioner	26	23	88%	
Elen Setiadi	Komisaris Commissioner	26	25	96%	
Irfan Wahid	Komisaris Independen Independent Commissioner	26	22	84%	
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	26	24	92%	



## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat Internal Frequency and Attendance of Members of Board of Commissioners at Internal Meeting					
Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran % Attendance	Keterangan Description
Wempi Saputra	Komisaris Commissioner	22	19	86%	Bahwa berdasarkan surat Komisaris PT Angkasa Pura I nomor 75/DK.AP.I/2022-R tanggal 31 Oktober 2022 perihal Permohonan Pengunduran Diri sebagai Komisaris PT Angkasa Pura I, maka penugasan Sdr. Wempi Saputra sebagai Komisaris PT Angkasa Pura I telah berakhir. Dan Melalui Salinan Keputusan Para Pemegang Saham SK-262/MBU/11/2022 dan KEP. INJ.03.06/23/11/2022/A.0031 Tanggal 21 November 2022 The assignment of Wempi Saputra as Commissioner of PT Angkasa Pura I has ended based on AP I's Board of Commissioners letter No. 75/DK.AP.I/2022-R dated October 31, 2022 on the Application for Resignation as Commissioner of PT Angkasa Pura I and a copy of the Shareholders Decree No. SK-262/MBU/11/2022 and KEP. INJ.03.06/23/11/2022/A.0031 dated November 21, 2022.
Hidayat Amir	Komisaris Commissioner	1	1	100%	Salinan Keputusan Para Pemegang Saham SK-262/MBU/11/2022 dan KEP. INJ.03.06/23/11/2022/A.0031 TMT : 21 November 2022 Copy of Shareholders' Decree No. SK-262/MBU/11/2022 and KEP. INJ.03.06/23/11/2022/A.0031 TMT dated November 21, 2022

Agenda Rapat Internal Dewan Komisaris Agenda of Internal Meetings of Board of Commissioners			
No.	Tanggal Rapat Meeting Date	Agenda Agenda	Agenda Agenda
1	7 Januari 2022 January 7, 2022	Pembahasan Permohonan Pemberian Biaya Jasa <i>Management Fee</i> kepada PT Aviastri Pariwisata Indonesia.	Discussion on the Request for Management Fees to PT Aviastri Pariwisata Indonesia.
2	18 Januari 2022 January 18, 2022	<ol style="list-style-type: none"> <li>Evaluasi Dewan Komisaris atas Progress Restrukturisasi PT Angkasa Pura I</li> <li><i>Pending matters</i> 2021</li> <li>Permohonan Persetujuan Seleksi Penunjukan Langsung Kerjasama Pengelolaan Lounge Terminal Selatan dengan Jangka Waktu Kerjasama 5 (lima) tahun di Bandara Sultan Hasanuddin Makassar</li> <li>Program Kerja/ Rencana Kegiatan 2022: <ul style="list-style-type: none"> <li>Komite Audit</li> <li>Komite Risiko Usaha dan GCG</li> <li>Komite Nominasi dan Remunerasi</li> <li>Dewan Komisaris PT Angkasa Pura I</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Board of Commissioners Evaluation on PT Angkasa Pura I Restructuring Progress</li> <li>Pending matters 2021</li> <li>Request for Approval of Selection of Direct Appointment for Cooperation in the Management of South Terminal Lounge for a 5-year period at Sultan Hasanuddin Airport Makassar</li> <li>Work Program/Activity Plan 2022: <ul style="list-style-type: none"> <li>Audit Committee</li> <li>Business Risk and GCG Committee</li> <li>Nomination and Remuneration Committee</li> <li>Board of Commissioners of PT Angkasa Pura I</li> </ul> </li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

### Agenda Rapat Internal Dewan Komisaris

Agenda of Internal Meetings of Board of Commissioners

No.	Tanggal Rapat Meeting Date	Agenda	Agenda
3	08 Februari 2022 February 8, 2022	<ol style="list-style-type: none"> <li>Updating Hasil Audit Tahun Buku 2021 dan Tindak-lanjut Temuan Audit;</li> <li>Mitigasi Risiko atas Pelaksanaan Restrukturisasi dan Penyehatan PT Angkasa Pura I;</li> <li>Rencana Penyusunan <i>Handbook</i> Dewan Komisaris PT Angkasa Pura I;</li> <li>Program Kerja/ Rencana Kegiatan 2022:                             <ol style="list-style-type: none"> <li>Komite Audit</li> <li>Komite Risiko Usaha dan GCG</li> <li>Komite Nominasi dan Remunerasi</li> <li>Dewan Komisaris PT Angkasa Pura I.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Updating the Audit Results for the Fiscal Year 2021 and Following Up on Audit Findings;</li> <li>Risk Mitigation for the Implementation of PT Angkasa Pura I restructuring and turnaround;</li> <li>Plan for the Compilation of the Board of Commissioners of PT Angkasa Pura I's Handbook;</li> <li>Work Program / Activity Plan 2022;                             <ol style="list-style-type: none"> <li>Audit Committee</li> <li>Business Risk and GCG Committee</li> <li>Nomination and Remuneration Committee</li> <li>Board of Commissioners of PT Angkasa Pura I.</li> </ol> </li> </ol>
4	15 Februari 2022 February 15, 2022 (Rapat Terbatas dan Bersifat Rahasia) (Limited and Confidential Meeting)	Tanggapan Dewan Komisaris atas Usulan <i>Selected Talent</i> PT Angkasa Pura I	Response of the Board of Commissioners to PT Angkasa Pura I's Proposed Selected Talent
5	22 Februari 2022 February 22, 2022	<ol style="list-style-type: none"> <li>Monitoring dan Evaluasi Program Restrukturisasi PT Angkasa Pura I.</li> <li>Penyampaian Pernyataan Penetapan Selera Risiko, Toleransi Risiko dan Kapasitas Risiko Tahun 2022.</li> <li>Penyusunan <i>handbook Board of Commissioners</i>.</li> <li>Tanggapan atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap berupa Tanah dengan cara Tukar Menukar di Bandara Syamsuddin Noor Banjarmasin.</li> </ol>	<ol style="list-style-type: none"> <li>Monitoring and Evaluation of PT Angkasa Pura I's Restructuring Program</li> <li>Submission of Statement of Risk Appetite, Risk Tolerance and Risk Capacity for 2022.</li> <li>Preparation of Board of Commissioners handbook.</li> <li>Response to the Proposed Write-off and Transfer of Fixed Assets in the form of Land in Exchange at Syamsuddin Noor Airport Banjarmasin</li> </ol>
6	8 Maret 2022 March 8, 2022	<ol style="list-style-type: none"> <li>Permohonan Persetujuan Kerja Sama Jangka Waktu 3 (tiga) Tahun atas Pemanfaatan Ruang Usaha di Bandara Juanda Surabaya.</li> <li>Permohonan Pengesahan Konsep Keputusan Bersama tentang Pedoman Etika.</li> <li>Pemberitahuan Realisasi Pendanaan Melalui Penerbitan Obligasi Berkelanjutan I dan Sukuk Tahun 2021.</li> <li>Lain-lain.</li> </ol>	<ol style="list-style-type: none"> <li>Application for Approval of 3 (three)-year Cooperation for the Utilization of Business Space at Juanda Airport Surabaya.</li> <li>Request for Ratification of the Joint Decree Concept on Code of Conduct.</li> <li>Notification of Funding Realization through the Issuance of Sustainable Bonds I and Sukuk in 2021.</li> <li>Others.</li> </ol>
7	29 Maret 2022 March 29, 2022	<ol style="list-style-type: none"> <li><i>Update Progress</i> Restrukturisasi PT Angkasa Pura I dan Rencana Monetisasi Aset.</li> <li>Permohonan Pengesahan Konsep Keputusan Bersama tentang Pedoman Sistem Pelaporan Pelanggaran (WBS).</li> <li>Evaluasi Atas Pengajuan Kerja sama Pengelolaan Aset yang Telah Mendapatkan Persetujuan Dewan Komisaris.</li> <li>Lain-lain:                             <ol style="list-style-type: none"> <li>Penyampaian Laporan Penerapan Manajemen Risiko PT Angkasa Pura I Semester II Tahun 2021.</li> <li>Pergantian Kepala Sekretariat Dewan Komisaris AP I.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Update on PT Angkasa Pura I Restructuring Progress and Asset Monetization Plan.</li> <li>Request for Ratification of the Joint Decree Concept on Whistleblowing System (WBS) Guidelines.</li> <li>Evaluation of Proposed Asset Management Cooperation approved by the Board of Commissioners.</li> <li>Others:                             <ol style="list-style-type: none"> <li>Submission of PT Angkasa Pura I Risk Management Implementation Report for Semester II of 2021.</li> <li>Change of Head of PT Angkasa Pura I Board of Commissioners Secretariat</li> </ol> </li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Dewan Komisaris Agenda of Internal Meetings of Board of Commissioners		
No.	Tanggal Rapat Meeting Date	Agenda Agenda
8	12 April 2022 April 12, 2022	<ol style="list-style-type: none"> <li>1. Persetujuan Pemilihan Lembaga Pengelolaan Program Pensiun Iuran Pasti.</li> <li>2. Evaluasi atas pengajuan kerjasama pengelolaan aset.               <ol style="list-style-type: none"> <li>a. Laporan Hasil Seleksi Mitra Usaha Metode Penunjukan Langsung di Bandar Udara I Gusti Ngurah Rai Bali.</li> <li>b. Penyampaian Laporan Tindak Lanjut Seleksi Penunjukan Langsung kepada PT Angkasa Pura Logistik atas Kerja Sama Pemanfaatan Semambung.</li> </ol> </li> <li>3. Lain-lain:               <ol style="list-style-type: none"> <li>a. Rencana Evaluasi Kinerja Anak Perusahaan.</li> <li>b. Laporan Capaian KPI PT Angkasa Pura I Tahun 2021 (<i>Audited</i>).</li> <li>c. Penyampaian Laporan Penerapan Manajemen Risiko PT Angkasa Pura I Semester II Tahun 2021.</li> <li>d. Rapat terbatas.</li> </ol> </li> </ol>
9	19 April 2022 April 19, 2022	<ol style="list-style-type: none"> <li>1. <i>Review</i> atas Hasil Evaluasi Kinerja Anak Perusahaan PT Angkasa Pura I.</li> <li>2. Lain-lain.</li> </ol>
10	26 April 2022 April 26, 2022 (Rapat Terbatas dan Bersifat Rahasia) (Limited and Confidential Meeting)	<ol style="list-style-type: none"> <li>1. Seleksi Calon Vice President Corporate Secretary PT Angkasa Pura I.</li> </ol>
11	17 Mei 2022 May 17, 2022	<ol style="list-style-type: none"> <li>1. Evaluasi Kinerja Triwulan I 2022 dan Tanggapan atas Agenda RUPS Audit Tahun Buku 2021.</li> <li>2. Evaluasi Pengelolaan Pengadaan dan TI Periode Tahun 2021.</li> <li>3. Lain-lain (Rapat Terbatas dan Rahasia)               <ol style="list-style-type: none"> <li>a. Usulan Remunerasi 2022.</li> <li>b. Penyampaian Hasil Pemeriksaan BPK.</li> </ol> </li> </ol>
12	24 Mei 2022 May 24, 2022 (Rapat Terbatas dan Bersifat Rahasia) (Limited and Confidential Meeting)	<ol style="list-style-type: none"> <li>1. Wawancara Calon Direktur Utama PT Angkasa Pura Properti.</li> </ol>
13	31 Mei 2022 May 31, 2022	<ol style="list-style-type: none"> <li>1. Evaluasi Dewan Komisaris atas <i>Progress</i> Restrukturisasi PT Angkasa Pura I:               <ol style="list-style-type: none"> <li>a. <i>Business Turnaround-Revenue Growth</i>.</li> <li>b. <i>Business Turnaround-Cost and Operations</i>.</li> </ol> </li> <li>2. <i>Review</i> atas <i>BoC Charter</i> &amp; <i>Komite Charter</i>.</li> <li>3. Evaluasi Mutu dan Pelayanan Bandara.</li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

### Agenda Rapat Internal Dewan Komisaris

Agenda of Internal Meetings of Board of Commissioners

No.	Tanggal Rapat Meeting Date	Agenda	Agenda
14	14 Juni 2022 June 14, 2022	<ol style="list-style-type: none"> <li>Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap yang Berada di Area Tempat Parkir Kendaraan Bandara Adisutjipto Yogyakarta.</li> <li>Evaluasi Kebijakan Penataan Anak Perusahaan.</li> <li>Lain-lain:                             <ol style="list-style-type: none"> <li>Update Pengembangan Bandara Internasional Hang Nadim Batam.</li> <li>Rencana <i>Monitoring</i> Kinerja Bandara.</li> <li>Permohonan Cuti Direksi.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Proposed Write-off and Transfer of Fixed Assets in the Adisutjipto Airport Yogyakarta Vehicle Parking Lot Area.</li> <li>Evaluation of Subsidiary Arrangement Policy.</li> <li>Others:                             <ol style="list-style-type: none"> <li>Update on the Development of Hang Nadim International Airport Batam.</li> <li>Airport Performance Monitoring Plan.</li> <li>Board of Directors Leave Request.</li> </ol> </li> </ol>
15	5 Juli 2022 Juli 5, 2022	<ol style="list-style-type: none"> <li>Permohonan Rekomendasi/Tanggapan atas Penghapusan Barang Persediaan.</li> <li>Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah dengan Cara Tukar Menukar di Bandara Syamsudin Noor Banjarmasin.</li> <li>Lain-lain.</li> </ol>	<ol style="list-style-type: none"> <li>Request for Recommendation/Response on the Elimination of Inventory Goods.</li> <li>Proposed Write-off and Transfer of Fixed Assets in the Form of Land in Exchange at Syamsudin Noor Airport Banjarmasin</li> <li>Others.</li> </ol>
16	26 Juli 2022 Juli 26, 2022	<ol style="list-style-type: none"> <li><i>Highlight Progress</i> Transformasi PT Angkasa Pura I.</li> <li><i>Highlight</i> Evaluasi Kinerja s.d Triwulan II Tahun 2022.</li> <li>Pembahasan Permasalahan Hukum dan Kepatuhan di Lingkungan PT Angkasa Pura I.</li> <li>Lain-lain:                             <ul style="list-style-type: none"> <li>Laporan Kinerja SPI &amp; Pengendalian Internal Periode Triwulan II Tahun 2022.</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Highlight of the Transformation Progress of PT Angkasa Pura I.</li> <li>Highlight of Performance Evaluation for the Second Quarter of 2022.</li> <li>Discussion of Legal and Compliance Issues within PT Angkasa Pura I.</li> <li>Others:                             <ul style="list-style-type: none"> <li>SPI &amp; Internal Control Performance Report for the Second Quarter of 2022.</li> </ul> </li> </ol>
17	9 Agustus 2022 August 9, 2022	<ol style="list-style-type: none"> <li>Evaluasi Pengelolaan Manajemen Risiko s.d Semester I Tahun 2022.</li> <li>Evaluasi atas Kebijakan Pengelolaan SDM dan Capaian KPI Direksi s.d. Triwulan II Tahun 2022.</li> <li>Lain-lain:                             <ol style="list-style-type: none"> <li>Evaluasi Capaian Program dan KPI s.d. Triwulan II Tahun 2022.</li> <li>(Komite Audit, Komite Risiko Usaha &amp; GCG, Komite Nominasi &amp; Remunerasi, Dewan Komisaris)</li> <li>Permohonan Ijin Cuti Ibadah Direktur Teknik.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Evaluation of Risk Management Management as of Semester I of 2022.</li> <li>Evaluation of HR Management Policies and KPI Achievements of the Board of Directors as of the Second Quarter of 2022.</li> <li>Others:                             <ol style="list-style-type: none"> <li>Evaluation of Program and KPI Achievements as of the Second Quarter of 2022.</li> <li>(Audit Committee, Business Risk &amp; GCG Committee, Nomination &amp; Remuneration Committee, Board of Commissioners).</li> <li>Request for Religious Leave for Technical Director.</li> </ol> </li> </ol>
18	30 Agustus 2022 August 30, 2022	<ol style="list-style-type: none"> <li>Evaluasi <i>Dashboard</i> Capaian Program Transformasi PT Angkasa Pura I.</li> <li>Permohonan Revisi RKAP Investasi Tahun 2022 PT Angkasa Pura I.</li> <li>Permohonan Tanggapan Dewan Komisaris atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Dalam Rangka Asset Disposasi di PT Angkasa Pura I.</li> <li>Evaluasi Kebijakan Akuntansi dan Penyusunan Laporan Keuangan.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluation of PT Angkasa Pura I Transformation Program Achievement Dashboard.</li> <li>Application for Revised CWPB Investment 2022 of PT Angkasa Pura I.</li> <li>Request for Board of Commissioners' Response to the Proposed Write-off and Transfer of Fixed Assets in the Framework of Asset Disposal at PT Angkasa Pura I.</li> <li>Evaluation of Accounting Policies and Preparation of Financial Statement</li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Dewan Komisaris Agenda of Internal Meetings of Board of Commissioners			
No.	Tanggal Rapat Meeting Date		Agenda Agenda
19	13 September 2022 September 13, 2022	<ol style="list-style-type: none"> <li>Progress Penunjukan KAP untuk Audit Tahun Buku 2022.</li> <li>Isu <i>Strategic</i> di Bidang Akuntansi/Kebijakan Akuntansi untuk PT Angkasa Pura I.</li> <li>Evaluasi Pengelolaan <i>Whistleblowing System</i> (WBS) di Lingkungan PT Angkasa Pura I.</li> <li>Lain-lain:               <ol style="list-style-type: none"> <li>Informasi Perihal Surat Tanggapan Pemegang Saham atas Capaian Kinerja Triwulan II Tahun 2022.</li> <li>Agenda Terbatas Dewan Komisaris.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Progress of Public Accounting Firm (PAF) Appointment for the Audit in Fiscal Year 2022</li> <li>Strategic Issues in Accounting/Accounting Policy for PT Angkasa Pura I.</li> <li>Evaluation of Whistleblowing System (WBS) Management within PT Angkasa Pura I.</li> <li>Others:               <ol style="list-style-type: none"> <li>Information on the Letter of Shareholders' Response on Performance Achievements for the Second Quarter of 2022.</li> <li>Limited Agenda of the Board of Commissioners.</li> </ol> </li> </ol>
20	27 September 2022 September 27, 2022	<ol style="list-style-type: none"> <li>Evaluasi Capaian <i>Dashboard</i> Transformasi PT Angkasa Pura I.</li> <li>Review Konsep Awal RJPP dan RKAP 2023 PT Angkasa Pura I dan Revisi OPEX pada RKAP Tahun 2022.</li> <li>Rapat Terbatas Dewan Komisaris.</li> </ol>	<ol style="list-style-type: none"> <li>Evaluation of PT Angkasa Pura I Transformation Dashboard Achievements.</li> <li>Review of the Initial Concept of AP I's Long Term Corporate Plan (RJPP) and Company Work Plan and Budget (CWPB) 2023 and Revised OPEX in CWPB 2022.</li> <li>Limited Meeting of the Board of Commissioners.</li> </ol>
21	11 Oktober 2022 October 11, 2022	<ol style="list-style-type: none"> <li>Permohonan Revisi RKAP 2022.</li> <li>Permohonan Tanggapan Tertulis atas Partisipasi PT Angkasa Pura I dalam Proyek Kerjasama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Kediri Jawa Timur.</li> <li>Permohonan Pengesahan Lembar Pemberlakuan Pedoman Etika Perusahaan.</li> <li>Lain-lain:               <ul style="list-style-type: none"> <li>Pembahasan Program Kerja Tahun 2023 (Dewan Komisaris dan Komite di bawah Dewan Komisaris).</li> </ul> </li> </ol>	<ol style="list-style-type: none"> <li>Request for Revision of CWPB 2022.</li> <li>Request for Written Response to PT Angkasa Pura I's Participation in Public Private Partnership (PPP) Project for Kediri Airport, East Java.</li> <li>Request for Ratification of the Company's Code of Conduct Enforcement Sheet.</li> <li>Others:               <ul style="list-style-type: none"> <li>Discussion of the Work Program 2023 (Board of Commissioners and Committee under the Board of Commissioners).</li> </ul> </li> </ol>
22	25 Oktober 2022 October 25, 2022	<ol style="list-style-type: none"> <li>Evaluasi atas Usulan RJPP 2020-2024/ RKAP Tahun 2023;</li> <li>Finalisasi (Diskusi Lanjutan) atas Kajian Proyek Kerjasama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Kediri Jawa Timur;</li> <li>Evaluasi Kinerja s.d. Triwulan III 2022.</li> <li>Lain-lain:               <ol style="list-style-type: none"> <li>Rencana Tindak Lanjut Sosialisasi Permen Penerapan Manajemen Risiko.</li> <li>Pembahasan Program Kerja BOC dan Komite Tahun 2022.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Evaluation of the Proposed Company Long Term Plan 2020-2024/CWPB 2023;</li> <li>Finalization (Further Discussion) on the Review of the Public Private Partnership (PPP) Project of Kediri Airport, East Java;</li> <li>Performance Evaluation as of the Third Quarter of 2022.</li> <li>Others:               <ol style="list-style-type: none"> <li>Follow-up Plan for the Dissemination of the Regulation on Risk Management Implementation.</li> <li>Discussion of the BOC and Committee Work Program for 2022.</li> </ol> </li> </ol>
23	8 November 2022 November 8, 2022	<ol style="list-style-type: none"> <li>Progres Pelaksanaan Penghapusbukuan dan Pemindahtanganan Aset Umur Ekonomis Sampai Dengan 5 (Lima) Tahun dengan Cara Lelang di Lingkungan PT Angkasa Pura I.</li> <li>Pembahasan Lanjutan Kajian Kerjasama Pengelolaan Bandara Kediri.</li> <li>Tindak Lanjut Temuan BPK atas Penggunaan Lahan PT Angkasa Pura I di Bandar Udara I Gusti Ngurah Rai oleh Pihak Lain.</li> </ol>	<ol style="list-style-type: none"> <li>Progress on the Implementation of Asset Write-off and Transfer with Economic Life Up to 5 (Five) Years through Auction within PT Angkasa Pura I.</li> <li>Further Discussion of Review on Kediri Airport Management Cooperation.</li> <li>Follow-up of the Audit Board of the Republic of Indonesia (BPK) Findings on the Utilization of PT Angkasa Pura I's Land at I Gusti Ngurah Rai Airport by Other Parties.</li> </ol>



## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Dewan Komisaris Agenda of Internal Meetings of Board of Commissioners			
No.	Tanggal Rapat Meeting Date		Agenda Agenda
		4. Lain-lain (Rapat terbatas Dewan Komisaris): a. Pembagian Tugas Dewan Komisaris Pasca Perubahan Komposisi Dewan Komisaris. b. Surat Rahasia.	4. Others (Limited meeting of the Board of Commissioners): a. Duties of the Board of Commissioners After Changes in the Composition of the Board of Commissioners. b. Confidential Letter.
24	9 November 2022 November 9, 2022 (Rapat Terbatas dan Bersifat Rahasia) (Limited and Confidential Meeting)	Seleksi Calon Direktur Keuangan dan SDM PT Angkasa Pura Logistik.	Selection of Candidates for the position of Finance and Human Capital Director at PT Angkasa Pura Logistik
25	22 November 2022 November 22, 2022	1. Permohonan Rekomendasi atas Rencana Pendanaan Eksternal Tahun 2022. 2. Evaluasi atas Usulan RKAP Tahun 2023 PT Angkasa Pura I. 3. Point Evaluasi atas Capaian Program Transformasi: a. Program <i>Revenue Enhancement</i> dan <i>Cost Leadership</i> . b. Evaluasi Bandara yang Masih Merugi (Top 5). 4. Lain-lain: a. Evaluasi Capaian KPI PT Angkasa Pura I s.d. Triwulan III Tahun 2022. b. Rencana Pendampingan Audit oleh KAP.	1. Request for Recommendation on External Funding Plan for 2022. 2. Evaluation of the Proposed CWPB 2023 of PT Angkasa Pura I. 3. Point of Evaluation on the Transformation Program Achievements: a. Revenue Enhancement and Cost Leadership Program. b. Evaluation of Loss-Making Airports (Top 5). 4. Others: a. Evaluation of PT Angkasa Pura I KPI Achievements as of the Third Quarter of 2022. b. Audit Assistance Plan by Public Accounting Firm (PAF).
26	13 Desember 2022 December 13, 2022	1. Evaluasi Tingkat Kesehatan dan Pengelolaan Dana Pensiun PT Angkasa Pura I. 2. Evaluasi Internal atas Program Transformasi PT Angkasa Pura I Tahun 2022: a. Prognosa Kinerja Operasional dan Keuangan s.d. Akhir Desember 2022. b. Prognosa Kinerja Anak Perusahaan s.d. Akhir Desember 2022. 3. Lain-lain: a. Progress Audit Tahun Buku 2022. b. Pembagian Tugas Dewan Komisaris.	1. Evaluation of the Soundness Level and Pension Fund Management of PT Angkasa Pura I. 2. Internal Evaluation of PT Angkasa Pura I Transformation Program in 2022: a. Prognosis of Operational and Financial Performance as of the end of December 2022. b. Prognosis of Subsidiary Performance as of the end of December 2022. 3. Others: a. Audit Progress for Fiscal Year 2022. b. Division of Duties of the Board of Commissioners.

### RAPAT INTERNAL DIREKSI

Rapat Direksi dilaksanakan sekurang-kurangnya satu kali dalam satu bulan. Dalam pelaksanaannya, Rapat Direksi rutin dilaksanakan setiap hari Selasa atau minimal 1 kali dalam seminggu dengan mengundang unit terkait berdasarkan agenda pembahasan seperti Vice President, General Manager, dan Direksi Anak Perusahaan.

### INTERNAL MEETING OF THE BOARD OF DIRECTORS

Board of Directors Meeting is held at least once a month. In its implementation, the Board of Directors Meeting is held on a regular basis on every Tuesday or at least once a week by inviting relevant units based on the agenda items, including Vice President, General Manager, and Subsidiary Directors.

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Rapat Direksi adalah sah dan berhak mengambil keputusan yang mengikat, apabila dihadiri oleh lebih dari 1/2 (satu per dua) dari jumlah anggota Direksi atau wakilnya yang sah. Dalam mata acara lain-lain, rapat Direksi tidak berhak mengambil keputusan kecuali semua anggota Direksi atau wakilnya yang sah, hadir dan menyetujui penambahan mata acara rapat.

A Board of Directors Meeting is valid and may adopt binding resolutions if more than ½ (one half) of the total Board of Directors members are present or represented at the meeting. In other agenda items, the Board of Directors Meeting is not entitled to adopt resolutions, unless all Board of Directors members or their authorized representatives are present and agree to the addition of items to the agenda of the Board of Directors Meeting.

### Frekuensi dan Tingkat Kehadiran Anggota Direksi dalam Rapat Internal Frequency and Attendance of Members of Board of Directors in Internal Meeting

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran Attendance %
Faik Fahmi	Direktur Utama President Director	47	47	100
Andy S. Bratamihardja	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	1	1	100
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	46	45	98
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	46	45	98
Wendo Asrul Rose	Direktur Operasi Operation Director	47	45	96
Lukman F. Laisa	Direktur Teknik Technical Director	47	42	89
M. Arifin Firdaus	Direktur SDM dan Umum Human Capital and General Affairs Director	46	45	98
Dendi T. Danianto	Direktur Pengembangan Usaha/ Direktur Komersial dan Pelayanan Business Development Director/ Commercial and Service Director	47	46	98
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan/ Direktur Human Capital Compliance, Assets, and Procurement Director/ Human Capital Director	47	46	98

### Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors

Radir Ke- No	Hari/Tanggal Day/Date	Agenda Agenda
1	4 Januari 2022 January 4, 2022	<ol style="list-style-type: none"> <li>Proyeksi <i>Cash Flow</i> Operasional Tahun 2022 Projection of Operational Cash Flow in 2022</li> <li><i>Update Progres</i> Transformasi Keuangan PT Angkasa Pura I Update on Progress of PT Angkasa Pura I Financial Transformation</li> <li>Usulan RKAP Tahun 2022 PT Angkasa Pura I Proposed CWPB 2022 of PT Angkasa Pura I</li> <li>Laporan Terkait Penghapusan Aset Gedung EMPU Bandara I Gusti Ngurah Rai Bali Dampak Perluasan VVIP untuk Persiapan Pelaksanaan G20 Report on the Write Off of EMPU Building Assets at I Gusti Ngurah Rai Airport Bali as a Result of VVIP Expansion in Preparation for G20 Summit</li> <li>Implementasi Tarif PJKP2U di Bandara I Gusti Ngurah Rai Bali Implementation of PJKP2U Tariff at I Gusti Ngurah Rai Airport Bali</li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors			
Radir Ke-No	Hari/Tanggal Day/Date		Agenda Agenda
2	11 Januari 2022 January 11, 2022	1. Penyerahan Sertifikat Sistem Manajemen Energi ISO 50001:2018 oleh TUV SUD Indonesia	1. Submission of ISO 50001:2018 Energy Management System Certificate by TUV SUD Indonesia
		2. Proyeksi <i>Cash Flow</i> Operasional Mingguan ( <i>Weekly Report</i> )	2. Weekly Operating Cashflow Projection (Weekly Report)
		3. Laporan Realisasi Kinerja Keuangan Tahun 2021	3. Financial Performance Realization Report 2021
		4. <i>Corporate Transformation</i>	4. Corporate Transformation
		5. Arahan Direktur Utama Awal Tahun 2022	5. President Director's Directive for the Beginning of the Year in 2022
3	18 Januari 2022 January 18, 2022	1. <i>Cash Flow Projection</i> PT Angkasa Pura I	1. PT Angkasa Pura I Cash Flow Projection
		2. <i>Financial Performance Dashboard</i>	2. Financial Performance Dashboard
		3. Pengenalan McKinsey sebagai Calon <i>Business Consultant</i>	3. Introduction to McKinsey as a Prospective Business Consultant
		4. <i>Update</i> Progres Pendanaan IP PEN (Pemulihan Ekonomi Nasional) untuk Persiapan Pembahasan BOD-BOC	4. Update on IP PEN (National Economic Recovery) Funding Progress for Preparation of BOD-BOC's Discussion
		5. Persiapan Penyelenggaraan <i>Event G20</i> Tahun 2022	5. Preparation for the G20 Event in 2022
		6. Pembaruan Anggaran Dasar PT Angkasa Pura I	6. Renewal of PT Angkasa Pura I's Articles of Association
		7. Konsep HUT ke-58	7. 58th Anniversary Concept
4	25 Januari 2022 January 25, 2022	1. <i>Update</i> Perkembangan Pandemi Covid-19 di Lingkungan PT Angkasa Pura I	1. Update on the Development of the Covid-19 Pandemic within PT Angkasa Pura I
		2. Penyampaian Strategi dan Target Optimalisasi Pendapatan	2. Submission of Revenue Optimization Strategy and Target
		3. <i>Profil Cash Flow Projection</i>	3. Cashflow Projection Profile
		4. <i>Update</i> Rencana Transformasi Keuangan	4. Update on Financial Transformation Plan
		5. Penyampaian Rencana HUT ke-58 (Lanjutan)	5. Submission of Plan for 58th Anniversary (Follow-through)
		6. <i>Update</i> Rencana Pengoperasian Penuh Terminal A Bandara Adisutjipto Yogyakarta Mulai 1 Februari 2022	6. Update on Plan for Full Operation of Terminal A at Adisutjipto Airport Yogyakarta Commencing on February 1, 2022
5	31 Januari 2022 January 31, 2022	1. Persiapan Rapat Umum Pemegang Saham (RUPS) RKAP PT Angkasa Pura I Tahun 2022	1. Preparation for the General Meeting of Shareholders (GMS) on CWPB PT Angkasa Pura I 2022
		2. <i>Update Cash Flow Projection</i> PT Angkasa Pura I	2. Update on PT Angkasa Pura I Cashflow Projection
		3. <i>Update Corporate Transformation</i>	3. Update on Corporate Transformation
		4. <i>Update</i> Perkembangan Pandemi Covid-19 di Lingkungan PT Angkasa Pura I	4. Update on the Development of the Covid-19 Pandemic within PT Angkasa Pura I
6	8 Februari 2022 February 8, 2022	1. <i>Update</i> Perkembangan Dampak Pandemi Covid-19 di Lingkungan PT Angkasa Pura I	1. Update on the Development of the Impact of the Covid-19 Pandemic within PT Angkasa Pura I
		2. <i>Update</i> Strategi dan Target Optimalisasi Pendapatan non-aeronautika	2. Update on non-aeronautical Revenue Optimization Strategy and Target
		3. Laporan Kinerja Keuangan s.d. Januari 2022	3. Financial Performance Report until January 2022
		4. <i>Update Corporate Transformation</i>	4. Update on Corporate Transformation
		5. <i>Cashflow Projection</i>	5. Cashflow Projection
7	15 Februari 2022 February 15, 2022	1. <i>Update</i> Perkembangan Dampak Pandemi Covid-19 di Lingkungan PT Angkasa Pura I	1. Update on the Progress of the Impact of the Covid-19 Pandemic within PT Angkasa Pura I
		2. <i>Update</i> Strategi dan Target Optimalisasi Pendapatan non-aeronautika	2. Update on non-aeronautical Revenue Optimization Strategy and Target
		3. Seleksi Kargo Terminal Bandara I Gusti Ngurah Rai Bali dan Bandara Juanda Surabaya	3. Cargo Terminal Selection of I Gusti Ngurah Rai Airport Bali and Juanda Airport Surabaya

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors			
Radir Ke-No	Hari/Tanggal Day/Date		Agenda Agenda
		4. Seleksi Lahan <i>Airport City</i> Bandara Internasional Yogyakarta	4. Airport City Land Selection at Yogyakarta International Airport
		5. Seleksi Mitra Strategis Lombok	5. Selection of Lombok Strategic Partner
		6. <i>Cash Flow Projection - Weekly Report</i>	6. Cashflow Projection - Weekly Report
		7. <i>Update Restrukturisasi Keuangan</i>	7. Update on Financial Restructuring
		8. Penjelasan McKinsey terkait <i>Alignment Leadership Calendar</i>	8. Mckinsey's Presentation on the Alignment Leadership Calendar
8	22 Februari 2022 February 22, 2022	1. Revitalisasi dan Beautifikasi Terminal Internasional, Domestik, GAT dan Fasilitas Penunjang Bandara I Gusti Ngurah Rai Bali	1. Revitalization and Beautification of International, Domestic, GAT Terminals and Supporting Facilities at I Gusti Ngurah Rai Airport Bali
		2. Progres Audit dan Tindak Lanjut Temuan Audit Tahun Buku 2021	2. Audit Progress and Follow-up on Audit Findings for Fiscal Year 2021
		3. Progres Pengajuan PEN dan PMN	3. Progress of Submission of the National Economic Recovery (PEN) and State Equity Participation (PMN)
		4. Persiapan PT Angkasa Pura I dalam Gelaran MotoGP	4. PT Angkasa Pura I's Preparation for the MotoGP Event
		5. Persiapan PT Angkasa Pura I dalam Gelaran G20	5. PT Angkasa Pura I's Preparation for the G20 Event
		6. <i>Update Strategi dan Target Optimalisasi Pendapatan non-aeronautika</i>	6. Update on non-aeronautical Revenue Optimization Strategy and Target
9	2 Maret 2022 March 2, 2022	1. <i>Update Perkembangan Dampak Pandemi Covid-19 di Lingkungan PT Angkasa Pura I</i>	1. Update on the Development of the Impact of the Covid-19 Pandemic within PT angkasa Pura I
		2. <i>Update Strategi dan Target Optimalisasi Pendapatan non-aeronautika</i>	2. Update on non-aeronautical Revenue Optimization Strategy and Target
		3. <i>Update Corporate Transformation</i>	3. Update on Corporate Transformation
		4. Pembahasan: Lain-Lain	4. Discussion: Others
10	8 Maret 2022 March 8, 2022	1. <i>Update Kondisi APS</i>	1. Update on APS Condition
		2. <i>Kick Off Meeting "Corporate Transformation PT Angkasa Pura I" bersama dengan Konsultan McKinsey</i>	2. Kick Off Meeting Corporate Transformation PT Angkasa Pura I with Mckinsey
11	11 Maret 2022 March 11, 2022	1. Penjelasan Mengenai <i>Runway</i> Bandara Juanda Surabaya	1. Explanation on Runway of Juanda Airport Surabaya
12	15 Maret 2022 March 15, 2022	1. Agenda Tambahan : Penghapusan Aset Bandara I Gusti Ngurah Rai Bali	1. Supplemental Agenda: Writing-Off of I Gusti Ngurah Rai Airport Bali's Assets
		2. <i>Update Optimalisasi Pendapatan non-aeronautika</i>	2. Update on non-aeronautical Revenue Optimization
		3. <i>Update Partnership Kerjasama Bandara Lombok</i>	3. Update on Lombok Airport Cooperation Partnership
		4. Laporan Kinerja Keuangan s.d. Februari 2022 (Konsolidasi)	4. Financial Performance Report until February 2022 (Consolidated)
		5. <i>Update Corporate Transformation</i>	5. Update on Corporate Transformation
		6. <i>Update Financial/Cash Flow Projection</i>	6. Update on Financial/Cashflow Projection
13	22 Maret 2022 March 22, 2022	1. Rencana Skema Pembiayaan Pengembangan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan untuk Mendukung Ibu Kota Negara (IKN)	1. Financing Scheme Plan for the Development of Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan to Support the New National Capital City
		2. <i>Update Strategi dan Target Optimalisasi Pendapatan non-aeronautika</i>	2. Update on non-aeronautical Revenue Optimization Strategy and Target
		3. <i>Update Corporate Transformation</i>	3. Update on Corporate Transformation
		4. <i>Progress Permasalahan Hukum Aneka Glass Abadi</i>	4. Progress on Aneka Glass Abadi Legal Issues
		5. Rencana Pembangunan Gedung EMPU Baru di Bandara I Gusti Ngurah Rai Bali	5. Plan for Construction of New EMPU Building at I Gusti Ngurah Rai Airport Bali
		6. Agenda Tambahan: CUCS <i>Post-Implementation Review</i>	6. Supplemental Agenda: CUCS Post-Implementation Review

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors			
Radir Ke-No	Hari/Tanggal Day/Date		Agenda Agenda
14	29 Maret 2022 March 29, 2022	<ol style="list-style-type: none"> <li>Arahan Umum oleh Direktur Utama (Optimalisasi Pendapatan Aeronautika (PSC), non-aeronautika, Umroh dan Haji)</li> <li>Renovasi GAT Bandara I Gusti Ngurah Rai Bali</li> <li>Update Implementasi Program Restrukturisasi</li> <li>Rencana Monetisasi Bandara</li> <li>Progress Corporate Transformation (Financial Restructuring)</li> <li>Evaluasi Trafik Pasca MotoGP dan Persiapan Posko Terpadu Angkutan Lebaran Tahun 2022 (1443 H)</li> <li>Evaluasi Kinerja Anak Perusahaan</li> <li>Update Program Usulan Penyesuaian Tarif Jasa Kebandarudaraan</li> </ol>	<ol style="list-style-type: none"> <li>General Direction by President Director (Optimization of Aeronautical, non-aeronautical, Umrah and Hajj Revenue)</li> <li>GAT Renovation at I Gusti Ngurah Rai Airport Bali</li> <li>Update on Implementation of Restructuring Program</li> <li>Airport Monetization Plan</li> <li>Progress on Corporate Transformation (Financial Restructuring)</li> <li>Evaluation of Post-MotoGP Traffic and Preparation of Integrated Post for Eid Transportation in 2022 (1443 H)</li> <li>Performance Evaluation on the Subsidiary Companies</li> <li>Update on the Proposed Airport Service Tariff Adjustment Program</li> </ol>
15	5 April 2022 April 5, 2022	<ol style="list-style-type: none"> <li>Arahan Umum oleh Direktur Utama</li> <li>Update Strategi dan Target Optimalisasi Pendapatan non-aeronautika</li> <li>Update Corporate Transformation</li> <li>Update Financial/Cashflow Projection</li> <li>Update Perkembangan Revitalisasi Gedung VVIP Eksisting Bandara I Gusti Ngurah Rai Bali</li> <li>Agenda Tambahan : Penjelasan Proses Pengadaan McKinsey dalam Corporate Transformation</li> </ol>	<ol style="list-style-type: none"> <li>General Direction by President Director</li> <li>Update on non-aeronautical Revenue Optimization Strategy and Target</li> <li>Update on Corporate Transformation</li> <li>Update on Financial/Cashflow Projection</li> <li>Update on the Progress of Revitalization of the Existing VVIP Building at I Gusti Ngurah Rai Airport Bali</li> <li>Additional Agenda: Explanation of McKinsey's Procurement Process in Corporate Transformation</li> </ol>
16	12 April 2022 April 12, 2022	<ol style="list-style-type: none"> <li>Menghadiri Undangan Serah Terima Laporan Hasil Pemeriksaan Pengelolaan Pertanggungjawaban Keuangan Tahun 2018 dan 2019 oleh BPK RI</li> <li>Penjelasan Desain, Konsep, dan Studi Kelayakan Hotel Bandara Sam Ratulangi Manado oleh PT Angkasa Pura Hotel</li> <li>Laporan Realisasi Kinerja Keuangan s.d. Maret 2022</li> <li>Update Financial/Cash Flow Projection</li> <li>Kebijakan Prioritas Penyelesaian Vendor</li> <li>Update Progress Revitalisasi Gedung VVIP Bandara I Gusti Ngurah Rai Bali (Lanjutan)</li> <li>Pembahasan Pengisian Personil BoD-1 (Rapat Terbatas)</li> </ol>	<ol style="list-style-type: none"> <li>Attending the Invitation of the Handover of the 2018 and 2019 Financial Accountability Management Audit Report from the Audit Board of the Republic of Indonesia</li> <li>Explanation of Design, Concept, and Feasibility Study of Sam Ratulangi Airport Hotel Manado by PT Angkasa Pura Hotel</li> <li>Financial Performance Realization Report until March 2022</li> <li>Update on Financial/Cashflow Projection</li> <li>Vendor Settlement Prioritization Policy</li> <li>Update on the Progress of VVIP Building Revitalization at I Gusti Ngurah Rai Airport Bali (Continuation)</li> <li>Discussion on BoD-1 Personnel Filling (Limited Meeting)</li> </ol>
17	19 April 2022 April 19, 2022	<ol style="list-style-type: none"> <li>Update Strategi dan Target Optimalisasi Pendapatan non-aeronautika</li> <li>Update Revenue Enhancement</li> <li>Update Corporate Transformation (Persiapan Bahan Rapat BoD-BoC)</li> <li>Penjelasan Lanjutan Atas Desain, Konsep, dan Studi Kelayakan Hotel Bandara Sam Ratulangi Manado oleh PT Angkasa Pura Hotel (Lanjutan Radir Ke-16)</li> </ol>	<ol style="list-style-type: none"> <li>Update on non-aeronautical Revenue Optimization Strategy and Target</li> <li>Update on Revenue Enhancement</li> <li>Update on Corporate Transformation (Preparation of BoD-BoC Meeting Materials)</li> <li>Continued Explanation of Design, Concept, and Feasibility Study of Sam Ratulangi Airport Hotel Manado by PT Angkasa Pura Hotel (Continuation from the 16th Board of Directors Meeting)</li> </ol>
18	25 April 2022 April 25, 2022	<ol style="list-style-type: none"> <li>Arahan Direksi Terkait Persiapan Pelaksanaan Posko Terpadu Angkutan Udara Lebaran Tahun 2022 (1443 H)</li> <li>Kesiapan Operasi Posko Terpadu Angkutan Udara Lebaran Tahun 2022 (1443 H) Bandara Sultan Hasanuddin Makassar, Bandara Juanda Surabaya, dan Bandara I Gusti Ngurah Rai Bali</li> </ol>	<ol style="list-style-type: none"> <li>Direction of the Board of Directors on Preparation for the Implementation of the Integrated Command Post for Eid Al-Fitr Transportation in 2022 (1443)</li> <li>Operation Readiness of Integrated Command Post for Eid Al-Fitr Transportation in 2022 (1443 H) at Sultan Hasanuddin Airport Makassar, Juanda Airport Surabaya, and I Gusti Ngurah Rai Airport Bali</li> </ol>



## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors		
Radir Ke-No	Hari/Tanggal Day/Date	Agenda Agenda
		3. Sesi Tanya Jawab dengan General Manager Bandara Internasional Yogyakarta Kulon Progo
19	10 Mei 2022 May 10, 2022	1. Laporan Kinerja Keuangan s.d. Bulan April Tahun 2022 2. <i>Update Progress</i> Usulan Penyertaan Modal Negara PT Angkasa Pura I (Persiapan Rapat dengan Direktorat Jenderal Kekayaan Negara Pukul 13.30 WIB) 3. Kebijakan PT Angkasa Pura I terhadap Permasalahan Garuda Indonesia (Rencana Voting Penundaan Kewajiban Pembayaran Utang tanggal 17 Mei) 4. <i>Update Corporate Transformation</i>
		3. Q&A Session with General Manager of Yogyakarta International Airport Kulon Progo
		1. Financial Performance Report until April 2022
		2. Update on the Progress of Proposed PT Angkasa Pura I's State Equity Participation (Preparation for Meeting with Directorate General of State Assets at 13.30 WIB)
		3. PT Angkasa Pura I's Policy on Garuda Indonesia's Problems (Voting Plan for the Postponement of Debt Payment Obligation on May 17)
		4. Update on Corporate Transformation
20	17 Mei 2022 May 17, 2022	1. Halal Bi Halal Virtual 2. Pembahasan <i>Update</i> Penyesuaian Tarif PJKP2U 3. Google Cloud Platform (GCP) dan <i>System Application and Processing/ Procedure (SAP) Data Landscape</i> 4. Pembahasan <i>Update</i> Kerjasama Bandara Kediri 5. <i>Update Corporate Transformation</i> 6. Tagihan Konsesi Pelayanan Jasa Kebandarudaraan Tahun 2016 dan 2017
		1. Virtual Halal Bi Halal (Eid Al-Fitr Celebration Tradition)
		2. Discussion on PJKP2U Tariff Adjustment Update
		3. Google Cloud Platform (GCP) and System Application and Processing/ Procedure (SAP) Data Landscape
		4. Discussion on Kediri Airport Cooperation Update
		5. Update on Corporate Transformation
		6. Airport Service Concession Bill 2016 and 2017
21	24 Mei 2022 May 24, 2022	1. Penyerahan Surat Keputusan Mutasi Jabatan, Pelantikan Jabatan dan Arahan Direksi 2. Agenda Lain-lain (Arahan Direktur Utama atas Kondisi Perusahaan) 3. Update Kondisi <i>Runway</i> Bandara Juanda Surabaya 4. <i>Update Corporate Transformation</i> 5. <i>Update Financial/Cashflow Projection (Weekly Report)</i> 6. Skema Koordinasi Gudang Garam dengan PT Angkasa Pura I pada Kerjasama Pengelolaan Bandara Kediri 7. <i>Update Rencana Spin Off</i> Bandara Internasional Yogyakarta Kulon Progo
		1. Submission of Position Mutation Decree, Inauguration of Position and Direction of the Board of Directors
		2. Other Agenda (President Director's Direction on the Company's Condition)
		3. Update on Runway Condition at Juanda Airport Surabaya
		4. Update on Corporate Transformation
		5. Update on Financial/Cashflow Projection (Weekly Report)
		6. Coordination Scheme between Gudang Garam and PT Angkasa Pura I on Kediri Airport Management Cooperation
		7. Update on Plan for Yogyakarta International Airport Kulon Progo Spin Off.
22	31 Mei 2022 May 31, 2022	1. Pembahasan Rencana <i>Signing Indicative Term Sheet</i> dengan Himpunan Bank Milik Negara (Himbara) 2. <i>Progress</i> Restrukturisasi PT Angkasa Pura I (Persiapan Rapat Gabungan Direksi dan Dewan Komisaris) 3. <i>Integrated Hospitality Services</i> dan Rencana Pengelolaan Hotel di Kawasan Ekonomi Khusus Sanur 4. Arahan dan Monitoring Kesiapan Embarkasi dan Debarkasi Haji di Bandara Adi Soemarmo Solo, Bandara Sultan Hasanuddin Makassar, Bandara Zainuddin Abdul Madjid Lombok, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Syamsudin Noor Banjarmasin, dan Bandara Juanda Surabaya 5. Paparan Kajian Pembangunan Bandara Baru di Jawa Timur 6. Rencana Kerja Sama MRO di Bandara I Gusti Ngurah Rai Bali
		1. Discussion on Plan for Signing Indicative Term Sheet with the Association of State-Owned Banks (Himbara)
		2. PT Angkasa Pura I Restructuring Progress (Preparation for Joint Meeting of Board of Directors and Board of Commissioners)
		3. Integrated Hospitality Services and Hotel Management Plan in Sanur Special Economic Zone
		4. Direction and Monitoring of Haji Embarkation and Debarkation Readiness at Adi Soemarmo Airport Solo, Sultan Hasanuddin Airport Makassar, Zainuddin Abdul Madjid Airport Lombok, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, Syamsudin Noor Airport Banjarmasin, and Juanda Airport Surabaya.
		5. Presentation of Review on New Airport Development in East Java
		6. Plan for MRO Cooperation at I Gusti Ngurah Rai Airport Bali

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors		
Radir Ke-No	Hari/Tanggal Day/Date	Agenda Agenda
23	8 Juni 2022 June 8, 2022	<ol style="list-style-type: none"> <li>1. Penjelasan Kinerja Keuangan s.d. Bulan Mei 2022</li> <li>2. Rencana Kerja Sama MRO di Bandara I Gusti Ngurah Rai Bali (Pembahasan Lanjutan Pada Rapat Direksi ke-22 (31/05))</li> </ol>
24	14 Juni 2022 June 14, 2022	<ol style="list-style-type: none"> <li>1. Update Proses PKPU Garuda Indonesia dan Usulan Restrukturisasi Citilink &amp; GMF Aero Asia</li> <li>2. Update Mingguan Progress Corporate Transformation</li> <li>3. Update Mingguan Progress Revenue Enhancement</li> </ol>
25	23 Juni 2022 June 23, 2022	<ol style="list-style-type: none"> <li>1. Pembahasan Umum</li> <li>2. Update Mingguan Progress Restrukturisasi PT Angkasa Pura I</li> <li>3. Update Mingguan Progress Revenue Enhancement</li> <li>4. Update Progress Penyesuaian Tarif PJKP2U</li> </ol>
26	27 Juni 2022 June 27, 2022	<ol style="list-style-type: none"> <li>1. Pembahasan Persiapan Rapat Dengar Pendapat (RDP) dengan Komisi V DPR RI</li> <li>2. Pembahasan Persiapan Materi RUPS Laporan Tahunan PT Angkasa Pura I Tahun Buku 2021</li> <li>3. Pembahasan Persiapan Rapat Gabungan BoD-BoC Mengenai Permohonan Persetujuan Corporate Transformation</li> <li>4. Pembahasan Permasalahan Chiller Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, dan Bandara Juanda Surabaya</li> <li>5. Pembahasan Perhitungan Financial Objective dalam rangka Mendukung Upaya Restrukturisasi PT Angkasa Pura I</li> <li>6. Paparan McKinsey Support for PT Angkasa Pura I Transformation</li> <li>7. Rencana Operasional Bandara Hang Nadim Batam</li> </ol>
27	5 Juli 2022 July 5, 2022	<ol style="list-style-type: none"> <li>1. Update Mingguan Progres Restrukturisasi dan Transformasi PT Angkasa Pura I</li> <li>2. Update Metode Revenue Sharing Pemenang Tender CTO, Jadwal Signing, dan Update Pengajuan PJKP2U</li> </ol>
28	12 Juli 2022 July 12, 2022	<ol style="list-style-type: none"> <li>1. Pembahasan Umum</li> <li>2. Penyusunan RJPP In Journey - PT Angkasa Pura I Leadership Interview dengan Konsultan BCG</li> <li>3. Update Mingguan Corporate Transformation</li> <li>4. Update Proyek G20 Bandara I Gusti Ngurah Rai Bali</li> <li>5. Pembahasan Penambahan Biaya Pemeliharaan Tahun 2022</li> <li>6. Laporan Kinerja Keuangan s.d. Bulan Juni 2022</li> </ol>
29	19 Juli 2022 July 19, 2022	<ol style="list-style-type: none"> <li>1. Update Mingguan Corporate Transformation</li> <li>2. Update Proyek G20 Bandara I Gusti Ngurah Rai Bali</li> <li>3. Pembahasan Skema Proposal Perdamaian dan Permohonan Dukungan PT Aerofood (ACS)</li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors			
Radir Ke-No	Hari/Tanggal Day/Date		Agenda Agenda
30	26 Juli 2022 July 26, 2022	<ol style="list-style-type: none"> <li>Pembahasan Umum (Arahan Direktur Utama)</li> <li>Update Mingguan <i>Corporate Transformation</i></li> <li>Update <i>Revenue Enhancement</i></li> <li>Progres <i>Breakdown</i> Perhitungan Target Pendapatan Rp7 Triliun</li> <li>Pembahasan Persiapan Rapat Gabungan BoD-BoC (Selasa, 26 Juli 2022):                             <ol style="list-style-type: none"> <li>Progres Capaian Program Transformasi;</li> <li>Evaluasi Kinerja s.d. Triwulan II Tahun 2022 (Termasuk: Anak Perusahaan, P3DN);</li> <li>Tata Kelola Aset Bandara di Lingkungan PT Angkasa Pura I.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>General Discussion (President Director's Direction)</li> <li>Weekly Update on Corporate Transformation</li> <li>Update on Revenue Enhancement</li> <li>Progress on Breakdown of Revenue Target Calculation of Rp7 Trillion Revenue</li> <li>Discussion on the Preparation of the BoD-BoC Joint Meeting (Tuesday, July 26, 2022):                             <ol style="list-style-type: none"> <li>Progress of Transformation Program Achievements;</li> <li>Performance Evaluation until the second quarter of 2022 (Including: Subsidiaries, P3DN);</li> <li>Airport Asset Management within PT Angkasa Pura I.</li> </ol> </li> </ol>
31	4 Agustus 2022 August 4, 2022	<ol style="list-style-type: none"> <li>Pembahasan Umum</li> <li>Update Progress Teknik Bandara Dhoho</li> <li>Usulan Ruang Lingkup Pekerjaan Transformasi Perusahaan</li> <li>Usulan Simplifikasi Anak Perusahaan</li> </ol>	<ol style="list-style-type: none"> <li>General Discussion</li> <li>Update on Progress of Dhoho Airport Engineering</li> <li>Proposed Scope of Work for Corporate Transformation</li> <li>Proposed Simplification of Subsidiaries</li> </ol>
32	10 Agustus 2022 August 10, 2022	<ol style="list-style-type: none"> <li>Agenda Pembahasan Umum : Pengembangan Bandara I Gusti Ngurah Rai Bali &amp; Pengembangan Bandara Juanda Surabaya</li> <li>Update Progres Pekerjaan Human Capital</li> <li>Update Proyek G20 Bandara I Gusti Ngurah Rai Bali (Progres Terakhir &amp; Terkait Pekerjaan Tambah Kurang)</li> </ol>	<ol style="list-style-type: none"> <li>General Discussion Agenda: I Gusti Ngurah Rai Airport Bali Development &amp; Juanda Airport Surabaya Development</li> <li>Update on Human Capital Work Progress</li> <li>Update on G20 Project of I Gusti Ngurah Rai Airport Bali (Latest Progress &amp; Related Change Order)</li> </ol>
33	16 Agustus 2022 August 16, 2022	<ol style="list-style-type: none"> <li>Pembahasan Umum</li> <li>Update Mingguan <i>Progres Corporate Transformation</i></li> <li>Laporan Kinerja Keuangan s.d. Bulan Juli 2022</li> <li>Laporan Implementasi Manajemen Operasi Berbasis Trafik</li> </ol>	<ol style="list-style-type: none"> <li>General Discussion</li> <li>Weekly Update on Corporate Transformation Progress</li> <li>Financial Performance Report until July 2022</li> <li>Traffic-based Operations Management Implementation Report</li> </ol>
34	25 Agustus 2022 August 25, 2022	<ol style="list-style-type: none"> <li>Penyerahan Sertifikat Green Building Bandara Jenderal Ahmad Yani Semarang oleh Green Building Council Indonesia</li> <li>Perumusan Usulan Pembaruan Perjanjian Kerja Bersama Tahun 2022 s.d. 2024</li> <li>Prognosa Laba/Rugi Anak Perusahaan PT Angkasa Pura I Tahun 2022</li> <li> <ol style="list-style-type: none"> <li>Implementasi Kebijakan TKDN di PT Angkasa Pura I</li> <li>Laporan Pelaksanaan Pemaketan Pengadaan Barang dan Jasa (Tindak Lanjut Diskusi Rapat Direksi ke-33)</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Handing over Green Building Certificate to Jenderal Ahmad Yani Airport Semarang by Green Building Council Indonesia</li> <li>Formulation of Proposed Collective Labor Agreement Renewal for 2022 to 2024</li> <li>Prognosis of Profit/Loss of PT Angkasa Pura I's Subsidiaries in 2022</li> <li> <ol style="list-style-type: none"> <li>Implementation of the Domestic Component Level (TKDN) Policy in PT Angkasa Pura I</li> <li>Report on the Implementation of Procurement of Goods and Services (Follow-up on the Discussion of 33rd Board of Directors Meeting)</li> </ol> </li> </ol>
35	31 Agustus 2022 August 31, 2022	<ol style="list-style-type: none"> <li>Pembahasan Umum</li> <li>Pembahasan Rancangan Organization Alignment PT Angkasa Pura I</li> <li><i>Business Plan</i> Kewajiban Konsesi Jasa Kebandarudaraan</li> </ol>	<ol style="list-style-type: none"> <li>General Discussion</li> <li>Discussion on the Draft Organization Alignment of PT Angkasa Pura I</li> <li>Business Plan for Airport Service Concession Obligation</li> </ol>
36	6 September 2022 September 6, 2022	<ol style="list-style-type: none"> <li>Pembahasan Umum</li> <li><i>Business Plan</i> Kewajiban Konsesi Jasa Kebandarudaraan (Pembahasan Lanjutan Rapat Direksi ke-35 Tanggal 31/08)</li> </ol>	<ol style="list-style-type: none"> <li>General Discussion</li> <li>Business Plan for Airport Service Concession Obligation (Continued Discussion of 35th Board of Directors Meeting on 31/08)</li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors			
Radir Ke-No	Hari/Tanggal Day/Date		Agenda Agenda
37	13 September 2022 September 13, 2022	1.	Agenda Rapat Rahasia dan Terbatas Confidential and Limited Meeting Agenda
38	22 September 2022 September 22, 2022	1. 2. 3.	Kinerja Keuangan s.d. Bulan Agustus 2022 <i>Update Corporate Transformation</i> PT Angkasa Pura I Agenda Tambahan oleh Direktur Teknik Financial Performance until August 2022 Update on PT Angkasa Pura I Corporate Transformation Additional Agenda by Technical Director
39	27 September 2022 September 27, 2022	1. a. b. 2.	Pembahasan Persiapan Rapat Gabungan Direksi dan Dewan Dewan Komisaris Progres Transformasi PT Angkasa Pura I dan Mitigasi Risiko yang Dilakukan Progres Tindak Lanjut Rekomendasi/ Persetujuan Dewan Komisaris Tahun 2021/2022 Pembahasan Insentif Kinerja Direksi dan Dewan Komisaris Anak Perusahaan Discussion on Preparation for Joint Meeting of the Board of Directors and Board of Commissioners Progress of PT Angkasa Pura I Transformation and Risk Mitigation Progress of Follow-up on Recommendation/ Approval of the Board of Commissioners for 2021/2022 Discussion on Performance Incentives for Members of the Board of Directors and Members of the Board of Commissioners of Subsidiaries
40	7 Oktober 2022 October 7, 2022	1. A. B. C. 2. 3. 4.	Persetujuan Pelaksanaan Rapat Umum Pemegang Obligasi (RUPO) dan Rapat Umum Pemegang Sukuk Ijarah (RUPSI) Persetujuan Rencana Pendanaan Melalui Penerbitan <i>Hybrid Zero Coupon Sukuk</i> (HZCS) Pembahasan Konsep Materi Persiapan <i>Pre-Sounding</i> kepada <i>Potential Investor</i> Penanganan Bandara Juanda Surabaya dan Pengembangan Bandara Baru di Jawa Timur Konsep <i>Hospitality</i> G20 Penyampaian Inisiasi Pembentukan <i>Assessment Center</i> PT Angkasa Pura I dan Rencana Komersialisasi Fasilitas Diklat dan Pengembangan SDM Approval of the Convention of the General Meeting of Bondholders (GMB) and the General Meeting of Sukuk Ijarah Holders (GMSIH) Approval of Funding Plan through the Issuance of Hybrid Zero Coupon Sukuk (HZCS) Discussion on the Concept of Pre-Sounding Preparation Materials to Potential Investors Handling of Juanda Airport Surabaya and New Airport Development in East Java G20 Hospitality Concept Submission of the Initiation of the Establishment of PT Angkasa Pura I Assessment Center and the Plan for Commercialization of Training and HR Development Facilities
41	13 Oktober 2022 October 13, 2022	1. 2. 3. 4. 5. 6.	Pembahasan Usulan RKAP PT Angkasa Pura I Tahun 2023 Usulan <i>Roadmap</i> TKDN PT Angkasa Pura I Permohonan Persetujuan Pelaksanaan Pekerjaan Jasa Pengelolaan Sistem Elektronik Terminal Kargo & Pos Prosesi Penyerahan Penghargaan Subroto Bidang Efisiensi Energi/PSBE Tahun 2022 Rencana Pengoperasian Bandara Sultan Hasanuddin Makassar Laporan Pekerjaan G20 Bandara I Gusti Ngurah Rai Bali Discussion on the proposed CWPB PT Angkasa Pura I 2023 Proposed Domestic Component Level (TKDN) Roadmap PT Angkasa Pura I Application for Approval of Implementation of Electronic System Management Services for Cargo & Post Terminal Handing Over Subroto Award for Energy Efficiency/ PSBE in 2022 Plan for Operation of Sultan Hasanuddin Airport Makassar Work Report on Holding of G20 at I Gusti Ngurah Rai Airport Bali
42	24 Oktober 2022 October 24, 2022	1. 2. 3. 4.	Pembahasan Umum <i>Kick-Off Meeting</i> Pelaksanaan General Audit atas Laporan Keuangan Konsolidasian PT Angkasa Pura I Per 31 Desember 2022 oleh KAP Purwanto, Sungkoro & Surja Pembahasan Lanjutan Usulan RKAP PT Angkasa Pura I Tahun 2023 <i>Update</i> Rencana Pendanaan Melalui Penerbitan <i>Hybrid Zero Coupon Sukuk</i> (HZCS) General Discussion Kick-Off Meeting for the Implementation of General Audit of the Consolidated Financial Statements of PT Angkasa Pura I as of December 31, 2022 by Public Accounting Firm (PAF) Purwanto, Sungkoro & Surja Further Discussion on the Proposed CWPB PT Angkasa Pura I 2023 Update on Funding Plan through the Issuance of Hybrid Zero Coupon Sukuk (HZCS)

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Internal Direksi Internal Meeting Agenda of Board of Directors			
Radir Ke-No	Hari/Tanggal Day/Date		Agenda Agenda
43	4 November 2022 November 4, 2022	1.	Pembahasan Umum: Paparan Persiapan G20 oleh Direktur Operasi
		2.	Kesiapan PT Gapura Angkasa dalam Penyelenggaraan G20 di Bandara I Gusti Ngurah Rai Bali
		3.	Pembahasan Suksesi Kepengurusan YAKKAP I (Rapat Terbatas)
		4.	Besaran <i>Variable Fee</i> Kerja Sama Bandara Kediri
44	8 November 2022 November 8, 2022	1.	Pembahasan Perpanjangan Waktu Pekerjaan <i>Event</i> G20, Divestasi GAT, dan Rencana Serah Terima VIP Baru Bandara I Gusti Ngurah Rai Bali
		2.	A. Arahan Direksi Terkait Persiapan Menjelang <i>Event</i> G20 B. Laporan Kesiapan Penyelenggaraan <i>Event</i> G20 dari Masing-Masing Bandara Pendukung
		3.	Pembahasan Umum
		4.	Pembahasan Pembinaan Kinerja APR
45	28 November 2022 November 28, 2022	1.	Pembahasan Umum
		2.	Pembahasan Lanjutan Rapat Direksi ke-43 Besaran <i>Variable Fee</i> Kerjasama Bandara Kediri
		3.	Pembahasan Pengembangan Bandara I Gusti Ngurah Rai Bali
		4.	Pembahasan Pengembangan Bandara I Gusti Ngurah Rai Bali
46	7 Desember 2022 December 7, 2022	1.	Pembahasan Umum
		2.	Rencana Pengoperasian Terminal 1 Domestik dan Terminal 2 Internasional dan Umrah Bandara Juanda Surabaya
		3.	Perubahan Pola Pembayaran Pekerjaan <i>Overlay Runway</i> Bandara Juanda Surabaya
		4.	Usulan Alternatif Pendanaan Melalui <i>Non-Cash Loan</i> (NCL)
47	22 Desember 2022 December 22, 2022	1.	Pembahasan Umum
		2.	Pembahasan Struktur Organisasi PT Angkasa Pura I
		3.	Pembahasan Pengembangan Bandara I Gusti Ngurah Rai Bali
47 Lanjutan	26 Desember 2022 December 26, 2022	1.	Pembahasan Umum
		2.	Pembahasan Lanjutan Rapat Direksi ke-47 Pengembangan Bandara I Gusti Ngurah Rai Bali
		3.	Pembahasan Pengembangan Bandara Juanda Surabaya
		4.	Kesiapan & Pengembangan Bandara Sultan Aji Muhammad Sulaiman Sepinggian Balikpapan dalam Mendukung Rencana IKN
		5.	Strategi Pendanaan Pengembangan Bandara PT Angkasa Pura I
		6.	Laporan Kerjasama Pemanfaatan Aset Bangunan Hotel Hakaya



## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

### RAPAT GABUNGAN ANTARA DEWAN KOMISARIS DENGAN DIREKSI

Di Tahun 2022, PT Angkasa Pura I mengadakan 16 kali rapat gabungan antara Dewan Komisaris dan Direksi yang dilaksanakan minimal diadakan satu kali dalam satu bulan. Rapat gabungan antara Dewan Komisaris dan Direksi membahas laporan-laporan berkala dari Direksi, permasalahan perusahaan, serta respon Komisaris untuk memberi tanggapan, catatan, dan nasihat kepada Direksi.

### JOINT MEETING OF THE BOARD OF COMMISSIONER AND BOARD OF DIRECTORS

In 2022, PT Angkasa Pura I held 16 joint meetings between the Board of Commissioners and the Board of Directors. A Joint Meeting between the Board of Commissioners and the Board of Directors is held at least once a month. The Board of Commissioners and the Board of Directors hold joint meetings to discuss the Board of Directors' periodic reports, the company's problems, and the Board of Commissioners' response, notes, and advice to the Board of Directors.

**Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat Gabungan Komisaris dalam Rapat Gabungan**  
Frequency and Attendance Rate of Members of the Board of Commissioners and Directors in Joint Meetings

Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran Attendance %	Keterangan Description
Djoko Sasono	Komisaris Utama President Commissioner	16	15	93,75%	
Tri Budi Satriyo	Komisaris Independen Independent Commissioner	16	15	93,75%	
Danang Parikesit	Komisaris Commissioner	16	15	93,75%	
Elen Setiadi	Komisaris Commissioner	16	16	100%	
Irfan Wahid	Komisaris Independen Independent Commissioner	16	14	87,5%	
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	16	16	100%	
Wempi Saputra	Komisaris Commissioner	12	11	92%	
Hidayat Amir	Komisaris Commissioner	2	2	100%	Salinan Keputusan Para Pemegang Saham SK-262/MBU/11/2022 dan KEP. INJ.03.06/23/11/2022/A.0031 TMT : 21 November 2022 Copy of Shareholders' Decree No. SK-262/MBU/11/2022 and KEP. INJ.03.06/23/11/2022/A.0031 Commencing from November 21, 2022
Faik Fahmi	Direktur Utama President Director	16	15	93,75%	
Andy S. Bratamihardja	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	0	0	0%	Salinan Keputusan Pemegang Saham pada tanggal 6 Januari 2022 Copy of Shareholders' Resolution dated January 6, 2022

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Frekuensi dan Tingkat Kehadiran Anggota Dewan Komisaris dalam Rapat Gabungan Komisaris dalam Rapat Gabungan Frequency and Attendance Rate of Members of the Board of Commissioners and Directors in Joint Meetings					
Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	% Kehadiran Attendance %	Keterangan Description
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Services Director	15	15	100%	
Wendo Asrul Rose	Direktur Operasi Operation Director	16	16	100%	
Lukman F. Laisa	Direktur Teknik Technical Director	16	16	100%	
M. Arifin Firdaus	Direktur SDM dan Umum Human Capital and General Affairs Director	15	15	100%	
Dendi T. Danianto	Direktur Pengembangan Usaha/ Direktur Komersial dan Pelayanan Business Development Director/ Commercial and Services Director	16	16	100%	
Israwadi	Direktur Kepatuhan, Aset dan Pengadaan/ Direktur Human Capital Compliance, Assets, and Procurement Director/ Human Capital Director	16	16	100%	
Yudi Rizkyardie Darun	Direktur Keuangan dan Manajemen Risiko Finance and Risk Management Director	16	16	100%	Salinan Keputusan Pemegang Saham TMT : 6 Januari 2022 Copy of Shareholders' Resolutions Commencing from January 6, 2022

### Agenda Rapat Gabungan antara Dewan Komisaris dan Direksi

Agenda of Joint Meeting between Board of Commissioner and Board of Director

No.	Tanggal Rapat Meeting Date	Agenda Agenda Items
1	18 Januari 2022 January 18, 2022	<ol style="list-style-type: none"> <li>1. <i>Progress</i> Restrukturisasi PT Angkasa Pura I dan Pendanaan PEN/PMN.</li> <li>2. Persiapan Dukungan PT Angkasa Pura I terhadap Penyelenggaraan <i>Event</i> G20 Tahun 2022.</li> <li>3. Lain-lain: <i>Progress</i> Pembaruan Anggaran Dasar.</li> </ol>
2	22 Februari 2022 February 22, 2022	<ol style="list-style-type: none"> <li>1. <i>Progress</i> Audit dan Tindak-lanjut Temuan Audit Tahun Buku 2021.</li> <li>2. <i>Progress</i> Pengajuan PEN dan PMN.</li> <li>3. Persiapan PT Angkasa Pura I dalam Gelaran G20 dan MotoGP.</li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

### Agenda Rapat Gabungan antara Dewan Komisaris dan Direksi

Agenda of Joint Meeting between Board of Commissioner and Board of Director

No.	Tanggal Rapat Meeting Date	Agenda Agenda Items	Agenda Agenda Items
3	7 Maret 2022 March 7, 2022	Pembahasan Percepatan Pengajuan IP PEN AP I sebesar Rp3,5 Triliun dan PMN Aviata Rp7,5 Triliun Tahun 2022.	Discussion on the Acceleration of AP I's IP PEN Submission of Rp3.5 Trillion and PMN Aviata of Rp7.5 Trillion in 2022.
4	29 Maret 2022 March 29, 2022	<ol style="list-style-type: none"> <li>Update Progress Restrukturisasi PT Angkasa Pura I:                             <ol style="list-style-type: none"> <li>Rencana Monetisasi Bandara.</li> <li>Dashboard Progress Restrukturisasi Utang dan Sustainability PT Angkasa Pura I.</li> </ol> </li> <li>Kinerja Audited Tahun Buku 2021.</li> <li>Lain-lain:                             <ol style="list-style-type: none"> <li>Evaluasi Traffic Pasca MotoGP dan Persiapan Lebaran;</li> <li>Rencana BoC untuk Evaluasi Kinerja Anak Perusahaan PT Angkasa Pura I.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Update on PT Angkasa Pura I Restructuring Progress:                             <ol style="list-style-type: none"> <li>Airport Monetization Plan.</li> <li>Dashboard of Debt Restructuring Progress and Sustainability of PT Angkasa Pura I.</li> </ol> </li> <li>Audited Performance for Fiscal Year 2021.</li> <li>Others:                             <ol style="list-style-type: none"> <li>Post MotoGP Traffic Evaluation and Eid Preparation;</li> <li>BoC Plan for Performance Evaluation of PT Angkasa Pura I Subsidiaries</li> </ol> </li> </ol>
5	13 April 2022 April 13, 2022	<ol style="list-style-type: none"> <li>Gambaran Umum/Overview Kinerja Anak Perusahaan (dalam 3 tahun terakhir).</li> <li>Gambaran Umum/Overview (dalam 3 tahun terakhir), Meliputi :                             <ol style="list-style-type: none"> <li>Kuangan.</li> <li>Operasional.</li> <li>Marketing.</li> <li>Sumber Daya Manusia (SDM).</li> </ol> </li> <li>Tindak-lanjut Temuan Internal dan Eksternal Audit.</li> <li>Strategi dan Kebijakan Optimalisasi Kinerja Anak Perusahaan Tahun 2022.</li> </ol>	<ol style="list-style-type: none"> <li>Overview of Subsidiary Performance (in the last 3 years).</li> <li>Overview (in the last 3 years), covering:                             <ol style="list-style-type: none"> <li>Financial.</li> <li>Operations.</li> <li>Marketing.</li> <li>Human Resources (HR).</li> </ol> </li> <li>Follow-up on Internal and External Audit Findings.</li> <li>Strategy and Policy for Optimizing Subsidiary Performance in 2022</li> </ol>
6	19 April 2022 April 19, 2022	<ol style="list-style-type: none"> <li>Update Restrukturisasi PT Angkasa Pura I:                             <ol style="list-style-type: none"> <li>Target dan Realisasi Penyelesaian Utang.</li> <li>Rencana Sekuritisasi Aset.</li> <li>Target dan Realisasi Revenue Enhancement dan Cost Leadership 2022.</li> </ol> </li> <li>Penyampaian Hasil Evaluasi Kinerja Anak Perusahaan (oleh Dewan Komisaris).</li> <li>Lain-lain.</li> </ol>	<ol style="list-style-type: none"> <li>PT Angkasa Pura I Restructuring Update:                             <ol style="list-style-type: none"> <li>Debt Settlement Target and Realization.</li> <li>Asset Securitization Plan.</li> <li>Target and Realization of Revenue Enhancement and Cost Leadership in 2022.</li> </ol> </li> <li>Submission of Subsidiary Performance Evaluation Results (by the Board of Commissioners).</li> <li>Others</li> </ol>
7	31 Mei 2022 May 31, 2022	<ol style="list-style-type: none"> <li>Evaluasi atas Progress Restrukturisasi PT Angkasa Pura I:                             <ol style="list-style-type: none"> <li>Business Turnaround-Revenue Growth.</li> <li>Business Turnaround-Cost &amp; Operations.</li> </ol> </li> <li>Lain-lain:                             <ol style="list-style-type: none"> <li>Evaluasi Traffic Lebaran 2022.</li> <li>Evaluasi Kinerja Anak Perusahaan oleh Dewan Komisaris (agenda yang tertunda).</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Evaluation of PT Angkasa Pura I Restructuring Progress:                             <ol style="list-style-type: none"> <li>Business Turnaround-Revenue Growth.</li> <li>Business Turnaround-Cost &amp; Operations.</li> </ol> </li> <li>Others:                             <ol style="list-style-type: none"> <li>Evaluation of Eid-AI Fitr Traffic 2022</li> <li>Evaluation of Subsidiary Performance by the Board of Commissioners (pending agenda).</li> </ol> </li> </ol>
8	28 Juni 2022 June 28, 2022	<ol style="list-style-type: none"> <li>Permohonan Persetujuan Corporate Transformation.</li> <li>Lain-lain:                             <ol style="list-style-type: none"> <li>Rencana Operasi PT BIB/Hang Nadim Batam dan Evaluasi Traffic Haji 2022.</li> <li>Penjelasan atas Skenario RUPS Audit Tahun Buku 2021.</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>Request for approval of Corporate Transformation.</li> <li>Others:                             <ol style="list-style-type: none"> <li>Operation Plan of PT BIB/Hang Nadim Batam and Hajj Traffic Evaluation 2022.</li> <li>Description of the GMS Audit Scenario for Fiscal Year 2021.</li> </ol> </li> </ol>
9	26 Juli 2022 July 26, 2022	<ol style="list-style-type: none"> <li>Progress Capaian Program Transformasi PT Angkasa Pura I.</li> <li>Evaluasi Kinerja s.d. Triwulan II Tahun 2022 PT Angkasa Pura I. (Meliputi: Produksi, Keuangan, SDM, Anak Perusahaan, P3DN).</li> <li>Lain-lain: Tata Kelola Aset Bandara di Lingkungan PT Angkasa Pura I.</li> </ol>	<ol style="list-style-type: none"> <li>Progress of PT Angkasa Pura I Transformation Program Achievements.</li> <li>PT Angkasa Pura I's Performance Evaluation as of the second quarter of 2022 (Covering: Production, Finance, Human Resources, Subsidiaries, P3DN)</li> <li>Others: Airport Asset Management within PT Angkasa Pura I.</li> </ol>

## RAPAT DEWAN KOMISARIS DAN DIREKSI

Meetings of the Board of Commissioners and the Board of Directors

Agenda Rapat Gabungan antara Dewan Komisaris dan Direksi Agenda of Joint Meeting between Board of Commissioner and Board of Director		
No.	Tanggal Rapat Meeting Date	Agenda Agenda Items
10	30 Agustus 2022 August 30, 2022	<ol style="list-style-type: none"> <li>Evaluasi Capaian Program Transformasi PT Angkasa Pura I Beserta Mitigasi Risiko;</li> <li>Evaluasi Investasi 2022:                             <ol style="list-style-type: none"> <li>Progress Investasi Pengembangan Bandara (Termasuk Investasi Untuk Persiapan G20).</li> <li>Evaluasi Kapasitas Bandara.</li> <li>Rencana Revisi RKAP Investasi Tahun 2022 PT Angkasa Pura I.</li> </ol> </li> </ol>
11	27 September 2022 September 27, 2022	<ol style="list-style-type: none"> <li>Progres Transformasi PT Angkasa Pura I dan Mitigasi Risiko yang dilakukan.</li> <li>Arahan Dewan Komisaris untuk Penyusunan RJPP/RKAP Tahun 2023.</li> <li>Lain-lain: Progress Tindak Lanjut Rekomendasi/ Persetujuan Dewan Komisaris Tahun 2021/2022.</li> </ol>
12	25 Oktober 2022 October 25, 2022	<ol style="list-style-type: none"> <li>Progress Transformasi Perusahaan dan Mitigasi Risiko.</li> <li>Capaian Kinerja s.d. Triwulan III Tahun 2022 dan Usulan RJPP Tahun 2020-2024/ RKAP Tahun 2023.</li> </ol>
13	3 November 2022 November 3, 2022 (Rapat Terbatas dan Rahasia) (Limited and Confidential Meeting)	<ol style="list-style-type: none"> <li>Proyek Kerjasama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Kediri Jawa Timur.</li> <li>Lain-lain.</li> </ol>
14	22 November 2022 November 22, 2022	<ol style="list-style-type: none"> <li>Program Pengenalan Dewan Komisaris PT Angkasa Pura I.</li> <li>Evaluasi Capaian Program Transformasi PT Angkasa Pura I:                             <ol style="list-style-type: none"> <li>Program <i>Revenue Enhancement</i> dan <i>Cost Leadership</i>.</li> <li>Evaluasi Bandara yang Masih Merugi (Top 5) beserta Strategi ke depan.</li> </ol> </li> <li>Tindak-lanjut Rekomendasi BPK atas Aset Lahan di Bandara I Gusti Ngurah Rai Bali.</li> <li>Lain-lain. Evaluasi Operasional Bandara PT Angkasa Pura I untuk Dukungan Pelaksanaan G20.</li> </ol>
15	29 November 2022 November 29, 2022 (Rapat Terbatas dan Rahasia) (Limited and Confidential Meeting)	<ol style="list-style-type: none"> <li>Proyek Kerjasama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Kediri Jawa Timur.</li> <li>Lain-lain.</li> </ol>
16	14 Desember 2022 December 14, 2022	<ol style="list-style-type: none"> <li>Progress Transformasi PT Angkasa Pura I Tahun 2022 dan Rencana Strategis 2023:                             <ol style="list-style-type: none"> <li>Prognosa Kinerja Operasional dan Keuangan s.d. Akhir Desember 2022.</li> <li>Prognosa Kinerja Anak Perusahaan s.d. Akhir Desember 2022.</li> <li>Rencana Program Transformasi 2023.</li> </ol> </li> <li>Evaluasi <i>Traffic</i> Tahun 2022 dan Rencana Operasional Menjelang Natal dan Tahun Baru 2023.</li> </ol>

# PENILAIAN DEWAN KOMISARIS DAN DIREKSI

## Performance Assessment of The Board of Commissioners and Board of Directors

### PENILAIAN KINERJA DEWAN KOMISARIS

Pemegang Saham memiliki kewenangan untuk menilai kinerja Dewan Komisaris secara kolegal dan masing-masing. Prosedur pelaksanaan penilaian kinerja Dewan Komisaris adalah melalui mekanisme RUPS. Aspek penilaian mengacu pada Undang-Undang, Anggaran Dasar, dan Amanat Pemegang Saham. Ukuran penilaian atas keberhasilan pelaksanaan tugas dan tanggung jawab pengawasan dan pemberian nasihat oleh Dewan Komisaris menjadi salah satu indikator penilaian kinerja. Kriteria aspek penilaian Dewan Komisaris didasarkan pada capaian *Key Performance Indicators* (KPI) yaitu:

1. Aspek Pengawasan & Pengarahan
2. Aspek Pelaporan
3. Aspek Dinamis/lainnya

### BOARD OF COMMISSIONERS PERFORMANCE ASSESSMENT

Shareholders have the authority to assess the Board of Commissioners' performance collegially and individually. The GMS mechanism is used to assess the Board of Commissioners' performance. The assessment is based on the prevailing Laws, Articles of Association, and Shareholders' Mandate. The success indicators of performance assessment include the Board of Commissioners' performance in carrying out its supervisory duties and responsibilities, as well as providing advice. The criteria for the Board of Commissioners performance assessment are based on the achievement of Key Performance Indicators (KPI), including:

1. Supervision & Direction Aspect
2. Reporting Aspect
3. Dynamic Aspect/Others

Penilaian Kinerja Dewan Komisaris Berdasarkan KPI Tahun 2022 Performance Assessment of the Board of Commissioners Based on KPI in 2022							
No.	Indikator Indicator	Target	Bulan Month	Bobot Weight	Real	Nilai Value	
<b>A</b>	<b>Aspek Pengawasan</b> Supervision Aspect	<b>55</b>					
<b>1.</b>	<b>Reviu/analisis kinerja perusahaan</b> Review/analysis of company performance	<b>11</b>		<b>20</b>		<b>20</b>	
a.	Evaluasi RJPP 2020-2024 (atau sesuai kebijakan holding) Evaluation of Long Term Corporate Plan (RJPP) 2020-2024 (or according to holding policy)	1 dok	Sesuai usulan Direksi As proposed by the Board of Directors	3	3	3	
b.	Evaluasi usulan RKAP 2023 Evaluation of the proposed Company Work Plan and Budget (CWPB) 2023	1 dok	Oktober October	3	1	3	
c.	Evaluasi pelaksanaan RKAP 2022 Evaluation of Company Work Plan and Budget (CWPB) 2022 implementation	3 dok	Triwulanan Quarterly	2	3	2	
d.	Evaluasi atas capaian program restrukturisasi perusahaan Evaluation of the achievements of the company restructuring program	12 dok	Bulanan Monthly	4	12	4	
e.	Evaluasi atas capaian program <i>asset recycling</i> Evaluation of the achievements of the asset recycling program	3 dok	Triwulanan Quarterly	2	3	2	
f.	Tindak lanjut atas saran, harapan, permasalahan, dan keluhan dari pemangku kepentingan Follow-up on suggestions, expectations, problems, and complaints from stakeholders	1 dok	Sepanjang tahun Throughout the year	2	1	2	
g.	Evaluasi kinerja anak perusahaan Subsidiary performance evaluation	3 dok	Triwulanan Quarterly	2	3	2	
h.	Evaluasi kinerja bandara Airport performance evaluation	3 dok	Triwulanan Quarterly	2	3	2	
<b>2.</b>	<b>Pengawasan dan nasihat atas :</b> Supervision and advice on:	<b>12</b>		<b>15</b>		<b>15</b>	
a.	Evaluasi pelaksanaan tindak lanjut temuan audit Evaluation of the implementation of follow-up audit findings	3 dok	Triwulanan Quarterly	2	3	2	
b.	Evaluasi pelaksanaan manajemen risiko Risk management implementation evaluation	3 dok	Triwulanan Quarterly	2	3	2	



## PENILAIAN DEWAN KOMISARIS DAN DIREKSI

Performance Assessment of the Board of Commissioners and Board of Directors

Penilaian Kinerja Dewan Komisaris Berdasarkan KPI Tahun 2022 Performance Assessment of the Board of Commissioners Based on KPI in 2022							
No.	Indikator Indicator	Target	Bulan Month	Bobot Weight	Real	Nilai Value	
c.	Evaluasi kebijakan sistem IT IT system policy evaluation	1 dok	Maret March	1	1	1	
d.	Evaluasi kebijakan akuntansi dan penyusunan laporan keuangan Evaluation of accounting policies and preparation of financial statement	1 dok	April April	2	1	2	
e.	Evaluasi pengelolaan/kebijakan pengelolaan SDM Evaluation of HR management/policy	2 dok	Semesteran Semesterly	1	2	1	
f.	Evaluasi kebijakan PPBJ Evaluation of Goods/Services Procurement Unit (PPBJ) policy	2 dok	Semesteran Semesterly	2	2	2	
g.	Evaluasi mutu dan pelayanan bandara Evaluation of airport quality and services	3 dok	Triwulanan Quarterly	2	3	2	
h.	Evaluasi kepatuhan perusahaan terhadap UU dan GCG (saat assessment GCG) Evaluation of the company's compliance with laws and GCG (during GCG assessment)	1 dok	Mei May	2	1	2	
i.	Evaluasi kebijakan penataan anak perusahaan/perusahaan patungan Evaluation of policies for structuring subsidiaries/joint ventures	1 dok	Agustus August	1	1	1	
<b>3.</b>	<b>Pemantauan Temuan Audit</b> <b>Audit Findings Monitoring</b>	<b>2</b>		<b>5</b>		<b>5</b>	
a.	Penunjukan KAP Public Accounting Firm (PAF) Appointment	1 dok	Agustus August	2,5	1	2,5	
b.	Pengawasan dan efektifitas KAP PAF supervision and effectiveness	1 dok	Agustus August	2,5	1	2,5	
<b>4.</b>	<b>Monitoring Bandara</b> <b>Airport Monitoring</b>	<b>4 dok</b>	<b>Triwulanan</b> <b>Quarterly</b>	<b>5</b>		<b>5</b>	
<b>5.</b>	<b>Rapat Meeting</b>	<b>42</b>		<b>10</b>		<b>10,8</b>	
a.	Internal Meeting	24 kgt	Bulanan Monthly	5	26	5,4	
b.	Gabungan Joint Meeting	12 kgt	Bulanan Monthly	5	16	5,4	
<b>B</b>	<b>Aspek Pelaporan</b> <b>Reporting Aspect</b>	<b>30</b>					
1.	Program kerja tahunan Dewan Komisaris tahun 2023 Board of Commissioners annual work program for 2023	1 dok	Oktober October	10	1	10	
2.	Laporan/pendapat dan saran kepada RUPS Report/opinions and suggestions to the GMS	5		10			
a.	Pemantauan kinerja Direksi Board of Directors performance monitoring	3 dok	Triwulanan Quarterly	5	3	5	
b.	Remunerasi Direksi Board of Directors' Remuneration	1 dok	Maret March	5	1	5	
3.	Laporan tugas pengawasan tahunan Annual supervisory duty report	2 dok	Semesteran Semesterly	10	2	10	
<b>B</b>	<b>Aspek Dinamis</b> <b>Dynamic Aspect</b>	<b>15</b>					
1.	Peningkatan kompetensi Competence enhancement	2 prg		5			
a.	Program pengembangan kompetensi seminar, diklat, dan sejenisnya Competence enhancement program, seminar, training, and others.	4 prg	TBC	3	4	3	
b.	Studi banding Dekom/program sejenis Board of Commissioners comparative study/similar programs	1 prg	TBC	2,5	1	2	
2.	Tindak lanjut usulan aksi korporasi dari Direksi (Maksimal 30 hari) Follow-up on proposed corporate action from the Board of Directors (no later than 30 days)	<30 hari <30 days	Sepanjang tahun Throughout the year	10	<30 hari <30 days	10	
<b>Total</b>				<b>100</b>		<b>100,8</b>	

## PENILAIAN DEWAN KOMISARIS DAN DIREKSI

Performance Assessment of the Board of Commissioners and Board of Directors

Selain itu, kinerja Dewan Komisaris juga dinilai melalui asesmen GCG, mengacu pada Keputusan Sekretaris Kementerian BUMN No. SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan (GCG) pada BUMN. Di 2022, perusahaan melakukan *self assessment* memberikan penilaian kinerja Dewan Komisaris.

Kriteria penilaian kinerja Dewan Komisaris berdasarkan GCG *assessment*, mencakup:

1. Pelaksanaan program pelatihan/pembelajaran Dewan Komisaris.
2. Pembagian tugas dan penetapan faktor-faktor yang dibutuhkan untuk mendukung pelaksanaan tugas Dewan Komisaris.
3. Pemberian persetujuan atas rancangan RJPP dan RKAP yang disampaikan oleh Direksi.
4. Pemberian arahan kepada Direksi atas implementasi rencana dan kebijakan perusahaan.
5. Pelaksanaan pengawasan terhadap Direksi atas implementasi rencana dan kebijakan perusahaan.
6. Pelaksanaan pengawasan terhadap pelaksanaan kebijakan pengelolaan anak perusahaan/perusahaan patungan.
7. Peran dalam pencalonan anggota Direksi, penilaian kinerja Direksi (individu dan kelompok), serta pengusulan tantiem/insentif kinerja Direksi.
8. Pelaksanaan tindakan terhadap potensi benturan kepentingan yang menyangkut Dewan Komisaris
9. Pemantauan penerapan prinsip-prinsip tata kelola perusahaan yang baik
10. Penyelenggaraan rapat Dewan Komisaris dan tingkat kehadirannya dalam rapat tersebut.
11. Terdapatnya Sekretaris Dewan Komisaris yang mendukung pelaksanaan tugas kesekretariatan Dewan Komisaris.
12. Terdapatnya Komite Dewan Komisaris yang efektif.

Furthermore, the Board of Commissioners performance is assessed using GCG assessment, in accordance with the SOEs Ministry Secretary Decree No. SK-16/S.MBU/2012 on Indicators/Parameters of Assessment and Evaluation for the Implementation of Good Corporate Governance in State-Owned Enterprises. In 2022, the Company conducted a self-assessment of the Board of Commissioners performance.

The criteria for the performance assessment of the Board of Commissioners based on GCG assessment, including:

1. Implementation of the Board of Commissioners training/learning program.
2. Division of duties and determination of factors required to support the execution of the Board of Commissioners duties.
3. Approval draft of the Company Long Term Plan (RJPP) and Company Work Plan and Budget (CWPB) submitted by the Board of Directors.
4. Direction to the Board of Directors on the implementation of company plans and policies.
5. Supervision of the Board of Directors on the implementation of corporate plans and policies.
6. Supervision over the implementation of subsidiary/joint venture management policies.
7. Role in the nomination of members of the Board of Directors, performance assessment of the Board of Directors (individual and group), and proposal of tantiem/performance incentives for the Board of Directors.
8. Actions to address potential conflicts of interest involving the Board of Commissioners.
9. Monitoring the implementation of good corporate governance principles.
10. The holding of Board of Commissioners meetings and the attendance rate at the meetings.
11. The presence of a Secretary to the Board of Commissioners to assists in the execution of the Board of Commissioners' secretarial duties.
12. The presence of an effective Board of Commissioners Committee

## PENILAIAN DEWAN KOMISARIS DAN DIREKSI

Performance Assessment of the Board of Commissioners and Board of Directors

Sepanjang tahun 2022 kinerja Dewan Komisaris PT Angkasa Pura I memperoleh skor 33.567 dari bobot 35.000 dan predikat keseluruhan penilaian GCG PT Angkasa Pura I dengan kualitas Penerapan GCG sangat baik.

### PENILAIAN KINERJA DIREKSI

Prosedur penilaian kinerja Direksi diukur menggunakan pendekatan capaian *Key Performance Indicator* (KPI) dan hasil GCG *assessment*, dimana Pemegang Saham memiliki wewenang untuk menilai kinerja Direksi secara keseluruhan dan masing-masing melalui Rapat Umum Pemegang Saham (RUPS). Pemegang saham juga dapat bekerja sama dengan pihak independen untuk menilai kinerja Direksi.

Kriteria penilaian kinerja Direksi mengacu pada Peraturan Menteri Badan Usaha Milik Negara Republik Indonesia Nomor PER-11/MBU/11/2020 tentang Kontrak Manajemen dan Kontrak Manajemen Tahunan Direksi Badan Usaha Milik Negara yang ditetapkan oleh Menteri Badan Usaha Milik Negara pada tanggal 12 November 2020 dan diundangkan pada tanggal 23 November 2020 serta berdasarkan Rapat Umum Pemegang Saham yang dilaksanakan tanggal 2 Februari 2022, sebagaimana tertuang dalam Risalah Rapat Umum Pemegang Saham (RUPS) PT Angkasa Pura I tentang Pengesahan Rencana Kerja dan Rencana Anggaran Perusahaan (RKAP) dan Rencana Kerja dan Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022 Nomor AP.I.744/KU.01.03/2022/DU-B.

Throughout 2022, the performance of PT Angkasa Pura I's Board of Commissioners received a score of 33,567 out of a weight of 35,000, and the overall predicate of PT Angkasa Pura I's GCG assessment with the quality of GCG Implementation is very good.

### PERFORMANCE ASSESSMENT OF THE BOARD OF DIRECTORS

The Board of Directors' performance is assessed using the Key Performance Indicator (KPI) and GCG assessment. Shareholders have the authority to assess the Board of Directors' performance collectively and individually through the General Meeting of Shareholders (GMS). Shareholders can collaborate with independent parties to assess the Board of Directors' performance.

The criteria for the Board of Directors' performance assessment are based on the Regulation of the Minister of State-Owned Enterprises of the Republic of Indonesia No. PER-11/MBU/11/2020 on Management Contract and Annual Management Contract of the Board of Directors of State-Owned Enterprises stipulated by the Minister of State-Owned Enterprises on November 12, 2020, and promulgated on November 23, 2020, and based on the General Meeting of Shareholders held on February 2, 2022, as set forth in the Minutes of the General Meeting of Shareholders (GMS) of PT Angkasa Pura I on Ratification of the 2022 Company's Work Plan and Budget Plan (CWPB) and Work Plan and Budget for Social and Environmental Responsibility Program (WPB-CSR) No. AP.I.744 /KU.01.03/2022/DU-B.

#### Penilaian *Key Performance Indicator* (KPI) Direksi PT Angkasa Pura I Tahun 2022

The Board of Directors' Performance Assessment Based on Key Performance Indicator (KPI) of PT Angkasa Pura I in 2022

Key Performance Indicator	Skor Capaian Achievement Score	
	Bobot Weight	Skor Score
Nilai Ekonomis dan Sosial untuk Indonesia Economic and Social Value for Indonesia	30,00	32,34
Inovasi Model Bisnis Business Model Innovation	20,00	20,70
Kepemimpinan Teknologi Technology Leadership	20,00	20,00
Peningkatan Investasi Investment Development	20,00	18,95
Pengembangan Talenta Talent Development	10,00	10,50
<b>Bobot Weight</b>	<b>100,00</b>	<b>102,49</b>

## **KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI**

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

Remunerasi Dewan Komisaris dan Direksi mengacu pada Peraturan Menteri BUMN No. PER-13/MBU/11/2021 tentang Perubahan Keenam Atas Peraturan Menteri Badan Usaha Milik Negara Nomor PER-04/MBU/2014 tentang Pedoman Penetapan Penghasilan Direksi, Dewan Komisaris dan Dewan Pengawas Badan Usaha Milik Negara. Formulasi kebijakan remunerasi Direksi dan Dewan Komisaris disusun dengan berbagai pertimbangan yang meliputi kebutuhan likuiditas jangka pendek dan jangka panjang, kecukupan, dan penguatan permodalan, aspek stabilitas keuangan, terciptanya efektivitas manajemen risiko, serta potensi pendapatan di masa yang akan datang. Besaran penghasilan Direksi dan Dewan Komisaris Tahun 2022 PT Angkasa Pura I ditetapkan pemegang saham berdasarkan Surat Direktur Utama PT Aviassi Pariwisata Indonesia (Persero) Nomor INJ.03.08/23/09/2022/A.0566 Tanggal 05 September 2022 perihal Penetapan Penghasilan Direksi dan Komisaris Tahun 2022 PT Angkasa Pura I.

#### **REMUNERASI DEWAN KOMISARIS**

##### **Prosedur Penetapan Remunerasi**

Pengusulan remunerasi Direksi dilaksanakan oleh Dewan Komisaris yang menjalankan fungsi nominasi dan remunerasi. Dalam menetapkan usulan remunerasi, Dewan Komisaris dibantu oleh Komite Nominasi dan Remunerasi yang diusulkan kepada RUPS. PT Angkasa Pura I menetapkan remunerasi bagi Direksi mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara. Sesuai Peraturan Menteri tersebut, besaran penghasilan Dewan Komisaris ditetapkan oleh RUPS.

##### **Indikator Penetapan Remunerasi**

Indikator penetapan remunerasi Dewan Komisaris berdasarkan Peraturan Menteri BUMN Nomor PER-13/MBU/09/2021 Tanggal 27 September 2021 mencakup aspek sebagai berikut:

- Faktor skala usaha;
- Faktor kompleksitas usaha;
- Tingkat inflasi;

The remuneration of the Board of Commissioners and the Board of Directors refers to the SOEs Minister Regulation No. PER-13/MBU/11/2021 on the Sixth Amendment to the SOEs Minister Regulation No. PER-04/MBU/2014 on Guidelines for Determining the Income of Directors, Board of Commissioners and Supervisory Board of State-Owned Enterprises. The formulation of remuneration policy for the Board of Directors and Board of Commissioners has been prepared with various considerations including short-term and longterm liquidity requirements, capital adequacy and strengthening, financial stability, effective risk management, and potential revenue in the future. Shareholders determined the amount of income for the Board of Directors and Board of Commissioners of PT Angkasa Pura I in 2022 based on the Letter of the President Director of PT Aviassi Pariwisata Indonesia (Persero) Number INJ.03.08/23/09/2022/A.0566 dated September 5, 2022, on the Determination of Income of Board of Directors and Board of Commissioners of PT Angkasa Pura I in 2022.

#### **REMUNERATION OF THE BOARD OF COMMISSIONERS**

##### **Procedure for Determination of Remuneration**

Remuneration of the Board of Directors is proposed by the Board of Commissioners that carries out the nomination and remuneration functions. The Board of Commissioners is assisted by the Nomination and Remuneration Committee to propose the remuneration rate at the GMS. PT Angkasa Pura I sets remuneration for the Board of Directors by referring to the provisions of the SOEs Minister Regulation. In accordance with the Ministerial Regulation, the amount of income for the Board of Commissioners is determined by the GMS.

##### **Indicators for Determination of Remuneration**

Based on the SOEs Minister Regulation No. PER-13/MBU/09/2021 dated September 27, 2021, indicators for determination of the Board of Commissioners remuneration include:

- Business scale;
- Business complexity;
- Inflation rate;

## KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remuneration Policy of the Board of Commissioners and Board of Directors

- Kondisi dan kemampuan keuangan perusahaan;
- Faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan.
- Financial situation and capacity of the Company;
- Other relevant factors that do not contradict applicable laws and regulations.

Struktur Remunerasi Anggota Dewan Komisaris Remuneration Structure of Members of the Board of Commissioners			
No.	Jenis Penghasilan Income Type	Keputusan Decision	Keterangan Description
1.	<b>Honorarium</b> Honorarium	Rp9.123.840.000 dalam 1 (satu) tahun untuk seluruh Dewan Komisaris Rp9,123,840,000 in 1 (one) year for all members of the Board of Commissioners	a. Komisaris Utama: 100% b. Komisaris: 90% dari Komisaris Utama a. President Commissioner: 100% b. Commissioner: 90% of the President Commissioner
2.	<b>Tunjangan</b> Allowance		
	Tunjangan Hari Raya Religious Festivity Allowance	Diberikan sebesar satu bulan Honorarium Provided for one month Honorarium	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN Nomor PER-13/MBU/05/2021 In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-13/MBU/05/2021
	Tunjangan Transportasi Transportation Allowance	Diberikan sebesar 20% dari Honorarium Provided at a rate of 20% of the honorarium	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN Nomor PER-13/MBU/05/2021. In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-13/MBU/05/2021
	Asuransi Purna Jabatan Pension Insurance	Premi asuransi paling banyak 25% dari Honorarium. Insurance premium of no more than 25% of Honorarium	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN Nomor PER-13/MBU/05/2021. In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-13/MBU/05/2021.
3.	<b>Fasilitas</b> Facilities		
	Fasilitas Kesehatan Health Facilities	Asuransi kesehatan atau penggantian biaya pengobatan ( <i>at cost</i> ). Health insurance or reimbursement of medical expenses at cost.	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN Nomor PER-13/MBU/05/2021. In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-13/MBU/05/2021
	Fasilitas Bantuan Hukum Legal Aid Facility	Untuk pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka, dan terdakwa di lembaga peradilan. To pay for the services of a lawyer/legal consultant office covering the investigative process as a witness, suspect, and defendant in a judicial institution.	Sesuai Peraturan Menteri BUMN Nomor PER-04/MBU/2014 sebagaimana beberapa kali diubah terakhir dengan Peraturan Menteri BUMN Nomor PER-13/MBU/05/2021. In accordance with the Minister of SOEs Regulation No. PER-04/MBU/2014 as amended several times, lastly amended by the Minister of SOEs Regulation No. PER-13/MBU/05/2021
4.	<b>Tantiem/Insentif Kinerja</b> Tantiem/Performance Incentive		
	Insentif Kinerja Performance Incentive	Memberikan insentif kinerja sebesar Rp2.600.000.000 untuk Direksi dan Dewan Komisaris. To provide performance incentive of Rp2,600,000,000 for the Board of Directors and Board of Commissioners.	<ul style="list-style-type: none"> <li>• Komisaris Utama: 45% dari tantiem Direktur Utama.</li> <li>• Komisaris: 90% dari tantiem Komisaris Utama.</li> </ul> Dibagikan secara proporsional sesuai masa kerja aktif yang bersangkutan. Pajak atas tantiem ditanggung pribadi bukan perusahaan. <ul style="list-style-type: none"> <li>• President Commissioner: 45% of the tantiem of the President Director</li> <li>• Commissioner: 90% of the tantiem of the President Commissioner</li> </ul> Distributed proportionally according to the active working period. Taxes on tantiem is borne individually and not the Company.
	Long Term Incentive Long Term Incentive	Tidak diberikan. Not provided	



## KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remuneration Policy of the Board of Commissioners and Board of Directors

### JUMLAH NOMINAL/KOMPONEN REMUNERASI DEWAN KOMISARIS

Remunerasi Dewan Komisaris Tahun 2022 (Dalam Rupiah)

### NOMINAL AMOUNT/REMUNERATION COMPONENT OF BOARD OF DIRECTORS

Remuneration of Board of Directors in 2022 (in Rupiah)

Uraian Penghasilan Description of Income	Keterangan Description
Honorarium Honorarium	Komisaris Utama: 45% dari gaji Direktur Utama President Commissioner: 45% of the salary of the President Director  Komisaris: 90% dari honorarium Komisaris Utama Commissioner: 90% of the honorarium of the President Commissioner

Tunjangan/Fasilitas Allowances/Facilities	Komisaris Utama President Commissioner	Komisaris Commissioner
<b>Pendapatan Bulanan</b> Monthly income		
Honorarium Honorarium	Rp118.800.000	Rp106.920.000
Tunjangan Transportasi Transportation Allowance	Rp23.760.000	Rp21.384.000
Tunjangan Komunikasi Communication Allowance	Rp5.940.000	Rp5.346.000
<b>Pendapatan tahunan</b> Annual income		
Tunjangan Hari Raya Tunjangan Hari Raya Religious Festivity Allowance	Dibayarkan satu kali Honorarium Paid 1 (one) time of Honorarium	Dibayarkan satu kali Honorarium Paid 1 (one) time of Honorarium
Asuransi Purna Jabatan Pension Insurance	Premi yang ditanggung oleh Perusahaan sebesar 25% dari Honorarium dalam 1 tahun The premium borne by the company is 25% of honorarium in 1 (one) year.	Premi yang ditanggung oleh Perusahaan sebesar 25% dari Honorarium dalam 1 tahun The premium borne by the company is 25% of honorarium in 1 (one) year.
Tantiem Tantiem	Dibayarkan sebesar 45% dari Tantiem Direktur Utama Paid at 45% of the tantiem of the President Director	Dibayarkan sebesar 90% dari Tantiem Komisaris Utama Paid at 45% of the tantiem of the President Director
<b>Facilities</b> Facilities		
Kesehatan Health Facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan untuk Komisaris, Istri/Suami dan maksimal 3 anak usia maksimal 25 tahun In the form of health insurance or reimbursement of medical expenses for the Commissioner, their wife/husband and no more than 3 children under the age of 25 years	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan untuk Komisaris, Istri/Suami dan maksimal 3 anak usia maksimal 25 tahun In the form of health insurance or reimbursement of medical expenses for the Commissioner, their wife/husband and no more than 3 children under the age of 25 years.
Bantuan Hukum Legal Aid Facilities	Dibayarkan sesuai pengeluaran Paid according to expenses	Dibayarkan sesuai pengeluaran Paid according to expenses

## KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remuneration Policy of the Board of Commissioners and Board of Directors

Nama Name	Jabatan Position	Honor Honorarium	Tantiem 2022 Tantiem 2022
Djoko Sasono	Komisaris Utama President Commissioner	Rp1.425.600.000	45% dari Tantiem Direktur Utama 45% of the tantiem of the President Director
Tri Budi Satriyo	Komisaris Commissioner	Rp1.283.040.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Danang Parikesit	Komisaris Commissioner	Rp1.283.040.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Wempi Saputra	Komisaris Commissioner	Rp1.069.200.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Hidayat Amir*	Komisaris Commissioner	Rp213.840.000	0
Irfan Wahid	Komisaris Independen Independent Commissioner	Rp1.283.040.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner
Erwan Agus Purwanto	Komisaris Independen Independent Commissioner	Rp1.283.040.000	90% dari Tantiem Komisaris Utama 90% of the tantiem of the President Commissioner

### REMUNERASI DIREKSI

#### Prosedur Penetapan Remunerasi

PT Angkasa Pura I menetapkan remunerasi bagi Direksi mengacu pada ketentuan Peraturan Menteri Badan Usaha Milik Negara. Sesuai Peraturan Menteri tersebut, besaran penghasilan Direksi ditetapkan sesuai kesepakatan dalam RUPS. Usulan besaran remunerasi Direksi diajukan oleh Dewan Komisaris berdasarkan pertimbangan dari Komite Nominasi dan Remunerasi.

#### Indikator Penetapan Remunerasi

Berdasarkan Peraturan Menteri BUMN No. PER-13/MBU/09/2021 tanggal 27 September 2021, indikator penetapan remunerasi Direksi mencakup:

1. Faktor skala usaha;
2. Faktor kompleksitas usaha;
3. Tingkat inflasi;
4. Kondisi dan kemampuan keuangan perusahaan;
5. Faktor-faktor lain yang relevan serta tidak bertentangan dengan peraturan perundang-undangan

### REMUNERATION OF THE BOARD OF DIRECTORS

#### Procedure for Determination of Remuneration

PT Angkasa Pura I sets remuneration for the Board of Directors by referring to the provisions of the Minister of SOEs Regulation. In accordance with the Minister of SOEs Regulation, the amount of income for the Board of Directors is determined according to the agreement in the GMS. The proposed amount of remuneration for the Board of Directors is submitted by the Board of Commissioners based on the considerations of the Nomination and Remuneration Committee.

#### Indicators for Determination of Remuneration

Based on the SOEs Minister Regulation No. PER-13/MBU/09/2021 dated September 27, 2021, indicators for the determination of the Board of Directors' remuneration include:

1. Business scale;
2. Business complexity;
3. Inflation rate;
4. Financial situation and capacity of the Company;
5. Other relevant factors that do not contradict applicable laws and regulations.

## KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remuneration Policy of the Board of Commissioners and Board of Directors

Struktur Remunerasi Anggota Direksi Remuneration Structure of Members of the Board of Directors		
No.	Jenis Penghasilan Income Type	Keterangan Description
1.	<b>Gaji</b> Salary	Direktur Utama sebesar 100%. President Director: 100%.  Direktur sebesar 85% dari gaji Direktur Utama. Director: 85% of the salary of President Director
2.	<b>Tunjangan</b> Allowance	
	Hari Raya Keagamaan Religious Festivity Allowance	Anggota Direksi diberikan tunjangan hari raya keagamaan sebesar satu kali gaji setiap tahun. Members of the Board of Directors are provided a religious festivity allowance of one-time salary amount each year
	Perumahan Housing Allowance	Anggota Direksi diberikan tunjangan perumahan sebesar Rp27.500.000. Members of the Board of Directors are given a housing allowance of Rp27,500,000.
	Asuransi Purnajabatan Pension Insurance	a. Diberikan selama menjabat. b. Premi yang ditanggung perusahaan adalah maksimal 25% dari gaji dalam 1 tahun. c. Pemilihan program untuk asuransi purna jabatan ditetapkan oleh masing-masing anggota Direksi yang dikoordinasikan oleh unit yang mengelola fasilitas dan tunjangan anggota Direksi dan anggota Dewan Komisaris. d. Pemberian premi, iuran atau istilah lain yang relevan untuk asuransi purna jabatan sudah termasuk di dalamnya premi untuk asuransi kecelakaan dan kematian. a. Provided during the term of office. b. The premium is borne by the company to a maximum of 25% of salary in 1 (one) year. c. Selection of pension insurance is determined by the individual member of the Board of Directors and coordinated by the unit that manages the facilities and benefits for members of the Board of Directors and members of the Board of Commissioners. d. The premium, contribution or other relevant terms for pension insurance includes personal accident insurance and life insurance premiums
3.	<b>Fasilitas</b> Facilities	
	Kendaraan Vehicle Facility	a. Anggota Direksi hanya berhak atas satu fasilitas kendaraan dari perseroan. b. Fasilitas kendaraan termasuk dengan biaya pemeliharaan dan operasional diberikan dengan memperhatikan kondisi keuangan Perseroan. c. Spesifikasi dan standar kendaraan ditetapkan oleh Menteri. d. Anggota Direksi yang tidak lagi menjabat wajib mengembalikan kendaraan dinas kepada perusahaan dalam jangka waktu paling lambat 30 hari setelah tidak menjabat. a. Members of the Board of Directors are only entitled to one official vehicle from the company. b. Official vehicle facility including maintenance and operational costs are provided with due regard to the company's financial situation. c. Official vehicle specifications and standards are determined by the Minister. d. A member of the Board Directors who is no longer in the office must return the official vehicle to the company no later than 30 days after leaving the office.
	Kesehatan Health Facilities	a. Fasilitas kesehatan diberikan dalam bentuk asuransi kesehatan atau penggantian biaya obat. b. Fasilitas kesehatan diberikan kepada anggota Direksi serta suami/istri dan maksimal 3 orang anak yang belum mencapai usia 25 tahun dengan ketentuan apabila anak yang belum berusia 25 tahun tersebut pernah menikah atau pernah bekerja maka yang bersangkutan tidak berhak mendapatkan fasilitas kesehatan. c. Fasilitas kesehatan diberikan berupa: <ul style="list-style-type: none"> <li>• Rawat jalan dan obat;</li> <li>• Rawat inap dan obat;</li> <li>• <i>Medical check up</i> dengan ketentuan satu kali setiap tahun dan dilakukan di dalam negeri.</li> </ul> d. Apabila dokter yang merawat memberikan rujukan untuk berobat ke luar negeri, fasilitas kesehatan diberikan secara penuh atau sebagian dengan memperhatikan kemampuan perusahaan. a. Health facilities are provided in the form of health insurance or reimbursement of medical expenses; b. Health facilities are given to members of the Board of Directors and their husbands/wives and a maximum of 3 children under the age of 25 years and should the children under the age of 25 have married or have worked they are thus not entitled to receive health benefits. c. Health facilities are provided through: <ul style="list-style-type: none"> <li>• Outpatient and medication services.</li> <li>• Inpatient and medication services.</li> <li>• Annual medical check-ups at domestic establishments.</li> </ul> d. If the treating doctor provides a referral for treatment abroad, health benefits are provided in full or in part with due observance of the Company's capacity.

## KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

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

Struktur Remunerasi Anggota Direksi Remuneration Structure of Members of the Board of Directors		
No.	Jenis Penghasilan Income Type	Keterangan Description
	Bantuan Hukum Legal Aid Facilities	<p>a. Fasilitas bantuan hukum kepada anggota Direksi diberikan dalam hal terjadi tindakan/perbuatan untuk dan atas nama jabatan anggota Direksi dengan maksud dan tujuan serta kegiatan usaha perusahaan.</p> <p>b. Fasilitas bantuan hukum diberikan dalam bentuk pembiayaan jasa kantor pengacara/konsultan hukum yang meliputi proses pemeriksaan sebagai saksi, tersangka dan terdakwa di lembaga peradilan.</p> <p>c. Jasa kantor pengacara atau konsultan hukum yang dapat dibebankan pembiayaannya adalah untuk satu kantor pengacara/konsultan hukum untuk satu kasus tertentu.</p> <p>d. Penunjukan kantor pengacara/konsultan hukum dilakukan oleh Perseroan sesuai dengan ketentuan pengadaan perusahaan.</p> <p>a. Legal aid for members of the Board of Directors is provided in the event of an action taken for and on behalf of the position of members of the Board of Directors with the intent and purpose and business of the company.</p> <p>b. Legal aid is provided in the form of financing for law office/legal consultant which includes the investigative process if named as witness, suspect and defendant in a court course.</p> <p>c. Payment for legal services can be made to the law office/ legal consultant for one specific case.</p> <p>d. The appointment of a law office/legal consultant is conducted by the company in accordance with the provisions of company procurement.</p>
	Fasilitas Perumahan Housing Facilities	<p>Dalam hal perusahaan menyediakan rumah jabatan Direksi maka yang bersangkutan wajib mempergunakan rumah tersebut sebagai fasilitas perumahan dan yang bersangkutan tidak diberikan tunjangan perumahan.</p> <p>In the event that the company provides an official residence for a member of the Board of Directors, the member must use the residence as a housing facility and no housing allowance is provided.</p>

Uraian Penghasilan Description of Income	Keterangan Description
Gaji Salary	<p>Direktur Utama: Rp264.000.000 President Director: Rp264.000.000</p> <p>Direktur: 85% dari gaji Direktur Utama Director: 85% of the salary of the President Director</p>

Tunjangan/Fasilitas Allowances/Facilities	Direktur Utama President Director	Direktur Director
<b>Pendapatan Bulanan</b> Monthly Income		
Gaji pokok Basic Salary	Rp264.000.000	Rp224.400.000
Tunjangan Perumahan Housing Allowance	Rp27.500.000	Rp27.500.000
<b>Pendapatan tahunan</b> Annual Income		
Tunjangan Hari Raya Religious Festivity Allowance	Dibayarkan satu kali gaji Paid 1 (one) time salary	Dibayarkan satu kali gaji Paid 1 (one) time salary
Asuransi purna jabatan Pension Insurance	Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam satu tahun The premium borne by the company is 25% of salary in 1 (one) year	Premi yang ditanggung oleh perusahaan sebesar 25% dari gaji dalam satu tahun The premium borne by the company is 25% of salary in 1 (one) year
Tantiem/Insentif Tantiem/Incentive	Dibayarkan sesuai prosional Proportionally paid	Dibayarkan sebesar 85% dari tantiem Direktur Utama Paid at 85% of the tantiem of the President Director

## KEBIJAKAN REMUNERASI DEWAN KOMISARIS DAN DIREKSI

Remuneration Policy of the Board of Commissioners and Board of Directors

Tunjangan/Fasilitas Allowances/Facilities	Direktur Utama President Director	Direktur Director
<b>Fasilitas</b> Facilities		
Kendaraan Vehicle Facility	Satu unit beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan kondisi keuangan perusahaan 1 (one) unit including maintenance cost and operational cost with due observance of the company's financial condition	Satu unit beserta biaya pemeliharaan dan biaya operasional dengan memperhatikan kondisi keuangan perusahaan 1 (one) unit including maintenance cost and operational cost with due observance of the company's financial condition
Kesehatan Health Facilities	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan untuk Komisaris, istri/suami dan maksimal 3 anak usia maksimal 25 tahun In the form of health insurance or reimbursement of medical expenses for the Commissioner, their wife/husband and no more than 3 children under the age of 25 years	Dalam bentuk asuransi kesehatan atau penggantian biaya pengobatan untuk Komisaris, istri/suami dan maksimal 3 anak usia maksimal 25 tahun. In the form of health insurance or reimbursement of medical expenses for the Commissioner, their wife/husband and no more than 3 children under the age of 25 years.
Bantuan hukum Legal Aid Facility	Dibayarkan sesuai pengeluaran Paid according to expenses	Dibayarkan sesuai pengeluaran Paid according to expenses

Nama Name	Jabatan Position	Gaji per Bulan Salary per Month	Tantiem Tantiem
Faik Fahmi	Direktur Utama President Director	Rp264.000.000	100%
Devy Suradji	Direktur Pemasaran dan Pelayanan Marketing and Service Director	Rp224.400.000	85%
Wendo Asrul Rose	Direktur Operasi Operation Director	Rp224.400.000	85%
Lukman S. Laisa	Direktur Teknik Technical Director	Rp224.400.000	85%
Dendi T. Danianto	Direktur Pengembangan Usaha Business Development Director	Rp224.400.000	85%
M. Arifin Firdaus	Direktur Sumber Daya Manusia dan Umum Human Capital and General Affairs Director	Rp224.400.000	85%
Yudi Rizkyardie Darun	Direktur Keuangan Finance Director	Rp224.400.000	85%
Israwadi	Direktur Kepatuhan, Aset, dan Pengadaan Compliance, Assets and Procurement Director	Rp224.400.000	85%



## KOMITE AUDIT

### Audit Committee

Di bawah Dewan Komisaris terdapat Komite Audit yang membantu melaksanakan fungsi pengawasan terhadap kinerja Direksi dan memberi nasihat kepada Direksi. Anggota Komite Audit diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Komite Audit PT Angkasa Pura I terdiri dari 1 orang ketua dan 1 orang wakil ketua yang berasal dari anggota Dewan Komisaris, serta dibantu oleh 2 anggota dari luar perusahaan yang harus memiliki latar belakang pendidikan atau memiliki keahlian di bidang akuntansi atau keuangan, dan memahami industri/bisnis perusahaan.

#### DASAR PEMBENTUKAN KOMITE AUDIT

Pembentukan Komite Audit mengacu pada peraturan berikut:

- Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara;
- Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
- Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;
- Peraturan Pemerintah Nomor 104 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviiasi Pariwisata Indonesia;
- Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 jo. Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-09/MBU/2012;
- Peraturan Menteri Negara BUMN Nomor PER-12/MBU/2012 jo. Nomor PER-06/MBU/04/2021 jo. Nomor PER-14/MBU/10/2021 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara;

Audit Committee is under the Board of Commissioners and has duties to assist the Board of Commissioners in performing its supervisory function and providing advice to the Board of Directors. The Audit Committee members are appointed and dismissed by the Board of Commissioners and report to the General Meeting of Shareholders. The Audit Committee of PT Angkasa Pura I consists of 1 (one) Chairman and 1 (one) Vice Chairman who are members of the Board of Commissioners, and is assisted by 2 (two) members from outside the company who must have an educational background or expertise in accounting or finance, and understand the company's industry/business.

#### BASIS FOR ESTABLISHMENT OF THE AUDIT COMMITTEE

The establishment of the Audit Committee refers to the following regulations:

- Law No. 19 of 2003 on State-Owned Enterprises;
- Law No. 40 of 2007 on Limited Liability Companies;
- Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises;
- Government Regulation No. 104 of 2021 on the addition of the Republic of Indonesia's State Equity Participation into the Share Capital of the Company (Persero) PT Aviiasi Pariwisata Indonesia;
- Minister of SOEs Regulation No. PER-01/MBU/2011 jo. No. PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises as amended by Minister of SOEs Regulation No. PER-09/MBU/2012;
- Minister of SOEs Regulation No. PER-12/MBU/2012 jo. No. PER-06/MBU/04/2021 jo. No. PER-14/MBU/10/2021 on the Supporting Organs for the Board of Commissioners/Supervisory Board of State-Owned Enterprises;

## KOMITE AUDIT

Audit Committee

- Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN;
- POJK Nomor 55/POJK.04/2015 tentang Pembentukan dan Pedoman Pelaksanaan Kerja Komite Audit;
- Pedoman Umum *Good Corporate Governance* Indonesia Tahun 2006 oleh Komite Nasional Kebijakan *Governance*;
- Board Manual* PT Angkasa Pura I.
- Secretary of State-Owned Enterprises Decree No. SK-16/S.MBU/2012 on the Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises;
- Financial Services Authority Regulation (POJK) No. 55/POJK.04/2015 on the Establishment and Implementation Guidelines of Audit Committees;
- Indonesian General Guidelines of Good Corporate Governance issued by the National Committee on Governance Policy 2006;
- Board Manual of PT Angkasa Pura I.

### PIAGAM KOMITE AUDIT

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Audit berpedoman pada Piagam (*charter*) Komite Audit PT Angkasa Pura I yang telah disahkan oleh Dewan Komisaris melalui Surat Keputusan Dewan Komisaris No KEP.06/DK.AP.I/2022 tahun 2022 tentang Piagam Komite Audit (*Committee Audit Charter*).

Piagam tersebut memuat ketentuan yang harus dipatuhi dalam pembentukan dan pelaksanaan kegiatan Komite Audit agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan.

### TUGAS DAN TANGGUNG JAWAB KOMITE AUDIT

Tugas dan tanggung jawab Komite Audit yang tertuang dalam Piagam Komite Audit yaitu:

#### 1. Laporan Keuangan

- Melakukan penelaahan atas informasi keuangan yang akan dikeluarkan perusahaan seperti laporan keuangan, proyeksi, dan informasi keuangan lainnya.
- Melakukan penelaahan bersama Manajemen, Internal Audit dan Akuntan Publik, KAP atau Tim KAP atas hasil audit termasuk kesulitan yang dihadapi.
- Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara manajemen dan Akuntan Publik, KAP atau Tim Audit dari KAP atas jasa yang diberikannya.

### AUDIT COMMITTEE CHARTER

In carrying out its duties and responsibilities, the Audit Committee is guided by the Audit Committee Charter of PT Angkasa Pura I, ratified by the Board of Commissioners through Board of Commissioners Decree No. KEP.06/DK.AP.I/2022 on the Audit Committee Charter.

The charter specifies provisions that must be complied with in the establishment and implementation of Audit Committee activities in order to work in an independent, objective, transparent and accountable manner.

### DUTIES AND RESPONSIBILITIES OF THE AUDIT COMMITTEE

The duties and responsibilities of the Audit Committee as outlined in the Audit Committee Charter are as follows:

#### 1. Financial Reporting

- Review of financial information to be released by the Company, such as financial statements, financial projections, and other reports relating to the financial information of the Company;
- Conduct a joint review with Management, Internal Audit and Public Accountants, Public Accounting Firm (PAF) or PAF Team on the audit results, including the difficulties encountered.
- Provide independent advice/resolution to any disagreements between management and external auditor, Public Accounting Firm (PAF) or PAF team regarding the services rendered;

## KOMITE AUDIT

### Audit Committee

- d. Melakukan penelaahan atas laporan tahunan untuk meyakinkan kecukupan, konsistensi dan keakuratan informasi.

#### 2. Pengendalian Internal

Melakukan pemantauan dan penelaahan atas:

- a. Sistem pengendalian internal perusahaan yang baku sesuai dengan praktik terbaik yang berlaku.
- b. Laporan hasil pemeriksaan Unit Internal Audit dan auditor eksternal yang memeriksa perusahaan guna memastikan bahwa pengendalian internal sudah dilakukan dengan baik.
- c. Pelaksanaan tindak lanjut Direksi atas hasil temuan unit Internal Audit dan auditor eksternal.
- d. Kecukupan pengendalian internal di perusahaan dan/atau entitas lain dimana perusahaan memiliki kepentingan.

#### 3. Internal Audit

- a. Melakukan penelaahan atas rencana audit, ruang lingkup, dan anggaran unit Internal Audit dan memberikan rekomendasi kepada Dewan Komisaris.
- b. Memantau efektivitas internal audit perusahaan.
- c. Memberikan pendapat dan saran kepada Dewan Komisaris untuk bahan pertimbangan dalam memberikan persetujuan terhadap pengangkatan dan pemberhentian Kepala Internal Audit.
- d. Melakukan penelaahan terhadap setiap laporan Internal Audit yang disampaikan kepada Dewan Komisaris c.q. Komite Audit, termasuk setiap laporan penyimpangan yang disampaikan kepada Direksi.
- e. Melakukan penelaahan atas pelaksanaan pemeriksaan oleh Auditor Internal dan mengawasi pelaksanaan tindak lanjut oleh Direksi atas temuan Auditor Internal.

- d. Review annual report to ensure sufficiency, consistency, and accuracy of information.

#### 2. Internal Control

Conducting monitoring and review of

- a. The company's standard internal control system in accordance with best practices.
- b. Audit results of Internal Audit Unit and External Auditor of the company to ensure effective internal control
- c. Implementation of the Board of Directors' follow-up on the findings of Internal Audit Unit and external auditor.
- d. Adequacy of internal control in the company and/or other entities in which the company has an interest.

#### 3. Internal Audit

- a. Review audit plan, scope, and budget of Internal Audit Unit and provide recommendations to the Board of Commissioners.
- b. Monitor the effectiveness of the company's internal audit.
- c. Provide opinions and recommendations to the Board of Commissioners for consideration in approving the appointment and dismissal of the Head of Internal Audit.
- d. Review all Internal Audit reports submitted to the Board of Commissioners through the Audit Committee, including any reports of irregularities submitted to the Board of Directors.
- e. Review the implementation of audit by Internal Auditor and oversee the implementation of follow-up actions by the Board of Directors in response to Internal Auditor findings.

## KOMITE AUDIT

### Audit Committee

#### 4. Auditor Independen

- a. Memberikan rekomendasi atas penunjukan Akuntan Publik (AP) dan Kantor Akuntan Publik (KAP) yang akan mengaudit laporan keuangan perusahaan kepada Dewan Komisaris untuk disampaikan kepada RUPS. Dalam Menyusun rekomendasi tersebut, Komite Audit dapat mempertimbangkan:
- 1) Independensi AP, KAP, dan orang dalam KAP.
  - 2) Ruang lingkup audit.
  - 3) Imbalan jasa audit.
  - 4) Keahlian dan pengalaman AP, KAP, dan tim audit dari KAP.
  - 5) Metodologi, teknik, dan sarana audit yang digunakan KAP.
  - 6) Manfaat *fresh eye perspectives* yang akan diperoleh melalui penggantian AP, KAP, dan tim audit dari KAP.
  - 7) Potensi risiko atas penggunaan jasa audit oleh KAP yang sama secara berturut-turut untuk kurun waktu yang cukup Panjang, dan/atau
  - 8) Hasil evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan KAP pada periode sebelumnya, apabila ada.
- b. Mengusulkan pemberhentian AP, KAP, atau tim audit dari KAP apabila dalam melaksanakan tugasnya yang bersangkutan tidak memenuhi standar dan ketentuan yang berlaku.
- c. Dalam hal AP dan/atau KAP yang telah diputuskan oleh RUPS tidak dapat menyelesaikan pemberian jasa audit atas informasi keuangan historis tahunan pada periode penugasan profesional, penunjukkan AP dan/atau KAP pengganti dilakukan oleh Dewan Komisaris setelah mendapatkan persetujuan RUPS dengan memperhatikan rekomendasi Komite Audit.

#### 4. Independent Auditor

- a. Provide recommendations on the appointment of a Public Accountant (PA) and a Public Accounting Firm (PAF) to audit the company's financial statements to the Board of Commissioners for submission to the General Meeting of Shareholders. The considerations in the recommendations for PA and PAF are as follows:
- 1) Independence of PA, PAF, and PAF Insiders
  - 2) Scope of audit
  - 3) Fee for audit services.
  - 4) Expertise and experience of PA, PAF and Audit Team from PAF
  - 5) Audit methodology, techniques, and tools used by PAF.
  - 6) Benefits of fresh eye perspectives that will be obtained through the replacement of PA, PAF, and Audit Team from PAF
  - 7) The potential risk of using audit services by the same PAF in consecutive for a fairly long period, and/or
  - 8) The evaluation of provision of audit services on annual historical financial information by PA and PAF in the previous period, if any.
- b. Propose the dismissal of PA, PAF, or Audit Team from PAF if they do not meet the applicable standards and regulations in carrying out their duties.
- c. In the event that the PA and/or PAF that have been decided by the GMS cannot complete the grant of audit services to annual historical financial information during the professional assignment period, appointment of AP and/or replacement PAF shall be conducted by the Board of Commissioners after obtaining approval of the GMS by taking into account the recommendations of the Audit Committee.

## KOMITE AUDIT

### Audit Committee

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| <ul style="list-style-type: none"> <li>d. Melakukan evaluasi terhadap pelaksanaan pemberian jasa audit atas informasi keuangan historis tahunan oleh AP dan/atau KAP.</li> <li>e. Melakukan penelaahan dan pemantauan atas:             <ul style="list-style-type: none"> <li>1) Temuan yang signifikan dari hasil pemeriksaan auditor eksternal serta institusi pemeriksa lainnya.</li> <li>2) Tindak lanjut auditee terhadap hasil pemeriksaan yang dilakukan oleh auditor eksternal.</li> </ul> </li> <li>f. Memberikan pendapat independen dalam hal terjadi perbedaan pendapat antara Direksi dan Akuntan atas jasa yang diberikan.</li> </ul> | <ul style="list-style-type: none"> <li>d. Evaluate the implementation of audit services for annual historical financial information by the PA and/or PAF in the previous period.</li> <li>e. Conduct review and monitoring of:             <ul style="list-style-type: none"> <li>1) Significant findings from the audit results of external auditor and other auditing institutions.</li> <li>2) Auditee's follow-up on the audit results conducted by external auditor.</li> </ul> </li> <li>f. Provide an independent opinion in the event of disagreement</li> </ul> |
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#### 5. Kepatuhan

Melakukan pemantauan dan penelaahan atas:

- a. Kepatuhan perusahaan terhadap peraturan perundang-undangan, baik internal maupun eksternal yang berkaitan dengan kegiatan usaha perusahaan.
- b. Laporan hasil pemeriksaan yang terkait dengan kepatuhan perusahaan terhadap peraturan perundang-undangan internal dan eksternal yang diterbitkan oleh unit Internal Auditor dan auditor eksternal.
- c. Kesesuaian laporan keuangan dengan standar akuntansi yang berlaku.
- d. Potensi benturan kepentingan perusahaan.

#### 5. Compliance

Conducting monitoring and review of:

- a. The company's compliance with internal and external regulations related to the company's business activities.
- b. Audit reports on the company's compliance with internal and external regulations issued by Internal Auditor and External Auditor Units.
- c. Conformity of financial statements with applicable accounting standards.
- d. Potential conflicts of interest within the company.

#### 6. Pengaduan Akuntansi dan Pelaporan

Komite Audit akan melakukan penelaahan atas Pengaduan atau Pelaporan Dugaan Pelanggaran terkait laporan keuangan dan perusahaan lainnya yang disampaikan langsung oleh *stakeholders* dan pemegang saham melalui Komite Audit maupun Dewan Komisaris serta langkah penanganannya/tindaklanjutnya dapat melalui mekanisme kebijakan *whistleblowing system* yang telah ditetapkan perusahaan atau melaksanakan penelaahan sendiri melalui bantuan SPI sebagai Internal Auditor dan atau tenaga ahli independen/auditor eksternal.

#### 6. Complaint Handling and Reporting Regarding Alleged Violations Related to Financial Reporting

The Audit Committee reviews complaints or reporting regarding alleged violations related to financial reporting and other company matters submitted directly by stakeholders and shareholders through the Audit Committee and Board of Commissioners. Complaint handling is carried out in accordance with the Company's whistleblowing system policy or by conducting self-reviews with the assistance of Internal Supervisory Unit as Internal Auditor and/or independent/external auditor.



## KOMITE AUDIT

### Audit Committee

Kegiatan atas penelaahan dan penanganan atas pengaduan atau pelaporan dugaan pelanggaran terkait laporan keuangan dan perusahaan lainnya dapat dimasukkan dalam program kerja Komite Audit setiap tahunnya.

#### 7. Penugasan Lainnya

- a. Melakukan identifikasi hal-hal yang memerlukan perhatian Komisaris serta tugas-tugas Komisaris lainnya.
- b. Melaksanakan aktivitas pengawasan lainnya sesuai penugasan dari Dewan Komisaris.

Komite Audit bertanggung jawab kepada Komisaris. Pertanggungjawaban Komite Audit kepada Komisaris disampaikan dalam bentuk laporan berkala (triwulanan dan tahunan) serta laporan pelaksanaan tugas dalam hal mendapat penugasan khusus dari Komisaris. Komite Audit wajib menjaga kerahasiaan dokumen, data, dan informasi perusahaan.

#### WEWENANG KOMITE AUDIT

Dalam melaksanakan tugasnya, Komite Audit mempunyai wewenang sebagai berikut:

1. Mengakses seluruh informasi yang relevan (dokumen, data, dan informasi emiten atau perusahaan publik tentang karyawan, dana, aset, dan sumber daya) baik di perusahaan dan/atau entitas lain di mana perusahaan memiliki kepentingan sepanjang informasi tersebut terkait dengan tugas dan fungsi Komite Audit.
2. Berkomunikasi langsung dengan karyawan, termasuk Direksi dan pihak yang menjalankan fungsi audit internal, manajemen risiko, dan akuntan terkait tugas dan tanggung jawab Komite Audit.
3. Komite Audit dengan persetujuan Dewan Komisaris dapat melibatkan tenaga ahli dan profesional lain yang independen di luar anggota Komite Audit yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan) atas beban perusahaan.

Activities related to the review and complaint handling or reporting of alleged violations related to financial reporting and other company matters shall be included in the Audit Committee's annual work program.

#### 7. Other Assignments

- a. Identify issues that require the attention of the Commissioners and other duties of the Board of Commissioners.
- b. Carry out other supervisory activities as assigned by the Board of Commissioners.

The Audit Committee is accountable to the Commissioners. The Audit Committee's accountability to the Commissioners is conveyed in the form of periodic reports (quarterly and annually) and task execution reports in the event of specific assignments from the Commissioners. The Audit Committee must maintain the confidentiality of the company's documents, data, and information.

#### AUTHORITY OF THE AUDIT COMMITTEE

In carrying out its duties, the Audit Committee has the following authority:

1. Access all relevant information (documents, data, and information on employees, funds, assets, and resources) both in the company and/or other entities where the company has interests, as long as the information is related to the duties and functions of the Audit Committee.
2. Communicate directly with employees, including the Board of Directors and parties conducting the functions of internal audit, risk management, and with the Accountant in relation to the duties and responsibilities of the Audit Committee.
3. With the approval of the Board of Commissioners, the Audit Committee may involve independent experts and professionals outside of the members of Audit Committee required to assist the execution of their duties (if necessary) at the company's expense.

## KOMITE AUDIT

Audit Committee

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| <p>4. Memberikan saran, pendapat, dan masukan kepada Manajemen terkait penyempurnaan pengelolaan pengendalian internal perusahaan, <i>good corporate governance</i> (GCG), dan peningkatan kinerja perusahaan.</p> | <p>4. Provide advice, opinions, and input to management regarding the improvement of the company's internal control management, good corporate governance (GCG), and performance enhancement.</p> |
| <p>5. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.</p>   | <p>5. Carry out other authority mandated by the Board of Commissioners.</p>   |

### Struktur, Keanggotaan, dan Keahlian Komite Audit

Organizational Structure, Membership and Expertise of The Audit Committee




Nama Name	Posisi Position	Dasar Penunjukkan Basis of Appointment	Rangkap Jabatan Concurrent Position
Erwan Agus Purwanto	Ketua Chairman	Keputusan Dewan Komisaris No. KEP-02/DK.AP.I/2020 Tanggal 26 Maret 2020 Decree of the Board of Commissioners No. KEP-02/DK.AP.I/2020 dated March 26, 2020	Komisaris Independen Independent Commissioner
Djoko Sasono	Wakil Ketua Vice Chairman	<ul style="list-style-type: none"> <li>Keputusan Dewan Komisaris No. KEP-11/DK.AP.I/2022 Tanggal 8 November 2022</li> <li>Pemberhentian melalui SKEP No. KEP-13/DK.AP.I/2022 Tanggal 13 Desember 2022</li> <li>Decree of the Board of Commissioners No. KEP-11/DK.AP.I/2022 dated November 8, 2022</li> <li>Dismissal through Decree No. KEP-13/DK.AP.I/2022 dated December 13, 2022</li> </ul>	Komisaris Utama President Commissioner
Hidayat Amir	Wakil Ketua Vice Chairman	Keputusan Dewan Komisaris No. KEP-13/DK.AP.I/2022, Tanggal 13 Desember 2022 Decree of the Board of Commissioners No. KEP-13/DK.AP.I/2022, dated December 13, 2022	Komisaris Commissioner
Prayudhi P. Kesuma	Anggota Member	Keputusan Dewan Komisaris No. KEP-08/DK.AP.I/2020 Tanggal 21 Oktober 2020 Decree of the Board of Commissioners No. KEP-08/DK.AP.I/2020 dated October 21, 2020	Pihak independen ahli akuntansi dan audit, bisnis dan manajemen perusahaan Independent expert in accounting and auditing, business, and corporate management
Mukhammad Syaiful Anam	Anggota Member	<ul style="list-style-type: none"> <li>Keputusan Dewan Komisaris No. KEP-14/DK.AP.I/2021 Tanggal 01 Oktober 2021</li> <li>Pemberhentian melalui Surat Keputusan Dewan Komisaris No. KEP.03/DK.AP.I/2022 Tanggal 28 April 2022</li> <li>Decree of the Board of Commissioners No. KEP-14/DK.AP.I/2021 dated October 1, 2021</li> <li>Dismissal through Decree of the Board of Commissioners No. KEP.03/DK.AP.I/2022 dated April 28, 2022</li> </ul>	Pihak independen ahli akuntansi dan audit, bisnis dan manajemen perusahaan Independent expert in accounting and auditing, business, and corporate management
Marta Kurniawan	Anggota Member	Keputusan Dewan Komisaris No. KEP-03/DK.AP.I/2022 Tanggal 28 April 2022 Decree of the Board of Commissioners No. KEP-03/DK.AP.I/2022 dated April 28, 2022	Pihak independen ahli akuntansi dan audit, bisnis dan manajemen perusahaan Independent expert in accounting and auditing, business, and corporate management

## KOMITE AUDIT




Audit Committee

### PROFIL, KUALIFIKASI PENDIDIKAN, DAN PENGALAMAN KERJA

Profile, Educational Background, and Work Experience

 <b>Angkasa Pura   AIRPORTS</b>			 <p><b>Angkasa Pura   AIRPORTS</b></p>
<b>NAMA   NAME</b> <b>ERWAN AGUS PURWANTO</b>	<b>POSISI   POSITION</b> <b>Ketua Komite</b> Chairman of Audit Committee		
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> <b>54 tahun per Desember 2022</b> 54 years old as of December 2022		
<b>Profile</b>		<b>Profile</b>	



- Lulus tahun 1992 dari Universitas Gadjah Mada di Yogyakarta, lalu memperoleh gelar Magister dari Universitas Gadjah Mada 1997, dan Program Doktor di Universitas Van Amsterdam tahun 2004.
- Menjabat Komisaris Independen PT Angkasa Pura I pada tanggal 20 Maret 2020.
- Selain menjabat sebagai anggota Dewan Komisaris, sampai saat ini beliau masih menjabat Deputy Bidang Reformasi Birokrasi, Akuntabilitas Aparatur, dan Pengawasan, Kementerian Pendayagunaan Aparatur Negara dan Reformasi Birokrasi. Informasi lengkap mengenai rangkap jabatan, pengalaman kerja beserta periode waktunya baik di dalam maupun di luar PT Angkasa Pura I telah dituangkan dalam bab profil Dewan Komisaris.
- Graduated in 1992 from Gadjah Mada University in Yogyakarta, then obtained a Master Degree from Gadjah Mada University in 1997, and Doctorate Degree at the University of Amsterdam in 2004.
- Serving as Independent Commissioner of PT Angkasa Pura I since March 20, 2020.
- Other than serving as a Member of the Board of Commissioners, the incumbent currently serves as Deputy for Bureaucratic Reform, Apparatus Accountability, and Supervision at the Ministry of State Apparatus Utilization and Bureaucratic Reform of the Republic of Indonesia. Further information on the concurrent position, work experience, and term of office within and outside PT Angkasa Pura I are stated in the chapter 'Profile of the Board of Commissioners'.

 <b>Angkasa Pura   AIRPORTS</b>			 <p><b>Angkasa Pura   AIRPORTS</b></p>
<b>NAMA   NAME</b> <b>DJOKO SASONO</b>	<b>POSISI   POSITION</b> <b>Wakil Ketua</b> Vice Chairman		
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> <b>59 tahun per Desember 2022</b> 59 years old as of December 2022		
<b>Profile</b>		<b>Profile</b>	

- Lulus Tahun 1987 dari Institut Teknologi Bandung, menyelesaikan S2 Program *Transportation Planning And Engineering* di *University of Leeds* di *United Kingdom* pada tahun 1994, dan S3 Program *Transportation Planning and Policy* di *University of Tokyo* pada tahun 2002.
- Menjabat Komisaris Utama PT Angkasa Pura I pada tanggal 19 Juli 2019.
- Selain menjabat sebagai Komisaris Utama, sampai saat ini beliau masih menjabat sebagai Kepala Badan Pengembangan Sumber Daya Manusia Perhubungan, Kementerian Perhubungan Republik Indonesia (2022). Informasi lengkap mengenai rangkap jabatan, pengalaman kerja beserta periode waktunya baik di dalam maupun di luar PT Angkasa Pura I telah dituangkan dalam bab profil Dewan Komisaris.
- Graduated in 1987 from the Bandung Institute of Technology, then obtained Master Degree of Transportation Planning and Engineering Program at the University of Leeds in the United Kingdom in 1994, and Doctorate Degree in the Transportation Planning and Policy Program at the University of Tokyo in 2002.
- Serving as President Commissioner of PT Angkasa Pura I since July 19, 2019.
- Other than serving as President Commissioner, the incumbent currently serves as Head of Transportation Human Resources Development Agency, Ministry of Transportation of the Republic of Indonesia (2022). Further information on the concurrent position, work experience, and term of office within and outside PT Angkasa Pura I are stated in the chapter 'Profile of the Board of Commissioners'.

## KOMITE AUDIT

Audit Committee

		
<b>NAMA   NAME</b> <b>HIDAYAT AMIR</b>	<b>POSISI   POSITION</b> <b>Wakil Ketua</b> Vice Chairman	
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> <b>49 tahun per Desember 2022</b> 49 years old as of December 2022	

**Profile**

**Profile**

- Lulus tahun 2000 dari Universitas Indonesia, menyelesaikan S2 Program Master Sains Ekonomi di Universitas Indonesia Pada tahun 2004, dan S3 di University of Queensland, Australia, pada 2012.
- Menjabat Komisaris PT Angkasa Pura I pada tanggal 21 November 2022.
- Selain menjabat sebagai anggota Dewan Komisaris, sampai saat ini beliau masih menjabat Kepala Pusat Analisis dan Harmonisasi Kebijakan, Sekretariat Jenderal Kementerian Keuangan Republik Indonesia. Informasi lengkap mengenai rangkap jabatan, pengalaman kerja beserta periode waktunya baik di dalam maupun di luar PT Angkasa Pura I telah dituangkan dalam bab profil Dewan Komisaris.
- Graduated in 2000 from the University of Indonesia, completed a Master Degree in Economic Science at the University of Indonesia in 2004, and a Doctorate Degree at the University of Queensland Australia in 2012.
- Serving as Commissioner of PT Angkasa Pura I since November 21st 2022.
- Apart from serving as a member of the Board of Commissioner, as of now he still serves as Head of Center for Policy Analysis and Harmonization at the Secretariat General of the Ministry of Finance of the Republic of Indonesia. Complete information regarding concurrent positions, work experience, and periods of time both inside and outside PT Angkasa Pura I has been set forth in the profile chapter of the Board of Commissioners.

		
<b>NAMA   NAME</b> <b>PRAYUDHI P. KESUMA</b>	<b>POSISI   POSITION</b> <b>Anggota</b> Member	
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> <b>51 tahun per Desember 2022</b> 51 years old as of December 2022	

**Profile**

**Profile**

- Memperoleh gelar Sarjana Ekonomi Akuntansi Universitas Trisakti pada tahun 1996.
- Sebelum menjadi anggota Komite Audit PT Angkasa Pura I, beliau menjabat sebagai Kepala Divisi Internal Audit PT Indocement Tunggul Prakarsa Tbk.
- Obtained a Bachelor Degree of Economics in Accounting from Trisakti University in 1996.
- Prior to becoming a member of the Audit Committee of PT Angkasa Pura I, he served as Head of the Internal Audit Division of PT Indocement Tunggul Prakarsa Tbk.

## KOMITE AUDIT

Audit Committee

<b>NAMA   NAME</b> MUKHAMMAD SYAIFUL ANAM	<b>POSISI   POSITION</b> Anggota Member	
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> 37 tahun per Desember 2022 37 years old as of December 2022	

### Profile

### Profile

- Memperoleh gelar Diploma III Akuntansi dari Sekolah Tinggi Akuntansi Negara Jakarta pada tahun 2005, Sarjana Akuntansi dari Universitas Indonesia pada tahun 2009, serta Magister Management (Finance) dari University of Melbourne tahun 2021.
- Mengawali karir di Kementerian BUMN Republik Indonesia pada tahun 2012, dan saat ini menduduki jabatan sebagai Analis BUMN.
- Obtained a Diploma Degree in Accounting from the Jakarta State College of Accountancy in 2005, a Bachelor Degree of Accounting from the University of Indonesia in 2009, and a Masters Degree in Management (Finance) from the University of Melbourne in 2021.
- Started his career at the Ministry of SOEs of the Republic of Indonesia in 2012, and currently holds the position of SOE Analyst.

<b>NAMA   NAME</b> MARTA KURNIAWAN	<b>POSISI   POSITION</b> Anggota Member	
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> 37 tahun per Desember 2022 37 years old as of December 2022	

### Profile

### Profile

- Menyelesaikan Diploma III Akuntansi di Sekolah Tinggi Akuntansi Negara pada tahun 2006, dan memperoleh gelar Sarjana Ekonomi Akuntansi dari Universitas Indonesia pada tahun 2009.
- Sebelum menjadi anggota Komite Audit PT Angkasa Pura I, beliau menjabat sebagai Sekretaris Dewan Komisaris PT ASDP Indonesia Ferry (Persero), Sekretaris Dewan Komisaris PT PPA (Persero), dan Komite Audit PTPN XII (Persero).
- Selain menjabat sebagai anggota Komite Dewan Komisaris, sampai saat ini masih menjabat fungsional Ahli Muda Penata Kelola Perusahaan Negara pada Kementerian BUMN.
- Completed a Diploma Degree in Accounting at the State College of Accountancy in 2006, and earned a Bachelor of Economics in Accounting from the University of Indonesia in 2009.
- Prior to becoming a member of the Audit Committee of PT Angkasa Pura I, he served as Secretary to the Board of Commissioners of PT ASDP Indonesia Ferry (Persero), Secretary to the Board of Commissioners of PT PPA (Persero), and the Audit Committee of PTPN XII (Persero).
- Apart from serving as a member of the Committee on the Board of Commissioners, as of now he still serves as the functional Junior Expert for State Enterprise Management at the Ministry of SOEs of the Republic of Indonesia.



## KOMITE AUDIT

Audit Committee

### PERIODE DAN MASA JABATAN

1. Masa jabatan anggota Komite Audit yang bukan merupakan anggota Dewan Komisaris/Dewan Pengawas paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris/Dewan Pengawas untuk memberhentikan sewaktu-waktu.
2. Anggota Komite Audit yang merupakan anggota Dewan Komisaris, berhenti dengan sendirinya apabila masa jabatannya sebagai Dewan Komisaris berakhir.
3. Dalam hal terdapat anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Audit berhenti sebagai anggota Dewan Komisaris, maka Ketua Komite Audit wajib diganti oleh anggota Dewan Komisaris lainnya dalam waktu yang paling lambat 30 (tiga puluh) hari;
4. Untuk menjaga kesinambungan pelaksanaan tugas Komite Audit, pemberhentian dan penggantian/pengangkatan anggota Komite Audit dapat dilakukan secara bertahap (tidak bersamaan) dan dilaporkan kepada Rapat Umum Pemegang saham (RUPS);
5. Perusahaan melalui Corporate Secretary wajib menyampaikan kepada Otoritas Jasa Keuangan, informasi mengenai pengangkatan dan pemberhentian Komite Audit dalam jangka waktu paling lama 2 (dua) hari setelah pengangkatan dan pemberhentian.

### INDEPENDENSI KOMITE AUDIT

Komite Audit menjalankan peran secara objektif berdasarkan pertimbangan keahliannya secara profesional. Dalam rangka menjaga objektivitas tersebut, Komite Audit harus berasal dari pihak yang independen, yaitu pihak yang tidak memiliki kepentingan/keterkaitan pribadi yang dapat menimbulkan dampak negatif dan benturan kepentingan terhadap perusahaan (*conflict of interest*) baik dengan pemegang saham dan pengurus (Dewan Komisaris dan Direksi) maupun dengan perusahaan.

### PERIOD AND TERM OF OFFICE

1. The term of office for members of the Audit Committee who are not members of the Board of Commissioners/Supervisory Board is no longer than 3 (three) years and can be extended once for a maximum of 2 (two) years, without prejudice to the right of the Board of Commissioners/Supervisory Board to dismiss them at any time.
2. Term of Office of Members of the Audit Committee who are members of the Board of Commissioners shall cease automatically when their term of office as a member of the Board of Commissioner ends.
3. In the event that a member of the Board of Commissioners who serves as the Chairman of the Audit Committee ceases to be a Member of the Board Commissioners, the Chairman of the Audit Committee shall be replaced by another member of the Board of Commissioners no later than 30 (thirty) days;
4. To maintain the continuity of the Audit Committee's duties, the dismissal and replacement/appointment of members of the Audit Committee can be carried out gradually (not simultaneously) and reported to the General Meeting of Shareholders (GMS);
5. The company, through the Corporate Secretary, shall provide the Financial Services Authority with information on the appointment and dismissal of the Audit Committee no later than 2 (two) days after the appointment and dismissal.

### INDEPENDENCE OF THE AUDIT COMMITTEE

The Audit Committee performs its duties objectively based on professional expertise. To maintain objectivity, the Audit Committee must be composed of an independent party with no personal interests or relationships that could have a negative impact and conflict of interest with shareholders, management (Board of Commissioners and Directors) and the company.

## KOMITE AUDIT

Audit Committee

### PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI

Informasi pelatihan ketua dan anggota komite yang juga merupakan Komisaris perusahaan, dapat dilihat pada bab Dewan Komisaris.

1. Pelatihan Konsep dan Implementasi ICOFR di Entitas Induk dan Anak oleh Intellecto All
2. *Governance Structure, Compliance & Legal series GRC Masterclass* oleh PWC & KROLL with BLMI
3. *Risk Management* oleh McKinsey with BLMI
4. *Certification in Audit Committee Practices (CACP) 2022* oleh Ikatan Komite Audit Indonesia

### INDEPENDENSI KOMITE AUDIT

Seluruh anggota Komite Audit menjalankan tugas dan tanggung jawab secara objektif, profesional, dan independen tanpa dipengaruhi hubungan afiliasi yang dapat menimbulkan dampak negatif atau benturan kepentingan (*conflict of interest*) baik antara anggota komite dengan Pemegang Saham, Dewan Komisaris, Direksi, maupun perusahaan.

### KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT KOMITE AUDIT

1. Rapat Komite Audit dapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota.
2. Komite Audit mengadakan rapat sekurang-kurangnya setiap bulan sekali, dan dapat mengundang Direksi atau perwakilan manajemen dalam pelaksanaannya.
3. Keputusan rapat Komite Audit diambil berdasarkan musyawarah untuk mufakat.
4. Setiap rapat Komite Audit dituangkan dalam risalah rapat yang ditandatangani oleh seluruh anggota Komite Audit yang hadir.
5. Risalah rapat sebagaimana dimaksud pada poin (4) di atas disampaikan secara tertulis kepada Dewan Komisaris.

### TRAINING AND/OR COMPETENCY ENHANCEMENT

Information on the training of the Chairman and committee members who are also Commissioners of the company can be found in the Board of Commissioners section.

1. Training on the Concept and Implementation of ICOFR in Parent and Subsidiary Entities by Intellecto All
2. Governance Structure, Compliance & Legal Series GRC Masterclass by PWC & KROLL with BLMI
3. Risk Management by McKinsey with BLMI
4. Certification in Audit Committee Practices (CACP) 2022 by the Association of Indonesian Audit Committees.

### INDEPENDENCE OF THE AUDIT COMMITTEE

All members of the Audit Committee must carry out their duties and responsibilities in an objective, professional, and independent manner without being influenced by affiliate relationships that may cause negative impacts or conflicts of interest with committee members and shareholders, the Board of Commissioners, the Board of Directors, or the Company.

### AUDIT COMMITTEE MEETING FREQUENCY POLICY AND IMPLEMENTATION:

1. The Audit Committee meeting may be held if attended by more than 1/2 (one half) of the total number of the Audit Committee members.
2. The Audit Committee shall hold meetings at least once a month, and may invite the Board of Directors or management representatives.
3. Decisions of the Audit Committee meeting can be made based on deliberation and consensus.
4. The minutes of every Audit Committee meeting shall be documented and signed by all attending Audit Committee members.
5. The minutes of the meeting as referred to in item (4) above shall be submitted in writing to the Board of Commissioners.

## KOMITE AUDIT

### Audit Committee

6. Kehadiran anggota Komite Audit dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan Komite Audit.
6. The attendance of Audit Committee members at the meeting is reported in the quarterly and annual reports of the Audit Committee.

Frekuensi dan Tingkat Kehadiran Anggota Komite Audit dalam Rapat Frequency and Attendance Rate of Audit Committee Members at Meetings				
Peserta Rapat Meeting Participant	Jabatan Position	Jumlah Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	% Tingkat Kehadiran Attendance Rate %
Erwan Agus Purwanto	Ketua Chairman	12	11	91,6%
Wempi Saputra	Wakil Ketua Vice Chairman	10	9	90%
Djoko Sasono	Wakil Ketua Vice Chairman	2	2	100%
Hidayat Amir	Wakil Ketua Vice Chairman	1	1	100%
Prayudhi P. Kesuma	Anggota Member	12	12	100%
Mukhammad Syaiful Anam	Anggota Member	4	4	100%
Marta Kurniawan	Anggota Member	8	8	100%

Agenda Rapat Komite Audit Audit Committee Meeting Agenda			
No.	Tanggal Rapat Date	Agenda	Agenda
1	31 Januari 2022 January 31 <sup>st</sup> , 2022	1. Laporan Bulanan Komite Audit bulan Januari 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for January 2022 2. Others
2	28 Februari 2022 February 28, 2022	1. Laporan Bulanan Komite Audit bulan Februari 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for February 2022 2. Others
3	30 Maret 2022 March 30, 2022	1. Laporan Bulanan Komite Audit bulan Maret 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for March 2022 2. Others
4	27 April 2022 April 27, 2022	1. Laporan Bulanan Komite Audit bulan April 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for April 2022 2. Others
5	30 Mei 2022 May 30, 2022	1. Laporan Bulanan Komite Audit bulan Mei 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for May 2022 2. Others
6	30 Juni 2022 June 30, 2022	1. Laporan Bulanan Komite Audit bulan Juni 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for June 2022 2. Others
7	30 Juli 2022 July 30, 2022	1. Laporan Bulanan Komite Audit bulan Juli 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for July 2022 2. Others
8	31 Agustus 2022 August 31, 2022	1. Laporan Bulanan Komite Audit bulan Agustus 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for August 2022 2. Others
9	30 September 2022 September 30, 2022	1. Laporan Bulanan Komite Audit bulan September 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for September 2022 2. Others
10	31 Oktober 2022 October 31, 2022	1. Laporan Bulanan Komite Audit bulan Oktober 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for October 2022 2. Others
11	28 November 2022 November 28, 2022	1. Laporan Bulanan Komite Audit bulan November 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for November 2022 2. Others
12	28 Desember 2022 December 28, 2022	1. Laporan Bulanan Komite Audit bulan Desember 2022. 2. Lain-lain.	1. Monthly Report of the Audit Committee for December 2022 2. Others

## KOMITE AUDIT

### Audit Committee

Selain rapat internal tersebut, Komite Audit juga mengikuti rapat Dewan Komisaris dengan Komite dan rapat Dewan Komisaris dengan Direksi, serta rapat antara Komite Audit dengan SPI dan unit kerja lain di PT Angkasa Pura I.

### PELAKSANAAN KEGIATAN KOMITE AUDIT

Pada tahun 2022, Komite Audit telah menjalankan tugas dan tanggung jawabnya mencakup hal-hal sebagai berikut:

- a. Menyelenggarakan 12 kali rapat internal Komite Audit.
- b. Komite Audit telah melaksanakan tugas antara lain:
  - 1) Evaluasi pengendalian internal  
Pelaksanaan evaluasi pengendalian internal dilakukan melalui beberapa kegiatan sebagai berikut:
    - a) Evaluasi triwulanan atas pelaksanaan pengendalian internal melalui rapat dengan SPI serta evaluasi atas laporan yang disampaikan.
    - b) Pemberian masukan atas penyesuaian Piagam Internal Audit.
    - c) Monitoring dan evaluasi tindak lanjut atas temuan auditor internal.
  - 2) Evaluasi dan monitoring audit eksternal  
Pada tahun 2022, Komite Audit melaksanakan evaluasi dan monitoring audit eksternal yang dilakukan baik oleh KAP, BPK, maupun BPKP, yang dijalankan melalui:
    - a) Pengusulan penunjukan KAP yang mengaudit laporan keuangan PT Angkasa Pura I tahun buku 2022.
    - b) Monitoring dan evaluasi hasil pelaksanaan audit oleh KAP.
    - c) Tindak lanjut temuan auditor eksternal.
  - 3) Memberikan rekomendasi  
Rekomendasi yang diberikan kepada Dewan Komisaris menjadi bagian dari kajian yang disusun oleh Komite Audit. Beberapa hal utama yang direkomendasikan oleh Komite Audit, antara lain:

Other than the internal meetings, the Audit Committee also attended meetings with the Board of Commissioners and the Committee, meetings with the Board of Commissioners and the Board of Directors, and meetings between the Audit Committee, Internal Audit, and other work units at PT Angkasa Pura I.

### IMPLEMENTATION OF AUDIT COMMITTEE ACTIVITIES

In 2022, the Audit Committee performed the following duties and responsibilities:

- a. Held 12 internal Audit Committee meetings.
- b. The Audit Committee performed the following duties:
  - 1) Internal control evaluation  
Internal control evaluation was implemented through the following activities:
    - a) Quarterly evaluation of internal control implementation through meetings with Internal Audit and evaluation of the submitted reports.
    - b) Providing input on adjustments to the Internal Audit Charter.
    - c) Conducting monitoring and evaluation of follow-up on the findings of internal auditor.
  - 2) External audit evaluation and monitoring  
In 2022, the Audit Committee conducted evaluation and monitoring of external audits by PAF, BPK, and BPKP through:
    - a) Proposing the appointment of PAF to audit PT Angkasa Pura I's financial statements for Fiscal Year 2022.
    - b) Conducting monitoring and evaluation of audit results by PAF
    - c) Following up on the findings of external auditor. .
  - 3) Providing recommendations  
The Audit Committee's review includes the submission of recommendations to the Board of Commissioners. The Audit Committee's recommendations include:

## KOMITE AUDIT

Audit Committee

- |   |  |
|---|--|
| <ul style="list-style-type: none"> <li>a) Rekomendasi atas usulan penghapusbukuan dan pemindahtanganan aset.</li> <li>b) Rekomendasi atas usulan pendanaan.</li> <li>c) Rekomendasi atas evaluasi pelaksanaan program restrukturisasi dan <i>corporate transformation</i>.</li> <li>d) Rekomendasi atas revisi RKAP.</li> <li>e) Rekomendasi atas <i>Cost Leadership</i> dan <i>Revenue Enhancement</i>.</li> <li>f) Rekomendasi atas Konsep Keputusan Bersama tentang Pedoman Sistem Pelaporan Pelanggaran (WBS) PT Angkasa Pura I.</li> </ul> | <ul style="list-style-type: none"> <li>a) Recommendation on proposed asset write-off and transfer.</li> <li>b) Recommendation on proposed funding.</li> <li>c) Recommendation on the evaluation of restructuring and corporate transformation program implementation.</li> <li>d) Recommendation on the revised CWPB.</li> <li>e) Recommendation on Cost Leadership and Revenue Enhancement.</li> <li>f) Recommendation on the Draft Joint Decree on the Guidelines for the Whistleblowing System (WBS) of PT Angkasa Pura I.</li> </ul> |
|---|--|

c. Melakukan kajian terdiri dari:

c. Conducting reviews of:

No.	Nomor Nota Dinas Office Memo Number	Perihal/Kajian Subject/Review
1	KA.01/PG.01/2022-B 10 Februari 2022 February 10, 2022	Evaluasi atas Kinerja PT Angkasa Pura I Periode Tahun 2021 (Unaudited) Evaluation of the Performance of PT Angkasa Pura I for 2021 period (Unaudited)
2	KA.02/PG.01/2022-B 14 Februari 2022 February 14, 2022	Evaluasi Pengendalian Internal dan Tindak Lanjut Temuan Auditor Internal dan Eksternal periode Triwulan IV tahun 2021 Evaluation of Internal Control and Follow-up on Findings of Internal and External Auditors for the Fourth Quarter of 2021
3	KA.03/PG.01/2022-B 23 Februari 2022 February 23, 2022	Tanggapan atas Rencana Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah dengan Cara Tukar Menukar di Bandara Syamsudin Noor - Banjarmasin Response to the Plan for Write Off and Transfer of Fixed Assets in the Form of Land in Exchange at Syamsudin Noor Airport Banjarmasin
4	KA.04/PG.01/2022-B 24 Februari 2022 February 24, 2022	Rekomendasi untuk memberikan persetujuan atas Permohonan Tanggapan Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Karena Kondisi Tertentu Terdampak Pengembangan Gedung VVIP di Bandara I Gusti Ngurah Rai Bali. Recommendation to Approve the Application for Write Off and Transfer of Fixed Assets Due to Specific Conditions Affected by the Development of VVIP Building at I Gusti Ngurah Rai Airport Bali
5	KA.05/PG.01/2022-B 17 Maret 2022 March 17, 2022	Evaluasi atas Usulan Pengesahan RAB Addendum Kontrak Pengadaan Jasa Kantor Akuntan Publik Evaluation of the Proposed Ratification of Budget Plan (RAB) Addendum to the Public Accounting Firm Services Procurement Contract
6	KA.06/PG.01/2022-B 05 April 2022 April 5, 2022	Evaluasi atas Usulan Pengesahan Keputusan Bersama tentang Pedoman Sistem Pelaporan Pelanggaran Evaluation of Proposed Ratification of Joint Decree on Whistleblowing System Guidelines
7	KA.07/PG.01/2022-B 28 April 2022 April 28, 2022	Evaluasi Pengendalian Internal dan Tindak Lanjut Temuan Auditor Internal dan Eksternal periode Triwulan I tahun 2022 Evaluation of Internal Control and Follow-up on the Findings of Internal and External Auditor for the First Quarter of 2022
8	KA.08/PG.01/2022-B 18 Mei 2022 May 18, 2022	Laporan Hasil Pemeriksaan Kepatuhan atas Pengelolaan dan Pertanggungjawaban Keuangan Tahun Buku 2018 dan 2019 oleh BPK pada PT Angkasa Pura I. Audit Report on PT Angkasa Pura I's Compliance with Financial Management and Accountability for Fiscal Years 2018 and 2019 by BPK
9	KA.09/PG.01/2022-B 20 Mei 2022 May 20, 2022	Evaluasi atas Kinerja PT Angkasa Pura I Periode Triwulan I Tahun 2022 Evaluation of the Performance of PT Angkasa Pura I for the First Quarter of 2022
10	KA.10/PG.01/2022-B 30 Mei 2022 May 30, 2022	Permohonan Revisi Piagam Komite Audit PT Angkasa Pura I Request to Revise PT Angkasa Pura I Audit Committee Charter.



## KOMITE AUDIT

### Audit Committee

No.	Nomor Nota Dinas Office Memo Number	Perihal/Kajian Subject/Review
11	KA.11/PG.01/2022-B 30 Mei 2022 May 30, 2022	Evaluasi Pelaksanaan Audit oleh Auditor Independen (KAP Purwantono, Sungkoro dan Surja) atas Laporan Keuangan PT Angkasa Pura I Tahun Buku 2021 dan Usulan Penetapan Auditor Independen atas Laporan Keuangan PT Angkasa Pura I Tahun Buku 2022. Evaluation of the Audit by Independent Auditor (PAF Purwantono, Sungkoro and Surja) on the Financial Statements of PT Angkasa Pura I for Fiscal Year 2021 and Proposal for Appointment of Independent Auditor for the Financial Statements of PT Angkasa Pura I for Fiscal Year 2022.
12	KA.12/PG.01/2022-B 24 Juni 2022 June 24, 2022	Rekomendasi untuk memberikan persetujuan atas Permohonan Tanggapan Atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Yang Berada Di Area Tempat Parkir Kendaraan Bandara Adisutjipto Yogyakarta. Recommendation to approve the Request for Response to the Proposed Write-off and Transfer of Fixed Assets in Parking Lot Area of Adisutjipto Airport Yogyakarta.
13	KA.13/PG.01/2022-B 30 Juni 2022 June 30, 2022	Evaluasi atas Kinerja PT Angkasa Pura I Periode Tahun 2021 (Audited) Evaluation of Performance of PT Angkasa Pura I for 2021 period (Audited).
14	KA.14/PG.01/2022-B 2 Juli 2022 July 2, 2022	Rekomendasi untuk memberikan persetujuan atas Permohonan/Tanggapan atas Penghapusan Barang Persediaan. Recommendation to approve the Request/Response to Inventory Write Off
15	KA.15/PG.01/2022-B 5 Juli 2022 July 5, 2022	Rekomendasi untuk memberikan persetujuan atas Permohonan Tanggapan Atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Berupa Tanah dengan Cara Tukar Menukar (Ruilslag) di Bandara Syamsudin Noor – Banjarmasin (BDJ). Recommendation to approve the Request for Response to the Proposed Write-off and Transfer of Fixed Assets in the Form of Land Exchange (Ruilslag) at Syamsudin Noor Airport Banjarmasin (BDJ).
16	KA.16/PG.01/2022-B 29 Juli 2022 July 29, 2022	Evaluasi Pengendalian Internal dan Tindak Lanjut Temuan Auditor Internal dan Eksternal periode Triwulan II tahun 2022 Evaluation of Internal Control and Follow-up on the Findings of Internal and External Auditors for the Second Quarter of 2022
17	KA.17/PG.01/2022-B 8 Agustus 2022 August 8, 2022	Evaluasi atas Kinerja PT Angkasa Pura I Periode Semester I Tahun 2022 Evaluation of Performance of PT Angkasa Pura I for the First Semester of 2022.
18	KA.18/PG.01/2022-B 29 Agustus 2022 August 29, 2022	Evaluasi Laporan & Perkembangan Permasalahan Hukum PT Angkasa Pura I Evaluation of Legal Issues Report and Progress of PT Angkasa Pura I.
19	KA.19/PG.01/2022-B 9 September 2022 September 9, 2022	Evaluasi atas Usulan Penghapusbukuan dan Pemindahtanganan Aktiva Tetap Dalam Rangka Aset Disposal di lingkungan PT Angkasa Pura I. Evaluation of the Proposed Write-off and Transfer of Fixed Assets in the Framework of Asset Write Off within PT Angkasa Pura I.
20	KA.20/PG.01/2022-B 14 September 2022	Penyampaian Kerangka Acuan Kerja (KAK) dan Rincian Anggaran Biaya (RAB) Jasa Kantor Akuntan Publik untuk mengaudit Laporan Keuangan PT Angkasa Pura I Tahun Buku 2022 Submission of Terms of Reference (TOR) and Budget Plan (RAB) for Public Accounting Firm Services to audit the Financial Statements of PT Angkasa Pura I for Fiscal Year 2022.
21	KA.21/PG.01/2022-B 28 September 2022 September 28, 2022	Evaluasi Kebijakan Pengelolaan Keuangan dan Akuntansi/Pelaporan PT Angkasa Pura I Evaluation of PT Angkasa Pura I's Financial Management and Accounting/Reporting Policies
22	KA.22/PG.01/2022-B 17 Oktober 2022 October 17, 2022	Evaluasi dan Rekomendasi atas Permohonan Revisi RKAP Tahun 2022 PT Angkasa Pura I Evaluation and Recommendation on the Request to Revise PT Angkasa Pura I's CWPB 2022
23	KA.23/PG.02/2022-B 17 Oktober 2022 October 17, 2022	Penyampaian Hasil Kajian Evaluasi dan Rekomendasi atas Permohonan Revisi RKAP Tahun 2022 PT Angkasa Pura I Submission of Evaluation Review Results and Recommendations on the Request to Revise PT Angkasa Pura I's CWPB 2022.
24	KA.24/PG.01/2022-B 1 November 2022 November 1, 2022	Evaluasi atas Kinerja PT Angkasa Pura I Periode Triwulan III Tahun 2022 Evaluation of Performance of PT Angkasa Pura I for the Third Quarter of 2022
25	KA.25/PG.01/2022-B 4 November 2022 November 4, 2022	Evaluasi Pengendalian Internal dan Tindak Lanjut Temuan Auditor Internal dan Eksternal periode Triwulan III tahun 2022 dan Revisi Program Kerja Pemeriksaan Tahunan (PKPT) tahun 2022 Evaluation of Internal Control and Follow-up on Findings of Internal and External Auditors for the Third Quarter of 2022, and Revised Annual Supervisory Work Plan (PKPT) for 2022

## KOMITE AUDIT

Audit Committee

No.	Nomor Nota Dinas Office Memo Number	Perihal/Kajian Subject/Review
26	KA.26/PG.01/2022-B 17 November 2022 November 17, 2022	Evaluasi atas Progres Pelaksanaan Penghapusan Dan Pemindahtanganan Aset Umur Ekonomis sampai dengan 5 (Lima) Tahun dengan Cara Lelang di Lingkungan PT Angkasa Pura I. Evaluation of the Progress of the Implementation of Write Off and Transfer of Assets with an Economic Life of up to 5 (Five) Years by Auction within PT Angkasa Pura I.
27	KA.27/PG.01/2022-B 21 November 2022 November 21, 2022	Penyampaian Program Kerja Komite Audit PT Angkasa Pura I Tahun 2023 Submission of PT Angkasa Pura I Audit Committee Work Program for 2023
28	KA.28/PG.01/2022-B 28 Desember 2022 December 28, 2022	Evaluasi atas <i>Cost Leadership</i> PT Angkasa Pura I Tahun 2022 Evaluation of PT Angkasa Pura I's Cost Leadership for 2022
29	KA.29/PG.01/2022-B 28 Desember 2022 December 28, 2022	Evaluasi atas <i>Revenue Enhancement</i> PT Angkasa Pura I Tahun 2022 Evaluation of PT Angkasa Pura I's Revenue Enhancement for 2022
30	KA.30/PG.01/2022-B 30 Desember 2022 December 30, 2022	Evaluasi atas <i>Financial Restructuring</i> PT Angkasa Pura I Tahun 2022 Evaluation of PT Angkasa Pura I's Financial Restructuring for 2022

#### 4. Rapat Komite Audit

Rapat yang dilaksanakan oleh Komite Audit terdiri atas:

- Rapat internal Komite Audit sebanyak 12 kali.
- Mengikuti rapat Dewan Komisaris dengan Komite.
- Mengikuti rapat Dewan Komisaris dan Direksi.
- Mengikuti rapat Dewan Komisaris, Direksi, dan Pemegang Saham.
- Rapat Komite Audit dengan SPI.
- Rapat Komite Audit dengan Anggota Komite Audit, Komite Risiko Usaha dan GCG, dan Anggota Komite Nominasi dan Remunerasi
- Rapat Komite Audit dengan manajemen.

#### 5. Kunjungan lapangan

Kunjungan Komite Audit tahun 2022 adalah sebagai berikut:

#### 4. Audit Committee Meeting

The Audit Committee Meeting comprised of:

- 12 Internal Audit Committee Meetings
- Attending meetings with the Board of Commissioners
- Attending meetings with the Board of Commissioners and the Board of Directors
- Attending meetings with the Board of Commissioners, Board of Directors, and Shareholders
- Audit Committee meeting with Internal Audit Unit
- Audit Committee meeting with members of the Audit Committee, Business Risk and GCG Committee, and Nomination and Remuneration Committee
- Audit Committee meeting with management

#### 5. Field Visits

The Audit Committee's field visits in 2022 are as follows:

## KOMITE AUDIT

Audit Committee

No.	Tanggal Rapat Date	Lokasi Location	Agenda Agenda
1	5-8 Agustus 2022 August 5-8, 2022	Bandara Internasional Yogyakarta Kulon Progo Yogyakarta International Airport Kulon Progo	Mendampingi Dewan Komisaris dalam rangka monitoring operasional Bandara Internasional Yogyakarta Kulon Progo Assisting the Board of Commissioners in monitoring the operations of Yogyakarta International Airport Kulon Progo.
2	18 Agustus 2022 August 18, 2022	Aset Tanah dan Bangunan Kantor Pusat di Bekasi dan Bogor Land and Building Assets of Head Office in Bekasi and Bogor	Melakukan verifikasi usulan pelaksanaan aksi korporasi Perseroan. Carrying out verification of the proposed implementation of corporate actions of the company
3	23-27 Agustus 2022 August 23-27, 2022	Bandara Syamsudin Noor Banjarmasin dan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan Syamsudin Noor Airport Banjarmasin and Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan	Melakukan verifikasi usulan pelaksanaan aksi korporasi Perseroan. Carrying out verification of the proposed implementation of corporate actions of the Company.
4	28 November- 4 Desember 2022 November 28-December 4, 2022	Bandara Juanda Surabaya dan Bandara I Gusti Ngurah Rai Bali Juanda Airport Surabaya and I Gusti Ngurah Rai Airport Bali	Mendampingi Pelaksanaan Prosedur Audit KAP tahun 2022. Assisting the Implementation of PAF Audit Procedures 2022.

### Keterangan lainnya:

Dalam rangka upaya membantu Dewan Komisaris menjalankan fungsi pengawasan atas pengurusan perusahaan maupun pemberian tanggapan/rekomendasi atas aksi korporasi yang sudah direncanakan dalam RJPP dan RKAP, Komite Audit melaksanakan rapat-rapat dan kunjungan lapangan. Kunjungan lapangan dilakukan dengan memperhatikan hal-hal sebagai berikut:

- Kunjungan ke unit/cabang mengikuti program kerja Dewan Komisaris. Kegiatan kunjungan dapat dilakukan secara langsung maupun melalui *video conference*. Kunjungan melalui *live streaming* yaitu melakukan verifikasi usulan pelaksanaan aksi korporasi perseroan atas aset-aset di Makassar, Manado, Denpasar, Yogyakarta, dan Ambon.
- Kunjungan dalam rangka memperoleh informasi dalam rangka pelaksanaan tugas pokok dan fungsi Komite Audit.

### Other description:

The Audit Committee held meetings and field visits in order to assist the Board of Commissioners in carrying out its supervisory function over the company's management and to provide responses/recommendations on corporate actions prepared in the RJPP and CWBP. Field visits were conducted in relation to the following topics:

- Visits to units/branches are scheduled in accordance with the Board of Commissioners' work program. Visits can take place either in person or via video conference. Visit via live streaming to verify the proposed implementation of the company's corporate action on assets in Makassar, Manado, Denpasar, Yogyakarta, and Ambon.
- Visits to gather information in the context of executing the Audit Committee's primary duties and functions.

## KOMITE NOMINASI DAN REMUNERASI

### Nomination and Remuneration Committee

#### PEDOMAN DAN DASAR PELAKSANAAN FUNGSI NOMINASI DAN REMUNERASI

PT Angkasa Pura I telah membentuk Komite Nominasi dan Remunerasi, yang tertuang dalam Keputusan Dewan Komisaris No. KEP.05/DK.AP.I/2020 tanggal 27 April 2020 tentang Pembentukan Komite Nominasi dan Remunerasi. Keberadaan komite ini mengacu pada Peraturan Menteri Negara Badan Usaha Milik Negara No. PER-12/MBU/2012 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara. Komite Nominasi dan Remunerasi bertanggung jawab untuk memberikan rekomendasi atas komposisi dan calon anggota Direksi dan Dewan Komisaris, pengembangan kompetensi anggota Direksi dan Dewan Komisaris, struktur dan kebijakan remunerasi, serta menjalankan penilaian kinerja Direksi dan Dewan Komisaris.

#### PIAGAM KOMITE NOMINASI DAN REMUNERASI

Pedoman tugas, tanggung jawab, wewenang, serta prosedur kerja Komite Nominasi dan Remunerasi diatur dalam Piagam (*charter*) Komite Nominasi dan Remunerasi yang ditetapkan melalui Keputusan Dewan Komisaris No. KEP.05/DK.AP.I/2022 tanggal 30 Mei 2022 tentang Piagam (*Charter*) Komite Nominasi dan Remunerasi PT Angkasa Pura I. Piagam tersebut memuat ketentuan yang harus dipatuhi dalam pembentukan dan pelaksanaan kegiatan Komite Nominasi dan Remunerasi agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan.

#### TUGAS DAN TANGGUNG JAWAB KOMITE NOMINASI DAN REMUNERASI

##### Tugas terkait Nominasi

1. Melakukan penelaahan secara berkala atas sistem pengelolaan talenta (*talent management system*) perusahaan serta monitoring dan evaluasi atas pelaksanaannya.

#### GUIDELINES AND BASIS FOR IMPLEMENTATION OF THE NOMINATION AND REMUNERATION FUNCTION

PT Angkasa Pura I established a Nomination and Remuneration Committee as set forth in the Board of Commissioners Decree No. KEP. 05/DK.AP. I/2020 dated April 27, 2020 on the Establishment of the Nomination and Remuneration Committee. The committee establishment refers to SOEs Minister Regulation. The Nomination and Remuneration Committee is responsible for providing recommendations on the composition and candidates for members of the Board of Directors and Board of Commissioners, competency development of members of the Board of Directors and Board of Commissioners, remuneration structure and policy, and carrying out performance assessment for the Board of Directors and Board of Commissioners.

#### NOMINATION AND REMUNERATION COMMITTEE CHARTER

The guidelines for the duties, responsibilities, authorities, and work procedures of the Nomination and Remuneration Committee are set out in the Nomination and Remuneration Committee Charter as stipulated in the Board of Commissioners Decree No. KEP.10/DK.AP.I/2020 dated May 30, 2022 on the Nomination and Remuneration Committee Charter of PT Angkasa Pura I. The charter stipulates the provisions that must be complied with in the establishment and implementation of the Nomination and Remuneration Committee activities to perform its duties in an independent, objective, transparent and accountable manner.

#### DUTIES AND RESPONSIBILITIES OF THE NOMINATION AND REMUNERATION COMMITTEE

##### Duties related to Nomination function:

1. Conduct periodic reviews of the company's talent management system, monitor and evaluate of its implementation.

## KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee

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| <ol style="list-style-type: none"> <li>2. Melakukan evaluasi terhadap sistem dan prosedur pengklasifikasian talenta (<i>talent classification</i>) yang dilakukan oleh Direksi.</li> <li>3. Melakukan validasi dan kalibrasi atas talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (<i>selected talent</i>), untuk menghasilkan daftar talenta yang akan dinominasikan oleh Dewan Komisaris kepada Rapat Umum Pemegang Saham/RUPS (<i>nominated talent</i>).</li> <li>4. Melakukan evaluasi terhadap calon wakil perusahaan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris anak perusahaan, sebelum diajukan kepada Rapat Umum Pemegang Saham/RUPS.</li> <li>5. Melakukan evaluasi atas usulan <i>Key Performance Indicator</i> anggota Direksi.</li> <li>6. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris.</li> <li>7. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris.</li> </ol> | <ol style="list-style-type: none"> <li>2. Assess the Board of Directors' talent classification system and procedures.</li> <li>3. Validate and calibrate the talents proposed by the Board of Directors to the Board of Commissioners (selected talents), in order to produce a list of talents to be nominated to the General Meeting of Shareholders (GMS) by the Board of Commissioners (nominated talents).</li> <li>4. Assess the Company representative candidates to be proposed as members of the Board of Directors or members of the Board of Commissioners of subsidiaries, prior to submission to the General Meeting of Shareholders (GMS).</li> <li>5. Assess the proposed Key Performance Indicators for members of the Board of Directors.</li> <li>6. Prepare an individual performance assessment system recommendation for members of the Board of Directors and/or members of the Board of Commissioners.</li> <li>7. Prepare a development program recommendation for members of the Board of Directors and/or members of the Board of Commissioners.</li> </ol> |
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### Tugas terkait Remunerasi

1. Melakukan evaluasi atas kebijakan remunerasi bagi pegawai yang membutuhkan persetujuan/ tanggapan dari Dewan Komisaris;
2. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan.

Selain tugas sebagaimana dimaksud terkait nominasi dan remunerasi, Dewan Komisaris dapat memberikan penugasan lain kepada Komite Nominasi dan Remunerasi yang ditetapkan dalam piagam (*charter*) Komite Nominasi dan Remunerasi.

### Kebijakan Suksesi Direksi

Komite Nominasi dan Remunerasi mendukung kebijakan suksesi Direksi sesuai Peraturan Menteri BUMN No.PER-3/MBU/03/2023 tentang Organ dan Sumber Daya Manusia Badan Usaha Milik Negara. Kebijakan suksesi Direksi mencakup:

### Duties Related to Remuneration Function

1. Assess the remuneration policy for employees who require Board of Commissioners' approval/ response.
2. Assess the Board of Directors' recommendation for the company's organizational structure.

In addition to the above nomination and remuneration duties, the Board of Commissioners may delegate additional duties to the Nomination and Remuneration Committee as specified in the Nomination and Remuneration Committee charter.

### Board of Directors Succession Policy

The Nomination and Remuneration Committee supports the Board of Directors succession policy based on Minister of SOE Regulation No. PER-3/MBU/03/2023 concerning Organs and Human Resources of State-Owned Enterprises. The Board of Directors succession policy includes:



## KOMITE NOMINASI DAN REMUNERASI

### Nomination and Remuneration Committee

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| <ol style="list-style-type: none"> <li>1. Persyaratan calon anggota Direksi harus memenuhi persyaratan formal dan materiil, serta persyaratan lain yang ditetapkan.</li> <li>2. Persiapan Uji Kelayakan dan Kepatutan (UKK) dan Evaluasi mencakup:             <ul style="list-style-type: none"> <li>• Penyusunan daftar anggota Direksi yang habis masa jabatannya;</li> <li>• Penjaringan bakal calon anggota Direksi; serta</li> <li>• Pembentukan tim untuk melakukan UKK dan evaluasi.</li> </ul> </li> <li>3. Proses UKK dan Evaluasi, yaitu:             <ul style="list-style-type: none"> <li>• UKK dilakukan oleh tim dan/atau lembaga profesional.</li> <li>• Hasil UKK dievaluasi oleh tim dan disampaikan kepada Menteri untuk mendapat keputusan.</li> </ul> </li> <li>4. Proses pengangkatan anggota Direksi, yaitu:             <ul style="list-style-type: none"> <li>• Menteri dapat melakukan wawancara terhadap hasil UKK dan evaluasi yang dilakukan oleh tim dan/atau lembaga profesional.</li> <li>• Menteri mengangkat calon anggota Direksi terpilih berdasarkan Keputusan Menteri/RUPS.</li> </ul> </li> </ol> | <ol style="list-style-type: none"> <li>1. Requirement that candidates for Board of Directors members must meet formal and material criteria, as well as other specified requirements.</li> <li>2. Fit and Proper Test Preparation and Assessment, including:             <ul style="list-style-type: none"> <li>• Preparation of a list of members of the Board of Directors whose term of office expires;</li> <li>• Screening of candidates for members of the Board of Directors; and</li> <li>• Formation of a team to perform fit and proper test and evaluation.</li> </ul> </li> <li>3. Fit and Proper Test and Evaluation Process, namely:             <ul style="list-style-type: none"> <li>• Fit and proper test is conducted by the team and/or a professional institution.</li> <li>• The team evaluates the results of the fit and proper tests and submits them to the Minister for a decision.</li> </ul> </li> <li>4. Process of appointing members of the Board of Directors, namely:             <ul style="list-style-type: none"> <li>• The Minister may conduct an interview on the results of fit and proper test and evaluation conducted by the team and/or professional institution.</li> <li>• The Minister appoints the selected candidates of the Board of Directors based on Ministerial Decree/GMS.</li> </ul> </li> </ol> |
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### STRUKTUR, KEANGGOTAAN, DAN KEAHLIAN KOMITE NOMINASI DAN REMUNERASI

#### Structure, Membership, and Expertise of the Nomination and Remuneration Committee

Keanggotaan Komite Nominasi dan Remunerasi Membership of Nomination and Remuneration Committee			
Nama Name	Posisi Position	Dasar Penunjukan Basis of Appointment	Rangkap Jabatan Concurrent Position
Tri Budi Satriyo	Ketua Chairman	SK.210/MBU/07/2018 Tanggal 19 Juli 2023 SK.210/MBU/07/2018 dated July 19, 2023	Komisaris Independen Independent Commissioner
Irfan Wahid	Wakil Ketua Vice Chairman	SK.85/MBU/03/2020 tanggal 20 Maret 2020 SK.85/MBU/03/2020 dated March 20, 2020	Komisaris Independen Independent Commissioner
Florensia Herienda	Anggota Member	KEP.08/DK.AP.I/2021 tanggal 2 Juni 2021 KEP.08/DK.AP.I/2021 dated June 2, 2021	Pihak Independen, Ahli Manajemen dan SDM Independent Party, Management and HR Expert

## KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee

### PROFIL, KUALIFIKASI PENDIDIKAN, DAN PENGALAMAN KERJA

Profile, Educational Background, and Work Experience

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<p><b>NAMA   NAME</b></p> <p><b>TRI BUDI SATRIYO</b></p>	<p><b>POSISI   POSITION</b></p> <p><b>Ketua</b> Chairman</p>	<p><b>AngkasaPura   AIRPORTS</b></p>
<p><b>KEWARGANEGARAAN   CITIZENSHIP</b></p> <p><b>Warga Negara Indonesia</b> Indonesian Citizen</p>	<p><b>USIA   AGE</b></p> <p><b>61 tahun per Desember 2022</b> 61 years old as of December 2022</p>	

#### Riwayat Pendidikan

Educational Background

- Sarjana (S1), Administrasi Negara, Universitas Terbuka Madiun, 1997  
Bachelor Degree in State Administration from Madiun Open University, 1997
- Master (S2), Manajemen, Universitas IMMI, 2010  
Master of Management from IMMI University, 2010

#### Pengalaman Kerja

Work Experience

- TNI AU dari Tahun 1984 sampai dengan tahun 2020  
A member of the Indonesian Air Force from 1984 to 2020

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<p><b>NAMA   NAME</b></p> <p><b>IRFAN WAHID</b></p>	<p><b>POSISI   POSITION</b></p> <p><b>Wakil Ketua</b> Vice Chairman</p>	<p><b>AngkasaPura   AIRPORTS</b></p>
<p><b>KEWARGANEGARAAN   CITIZENSHIP</b></p> <p><b>Warga Negara Indonesia</b> Indonesian Citizen</p>	<p><b>USIA   AGE</b></p> <p><b>53 tahun per Desember 2022</b> 53 years old as of December 2022</p>	

#### Riwayat Pendidikan

Educational Background

- Sarjana (S1) di Institut Kesenian Jakarta dan The Art Institute of Seattle di Amerika Serikat  
Bachelor Degree from Jakarta Institute of Arts and The Art Institute of Seattle in the United States.
- Master (S2), Magister Management Universitas Gajayana, Malang (2022)  
Master Degree in Management, Gajayana University, Malang (2022)

#### Pengalaman Kerja

Work Experience

- Penasihat Khusus Bidang Kepariwisataaan untuk Menteri Koordinator Kemaritiman dan Investasi Republik Indonesia (2019)  
Special Advisor in Tourism Sector for the Coordinating Minister of Maritime Affairs and Investment of the Republic of Indonesia (2019)
- Senior Advisor di PT Gojek Indonesia (2018)  
Senior Advisor at PT Gojek Indonesia (2018)
- Anggota Komite Ekonomi Industri Nasional sebagai Ketua Pokja Industri Kreatif (2016)  
Member of National Committee for the Economy and Industry as the Head of the Creative Industry Working Group (2016)

## KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee

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<p><b>NAMA   NAME</b></p> <p><b>FLORENSIA HERIENDA</b></p> <p><b>KEWARGANEGARAAN   CITIZENSHIP</b></p> <p><b>Warga Negara Indonesia</b> Indonesian Citizen</p>	<p><b>POSISI   POSITION</b></p> <p><b>Anggota</b> Member</p> <p><b>USIA   AGE</b></p> <p><b>48 tahun per Desember 2022</b> 48 years old as of December 2022</p>	
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### Riwayat Pendidikan

#### Educational Background

- September 1993-September 1996: Trisakti School of Tourism Tourism Academic  
September 1993-September 1996: Trisakti School of Tourism Tourism Academic
- Aug 2002-Aug 2004: Madiun College of Education (Universitas Negeri Madiun) Bachelor  
August 2002-August 2004: Madiun College of Education (Madiun State University) Bachelor
- Sep 2016-Aug 2018 : Jakarta Indonesia School of Management (ISM, Jakarta) Master  
September 2016-August 2018: Indonesia School of Management Jakarta (ISM, Jakarta) Master

### Pengalaman Kerja

#### Work Experience

- Tahun 1998-Sekarang  
1998-Present
  1. New Zealand IPIC (Indonesia Pacific Immigration Consultant) as Public Relation Manager, Jakarta  
New Zealand IPIC (Indonesia Pacific Immigration Consultant) as Public Relation Manager, Jakarta
  2. Oxford Course Indonesia as English Instructor, Madiun  
Oxford Course Indonesia as English Instructor, Madiun
  3. Citra Education Centre as English Instructor, Makassar, August 2005  
Citra Education Center as English Instructor, Makassar, August 2005
  4. Briton International English School as English Instructor, Makassar.  
Briton International English School as English Instructor, Makassar.
- Tahun 2017-Sekarang  
2017-Present
  1. Akademi Pariwisata Indonesia (AKPINDO) as Public Speaker, English , MICE and HRD Subject Lecture  
Tourism Academy of Indonesia (AKPINDO) as a Public Speaker, English, MICE and HRD Subject Lecture
  2. Sekolah Tinggi pariwisata Trisakti as English , Tourism Marketing Product, HRD Subject Lecture  
Trisakti School of Tourism as English Instructor, Tourism Marketing Product, HRD
  3. Politehnik Jakarta International as Public Speaker, English, MICE, Tourism Marketing Lecture and HRD Departmen  
Jakarta International Polytechnic as Public Speaker, English, MICE, Tourism Marketing Lecture and HRD.

## KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee

### PERIODE DAN MASA JABATAN

Masa jabatan anggota Komite Nominasi dan Remunerasi yang bukan merupakan dari anggota Dewan Komisaris adalah paling lama 3 tahun dan dapat diperpanjang satu kali selama 2 tahun masa jabatan dengan tidak mengurangi hak Dewan Komisaris untuk memberhentikannya sewaktu-waktu. Anggota Komite Nominasi dan Remunerasi yang merupakan anggota Dewan Komisaris berhenti dengan sendirinya apabila masa jabatannya sebagai anggota Dewan Komisaris berakhir. Kemudian dalam hal terdapat anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Nominasi dan Remunerasi berhenti sebagai anggota Dewan Komisaris, maka Ketua Komite Nominasi dan Remunerasi diganti oleh anggota Dewan Komisaris lainnya dalam waktu paling lambat 30 hari.

### INDEPENDENSI KOMITE NOMINASI DAN REMUNERASI

Seluruh anggota Komite Nominasi dan Remunerasi menjalankan tugas dan tanggung jawab secara objektif, profesional, dan independen tanpa dipengaruhi hubungan afiliasi yang dapat menimbulkan dampak negatif atau benturan kepentingan (*conflict of interest*) baik antara anggota komite dengan Pemegang Saham, Dewan Komisaris, Direksi, maupun perusahaan.

### PELATIHAN DAN/ATAU PENINGKATAN KOMPETENSI

Informasi pelatihan ketua dan anggota komite yang juga merupakan Komisaris perusahaan, dapat dilihat pada bab "Dewan Komisaris".

### KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT KOMITE NOMINASI DAN REMUNERASI

Rapat Komite Nominasi dan Remunerasi sekurang-kurangnya dilaksanakan 10 kali dalam setahun. Secara umum agenda rapat adalah untuk membahas fungsi nominasi dan remunerasi.

### PERIOD AND TERM OF OFFICE

Members of the Nomination and Remuneration Committee who are not members of the Board of Commissioners have a term of office of no more than three years and can be extended once for no more than two years without prejudice to the Board of Commissioners' right to dismiss them at any time. Members of the Nomination and Remuneration Committee who are also members of the Board of Commissioners will be terminated automatically when their term as members of the Board of Commissioners expires. If a member of the Board of Commissioners serving as Chairman of the Nomination and Remuneration Committee resigns from the Board of Commissioners, the Chairman of the Nomination and Remuneration Committee is replaced by another member of the Board of Commissioners within 30 days.

### INDEPENDENCE OF THE NOMINATION AND REMUNERATION COMMITTEE

All members of the Nomination and Remuneration Committee must carry out their duties and responsibilities in an objective, professional, and independent manner without being influenced by affiliate relationships that may cause negative impacts or conflicts of interest with committee members and shareholders, the Board of Commissioners, the Board of Directors, or the company.

### TRAINING AND/OR COMPETENCY DEVELOPMENT

Information on the training of the chairman and committee members who are also Commissioners of the Company, can be found in the chapter "Board of Commissioners"

### NOMINATION AND REMUNERATION COMMITTEE MEETING FREQUENCY POLICY AND IMPLEMENTATION

Nomination and Remuneration Committee meetings are held at least ten times a year. In general, the meeting agenda is to discuss the nomination and remuneration functions.

## KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee

### Frekuensi dan Tingkat Kehadiran Anggota Nominasi dan Remunerasi dalam Rapat

Frequency and Attendance Rate of Audit Committee Members at Meetings

No.	Nama Name	Jumlah Rapat Total Meetings	Jumlah Kehadiran Total Attendance	Persentase Kehadiran Attendance Percentage
1	Tri Budi Satriyo	12	12	100%
2	Irfan Wahid	12	12	100%
3	Florensia Herienda	12	12	100%

### Agenda Rapat Komite Nominasi dan Remunerasi

Nomination and Remuneration Committee Meeting Agenda

No.	Tanggal Rapat Date	Agenda/Pembahasan Agenda
1	24 Januari 2022 January 24, 2022	Pembahasan Usulan Perubahan Komisaris Utama PT Angkasa Pura Logistik Discussion on Proposed Changes to the President Commissioner of PT Angkasa Pura Logistik
2	11 Februari 2022 February 11, 2022	Pembahasan <i>Selected Talent</i> PT Angkasa Pura I Discussion on Selected Talent of PT Angkasa Pura I
3	21 Februari 2022 February 21, 2022	Pembahasan Laporan Capaian KPI Direksi Kolegial dan Individu Tahun 2021 ( <i>Unaudited</i> ) Discussion on the KPI Achievement Report for Collegial and Individual Directors in 2021 ( <i>Unaudited</i> )
4	4 Maret 2022 March 4, 2022	Pembahasan Perubahan Materi Pedoman Etika Perusahaan PT Angkasa Pura I Discussion on Changes in the Material of PT Angkasa Pura I Corporate Ethics Guidelines
5	11 April 2022 April 11, 2022	<ol style="list-style-type: none"> <li>1. Capaian KPI Direksi Kolegial dan KPI Direksi Individual Tahun 2021 (<i>Audited</i>) KPI achievement for Collegial Directors and Individual Directors in 2021 (<i>Audited</i>)</li> <li>2. Persetujuan Pemilihan Lembaga Pengelolaan Program Pensiun Iuran Pasti (PPIP) Approval of Management Institution Selection for Defined Contribution Pension Program (PPIP)</li> </ol>
6	22 April 2022 April 22, 2022	Pembahasan Usulan Penggantian Vice President Corporate Secretary Discussion on the Proposed Replacement of Vice President Corporate Secretary
7	22 Mei 2022 May 22 2022	Pembahasan Laporan Capaian KPI PT Angkasa Pura I Triwulan I Tahun 2022 Discussion on PT Angkasa Pura I KPI Achievement Report for the First Quarter of 2022
8	26 Juli 2022 July 26, 2022	Pembahasan <i>Highlight Progress</i> Transformasi PT Angkasa Pura I Discussion on PT Angkasa Pura I Transformation Progress Highlight
9	16 Agustus 2022 August 16, 2022	Pembahasan Laporan Pengelolaan WBS Semester I Tahun 2022 Discussion on WBS Management Report for the First Semester of 2022
10	27 September 2022 September 27, 2022	Pembahasan Usulan Calon Komisaris Utama PT Angkasa Pura Support Discussion on Proposed Candidates for President Commissioner of PT Angkasa Pura Support
11	24 Oktober 2022 October 24, 2022	Pembahasan Rencana Program Kerja Komite Nominasi dan Remunerasi Dewan Komisaris PT Angkasa Pura I Tahun 2023 Discussion on the Nomination and Remuneration Committee of the Board of Commissioners of PT Angkasa Pura I's Work Program Plan for 2023.
12	23 Desember 2022 December 23, 2022	Pembahasan Pengajuan Konsep Perubahan Struktur Organisasi Kantor Pusat PT Angkasa Pura I Discussion on the Submission of the Concept of Changes in the Organizational Structure of the Head Office of PT Angkasa Pura I



## KOMITE NOMINASI DAN REMUNERASI

Nomination and Remuneration Committee

### PELAKSANAAN KEGIATAN KOMITE NOMINASI DAN REMUNERASI

Selama 2022, Komite Nominasi dan Remunerasi telah melaksanakan tugas antara lain:

#### Terkait dengan Nominasi

1. Melakukan penelaahan secara berkala atas sistem pengelolaan talenta (*talent management system*) perusahaan serta *monitoring* dan evaluasi atas pelaksanaannya;
2. Melakukan evaluasi terhadap sistem dan prosedur pengklasifikasian talenta (*talent classification*) yang dilakukan oleh Direksi;
3. Melakukan validasi dan kalibrasi atas talenta yang diusulkan oleh Direksi kepada Dewan Komisaris (*selected talent*), untuk menghasilkan daftar talenta yang akan dinominasikan oleh Dewan Komisaris kepada Rapat Umum Pemegang Saham/RUPS (*nominated talent*);
4. Melakukan evaluasi terhadap calon wakil perusahaan yang akan diusulkan sebagai anggota Direksi atau anggota Dewan Komisaris anak perusahaan, sebelum diajukan kepada Rapat Umum Pemegang Saham/RUPS;
5. Melakukan evaluasi atas usulan *Key Performance Indicator* anggota Direksi;
6. Menyiapkan usulan sistem evaluasi kinerja individu bagi anggota Direksi dan/atau anggota Dewan Komisaris;
7. Menyiapkan usulan program pengembangan bagi anggota Direksi dan/atau anggota Dewan Komisaris;
8. Melakukan evaluasi atas usulan Direksi mengenai struktur organisasi perusahaan.

### IMPLEMENTATION OF NOMINATION AND REMUNERATION COMMITTEE ACTIVITIES

During 2022, the Nomination and Remuneration Committee carried out the following duties:

#### Duties Related to Nomination Function

1. Conduct periodic reviews of the company's talent management system, monitoring and evaluation of its implementation;
2. Assess the Board of Directors' talent classification system and procedures;
3. Validate and calibrate the talents proposed by the Board of Directors to the Board of Commissioners (*selected talents*), in order to produce a list of talents to be nominated to the General Meeting of Shareholders (GMS) by the Board of Commissioners (*nominated talents*);
4. Assess the Company representative candidates to be proposed as members of the Board of Directors or members of the Board of Commissioners of subsidiaries, prior to submission to the General Meeting of Shareholders (GMS).
5. Assess the proposed Key Performance Indicators for members of the Board of Directors.
6. Prepare an individual performance assessment system recommendation for members of the Board of Directors and/or members of the Board of Commissioners.
7. Prepare a development program recommendation for members of the Board of Directors and/or members of the Board of Commissioners.
8. Assess the Board of Directors' recommendation regarding the company's organizational structure.

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE Business Risk and Good Corporate Governance Committee

Di bawah Dewan Komisaris terdapat Komite Risiko Usaha dan GCG yang membantu melaksanakan fungsi pengawasan terhadap kinerja Direksi dan memberi nasihat kepada Direksi. Anggota Komite Risiko Usaha dan GCG diangkat dan diberhentikan oleh Dewan Komisaris dan dilaporkan kepada RUPS. Komite Risiko Usaha dan GCG PT Angkasa Pura I terdiri dari 1 orang ketua dan 1 orang wakil ketua yang berasal dari anggota Dewan Komisaris, serta dibantu oleh 2 anggota dari luar perusahaan yang tidak berkaitan dengan manajemen, kepemilikan saham, maupun kegiatan usaha perusahaan.

### DASAR PEMBENTUKAN KOMITE RISIKO USAHA DAN GCG

Pembentukan Komite Risiko Usaha dan GCG mengacu pada peraturan berikut:

1. Undang-Undang No. 19 Tahun 2003 tentang Badan Usaha Milik Negara.
2. Undang-Undang No. 40 Tahun 2007 tentang Perseroan Terbatas;
3. Peraturan Pemerintah Nomor 45 Tahun 2005 tentang Pendirian, Pengurusan, Pengawasan, dan Pembubaran Badan Usaha Milik Negara;
4. Peraturan Pemerintah Nomor 104 Tahun 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia Ke Dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviiasi Pariwisata Indonesia.
5. Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-01/MBU/2011 jo. Nomor PER-09/MBU/2012 tentang Penerapan Tata Kelola Perusahaan Yang Baik (*Good Corporate Governance*) Pada Badan Usaha Milik Negara sebagaimana telah diubah dengan Peraturan Menteri Negara Badan Usaha Milik Negara Nomor PER-09/MBU/2012;
6. Peraturan Menteri Negara BUMN Nomor PER-12/MBU/2012 jo. Nomor PER-06/MBU/04/2021 jo. Nomor PER-14/MBU/10/2021 tentang Organ Pendukung Dewan Komisaris/Dewan Pengawas Badan Usaha Milik Negara;

As a Committee under the Board of Commissioners, Business Risk and GCG Committee assists the Board of Commissioners in carrying out the supervisory functions over the Board of Directors' performance and provides advice to the Board of Directors. Members of the Business Risk and GCG Committee are appointed and dismissed by the Board of Commissioners and report to the General Meeting of Shareholders. The Business Risk and GCG Committee of PT Angkasa Pura I consists of 1 (one) chairman and 1 (one) vice chairman who are members of the Board of Commissioners, as well as two external members who are not related to the company's management, ownership, or business activities.

### BASIS OF ESTABLISHMENT OF BUSINESS RISK AND GCG COMMITTEE.

The establishment of the Business Risk and GCG Committee is based on the following regulations:

1. Law No. 19 of 2003 on State-Owned Enterprises.
2. Law No. 40 of 2007 on Limited Liability Companies;
3. Government Regulation No. 45 of 2005 on the Establishment, Management, Supervision, and Dissolution of State-Owned Enterprises;
4. Government Regulation No. 104 of 2021 on the Addition of the Republic of Indonesia's State Equity Participation into the Share Capital of the Company (Persero) PT Aviiasi Pariwisata Indonesia (Persero);
5. Minister of SOEs Regulation No. PER-01/MBU/2011 as amended by Minister of SOEs Regulation No. PER-09/MBU/2012 on the Implementation of Good Corporate Governance in State-Owned Enterprises;
6. Minister of SOEs Regulation No. PER-12/MBU/2012 as amended by Minister of SOEs Regulation No. PER-06/MBU/04/2021 and Minister of SOEs Regulation No. PER-14/MBU/10/2021 on the Supporting Organs of the Board of Commissioners/ Supervisory Board of State-Owned Enterprises;

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

- Keputusan Sekretaris Kementerian BUMN Nomor SK-16/S.MBU/2012 tentang Indikator/Parameter Penilaian dan Evaluasi atas Penerapan Tata Kelola Perusahaan yang Baik (*Good Corporate Governance*) pada BUMN;
- Keputusan Direksi PT Angkasa Pura I Nomor KEP.176/OM.02.05/2018 tentang Pedoman Manajemen Risiko PT Angkasa Pura I;
- Secretary of the Ministry of SOEs Decree No. SK-16/S.MBU/2012 on the Indicators/Parameters for Assessment and Evaluation of the Implementation of Good Corporate Governance in State-Owned Enterprises;
- Board of Directors Decree of PT Angkasa Pura I No. KEP.176/OM.02.05/2018 on the Risk Management Guidelines of PT Angkasa Pura I.

### PIAGAM KOMITE RISIKO USAHA DAN GCG

Dalam melaksanakan tugas dan tanggung jawabnya, Komite Risiko Usaha dan GCG berpedoman pada Piagam (*charter*) Komite Risiko Usaha dan GCG PT Angkasa Pura I yang telah disahkan oleh Dewan Komisaris melalui Surat Keputusan Dewan Komisaris No KEP.07/DK.AP.I/2022 tanggal 31 Mei 2022 tentang Piagam Komite Risiko Usaha dan *Good Corporate Governance* (GCG).

Piagam tersebut memuat ketentuan yang harus dipatuhi dalam pembentukan dan pelaksanaan kegiatan Komite Risiko Usaha dan GCG agar dapat bekerja secara independen, objektif, mandiri, transparan, dan dapat dipertanggungjawabkan.

### TUGAS DAN TANGGUNG JAWAB KOMITE RISIKO USAHA DAN GCG

Tugas dan tanggung jawab Komite Risiko Usaha dan GCG yang tertuang dalam Piagam Komite Risiko Usaha dan *Good Corporate Governance* (GCG) yaitu:

- Melakukan evaluasi atas kebijakan dan strategi manajemen risiko yang disusun oleh Direksi;
- Memberikan masukan kepada Dewan Komisaris terkait penyusunan dan perbaikan kebijakan manajemen risiko yang berkaitan dengan pengendalian risiko strategis, risiko investasi, risiko pasar, risiko kredit, risiko likuiditas, dan risiko operasional;

### BUSINESS RISK AND GCG COMMITTEE CHARTER

The Business Risk and Good Corporate Governance (GCG) Committee is guided by the Business Risk and GCG Committee Charter of PT Angkasa Pura I, ratified by the Board of Commissioners through Board of Commissioners Decree No KEP.07/DK.AP.I/2022 dated May 31, 2022, on the Business Risk and Good Corporate Governance (GCG) Committee Charter.

The charter sets forth provisions that must be complied with in the establishment and implementation of the Business Risk and GCG Committee's activities, in order to work in an independent, objective, transparent, and accountable manner.

### DUTIES AND RESPONSIBILITIES OF THE BUSINESS RISK AND GCG COMMITTEE

The duties and responsibilities of the Business Risk and GCG Committee, as set out in the Business Risk and Good Corporate Governance (GCG) Committee Charter, are as follows:

- Carry out evaluation of risk management policies and strategies developed by the Board of Directors;
- Provide input to the Board of Commissioners on the preparation and improvement of Risk Management policies related to strategic risk control, investment risk, market risk, credit risk, liquidity risk, and operational risk;

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

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| <ol style="list-style-type: none"> <li>3. Melakukan monitoring dan evaluasi terhadap implementasi manajemen risiko;</li> <li>4. Melakukan evaluasi terhadap efektivitas pelaksanaan pengendalian dan mitigasi risiko;</li> <li>5. Melakukan evaluasi manajemen risiko atas tindakan Direksi yang memerlukan persetujuan/tanggapan Dewan Komisaris;</li> <li>6. Melakukan penelaahan atas informasi mengenai Perusahaan, Rencana Jangka Panjang Perusahaan (RJPP), Rencana Kerja dan Anggaran (RKA), dan Profil Risiko perusahaan;</li> <li>7. Mengkaji kebijakan <i>good corporate governance</i> (GCG) yang disusun oleh Direksi dan melakukan penilaian terhadap konsistensinya melalui asesmen tiap tahun;</li> <li>8. Membantu Dewan Komisaris dalam hal pengawasan kepatuhan Direksi dalam mematuhi ketentuan peraturan perundang-undangan yang berlaku;</li> <li>9. Melaksanakan tugas tambahan lain dari Dewan Komisaris yang berkenaan dengan fungsi pemantauan manajemen risiko dan GCG perusahaan.</li> </ol> | <ol style="list-style-type: none"> <li>3. Carry out monitoring and evaluation of risk management implementation;</li> <li>4. Carry out evaluation of the effectiveness of risk control and mitigation implementation;</li> <li>5. Carry out evaluation of the risk management of the Board of Directors' actions that require approval/response of the Board of Commissioners;</li> <li>6. Review information about the Company, Long-Term Plan of the Company, Work Plan and Budget (WPB), and the Company's Risk Profile;</li> <li>7. Review good corporate governance (GCG) policy developed by the Board of Directors and assess its consistency through annual assessments;</li> <li>8. Assist the Board of Commissioners in monitoring the compliance of the Board of Directors with applicable laws and regulations;</li> <li>9. Carry out other additional duties assigned by the Board of Commissioners relating to the monitoring function of the company's risk management and GCG.</li> </ol> |
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Komite Risiko Usaha dan GCG bertanggung jawab kepada Komisaris. Pertanggungjawaban Komite Risiko Usaha dan GCG kepada Komisaris disampaikan dalam bentuk laporan berkala (triwulanan dan tahunan) serta laporan pelaksanaan tugas dalam hal mendapat penugasan khusus dari Komisaris. Komite Risiko Usaha dan GCG wajib menjaga kerahasiaan dokumen, data dan informasi perusahaan.

The Business Risk and GCG Committee is accountable to the Board of Commissioners. The accountability of the Business Risk and GCG Committee to the Board of Commissioners is communicated through periodic reports (quarterly and annual) and reports on the execution of duties in the event of specific assignments from the Board of Commissioners. The Business Risk and GCG Committee must maintain the confidentiality of the Company's documents, data, and information.

### WEWENANG KOMITE RISIKO USAHA DAN GCG

Dalam melaksanakan tugasnya, Komite Risiko Usaha dan GCG mempunyai wewenang sebagai berikut:

1. Mengakses seluruh informasi tentang aset dan sumber daya yang dibutuhkan untuk mendukung pelaksanaan tugas dan tanggung jawab Komite Risiko Usaha dan GCG;

### AUTHORITY OF THE BUSINESS RISK AND GCG COMMITTEE

In carrying out its duties, the Business Risk and GCG Committee has the following authority:

1. Access to all information on assets and resources required to support the execution of the Business Risk and GCG Committee's duties and responsibilities;

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

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| <p>2. Bekerja sama dan berkomunikasi langsung dengan unit terkait, <i>risk owner</i>, para pejabat struktural terkait, Satuan Pengawas Internal (SPI), maupun Direksi perusahaan;</p> <p>3. Komite Risiko Usaha dan GCG dengan persetujuan Dewan Komisaris dapat melibatkan tenaga ahli dan profesional lain yang independen di luar anggota Komite Risiko Usaha dan GCG yang diperlukan untuk membantu pelaksanaan tugasnya (jika diperlukan) atas beban perusahaan;</p> <p>4. Memberikan saran, pendapat, dan masukan kepada Manajemen terkait tugas dan tanggung jawab Komite Risiko Usaha dan GCG;</p> <p>5. Melakukan kewenangan lain yang diberikan oleh Dewan Komisaris.</p> | <p>2. Collaborate and communicate directly with relevant units, risk owners, related structural officials, Internal Audit, and the company's Board of Directors.</p> <p>3. Upon the approval of the Board of Commissioners, the Business Risk and GCG Committee may engage other independent experts and professionals beyond the members of the Business Risk and GCG Committee to assist in the execution of its duties (if necessary) at the expense of the Company.</p> <p>4. Provide advice, opinions, and input to management on the duties and responsibilities of the Business Risk and GCG Committee;</p> <p>5. Exercise other authority granted by the Board of Commissioners.</p> |
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### STRUKTUR, KEANGGOTAAN, DAN KEAHLIAN KOMITE RISIKO USAHA DAN GCG

Organizational Structure, Membership, and Expertise of the Business Risk and Good Corporate Governance Committee

Keanggotaan Komite Risiko Usaha dan GCG Membership of Business Risk and Good Corporate Governance Committee			
Nama Name	Posisi Position	Dasar Penunjukkan Basis of Appointment	Rangkap Jabatan Concurrent Position
Danang Parikesit	Ketua Chairman	Keputusan Dewan Komisaris Nomor : KEP-16/DK.API/2021, Tanggal 6 Oktober 2021 Decree of the Board of Commissioners No. KEP-16/DK.API/2021, dated October 6, 2021	Komisaris Commissioner
Elen Setiadi	Wakil Ketua Vice Chairman	Keputusan Dewan Komisaris Nomor : KEP-19/DK.API/2021, Tanggal 10 Desember 2021 Decree of the Board of Commissioners No. KEP-19/DK.API/2021, dated December 10, 2021	Komisaris Commissioner
Irwanda Wisnu Wardhana	Anggota Member	Keputusan Dewan Komisaris Nomor : KEP-15/DK.API/2020, Tanggal 1 Oktober 2021 Decree of the Board of Commissioners No. KEP-15/DK.API/2020, dated October 1, 2021	Pihak independen Independent Party
Sylviana Maya Damayanti	Anggota Member	Keputusan Dewan Komisaris Nomor : KEP-10/DK.API/2021, Tanggal 21 Juni 2021 Decree of the Board of Commissioners No. KEP-10/DK.API/2021, dated June 21, 2021	Pihak independen Independent Party





## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee



### PROFIL, KUALIFIKASI PENDIDIKAN, DAN PENGALAMAN KERJA

Profile, Educational Background, and Work Experience

		
<b>NAMA   NAME</b> <b>DANANG PARIKESIT</b>	<b>POSISI   POSITION</b> <b>Ketua Komite</b> Committee Chairman	
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> <b>57 tahun per Desember 2022</b> 57 years old as of December 2022	
<p style="text-align: center;"><b>Profile</b></p>		

- Lulus tahun 1988 dari Universitas Gadjah Mada di Yogyakarta, lalu memperoleh gelar Master dari University of Leeds Inggris tahun 1990, dan Program Doktor di Vienna University of Technology Austria tahun 1996.
- Menjabat Komisaris PT Angkasa Pura I pada tanggal 20 Maret 2020.
- Selain menjabat sebagai anggota Dewan Komisaris, sampai saat ini beliau masih menjabat sebagai Kepala Badan Pengawas Jalan Tol, Kementerian Pekerjaan Umum dan Perumahan Rakyat Republik Indonesia. Informasi lengkap mengenai rangkap jabatan, pengalaman kerja beserta periode waktunya baik di dalam maupun di luar PT Angkasa Pura I telah dituangkan dalam bab 'Profil Dewan Komisaris'.

- Graduated from Gadjah Mada University in Yogyakarta in 1988, obtained a Master Degree from the University of Leeds, UK, in 1990, and a Doctoral degree from Vienna University of Technology, Austria, in 1996.
- Serving as Commissioner of PT Angkasa Pura I since March 20, 2020.
- Apart from serving as a member of the Board of Commissioner, as of now he still serves as Head of Toll Road Regulatory Agency, Ministry of Public Works and Housing of the Republic of Indonesia. Complete information regarding concurrent positions, work experience, and periods of time both inside and outside PT Angkasa Pura I has been set forth in the profile chapter of the Board of Commissioners.

		
<b>NAMA   NAME</b> <b>ELEN SETIADI</b>	<b>POSISI   POSITION</b> <b>Wakil Ketua</b> Vice Chairman	
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> <b>51 tahun per Desember 2022</b> 51 years old as of December 2022	
<p style="text-align: center;"><b>Profile</b></p>		

- Lulus tahun 1995 dari Universitas Andalas dan menyelesaikan Magister Ilmu Ekonomi di Universitas Indonesia pada tahun 2006.
- Menjabat Komisaris PT Angkasa Pura I pada tanggal 23 November 2021.
- Selain menjabat sebagai Komisaris, sampai saat ini beliau masih menjabat sebagai Staf Ahli Bidang Regulasi, Penegakan Hukum dan Ketahanan Ekonomi, Kementerian Koordinator Bidang Perekonomian Republik Indonesia. Informasi lengkap mengenai rangkap jabatan, pengalaman kerja beserta periode waktunya baik di dalam maupun di luar PT Angkasa Pura I telah dituangkan dalam bab 'Profil Dewan Komisaris'.

- Graduated in 1995 from Andalas University and completed Master Degree in Economics at the University of Indonesia in 2006.
- Serving as Commissioner of PT Angkasa Pura I since November 23, 2021.
- Apart from serving as a member of the Board of Commissioner, as of now he still serves as Expert Staff for Regulation, Law Enforcement and Economic Resilience at the Coordinating Ministry for Economic Affairs of the Republic of Indonesia. Complete information regarding concurrent positions, work experience, and periods of time both inside and outside PT Angkasa Pura I has been set forth in the profile chapter of the Board of Commissioners.

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

 Angkasa Pura   AIRPORTS		
<b>NAMA   NAME</b> IRWANDA WISNU WARDHANA	<b>POSISI   POSITION</b> Anggota Member	 Angkasa Pura   AIRPORTS
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> 42 tahun per Desember 2022 42 years old as of December 2022	

### Profile

### Profile

- Memperoleh gelar Sarjana Terapan Akuntansi dari Politeknik Keuangan Negara STAN pada tahun 2005, program Master Kebijakan Publik di Hitotsubashi University pada tahun 2010, serta Doctor Kebijakan Publik dan Ekonomi Politik di University of Texas pada tahun 2016.
- Selain menjadi anggota Komite Risiko Usaha dan GCG PT Angkasa Pura I beliau menjabat Peneliti Ekonomi di Badan Riset dan Inovasi Nasional.
- Obtained Bachelor of Applied Accounting from State Finance Polytechnic STAN in 2005, Master of Public Policy at Hitotsubashi University in 2010, and Doctor of Public Policy and Political Economy at University of Texas in 2016.
- Other than serving as a member of the Business Risk and GCG Committee of PT Angkasa Pura I, the incumbent currently serves as an Economic Researcher Analyst at the National Research and Innovation Agency.

 Angkasa Pura   AIRPORTS		
<b>NAMA   NAME</b> SYLVIANA MAYA DAMAYANTI	<b>POSISI   POSITION</b> Anggota Member	 Angkasa Pura   AIRPORTS
<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> 45 tahun per Desember 2022 45 years old as of December 2022	

### Profile

### Profile

- Memperoleh gelar Sarjana Teknik Elektro dari Universitas Islam Sultan Agung Semarang pada tahun 2022, menyelesaikan program Master Bisnis Administrasi di Institut Teknologi Bandung pada tahun 2006, serta PhD Bisnis Manajemen di Universitas Padjadjaran Bandung pada tahun 2015.
- Selain menjadi anggota Komite Risiko Usaha dan GCG PT Angkasa Pura I, beliau menjabat sebagai Ketua Program Studi Magister Administrasi Bisnis di Sekolah Bisnis dan Manajemen, Institut Teknologi Bandung.
- Obtained a Bachelor's degree in Electrical Engineering from Sultan Agung Islamic University Semarang in 2022, completed a Master of Business Administration program at the Bandung Institute of Technology in 2006, and a PhD in Business Management at Padjadjaran University Bandung in 2015.
- In addition to being a member of the Business Risk and GCG Committee of PT Angkasa Pura I, he also serves as Chair of the Master of Business Administration Study Program at the School of Business and Management, Bandung Institute of Technology.

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

### PERIODE DAN MASA JABATAN

1. Masa jabatan Anggota Komite Risiko Usaha dan GCG yang bukan merupakan Anggota Dewan Komisaris/ Dewan Pengawas paling lama 3 (tiga) tahun dan dapat diperpanjang satu kali selama 2 (dua) tahun masa jabatan, dengan tidak mengurangi hak Dewan Komisaris/Dewan Pengawas untuk memberhentikan sewaktu-waktu;
2. Anggota Komite Risiko Usaha dan GCG yang merupakan Anggota Dewan Komisaris, berhenti dengan sendirinya apabila masa jabatannya sebagai Dewan Komisaris berakhir;
3. Dalam hal terdapat Anggota Dewan Komisaris yang menjabat sebagai Ketua Komite Risiko Usaha dan GCG berhenti sebagai Anggota Dewan Komisaris, maka Ketua Komite Risiko Usaha dan GCG wajib diganti oleh Anggota Dewan Komisaris lainnya dalam waktu yang paling lambat 30 (tiga puluh) hari;
4. Pengangkatan dan perubahan Ketua, Wakil Ketua, dan Anggota Komite Risiko Usaha dan GCG disampaikan dalam Keputusan Dewan Komisaris.

### INDEPENDENSI KOMITE RISIKO USAHA DAN GCG

PT Angkasa Pura I memastikan Komite Risiko Usaha dan GCG dapat menjalankan tugas dan tanggung jawabnya secara objektif, profesional, dan independen tanpa dipengaruhi hubungan afiliasi yang dapat menimbulkan dampak negatif atau benturan kepentingan (*conflict of interest*) baik antara anggota komite dengan Pemegang Saham, Dewan Komisaris, Direksi, maupun perusahaan.

### PELATIHAN KOMITE RISIKO USAHA DAN GCG

Program peningkatan kompetensi dilaksanakan untuk menambah wawasan dan pengetahuan Ketua dan Anggota Komite Risiko Usaha dan GCG dalam mendukung pelaksanaan tugas, fungsi dan tanggung jawabnya.

### PERIOD AND TERM OF OFFICE

1. The term of office for members of the Business Risk and GCG Committee who are not members of the Board of Commissioners/ Supervisory Board is no longer than 3 (three) years and may be extended once for a maximum of 2 (two) years, without prejudice to the right of the Board of Commissioners/ Supervisory Board to dismiss them at any time;
2. The term of office of Members of the Business Risk and GCG Committee who are members of the Board of Commissioners shall cease automatically when their term of office as a member of the Board of Commissioners ends;
3. In the event that a member of the Board of Commissioners who serves as the Chairman of the Business Risk and GCG Committee ceases to be a member of the Board of Commissioners, the Chairman of the Business Risk and GCG Committee shall be replaced by another member of the Board of Commissioners no later than 30 (thirty) days;
4. The appointment and changes to the Chairman, Vice Chairman, and members of the Business Risk and GCG Committee shall be communicated in the Board of Commissioners' Decree.

### INDEPENDENCE OF BUSINESS RISK AND GCG COMMITTEE

PT Angkasa Pura I ensures that the Business Risk and GCG Committee can carry out its duties and responsibilities in an objective, professional, and independent manner without being influenced by any affiliate relationships that may cause negative impacts or conflict of interest with the committee members, Shareholders, Board of Commissioners, Board of Directors, or the company.

### TRAINING FOR BUSINESS RISK AND GCG COMMITTEE

Competency enhancement programs are carried out to increase the knowledge and insights of the Chairman and members of the Business Risk and GCG Committee in order to support the execution of their duties, functions, and responsibilities.

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

Kegiatan yang dilaksanakan, yaitu :

1. GRC *masterclass* oleh Kementerian BUMN dalam rangka memperkuat peran Komite Audit, Komite Risiko dan Tata Kelola Terintegrasi yang dilaksanakan pada 17 November 2022;
2. Konferensi Nasional Profesional Manajemen Risiko VIII “ESG Investing and Risk Mitigation” oleh Lembaga Sertifikasi Profesi Manajemen Risiko yang dilaksanakan pada tanggal 1-2 Desember 2022;
3. GRC *masterclass* oleh Kementerian BUMN dengan tema Peran Organ Pengelola Risiko dalam *Risk Management* yang dilaksanakan pada tanggal 8 Desember 2022;

### KEBIJAKAN DAN PELAKSANAAN FREKUENSI RAPAT KOMITE RISIKO USAHA DAN GCG

1. Rapat Komite Risiko Usaha dan GCG dapat diselenggarakan apabila dihadiri oleh lebih dari 1/2 (satu per dua) jumlah anggota.
2. Komite Risiko Usaha dan GCG mengadakan rapat sekurang-kurangnya setiap bulan sekali, dan dapat mengundang Direksi atau perwakilan manajemen dalam pelaksanaannya.
3. Keputusan rapat Komite Risiko Usaha dan GCG diambil berdasarkan musyawarah untuk mufakat.
4. Kehadiran anggota Komite Risiko Usaha dan GCG dalam rapat, dilaporkan dalam laporan triwulanan dan laporan tahunan Komite Risiko Usaha dan GCG.

The Committee attended the following programs:

1. GRC masterclass held by the Ministry of SOEs in order to strengthen the role of the Audit Committee, Risk and Integrated Governance Committee, on November 17, 2022;
2. The VIII National Professional Risk Management Conference “ESG Investing and Risk Mitigation” held by the Risk Management Professional Certification Institution, on December 1-2, 2022;
3. GRC masterclass held by the Ministry of SOEs with the theme of “The Role of Risk Management Organ in Risk Management”, on December 8, 2022.

### POLICY AND IMPLEMENTATION OF RISK MANAGEMENT AND GCG COMMITTEE MEETING FREQUENCY

1. The Risk Management and GCG Committee meeting can only be held if more than half of the committee members are present.
2. The Risk Management and GCG Committee holds a meeting at least once a month and may invite the Board of Directors or management representatives to attend.
3. Decisions made during the Risk Management and GCG Committee meeting are based on consensus.
4. The attendance of Risk Management and GCG Committee members during the meetings is reported in the quarterly and annual reports of the Risk Management and GCG Committee.

**Frekuensi dan Tingkat Kehadiran Anggota Komite Risiko Usaha dan GCG dalam Rapat**  
Frequency and Attendance Rate of Business Risk and GCG Committee Members in Meetings

Nama Name	Posisi Position	Jumlah Rapat Total Meetings	Frekuensi Kehadiran Attendance Frequency	% Tingkat Kehadiran Attendance Rate %
Danang Parikesit	Ketua Chairman	12	10	83%
Elen Setiadi	Wakil Ketua Vice Chairman	12	11	91,67%
Irwanda Wisnu Wardhana	Anggota Member	12	12	100%

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

Agenda Rapat Komite Risiko Usaha dan GCG Business Risk and GCG Committee Meeting Agenda			
No.	Tanggal Rapat Date	Agenda Agenda	
1	15 Januari 2022 January 15, 2022	1. Laporan Bulanan Komite Risiko Usaha dan GCG bulan Januari 2022; 2. Dan lain-lain	1. Monthly Report of the Business Risk and GCG Committee for January 2022; 2. And others
2	15 Februari 2022 February 15, 2022	1. Laporan Bulanan Komite Risiko Usaha dan GCG bulan Februari 2022; 2. Dan lain-lain	1. Monthly Report of the Business Risk and GCG Committee for February 2022; 2. And others
3	15 Maret 2022 March 15, 2022	1. Laporan Bulanan Komite Risiko Usaha dan GCG bulan Maret 2022; 2. Dan lain-lain	1. Monthly Report of the Business Risk and GCG Committee for March 2022; 2. And others
4	5 April 2022 April 5, 2022	1. Laporan Bulanan Komite Risiko Usaha dan GCG bulan April 2022; 2. Dan lain-lain	1. Monthly Report of the Business Risk and GCG Committee for April 2022; 2. And others
5	24 Mei 2022 May 24, 2022	1. Laporan Bulanan Komite Risiko Usaha dan GCG bulan Mei 2022; 2. Dan lain-lain	1. Monthly Report of the Business Risk and GCG Committee for May 2022; 2. And others
6	7 Juni 2022 June 7, 2022	1. Pembahasan Bandara Batam; 2. Laporan Bulanan Komite Risiko Usaha dan GCG bulan Juni 2022; 3. Dan lain-lain	1. Discussion on Batam Airport; 2. Monthly Report of the Business Risk and GCG Committee for June 2022; 3. And others
7	21 Juli 2022 July 21, 2022	1. Progres Transformasi PT Angkasa Pura I; 2. Pembahasan permasalahan hukum dan kepatuhan di lingkungan PT Angkasa Pura I; 3. Laporan Bulanan Komite Risiko Usaha dan GCG bulan Juli 2022; 4. Dan lain-lain	1. Progress of PT Angkasa Pura I Transformation; 2. Discussion on legal issues and compliance within PT Angkasa Pura I; 3. Monthly Report of the Business Risk and GCG Committee for July 2022; 4. And others
8	22 Agustus 2022 August 22, 2022	1. Implementasi Risk Management TW II; 2. <i>Assets Recycling</i> ; 3. Laporan Bulanan Komite Risiko Usaha dan GCG bulan Agustus 2022; 4. Dan lain-lain	1. Implementation of Risk Management in the Second Quarter of 2022; 2. Assets Recycling; 3. Monthly Report of the Business Risk and GCG Committee for August 2022; 4. And others
9	20 September 2022 September 20, 2022	1. Progres Transformasi PT Angkasa Pura I; 2. Dana Pensiun; 3. Laporan Bulanan Komite Risiko Usaha dan GCG bulan September 2022; 4. Dan lain-lain	1. Progress of PT Angkasa Pura I Transformation; 2. Pension Funds; 3. Monthly Report of the Business Risk and GCG Committee for September 2022; 4. And others
10	18 Oktober 2022 October 18, 2022	1. Pembahasan KPBU Bandara Kediri; 2. Program Kerja KRUG Tahun 2023; 3. Laporan Bulanan Komite Risiko Usaha dan GCG bulan Oktober 2022; 4. Dan lain-lain	1. Discussion on Public-Private Partnership (PPP) of Kediri Airport; 2. The Business Risk and GCG Committee Work Program for 2023; 3. Monthly Report of the Business Risk and GCG Committee for October 2022; 4. And others
11	15 November 2022 November 15, 2022	1. Update KPBU Bandara Kediri; 2. <i>Tracing</i> Rekomendasi Dewan Komisaris; 3. Dan lain-lain	1. Update on Public-Private Partnership (PPP) of Kediri Airport; 2. Tracing Recommendations of the Board of Commissioners; 3. And others
12	29 November 2022 November 29, 2022	1. Pembahasan kajian pendanaan eksternal; 2. Laporan Bulanan Komite Risiko Usaha dan GCG bulan November 2022; 3. Dan lain-lain	1. Discussion on external funding review; 2. Monthly Report of the Business Risk and GCG Committee for November 2022; 3. And others



## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

Selain rapat internal tersebut, Komite Risiko Usaha dan GCG juga mengikuti rapat Dewan Komisaris dengan Komite, rapat Dewan Komisaris dengan Direksi, dan rapat antara Komite Risiko Usaha dan GCG dengan SPI dan unit kerja lain di PT Angkasa Pura I.

Other than the internal meetings, the Business Risk and GCG Committee also attended meetings with the Board of Commissioners and Committees, meetings with the Board of Commissioners and Directors, and meetings between the Business Risk and GCG Committee, Internal Audit, and other units at PT Angkasa Pura I.

### PELAKSANAAN KEGIATAN KOMITE RISIKO USAHA DAN GCG

Pada tahun 2022, Komite Risiko Usaha dan GCG telah menjalankan tugas dan tanggung jawabnya mencakup hal-hal sebagai berikut:

- a. Menyelenggarakan 12 kali rapat internal Komite Risiko Usaha dan GCG.
- b. Komite Risiko Usaha dan GCG telah melaksanakan tugas antara lain:
  - 1) Evaluasi kinerja KRUG Tahun 2022 dan Program Kerja KRUG Tahun 2023
  - 2) Kajian atas Usulan RKAP Tahun Buku 2023
  - 3) Monitoring Manajemen Risiko Perusahaan
  - 4) Kajian Aksi Korporasi
  - 5) Evaluasi atas Capaian Program Restrukturisasi Perusahaan
  - 6) Evaluasi GCG dan Perusahaan (Tata Kelola Pengadaan, Tata Kelola Aset dan Tata Kelola Sistem Teknologi Informasi Perusahaan)
  - 7) Pemantauan Tindak Lanjut Rekomendasi Dewan Komisaris
- c. Melakukan kajian terdiri dari:

### IMPLEMENTATION OF BUSINESS RISK AND GCG COMMITTEE ACTIVITIES

In 2022, the Business Risk and GCG Committee performed the following duties and responsibilities:

- a. Held 12 Internal Business Risk and GCG Committee Meetings.
- b. The Business Risk and GCG Committee performed the following duties:
  - 1) Performance evaluation of the Business Risk and GCG Committee in 2022 and the Business Risk and GCG Committee work program for 2023.
  - 2) Review of the proposed CWPB for Fiscal Year 2023.
  - 3) Monitoring of company risk management.
  - 4) Review of corporate actions.
  - 5) Evaluation of the company's restructuring program.
  - 6) Evaluation of GCG and the company (procurement governance, asset governance, and information technology system governance).
  - 7) Monitoring of the follow-up on the Board of Commissioners' recommendations.
- c. Conducting review of:

No.	Nomor Nota Dinas Office Memo Number	Perihal/Kajian Subject/Review
1	KRU.02/PG.01/2022-B 11 Januari 2022 January 11, 2022	Permohonan Persetujuan Seleksi Penunjukan Langsung Kerjasama Pengelolaan Lounge Terminal Selatan dengan Jangka Waktu 5 (lima) tahun di Bandara Sultan Hasanuddin Makassar Request for Approval of Direct Appointment of South Terminal Lounge Management Cooperation for a 5-Year Period at Sultan Hasanuddin Airport Makassar
2	KRU.03/PG.02/2022-B 16 Februari 2022 February 16, 2022	Penyampaian Pernyataan Penetapan Selera Risiko ( <i>Risk Appetite</i> ), Toleransi Risiko ( <i>Risk Tolerance</i> ), dan Kapasitas Risiko ( <i>Risk Capacity</i> ) Korporat Tahun 2022 Submission of Statement of Determination of Risk Appetite, Risk Tolerance, and Corporate Risk Capacity for 2022

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

No.	Nomor Nota Dinas Office Memo Number	Perihal/Kajian Subject/Review
3	KRU.06/PG.02/2022-B 9 Maret 2022 March 9, 2022	Permohonan Persetujuan Kerjasama Jangka Waktu 3 (tiga) tahun atas Pemanfaatan Ruang Usaha di Bandar Udara Juanda Surabaya Request for Approval of Three-Year Cooperation for the Utilization of Business Space at Juanda International Airport Surabaya
4	KRU.05/PG.02/2022-B 29 Juni 2022 June 29, 2022	Penyampaian Permohonan Persetujuan <i>Corporate Transformation</i> PT Angkasa Pura I Submission of Request for Approval of PT Angkasa Pura I Corporate Transformation
5	KRU.07/PG.02/2022-B 30 Agustus 2022 August 30, 2022	Penyampaian Permohonan Revisi RKAP Investasi Tahun 2022 PT Angkasa Pura I Submission of Request to Revise PT Angkasa Pura I's CWPB Investment 2022
6	KA.23/PG.02/2022-B 17 Oktober 2022 October 17, 2022	Penyampaian Permohonan Revisi RKAP Tahun 2022 PT Angkasa Pura I (Kajian Bersama Komite) Submission of Request to Revise PT Angkasa Pura I's CWPB 2022 (Joint Committee Review)
7	KRU.11/PG.02/2022-B 29 November 2022 November 29, 2022	Rencana Pendanaan Eksternal Tahun 2022 External Funding Plan for 2022
8	KRU.12/PG.02/2022-B 28 November 2022 November 28, 2022	Usulan RKAP 2023 PT Angkasa Pura I Proposed PT Angkasa Pura I's CWPB 2023
9	KRU.14/PG.02/2022-B 16 Desember 2022 December 16, 2022	Rencana Pendanaan Eksternal Tahun 2022 External Funding Plan for 2022

d. Rapat Komite Risiko Usaha dan GCG

Rapat yang dilaksanakan oleh Komite Risiko Usaha dan GCG terdiri atas:

- Rapat internal Komite Risiko Usaha dan GCG sebanyak 12 kali
- Mengikuti rapat Dewan Komisaris dengan Komite
- Mengikuti rapat Dewan Komisaris dan Direksi
- Rapat Komite Risiko Usaha dan GCG dengan SPI
- Rapat Komite Risiko Usaha dan GCG dengan Anggota Komite Audit dan Anggota Komite Nominasi dan Remunerasi
- Rapat Komite Audit dengan Manajemen

e. Kunjungan lapangan

Kunjungan Komite Risiko Usaha dan GCG tahun 2022 adalah sebagai berikut:

d. Business Risk and GCG Committee Meeting

The Business Risk and GCG Committee Meetings comprised of:

- 12 Internal Business Risk and GCG Committee meetings
- Attending meetings with the Board of Commissioners and committees
- Attending meetings with the Board of Commissioners and the Board of Directors
- Meeting between Business Risk and GCG Committee and Internal Audit
- Meeting between Business Risk and GCG Committee, members of the Audit Committee, and members of the Nomination and Remuneration Committee
- Meeting between Audit Committee and management

e. Field visit

The Business Risk and GCG Committee's field visits in 2022 are as follows:

## KOMITE RISIKO USAHA DAN GOOD CORPORATE GOVERNANCE

Business Risk and Good Corporate Governance Committee

No.	Tanggal Date	Lokasi Location	Agenda Agenda
1	27-28 Juli 2022 July 27-28, 2022	Bandara Adisutjipto Yogyakarta Adisutjipto Airport Yogyakarta	Mendampingi Dewan Komisaris dalam rangka Kunjungan Kerja Dewan Komisaris PT Angkasa Pura I ke Bandara Adisutjipto Yogyakarta Assisting the Board of Commissioners in Working Visit to Adisutjipto Airport Yogyakarta
2	05-06 Agustus 2022 August 5-6, 2022	Bandara El Tari Kupang EL Tari Airport Kupang	Mendampingi Dewan Komisaris dalam rangka Kunjungan Kerja Dewan Komisaris PT Angkasa Pura I ke Bandar Udara El Tari Kupang Assisting the Board of Commissioners in Working Visit to El Tari Airport Kupang
3	28 November-03 Desember 2022 November 28 - December 3, 2022	Bandara Jendral Ahmad Yani Semarang Jendral Ahmad Yani Airport Semarang	Kunjungan ke Kantor Cabang Bandara Jenderal Ahmad Yani Semarang dalam rangka mendampingi Audit KAP Visit to Jenderal Ahmad Yani Airport Semarang Branch Office in order to assist PAF Audit
4	08-09 Desember 2022 December 8 - 9, 2022	Bandara Pattimura Ambon Pattimura Airport Ambon	Kunjungan ke Kantor Cabang Bandara Pattimura Ambon dalam rangka mendampingi Audit KAP Visit to Pattimura Airport Ambon Branch Office in order to assist PAF Audit

### Keterangan lainnya:

Selain pelaksanaan rapat-rapat, dalam membantu Dewan Komisaris menjalankan fungsi pengawasan atas pengurusan perusahaan maupun pemberian tanggapan/rekomendasi atas aksi korporasi yang sudah direncanakan dalam RJPP dan RKAP dapat dilakukan melalui kunjungan lapangan. Kunjungan lapangan dilakukan dengan memperhatikan hal-hal sebagai berikut:

- Kunjungan ke unit/cabang mengikuti program kerja Dewan Komisaris. Kegiatan kunjungan dapat dilakukan secara langsung maupun melalui *video conference*.

Kunjungan dalam rangka memperoleh informasi dalam rangka pelaksanaan tugas pokok dan fungsi Komite Risiko Usaha dan GCG.

### Other description:

In addition to conducting meetings in assisting the Board of Commissioners in carrying out its supervisory function over the company's management and providing responses/recommendations for corporate actions that have been planned in the Company's Long Term Plan and Company's Work Plan and Budget (CWPB), field visits are carried out with due observance of:

- Visits to units/branches are scheduled in accordance with the Board of Commissioners' work program. Visits can be in-person or via video conference.

Visits are carried out to gather information in the context of carrying out the main duties and functions of the Business Risk and GCG Committee.

## KOMITE MANAJEMEN RISIKO

### Risk Management Committee

Komite Manajemen Risiko merupakan komite di bawah Direksi. Komite Manajemen Risiko membantu Direksi melaksanakan pengendalian risiko, pengawasan atas kebijakan perusahaan, dan optimalisasi fungsi manajemen risiko. Komite Manajemen Risiko dibentuk berdasarkan Surat Keputusan Direksi Nomor SKEP.196/ PG.01/2018 tentang Pembentukan Komite Manajemen Risiko PT Angkasa Pura I (Persero) yang telah diperbaharui dengan Surat Keputusan Direksi PT Angkasa Pura I (Persero) Nomor SKEP.DU.172/ PG.01/2021 tentang Perubahan Kedua atas Surat Keputusan Direksi PT Angkasa Pura I (Persero) Nomor SKEP.196/PG.01/2018 tentang Pembentukan Komite Manajemen Risiko PT Angkasa Pura I (Persero).

#### STRUKTUR DAN KEANGGOTAAN KOMITE MANAJEMEN RISIKO

Komite Manajemen Risiko terdiri dari:

1. Ketua Komite yang dijabat oleh Direktur Keuangan dan Manajemen Risiko
2. Sekretaris Komite dijabat oleh Vice President Risk Management
3. Anggota Komite yang terdiri dari para Direktur yang ditunjuk dan pejabat satu tingkat di bawah Direksi di Kantor Pusat

Susunan keanggotaan Komite Manajemen Risiko adalah sebagai berikut:

- A. Ketua  
Direktur Keuangan dan Manajemen Risiko
- B. Sekretaris  
Vice President Risk Management
- C. Anggota
  1. Direktur Operasi
  2. Direktur Teknik
  3. Direktur Pemasaran dan Pelayanan
  4. Direktur Pengembangan Usaha
  5. Direktur Kepatuhan, Aset dan Pengadaan
  6. Direktur Sumber Daya Manusia dan Umum
  7. Seluruh Vice President

The Risk Management Committee is under the Board of Directors. The Committee assists the Board of Directors in carrying out risk control, supervision of company policies, and optimization of risk management functions. The Risk Management Committee was established based on the Decree of the Board of Directors No. SKEP.196/PG.01/2018 on the Establishment of the Risk Management Committee of PT Angkasa Pura I (Persero), as amended by the Decree of the Board of Directors of PT Angkasa Pura I (Persero) No. SKEP.DU.172/ PG.01/2021 on the Second Amendment to the Decree of the Board of Directors of PT Angkasa Pura I (Persero) No SKEP.196/PG.01/2018 on the Establishment of the Risk Management Committee of PT Angkasa Pura I (Persero).

#### STRUCTURE AND MEMBERSHIP OF THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee consists of:

1. Finance and Risk Management Director acting as the Committee Chairman
2. Vice President Risk Management acting as the Committee Secretary
3. Committee Members, consisting of appointed Directors and officials one level below the Board of Directors at the Head Office.

The membership structure of the Risk Management Committee is as follows:

- A. Chairman  
Finance and Risk Management Director
- B. Secretary  
Vice President Risk Management
- C. Member
  1. Operation Director
  2. Technical Director
  3. Marketing and Service Director
  4. Business Development Director
  5. Compliance, Assets and Procurement Director
  6. Human Capital and General Affairs Director
  7. All Vice Presidents

## KOMITE MANAJEMEN RISIKO

Risk Management Committee

### URAIAN TUGAS DAN TANGGUNG JAWAB KOMITE MANAJEMEN RISIKO

Tugas dan tanggung jawab yang perlu dilaksanakan oleh Komite Manajemen Risiko meliputi:

1. Menetapkan kebijakan dan strategi manajemen risiko yang komprehensif secara tertulis.
  - Kebijakan dan strategi manajemen risiko ditetapkan sekurang-kurangnya satu kali dalam setahun atau frekuensi yang lebih tinggi dalam hal terdapat perubahan faktor-faktor yang mempengaruhi aktivitas usaha perusahaan secara signifikan.
  - Kebijakan tersebut meliputi penetapan *risk appetite* dan *risk tolerance*, baik risiko secara keseluruhan (*composite*), per jenis risiko, maupun per aktivitas fungsional.
2. Bertanggung jawab atas pemantauan pelaksanaan kebijakan manajemen risiko dan eksposur yang diambil oleh perusahaan secara keseluruhan, meliputi kegiatan evaluasi dan pengarahannya berdasarkan laporan yang disampaikan oleh unit Risk Management dan unit Internal Audit.
3. Mengevaluasi efektivitas penerapan manajemen risiko perusahaan secara berkala, meliputi kegiatan:
  - Metodologi pelaksanaan *risk assessment*
  - Implementasi sistem informasi manajemen
  - Ketepatan kebijakan, prosedur, serta penetapan *risk appetite* dan *risk tolerance*
4. Melakukan kaji ulang (*review*) secara berkala untuk mengantisipasi apabila terjadi perubahan situasi, kondisi, serta perkembangan eksternal dan internal perusahaan.
5. Menetapkan hal-hal yang terkait dengan keputusan bisnis yang menyimpang dari prosedur normal (*irregularities*).
6. Memantau independensi kerja dari unit kerja yang membidangi fungsi risk management kantor pusat.
7. Memantau kegiatan yang dilakukan oleh unit Risk Management.

### DUTIES AND RESPONSIBILITIES OF THE RISK MANAGEMENT COMMITTEE

The Risk Management Committee has the following duties and responsibilities:

1. Establish a comprehensive risk management policy and strategy in writing.
  - Risk management policy and strategy are established at least once a year, or more frequently if indicators affecting the Company's business activity change significantly.
  - The policy includes determining risk appetite and risk tolerance for composite risk, risk type, and functional activity.
2. Responsible for monitoring the implementation of risk management policy and the overall exposures of the Company, including assessment and directions based on reports submitted by the Risk Management and Internal Audit units.
3. Conduct evaluation on the effectiveness of the company's risk management implementation on a regular basis, including:
  - Risk assessment methodology
  - Implementation of management information system
  - Appropriateness of policies, procedures, and determination of risk appetite and risk tolerance.
4. Conduct a periodic review to anticipate changes in the situation, condition, and external and internal developments of the company.
5. Determine matters related to business decisions that have special conditions (*irregularities*).
6. Monitor independence of the work unit in charge of risk management function in the head office.
7. Monitor activities performed by the Risk Management unit.



## KOMITE MANAJEMEN RISIKO

Risk Management Committee

- |   |  |
|---|--|
| <p>8. Mengembangkan budaya sadar risiko pada seluruh pegawai perusahaan, melalui kegiatan komunikasi yang memadai kepada seluruh pegawai perusahaan tentang pentingnya pengendalian internal yang efektif.</p> <p>9. Mengembangkan kompetensi sumber daya manusia yang terkait dengan manajemen risiko.</p> | <p>8. Develop a risk-aware culture among all company employees by engaging in adequate communication activities about the importance of effective internal control.</p> <p>9. Develop risk management-related human resource competencies.</p> |
|---|--|

### PROFIL DAN RIWAYAT HIDUP SINGKAT KETUA KOMITE MANAJEMEN RISIKO

Ketua Komite Manajemen Risiko dijabat oleh Yudi Rizkyardie Darun yang juga menjabat sebagai Direktur Keuangan dan Manajemen Risiko. Profil Ketua Komite Manajemen Risiko dapat dilihat di bab Profil Direksi.

### PROFILE AND BRIEF BIOGRAPHY OF THE CHAIRMAN OF THE RISK MANAGEMENT COMMITTEE

Yudi Rizkyardie Darun, Finance and Risk Management Director, serves as the Chairman of the Risk Management Committee. The profile of the Chairman of the Risk Management Committee can be found in the Profile of the Board of Directors section.

### PELAKSANAAN KEGIATAN KOMITE MANAJEMEN RISIKO

Sepanjang 2022, Komite Manajemen Risiko telah merealisasikan tugas dan tanggung jawabnya dengan efektif. Salah satu kegiatan yang dilakukan oleh Komite Manajemen Risiko adalah pembahasan terkait perubahan sistem manajemen risiko yang meliputi:

1. Reviu berjenjang sistem manajemen risiko
2. Integrasi sistem manajemen risiko dengan sistem manajemen lain yang ada di perusahaan

### IMPLEMENTATION OF RISK MANAGEMENT COMMITTEE ACTIVITIES

Throughout 2022, the Risk Management Committee carried out its duties and responsibilities effectively. Among the activities, the Committee held a discussion on changes in the risk management system, including:

1. Tiered review of the risk management system
2. Integration of risk management system with other management systems in the company



## SEKRETARIS PERUSAHAAN

### Corporate Secretary

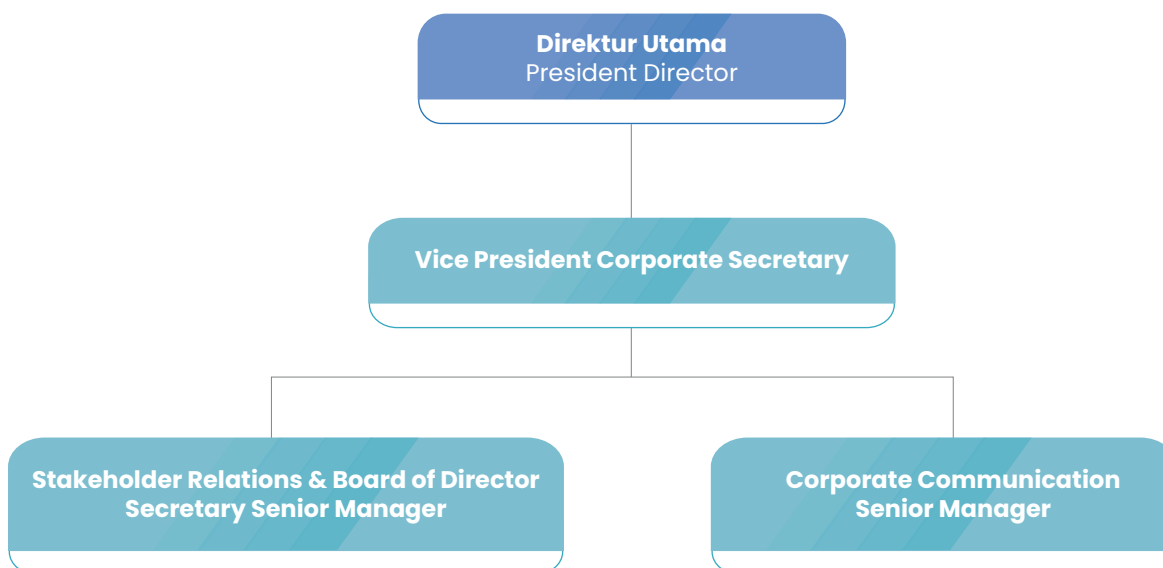
Sekretaris Perusahaan atau Corporate Secretary merupakan organ pendukung Direksi yang memiliki peranan penting dalam memastikan penerapan aspek keterbukaan di perusahaan. Corporate Secretary berfungsi dalam komunikasi internal dan eksternal, hubungan investor, serta kesekretariatan pimpinan perusahaan. Corporate Secretary berada di bawah Direktur Utama dan bertanggung jawab secara langsung kepada Direktur Utama.

#### STRUKTUR SEKRETARIS PERUSAHAAN DALAM PERUSAHAAN

Struktur Sekretaris Perusahaan atau Vice President Corporate Secretary diatur berdasarkan Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.004/OM.01/2023 tentang Organisasi dan Tata Kerja Kantor Pusat PT Angkasa Pura I tanggal 25 Januari 2023. Terdapat 2 unit yang berada di bawah Vice President Corporate Secretary, yaitu Corporate Communication dan Stakeholder Relation and Board of Director Secretary.

#### STRUKTUR SEKRETARIS PERUSAHAAN PT ANGKASA PURA I

Structure of Corporate Secretary of PT Angkasa Pura I



Corporate Secretary, also known as Vice President Corporate Secretary at PT Angkasa Pura I, plays a crucial role in ensuring the implementation of transparency aspects within the company. The Vice President Corporate Secretary is responsible for building internal and external communication, investor relations, and company secretarial duties. This position reports to and is directly responsible to the President Director.

#### STRUCTURE OF CORPORATE SECRETARY IN THE COMPANY

Structure of Corporate Secretary or Vice President Corporate Secretary is governed by the Decree of the Board of Directors of PT Angkasa Pura I, No. KEP. DU.004/OM.01/2023, dated January 25, 2023, on the Organization and Work Procedures of PT Angkasa Pura I Head Office. Vice President Corporate Secretary oversees two units, namely Corporate Communication and Stakeholder Relation, and Board of Director Secretary.

## SEKRETARIS PERUSAHAAN

Corporate Secretary

### PROFIL DAN RIWAYAT HIDUP SINGKAT SEKRETARIS PERUSAHAAN

Profile and Brief Biography of Vice President Corporate Secretary

<b>Sekretaris Perusahaan</b> Corporate Secretary				
	<b>NAMA   NAME</b> <b>RAHADIAN D. YOGISWORO</b>	<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>DOMISILI   DOMICILE</b> <b>Jakarta, Indonesia</b>	
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Jombang, 18 Juli 1972 Jombang, July 18, 1972	<b>USIA   AGE</b> <b>50 tahun per Desember 2022</b> 50 years old as of December 2022		
	<b>Dasar Hukum Pengangkatan</b> Legal Basis of Appointment			
	<b>Riwayat Pendidikan</b> Educational Background			
<b>Pengalaman Kerja</b> Work Experience				

**Dasar Hukum Pengangkatan**  
Legal Basis of Appointment

Rahadian D. Yogisworo menjabat sebagai Vice President Corporate Secretary sejak 24 Mei 2022 berdasarkan Surat Keputusan Direksi No. SKEP.DU.271/KP.04.01/2022 dan ditempatkan kembali pada jabatan Vice President Corporate Secretary sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No. SKEP.DU.001/KP.02.06/2023-REPLC.

Rahadian D. Yogisworo has been serving as Vice President Corporate Secretary since May 24th 2022 based on Directors Decree No. SKEP.DU.271/KP.04.01/2022 and was reinstated as Vice President Corporate Secretary since February 6th 2023 based on Directors Decree No. SKEP.DU.001/KP.02.06/2023-REPLC.

**Riwayat Pendidikan**  
Educational Background

- Sarjana Ekonomi (S1), Universitas 17 Agustus Surabaya, 1996
- Bachelor of Economics from 17 August 1945 University Surabaya, 1996

**Pengalaman Kerja**  
Work Experience

- Airlines Marketing Department Head (2013-2015)
- Route Development and Marketing Department Head (2015-2016)
- Co. General Manager Commercial Bandara I Gusti Ngurah Rai Bali (2016-2019)
- Vice President Aeronautical Business and Airlines Development (2019-2022)
- Airlines Marketing Department Head (2013-2015)
- Route Development and Marketing Department Head (2015-2016)
- Co. General Manager Commercial of I Gusti Ngurah Rai Airport Bali (2016-2019)
- Vice President Aeronautical Business and Airlines Development (2019-2022)

### URAIAN TUGAS DAN TANGGUNG JAWAB SEKRETARIS PERUSAHAAN

Berdasarkan Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.004/OM.01/2023 tentang Organisasi dan Tata Kerja Kantor Pusat PT Angkasa Pura I tanggal 25 Januari 2023, Sekretaris Perusahaan atau Vice President Corporate Secretary memiliki tugas memastikan pengelolaan seluruh aspek kegiatan kesekretariatan perusahaan dan komunikasi korporasi guna meningkatkan dan menjaga *image* perusahaan secara menyeluruh berdasarkan Rencana Kerja dan

### DUTIES AND RESPONSIBILITIES OF CORPORATE SECRETARY

Based on the Decree of the Board of Directors of PT Angkasa Pura I No. KEP.DU.004/OM.01/2023 on the Organization and Work Procedures of PT Angkasa Pura I Head Office dated January 25, 2023, the Corporate Secretary or Vice President Corporate Secretary has the duty to ensure the management of all aspects of the company's secretarial and corporate communication activities in order to enhance and maintain the company's image comprehensively based on the Company's Work

## SEKRETARIS PERUSAHAAN

### Corporate Secretary

Anggaran Perusahaan (RKAP) serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan, dan melaksanakan proses manajemen risiko, serta sistem pengendalian intern di unit kerjanya.

Tanggung jawab Vice President Corporate Secretary adalah sebagai berikut:

1. Memastikan tersedia dan terlaksananya Rencana Kerja dan Anggaran Perusahaan (RKAP) di unit kerjanya;
2. Memastikan tercapainya kontrak manajemen yang telah disepakati;
3. Memastikan perannya sebagai *people manager* pada unit kerjanya;
4. Memastikan pengembangan ide terhadap proses inovasi dan produk secara aktif dan mendukung inovasi yang berasal dari unit kerja lain;
5. Memastikan pelaksanaan kegiatan unit kerja sesuai dan relevan dengan sistem manajemen yang diterapkan perusahaan;
6. Memastikan kesesuaian pelaksanaan kegiatan unit kerja terhadap peraturan perundang-undangan dan peraturan internal perusahaan;
7. Memastikan terpenuhinya perizinan terkait bidang unit kerjanya sesuai peraturan perundang-undangan;
8. Memastikan terlaksananya tata kelola perusahaan yang baik di unit kerjanya;
9. Memastikan terlaksananya seluruh proses manajemen risiko, pemutakhiran register risiko (*risk register*), dan budaya sadar risiko di unit kerjanya;
10. Memastikan terlaksananya sistem pengendalian intern di unit kerjanya;
11. Memastikan terlaksananya pengelolaan seluruh aspek kesekretariatan perusahaan;
12. Memastikan terlaksananya pengelolaan seluruh aspek komunikasi perusahaan;
13. Memastikan terlaksananya pengelolaan hubungan dengan pemangku kepentingan (*stakeholder*) perusahaan, baik internal maupun eksternal dan hubungan dengan investor (*investor relations*);
14. Memastikan tersedianya informasi/fakta material terkait obligasi dilaporkan kepada pihak yang menerima laporan sesuai dengan ketentuan perundang-undangan;

Plan and Budget (CWPB), as well as to comply with laws and regulations and internal company regulations and to implement risk management processes and internal control systems in the work unit.

The responsibilities of Vice President Corporate Secretary are as follows:

1. Ensure the availability and implementation of the Company's Work Plan and Budget (CWPB) in its work unit;
2. Ensure achievement of agreed-upon management contracts;
3. Act as a people manager in its work unit;
4. Ensure active development of initiatives or innovation processes and products, and support innovations from other work units;
5. Ensure the implementation of work unit activities is relevant and consistent with the company's management system;
6. Ensure that work unit activities are in compliance with laws and regulations and the Company's internal regulations;
7. Ensure that permits related to its work unit are obtained in accordance with laws and regulations;
8. Ensure the implementation of good corporate governance in its work unit;
9. Ensure the implementation of all risk management processes, risk register update, and risk-aware culture in the work unit;
10. Ensure the implementation of internal control system in the work unit;
11. Ensure the management of all aspects of the company's secretarial activities;
12. Ensure the management of all aspects of corporate communication;
13. Ensure the management of relationships with internal and external stakeholders, and investor relations;
14. Ensure the availability of material information/facts on bonds are reported to the receiving parties in accordance with legal provisions;

## SEKRETARIS PERUSAHAAN

Corporate Secretary

- |   |  |
|---|--|
| <p>15. Memastikan tersedianya informasi dan dokumentasi perusahaan untuk kepentingan pengambilan keputusan;</p> <p>16. Memastikan tersedianya kebijakan, strategi, dan prosedur operasional standar (SOP) bidang Corporate Secretary.</p> | <p>15. Ensure the availability of company information and documentation for decision-making purposes;</p> <p>16. Ensure the availability of policies, strategies, and Standard Operating Procedures (SOPs) in Corporate Secretary.</p> |
|---|--|

### PELATIHAN DAN/ATAU PENGEMBANGAN KOMPETENSI SEKRETARIS PERUSAHAAN

### CORPORATE SECRETARY TRAINING AND/OR COMPETENCY DEVELOPMENT

No.	Tanggal Date	Pelaksanaan Implementation	Tema Theme	Peserta Participant
1.	3-4 November 2022 November 3-4, 2022	Pertamina Training and Consulting	Pelatihan Strategic Discussion Forum and Sharing Best Practice Optimizing The Future Role of Corporate Secretary Training on Strategic Discussion Forum and Sharing Best Practice for Optimizing the Future Role of Corporate Secretary	<ul style="list-style-type: none"> <li>• Rahadian D. Yogisworo (Vice President Corporate Secretary)</li> <li>• Yuyun Waryunaningsih (Stakeholder Relation and BOD Secretary Senior Manager)</li> <li>• Gede Eka Sandi Asmadi (Corporate Communication Senior Manager)</li> <li>• Rahadian D. Yogisworo (Vice President Corporate Secretary)</li> <li>• Yuyun Waryunaningsih (Stakeholder Relation and BOD Secretary Senior Manager)</li> <li>• Gede Eka Sandi Asmadi (Corporate Communication Senior Manager)</li> </ul>
2.	15 Desember 2022 December 15, 2022	PT Angkasa Pura I	Workshop Implementasi Doktrin Fiduciary Duty pada Perseroan Terbatas dan Pertanggungjawaban Secara Pribadi Direksi terhadap Kerugian Perusahaan Workshop on Implementation of Fiduciary Duty Doctrine in Limited Liability Companies and Personal Accountability of the Board of Directors for Company Losses	<ul style="list-style-type: none"> <li>• Rahadian D. Yogisworo (Vice President Corporate Secretary)</li> <li>• Rahadian D. Yogisworo (Vice President Corporate Secretary)</li> </ul>

### PELAKSANAAN KEGIATAN SEKRETARIS PERUSAHAAN

### IMPLEMENTATION OF CORPORATE SECRETARY ACTIVITIES

Sekretaris Perusahaan telah merealisasikan tugas dan tanggung jawabnya sepanjang 2022, antara lain:

In 2022, Corporate Secretary performed the following duties and responsibilities:

- |   |   |
|---|---|
| <p>1. Meningkatkan hubungan dengan pemangku kepentingan perusahaan, baik internal maupun eksternal, termasuk membina hubungan dengan investor;</p> <p>2. Memenuhi kewajiban pelaporan PT Angkasa Pura I sebagai emiten berupa penyampaian laporan-laporan ke Otoritas Jasa Keuangan (OJK), Bursa Efek Indonesia (BEI), dan Wali Amanat (PT Bank Mega Tbk.) selama 2022 baik laporan berkala maupun laporan mengenai informasi/fakta material sebanyak 21 laporan;</p> | <p>1. Improve relations with the Company's internal and external stakeholders, including maintaining relationships with investors;</p> <p>2. Fulfill the reporting obligations of PT Angkasa Pura I as an issuer by submitting reports to the Financial Services Authority (FSA), the Indonesia Stock Exchange (IDX), and the Trustee (PT Bank Mega Tbk.) during 2022, both periodic reports and reports on material information/facts totaling 21 reports;</p> |
|---|---|



## SEKRETARIS PERUSAHAAN

### Corporate Secretary

3. Mengelola dan mendokumentasikan agenda kegiatan Direksi, serta melakukan koordinasi dan komunikasi dengan Sekretaris Dewan Komisaris terkait dengan agenda kegiatan Dewan Komisaris;
4. Meningkatkan dan memperkuat hubungan dengan media melalui komunikasi (seperti *media relations*, *media visit*, pembuatan berita, artikel dan siaran pers, liputan media massa, konferensi pers, serta penanganan media pada saat keadaan darurat);
5. Pembuatan 145 siaran pers, 21 sambutan Direksi, 9 materi pendukung kegiatan Direksi, 34 video korporat, dan 273 desain materi;
6. Pembuatan jumlah pemberitaan korporat selama 2022 sebanyak 47.605 pemberitaan, tumbuh sebesar 21,6% dibandingkan jumlah pemberitaan 2021;
7. Pelaksanaan kegiatan layanan keprotokolan untuk Direksi, Dewan Komisaris, dan tamu sebanyak 1.068 kegiatan.
8. Pendampingan kegiatan kunjungan kerja dan Rapat Dengar Pendapat Komisi V, VI, dan VIII DPR RI sebanyak 20 kali kegiatan;
9. Pelaksanaan kegiatan rapat Direksi Angkasa Pura I pada tahun 2022 sebanyak 47 kali rapat, dan pembuatan Risalah Rapat Direksi sebanyak 47 risalah;
10. Pelaksanaan kegiatan rapat gabungan Direksi dan Dewan Komisaris PT Angkasa Pura I pada tahun 2022 sebanyak 12 kali rapat;
11. Mendukung pelaksanaan 2 kali Rapat Umum Pemegang Saham (RUPS) PT Angkasa Pura I, yaitu RUPS tentang Pengesahan Rencana Kerja dan Anggaran Perusahaan (RKAP) dan Rencana Kerja Anggaran Program Tanggung Jawab Sosial dan Lingkungan (RKA-TJSL) Tahun 2022, serta RUPS Persetujuan Laporan Tahunan dan Pengesahan Laporan Keuangan PT Angkasa Pura I Tahun Buku 2021;
12. Pengembangan SDM melalui pelatihan;
13. Meningkatkan dan memperkuat hubungan dengan mitra kerja/mitra usaha dan komunitas;
14. Meningkatkan dan memperkuat *brand image* korporat dan menumbuhkan kepercayaan masyarakat melalui pelaksanaan *event*.
3. Manage and document the agenda of the Board of Directors' activities, as well as coordinate and communicate with Secretary of the Board of Commissioners regarding agenda of the Board of Commissioners;
4. Improve and strengthen relationships with the media through communication (such as media relations, media visit, news, articles and press releases, mass media coverage, press conferences, and media handling during emergencies);
5. Produce 145 press releases, 21 Director speeches, 9 supporting materials for Director activities, 34 corporate videos, and 273 design materials;
6. Generate a total of 47,605 corporate news items in 2022, an increase of 21.6% compared to the number of news items in 2021;
7. Implement protocol services for the Board of Directors, Board of Commissioners, and guests totaling 1,068 events.
8. Assist with work visits and Hearings with Commission V, VI, and VIII of the Indonesian House of Representatives, totaling 20 times;
9. Held 47 Board of Directors meetings in 2022, and made 47 minutes of Board of Directors meetings;
10. Held 12 joint meetings of the Board of Directors and Board of Commissioners at PT Angkasa Pura I in 2022;
11. Assist the implementation of 2 General Meetings of Shareholders (GMS) at PT Angkasa Pura I, namely GMS to Approve the Company's Work Plan and Budget (CWPB) and the Social and Environmental Responsibility Program Work Plan and Budget (WPB-CSR) for 2022, and GMS to Approve the Annual Report and Ratify Financial Statements of PT Angkasa Pura I for Fiscal Year 2021;
12. Develop human resources through training;
13. Improve and strengthen relationships with business partners and the community;
14. Enhance and strengthen the corporate brand image, as well as build public trust through event implementation.

## SISTEM PENGENDALIAN INTERNAL

### Internal Control System

Pengendalian internal adalah suatu proses yang melibatkan Dewan Komisaris, manajemen, dan personel lain, yang dirancang untuk memberikan keyakinan memadai agar tercapainya efektivitas dan efisiensi operasi, keandalan pelaporan, serta kepatuhan terhadap hukum dan peraturan yang berlaku. Penerapan Pengendalian Internal (*Internal Control*) pada PT Angkasa Pura I menggunakan konsep *three lines of defense* sebagai berikut:

1. Pengendalian lini pertama (*first line*), berada di posisi paling depan, dilakukan oleh unit operasional selaku pemilik risiko sekaligus pelaksana proses bisnis.
2. Pengendalian lini kedua (*second line*) dilakukan oleh seluruh unit *support* yang memiliki fungsi kontrol secara langsung terhadap operasi perusahaan, seperti; *financial control, security, risk management, quality control, inspection, dan compliance*.
3. Pengendalian lini ketiga (*three line*) adalah kegiatan penilaian (*assurance*) atas kontrol yang diselenggarakan pada lini pertama dan kedua, dilakukan oleh unit yang independen dalam perusahaan, yaitu Unit Internal Audit.

Perlindungan berlapis ini dimaksudkan untuk memastikan agar implementasi pengendalian Internal (*internal control*), pengelolaan risiko (*risk management*), dan prinsip-prinsip tata kelola perusahaan yang baik (*good corporate governance/GCG*) betul-betul dilaksanakan sehingga tujuan perusahaan dapat tercapai dan hambatan/ancaman yang dikelola dapat dijadikan peluang untuk mempermudah pencapaian tujuan perusahaan tersebut.

#### LINGKUNGAN PENGENDALIAN

Lingkungan pengendalian dibangun sebagai pondasi untuk mendukung berjalannya komponen pengendalian internal di PT Angkasa Pura I, sekaligus merupakan faktor yang mempengaruhi seluruh kegiatan perusahaan terutama yang berkaitan dengan etika bisnis dan GCG. Unsur-unsur lingkungan pengendalian PT Angkasa Pura I adalah sebagai berikut:

Internal control is a process that involves the Board of Commissioners, management, and other personnel and is intended to provide reasonable assurance of achieving operational effectiveness and efficiency, as well as reporting reliability and compliance with applicable laws and regulations. Internal Control Implementation at PT Angkasa Pura I employs the following three lines of defense:

1. The first line of control is performed by the operational unit, as risk owner and executor of the business process in the most visible position.
2. The second line of control is performed by all support units with direct control functions over company operations, such as financial control, security, risk management, quality control, inspection, and compliance.
3. The third line of control is assurance of the first and second lines of control, performed by an independent unit within the company, the Internal Audit unit.

The multi-layer protection is intended to ensure optimal implementation of internal control, risk management and the principles of good corporate governance in order to achieve the company goals and turn obstacles/threats into opportunities to achieve the company goals.

#### CONTROL ENVIRONMENT

The control environment is designed to be an effective foundation to support operations of the internal control component in PT Angkasa Pura I, and a factor affecting the entire company, particularly in terms of business ethics and GCG. The following elements comprise the Company's control environment:

## SISTEM PENGENDALIAN INTERNAL

### Internal Control System

- 1. Integritas dan Nilai-Nilai Etika**  
Beragam cara yang ditempuh oleh manajemen tingkat atas untuk menekankan tentang pentingnya integritas dan nilai etika di antara para personelnnya dalam perusahaan.
  - 2. Komitmen dan Kompetensi**  
Kesadaran manajemen akan pentingnya intelegensi, pelatihan, dan pengalaman setiap karyawan yang diperlukan dalam mengembangkan potensi mereka.
  - 3. Direktur dan Komite Audit**  
Direktur memiliki tugas memastikan bahwa manajemen memenuhi tanggung jawabnya untuk menetapkan dan mempertahankan internal kontrol, sedangkan Komite Audit bertanggung jawab mengenali penolakan manajemen atas pengendalian atau kecurangan dalam laporan keuangan dan menindaklanjuti hal tersebut secara tepat.
  - 4. Falsafah dan Gaya Operasi Manajemen**  
Manajemen mempunyai peran yang besar dalam menciptakan lingkungan pengendalian yang baik dalam suatu organisasi.
  - 5. Struktur Organisasi**  
Menggambarkan garis hubungan wewenang dan pertanggungjawaban sehingga dapat memberikan kontribusi bagi lingkungan pengendalian, baik dalam hal memberikan kerangka (*framework*) secara menyeluruh bagi perencanaan, pelaksanaan, dan pengendalian operasi.
  - 6. Pendelegasian Wewenang dan Tanggung Jawab**  
Berupa memorandum tertulis mengenai kebijakan-kebijakan, aturan main, deskripsi pekerjaan, dan sebagainya.
  - 7. Kebijakan dan Praktik Pegawai**  
Berupa kemampuan menyediakan karyawan yang dapat dipercaya dan memiliki kemampuan pada bidangnya masing-masing.
- 1. Integrity and Ethical Values**  
The various means adopted by top-level management to instill the value of integrity and ethical values in company personnel.
  - 2. Commitment and Competence**  
Management's awareness of the importance of intelligence, training and experience in developing employees' potential.
  - 3. Board of Directors and Audit Committee**  
Director is responsible for ensuring that management fulfills its responsibility to establish and maintain internal controls, whereas the Audit Committee is responsible for recognizing management's rejection of control or fraud in the financial statements and appropriately following up on such matters.
  - 4. Management Philosophy and Operating Style**  
Management plays a significant role in establishing a good control environment in an organization.
  - 5. Organizational Structure**  
Drawing up the lines of authority and accountability relationships so as to contribute to the control environment in terms of providing a comprehensive framework for planning, implementation, and control of operations.
  - 6. Delegation of Authority and Responsibility**  
A written memorandum on policies, rules, job descriptions, and so on.
  - 7. Employee Policies and Practices**  
The ability to develop trustworthy employees with the required competencies in their respective fields

## SISTEM PENGENDALIAN INTERNAL

### Internal Control System

#### PENGENDALIAN KEUANGAN DAN OPERASIONAL

PT Angkasa Pura I menjalankan sistem pengendalian terhadap fungsi keuangan dan operasional. Pengendalian yang dijalankan mulai dari rencana keuangan yang menyangkut umpan balik dan proses penyesuaian hingga proses validasi untuk menjamin bahwa rencana terlaksana atau untuk mengubah rencana yang ada sebagai tanggapan terhadap berbagai perubahan yang terjadi. Pengendalian operasional mencakup proses penempatan agar kegiatan operasional dilaksanakan secara efektif dan efisien. Pengendalian operasional dan keuangan meliputi:

##### 1. Pengendalian Fisik Aset

Pengendalian fisik aset di lingkungan perusahaan diarahkan untuk mengamankan dan melindungi aset-aset berisiko. Hal ini penting karena kelalaian dalam pengamanan aset akan berakibat pada mudahnya terjadi pencurian, penggelapan, dan bentuk manipulasi lainnya terhadap aset yang merugikan perusahaan. Pengendalian fisik aset yang dapat dilakukan antara lain pembatasan individu yang dapat mengakses penggunaan aset, data, informasi, penyediaan keamanan yang cukup, dan penerapan prosedur lainnya yang menjamin pengendalian fisik aset sesuai dengan tujuannya.

##### 2. Pemisahan Fungsi

Pemisahan fungsi diarahkan untuk mengurangi kesalahan, kecurangan, dan pemborosan. Pemisahan fungsi di lingkungan perusahaan juga ditujukan untuk memperkuat sistem pengendalian internal. Pemisahan fungsi juga dilakukan sebagai upaya untuk mencegah terjadinya penyimpangan dan sebagai upaya manajemen untuk mengantisipasi permasalahan yang tidak diinginkan yang akan terjadi di kemudian hari. Contoh pemisahan fungsi yang dapat dilakukan antara lain:

- Tidak seorang pun diperbolehkan mengendalikan seluruh aspek utama kejadian dan transaksi dari awal sampai akhir proses.

#### FINANCIAL AND OPERATIONAL CONTROL

PT Angkasa Pura I operates financial and operational control system. Financial control ranges from financial plan involving feedback and adjustment processes to validation process to ensure that the plan can be executed, or to change existing plan in response to changes in the operating environment. Meanwhile, operational control includes the placement process to carry out operational activities in an effective and efficient manner. Operational and financial controls include:

##### 1. Physical Control of Assets

Physical control of assets within the company is aimed at securing and protecting high-risk assets. Such a control is important because negligence in safeguarding assets may result in theft, embezzlement and other forms of asset manipulation that may be detrimental to the company. Physical control of assets includes limiting individual's access to assets, data, information, providing adequate security, and implementing other procedures to ensure that the physical control of assets is in accordance with the objectives.

##### 2. Separation of Functions

Separation of functions is intended to reduce errors, fraud and waste. The separation of functions within the Company also aims to strengthen the internal control system. In addition, it is conducted in an attempt to prevent irregularities and for management to anticipate undesirable problems from occurring in the future. The following are examples of separation of functions:

- No one is allowed to control all the main aspects of events and transactions from the beginning to the end of the process.

## SISTEM PENGENDALIAN INTERNAL

### Internal Control System

- Kegiatan pemberian otorisasi, pemrosesan, pencatatan, dan *review* harus dilaksanakan oleh pegawai (personel) yang berbeda.
  - Tugas dan tanggung jawab masing-masing fungsi harus dilaksanakan sesuai dengan SOP dan instruksi kerja untuk menjamin dilakukannya pengendalian terhadap pemisahan fungsi.
3. Pelaksanaan Kejadian dan Transaksi
    - Pengendalian dilakukan untuk memastikan bahwa hanya kejadian dan transaksi valid yang dilakukan pencatatan sesuai dengan ketentuan.
    - Pengendalian dilakukan untuk memastikan bahwa seluruh kejadian dan transaksi telah dilakukan otorisasi dengan benar oleh pegawai yang diberikan tugas dan tanggung jawab.
    - Pelaksanaan ketentuan dan persyaratan otorisasi secara jelas harus dirumuskan dan dikomunikasikan kepada Pimpinan Unit Kerja dan pegawai.
  4. Pencatatan yang Akurat dan Tepat Waktu atas Kejadian dan Transaksi

Pencatatan yang akurat dan tepat waktu atas kejadian dan transaksi wajib dilakukan di lingkungan perusahaan untuk menjamin tersedianya informasi yang relevan, terpercaya dan tepat waktu untuk membantu pimpinan dalam pengambilan keputusan dalam pencapaian tujuan perusahaan.
  5. Pembatasan Akses dan Akuntabilitas atas Sumber Daya dan Pencatatannya

Akses terhadap sumber daya dan catatan perusahaan harus dibatasi hanya oleh personel yang diberikan tugas, tanggung jawab dan wewenang yang kemudian harus memberikan akuntabilitas atas pengelolaan sumber daya dan pemeliharaan atas seluruh catatan. Untuk menjamin pengendalian dijalankan dengan benar, aspek ini harus diverifikasi secara periodik dengan melakukan perbandingan jumlah yang tercatat dengan fisik yang tersedia.
- Granting authorization, processing, recording, and reviewing must be carried out by different employees (personnel).
  - The duties and responsibilities of the respective functions must be executed in accordance with the Standard Operating Procedures and work instructions to ensure control over the separation of functions
3. Events and Transactions
    - Control is performed to ensure that only valid events and transactions are recorded in accordance with existing provisions.
    - Control is performed to ensure that employees assigned with the specific duties and responsibilities have properly authorized all events and transactions.
    - The terms and conditions for granting authorization must clearly be formulated and communicated to the heads of work units and employees
  4. Accurate and timely recording of events and transactions.

Accurate and timely recording of events and transactions must be carried out within the company to ensure the availability of relevant, trusted and timely information to assist leaders in making decisions to achieve company goals.
  5. Limiting access and accountability on resources and its recording.

Access to company resources and records must be limited only to personnel who are assigned the duty, responsibility and authority, and must account for managing resources and maintaining all records. To ensure control is carried out correctly, this aspect must be verified periodically by comparing the amounts recorded with the physical availability.



## SISTEM PENGENDALIAN INTERNAL

### Internal Control System

#### 6. Dokumentasi yang Baik atas Kejadian dan Transaksi Pengendalian

Setiap kejadian dan transaksi dalam perusahaan didokumentasikan dengan baik untuk menjamin bahwa seluruh kejadian dan transaksi tersebut dapat diakses oleh pihak-pihak yang berkepentingan sewaktu-waktu apabila dibutuhkan. Mendokumentasikan kejadian dan transaksi tersebut merupakan bagian dari pengendalian internal yang harus dilakukan secara memadai.

#### 6. Proper recording of events and controlling transactions

Every event and transaction in the company must be documented properly to ensure that interested parties can access the records at any time if needed. The recording of events and transactions is part of internal control that must be executed appropriately.

### KESESUAIAN DENGAN COSO

Pengendalian internal yang dilaksanakan pada PT Angkasa Pura I telah sesuai dengan kerangka pengendalian internal Committee of Sponsoring Organizations (COSO), yang terdiri atas lima komponen yaitu:

#### 1. Lingkungan Pengendalian

Melalui budaya AKHLAK, pemberlakuan GCG yang diatur dalam buku saku *code of conduct* yang telah disosialisasikan dan dibagikan kepada seluruh karyawan PT Angkasa Pura I yang disertai dengan penandatanganan Pakta Integritas.

#### 2. Penilaian Risiko

Angkasa Pura I telah menyediakan unit khusus yang menangani penilaian risiko, *profiling* risiko, dan manajemen risiko. Semua risiko didaftarkan oleh *risk owner* dan direncanakan mitigasi risikonya, sebagaimana tercantum dalam profil risiko. Profil risiko dijadikan bahan oleh Internal Audit untuk melakukan risk-based audit. Rencana mitigasi yang memerlukan biaya dan diusulkan dalam Rencana Kerja Anggaran (RKA) didasari oleh risiko apa yang mendasari.

### SUITABILITY WITH COSO

Internal Control processes at PT Angkasa Pura I are in accordance with the internal control framework of the Committee of Sponsoring Organizations (COSO), consisting of the following 5 (five) components:

#### 1. Control Environment

Through the culture of AKHLAK, the implementation of Good Corporate Governance (GCG) is regulated in a code of conduct handbook disseminated and distributed to all employees, along with the signing of the Integrity Pact.

#### 2. Risk Assessment

PT Angkasa Pura I established a special unit to handle risk assessment, risk profiling and risk management. A risk owner registers all risks and risk mitigation is planned as stated in the risk profile. Risk profile is used as material by the Internal Audit to conduct risk-based audits. Mitigation plans that require expenditures to be made and proposed in the Work Plan and Budget (WPB) are based on the underlying risks.

## SISTEM PENGENDALIAN INTERNAL

### Internal Control System

#### 3. Aktivitas Pengendalian

PT Angkasa Pura I telah melakukan aktivitas pengendalian sesuai dengan prinsip COSO, melalui pemisahan tugas yang memadai, otorisasi yang sesuai atas transaksi dan aktivitas, dokumen dan catatan yang memadai sebagaimana tercantum dalam Laporan Keuangan Tahunan. Selain itu, telah dilakukan pengendalian fisik atas aktiva dan catatan, serta pemeriksaan kinerja secara independen, oleh internal audit maupun eksternal audit.

#### 4. Informasi dan Komunikasi

PT Angkasa Pura I telah menyediakan informasi dan komunikasi melalui rapat kerja, rapat koordinasi, sosialisasi, *e-mail corporate*, *web corporate*, intranet, HCIS (*Human Capital Information System*), *electronic library*, dan media lain yang telah disediakan. Pada saat audit oleh Internal Audit pun, dilakukan tahapan informasi dan komunikasi antara auditor dan *auditee*.

#### 5. Pemantauan

Pemantauan kegiatan sesuai dengan prinsip COSO dilakukan melalui *performance check* oleh pembina teknis, audit internal, dan audit eksternal.

#### 3. Control Activities

PT Angkasa Pura I executed control activities in accordance with COSO principles, through adequate separation of duties, appropriate authorization of transactions and activities, proper documentation and recording as stated in the Annual Financial Statements. Furthermore, Internal Audit and External Audit units performed physical control over assets and records, and independent performance audit.

#### 4. Information and Communication

PT Angkasa Pura I provided information and communication through work meetings, coordination meetings, dissemination, corporate email, corporate website, intranet, HCIS (Human Capital Information System), electronic library, and other media. During audits by the Internal Audit, The auditor obtained information from and communicated with the auditee.

#### 5. Monitoring

Technical supervisor, internal auditor, and external auditor conducted performance checks to ensure that monitoring of activities is carried out in accordance with COSO principles.

### TINJAUAN ATAS EFEKTIVITAS SISTEM PENGENDALIAN INTERNAL

Tinjauan atas efektivitas sistem pengendalian dilaksanakan melalui audit, baik secara internal oleh internal audit, maupun secara eksternal oleh eksternal auditor. Manajemen bertanggung jawab atas terselenggaranya sistem pengendalian internal yang andal dan efektif serta memastikan bahwa hal tersebut telah melekat di setiap jenjang organisasi. Selain itu, pengawasan terhadap pengendalian internal secara menyeluruh juga dilakukan untuk mendukung penerapan tata kelola perusahaan yang baik.

### INTERNAL CONTROL SYSTEM EFFECTIVENESS REVIEW

Internal and external auditors conduct internal and external audits to review the effectiveness of internal control systems. Management is responsible for the implementation of a reliable and effective internal control system and ensures that it is embedded at every level of the organization. Furthermore, overall internal control supervision is carried out to support the implementation of good corporate governance.

## SISTEM PENGENDALIAN INTERNAL

### Internal Control System

Unit Internal Audit dan Komite Audit mengawasi pelaksanaan sistem pengendalian internal dan melaporkannya kepada Direksi dan Dewan Komisaris. Temuan audit akan disampaikan kepada manajemen terkait untuk ditindaklanjuti. Berdasarkan pengawasan di 2022, sistem pengendalian internal di PT Angkasa Pura I telah berjalan efektif.

#### PENGAWASAN DEWAN KOMISARIS DAN DIREKSI

Dalam upaya memastikan efektivitas sistem pengendalian internal, Direksi dan Dewan Komisaris bersama Unit Internal Audit dan Komite Audit melakukan rapat secara berkala. Rapat membahas pemantauan pengendalian internal dan rencana tindak lanjut atas hal-hal di luar kontrol. Unit Internal Audit/Komite Audit akan melaporkan kepada Direksi dan Dewan Komisaris hasil pemantauan pengendalian internal minimal empat kali dalam setahun.

#### PERNYATAAN DIREKSI DAN DEWAN KOMISARIS ATAS KECUKUPAN SISTEM PENGENDALIAN INTERNAL

Direksi dan Dewan Komisaris menilai sistem pengendalian internal di PT Angkasa Pura I telah berjalan dengan efektif dan memenuhi kecukupan dari kebijakan dan standar yang menjadi pedoman. Kecukupan tersebut mencakup antara lain:

1. Kecukupan Aspek Pengendalian Umum Memastikan bahwa sudah dipatuhinya kebijakan yang telah ditetapkan oleh Pemerintah sehingga memberikan keyakinan memadai dalam upaya pencapaian tujuan organisasi, mencapai efektivitas dan efisiensi operasi, keandalan pelaporan keuangan, serta ketaatan terhadap peraturan perundangan yang berlaku.
2. Kecukupan Aspek Pengendalian Internal Memastikan bahwa sudah dipatuhinya kebijakan yang telah ditetapkan oleh manajemen perusahaan sehingga mendukung pencapaian perusahaan yang mencakup efektivitas dan efisiensi operasi, keandalan pelaporan keuangan, serta ketaatan terhadap peraturan.

Internal Audit Unit and Audit Committee oversee the implementation of internal control system and report to the Board of Directors and the Board of Commissioners. The audit findings are forwarded to the relevant management for follow-up. Based on supervision in 2022, Internal Control System at PT Angkasa Pura I has been operating effectively.

#### SUPERVISION OF BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS

In an effort to ensure the effectiveness of Internal Control System, the Board of Directors and the Board of Commissioners together with Internal Audit Unit and Audit Committee hold regular meetings. The meeting discusses internal control monitoring and follow-up plans for matters beyond control. Internal Audit Unit/Audit Committee reports the outcomes of internal control monitoring to the Board of Directors and the Board of Commissioners no less than four times a year.

#### STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON ADEQUACY OF INTERNAL CONTROL SYSTEM

The Board of Directors and Board of Commissioners considered that the internal control system at PT Angkasa Pura I has been operating effectively and has met the adequacy of the policies and standards. The adequacy includes, among others:

1. Adequacy of general control aspect ensures the compliance with the policies established by the government in order to provide reasonable assurance in an effort to achieve organizational goals, operational effectiveness and efficiency, financial reporting reliability, and compliance with applicable laws and regulations.
2. Adequacy of internal control aspect ensures the compliance with the policies established by the company's management in order to support the company's achievements, including operational effectiveness and efficiency, financial reporting reliability, and compliance with regulations.

## UNIT INTERNAL AUDIT

### Internal Audit Unit

PT Angkasa Pura I memiliki unit Internal Audit yang berfungsi untuk membantu Direktur Utama dalam menjalankan fungsi pengawasan terhadap efektivitas sistem pengendalian internal dan pelaksanaan *Good Corporate Governance* (GCG) di perusahaan. Berdasarkan Keputusan Direksi PT Angkasa Pura I Nomor KEP.32/OM.01/2021 tentang Organisasi dan Tata Kerja Kantor Pusat, kedudukan unit Internal Audit berkedudukan langsung di bawah Direktur Utama. Pelaksanaan tugas unit Internal Audit dapat bersinergi dengan Komite Audit serta Komite Risiko Usaha dan *Good Corporate Governance*.

PT Angkasa Pura I has an Internal Audit unit that assists the President Director in carrying out the supervisory function of the internal control system's effectiveness and the company's implementation of Good Corporate Governance (GCG). Based on Decree of the Board of Directors of PT Angkasa Pura I No. KEP.32/OM.01/2021 on the Organization and Work Procedures of the Head Office, Internal Audit Unit is under the President Director. Internal Audit Unit collaborates with the Audit Committee, Business Risk and Good Corporate Governance Committee, and other Committees in carrying out its duties.

#### STRUKTUR DAN KEDUDUKAN UNIT INTERNAL AUDIT

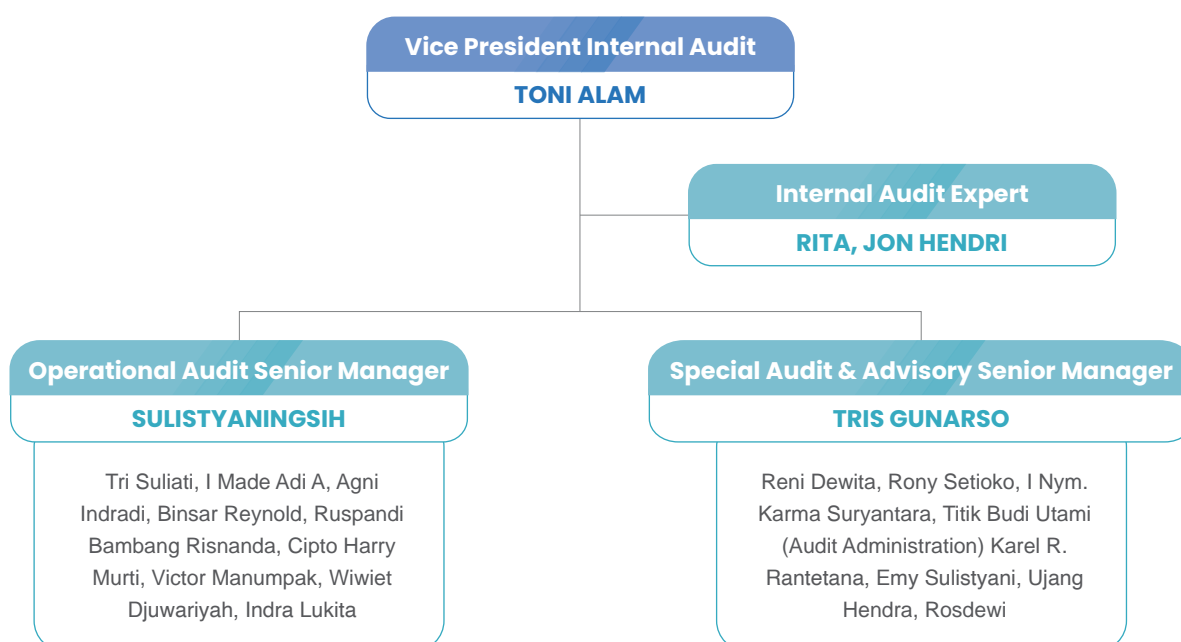
Unit Internal Audit dipimpin oleh seorang Vice President Internal Audit yang diangkat dan diberhentikan oleh Direktur Utama atas persetujuan Dewan Komisaris. Vice President Internal Audit bertanggung jawab langsung kepada Direktur Utama. Pelaksanaan tugas Unit Audit Internal dibantu oleh dua departemen, yaitu Operation Audit Department, dan Special Audit & Advisory Department.

#### INTERNAL AUDIT UNIT STRUCTURE AND POSITION

Internal Audit Unit is led by a Vice President Internal Audit appointed and dismissed by the President Director with the approval of the Board of Commissioners. Vice President Internal Audit reports directly to the President Director. The unit is assisted by two departments, namely Operation Audit Department and Special Audit & Advisory Department.

#### STRUKTUR ORGANISASI INTERNAL AUDIT

Organizational Structure of Internal Audit



## UNIT INTERNAL AUDIT

Internal Audit Unit

### PIAGAM UNIT INTERNAL AUDIT DAN KODE ETIK AUDITOR

Dalam melaksanakan tugasnya, unit Internal Audit PT Angkasa Pura I telah dilengkapi pedoman kerja yang disebut dengan Piagam Internal Audit (*Internal Audit Charter*) yang disetujui dan disahkan oleh Dewan Komisaris dan Direksi dalam Surat Keputusan Bersama. Piagam Internal Audit yang berlaku saat ini mengacu pada Surat Keputusan Bersama Dewan Komisaris dan Direksi PT Angkasa Pura I Nomor SKB.DU.06/PG.01/2002 dan Nomor KEP.09/DK.AP.I/2022.

Isi Piagam Internal Audit mencakup:

1. Pendahuluan: berisi latar belakang serta visi dan misi Internal Audit;
2. Internal Audit: berisi pengertian, struktur dan kedudukan, fungsi, tugas dan tanggung jawab, wewenang, ruang lingkup, akuntabilitas, serta standar profesi dan kode etik;
3. Pola Hubungan: berisi hubungan internal auditor dengan *auditee*, eksternal auditor, serta dengan Komite Audit dan Komite Risiko Usaha dan *Good Corporate Governance*;
4. Peningkatan Kualitas Internal Auditor;
5. Jaminan Mutu;
6. Penutup.

Dalam melaksanakan tugas dan tanggung jawabnya, Unit Internal Audit juga menerapkan kode etik, standar audit, dan peraturan lainnya yang berkaitan dengan internal audit, serta senantiasa menjunjung tinggi prinsip-prinsip objektivitas, kerahasiaan, ketelitian, dan kehati-hatian.

### SISTEM INFORMASI INTERNAL AUDIT

Pelaksanaan audit oleh Internal Audit dibantu oleh keberadaan *System Information Management Audit* (SIMA) yang memungkinkan pencatatan data otomatis terhadap seluruh aktivitas operasional. Data yang terkumpul dari SIMA selanjutnya diolah untuk memenuhi kebutuhan meningkatkan kualitas kinerja serta meningkatkan peran *Internal Audit* dalam upaya mengoptimalkan *Information and Technology General Control* (ITGC).

### INTERNAL AUDIT UNIT CHARTER AND AUDITOR CODE OF CONDUCT

PT Angkasa Pura I's Internal Audit unit is equipped with work guidelines, the Internal Audit Charter, which has been approved and ratified in the Joint Decree of the Board of Commissioners and Board of Directors. The current Internal Audit Charter is in accordance with the Company's Joint Decree No. SKB.DU.06/PG.01/2002 and KEP.09/DK.AP.I/2022.

The Internal Audit Charter includes:

1. Introduction: background and vision and mission of Internal Audit;
2. Internal Audit: definition, structure and position, functions, duties and responsibilities, authority, scope, accountability, professional standards and code of conduct;
3. Relationship Pattern: Internal auditor's relationship with the auditee, external auditor, and the Audit Committee, as well as the Business Risk and Good Corporate Governance Committee;
4. Internal Auditor Quality Improvement;
5. Quality Assurance;
6. Closing.

In carrying out its duties and responsibilities, the Internal Audit Unit adheres to the code of conduct, audit standards, and other internal audit regulations, as well as the principles of objectivity, confidentiality, thoroughness, and prudence.

### INTERNAL AUDIT INFORMATION SYSTEM

Audit Information Management System (SIMA) allows automatic data recording of all operational activities, assists in the implementation of audits by Internal Audit. The SIMA data is then processed in order to meet the needs of improving performance quality and expanding the role of Internal Audit in order to optimize Information and Technology General Control (ITGC).



## UNIT INTERNAL AUDIT

Internal Audit Unit

### TUGAS DAN TANGGUNG JAWAB UNIT INTERNAL AUDIT

1. Vice President Internal Audit bertugas untuk memastikan pengelolaan pengendalian internal dan proses tata kelola perusahaan melalui pemeriksaan, penilaian, dan evaluasi atas efisiensi dan efektivitas kegiatan perusahaan sesuai dengan peraturan internal dan eksternal berdasarkan *risk based audit*, serta melaksanakan kepatuhan sesuai dengan peraturan perundang-undangan dan peraturan internal perusahaan.
2. Tanggung jawab Vice President Internal Audit yaitu sebagai berikut:
  - Memastikan tersedianya Rencana Kerja dan Anggaran Perusahaan (RKAP);
  - Memastikan tercapainya kontrak manajemen yang telah disepakati;
  - Memastikan perannya sebagai *people manager* pada unit kerjanya;
  - Memastikan pengelolaan pembinaan kompetensi personel unit kerjanya;
  - Memastikan pengembangan inisiatif atas inovasi proses dan produk secara aktif dan mendukung inovasi yang berasal dari unit kerja lain;
  - Memastikan kegiatan unit kerjanya berjalan sesuai dengan Rencana Kerja dan Anggaran (RKA) yang telah ditetapkan;
  - Memastikan pelaksanaan kegiatan unit kerjanya sesuai dan relevan dengan sistem manajemen yang diterapkan perusahaan;
  - Memastikan kesesuaian pelaksanaan kegiatan unit kerjanya terhadap peraturan perundang-undangan dan peraturan internal perusahaan;
  - Memastikan perencanaan dan pelaksanaan perbaikan (*improvement*) atas temuan audit di unit kerja di bawah tanggung jawabnya;
  - Memastikan pengelolaan pelaksanaan kegiatan audit internal secara berkala dan konsultasi kepada seluruh satuan unit kerja kegiatan audit khusus;
  - Memastikan pengelolaan pelaksanaan pendampingan terhadap proses audit eksternal;

### DUTIES AND RESPONSIBILITIES OF INTERNAL AUDIT UNIT

1. Vice President Internal Audit is in charge of ensuring the management of internal control and corporate governance processes by conducting audit, assessment, and evaluation of the efficiency and effectiveness of the company's activities in accordance with internal and external regulations based on risk-based audits, as well as ensuring compliance with laws and regulations and internal company regulations.
2. The duties of Vice President Internal Audit are as follows:
  - Ensure the availability of the Company Work Plan and Budget (CWPB);
  - Ensure achievements of the agreed management contracts;
  - Ensure its role as people manager within the work unit;
  - Ensure the management of competency development for personnel in their work unit;
  - Ensure active development of initiatives for process and product innovation, as well as support for innovations from other work units;
  - Ensure that work unit activities are implemented in accordance with the established Work Plan and Budget (WPB);
  - Ensure that work unit activities are in accordance with and relevant to the Company's management system;
  - Ensure that work unit activities are in accordance with the laws and regulations and the Company's internal regulations;
  - Ensure the planning and implementation of improvements on audit findings in work units under its responsibility;
  - Ensure the management of periodic internal audit activities and consulting with all work units on specific audit activities;
  - Ensure the management of assistance to external audit process;

## UNIT INTERNAL AUDIT

### Internal Audit Unit

- Memastikan tersedianya laporan hasil audit, dan tindak lanjut hasil temuan audit secara tepat waktu;
- Memastikan tersedianya kebijakan, strategi, dan Standar Operasional Prosedur (SOP) bidang internal audit.
- Ensure the availability of audit reports and follow-up on audit findings in a timely manner;
- Ensure the availability of internal audit policies, strategies, and Standard Operating Procedures (SOP).

### KEWENANGAN UNIT INTERNAL AUDIT

Unit Internal Audit memiliki wewenang untuk:

1. Memiliki akses, baik secara langsung dan tidak langsung, terhadap dokumen, catatan personal, dan fisik kekayaan perusahaan di seluruh organ (fungsi) perusahaan untuk mendapatkan data dan informasi yang berkaitan dengan pelaksanaan tugasnya.
2. Melakukan komunikasi secara langsung dan mengadakan pertemuan atau rapat secara berkala dan insidental dengan Direksi, Komite Audit, dan Dewan Komisaris.
3. Menetapkan metode, cara teknik, dan pendekatan audit yang akan dilakukan.
4. Meminta saran dan pendapat dari pihak ketiga atau tenaga ahli jika diperlukan dalam pelaksanaan tugas.
5. Memiliki peran besar dalam penilaian efektivitas GCG.
6. Mengembangkan kompetensi, peran, serta kinerja personel Unit Internal Audit melalui sertifikasi pada pelaksanaan audit operasional berbasis risiko, penilaian GCG, teknologi informasi, kinerja perusahaan/unit yang dilihat dari data *key performance indicator* (KPI) perusahaan/unit.
7. Menyusun dan mengembangkan sistem, pedoman, perencanaan, dan program kerja Unit Internal Audit sesuai dengan standar dan kode etik yang berlaku.
8. Mengambil keputusan dan langkah-langkah korektif di ruang lingkup kerja Unit Internal Audit berdasarkan kebijakan dan prosedur yang berlaku.
9. Vice President Internal Audit dan Internal Auditor tidak mempunyai kewenangan untuk:
  - Melakukan tugas-tugas operasional baik di perusahaan maupun pada anak perusahaan;
  - Memberikan persetujuan transaksi akuntansi untuk Unit Internal Audit;

### INTERNAL AUDIT UNIT AUTHORITY

Internal Audit Unit has the following authorities:

1. Have direct and indirect access to all organs (functions) of the Company's documents, personal records, and physical assets in order to obtain data and information related to the execution of its duties.
2. Carry out direct communication and hold regular and incidental meetings with the Board of Directors, Audit Committee, and Board of Commissioners.
3. Determine methods, techniques, and audit approaches in carrying out its duties.
4. Request advice and opinions from third parties or experts if needed in carrying out its duties.
5. Play a key role in assessing the effectiveness of GCG.
6. Develop competence, role, and performance of Internal Audit Unit personnel through certification on the implementation of risk-based operational audits, GCG assessment, Information Technology, Company/unit performance based on the Company/Unit's Key Performance Indicator (KPI).
7. Prepare and develop system, guideline, plan, and work program for Internal Audit Unit in accordance with applicable standards and codes of conduct.
8. Make decisions and implement corrective measures within the scope of the Internal Audit Unit's work based on applicable policies and procedures.
9. Vice President Internal Audit and Internal Auditor do not have the authority to:
  - Perform operational duties in the Company and Subsidiaries;
  - Approve accounting transactions for Internal Audit Unit;

## UNIT INTERNAL AUDIT

Internal Audit Unit

Mengatur aktivitas pegawai perusahaan di luar Unit Internal Audit, kecuali yang disetujui sebagai tambahan membantu perusahaan.

Manage the activities of Company Employees who are not part of the Internal Audit Unit, unless they have been approved as additional assistance to the company.

### PROFIL DAN RIWAYAT HIDUP SINGKAT KEPALA UNIT INTERNAL AUDIT

Profile and Brief Biography of Vice President Internal Audit

<b>Vice President</b> Internal Audit			
	<b>NAMA   NAME</b> TONI ALAM	<b>DOMISILI   DOMICILE</b> Jakarta, Indonesia	
	<b>KEWARGANEGARAAN   CITIZENSHIP</b> Warga Negara Indonesia Indonesian Citizen	<b>USIA   AGE</b> 54 tahun per Desember 2022 54 years old as of December 2022	
	<b>TEMPAT &amp; TANGGAL LAHIR   PLACE &amp; DATE OF BIRTH</b> Tanjung Balai Karimun, 4 Maret 1968 Tanjung Balai Karimun, March 4, 1968		

#### Dasar Hukum Pengangkatan

#### Legal Basis of Appointment

Toni Alam menjabat sebagai Vice President Internal Audit sejak 23 Juni 2021 berdasarkan Surat Keputusan Direksi PT Angkasa Pura I No. SKEP.DU.268/KP.07.03/2021 dan ditempatkan kembali pada jabatan Vice President Internal Audit sejak 6 Februari 2023 berdasarkan Surat Keputusan Direksi No.SKEP.DU.001/KP.02.06/2023-REPLC

Toni Alam has served as Vice President Internal Audit since June 23, 2021, pursuant to the Board of Directors Decree of PT Angkasa No. SKEP.DU.268/KP07.03/2021 and reassigned to Vice President Internal Audit since February 6, 2023, pursuant to the Board of Directors Decree of PT Angkasa No. SKEP.DU.001/KP02.06/2023-REPLC.

#### Riwayat Pendidikan

#### Educational Background

- Sarjana Teknik Sipil (S1), Universitas Indonesia, 1992
- Magister Teknik Sipil-Manajemen Konstruksi (S2), Universitas Indonesia, 2011

- Bachelor of Civil Engineering, University of Indonesia, 1992
- Master of Civil Engineering-Construction Management, University of Indonesia, 2011

#### Pengalaman Kerja

#### Work Experience

- Wasbid Teknik, Internal Audit (2015 - 2016)
- Project Manager Proyek Pengembangan Bandara Ahmad Yani, Semarang (2016 - 2020)
- Vice President and Risk Management (2020 - 2021)

- Engineering Supervisor, Internal Audit (2015 - 2016)
- Project Manager of Ahmad Yani International Airport - Semarang Development Project (2016 - 2020)
- Vice President and Risk Management (2020 - 2021)

### KUALIFIKASI ATAU SERTIFIKASI PROFESI AUDIT INTERNAL

Jumlah pegawai auditor internal sebanyak 24 orang. Unit Internal Audit PT Angkasa Pura I menerapkan proses audit yang berorientasi pada praktik terbaik tingkat Internasional dengan menggunakan Standar Profesi Audit Internal (SPAI) dari Konsorsium Organisasi Profesi Audit Internal dan *Code of Ethic* dari The Institute of Internal Auditors. Seluruh personel telah memiliki kualifikasi atau sertifikasi profesi internal audit. Adapun komposisi personel Internal Audit adalah sebagai berikut:

### INTERNAL AUDIT PROFESSIONAL QUALIFICATION OR CERTIFICATION

Internal Audit Unit has 24 personnel. The Company's Internal Audit Unit implements international best practices-oriented audit process by using the Internal Audit Professional Standards (SPAI) from the Consortium of Internal Audit Professional Organization and the Code of Conduct from The Institute of Internal Auditors. All personnel have internal audit qualifications or certification. The composition of Internal Audit personnel is as follows:

## UNIT INTERNAL AUDIT

Internal Audit Unit

Kualifikasi Anggota Unit Internal Audit Qualifications of Internal Audit Unit Members			
No.	Nama Name	Jabatan Position	Kualifikasi Qualification
1	Toni Alam	Vice President Internal Audit	Audit Internal QIA Tingkat Lanjut, Certified Risk Professional (CRP) Internal Audit QIA Advance, QIA Internal Audit, Certified Risk Professional (CRP)
2	Sulistyaningsih	Operational Audit Senior Manager	Sertifikasi QIA, Audit Forensik Tingkat Dasar, CRP QIA certification, Forensic Audit Basic, CRP
3	Tris Gunarso	Special Audit & Advisory Senior Manager	Audit Internal Tingkat QIA lanjutan, Integrated Risk Management Internal Audit QIA Advance, Integrated Risk Management
4	Rita	Internal Audit Expert	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
5	John Hendri	Internal Audit Expert	Sertifikasi QIA QIA certification
6	Agni Indradi	Operation Senior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
7	I Made Adi Susilayasa	Operation Senior Auditor	Sertifikasi QIA, CRP, CPIA & Audit Forensik Dasar QIA certification, CRP, CPIA & Forensic Audit Basic
8	Binsar Reynold	Operation Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
9	Bambang Risnanda	Operation Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
10	Ruspandi	Operation Senior Auditor	Audit Internal QIA Tingkat Lanjut Internal Audit QIA Advance
11	Victor Manumpak	Operation Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
12	Wiwiet Djuwariyah	Operation Senior Auditor	Sertifikasi QIA QIA certification
13	Indra Lukita	Operation Senior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
14	Fendhi Rahmadi	Operation Senior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
15	Dina Setia Dewi	Operation Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
16	Rony Setioko	Advisory 1 Senior Auditor	Audit Internal Tingkat QIA Tingkat Lanjut Internal Audit QIA Advance
17	I Nyoman Karma S	Advisory 1 Senior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
18	Emy Sulistyani	Advisory 2 Senior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
19	Ujang Hendra	Advisory 2 Senior Auditor	Audit Internal QIA Tingkat Lanjut, Audit Kecurangan, Auditor Muda LSPIA-BNSP Internal Audit QIA Advance, Fraud Audit, Junior Auditor LSPIA-BNSP
20	Rosdewi	Advisory 2 Senior Auditor	Audit Internal QIA Tingkat Lanjut, Audit Kecurangan, Auditor Muda LSPIA-BNSP Internal Audit QIA Advance, Fraud Audit, Junior Auditor LSPIA-BNSP
21	Maria Galianti	Advisory 2 Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
22	Sophiaan Muljadi	Advisory 2 Junior Auditor	Audit Internal QIA Tingkat Dasar Internal Audit QIA Basic
23	Titik Budi Utami	Internal Audit Officer	Sertifikasi CRP & CPIA CRP & CPIA Certifications

### Pelatihan dan/atau Peningkatan Kompetensi

PT Angkasa Pura I memberikan kesempatan bagi anggota unit Internal Audit untuk mengembangkan kompetensinya. Pendidikan dan/atau pelatihan yang diikuti Internal Auditor sepanjang 2022 disajikan dalam tabel berikut.

### Training and/or Competency Enhancement

PT Angkasa Pura I provides opportunities for members of Internal Audit to develop their competencies. Education and/or training attended by Internal Auditors throughout 2022 are presented in the following table.

## UNIT INTERNAL AUDIT

Internal Audit Unit

No.	Nama Pelatihan Training	Penyelenggara Organizer	Tempat Pelaksanaan Venue	Anggota Internal Audit yang Hadir Internal Audit Members Present
1.	Pelatihan Peluit Integritas KPK Batch 2 "KPK Peluit Integritas" Training Batch 2	Komisi Pemberantasan Korupsi (KPK) Corruption Eradication Commission (KPK)	Daring Online	Dua auditor Two Auditors
2.	Workshop LPAlI Legal Issues in Audit Investigative Workshop LPAlI Legal Issues in Audit Investigative	Perhimpunan Auditor Internal Indonesia The Association of Internal Auditors Indonesia	Daring Online	Dua auditor Two Auditors
3.	Sosialisasi dan workshop Fraud Control Plan (FCP) Fraud Control Plan (FCP) Dissemination and Workshop	BKPK - RI The Audit Board of the Republic of Indonesia	Daring Online	Seluruh auditor All Auditors
4.	Pelatihan QIA Tingkat Dasar QIA Basic Training	YPIA The Internal Auditor Education Foundation	Daring Online	Tujuh auditor Seven Auditors
5.	Pelatihan QIA Tingkat Lanjut QIA Advance Training	YPIA The Internal Auditor Education Foundation	Daring Online	Tiga auditor Three Auditors
6.	Pelatihan ISO 37001 : 2016 SMAP ISO 37001:2016 ABMS Training	TUV RHEINLAND	Daring Online	Vice President, SM dan dua auditor Vice President, SM and two Auditors
7.	Pelatihan SNI ISO 37001 : 2016 Awareness & Internal Auditor Training SNI ISO 37001:2016 Awareness & Internal Auditor Training	TUV RHEINLAND	Daring Online	Vice President, SM dan dua auditor Vice President, SM and two Auditors
8.	Pelatihan Internal Audit Understanding For Auditor Lawyer & Compliance Internal Audit Understanding for Auditor, Lawyer, and Compliance Training	LEMBAGA BERANTAS KORUSPI INDONESIA (LBKI)	Daring Online	Dua Auditor Two Auditors
9.	E Learning Anti Korupsi WBS WBS Anti-Corruption E Learning	KPK Corruption Eradication Commission (KPK)	Daring Online	Dua auditor Two Auditors
10.	Masterclass GRC Foundation Masterclass GRC Foundation	Forum KSPI	Daring Online	Vice President Vice President
11.	Sosialisasi dan workshop Fraud Control Plan (FCP) Fraud Control Plan (FCP) Dissemination and Workshop	BPKP Supervisory Agency (BPKP)	Daring Online	Semua auditor All Auditors

### Pelaksanaan Kegiatan Audit Tahun 2022

Unit Internal Audit telah melaksanakan tiga program kerja yaitu pelaksanaan audit operasional pada Kantor Cabang/Bandara, pendampingan audit eksternal, dan jasa konsultasi terhadap Kantor Pusat dan Kantor Cabang.

### Audit Execution in 2022

Internal Audit Unit has carried out three work programs, namely operational audit at branch offices/airports, external audit assistance, and consulting services for the Head Office and Branch Offices.



## UNIT INTERNAL AUDIT

Internal Audit Unit

Audit Operasional Operational Audit			
No.	Pelaksanaan Audit Audit Implementation	Tanggal Audit Date of Audit	Nomor Surat Perintah Order Number
1	Bandar Udara Sentani Jayapura (DJJ) Sentani Airport Jayapura (DJJ)	25 Januari 2022 s.d. 18 Februari 2022 January 25, 2022 until February 18, 2022	PRIN.DU.013/PG.01/2022-B
2	Bandar Udara Internasional Yogyakarta Kulon Progo (YIA) Yogyakarta International Airport Kulon Progo (YIA)	1 Maret 2022 s.d. 25 Maret 2022 March 1, 2022 until March 25, 2022	PRIN.DU.029/PG.01/2022
3	Bandar Udara Adisutjipto Yogyakarta (JOG) Adisutjipto Airport Yogyakarta (JOG)	1 Maret 2022 s.d. 25 Maret 2022 March 1, 2022 until March 25, 2022	PRIN.DU.030/PG.01/2022
4	Bandar Udara Zainuddin Abdul Madjid Lombok (LOP) Zainuddin Abdul Madjid Airport Lombok (LOP)	23 Mei 2022 s.d. 24 Juni 2022 May 23, 2022 until June 24, 2022	PRIN.DU.110/PG.01/2022
5	Bandar Udara Juanda Surabaya (SUB) Juanda Airport Surabaya (SUB)	17 Mei 2022 s.d. 17 Juni 2022 May 17, 2022 until June 17, 2022	PRIN.DU.111/PG.01/2022
6	Bandar Udara Pattimura Ambon (AMQ) Pattimura Airport Ambon (AMQ)	13 Juli 2022 s.d. 9 Agustus 2022 July 13, 2022 until August 9, 2022	PRIN.DU.181/PG.01/2022
7	Bandar Udara El Tari Kupang (KOE) El Tari Airport Kupang (KOE)	6 Juli 2022 s.d. 2 Agustus 2022 July 6, 2022 until August 2, 2022	PRIN.DU.182/PG.01/2022
8	Bandar Udara I Gusti Ngurah Rai Bali (DPS) I Gusti Ngurah Rai Airport Bali (DPS)	27 Agustus 2022 s.d. 20 September 2022 August 27, 2022 until September 20, 2022	PRIN.DU.216/PG.01/2022
9	Bandar Udara Sam Ratulangi Manado (MDC) Sam Ratulangi Airport Manado (MDC)	15 Agustus 2022 s.d. 14 September 2022 August 15, 2022 until September 14, 2022	PRIN.DU.217/PG.02/2022
10	Kantor Pusat Jakarta Head Office Jakarta	5 Oktober 2022 s.d. 8 November 2022 October 5, 2022 until November 8, 2022	PRIN.DU.293/PG.01/2022

### 2. Pendampingan Audit Eksternal

Pendampingan Audit Eksternal yang telah dilakukan antara lain:

- Pendampingan Audit Laporan Keuangan Tahun 2021 bersama KAP Purwantono, Sungkoro & Surja;
- Pendampingan Audit Klaim oleh BPKP atas Evaluasi Hambatan Kelancaran Pembangunan atas *Dispute Item* pada Pekerjaan Perluasan Terminal dan Fasilitas Penunjang Bandara Lombok;
- Pendampingan Audit Klaim oleh BPKP atas Evaluasi Hambatan Kelancaran Pembangunan atas *Dispute Item* pada Pekerjaan Pembangunan Infrastruktur Bandara Internasional Yogyakarta;
- Pendampingan Audit Klaim oleh BPKP atas Pekerjaan Perluasan Terminal dan Fasilitas Penunjang, Beautifikasi Terminal dan Pengadaan 1(satu) unit Garbarata di Bandara Pattimura Ambon;

### 2. External Audit Assistance

External Audit Assistance includes:

- Audit Assistance for Financial Statement 2021 with PAF Purwantono, Sungkoro & Surja;
- Assistance for BPKP's Claim Audit on Evaluation of Obstacles in Development of Dispute Item on Terminal Expansion and Supporting Facilities at Lombok International Airport;
- Assistance for BPKP's Claim Audit on Evaluation of Obstacles in Development for Dispute Item on the Development of Infrastructure at Yogyakarta International Airport;
- Assistance for BPKP's Claim Audit on Terminal Expansion and Supporting Facilities, Terminal Beautification and Procurement of 1 (one) unit of Aviobridge at Pattimura Airport Ambon;

## UNIT INTERNAL AUDIT

### Internal Audit Unit

- Pelaksanaan pendampingan atas Pekerjaan *Design and Build* untuk mendukung G20 di Bandara Ngurah Rai Bali;
- Proses Pelaksanaan Reviu pada Pengembangan Proyek Bandara Lombok dan Manado;
- Pendampingan Audit Klaim atas Dampak Biaya Penghentian Sementara PPUPG.
- Assistance for Design and Build Project to support G20 at Ngurah Rai Airport Bali;
- Review Process in the Development Project of Lombok and Manado Airports;
- Assistance in Claims Audit on the Cost Impact of PPUPG Temporary Suspension.

Seluruh personel audit internal bertanggung jawab dan berkewajiban menindaklanjuti setiap temuan hasil *assurance* dan *consulting* melalui jalur koordinasi dan kerja sama antar fungsi terkait. Rekapitulasi tindak lanjut temuan Internal Audit tahun 2022 sebagai berikut:

All international audit personnel are responsible and obliged to follow up on any findings of the assurance and consulting outcomes through coordination and collaboration between related units. The following is a recap of the follow-up to Internal Audit findings in 2022:

Temuan dan Tindak Lanjut Hasil Audit Tahun 2022 Findings and Follow-Up of Audit Results in 2022			
Jumlah Temuan Total Findings	Rekomendasi Recommendations	Saldo Balance	
		Temuan Findings	Rekomendasi Recommendations
167	386	32	82

Dari tabel di atas dapat dijelaskan bahwa selama pemeriksaan 2022, jumlah temuan sebanyak 167 temuan dengan rekomendasi sebanyak 386. Temuan yang telah ditindaklanjuti sebanyak 80% dan rekomendasi yang telah ditindaklanjuti sebanyak 79%. Temuan dan rekomendasi lainnya sedang dalam proses untuk ditindaklanjuti.

Based on the table above, it can be seen that during the audit in 2022, it was obtained 167 findings with 386 recommendations. 80% of the findings and 79% of recommendations have been followed up. Other findings and recommendations are being followed up on.

### EFEKTIVITAS DAN CAKUPAN PELAKSANAAN UNIT INTERNAL AUDIT

Cakupan audit tahun 2022 meliputi audit umum terhadap 9 Kantor Cabang dan 1 Kantor Pusat. Efektivitas pelaksanaan Internal Audit ditunjukkan dengan terlaksananya program-program kerja Unit Internal Audit.

### EFFECTIVENESS AND COVERAGE OF INTERNAL AUDIT UNIT'S IMPLEMENTATION

The audit coverage in 2022 includes general audits of 9 Branch Offices and 1 Head Office. The effectiveness of the Internal Audit Unit's implementation is demonstrated by the implementation of the unit's work programs.



# AUDIT EKSTERNAL

## External Audit

Audit eksternal tidak hanya dari jasa KAP namun kinerja PT Angkasa Pura I juga diaudit oleh pihak eksternal lainnya yaitu Badan Pemeriksa Keuangan (BPK) dan Badan Pemeriksa Keuangan dan Pembangunan (BPKP). Kantor Akuntan Publik bekerja sesuai kontrak dengan perusahaan untuk melakukan audit kinerja laporan keuangan dan *key performance indicator* (KPI) perusahaan. Di sisi lain, BPK dan BPKP menjalankan fungsi untuk mengaudit laporan keuangan, KPI, dan kinerja internal audit perusahaan.

Pada 2022, BPK dan BPKP melakukan pemeriksaan sebagai berikut:

1. BPK
  - Tidak terdapat audit yang dilaksanakan pada PT Angkasa Pura I.
2. BPKP
  - Pendampingan audit klaim oleh BPKP atas evaluasi hambatan kelancaran pembangunan atas *dispute item* pada pekerjaan perluasan terminal dan fasilitas penunjang Bandara Zainuddin Abdul Madjid Lombok.
  - Pendampingan audit klaim oleh BPKP atas evaluasi hambatan kelancaran pembangunan atas *dispute item* pada pekerjaan pembangunan infrastruktur Bandara Internasional Yogyakarta.
  - Pendampingan audit klaim oleh BPKP atas pekerjaan perluasan terminal dan fasilitas penunjang, beautifikasi terminal, dan pengadaan 1 (satu) unit garbarata di Bandara Pattimura Ambon.

External audit is conducted not only by Public Accountant Firms (PAF), but also by other external parties, such as the Audit Board (BPK) and the Finance and Development Supervisory Agency (BPKP). The Public Accounting Firm works under contract with the Company to perform audits on financial statements and the Company's Key Performance Indicators (KPIs). On the other hand, BPK and BPKP perform functions to audit the Company's financial statements, KPIs, and internal audit performance.

In 2022, BPK and BPKP performed the following audits:

1. BPK
  - No audit was performed in PT Angkasa Pura I.
2. BPKP
  - BPKP provided claim audit assistance on the evaluation of impediments to the smooth development of dispute items on terminal expansion work and supporting facilities at Zainuddin Abdul Madjid Airport Lombok
  - BPKP provided claims audit assistance on the evaluation of impediments to the smooth development of dispute items on infrastructure development work at Yogyakarta International Airport.
  - BPKP provided claim audit assistance for terminal expansion and supporting facilities, terminal beautification, and the procurement of 1 (one) aviobridge unit at Pattimura Airport Ambon.

## AUDIT EKSTERNAL

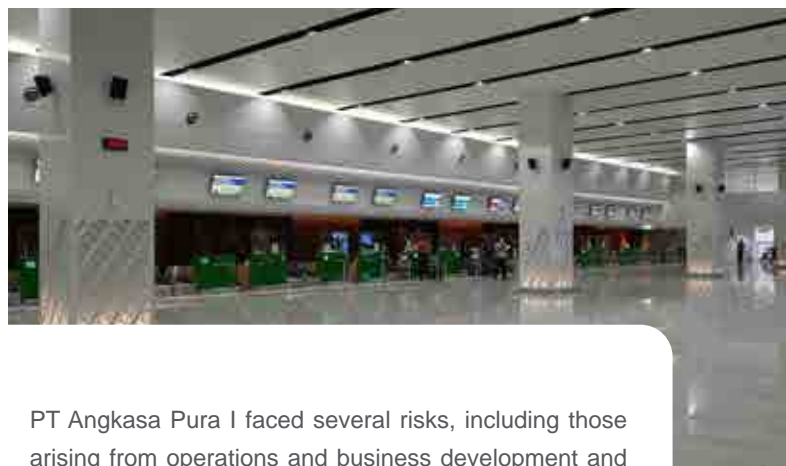
### External Audit

- Pendampingan audit klaim oleh BPKP untuk revaluasi atas proses penunjukan pelaksana pekerjaan revitalisasi dan beautifikasi di Bandara I Gusti Ngurah Rai Bali.
- Pendampingan audit klaim atas dampak biaya penghentian sementara Proyek Pengembangan Bandara Sultan Hasanuddin Makassar.
- Evaluasi atas pembangunan dan pengembangan bandara yang dilakukan oleh PT Angkasa Pura I dan PT Angkasa Pura II tahun 2022. Untuk PT Angkasa Pura I dilakukan pada 6 bandara kelolaan, antara lain Bandara Juanda Surabaya, Bandara I Gusti Ngurah Rai Bali, Bandara Internasional Yogyakarta Kulon Progo, Bandara Zainuddin Abdul Madjid Lombok, Bandara Adi Soemarmo Solo, dan Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan.
- BPKP provided audit assistance to review the process of appointing executors for revitalization and beautification work at I Gusti Ngurah Rai Airport Bali.
- BPKP provided claim audit assistance for the cost impact of temporary suspension of Sultan Hasanuddin Airport Makassar Development Project.
- PT Angkasa Pura I and PT Angkasa Pura II performed the evaluation of airport construction and development in 2022. The evaluation was carried out at six managed airports of PT Angkasa Pura I, including Juanda Airport Surabaya, I Gusti Ngurah Rai Airport Bali, Yogyakarta International Airport Kulon Progo, Zainuddin Abdul Madjid Airport Lombok, Adi Soemarmo Airport Solo, and Sultan Aji Muhammad Sulaiman Sepinggan Airport

Tahun Buku Fiscal Year	Nama Auditor Name of Auditor	Biaya Audit Audit Fee	Opini Audit Audit Opinion
1. Audit klaim atas pekerjaan perluasan terminal dan fasilitas penunjangnya, beautifikasi terminal, dan pengadaan 1 (satu) unit garbarata di Bandar Udara Pattimura Ambon Nomor PE.04.03/LHAK-32/D502/2/2022 oktober 2022 Tanggal 27 Oktober 2022 Claim audit for terminal expansion and supporting facilities, terminal beautification, and procurement of 1 (one) aviobridge unit at Pattimura Airport Ambon No. PE.04.03/LHAK-32/D502/2/2022, dated October 27, 2022.	Badan Pengawasan Keuangan dan Pembangunan (BPKP) Finance and Development Supervisory Agency (BPKP)	-	Penyelesaian <i>dispute</i> atas audit klaim yang diajukan oleh pelaksana pekerjaan Dispute resolution on claim audit submitted by the work executor
2. Pemeriksaan oleh Badan Pemeriksa Keuangan Tahun Buku 2018 dan 2019 (LHP Tahun 2022) Audit by the Audit Board for Fiscal Years 2018 and 2019 (Audit Result Report 2022)	Badan Pemeriksa Keuangan (BPK) Republik Indonesia The Audit Board of the Republic of Indonesia (BPK-RI)		

## MANAJEMEN RISIKO

### Risk Management



Risiko-risiko yang dihadapi PT Angkasa Pura I mencakup seluruh risiko yang muncul dalam pelaksanaan operasional dan pengembangan bisnis, serta dipengaruhi oleh berbagai faktor internal maupun eksternal. Perusahaan menjalankan sistem manajemen risiko dengan efektif sehingga proses bisnis dapat terus berlangsung dengan tingkat risiko yang dapat diterima. Pelaksanaan manajemen risiko tertuang dalam Keputusan Direksi Nomor KEP.DU.212/OM.02.05/2020 tentang Pedoman Manajemen Risiko PT Angkasa Pura I (Persero). Pedoman ini memuat kebijakan umum manajemen risiko, peran dan tanggung jawab, proses manajemen risiko, prosedur kerja, instruksi kerja, dan formulir manajemen risiko.

Tujuan sistem manajemen risiko adalah sebagai berikut:

1. Memetakan pembagian wewenang dan tanggung jawab pengelolaan manajemen.
2. Memberikan arah dalam penerapan manajemen risiko mulai dari identifikasi, pengukuran, penentuan penanganan, pelaksanaan aktivitas pengendalian, penerapan komunikasi, dan pemantauan.
3. Sebagai media pengembangan, sosialisasi, dan penyempurnaan kebijakan manajemen risiko dan peraturan pendukung lainnya dalam bidang manajemen risiko secara berkala.
4. Sebagai petunjuk bagi pemangku kepentingan dalam mengelola risiko usahanya.
5. Sebagai acuan bagi Internal Audit dalam melaksanakan audit berbasis risiko.

PT Angkasa Pura I faced several risks, including those arising from operations and business development and influenced by internal and external factors. The company has an effective risk management system to operate business processes with an acceptable level of risk. The implementation of risk management is stipulated in the Decree of the Board of Directors Number KEP.DU.212/OM.02.05/2020 on Risk Management Guidelines of PT Angkasa Pura I. The guideline covers general risk management policies, roles and responsibilities, risk management processes, work procedures, work instructions, and risk management forms.

The objectives of the Risk Management system are as follows:

1. To map the distribution of authority and responsibilities of management.
2. To provide guidance in the application of risk management techniques such as identification, measurement, determination of handling techniques, implementation of control activities, communication, and monitoring.
3. To serve as a medium for the development, dissemination and improvement of risk management policies and other supporting regulations on risk management on a regular basis.
4. To serve as a guideline for stakeholders in managing their business risks.
5. To serve as a reference for Internal Audit in carrying out risk-based audits.



## MANAJEMEN RISIKO

### Risk Management

#### GAMBARAN UMUM DAN STRATEGI PENGELOLAAN RISIKO

Perkembangan industri penerbangan yang semakin pesat menyebabkan risiko yang dihadapi PT Angkasa Pura I pada setiap proses bisnisnya menjadi semakin kompleks. Untuk itu, perusahaan mengembangkan kerangka pengelolaan risiko yang menyeluruh (*enterprise risk management/ERM*) guna meminimalkan potensi kerugian dan mengoptimalkan profitabilitas, menciptakan nilai, dan meningkatkan kepercayaan pemangku kepentingan, serta mendorong standar praktik terbaik tata kelola perusahaan.

Selain itu, penetapan dan pelaksanaan sistem manajemen risiko dimaksudkan untuk memberikan arah dan batasan serta tanggung jawab yang jelas dalam mengelola risiko dengan mengacu kepada standar ISO 31000:2018 *Risk Management Guidelines* yang kemudian diadopsi menjadi Standar Nasional Indonesia (SNI) dan ISO 31000:2018 Manajemen Risiko-Pedoman. Proses manajemen risiko meliputi enam tahapan kegiatan sebagai berikut:

1. **Komunikasi dan Konsultasi**  
Komunikasi dilakukan untuk meningkatkan kesadaran dan pemahaman tentang risiko (*risk*). Sedangkan konsultasi dilakukan untuk mendapatkan umpan balik dan informasi dalam rangka mendukung pengambilan keputusan. Koordinasi yang erat antara keduanya harus memfasilitasi pertukaran informasi yang faktual, tepat waktu, relevan, akurat, dan dapat dimengerti, dengan mempertimbangkan kerahasiaan dan integritas informasi serta hak privasi individu.
2. **Ruang Lingkup, Konteks, dan Kriteria**  
Penetapan ruang lingkup, konteks, dan kriteria bertujuan untuk menyesuaikan proses manajemen risiko dan memungkinkan penilaian risiko yang efektif dan penanganan risiko yang sesuai.

#### OVERVIEW AND RISK MANAGEMENT STRATEGY

The rapid development of the aviation industry has increased the complexity of the risks that PT Angkasa Pura I faces in each business process. For this reason, the Company developed a comprehensive risk management framework (*Enterprise Risk Management/ERM*) to reduce potential losses and increase profitability, create value and increase stakeholder trust, as well as promote best practices of corporate governance standards.

Furthermore, the establishment and implementation of risk management system are intended to provide clear directions, boundaries, and responsibilities in risk management with a reference to ISO 31000: 2018 Risk Management – Guidelines standard, which has been adopted as the Indonesian National Standard (SNI) and ISO 31000:2018 Risk Management-Guidelines. The risk management process consists of six stages of activities as follows:

1. **Communication and Consultation**  
Communication aims to increase awareness and understanding of risk, while consultation aims to obtain feedback and information to support decision-making. Communication and consultation must facilitate the exchange of factual, timely, relevant, accurate and understandable information by taking into account the confidentiality and integrity of information as well as individual privacy rights.
2. **Scope, Context, and Criteria**  
Establishment of scope, context and criteria aims to adjust the risk management process and enable effective risk assessment and appropriate risk handling.

## MANAJEMEN RISIKO

### Risk Management

#### 3. Penilaian Risiko

- Identifikasi Risiko

Tujuan dari identifikasi risiko (*risk identification*) adalah untuk menemukan, mengenali, dan menjelaskan risiko yang dapat membantu atau mencegah organisasi mencapai tujuannya.

- Analisis Risiko

Tujuan dari analisis risiko adalah untuk memahami sifat risiko, karakteristik, dan tingkat risikonya. Analisis risiko melibatkan pertimbangan rinci mengenai ketidakpastian, sumber risiko, dampak, kemungkinan, peristiwa, skenario, kontrol, dan keefektifan dari kontrol tersebut.

- Evaluasi Risiko

Tujuan evaluasi risiko adalah untuk mendukung pengambilan keputusan. Dalam evaluasi risiko dilakukan perbandingan antara hasil analisis risiko dengan kriteria risiko yang ditetapkan untuk menentukan apakah tindakan tambahan diperlukan.

#### 4. Penanganan Risiko

Tujuan dari penanganan risiko adalah untuk memilih dan menerapkan opsi-opsi untuk mengatasi risiko. Memilih opsi penanganan risiko yang paling sesuai mencakup penyeimbangan manfaat potensial yang dapat diperoleh dalam kaitannya dengan pencapaian tujuan terhadap biaya, usaha, atau kerugian dari implementasi penanganan risiko.

#### 5. Pemantauan dan Kaji Ulang

Pemantauan dan kaji ulang adalah untuk memastikan dan meningkatkan kualitas dan efektivitas desain, implementasi, dan hasil proses manajemen risiko. Pemantauan dan kaji ulang harus dilakukan di semua tahapan proses. Pemantauan dan peninjauan mencakup perencanaan, pengumpulan dan analisis informasi, pencatatan hasil, serta pemberian umpan balik.

#### 3. Risk Assessment

- Risk Identification

Risk identification is performed to find, identify, and explain risks to assist or prevent the organization from achieving its objectives.

- Risk Analysis

Risk analysis is performed to understand nature, characteristics, and level of risk. Risk analysis involves a detailed consideration of uncertainty, source of risk, impact, likelihood, event, scenario, control, and its effectiveness.

- Risk Evaluation

Risk evaluation is performed to support decision-making. Risk evaluation compares the risk analysis results to the established risk criteria to determine whether additional action is required.

#### 4. Risk Treatment

Risk treatment is performed to select and implement options to address the risk. Selecting the most appropriate risk treatment option involves balancing the potential benefits to be gained in relation to achieving the objectives against the costs, effort, or loss from the implementation of risk treatment.

#### 5. Monitoring and Review

Monitoring and review is performed to ensure and improve the quality and effectiveness of design, implementation, and outcomes of the risk management process. Monitoring and review shall be carried out at all stages of the process, including planning, gathering and analyzing information, recording results and providing feedback.

## MANAJEMEN RISIKO

### Risk Management

#### 6. Dokumentasi dan Pelaporan

Proses manajemen risiko dan hasilnya harus didokumentasikan dan dilaporkan melalui mekanisme yang tepat. Pelaporan merupakan bagian integral dari tata kelola organisasi dan harus meningkatkan kualitas dialog dengan para pemangku kepentingan dan mendukung manajemen puncak dan badan pengawasan dalam memenuhi tanggung jawab mereka. Dokumentasi proses manajemen risiko dilakukan berdasarkan hasil dari Pemantauan terhadap pelaksanaan proses manajemen risiko.

#### 6. Documentation and Reporting

Risk management process and its outcomes shall be documented and reported through appropriate mechanisms. Reporting is an integral part of organizational governance and shall enhance the quality of dialogue with stakeholders and support Top Management and Supervisory Board to fulfill their responsibilities. Documentation of the risk management process is carried out based on the outcomes of risk management process monitoring.

#### Jenis Risiko dan Cara Pengelolaannya

##### Types of Risk and Management Methods

No.	Risiko Risk	Uraian Risiko Description of Risk
1	Risiko Strategi Strategic Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian sasaran strategis perusahaan yang tercantum dalam rencana jangka pendek, jangka menengah, dan jangka panjang. Risiko strategis dapat timbul ketika terdapat ketidakmampuan perusahaan dalam melakukan perencanaan strategis, kesalahan dalam pengambilan keputusan, penerapan strategi yang tidak efektif dan efisien, serta kegagalan dalam menghadapi perubahan-perubahan yang terjadi di lingkungan eksternal.</p> <p>Threats/opportunities affecting the Company's strategic objectives as stated in its short-, medium-, and long-term plans. Strategic risk may arise as a result of the Company's inability to carry out strategic planning, errors in decision making, the implementation of ineffective and inefficient strategies, and a failure to deal with external environment changes.</p>
2	Risiko Keuangan Financial Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian <i>output</i> yang dihasilkan dari kegiatan bisnis perusahaan yang berpengaruh pada kondisi keuangan perusahaan. Risiko keuangan dipengaruhi oleh faktor internal seperti tingkat likuiditas, profitabilitas, dan aspek keuangan lainnya. Selain itu juga risiko keuangan dapat dipengaruhi oleh faktor eksternal seperti nilai tukar mata uang, tingkat suku bunga dan inflasi serta realisasi investasi.</p> <p>Threats/opportunities affecting output from the Company's business activities and have an impact on the Company's financial condition. Internal factors such as liquidity, profitability, and other financial aspects can all have an impact on financial risk. Furthermore, financial risk can be influenced by external factors such as currency exchange rates, interest rates, inflation, and investment realization.</p>
3	Risiko Keselamatan dan Keamanan Safety and Security Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian sasaran di bidang keselamatan dan keamanan bandara dan di bidang keselamatan dan kesehatan kerja manajemen, pegawai dan pengguna jasa maupun <i>stakeholder</i> lainnya di lingkungan perusahaan di mana risiko-risiko tersebut berasal dari aktivitas bisnis yang dilakukan untuk menunjang kegiatan usaha utama pengelolaan bandara.</p> <p>Threats/opportunities affecting the achievement of airport safety and security targets, as well as the occupational health and safety of management, employees, service users, and other stakeholders within the Company. Business activities carried out to support the main business activities of airport management may pose risks.</p>
4	Risiko Operasional Operational Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian <i>output</i> yang dihasilkan dari setiap aktivitas operasional perusahaan. Risiko operasional berkaitan langsung dengan kegiatan operasional perusahaan dan berpotensi mempengaruhi profitabilitas perusahaan. Risiko operasional dapat menimbulkan kerugian baik finansial maupun nonfinansial bagi perusahaan jika tidak dikelola dengan baik.</p> <p>Threats/opportunities affecting the achievement of output from all of the Company's operations. Operational risk is directly related to the company's operations and has the potential to negatively impact profitability. If operational risk is not properly managed, it can result in financial and non-financial losses for the company.</p>
5	Risiko Kepatuhan Compliance Risk	<p>Berbagai ancaman/peluang yang mempengaruhi ketercapaian sasaran perusahaan di bidang kepatuhan. Risiko kepatuhan dapat terjadi karena adanya perubahan iklim regulasi yang cepat, kemungkinan <i>business dispute</i>, dan kepatuhan terhadap ketentuan <i>corporate governance</i> serta peraturan perundang-undangan.</p> <p>Threats/opportunities affecting the achievement of the Company's compliance goals. Compliance risk can arise as a result of rapid changes in the regulatory climate, the possibility of business disputes, and compliance with corporate governance provisions, laws, and regulations.</p>

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Risk Management

Jenis Risiko dan Cara Pengelolaannya Types of Risk and Management Methods		
No.	Risiko Risk	Uraian Risiko Description of Risk
6	Risiko Kecurangan Fraud Risk	Berbagai ancaman/peluang yang mempengaruhi ketercapaian semua sasaran dan target perusahaan yang disebabkan karena rendahnya praktik manajemen kepatuhan dalam perusahaan. Risiko kecurangan disebabkan oleh tindakan ilegal dan/atau tindakan penyimpangan lainnya yang berdampak pada pengurangan nama baik/reputasi perusahaan di dunia usaha, dan/atau dapat mengurangi kemampuan perusahaan dalam mempertahankan kelangsungan bisnis. Threats/opportunities affecting the achievement of all company goals and targets as a result of the company's ineffective compliance management practices. Fraud risk is caused by illegal actions and/or other irregularities that have an impact on the company's reputation in the business world, and/or the company's ability to maintain business continuity.

### PENILAIAN RISIKO

Dalam penilaian risiko, perusahaan melakukan serangkaian proses pengelolaan risiko yang dilakukan baik di lingkungan kantor pusat maupun kantor cabang. Selama 2022, jumlah risiko aktif yang teridentifikasi sebanyak 2.984 risiko, yang terdiri dari 319 risiko kantor pusat dan 2.665 risiko kantor cabang.

### TINJAUAN ATAS EFEKTIVITAS SISTEM MANAJEMEN RISIKO

PT Angkasa Pura I melakukan penelaahan atas efektivitas penerapan sistem manajemen risiko secara berkesinambungan. Mekanisme penelaahan dilakukan melalui pengawasan Dewan Komisaris dan Direksi, kecukupan sistem informasi, dan kecukupan proses identifikasi, pengukuran, pemantauan, dan pengendalian risiko.

Sebagai upaya memastikan penerapan manajemen risiko telah mampu berperan penting dalam membantu pencapaian tujuan perusahaan, secara berkala manajemen melakukan evaluasi tahunan bersama dengan pihak eksternal untuk mengukur tingkat maturitas dalam implementasi manajemen risiko di lingkungan PT Angkasa Pura I. Pengukuran maturitas ini bertujuan untuk memperoleh gambaran penerapan manajemen risiko di perusahaan dibandingkan dengan praktik-praktik terbaik (*best practices*) dan mengidentifikasi penerapan manajemen risiko yang masih memerlukan penyempurnaan, sehingga didapatkan rekomendasi untuk penyempurnaan penerapan manajemen risiko di masa yang akan datang. Hal ini sebagai bagian

### RISK ASSESSMENT

In terms of risk assessment, the Company performed a series of risk monitoring processes at the Head Office, Branch Offices. As of 2022, the total active risks identified was 2,984 risks, comprising of 319 risks at the Head Office, 2,665 risks at Branch Offices.

### REVIEW OF RISK MANAGEMENT SYSTEM EFFECTIVENESS

PT Angkasa Pura I conducts a review of risk management system effectiveness on an ongoing basis. The review mechanism is implemented through the supervision of the Board of Commissioners and the Board of Directors, as well as the adequacy of the information system and the risk identification, measurement, monitoring, and control processes.

To ensure that risk management implementation has played a key role in assisting the Company's goals, the Company conducts an annual evaluation with external parties to measure the level of maturity of risk management implementation within PT Angkasa Pura I. The maturity measurement aims to obtain an overview of the implementation of risk management in the company compared to best practices and identify areas of risk management that require improvement, so that recommendations can be made for the improvement of risk management implementation in the future. This is part of the company's continuous improvement program, which allows the company to focus on improvements based on the recommendations made during the

## MANAJEMEN RISIKO

### Risk Management

dari program *continuous improvement*, sehingga perusahaan dapat fokus pada perbaikan berdasarkan hasil rekomendasi pada saat penilaian. Pada 2022, perusahaan telah melakukan pengukuran maturitas manajemen risiko dengan menggunakan metode dan parameter yang direkomendasikan oleh PT Aviassi Pariwisata Indonesia (Persero) selaku pemegang saham yang mencakup sembilan blok pengukuran yaitu Strategi Risiko, Selera Risiko, Profil Risiko, Struktur Tata Kelola, Kebijakan Risiko, Pemantauan dan Pelaporan, Permodelan dan Analisis, Budaya Risiko, serta Teknologi Risiko. Hasil capaian tingkat maturitas manajemen risiko perusahaan untuk tahun 2022 memenuhi predikat Managed dengan capaian skor 3,31 dari skala likert 5.

#### PENGAWASAN DEWAN KOMISARIS DAN DIREKSI

Dalam upaya memastikan pelaksanaan manajemen risiko, Direksi dan Dewan Komisaris melalui Komite Risiko Usaha dan GCG melakukan rapat dengan unit Risk Management secara berkala. Rapat membahas pemantauan risiko di lingkungan perusahaan dan tindak lanjut yang telah dilakukan oleh pemilik risiko (*risk owner*) untuk meminimalisir risiko yang terjadi. Unit Risk Management melaporkan hasil pemantauan risiko kepada Direksi dan Dewan Komisaris minimum dua kali dalam setahun.

#### PERNYATAAN DIREKSI DAN DEWAN KOMISARIS ATAS KECUKUPAN SISTEM MANAJEMEN RISIKO

Direksi dan Dewan Komisaris telah menerima laporan hasil pemantauan risiko di lingkungan perusahaan tahun 2022 dari unit Risk Management. Direksi dan Dewan Komisaris menilai sistem manajemen risiko di PT Angkasa Pura I telah berjalan dengan baik sesuai dan memenuhi kecukupan dari kebijakan dan standar yang dijadikan pedoman. Kecukupan tersebut mencakup antara lain:

assessment. In 2022, the company conducted a risk management maturity measurement using the methods and parameters recommended by the company's shareholder, PT Aviassi Pariwisata Indonesia (Persero), which included nine measurement blocks: Risk Strategy, Risk Appetite, Risk Profile, Governance Structure, Risk Policy, Monitoring and Reporting, Modeling and Analysis, Risk Culture, and Risk Technology. The results of the company's risk management maturity level for 2022 meet the Managed level with a score of 3.31 out of a Likert scale of 5.

#### BOARD OF COMMISSIONERS AND BOARD OF DIRECTORS SUPERVISION

In order to ensure risk management implementation, the Board of Directors and Board of Commissioners, through the Business Risk and GCG Committee, hold meeting on a regular basis with the Risk Management Unit to monitor the risks within the Company and undertake follow-up actions taken by the risk owner to reduce the risk. The Risk Management Unit reports the results of risk monitoring within the Company to the Board of Directors and the Board of Commissioners at least twice a year.

#### STATEMENT OF THE BOARD OF DIRECTORS AND BOARD OF COMMISSIONERS ON ADEQUACY OF RISK MANAGEMENT SYSTEM

The Risk Management unit has provided the Board of Directors and the Board of Commissioners with a report on the results of risk monitoring within the company in 2022. The Board of Directors and the Board of Commissioners considered that the risk management system at PT Angkasa Pura I has been operating effectively and in accordance with and met the adequacy of the policies and standards. The adequacy includes, among others:



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### Risk Management

#### Kecukupan Sistem Informasi Manajemen Risiko

PT Angkasa Pura I mengembangkan modul sistem manajemen risiko berbasis *website* untuk menjawab kebutuhan perusahaan atas penyediaan data risiko secara *real time* dan akses yang mudah. Sistem ini bertujuan untuk mempermudah pengelola risiko dalam melakukan pemantauan dan pemutakhiran data informasi terkait dengan risiko yang dimiliki oleh unit kerjanya secara *real time* dan terdokumentasi. Direksi dapat ikut serta berperan aktif dalam proses pemantauan risiko perusahaan melalui pengembangan sistem informasi manajemen risiko berbasis daring tersebut.

#### 1. Kecukupan Proses Identifikasi, Pengukuran, Pemantauan, dan Pengendalian Risiko

Direksi melalui fungsi internal audit telah melakukan pemeriksaan, evaluasi, pelaporan, dan/atau rekomendasi perbaikan atas kecukupan dan efektivitas proses manajemen risiko yang kemudian ditindaklanjuti melalui evaluasi oleh Komite Manajemen Risiko. Kegiatan ini dilakukan untuk memastikan kecukupan proses manajemen risiko telah dilakukan sesuai dengan pedoman dan ketentuan yang berlaku.

#### 1. Adequacy of Risk Management Information System

To meet the company's needs for real-time risk data provision and easy access, PT Angkasa Pura I developed a web-based risk management system module. The system's goal is to facilitate risk managers to monitor and update information data about risks held by their work units in a real time and documented manner. Furthermore, the development of the online-based risk management information system allows the Board of Directors to participate in the Company's risk monitoring process.

#### 2. Adequacy of Identification, Measurement, Monitoring, and Risk Control Processes

The Board of Directors through Internal Audit function performed audit, evaluations, reporting and/ or provided recommendations on the adequacy and effectiveness of the risk management process, which was then followed up through an evaluation by the Risk Management Committee. This activity was performed to ensure that the adequacy of risk management process has been executed in accordance with the applicable guidelines and regulations.



## KODE ETIK

### Code of Conduct

Perusahaan memiliki Pedoman Etika Perusahaan (*Code of Conduct*) yang diatur dalam Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.111/OM.04/2019 dan Nomor KEP.03/DK.API/2019 sebagaimana diperbaharui melalui Keputusan Bersama Direksi dan Dewan Komisaris PT Angkasa Pura I Nomor KEP.DU.0007/HK.01.01/2022, KEP.01/DK.AP.I/2022 tentang Pedoman Etika Perusahaan (*Code of Conduct*). Pedoman perilaku Perusahaan merupakan kumpulan komitmen yang terdiri dari etika usaha dan etika kerja yang disusun untuk mempengaruhi, membentuk, mengatur, dan melakukan kesesuaian perilaku sehingga tercapai hasil yang konsisten yang sesuai dengan budaya perusahaan dalam mencapai visi dan misi. Pedoman tersebut menjadi panduan yang berlaku bagi setiap insan perusahaan pada setiap level organisasi yang diharapkan akan memberikan kejelasan tindakan yang harus dilakukan dan ditaati sesuai dengan nilai-nilai korporasi yang telah dibangun.

#### POKOK-POKOK KODE ETIK

Dalam pedoman etika perusahaan, PT Angkasa Pura I mengatur etika usaha dan tata perilaku yang memiliki pokok-pokok sebagai berikut:

1. Etika Usaha, yang mengatur topik-topik terkait:
  - Komitmen terhadap pemegang saham;
  - Kepatuhan terhadap peraturan perundang-undangan;
  - Keterbukaan informasi;
  - Hubungan perusahaan dengan pegawai dan tenaga kerja di luar pegawai di perusahaan serta hubungan industrial;
  - Hubungan perusahaan dengan pengguna jasa;
  - Hubungan perusahaan dengan pemerintah;
  - Hubungan perusahaan dengan mitra usaha;
  - Hubungan perusahaan dengan penyedia barang dan/atau jasa;
  - Persaingan usaha yang sehat;
  - Hubungan perusahaan dengan kreditur;
  - Hubungan perusahaan dengan anak perusahaan dan perusahaan patungan;
  - Tanggung jawab sosial dan lingkungan kepada masyarakat;
  - Keselamatan, kesehatan, dan lingkungan kerja;

The company has Code of Conduct as regulated in the Joint Decree of the Board of Directors and the Board of Commissioners of PT Angkasa Pura I Number KEP.111/OM.04/2019 and Number KEP.03/DK.API/2019 as amended by the Joint Decree of the Board of Directors and Board of Commissioners of PT Angkasa Pura I Number KEP.DU.0007/HK.01.01/2022, KEP.01/DK.AP.I/2022 on Code of Conduct of PT Angkasa Pura I. The Company's code of conduct is a joint commitment consisting of business ethics and work ethics prepared to influence, shape, regulate and implement appropriate behavior to achieve consistent results in accordance with the Company's culture in the achievements of the Company's vision and mission. The code applies to all the Company's employees at all levels of the organization and is expected to provide clarity of actions that must be taken and adhered to in accordance with the corporate values.

#### PRINCIPLES OF CODE OF CONDUCT

PT Angkasa Pura I regulates business ethics and code of conduct with the following principles:

1. Business Ethics
  - Commitment to shareholders;
  - Compliance with laws and regulations;
  - Information disclosure;
  - Company relations with employees and non-employees in the company as well as industrial relations;
  - Company relations with service users;
  - Company relations with the government;
  - Company relations with business partners;
  - Company relations with suppliers;
  - Fair business competition;
  - Company relations with creditors;
  - Company relations with subsidiaries and joint ventures;
  - Social responsibility to society;
  - Safety, health and work environment;

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- Pelestarian lingkungan hidup;
  - Hak Kekayaan Intelektual (HAKI);
  - Sistem teknologi informasi dan komunikasi;
  - Penyimpanan dokumen; dan
  - Pencatatan dan pelaporan keuangan.
- Environmental conservation;
  - Intellectual property rights (IPR);
  - Information and communication technology system;
  - Document storage; and
  - Financial recording and reporting.
2. Tata Perilaku yang mengatur topik-topik terkait perilaku yang diharapkan dari setiap insan PT Angkasa Pura I, meliputi:
    - Tata perilaku Dewan Komisaris;
    - Tata perilaku Direksi; dan
    - Tata perilaku Insan perusahaan.
  2. The Code of Conduct governs topics related to the behavior expected of all PT Angkasa Pura I employees, including:
    - Code of Conduct for the Board of Commissioners;
    - Code of Conduct for the Board of Directors; and
    - Code of Conduct for company personnel.
  3. Penanganan Benturan Kepentingan, yang terdiri dari:
    - Pernyataan palsu, klaim palsu, dan konspirasi;
    - Suap;
    - Imbalan;
    - Hadiah;
    - Sumbangan;
    - Jamuan bisnis;
    - Jabatan rangkap;
    - Perlindungan serta penggunaan aset dan sumber daya perusahaan lainnya;
    - Keterlibatan dalam aktivitas politik;
    - Pengadaan barang dan/atau jasa;
    - Aktivitas sampingan;
    - Kerahasiaan informasi;
    - Perjalanan dinas;
    - Reputasi dan citra perusahaan; dan
    - Nepotisme.
  3. Handling Conflict of Interest, consisting of:
    - False statements, false claims, and conspiracy;
    - Bribery;
    - Rewards;
    - Gifts;
    - Donations;
    - Business courtesies;
    - Concurrent positions;
    - Protection and use of company assets and other resources;
    - Participation in political activities;
    - Procurement of goods and/or services;
    - Side job;
    - Confidentiality of information;
    - Official travel;
    - Company reputation and image; and
    - Nepotism.

### KEPATUHAN TERHADAP KODE ETIK

Seluruh insan PT Angkasa Pura I wajib mematuhi Pedoman Etika Perusahaan, termasuk juga anggota Dewan Komisaris, anggota Direksi, dan jajaran manajemen. Dewan Komisaris bersama-sama dengan Direksi bertanggung jawab atas dipatuhinya Pedoman Etika Perusahaan di lingkungan perusahaan. Para pejabat struktural bertanggung jawab atas penerapan Pedoman Etika Perusahaan di lingkungan unit kerjanya masing-masing.

### COMPLIANCE WITH CODE OF CONDUCT

All personnel of PT Angkasa Pura I are required to comply with the Company's Code of Conduct, including members of the Board of Commissioners, members of the Board of Directors, and management. The Board of Commissioners together with the Board of Directors are responsible for compliance with the Company's Code of Conduct within the Company. Structural officials are responsible for the implementation of the Company's Code of Conduct in their respective work units.

## KODE ETIK

### Code of Conduct

Setiap insan Angkasa Pura I menerima satu salinan Pedoman Etika Perusahaan dan menandatangani pernyataan bahwa telah menerima, memahami, dan setuju untuk mematuhi Pedoman Etika Perusahaan (*Code of Conduct*) yang didokumentasikan oleh unit kerja yang membidangi fungsi Human Capital atau unit kerja yang ditunjuk. Kode etik juga diberlakukan untuk penyedia barang/jasa yang akan bekerja sama dengan PT Angkasa Pura I. Penandatanganan Pakta Integritas juga menjadi salah satu syarat untuk mendaftarkan perusahaan calon penyedia barang/jasa ke dalam sistem PT Angkasa Pura I Procurement (APPro).

### SOSIALISASI KODE ETIK DAN UPAYA PENEGAKANNYA

Setiap insan PT Angkasa Pura I memperoleh pengetahuan terkait kode etik melalui program orientasi pegawai baru, pembagian buku saku pegawai, penyebaran informasi Pedoman Etika Perusahaan pada website internal, serta melalui kegiatan dan media lainnya yang dimiliki perusahaan. Dengan demikian, diharapkan seluruh insan PT Angkasa Pura I dapat memahami dan menerapkan kode etik perusahaan.

Dalam upaya penegakan pedoman etika perusahaan, PT Angkasa Pura I berkomitmen menjalankan pedoman etika perusahaan secara konsisten dan konsekuen dengan berbagai upaya, di antaranya:

1. Membentuk Badan Pertimbangan Kepegawaian (BPK) dan Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP) yang berfungsi untuk melakukan pembinaan dan pemeriksaan terhadap pelanggaran disiplin pegawai dan etik perusahaan.
2. Mendorong setiap insan PT Angkasa Pura I untuk melaporkan kecurigaan maupun pelanggaran terhadap pedoman etika perusahaan.
3. Membuat platform digital *Whistleblowing System* (WBS) sebagai tempat pengaduan pelanggaran disiplin dan etik pegawai.
4. Menerapkan sanksi-sanksi, dari disiplin ringan, sedang, hingga disiplin berat sampai dengan pemutusan hubungan kerja pada pegawai yang melakukan pelanggaran kode etik perusahaan.

All personnel of PT Angkasa Pura I receive a copy of the Company's Code of Conduct and signs a statement that they have received, understood, and agreed to comply with the Code of Conduct documented by the work unit in charge of the Human Capital function or the designated work unit. The code of conduct also applies to suppliers partnered with PT Angkasa Pura I. The signing of the Integrity Pact is a condition for registering supplier candidates into PT Angkasa Pura I Procurement (APPro) system.

### CODE OF CONDUCT DISSEMINATION AND ENFORCEMENT EFFORTS

All PT Angkasa Pura I personnel learn about the code of conduct through the new employee orientation program, the distribution of employee handbooks, the dissemination of information about the company's code of conduct on internal websites, and other activities and media owned by the company. Thus, it is expected that all personnel understand and adhere the Company's code of conduct.

PT Angkasa Pura I is committed to consistently and consequently implementing the company's code of conduct with various efforts in order to enforce the company's code of conduct, including:

1. Establish the Personnel Advisory Board (BPK) and the Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP), which serve to provide guidance and investigate violations of employee discipline and company ethics.
2. Encourage all PT Angkasa Pura I employees to report any suspicions or violations of the company's code of conduct.
3. Create a Whistleblowing System (WBS) digital platform as a repository for employee discipline and ethics violations.
4. Impose sanctions ranging from minor, moderate, to severe disciplinary sanctions up to termination of employment to employees who violate the company's code of conduct.

## KODE ETIK

### Code of Conduct

Pemegang Saham, Dewan Komisaris, dan Direksi sesuai lingkup kewenangan masing-masing memutuskan pemberian tindakan pembinaan, sanksi disiplin dan/atau tindakan perbaikan serta pencegahan yang harus dilaksanakan dalam hal terjadi pelanggaran atas Pedoman Etika Perusahaan, dan pemberian sanksi mengikuti ketentuan yang berlaku di perusahaan. PT Angkasa Pura I menjamin perlindungan dan kerahasiaan identitas pelapor. Pelanggaran kode etik yang terbukti akan dikenakan sanksi sesuai dengan peraturan yang berlaku dan sesuai tingkat kesalahan yang dilakukan. Pemberian sanksi dilakukan melalui proses yang objektif, independen, berjenjang, dan tidak bersifat diskriminatif. Penegakan kode etik dan pemeriksaan terhadap pelanggaran disiplin pegawai juga dilaksanakan oleh Badan Pertimbangan Kepegawaian (BPK) dan Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP).

Shareholders, the Board of Commissioners, and the Board of Directors according to the scope of their respective authorities decide on the provision of coaching actions, disciplinary sanctions and/or corrective and preventive actions that must be carried out in the event of a violation of the Company's Code of Conduct, and the imposition of sanctions according to the applicable provisions in the Company. PT Angkasa Pura I guarantees the protection and confidentiality of the identity of the whistleblower. Proven violations of the Company code of conduct will be subject to sanctions in accordance with applicable regulations and in accordance with the level of violation. Sanctions are imposed through an objective, independent, tiered, and non-discriminatory process. Enforcement of the code of conduct and investigation of disciplinary violations by Company employees is also performed by the Employment Advisory Board (BPK) and Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP).

Jenis Sanksi Pelanggaran Kode Etik Types of Sanction for Violations of the Code of Conduct		
Tingkat Sanksi Sanction Level	Jenis Sanksi Sanction Type	
Disiplin Ringan Minor Disciplinary Sanction	<ul style="list-style-type: none"> <li>• Peringatan/teguran lisan</li> <li>• Peringatan/teguran tertulis</li> <li>• Pernyataan tidak puas tertulis</li> <li>• Penundaan kenaikan gaji berkala</li> </ul>	<ul style="list-style-type: none"> <li>• Verbal warning/reprimand.</li> <li>• Written warning/reprimand.</li> <li>• Written statement of dissatisfaction.</li> <li>• Deferred periodic salary increase</li> </ul>
Disiplin Sedang Moderate Disciplinary Sanction	<ul style="list-style-type: none"> <li>• Penurunan gaji sebesar satu kali kenaikan gaji berkala untuk paling lama satu tahun.</li> <li>• Penurunan pangkat pada pangkat yang setingkat lebih rendah untuk paling lama satu tahun.</li> <li>• Penurunan kelas jabatan pada kelas jabatan setingkat lebih rendah untuk paling lama satu tahun.</li> </ul>	<ul style="list-style-type: none"> <li>• Salary reduction equal to the amount of a periodic salary increase for a maximum of one year.</li> <li>• Demoted to a rank a level lower for a maximum of one year.</li> <li>• Demoted to a position class a level lower for a maximum of one year.</li> </ul>
Disiplin Berat Severe Disciplinary Sanction	<ul style="list-style-type: none"> <li>• Pembebasan dari jabatan struktural dan tidak ditempatkan di jabatan struktural lainnya.</li> <li>• Penurunan pangkat pada pangkat dua tingkat lebih rendah atau lebih.</li> <li>• Penurunan kelas jabatan pada kelas jabatan dua tingkat atau lebih.</li> <li>• Pemberhentian dengan hormat tidak atas permintaan sendiri sebagai pegawai.</li> <li>• Pemberhentian tidak dengan hormat sebagai pegawai.</li> </ul>	<ul style="list-style-type: none"> <li>• Dismissed from a structural position and excluded from any structural position.</li> <li>• Demoted to a rank two levels lower or more.</li> <li>• Demoted to a position class two levels lower or more.</li> <li>• Respectfully dismissed without their own request as an employee.</li> <li>• Disrespectfully dismissed as an employee.</li> </ul>



## KODE ETIK

Code of Conduct

### PELANGGARAN KODE ETIK TAHUN 2022

Selama 2022, PT Angkasa Pura I telah menjatuhkan sanksi disiplin pegawai terhadap 15 kasus pelanggaran atas kode etik/disiplin pegawai. Sanksi yang diterima oleh pelanggar disesuaikan dengan jenis pelanggarannya. Selama periode pelaporan, terdapat 4 kasus yang berujung pada pemecatan, 1 kasus ditindaklanjuti dengan dibebaskan dari jabatan struktural dan jabatan fungsional, 1 kasus ditindaklanjuti dengan penurunan kelas jabatan pada kelas jabatan dua tingkat lebih rendah, 1 kasus ditindaklanjuti dengan penurunan kelas jabatan pada kelas jabatan setingkat lebih rendah, serta 8 kasus ditindaklanjuti dengan surat peringatan dan sejenisnya.

### VIOLATIONS OF THE CODE OF CONDUCT IN 2022

During 2022, PT Angkasa Pura I has imposed employee disciplinary sanctions on 15 cases of violations of the code of conduct/employee discipline. The imposed sanctions were adjusted to the type of violation. During the reporting period, there were 4 cases that ended with dismissal, 1 case was followed up with a demotion to a position class 2 level lower, 1 case was followed up with a demotion to a position class 1 level lower, and 8 cases were followed up with written warning/reprimand.

Pelanggaran Kode Etik Tiga Tahun Terakhir Violations of the Code of Conduct in the Last Three Years			
Sanksi Sanction Level	Jumlah Pelanggaran Total Violations		
	2022	2021	2020
Disiplin Ringan Minor Disciplinary Sanction	8	14	8
Disiplin Sedang Moderate Disciplinary Sanction	1	1	2
Disiplin Berat Severe Disciplinary Sanction	6	4	1
<b>Jumlah Total</b>	<b>15</b>	<b>19</b>	<b>11</b>



## PROGRAM KEPEMILIKAN SAHAM

### Stock Ownership Program



PT Angkasa Pura I saat ini belum memiliki program kepemilikan saham oleh karyawan dan/atau manajemen (*Employee Stock Ownership Plan/ESOP* dan *Management Stock Ownership Plan/MSOP*). Dengan demikian, laporan ini tidak menyajikan data dan informasi mengenai opsi saham, jumlah saham, jangka waktu pelaksanaan, harga pelaksanaan, dan persyaratan program ESOP dan MSOP tersebut.

Sehubungan tidak ada program ESOP dan/atau MSOP, maka PT Angkasa Pura I juga tidak memiliki kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/atau karyawan dalam ESOP dan/atau MSOP. Demikian juga, sehubungan dengan tidak adanya anggota Direksi dan Dewan Komisaris yang memiliki saham, maka PT Angkasa Pura I belum memiliki kebijakan yang mengatur tentang pelaporan kepemilikan saham anggota Direksi dan Dewan Komisaris paling lambat tiga hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka.

Currently, PT Angkasa Pura I does not have Employee Stock Ownership Plan (ESOP) and/or Management Stock Ownership Plan (MSOP). Therefore, this report presents no data and information on stock options, number of shares, duration of implementation, exercise price, and requirements of the ESOP and MSOP programs.

Due to no ESOP and/or MSOP program, PT Angkasa Pura I does not have a policy on the provision of long-term performance-based compensation to management and/or employees under the ESOP and/ or MSOP. Likewise, due to the absence of members of the Board of Directors and Board of Commissioners owning shares, PT Angkasa Pura I does not have a policy to regulate the reporting of share ownership of members of the Board of Directors and Board of Commissioners no later than three working days of such ownership or any change to ownership of shares of a Public Company.

## PERKARA HUKUM YANG BERDAMPAK MATERIAL

### Material Legal Proceeding

Dalam menjalankan bisnis, Perusahaan berupaya untuk menghindari perkara hukum yang berdampak material, atas 9 perkara hukum aktif dengan status beberapa terselesaikan dan lainnya dalam proses hukum. Perusahaan juga tidak sedang menghadapi perkara hukum hubungan industrial (PHI) pada 2022.

In operating its business, the Company strives to avoid material legal proceedings. In 2022, the Company faced 9 cases of legal proceedings, several legal cases were resolved, while the remaining cases were on going. There were no industrial relations disputes in 2022.

Perkara Hukum yang Dihadapi Berdasarkan Tipe Legal Proceedings by Type			
No.	Tipe Perkara Hukum Legal Proceedings by Type	Jumlah Perkara Total Legal Proceedings	
		Telah Selesai Resolved	Dalam Proses Penyelesaian On Going
1	Perdata (Pengadilan atau ADR) Civil (Court or ADR)	2	5
2.	Perdata Khusus (PKPU/Pailit/Likuidasi) Special Civil (PKPU/Bankruptcy/Liquidation)	3	2
3.	Pidana Criminal	0	0
4.	Sengketa Pajak Tax Disputes	0	2

Selanjutnya, beberapa perkara penting yang dihadapi pada 2022 beserta status perkara dan pengaruhnya terhadap perusahaan dijelaskan sebagai berikut:

Furthermore, several significant cases encountered in 2022 are described below, along with the case status and its impact on the Company:

Pokok Perkara, Status, dan Pengaruhnya Merits of Case, Status, and Its Effects	
No.	Pokok Perkara Merits of Case
1	<p>Gugatan Perdata Paulus Wuwungan nomor perkara 252/Pdt.G/2019/PN.Mnd Civil lawsuit by Paulus Wuwungan with case number 252/Pdt.G/2019/PN.Mnd</p> <p>Tuntutan (Petitum): Pembayaran kepada penggugat sebesar Rp335.000.000.000. Claim (Petitium): Payment to plaintiff amounting Rp335,000,000,000</p> <p>Dikabulkan Rp33.500.000.000 di tingkat pertama, dibatalkan pada tingkat banding, saat ini dalam proses Peninjauan Kembali. Granted Rp33,500,000,000 at the first level, overturned at the appellate level, currently in the process of Judicial Review.</p>
2	<p>Gugatan Perdata Sylvana Yunita, dkk nomor perkara 123/Pdt.G/2020/Pn.Mnd Civil lawsuit by Sylvana Yunita, et al. with case number 123/Pdt.G/2020/Pn.Mnd</p> <p>Tuntutan (Petitum): Pembayaran kepada penggugat sebesar Rp11.850.200.000. Claim (Petitium): Payment to plaintiff amounting Rp11,850,200,000</p> <p>Gugatan dinyatakan tidak dapat diterima (N-O) di tingkat pertama, dikuatkan pada tingkat banding, saat ini dalam proses Kasasi. The lawsuit was declared inadmissible (N-O) at the first level and upheld at the appellate level. Currently, the lawsuit is in the cassation process</p>
3	<p>Gugatan Perdata Ramlah Binti Arfah Daeng Gading dkk nomor perkara 34/Pdt.G/2018/PN.Mrs Civil Lawsuit by Ramlah Binti Arfah Daeng Gading et al. with case number 34/Pdt.G/2018/PN.Mrs.</p> <p>Tuntutan (Petitum): Pembayaran kepada penggugat sebesar Rp42.770.000.000. Claim (Petitium): Payment of Rp42,770,000,000 to the plaintiff.</p>

## PERKARA HUKUM YANG BERDAMPAK MATERIAL

Material Legal Proceeding

Pokok Perkara, Status, dan Pengaruhnya Merits of Case, Status, and Its Effects	
No.	Pokok Perkara Merits of Case
	<p>Gugatan ditolak di tingkat pertama, dikuatkan pada tingkat banding, saat ini dalam proses kasasi. The lawsuit was rejected at the first level and upheld at the appellate level. Currently, the lawsuit is in the cassation process.</p>
4	<p>Perlawanan Sita Eksekusi Nomor 1/Pdt.Sit.Del/2022/PN Yyk. Jo. No. 66/Pdt.Eks/2021 jo. No. 564 PK/Pdt/2018 jo. No. 2764 K/Pdt/2012 jo. 385/PDT/2011/PT.DKI jo. No. 352/Pdt.G/2010/PN.Jkt. Pst. Appeal against Execution Seizure Number 1/Pdt.Sit.Del/2022/PN Yyk. Jo. No. 66/Pdt.Eks/2021 jo. No. 564 PK/Pdt/2018 jo. No. 2764 K/Pdt/2012 jo. 385/PDT/2011/PT.DKI jo. No. 352/Pdt.G/2010/PN.Jkt.Pst.</p> <p>Amar Putusan (inkracht): PT Angkasa Pura I membayar sendiri sejumlah Rp773.686.500 dan membayar tanggung renteng dengan para tergugat sejumlah Rp100.000.000. Final Verdict (Inkracht): PT Angkasa Pura I must pay a total of Rp773,686,500 and pay jointly and severally with the defendants a total of Rp100,000,000.</p> <p>Putusan belum dilaksanakan sehingga Pengadilan menempatkan sita eksekusi atas rekening PT Angkasa Pura I, saat ini tengah dilakukan perlawanan atas sita eksekusi tersebut dengan dasar salah satunya nilai objek sita yang tidak sesuai dengan nilai putusan. The verdict has not been executed, so the court has placed an execution seizure on PT Angkasa Pura I's account. Currently, an appeal against the execution seizure is being made, based on, among other things, the incorrect value of the confiscated item compared to the verdict.</p>
5	<p>Permohonan Arbitrase AP1 melawan PT Insite Media dengan nomor register: 45018/II/ARB-BANI/2022 Arbitration Request of AP1 against PT Insite Media with register number: 45018/II/ARB-BANI/2022.</p> <p>Penyelesaian <i>outstanding</i> PT Insite Media senilai Rp69.887.378.974 tengah dimohonkan Arbitrase melalui BANI. Namun proses belum dapat berlanjut karena berbarengan dengan Likuidasi. Settlement of PT Insite Media's outstanding debt of Rp69,887,378,974 is being sought through arbitration by BANI. However, the process cannot continue at the moment due to concurrent liquidation proceedings.</p>
6	<p>Likuidasi PT Insite Media Liquidation of PT Insite Media</p> <p>Tagihan telah diajukan kepada Likuidator, saat ini tengah dalam proses perundingan dengan Likuidator dan PT Insite Media. The bill has been submitted to the liquidator and is currently in negotiation with the liquidator and PT Insite Media.</p>
7	<p>Penundaan Kewajiban Pembayaran Utang (PKPU) PT Sriwijaya Air Debt Payment Obligation Suspension (PKPU) of PT Sriwijaya Air</p> <p>Per tanggal 31 Oktober 2022 PT Sriwijaya Air tengah dalam PKPU Sementara. As of October 31, 2022, PT Sriwijaya Air is currently in a temporary PKPU</p> <p>Adapun per 14 Desember 2022 perhitungan sementara nilai penagihan yang telah disampaikan kepada Tim Pengurus dan dicatatkan dalam Daftar Piutang Sementara yaitu sebesar Rp19,8 miliar. As of December 14, 2022, the preliminary calculation of the outstanding receivables that have been submitted to the Management Team and recorded in the Temporary Receivables List amounted to Rp19.8 billion.</p> <p>Saat ini menunggu pemungutan suara kreditor pada 11 Februari 2022 untuk persetujuan proposal perdamaian, pailit, atau perpanjangan PKPU Tetap. Currently, PT Angkasa Pura I is awaiting the creditor vote on February 11, 2022 for approval of the proposed settlement, bankruptcy, or extension of the permanent PKPU.</p>
8	<p>Sengketa Pajak PBB Yogyakarta International Airport di Pengadilan Pajak DKI Jakarta Tax Dispute on Property Tax of Yogyakarta International Airport in Jakarta Tax Court</p> <p>Nomor Sengketa Pajak PBB YIA – 0088733.26/2022/PP. Saat ini, Pengadilan Pajak sedang meminta PT Angkasa Pura I untuk menyampaikan Surat Bantahan atas Surat Uraian Banding yang telah disampaikan oleh Bupati Kulon Progo kepada Pengadilan Pajak. Tax Dispute Number YIA-0088733.26/2022/PP. The Tax Court is currently requesting AP1 to submit an Objection Letter in response to the Appeal Brief submitted by the Regent of Kulon Progo to the Tax Court.</p>
9	<p>Sengketa Pajak atas Beban Konsesi 2015 di Pengadilan Pajak DKI Jakarta Tax Dispute on Concession Costs 2015 in Jakarta Tax Court</p> <p>Nomor Sengketa Pajak-04521.15/2021/P. Saat ini, PT Angkasa Pura I sedang menunggu relas panggilan sidang untuk mendengar Pengucapan Putusan Majelis Hakim pada Pengadilan Pajak. Tax Dispute Number 04521.15/2021/P. Currently, PT Angkasa Pura I is awaiting the hearing summons to hear the Judges' Verdict Pronouncement at the Tax Court.</p>



## PERKARA HUKUM YANG BERDAMPAK MATERIAL

Material Legal Proceeding

<b>Status Penyelesaian</b> Status of Resolution	<b>Pengaruh terhadap Perusahaan</b> Impact on the Company	<b>Risiko yang Dihadapi Perusahaan dan Nilai Nominal Tuntutan/Gugatan</b> Risk Faced by the Company and Nominal Value of Claims/Lawsuits	<b>Upaya Manajemen</b> Management Efforts	<b>Sanksi Administrasi</b> Administrative Sanctions
<p>Perkara-perkara tersebut sedang dalam proses penyelesaian hingga diperoleh putusan yang berkekuatan hukum tetap (untuk perkara di Pengadilan) atau dipenuhinya hak-hak Perusahaan sebaik-baiknya (atas <i>outstanding</i> / budel pailit/likuidasi) atau pengembalian kelebihan pembayaran pajak.</p> <p>The above-mentioned cases are currently being resolved until a legally binding decision is obtained (for cases in court) or the company's rights are fully fulfilled (for outstanding/ bankruptcy/liquidation cases) or excess tax payments are returned.</p>	<p>Dampak finansial Financial Impact</p>	<p>Timbul kewajiban Perusahaan untuk membayar sejumlah uang atas putusan perdata, pembagian harta pailit/likuidasi yang tidak sesuai harapan, atau tidak ada pengembalian kelebihan pembayaran pajak.</p> <p>The company may incur financial obligations to pay a certain amount of money for civil judgments, asset distribution in bankruptcy/liquidation that does not meet expectations, or lack of excess tax payment refunds.</p>	<p>Penanganan permasalahan-permasalahan tersebut dilakukan baik secara <i>in-house</i>, konsultan hukum, atau kerja sama dengan Jaksa Pengacara Negara di Kejari/Kejati masing-masing cabang. Kantor Pusat juga secara khusus telah mengadakan MoU dengan Jaksa Agung Muda Perdata dan Tata Usaha Negara Kejaksaan Agung Republik Indonesia.</p> <p>The handling of these issues is carried out either in-house, with legal consultants, or in collaboration with the State Prosecutor's Office in the respective branches of Kejari/Kejati. The Head Office has also specifically signed an MoU with the Deputy Attorney General for Civil and State Administration Affairs at the Attorney General's Office of the Republic of Indonesia.</p>	<p>-</p>

### SANKSI ADMINISTRATIF

Tidak terdapat sanksi administratif yang dikenakan kepada PT Angkasa Pura I, anggota Dewan Komisaris, dan Direksi oleh Otoritas Jasa Keuangan (OJK) dan otoritas lainnya selama periode pelaporan tahun 2022.

### ADMINISTRATIVE SANCTION

No administrative sanctions were imposed on PT Angkasa Pura I, members of the Board of Commissioners and Directors by the Financial Services Authority (FSA) and other authorities during the 2022 reporting period.



## ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI

### Anti-Corruption, Collusion, Nepotism and Gratification

Sebagai tindak lanjut dari komitmen manajemen perusahaan untuk memastikan bahwa seluruh insan PT Angkasa Pura I mematuhi peraturan perundang-undangan dan peraturan-peraturan lain yang berlaku di perusahaan terkait korupsi dan gratifikasi untuk menciptakan dan menumbuhkan budaya pengelolaan bisnis yang bebas dari Korupsi, Kolusi, dan Nepotisme (KKN) serta gratifikasi sehingga dapat meningkatkan kepercayaan Pemegang Saham dan segenap pemangku kepentingan.

Adapun dukungan dan tindakan pencegahan serta pengendalian dapat diwujudkan melalui:

- Penetapan pedoman pengendalian gratifikasi dan Unit Pengendalian Gratifikasi (UPG) di perusahaan;
- Pelaksanaan rencana kerja penerapan Program Pengendalian Gratifikasi (PPG);
- Pelaporan terkait perkembangan, monitoring dan evaluasi Program Pengendalian Gratifikasi (PPG) kepada KPK;
- Prosedur dan saluran mekanisme pelaporan gratifikasi;
- Aktif berperan pada kegiatan-kegiatan yang menyuarakan akan budaya antikorupsi.

#### KEBIJAKAN ANTIKORUPSI

Secara tertulis, PT Angkasa Pura I belum memiliki kebijakan antikorupsi. Namun, perusahaan telah memiliki Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.27/OM.15.08/2021; KEP.02/DK.AP.I/2021 yang mengatur tentang Pedoman Pengendalian Gratifikasi. Dengan adanya pedoman tersebut, diharapkan perusahaan akan senantiasa aman dari tindak korupsi dan *fraud*.

#### PENETAPAN PEDOMAN PENGENDALIAN GRATIFIKASI DAN UNIT PENGENDALIAN GRATIFIKASI PERUSAHAAN

Perusahaan menetapkan Keputusan Bersama Direksi dan Dewan Komisaris No. KEP.DU.27/OM.15.08/2021; KEP.02/DK.AP.I/2021 tentang Pedoman Pengendalian Gratifikasi yang sedikitnya memuat kebijakan umum, prinsip dasar gratifikasi, kategori penerimaan dan

The Company is committed to ensuring that all PT Angkasa Pura I personnel comply with the laws and regulations and other regulations applicable in the Company relating to corruption and gratification in order to create and foster a culture of business management free from Corruption, Collusion, and Nepotism (CNN) and gratuities to increase the trust of Shareholders and stakeholders.

The support, preventive measures, and control can be realized through:

- Establishment of a gratification control guideline and Gratification Control Unit (GCU) in the company;
- Implementation of a work plan for the implementation of the Gratification Control Program (GCP);
- Reporting on development, monitoring and evaluation of Gratification Control Program (GCP) to the Corruption Eradication Commission (KPK);
- Procedures and channels for reporting gratification;
- Active participation in activities that promote anti-corruption culture.

#### ANTI-CORRUPTION POLICY

PT Angkasa Pura I does not have an anti-corruption policy. However, the Company has Joint Decree of the Board of Directors and the Board of Commissioners No. KEP.DU.27/OM.15.08/2021; KEP.02/DK.AP.I/2021 on Guidelines for Gratification Control. It is expected that no more corruption and fraud will occur as a result of policy implementation.

#### ESTABLISHMENT OF COMPANY'S GRATIFICATION CONTROL GUIDELINES AND GRATIFICATION CONTROL UNIT

The company stipulated the Joint Decree of the Board of Directors and the Board of Commissioners No. KEP.DU.27/OM.15.08/2021; KEP.02/DK.AP.I/2021 on Guidelines for Gratification Control, which at least include general policies, basic principles of gratification, categories

## ANTI-KORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI

Anti-Corruption, Collusion, Nepotism and Gratification

pemberian gratifikasi, batasan penerimaan dan pemberian gratifikasi serta pengelolaan, implementasi, sanksi, dan pelaporan gratifikasi.

Dengan adanya pedoman pengendalian gratifikasi tersebut, maka dalam menjalankan kegiatan bisnis sehari-hari insan PT Angkasa Pura I dapat berpatokan pada ketentuan-ketentuan pedoman sebagai upaya pencegahan dan perlindungan bagi seluruh insan PT Angkasa Pura I. Dalam pelaksanaan pedoman pengendalian gratifikasi dimaksud, terdapat unit khusus yang dibentuk yakni Unit Pengendalian Gratifikasi (UPG) sebagai pengelola gratifikasi yang memiliki tugas, tanggung jawab dan wewenang untuk mengelola, memantau, memberikan informasi dan melaporkan serta melakukan hal-hal lain sesuai dengan ketentuan dalam pedoman pengendalian gratifikasi yang berlaku di PT Angkasa Pura I.

### UNIT PENGENDALIAN GRATIFIKASI (UPG)

PT Angkasa Pura I  
Kota Baru Bandar Kemayoran Blok B.12 Kav. 2 Jakarta  
10610, Indonesia  
Nomor Telepon: 0811 1787 975  
Email: pelaporan.gratifikasi@ap1.co.id

### PELAKSANAAN RENCANA KERJA PENERAPAN PROGRAM PENGENDALIAN GRATIFIKASI (PPG)

PT Angkasa Pura I memiliki rencana kerja penerapan Program Pengendalian Gratifikasi (PPG) yang telah ditetapkan pada 11 April 2022 dengan rincian pelaksanaan sebagai berikut:

1. Diseminasi Gratifikasi, berupa diseminasi internal dan diseminasi eksternal:
  - a. Menyebarkan atau mendiseminasikan pesan antigratifikasi. Adapun materi terkait gratifikasi dapat menggunakan referensi dari KPK atau dapat diinisiasi sendiri;
  - b. Melaksanakan sosialisasi gratifikasi secara mandiri oleh UPG kepada pihak internal (seluruh pegawai/pejabat) di lingkungan perusahaan;
  - c. Mengikuti serta mendorong pegawai di perusahaan untuk mengikuti pembelajaran;

of receiving and giving gratuities, limits on receiving and giving gratuities, and management, implementation, sanctions, and reporting of gratuities.

With the gratification control guidelines, PT Angkasa Pura I personnel can rely on the provisions of the guidelines in carrying out daily business activities to prevent and protect all PT Angkasa Pura I personnel. In order to implement the gratification control guidelines, the company established a special unit, the Gratification Control Unit (GCU), as the gratification manager, with the duties, responsibilities, and authorities to manage, monitor, provide information, and report, as well as other matters, in accordance with the provisions of the gratification control guidelines applicable at PT Angkasa Pura I.

### GRATIFICATION CONTROL UNIT (GCU)

PT Angkasa Pura I  
Kota Baru Bandar Kemayoran Blok B.12 Kav. 2 Jakarta  
10610, Indonesia  
Phone : 0811 1787 975  
Email : pelaporan.gratifikasi@ap1.co.id

### IMPLEMENTATION OF WORK PLAN FOR GRATIFICATION CONTROL PROGRAM (GCP)

PT Angkasa Pura I has developed a work plan for implementing the Gratification Control Program (GCP), established on April 11, 2022, as follows:

1. Gratuities Dissemination, consisting of internal and external dissemination:
  - a. Disseminating anti-gratification messages. The gratuities material may use references from the KPK or be initiated independently;
  - b. Carrying out gratuities dissemination independently by the GCU to internal parties (all employees/officials) within the Company;
  - c. Encouraging employees in the Company to participate in learning activities;

## ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI

Anti-Corruption, Collusion, Nepotism and Gratification

- |   |  |
|---|--|
| <p>d. E-Learning “Peningkatan Pemahaman Gratifikasi bagi Pegawai Negeri atau Penyelenggara Negara”. Pendaftaran dilakukan dengan mengisi formulir permintaan akses kelas yang dikoordinasikan oleh PIC UPG/Perusahaan pada <a href="https://tinyurl.com/kelasgratifikasiKPK">https://tinyurl.com/kelasgratifikasiKPK</a>;</p> <p>e. Mengikuti/menginisiasi Bimbingan Teknis atau learning pengendalian Gratifikasi terkait implementasi program pengendalian gratifikasi.</p> | <p>d. E-Learning “Improving Understanding of Gratification for State Employees or State Officials.” Registration is carried out by filling out an access request form for the class, coordinated by the GCU/Company PIC at <a href="https://tinyurl.com/kelasgratifikasiKPK">https://tinyurl.com/kelasgratifikasiKPK</a>;</p> <p>e. Participating/initiating Technical Guidance or learning on Gratification Control related to the implementation of the Gratification Control Program.</p> |
| <p>2. Identifikasi Titik Rawan Gratifikasi dan Mitigasi Titik Rawan Gratifikasi</p> <p>a. Mengidentifikasi titik rawan gratifikasi dan/atau memahami risiko terjadinya gratifikasi pada aktivitas/kewenangan/<i>core business</i> yang mempertimbangkan faktor internal maupun faktor eksternal pada perusahaan;</p> <p>b. Melakukan mitigasi risiko atas hasil pemetaan/identifikasi titik rawan gratifikasi yang ada pada perusahaan.</p>                                   | <p>2. Identification of Gratification Vulnerability Points and Gratification Vulnerability Mitigation</p> <p>a. Identifying gratification vulnerability points and/or understanding the risk of gratification in activities/authorities/<i>core business</i> that consider internal and external factors within the Company;</p> <p>b. Conducting risk mitigation for the results of mapping/identification of gratification vulnerability points within the Company.</p>                    |
| <p>3. Inovasi:<br/>Melakukan inovasi terkait pengendalian gratifikasi di instansi yang memperhatikan identifikasi masalah, kebaruan/nilai tambah, strategi keberlanjutan, dampak, dan keterlibatan pemangku kepentingan.</p>  | <p>3. Innovation:<br/>Conducting innovations related to gratification control in the Company that take into account problem identification, novelty/value addition, sustainability strategy, impact, and stakeholder involvement.</p>  |
| <p>4. Penanganan Pelaporan Gratifikasi:</p> <p>a. Ada/tidaknya penyampaian laporan penerimaan dan/atau penolakan gratifikasi yang disampaikan ke UPG/KPK pada tahun berjalan;</p> <p>b. Ada/tidaknya piutang gratifikasi dari laporan yang disampaikan oleh UPG;</p> <p>c. Ketepatan waktu penyampaian laporan gratifikasi (maksimal 30 hari kerja sejak tanggal penerimaan gratifikasi) ke KPK.</p>  | <p>4. Reporting of Gratification Handling :</p> <p>a. The presence or absence of gratification acceptance and/or rejection reports submitted to the GCU/KPK in the current year;</p> <p>b. The presence or absence of gratification receivables from the report submitted by the GCU;</p> <p>c. Timeliness of gratification report submission (no later than 30 working days from the date of gratification receipt) to KPK.</p>   |
| <ul style="list-style-type: none"> <li>• Penyampaian laporan perkembangan kegiatan penerapan kerja Program Pengendalian Gratifikasi kepada KPK yang telah dilaksanakan pada Semester I sampai dengan Semester II Tahun 2022.</li> </ul>   | <ul style="list-style-type: none"> <li>• Submission of a progress report to the KPK on the implementation of the Gratification Control Program from the First Semester to the Second Semester of 2022.</li> </ul>  |

## **ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI**

Anti-Corruption, Collusion, Nepotism and Gratification

### **LAPORAN PENERIMAAN DAN PENOLAKAN GRATIFIKASI**

Selama 2022, perusahaan telah memproses laporan terkait gratifikasi sebanyak 16. Laporan tersebut semuanya telah diproses dan tidak terdapat penolakan gratifikasi selama 2022. Perseroan berkomitmen untuk tetap menjaga lingkungan kerja yang bersih dari praktik korupsi, kolusi, nepotisme dan gratifikasi.

### **PELAPORAN TERKAIT PERKEMBANGAN, MONITORING DAN EVALUASI PROGRAM PENGENDALIAN GRATIFIKASI (PPG) KEPADA KPK**

Sesuai Surat Deputi Bidang Pencegahan Komisi Pemberantasan Korupsi Nomor B/2056/GTF.03/10-13/04/2022 tanggal 6 April 2022 perihal Pedoman Monitoring dan Evaluasi Implementasi Pengendalian Gratifikasi Tahun 2022 yang mengarahkan setiap UPG agar melakukan pelaporan sesuai dengan format dan jangka waktu pelaporan yang telah ditentukan oleh KPK pada 2022.

### **PROSEDUR DAN SALURAN MEKANISME PELAPORAN GRATIFIKASI**

Sesuai Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.27/OM.15.08/2021; KEP.02/DK.AP.I/2021 tentang Pedoman Pengendalian Gratifikasi PT Angkasa Pura I, Regulation and Compliance Department sebagai Unit Pengendali Gratifikasi (UPG) PT Angkasa Pura I menerima dan meneruskan pelaporan penerimaan dan/atau pemberian gratifikasi kepada Komisi Pemberantasan Korupsi (KPK) melalui aplikasi Gratifikasi Online (GOL). Adapun mekanisme penanganan pelaporan penerimaan dan/atau pemberian gratifikasi PT Angkasa Pura I adalah sebagai berikut:

### **REPORT OF ACCEPTANCE AND REJECTION OF GRATUITIES**

During 2022, the company processed 16 gratuity reports. The reports have all been processed and there were no rejection of gratuities during 2022. The Company is committed to maintaining a workplace free of the practices of corruption, collusion, nepotism, and gratuities.

### **REPORTING ON THE DEVELOPMENT, MONITORING, AND EVALUATION OF THE GRATIFICATION CONTROL PROGRAM (GCP) TO KPK**

In accordance with the Letter of the Deputy of Prevention of the Corruption Eradication Commission Number B/2056/GTF.03/10-13/04/2022 dated 6 April 2022 on Guidelines for Monitoring and Evaluation of the Implementation of Gratification Control in 2022, directing each GCU to report in accordance with the reporting format and period specified by the KPK in 2022.

### **GRATIFICATION REPORTING PROCEDURE AND MECHANISMS**

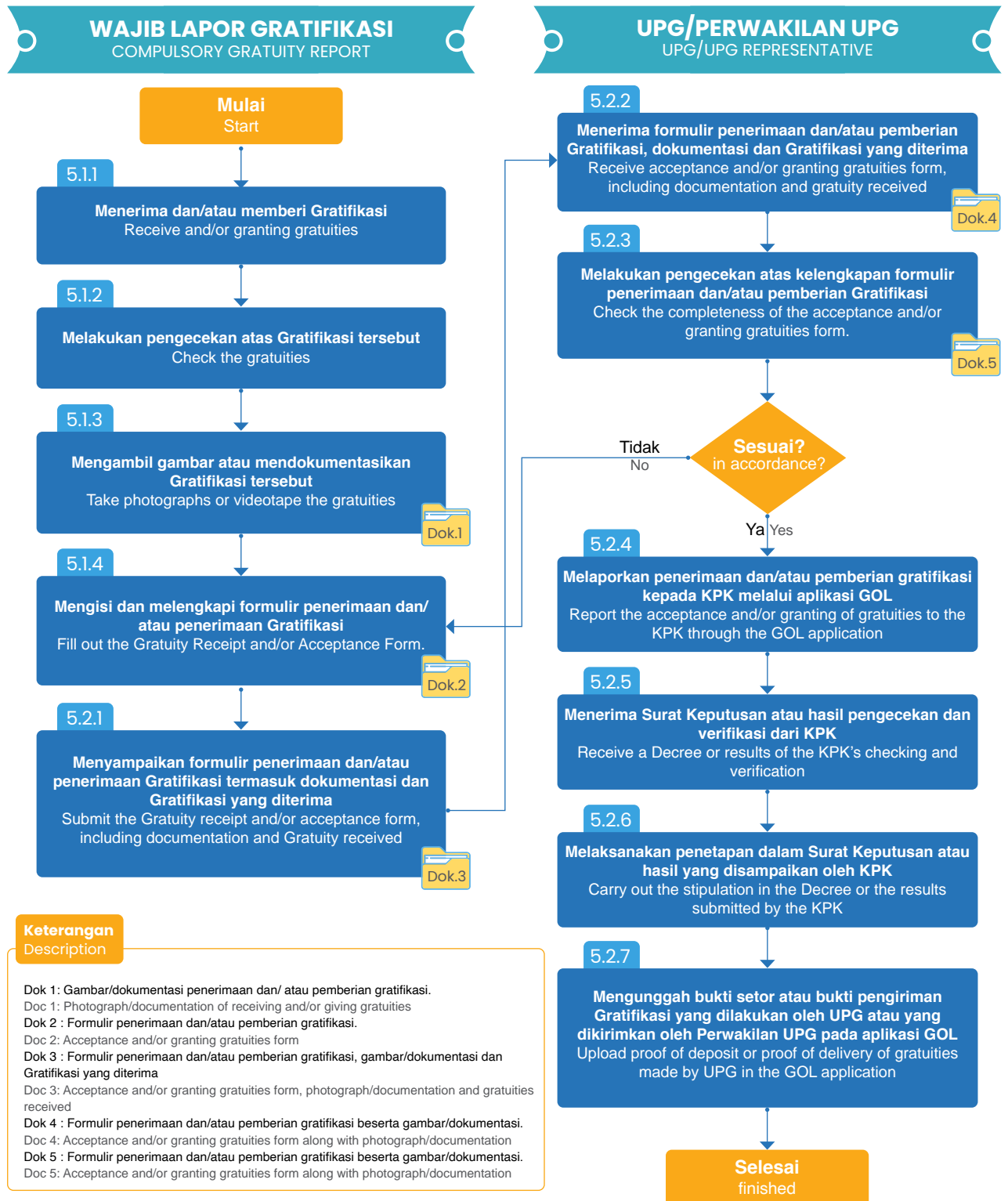
In accordance with the Joint Decree of the Board of Directors and Board of Commissioners Number KEP.DU.27/OM.15.08/2021; KEP.02/DK.AP.I/2021 on the Guidelines for Gratification Control of PT Angkasa Pura I, the Regulation and Compliance Department, as the Gratification Control Unit (GCU) of PT Angkasa Pura I, receives and forwards reports on receipt and/or giving of gratuities to the Corruption Eradication Commission (KPK) through Gratuities OnLine (GOL) application. The mechanism for handling reports on the receipt and/or giving of gratification in PT Angkasa Pura I is as follows:

# ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI

Anti-Corruption, Collusion, Nepotism and Gratification

## MEKANISME PELAPORAN GRATIFIKASI

Gratification Report Mechanism





## **ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI**

Anti-Corruption, Collusion, Nepotism and Gratification



### **AKTIF BERPERAN PADA KEGIATAN-KEGIATAN YANG MENYUARAKAN BUDAYA ANTIKORUPSI**

Dalam rangka turut serta menumbuhkan dan menyuarakan budaya antikorupsi, PT Angkasa Pura I telah menggelar peningkatan hari antikorupsi sedunia melalui media sosial dan media komunikasi perusahaan yang dilaksanakan pada 8 Desember 2022.

### **ACTIVE PARTICIPATION IN PROGRAMS THAT PROMOTE ANTI-CORRUPTION CULTURE**

As part of our commitment to promote and advocate for an anti-corruption culture, PT Angkasa Pura I has ignited the celebration of World Anti-Corruption Day through social media and corporate communication channels on December 8, 2022.

### **SISTEM MANAJEMEN ANTI PENYUAPAN (SMAP)**

Sebagai wujud upaya perusahaan dalam menciptakan budaya antisuap, memitigasi risiko terjadinya penyuapan yang berdampak merugikan perusahaan dan pemangku kepentingan baik jangka pendek maupun jangka panjang, serta dalam rangka mendukung program pemerintah dalam pencegahan tindak pidana suap di lingkungan Badan Usaha Milik Negara, perusahaan secara konsisten berkomitmen untuk menerapkan Sistem Manajemen Anti Penyuapan (SMAP) secara berkelanjutan.

### **ANTI-BRIBERY MANAGEMENT SYSTEM (ABMS)**

As part of our efforts to create an anti-bribery culture and mitigate the risk of bribery that may cause harm to the Company and stakeholders in the short and long term, as well as to support the government's program in preventing bribery in State-Owned Enterprises, the Company is consistently committed to implementing the Anti-Bribery Management System (ABMS) on an ongoing basis.

Komitmen PT Angkasa Pura I ini mengacu pada standar dalam SNI ISO 37001:2016 Sistem Manajemen Anti Penyuapan (SMAP) yang merinci persyaratan dan penyediaan panduan untuk membantu perusahaan dalam mencegah, mendeteksi, dan menangani penyuapan.

PT Angkasa Pura I's commitment refers to SNI ISO 37001:2016 Anti-Bribery Management System (ABMS) standard that specifies the requirements and provides guidance to assist the Company in preventing, detecting, and addressing bribery.

## ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI

Anti-Corruption, Collusion, Nepotism and Gratification

Sejak 2020, PT Angkasa Pura I secara konsisten menjunjung tinggi nilai integritas dan berpegang teguh pada pedoman Tata Kelola Perusahaan (*Code of Corporate Governance*), pedoman Tata Laksana Kerja Direksi dan Dewan Komisaris (*Board Manual*), dan prinsip 4 NO's, antara lain:

- *No Bribery* (tidak boleh ada suap-menyuap dan pemerasan);
- *No Kickback* (tidak boleh ada komisi, tanda terima kasih baik dalam bentuk uang dan dalam bentuk lainnya);
- *No Gift* (tidak boleh ada hadiah atau gratifikasi yang bertentangan dengan peraturan dan ketentuan yang berlaku);
- *No Luxurious Hospitality* (tidak boleh ada penyambutan dan jamuan yang berlebihan).

PT Angkasa Pura I telah menetapkan Tim Fungsi Kepatuhan Anti Penyuapan (FKAP) sesuai Surat Keputusan Direksi PT Angkasa Pura I No. SKEP.DU.0013/HK.01.02/2022 tentang Pembentukan Tim Sistem Manajemen Anti Penyuapan PT Angkasa Pura I sebagaimana telah diubah terakhir pada Surat Keputusan Direksi PT Angkasa Pura I No. SKEP.DU87/HK.01.02/2022 tentang Perubahan Kedua atas Keputusan Direksi PT Angkasa Pura I SKEP.DU.0013/HK.01.02/2022 tentang Pembentukan Tim Sistem Manajemen Anti Penyuapan PT Angkasa Pura I yang meliputi 3 (tiga) Fungsi Implementer yakni terdiri dari Fungsi Accounting, Finance, dan Procurement, serta 7 fungsi pendukung yakni Fungsi Internal Audit, Legal And Compliance, Human Capital, Training and People Development, Corporate Secretary, Risk Management, dan Quality Assurance. PT Angkasa Pura I juga telah menyusun dan menetapkan Keputusan Direksi No. KEP.DU.190/HK.01/2020 tentang Pedoman Sistem Manajemen Anti Penyuapan di PT Angkasa Pura I pada 4 November 2020.

Since 2020, PT Angkasa Pura I has consistently upheld the value of integrity and adhered to Code of Corporate Governance, guidelines of the Board of Directors and Commissioners (*Board Manual*), and the 4 NO's principles, namely:

- *No Bribery* (no bribery or extortion is allowed);
- *No Kickback* (no commission or gratitude, in the form of money or otherwise, is allowed);
- *No Gift* (no gifts or gratuities that are contrary to applicable laws and regulations are allowed);
- *No Luxurious Hospitality* (no excessive welcome and entertainment are allowed).

PT Angkasa Pura I has established the Anti-Bribery Compliance Function Team (FKAP) in accordance with the Board of Directors Decree No. SKEP.DU.0013/HK.01.02/2022 on the Establishment of the Anti-Bribery Management System Team of PT Angkasa Pura I, as lastly amended by the Board of Directors Decree No. SKEP.DU87/HK.01.02/2022 on the Second Amendment to the Board of Directors Decree No. SKEP.DU.0013/HK.01.02/2022 on the Establishment of the Anti-Bribery Management System Team of PT Angkasa Pura I, which includes 3 (three) Implementer Functions consisting of Accounting, Finance, and Procurement, as well as 7 supporting functions including Internal Audit, Legal and Compliance, Human Capital, Training and People Development, Corporate Secretary, Risk Management, and Quality Assurance. PT Angkasa Pura I has also developed and stipulated the Board of Directors Decree No. KEP.DU.190/HK.01/2020 on the Anti-Bribery Management System Guidelines in PT Angkasa Pura I dated November 4, 2020.

## ANTIKORUPSI, KOLUSI, NEPOTISME, DAN GRATIFIKASI

Anti-Corruption, Collusion, Nepotism and Gratification

PT Angkasa Pura I sejak 2020 sampai saat ini telah melaksanakan tahapan implementasi SMAP sesuai dengan sasaran dan rencana SMAP dan program komunikasi SMAP termasuk training ISO 37001:2016 SMAP. Kegiatan pada sasaran dan rencana SMAP meliputi:

1. Program *awareness* dan pelatihan terkait SMAP yang telah dilaksanakan pada triwulan III tahun 2022;
2. Publikasi kebijakan dan komitmen SMAP, 4 No's, gratifikasi, LHKPN, GCG, WBS dan program kepatuhan PT Angkasa Pura I kepada pegawai perusahaan sesuai dengan program komunikasi dengan bantuan unit kerja Corporate Secretary pada setiap semester pada 2022;
3. Program sosialisasi penerapan SMAP atau pengendalian anti penyuapan kepada pemangku kepentingan eksternal yang telah dilaksanakan pada setiap semester pada 2022;
4. Penandatanganan pakta integritas atau komitmen bersama Direksi dan Dewan Komisaris PT Angkasa Pura I telah dilaksanakan pada 4 Maret 2022;
5. Pelaksanaan identifikasi dan evaluasi mitigasi risiko SMAP khusus untuk fungsi implementer dan fungsi pendukung SMAP telah dilaksanakan pada triwulan III 2022. Setelah melalui tahapan penelaahan sistem yakni pelaksanaan audit internal, tinjauan, dan perbaikan berkelanjutan serta *surveillance audit*, pada 9 Desember 2022 PT Angkasa Pura I telah berhasil mendapatkan sertifikasi SNI ISO 3700:2016 Sistem Manajemen Anti Penyuapan (SMAP) yang dilaksanakan oleh PT Sucofindo untuk 3 fungsi implementer yakni fungsi *accounting*, *finance*, dan *procurement*.

Since 2020, PT Angkasa Pura I has implemented the stages of ABMS in accordance with ABMS targets, plans, and communication programs, including ISO 37001:2016 ABMS training. The activities related to SMAP targets and plans include:

1. ABMS awareness and training program conducted in the third quarter of 2022;
2. Dissemination of PT Angkasa Pura I's ABMS policy and commitment, 4 No's, gratification, LHKPN, GCG, WBS, and the Company's compliance program to employees in accordance with the communication program with the assistance of Corporate Secretary in each semester of 2022;
3. Dissemination program for implementation of ABMS or anti-bribery control to external stakeholders implemented in each semester of 2022;
4. The signing of the integrity pact by the Board of Directors and the Board of Commissioners of PT Angkasa Pura I on March 4, 2022;
5. Implementation of ABMS risk mitigation identification and evaluation, specifically for ABMS implementer and supporting functions, completed in the third quarter of 2022. Following the completion of the system review stages, namely implementation of internal audit, review, and continuous improvement and surveillance audit, PT Angkasa Pura I successfully obtained SNI ISO 3700: 2016 Anti-Bribery Management System (ABMS) certification conducted by PT Sucofindo for three implementer functions, namely accounting, finance, and procurement functions, on December 9, 2022.

## SISTEM PELAPORAN PELANGGARAN Whistleblowing System (WBS)

PT Angkasa Pura I menerapkan Sistem Pelaporan Pelanggaran (*Whistleblowing System* atau WBS) yang diatur dalam Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.16/OM.15.08/2022, KEP.02/DK.AP.I/2022. Sosialisasi WBS dilakukan melalui video infografis dengan tujuan untuk menimbulkan kesadaran insan PT Angkasa Pura I untuk mencegah tindak kecurangan dalam perusahaan. Tujuan penerapan WBS adalah sebagai berikut:

1. Menciptakan iklim kerja yang kondusif dan menjadi sarana bagi pemangku kepentingan (*stakeholders*) serta Insan PT Angkasa Pura I untuk melaporkan hal-hal yang dapat menimbulkan kerugian perusahaan, baik finansial maupun nonfinansial, yang dapat merusak citra dan keberlangsungan usaha PT Angkasa Pura I.
2. Tersedianya mekanisme deteksi dini (*early warning system*) atas kemungkinan terjadinya masalah akibat suatu pelanggaran.
3. Sebagai upaya dalam pengungkapan pelanggaran di PT Angkasa Pura I yang tidak sesuai dengan standar etika dan hukum.
4. Meningkatkan kepedulian (*awareness*) insan PT Angkasa Pura I untuk mencegah tindak kecurangan (*fraud*), pelanggaran hukum, pelanggaran etika, dan pelanggaran lainnya.
5. Tersedianya ketentuan untuk penanganan masalah pelanggaran secara internal, sebelum permasalahan tersebut menjadi masalah pelanggaran yang bersifat publik.
6. Mengurangi risiko yang dihadapi PT Angkasa Pura I, akibat dari terjadinya segala bentuk pelanggaran.
7. Mewujudkan prinsip tata kelola perusahaan yang baik (*good corporate governance*).

### CARA PENYAMPAIAN LAPORAN PELANGGARAN

Seluruh insan PT Angkasa Pura I maupun pihak eksternal dapat menyampaikan dugaan pelanggaran yang terjadi di lingkungan PT Angkasa Pura I melalui:

1. *Short Message Service* (SMS), aplikasi whatsapp, atau telepon dengan nomor 0811 1787 975.
2. Surat elektronik (e-mail) dengan alamat pengaduan. pelanggaran@ap1.co.id.

PT Angkasa Pura I implements Whistleblowing System (WBS), as set forth in the Joint Decree of the Board of Directors and Board of Commissioners No. KEP. DU.16/OM.15.08/2022, KEP.02/DK.AP.I/2022. WBS dissemination is carried out through an infographic video aimed at raising awareness among PT Angkasa Pura I personnel in order to prevent fraud within the Company. The objectives of WBS implementation are as follows:

1. Create a conducive work environment and a means for stakeholders and PT Angkasa Pura I personnel to report any activities that may cause financial or non-financial losses and damage the company's image and business continuity.
2. Provide an early warning system for possible problems resulting from violations.
3. Expose violations of ethical and legal standards at PT Angkasa Pura I
4. Increase the awareness of PT Angkasa Pura I employees in order to prevent fraud, legal violations, ethical violations, and other violations.
5. Provide a mechanism for dealing with internal violations so that they do not become a public violation issue.
6. Reduce the risks faced by PT Angkasa Pura I due to any form of violations.
7. Realize the principle of good corporate governance.

### MECHANISM FOR REPORTING VIOLATIONS

All PT Angkasa Pura I personnel and external parties can report alleged violations that occurred on the premises of PT Angkasa Pura I via:

1. SMS, WhatsApp, or Call 0811 1787 975.
2. E-mail pengaduan.pelanggaran@ap1.co.id.

## SISTEM PELAPORAN PELANGGARAN

Whistleblowing System (WBS)

3. Aplikasi *whistleblowing system* melalui website <http://wbs.ap1.co.id/>.

3. Whistleblowing system application at <http://wbs.ap1.co.id/>.



Jika dibutuhkan penyerahan *hard copy* dokumen yang terkait dengan dugaan pelanggaran (misalnya barang bukti), dapat ditujukan ke:

If hard copies of alleged violation documents (e.g., evidence) are required, they should be addressed to:

### PT Angkasa Pura I

#### Up. Ketua Tim Pengelola Whistleblowing System (Legal and Compliance)

Kota Baru Bandar Kemayoran Blok B. 12, Kav 2  
Jakarta Pusat, DKI Jakarta, 10610 Indonesia

Pelapor dapat mencantumkan identitas atau tidak mencantumkan identitas (anonim). Pelapor wajib memberikan informasi, bukti, atau dugaan dengan jelas. Unsur-unsur laporan yang wajib dipenuhi yaitu penjelasan mengenai dugaan pelanggaran, lokasi terjadinya pelanggaran, waktu pelanggaran dilakukan, dan pihak-pihak yang diduga terlibat melakukan pelanggaran.

Whistleblowers must provide their identify or remain anonymous. Whistleblowers are required to provide specific information, evidence, or allegations. The report must include an explanation of alleged violation, place of the incident, time of the incident, and the parties suspected of committing violations.



## SISTEM PELAPORAN PELANGGARAN

Whistleblowing System (WBS)

### PERLINDUNGAN BAGI PELAPOR DAN TERLAPOR

Dalam melaksanakan mekanisme pelaporan dugaan pelanggaran, perusahaan menetapkan kebijakan perlindungan bagi pelapor dan terlapor untuk mendorong keberanian dalam melakukan pelaporan pelanggaran. PT Angkasa Pura I memberikan perlindungan bagi pelapor dan pihak terlapor sesuai dengan Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP. DU.16/OM.15.08/2022, KEP.02/DK.AP.I/2022.

Bentuk perlindungan PT Angkasa Pura I bagi pelapor yaitu antara lain jaminan kerahasiaan identitas dan isi laporan, serta jaminan keamanan bagi pelapor maupun keluarganya dari kemungkinan terjadinya perlakuan yang merugikan. Pelapor dilindungi dari segala bentuk ancaman, intimidasi, pembalasan, tindakan tidak menyenangkan, ataupun perlakuan yang merugikan, seperti pemecatan tidak adil, penurunan jabatan atau pangkat, intimidasi, pelecehan atau diskriminasi dalam segala bentuk dan catatan yang merugikan dalam berkas data pribadi.

Perlindungan bagi pelapor ini dilakukan dengan mengingat asas kerahasiaan antara pelapor dengan perusahaan, apabila pembocoran sifat kerahasiaan ini dilakukan oleh pelapor maka akan menghapus kewajiban perusahaan atas jaminan kerahasiaan yang diberikan kepadanya dan dalam kasus tertentu dapat mengakibatkan hilangnya perlindungan kepada pelapor.

Terlapor juga memperoleh kesempatan penuh untuk memberikan penjelasan atas bukti-bukti yang ditemui, termasuk pembelaan jika diperlukan.

### LINGKUP PENGADUAAN DAN PENYELENGGARA WBS

Lingkup pengaduan yang dapat dilaporkan melalui WBS yaitu:

1. Penyalahgunaan fasilitas perusahaan;
2. Pengancaman;
3. Penyelewengan uang perusahaan;
4. Penyalahgunaan jabatan untuk kepentingan pribadi atau golongan atau kepentingan lain di luar perusahaan;

### PROTECTION FOR WHISTLEBLOWER AND REPORTED PARTY

In the implementation of a mechanism for reporting alleged violations, the Company establishes a policy for protecting whistleblower and reported party to encourage whistleblowers to report suspected violations. PT Angkasa Pura I provides protection for whistleblowers and reported parties in accordance with the Joint Decree of the Board of Directors and the Board of Commissioners No. KEP.DU.16/OM.15.08/2022, KEP.02/DK.AP.I/2022.

The Company's protection for whistleblowers includes guarantees of confidentiality of identity and report content, and safety for the whistleblowers and their family from potential adverse treatment. The whistleblowers are protected from any form of threats, intimidation, retaliation, unpleasant actions, or adverse treatment, such as unfair dismissal, demotion, intimidation, harassment, or discrimination in any form and detrimental records in personal data files.

Whistleblower protection is carried out by considering the principle of confidentiality between the whistleblower and the company. If the whistleblower breaches such confidentiality, the company's obligation to guarantee confidentiality will be removed, and in some cases, it may result in the loss of protection for the whistleblower.

The reported party is also given ample opportunity to explain the evidence found, including mounting a defense if necessary.

### SCOPE OF COMPLAINTS AND WBS MANAGEMENT

The following are the types of complaints that can be reported using the WBS:

1. Misuse of corporate facilities;
2. Threats;
3. Misappropriation of company funds;
4. Abuse of position for personal or group interests or other interests other than the Company's interests;

## SISTEM PELAPORAN PELANGGARAN

### Whistleblowing System (WBS)

- |   |  |
|---|--|
| 5. Penggelapan aset perusahaan;                       | 5. Embezzlement of company assets;                                   |
| 6. Penerimaan, pemberian, dan permintaan gratifikasi; | 6. Giving, receiving, or requesting gratuities;                      |
| 7. Pelanggaran etika dan perbuatan asusila;           | 7. Committing ethics violations and engaging in disgraceful conduct; |
| 8. Pembocoran rahasia perusahaan;                     | 8. Leaking the Company's confidential information;                   |
| 9. Pemerasan;   | 9. Extortion;  |
| 10. Pencurian;  | 10. Theft;   |
| 11. Penipuan;   | 11. Fraud;   |
| 12. Kecurangan;                                       | 12. Cheating;  |
| 13. Pelanggaran disiplin;                             | 13. Disciplinary violations;   |
| 14. Benturan kepentingan;                             | 14. Conflicts of interest;   |
| 15. Korupsi;  | 15. Corruption;  |
| 16. Kolusi;   | 16. Collusion;   |
| 17. Nepotisme.  | 17. Nepotism.  |

Penyelenggara *whistleblowing system* berdasarkan Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.16/OM.15.08/2022, KEP.02/DK.AP.I/2022 yang dilaksanakan oleh Tim Pengelola WBS, Tim Penanganan WBS, dan Tim Investigasi Khusus yang terdiri dari:

The implementation of whistleblowing system is based on the Joint Decree of the Board of Directors and the Board of Commissioners No. KEP.DU.16/OM.15.08/2022, KEP.02/DK.AP.I/2022, and is carried out by the WBS Management Team, WBS Handling Team, and Special Investigation Team, consisting of:

Tim Pengelola Whistleblowing System Whistleblowing System Management Team	
Susunan Anggota Composition	Kedudukan dalam Tim Position in the Team
<b>Tim Pengelola WBS</b> WBS Management Team	
Dewan Komisaris Board of Commissioners	Pengawas Supervisor
Direksi Board of Directors	Pengarah Steering
Direktur yang membidangi fungsi <i>compliance</i> Director in Charge of Compliance Function	Penanggung Jawab Person in Charge
Pejabat satu tingkat di bawah Direktur yang membidangi fungsi <i>compliance</i> Official one level below the Director in charge of compliance function	Pelaksana Executor
Pejabat dua tingkat di bawah Direktur yang membidangi fungsi <i>compliance</i> Official two levels below the Director in charge of compliance function	Pelaksana Executor
Pegawai yang berada di bawah pejabat dua tingkat di bawah Direktur yang membidangi fungsi <i>compliance</i> Employee under the official two levels below the Director in charge of compliance function	Pelaksana Executor
<b>Tim Penanganan WBS</b> WBS Handling Team	
Pejabat dan pegawai di unit kerja yang membidangi fungsi Internal Audit Officials and employees in the unit in charge of Internal Audit function	Pelaksana Executor

## SISTEM PELAPORAN PELANGGARAN

### Whistleblowing System (WBS)

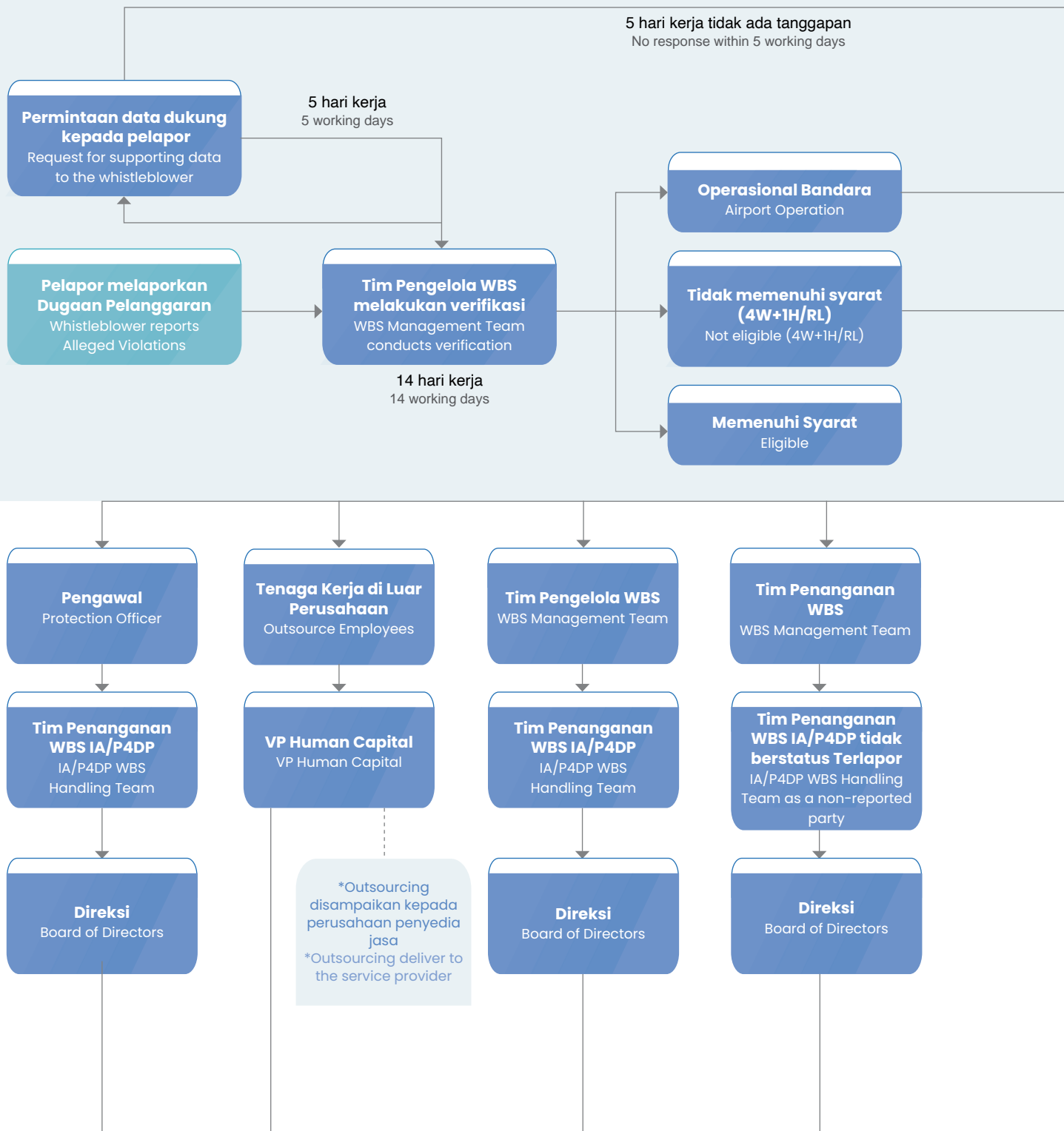
Tim Pengelola Whistleblowing System Whistleblowing System Management Team	
Susunan Anggota Composition	Kedudukan dalam Tim Position in the Team
Pejabat dan pegawai Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Officials and employees of the Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP)	Pelaksana Executor
<b>Tim Investigasi Khusus</b> Special Investigation Team	
Tim independen yang dibentuk apabila dibutuhkan oleh Dewan Komisaris untuk menindaklanjuti Dugaan Pelanggaran yang dilakukan oleh Direksi atau Organ Pendukung Dewan Komisaris. If the Board of Commissioners deems it necessary, an independent team is formed to investigate Alleged Violations committed by the Board of Directors or Supporting Organs of the Board of Commissioners.	
<ol style="list-style-type: none"> <li><b>Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Pegawai Perusahaan dan/atau Tenaga Kerja di Luar Pegawai di Perusahaan</b> Tim Pengelola WBS akan menyerahkan laporan kepada Tim Penanganan WBS untuk penanganan lebih lanjut.</li> <li><b>Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Tim Pengelola WBS</b> Tim Pengelola WBS yang tidak berkaitan akan menyerahkan laporan kepada Tim Penanganan WBS untuk penanganan lebih lanjut.</li> <li><b>Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Tim Penanganan WBS</b> Tim Pengelola WBS akan menyerahkan laporan kepada Tim Penanganan WBS yang tidak berkaitan untuk penanganan lebih lanjut.</li> <li><b>Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Direksi</b> Tim Pengelola WBS akan menyerahkan laporan kepada Dewan Komisaris untuk penanganan lebih lanjut.</li> <li><b>Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Dewan Komisaris</b> Tim Pengelola WBS akan menyerahkan laporan kepada pemegang saham untuk penanganan lebih lanjut.</li> <li><b>Dugaan Pelanggaran yang berkaitan dan/atau dilakukan oleh Organ Pendukung Dewan Komisaris</b> Tim Pengelola WBS akan menyerahkan laporan kepada Dewan Komisaris untuk penanganan lebih lanjut.</li> </ol>	<ol style="list-style-type: none"> <li><b>Alleged Violations involving and/or committed by Company Employees and/or Non-Employee Workers.</b> WBS Management Team submits a report to the WBS Handling Team for further handling.</li> <li><b>Alleged Violations involving and/or committed by the WBS Management Team</b> Uninvolved WBS Management Team submits a report to the WBS Handling Team for further handling.</li> <li><b>Alleged Violations involving and/or committed by the WBS Handling Team</b> WBS Management Team submit a report to the uninvolved WBS Handling Team for further handling.</li> <li><b>Alleged Violations involving and/or committed by the Board of Directors</b> WBS Management Team submits a report to the Board of Commissioners for further handling.</li> <li><b>Alleged Violations involving and/or committed by the the Board of Commissioners</b> WBS Management Team submits a report to the shareholders for further handling.</li> <li><b>Alleged Violations involving and/or committed by Supporting Organs of the Board of Commissioners</b> WBS Management Team submits a report to the Board of Commissioners for further handling.</li> </ol>

## SISTEM PELAPORAN PELANGGARAN

Whistleblowing System (WBS)

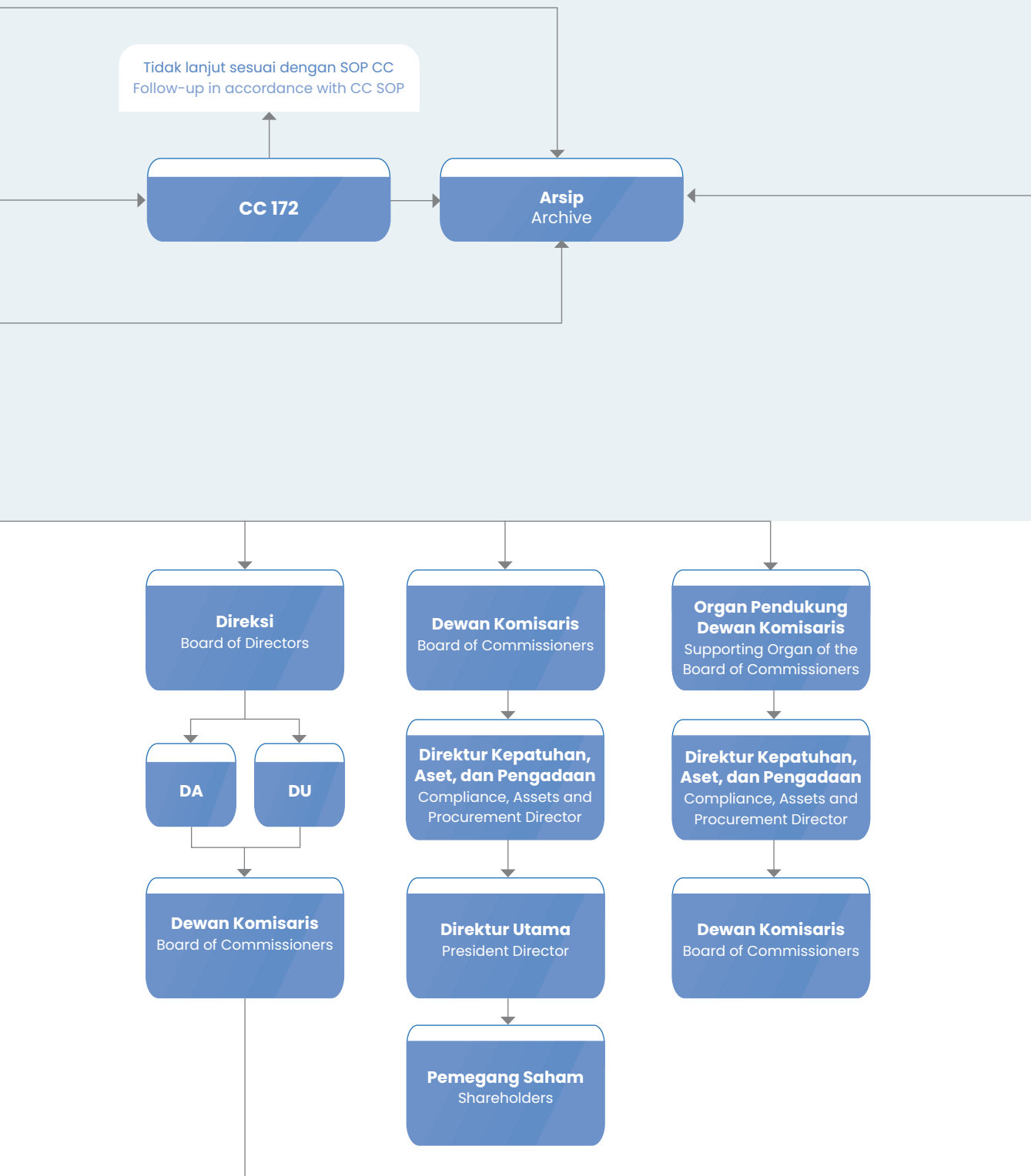
### MEKANISME PENANGANAN PENGADUAN

COMPLAINT HANDLING MECHANISM



## SISTEM PELAPORAN PELANGGARAN

Whistleblowing System (WBS)





## SISTEM PELAPORAN PELANGGARAN

### Whistleblowing System (WBS)

#### HASIL PENANGANAN PENGADUAN

Pada 2022, PT Angkasa Pura I telah menerima laporan dugaan pelanggaran dengan rincian sebagai berikut:

#### COMPLAINT HANDLING OUTCOMES

In 2022, PT Angkasa Pura I has received reports on alleged violations as follows:

Pengaduan Melalui WBS Angkasa Pura I Complaints through WBS of Angkasa Pura I			
Keterangan Description	2022	2021	2020
Jumlah pengaduan dari tahun lalu, per 31 Januari Total complaints from the previous year as of January 31	1	0	2
Pengaduan yang masuk pada tahun buku Incoming complaints in the fiscal year	21	11	0
Pengaduan yang diproses, sepanjang tahun: Processed complaints throughout the year:	22	11	0
• Pengaduan yang diproses dan selesai, per 31 Desember Processed and resolved complaints as of December 31	0	10	0
• Pengaduan yang belum selesai diproses, per 31 Desember Unprocessed complaints as of December 31	0	1	0
Jumlah pengaduan yang dilanjutkan tahun berikutnya Total complaints continued in the following year	0	1	0





## AKSES INFORMASI DAN INFORMASI DI WEBSITE PERUSAHAAN

### Information And Access To The Company's Website

Akses informasi mengenai PT Angkasa Pura I dapat diperoleh melalui laman perusahaan [www.ap1.co.id](http://www.ap1.co.id). Laman tersebut disajikan dalam Bahasa Indonesia dan Bahasa Inggris. Para pemangku kepentingan yang berkunjung dapat memperoleh informasi penting tentang peristiwa dan operasional bandara, informasi mengenai pertemuan dengan pemangku kepentingan, dan berbagai berita menarik yang disajikan di menu "Berita" pada *website*.

Pemangku kepentingan dapat mengakses laporan tahunan untuk mengetahui kinerja tahunan PT Angkasa Pura I melalui *website* PT Angkasa Pura I. Selain itu, *website* PT Angkasa Pura I memberikan informasi kepada pemegang saham, kode etik, informasi RUPS, struktur grup perusahaan, analisis kinerja keuangan, laporan keuangan, profil Dewan Komisaris dan Direksi, Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan unit Audit Internal, serta informasi lainnya.

Setiap bandara yang dikelola oleh PT Angkasa Pura I telah memiliki laman sendiri. Informasi yang tersaji di dalam *website* masing-masing bandara mencakup informasi jadwal kedatangan dan keberangkatan untuk seluruh maskapai baik domestik maupun internasional, informasi mengenai denah lokasi tempat layanan bagi pelanggan, serta informasi lainnya. Secara berkala, informasi-informasi yang disajikan dalam *website* senantiasa diperbarui, sehingga masyarakat dapat mengetahui perubahan yang terjadi jika sewaktu-waktu mengadakan perjalanan melalui bandara yang dikelola PT Angkasa Pura I.

The company's website, [www.ap1.co.id](http://www.ap1.co.id), provides access to information about PT Angkasa Pura I. The page is available in both Indonesian and English. Stakeholders can find valuable information about airport events and operations, as well as information about meetings with stakeholders, and other latest news, in the website's "News" menu.

Stakeholders can access the annual report on the PT Angkasa Pura I's website to learn about the company's annual performance. Furthermore, the PT Angkasa Pura I's website includes shareholder information, a code of conduct GMS information, a company group structure, financial performance analysis, financial reports, profiles of the Board of Commissioners and Directors, a Charter of the Board of Commissioners, Board of Directors, Committees, Internal Audit Unit, and other information.

Each airport managed by PT Angkasa Pura I has its respective website. The information presented on each airport's website includes arrival and departure schedules for all domestic and international airlines, and information on the customer service map. The information on the website is updated on a regular basis, so that the community is always aware of any changes that occur when they travel through the airports managed by PT Angkasa Pura I.





## AKSES INFORMASI DAN INFORMASI DI WEBSITE PERUSAHAAN

Information And Access To The Company's Website



# Tanggung Sosial Po

Corporate Social Responsibility





# Jawab perusahaan





# TATA KELOLA TANGGUNG JAWAB SOSIAL

## Governance of Social Responsibility

PT Angkasa Pura I menjalankan bisnis tanpa mengesampingkan Tanggung Jawab Sosial dan Lingkungan (TJSL) untuk memberikan nilai tambah bagi seluruh pemangku kepentingan. Dasar pelaksanaan TJSL adalah UU Nomor 40 Tahun 2007 tentang Perseroan Terbatas dan PP Nomor 47 tahun 2012 tentang Tanggung Jawab Sosial dan Lingkungan.

Kegiatan operasional yang berdekatan dengan masyarakat membuat perusahaan berkomitmen untuk memelihara hubungan saling pengertian (*mutual understanding*) dengan masyarakat lokal serta berpartisipasi aktif memberikan dampak positif bagi masyarakat sekitar wilayah operasional sesuai dengan regulasi yang berlaku. Dalam realisasinya, kegiatan TJSL PT Angkasa Pura I dilaksanakan oleh unit General Services and Corporate Social Responsibility dengan melibatkan seluruh karyawan.

PT Angkasa Pura I conducts business without disregarding Social and Environmental Responsibility (CSR) in order to provide added value to all stakeholders. Social and Environmental Responsibility is based on Law No. 40 of 2007 on Limited Liability Companies and Government Regulation No. 47 of 2012 on Social and Environmental Responsibility.

As the operational activities are carried out in the vicinity of the community, the Company is committed to maintaining mutual understanding with local communities and actively participating in providing a positive impact on the community surrounding the operational area in accordance with applicable regulations. The Company's Social and Environmental Responsibility (CSR) activities are implemented by the General Services and Corporate Social Responsibility Unit by involving all employees.







## KOMITMEN TANGGUNG JAWAB SOSIAL

PT Angkasa Pura I berkomitmen untuk berperan serta dalam mendukung capaian Tujuan Pembangunan Berkelanjutan di Indonesia, dengan harapan dapat berkontribusi dalam meningkatkan kualitas kehidupan dan lingkungan. Komitmen ini ditunjukkan dengan telah dimilikinya berbagai macam kebijakan terkait dengan komitmen perusahaan terhadap pembangunan berkelanjutan. Komitmen perusahaan diwujudkan melalui berbagai kebijakan yang relevan dengan aspek TJSL mencakup:

- Surat Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.41/2021 tentang Pedoman Manajemen Lingkungan PT Angkasa Pura I.
- Keputusan Direksi KEP 18 tentang Pedoman Bangunan Hijau Bandara PT Angkasa Pura I.
- Keputusan Direksi KEP 06 tentang Pedoman Pengelolaan Limbah B3 (LB3).
- Instruksi Direksi INST.DU.04/HK.01.02/2018 tanggal 15 Januari 2018 tentang Langkah-Langkah Penurunan Emisi Gas Rumah Kaca (GRK) di Bandar Udara PT Angkasa Pura I.

## THE COMMITMENT TO CORPORATE SOCIAL RESPONSIBILITY

PT Angkasa Pura I is committed to contributing to the achievement of Sustainable Development Goals in Indonesia, with the goal of improving the quality of life and environment. This commitment is demonstrated by having various policies related to the Company's commitment to sustainable development. The Company's commitment is realized through various policies relevant to the Social and Environment Responsibility aspects, including:

- Board of Directors Decree No. KEP.DU.41/2021 on Guidelines for Environmental Management of PT Angkasa Pura I.
- Board of Directors Decree No. KEP 18 on Guidelines for Green Building of PT Angkasa Pura I airports.
- Board of Directors Decree No. KEP 06 on Guidelines for Hazardous and Toxic Waste Management (LB3).
- Board of Directors Instruction No. INST.DU.04/HK.01.02/2018 dated January 15, 2018, on Measures to Reduce Greenhouse Gas Emissions (GHG) at PT Angkasa Pura I airports.

## TATA KELOLA TANGGUNG JAWAB SOSIAL

### Governance of Social Responsibility

- Instruksi Direksi INST.DU.18/HK.01.02/2018 tanggal 10 April 2018 tentang Pengelolaan Limbah dan Zat Kimia/Limbah Bahan Berbahaya dan Beracun (B3) di Bandar Udara PT Angkasa Pura I.
- Keputusan Direksi Nomor KEP.121/KP.30/2004 tanggal 9 Desember 2004 tentang Fasilitas Pejabat, Perjalanan Dinas, dan Pemeliharaan Kesehatan Pegawai PT Angkasa Pura I.
- Keputusan Direksi Nomor KEP.DU.153/OM.02/2020 tanggal 10 September 2020 tentang Pedoman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Korporat.
- Keputusan Direksi PT Angkasa Pura I Nomor KEP. DU.10/OM.02.03/2021 tentang Pedoman Pengelolaan Bahaya Satwa Liar (*Wildlife Hazard Management*) PT Angkasa Pura I.
- Surat Keputusan Direksi PT Angkasa Pura I Nomor KEP. DU.12/KU.13/2021 tanggal 23 September 2021 tentang Pedoman Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) serta Program Tanggung Jawab Sosial dan Lingkungan (TJSL) PT Angkasa Pura I.
- Board of Directors Instruction No. INST.DU.18/HK.01.02/2018 dated April 10, 2018, on Management of Waste and Chemical Substance/Hazardous and Toxic Waste (B3) at PT Angkasa Pura I airports.
- Board of Directors Decree No. KEP.121/KP.30/2004 dated December 9, 2004, on Official Facilities, Official Travel, and Health Care for Employees of PT Angkasa Pura I.
- Board of Directors Decree No. KEP.DU.153/OM.02/2020 dated September 10, 2020, on Guidelines for Corporate Occupational Health and Safety Management System (OHSMS).
- Board of Directors Decree No. KEP. DU.10/OM.02.03/2021 on Guidelines for Wildlife Hazard Management at PT Angkasa Pura I.
- Board of Directors Decree No. KEP. DU.12/KU.13/2021 dated September 23, 2021, on Guidelines for Micro and Small Enterprises Funding Program and Social and Environmental Responsibility (CSR) Program PT Angkasa Pura I.

#### METODE DAN RUANG LINGKUP DUE DILIGENCE TERHADAP DAMPAK SOSIAL, EKONOMI, DAN LINGKUNGAN DARI AKTIVITAS PERUSAHAAN

Unit CSR PT Angkasa Pura I bertanggung jawab atas rencana dan perumusan program tanggung jawab sosial dan lingkungan perusahaan hingga pelaksanaannya. Dalam proses perumusan program, dilakukan pendekatan partisipatif yang menggunakan metode *hearing* dengan melibatkan seluruh pemangku kepentingan dalam FGD. Dengan terlaksananya FGD, perusahaan dapat memahami permasalahan yang ada dan menyelesaikan permasalahan tersebut melalui program-program TJSL yang relevan.

PT Angkasa Pura I juga melakukan *review* terhadap peraturan dan norma sosial yang berlaku untuk dijadikan dasar dan panduan utama dalam membuat program tanggung jawab sosial perusahaan, baik peraturan di bidang operasional bandara, pengelolaan lingkungan, hak atas tanah, hak pekerja, kesetaraan gender, hingga ke norma budaya setempat.

#### METHOD AND SCOPE OF DUE DILIGENCE ON SOCIAL, ECONOMIC, AND ENVIRONMENTAL IMPACTS OF COMPANY ACTIVITIES

The Company's CSR Unit is responsible for planning, designing, and implementing corporate social and environmental responsibility programs. During the program design, the Company used a participatory approach by involving all stakeholders in a Focus Group Discussion. During the program formulation process, the Company uses a participatory approach with the hearing method, involving all stakeholders in a Focus Group Discussion. By conducting FGDs, the Company can better understand existing problems and resolve them through relevant CSR programs.

PT Angkasa Pura I also reviews applicable regulations and social norms to serve as the foundation and primary guide in developing corporate social responsibility programs, including airport operations regulations, environmental management, land rights, labor rights, gender equality, and local cultural norms.

## TATA KELOLA TANGGUNG JAWAB SOSIAL

### Governance of Social Responsibility

PT Angkasa Pura I terus melaksanakan aktivitas berkelanjutan sebagai tanggung jawab sosial perusahaan yang memberikan dampak positif dan mengurangi dampak negatif pada kegiatan yang dilakukan untuk mendukung keberlanjutan bisnis perusahaan, yang berorientasi pada aspek ekonomi, sosial, dan lingkungan. Oleh karena itu, PT Angkasa Pura I telah memiliki *due diligence* dari kegiatan tanggung jawab perusahaan yang meliputi:

- Survei *engagement* karyawan;
- Survei kepuasan pelanggan;
- *Focused Group Discussion* (FGD).

#### PEMANGKU KEPENTINGAN YANG TERDAMPAK ATAU BERPENGARUH PADA DAMPAK DARI KEGIATAN PERUSAHAAN

Pemangku kepentingan adalah kelompok atau individu yang memiliki dampak secara langsung atau pengaruh yang besar terhadap kegiatan bisnis perusahaan. Dengan posisi yang begitu strategis, maka perusahaan berkomitmen untuk membangun hubungan yang harmonis dengan segenap pemangku kepentingan, dan berupaya melibatkan mereka sesuai dengan kompetensi masing-masing.

PT Angkasa Pura I mengidentifikasi pemangku kepentingan berdasarkan pendekatan berikut:

1. *Dependency*, yaitu pemangku kepentingan yang teridentifikasi jika perusahaan memiliki ketergantungan pada seseorang atau sebuah organisasi, atau sebaliknya.
2. *Responsibility*, yaitu pemangku kepentingan yang teridentifikasi ketika perusahaan memiliki tanggung jawab legal, komersial, atau etika terhadap seseorang atau sebuah organisasi.
3. *Tension*, yaitu pemangku kepentingan yang teridentifikasi jika seseorang atau sebuah organisasi membutuhkan perhatian perusahaan yang signifikan terkait isu ekonomi, sosial, atau lingkungan.
4. *Influence*, yaitu pemangku kepentingan yang teridentifikasi jika seseorang atau sebuah organisasi memiliki pengaruh terhadap perusahaan atau strategi atau kebijakan pemangku kepentingan lain.

PT Angkasa Pura I continues to carry out corporate social responsibility activities that have a positive impact and reduce negative impacts on activities carried out to support the sustainability of the Company's business, oriented towards economic, social, and environmental aspects. Therefore, PT Angkasa Pura I conducts due diligence on corporate responsibility activities, including:

- Employee engagement survey;
- Customer satisfaction survey;
- Focused Group Discussion (FGD).

#### STAKEHOLDERS AFFECTED OR IMPACTED BY COMPANY ACTIVITIES

Stakeholders are groups or individuals who have a direct or significant impact on the Company's business operations. With such a strategic position, the Company is committed to developing harmonious relationships with all stakeholders and involving them in accordance with their respective competencies.

PT Angkasa Pura I identifies stakeholders using the following approaches:

1. *Dependency*: stakeholders are identified when the Company is dependent on an individual or organization, or vice versa.
2. *Responsibility*: stakeholders are identified when the company has legal, commercial, or ethical responsibilities to an individual or organization.
3. *Tension*: stakeholders are identified when an individual or organization requires significant attention from the company related to economic, social, or environmental issues.
4. *Influence*: stakeholders are identified when an individual or organization has influence over the company or other stakeholders' strategies or policies.



## TATA KELOLA TANGGUNG JAWAB SOSIAL

Governance of Social Responsibility

5. *Diverse Perspective*, yaitu pemangku kepentingan yang teridentifikasi jika seseorang atau sebuah organisasi memiliki pandangan yang berbeda yang dapat mempengaruhi situasi dan mendorong adanya aksi yang tidak ada sebelumnya.
6. *Proximity*, yaitu pemangku kepentingan yang teridentifikasi jika seseorang atau sebuah organisasi memiliki kedekatan geografis dan operasional dengan perusahaan.

Informasi pemetaan pemangku kepentingan secara terperinci disampaikan di Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022.

5. *Diverse Perspective*: stakeholders are identified when an individual or organization has different views that can influence the situation and drive new actions.
6. *Proximity*: stakeholders are identified when an individual or organization has geographical and operational proximity to the company.

Detailed information on stakeholder mapping is presented in PT Angkasa Pura I's Sustainability Report for the 2022 fiscal year.



## KINERJA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN

### Corporate Social and Environmental Responsibility Performance as Obligations and Beyond Obligations

Program tanggung jawab sosial dan lingkungan di PT Angkasa Pura I telah memenuhi regulasi yang berlaku dan secara sukarela memenuhi kewajiban yang relevan dengan bisnis kebandarudaraan. Kegiatan tanggung jawab sosial dan lingkungan yang dilaksanakan perusahaan, yaitu sebagai berikut:

PT Angkasa Pura I's social and environmental responsibility program complied with applicable regulations and voluntarily fulfills airport-related obligations. The following are the company's social and environmental responsibility activities:

#### Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan Scope of Social and Environmental Responsibility Activities

#### Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Merupakan Kewajiban Social and Environmental Responsibility Activities as Obligations

##### Lingkungan Hidup Environment

##### Kegiatan/Program Activities/Programs

- Diperolehnya Persetujuan Lingkungan dan Perizinan Berusaha dari studi AMDAL pembangunan Bandar Udara Baru dan Pengembangan Bandar Udara;
- Monitoring dan Pelaporan Lingkungan Hidup Bandar Udara dan Kantor Pusat;
- Pengelolaan dan Pemantauan Lingkungan Hidup sesuai dengan Kaidah Bandara Ramah Lingkungan;
- Sertifikasi personel bandar udara;
- Penanaman terumbu karang di pantai Laha Ambon;
- Penanaman mangrove di pantai Urfu Biak dan Desa Ampekale Maros;
- Penanaman tanaman di sisi selatan bandara Yogyakarta Internasional Airport.

- Obtaining an Environmental Approval and Business Licensing from the Environmental Impact Assessment (AMDAL) study for the construction of New Airport and Airport Development;
- Environmental monitoring and reporting at the airports and the head office;
- Environmental Management and Preservation according to the Eco-Friendly Airport Rules;
- Airport personnel certification;
- Coral reef planting at Laha beach in Ambon;
- Mangrove planting at Urfu beach in Biak and Ampekale Village, Maros;
- Planting trees on the south side of Yogyakarta International Airport.

##### Dasar Regulasi Basis of Regulations

- Undang-Undang Nomor 32 Tahun 2009 tentang Perlindungan dan Pengelolaan Lingkungan Hidup;
- Peraturan Pemerintah Nomor 40 Tahun 2012 tentang Pembangunan dan Pelestarian Lingkungan Hidup Bandar Udara;
- Peraturan Pemerintah Nomor 22 Tahun 2021 tentang Penyelenggaraan Perlindungan dan Pengelolaan Lingkungan Hidup;
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 4 Tahun 2021 tentang Daftar Usaha dan/atau Kegiatan yang Wajib Memiliki Amdal, UKL-UPL atau SPPLH;
- Peraturan Menteri Lingkungan Hidup dan Kehutanan Nomor 5 Tahun 2021 tentang Tata Cara Penerbitan Persetujuan Teknis dan Surat Kelayakan Operasional Bidang Pengendalian;
- Peraturan Menteri Kelautan dan Perikanan Republik Indonesia Nomor 24/PERMEN-KP/2016 tentang Tata Cara Rehabilitasi Wilayah Pesisir dan Pulau-Pulau Kecil Pencemaran Lingkungan;
- Peraturan Menteri Perhubungan Nomor 54 tahun 2017 tentang Pengelolaan Limbah dan zat kimia Pengoperasian Pesawat udara dan bandar udara;
- Peraturan Menteri Perhubungan Nomor 37 tahun 2021 tentang Personel Bandar Udara;
- Peraturan Dirjen Perhubungan Udara Nomor SKKP/124/VI/2009 tentang Pedoman Pelaksanaan Bandar Udara Ramah Lingkungan (*Eco Airport*).

- Law No. 32/2009 on Environmental Protection and Management;
- Government Regulation No. 40/2012 on Airport Development and Environmental Conservation;
- Government Regulation No. 22/2021 on Implementation of Environmental Protection and Management;
- Minister of Environment and Forestry Regulation No. 4/2021 on List of Business and/or Activities Required to have AMDAL, UKL-UPL, or SPPLH;
- Minister of Environment and Forestry Regulation No. 5/2021 on Procedure for The Issuance of Technical Approval and Operational Feasibility Certificate in Environmental Pollution Control Sector;
- Minister of Maritime Affairs and Fisheries Regulation No. 24/PERMEN-KP/2016 on Procedures for Rehabilitation of Polluted Coastal Areas and Small Island;
- Minister of Transportation Regulation No. 54/2017 on Waste and Chemical Management of Aircraft and Airport Operation;
- Minister of Transportation Regulation No. 37/2021 on Airport Personnel
- Directorate General of Civil Aviation Regulation No. SKKP/124/VI/2009 on the Guidelines for the Implementation of Environmentally Friendly Airports (*Eco Airport*).

# KINERJA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN

Corporate Social and Environmental Responsibility Performance as Obligations and Beyond Obligations

## Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan Scope of Social and Environmental Responsibility Activities



### Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Merupakan Kewajiban Social and Environmental Responsibility Activities as Obligations

#### Keselamatan dan Kesehatan Kerja Occupational Safety

<p>Kegiatan/Program Activities/Programs</p>	<ul style="list-style-type: none"> <li>Implementasi Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) 166 Kriteria di 15 Cabang/Bandara PT Angkasa Pura I;</li> <li>Pelaksanaan pengawasan dan pengukuran kinerja keselamatan kerja di seluruh bandara PT Angkasa Pura I;</li> <li>Pembinaan K3 melalui program safety briefing, sosialisasi dan pelatihan K3.</li> </ul>	<ul style="list-style-type: none"> <li>Implementation of Occupational Health and Safety Management System (OHSMS) with 166 Criteria at 15 PT Angkasa Pura I branches/airports;</li> <li>Implementation of supervision and measurement of occupational safety performance at all PT Angkasa Pura I airports;</li> <li>OHS coaching through safety briefing program, dissemination, and OHS training.</li> </ul>
	<p>Promosi K3:</p> <ol style="list-style-type: none"> <li>Bulan K3 Nasional</li> <li>Kampanye K3</li> <li>Video Promosi K3</li> </ol> <ul style="list-style-type: none"> <li>Airport Safety Annual Meeting;</li> <li>Sertifikasi Sistem Manajemen K3 berdasarkan PP 50 tahun 2012;</li> <li>Sertifikasi Sistem Manajemen K3 berdasarkan ISO 45001:2018;</li> <li>Pengembangan <i>Online Safety Reporting System</i>;</li> <li>Penyusunan Surat Edaran Terkait keselamatan;</li> <li>Sertifikasi fasilitas dan peralatan secara berkala;</li> <li>Sertifikasi Personel sesuai bidang kerjanya;</li> <li>Pengukuran kualitas lingkungan kerja &amp; <i>Health Risk Assessment</i>;</li> <li>Sosialisasi/Seminar/Pelatihan K3 bagi para pemangku kepentingan;</li> <li><i>Safety Briefing</i> untuk para kontraktor, vendor, tenant dan pemangku kepentingan;</li> <li>Kampanye dan promosi keselamatan di bandara;</li> <li>Simulasi latihan tanggap darurat;</li> <li>inspeksi keselamatan;</li> <li>Monitoring aspek keselamatan kepada pada proyek Pengembangan bandara.</li> </ul>	<p>OHS Promotion:</p> <ol style="list-style-type: none"> <li>National OHS Month</li> <li>OHS Campaign</li> <li>OHS Promotion Video</li> </ol> <ul style="list-style-type: none"> <li>Airport Safety Annual Meeting;</li> <li>OHS Management System Certification based on Government Regulation No. 50/2012;</li> <li>OHS Management System Certification based on ISO 45001:2018;</li> <li>Development of Online Safety Reporting System;</li> <li>Preparation of Safety Circulars;</li> <li>Periodic Certification of Facilities and Equipment;</li> <li>Personnel Certification based on field of work;</li> <li>Measurement of work environment quality &amp; Health Risk Assessment;</li> <li>OHS Dissemination/Seminar/Training for stakeholders;</li> <li>Safety Briefing for Contractors, Vendors, Tenants and Stakeholders;</li> <li>OHS Campaign and Promotion at Airports;</li> <li>Emergency Response Exercise Simulation;</li> <li>OHS Inspection;</li> <li>Monitoring OHS aspects on Airport Development Project.</li> </ul>
<p>Dasar Regulasi Basis of Regulations</p>	<ul style="list-style-type: none"> <li>Undang-undang Nomor 1 tahun 1970 tentang Keselamatan Kerja;</li> <li>Peraturan Pemerintah Nomor 50 tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja;</li> <li>Peraturan Menteri Ketenagakerjaan RI Nomor 5 tahun 2018 tentang K3 Lingkungan Kerja.</li> </ul>	<ul style="list-style-type: none"> <li>Law No. 1/1970 on Occupational Safety</li> <li>Government Regulation No. 50/2012 on Implementation of Occupational Health and Safety Management System</li> <li>Regulation of the Minister of Manpower of the Republic of Indonesia No. 5/2018 on Occupational Health and Safety in the Workplace</li> </ul>

#### Keselamatan Operasional Bandara Airport Operational Safety

<p>Kegiatan/Program Activities/Programs</p>	<ul style="list-style-type: none"> <li>Program-program Pilar Lingkungan (<i>Wildlife Hazard Management</i>) yang telah terealisasi pada tahun 2020-2021 adalah sebagai berikut : <ul style="list-style-type: none"> <li>Penyusunan Kebijakan terkait pengelolaan satwa liar (termasuk di dalamnya pengelolaan ekosistem di sekitar bandara);</li> <li>Sosialisasi Kebijakan terkait pengelolaan satwa liar;</li> <li>Penyusunan Dokumen <i>Wildlife Hazard Management Plan</i>;</li> <li>Penyusunan Infografis <i>Wildlife Hazard Management Plan</i>;</li> <li>Berpartisipasi dalam Kajian Pengelolaan Satwa Liar : "Harmonisasi Kebijakan Pengelolaan Ekosistem di Sekitar Bandar Udara untuk Penanggulangan Satwa Liar" bekerjasama dengan Pusat Penelitian dan Pengembangan Kementerian Perhubungan;</li> <li>Identifikasi keberadaan satwa liar;</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>The following Pillars of Environment (Wildlife Hazard Management) programs were implemented in 2020-2021: <ul style="list-style-type: none"> <li>Formulation of wildlife management policies (including ecosystem management all over airports);</li> <li>Dissemination of wildlife management policy;</li> <li>Preparation of Wildlife Hazard Management Plan Documents;</li> <li>Preparation of Infographics for Wildlife Hazard Management Plan;</li> <li>Attended in the Wildlife Management Study: "Harmonization of Ecosystem Management Policy All Over Airports for Wildlife Management" in collaboration with the Research and Development Center of the Ministry of Transportation;</li> <li>Identification of Wildlife Presence;</li> </ul> </li> </ul>
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# KINERJA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN

Corporate Social and Environmental Responsibility Performance as Obligations and Beyond Obligations

## Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan Scope of Social and Environmental Responsibility Activities

### Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Merupakan Kewajiban Social and Environmental Responsibility Activities as Obligations

	<ul style="list-style-type: none"> <li>» Pembentukan <i>Task Force</i> Penanganan Bahaya Hewan Liar;</li> <li>» Berpartisipasi dalam Webinar Pengelolaan Satwa Liar: “Harmonisasi Kebijakan Pengelolaan Ekosistem di Sekitar Bandar Udara untuk Penanggulangan Satwa Liar” yang bekerjasama dengan Pusat Penelitian dan Pengembangan Kementerian Perhubungan.</li> </ul>	<ul style="list-style-type: none"> <li>» Establishment of Task Force for Handling Wild Animal Hazards;</li> <li>» Attended in Webinar on Wildlife Management: “Harmonization of Ecosystem Management Policy All Over Airports for Wildlife Management” in collaboration with the Research and Development Center of the Ministry of Transportation</li> </ul>
Dasar Regulasi Basis of Regulations	<ul style="list-style-type: none"> <li>• Undang-Undang Nomor 1 Tahun 2009 tentang Penerbangan</li> <li>• Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 62 Tahun 2017 tentang Peraturan Keselamatan Penerbangan Sipil Bagian 19 (<i>Civil Aviation Safety Regulation Part 19</i>) tentang Sistem Manajemen Keselamatan (<i>Safety Management System</i>);</li> <li>• Peraturan Menteri Perhubungan Republik Indonesia Nomor PM 95 Tahun 2021 tentang Peraturan Keselamatan Penerbangan Sipil Bagian 139 (<i>Civil Aviation Safety Regulation Part 139</i>) tentang Bandar Udara (Aerodrome) (Berita Negara Republik Indonesia Tahun 2017 Nomor 1295);</li> <li>• Peraturan Direktur Jenderal Perhubungan Udara Nomor KP 326 Tahun 2019 tentang Standar Teknis Dan Operasi Peraturan Keselamatan Penerbangan Sipil Bagian 139 (<i>Manual of Standard CASR Part 139</i>) Volume I Bandar Udara (<i>Aerodrome</i>);</li> <li>• Keputusan Direksi Nomor KEP.DU.153/OM.02/2020 tentang Pedoman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Korporat PT Angkasa Pura I;</li> <li>• Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.154/OM.02/2020 tentang Pedoman Sistem Manajemen Keselamatan (<i>Safety Management System</i>) PT Angkasa Pura I;</li> <li>• Keputusan Direksi PT Angkasa Pura I Nomor KEP.DU.10/OM.02.03/2021 tentang Pedoman Pengelolaan Bahaya Satwa Liar (<i>Wildlife Hazard Management</i>) PT Angkasa Pura I.</li> </ul>	<ul style="list-style-type: none"> <li>• Law No. 1/2009 on Aviation</li> <li>• Regulation of the Minister of Transportation of the Republic of Indonesia No. PM 62/2017 on Civil Aviation Safety Regulations Part 19 on Safety Management System</li> <li>• Regulation of the Minister of Transportation of the Republic of Indonesia No. PM 95/2021 on Civil Aviation Safety Regulation Part 139 on Aerodrome (State Gazette of the Republic of Indonesia of 2017 No. 1295);</li> <li>• Regulation of the Directorate General of Civil Aviation No. KP 326/2019 on Technical Standards and Operations of Civil Aviation Safety Regulations Part 139 (Manual of Standard CASR Part 139) Volume I Aerodrome;</li> <li>• The Board of Directors Decree No. KEP.DU.153/OM.02/2020 on Guidelines for Corporate Occupational Health and Safety Management System of PT Angkasa Pura I;</li> <li>• The Board of Directors Decree of PT Angkasa Pura I (Persero) No. KEP.DU.154/OM.02/2020 on Guidelines for Safety Management System of PT Angkasa Pura I;</li> <li>• The Board of Directors Decree of PT Angkasa Pura I No. KEP.DU.10/OM.02.03/2021 on Guidelines for Wildlife Hazard Management of PT Angkasa Pura I.</li> </ul>

## Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan Scope of Social and Environmental Responsibility Programs

### Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Melebihi Kewajiban Social and Environmental Responsibility Programs Beyond Obligation

#### Lingkungan Environment

- Penanaman pohon di dalam kawasan bandara untuk 15 kantor cabang;
- Kegiatan penanaman mangrove di luar area bandara sebagai kawasan *greenbelt* (SRG, YIA, & BIK);
- Transplantasi terumbu karang (AMQ);
- Kegiatan daur ulang sampah untuk menjadi pupuk (*composting*) di bandara (SRG & BPN);
- Penggunaan kendaraan listrik untuk operasional bandara (YIA);
- Penggunaan *solar cell* untuk penerangan jalan umum;
- Kerjasama dengan Perum DAMRI untuk penyediaan bus listrik (DPS);
- Penanaman pohon di lingkungan sekitar Bandara seperti di Ampekale, Manado, Hutan Raya Tuban, Pantai Manggar Balikpapan, Kulon Progo, Sentani, dan Mojokerto.
- Tree planting within the airport area for 15 branch offices;
- Mangrove planting activities outside the airport area as a greenbelt area (SRG, YIA, & BIK);
- Coral reef transplantation (AMQ);
- Waste recycling activities to create fertilizer (composting) at the airports (SRG & BPN);
- Use of electric vehicles for airport operations (YIA);
- Use of solar panels for public street lighting;
- Collaboration with Perum DAMRI to provide electric buses (DPS);
- Tree planting within the airports, including in Ampekale, Manado, Tuban Great Forest, Manggar Beach in Balikpapan, Kulonprogo, Sentani and Mojokerto.

## KINERJA TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN PERUSAHAAN YANG MERUPAKAN KEWAJIBAN MAUPUN YANG MELEBIHI KEWAJIBAN

Corporate Social and Environmental Responsibility Performance as Obligations and Beyond Obligations

### Cakupan Kegiatan Tanggung Jawab Sosial dan Lingkungan Scope of Social and Environmental Responsibility Programs

#### Kegiatan Tanggung Jawab Sosial dan Lingkungan yang Melebihi Kewajiban Social and Environmental Responsibility Programs Beyond Obligation

<b>Kesehatan</b> Health	<ul style="list-style-type: none"> <li>Pelayanan Kesehatan Keliling yang telah dilaksanakan di 13 daerah sekitar Kantor Cabang;</li> <li>Sunat massal yang dilaksanakan di Balikpapan.</li> </ul>	<ul style="list-style-type: none"> <li>Mobile Health Services have been provided in 13 areas near the Branch Offices;</li> <li>Mass circumcision has been carried out in Balikpapan.</li> </ul>
<b>Pendidikan</b> Education	<ul style="list-style-type: none"> <li>Beasiswa penuh DIII Kebandarudaraan;</li> <li>Bantuan pendidikan dalam rangka HUT PT Angkasa Pura I kepada siswa difabel, perpustakaan digital;</li> <li>Bantuan kegiatan seminar/pelatihan bagi UKM dan masyarakat;</li> <li>Bantuan pendidikan kepada masyarakat kurang mampu melalui Yayasan BUMN untuk Indonesia;</li> <li>Bantuan kolaborasi BUMN bidang pendidikan;</li> <li>Serta bantuan pembangunan / renovasi fasilitas pendidikan.</li> </ul>	<ul style="list-style-type: none"> <li>DIII Airport full scholarship;</li> <li>Educational assistance to students with disabilities within the framework of PT Angkasa Pura I Anniversary and digital library;</li> <li>Assistance with seminars and training activities for SMEs and the community;</li> <li>Educational assistance to underprivileged communities through the SOEs Foundation for Indonesia;</li> <li>Assistance with SOE collaboration in education; and</li> <li>Assistance in the construction/renovation of educational facilities.</li> </ul>
<b>Pemberdayaan masyarakat</b> Community empowerment	<ul style="list-style-type: none"> <li>Pengembangan pariwisata di 9 Kantor Cabang (UPG, BIK, MDC, YIA, SOC, BDJ, AMQ, KOE, dan DJJ);</li> <li>Pengembangan UMK Binaan dan UMKM;</li> <li>Bantuan TJSL PUMK yang diberikan berupa bantuan pinjaman yang dilaksanakan secara mandiri dan dengan pola kerjasama melalui BRI.</li> </ul>	<ul style="list-style-type: none"> <li>Tourism development in 9 Branch Offices (UPG, BIK, MDC, YIA, SOC, BDJ, AMQ, KOE, and DJJ);</li> <li>Development of Fostered MSEs and MSMEs;</li> <li>Social and Environmental Responsibility and SMEs Funding assistance provided in the form of loan assistance, carried out independently and in collaboration with BRI.</li> </ul>
<b>Infrastruktur</b> Infrastructure	<ul style="list-style-type: none"> <li>Bantuan yang disalurkan berupa membuat sumur bor untuk masyarakat di wilayah Dusun Kampu Desa Ketawa, Lombok Tengah;</li> <li>Bantuan yang disalurkan antara lain berupa bantuan pembangunan dan renovasi sarana ibadah beserta sarana umum di daerah sekitar Bandara.</li> </ul>	<ul style="list-style-type: none"> <li>The assistance in the form of drilling wells for the community in Kampu, Ketawa Village, Central Lombok;</li> <li>The assistance included funds for the construction and renovation of worship facilities and public facilities in the areas near the airport.</li> </ul>

### Biaya Tanggung Jawab Sosial dan Lingkungan Perusahaan (Dalam Rupiah) Corporate Social and Environmental Responsibility Costs (In Rupiah)

Wilayah Kerja Work Area	2022	2021	2020
TJSL dan Pendanaan UMK* Social and Environmental Responsibility and SME Funding*	33.412.419.074	33.519.829.316	55.101.404.255
Keselamatan Kesehatan Kerja (K3) Occupational Health and Safety	807.768.409	1.073.301.000	838.917.850
Biaya Perlindungan Konsumen (Keselamatan Pengguna Jasa) Consumer Protection Cost (Safety of Service Users)	3.345.000.000	3.702.500.003	3.752.500.003
Dana Pelestarian Lingkungan* Environmental Conservation Fund*	8.394.241.786	232.150.000	1.805.080.000

\*Terdapat pernyataan kembali data tahun 2019, tahun 2020 dan tahun 2022 karena adanya perubahan sistem kategorisasi data.

\*There is a restatement of 2019, 2020 and 2022 datas due to changes in the data categorization system.

Pada 2022, terdapat peningkatan biaya yang dikeluarkan untuk realisasi dana pelestarian lingkungan dibandingkan pada 2021. Hal ini dikarenakan perbedaan dalam pengumpulan dan sistem pengkategorian pada tahun 2022, dimana Perseroan mengakumulasi seluruh biaya yang dikeluarkan untuk pelestarian lingkungan di 15 bandara.

The costs incurred for the realization of the environmental preservation fund increased in 2022 compared to 2021. This was due to differences in the collection and categorization system in 2022 after the Company accumulated all environmental conservation costs incurred at 15 airports.



## **PRAKTIK OPERASI YANG ADIL**

### **Fair Operating Practices**

#### **KOMITMEN DAN KEBIJAKAN**

Dalam kebijakan tanggung jawab sosial terkait dengan operasi yang adil, PT Angkasa Pura I merumuskan suatu standar nilai yang mencakup nilai-nilai dalam melaksanakan tanggung jawab dan tugas (etika kerja) serta nilai-nilai dalam berbisnis (etika bisnis) dalam suatu Pedoman Etika Perusahaan (*Code of Conduct*). Pedoman Etika Perusahaan merupakan bagian dari pelaksanaan GCG PT Angkasa Pura I yang disusun berdasarkan peraturan perundang-undangan yang berlaku, anggaran dasar perusahaan, kebijakan-kebijakan GCG, ketentuan yang berlaku, serta praktik-praktik terbaik. *Code of Conduct* mengatur beberapa aspek antara lain antikorupsi, persaingan sehat, kepatuhan hukum, dan pengaturan keterlibatan dalam aktivitas politik.

#### **RENCANA KEGIATAN**

Dalam rangka mencapai praktik operasi yang adil, diperlukan dukungan dari setiap unsur di dalam internal PT Angkasa Pura I maupun dari seluruh pemangku kepentingan. Dengan dilaksanakannya tanggung jawab ini, PT Angkasa Pura I menargetkan dapat melakukan seluruh aktivitas kerja dan aktivitas usaha yang menciptakan suatu hubungan yang harmonis, saling menghargai, saling bertanggung jawab dan terciptanya saling percaya di antara insan PT Angkasa Pura I maupun dengan para pemangku kepentingan.

Pada praktiknya, PT Angkasa Pura I memfasilitasi segala bentuk komunikasi dengan berbagai pemangku kepentingan, baik di internal maupun eksternal perusahaan. Di internal terdapat kegiatan *CEO Talks* sebagai bentuk forum komunikasi dua arah antara manajemen dengan seluruh karyawan. *CEO Talks* memungkinkan manajemen dapat menyampaikan kebijakan strategis arah perusahaan dan langsung dapat mendengar aspirasi seluruh karyawan, baik di Kantor Pusat maupun Kantor Cabang melalui metode *video conference*. Selain itu, terdapat beberapa saluran komunikasi lain di internal perusahaan untuk menjaga kepercayaan dan rasa saling menghargai.

#### **COMMITMENT AND POLICY**

PT Angkasa Pura I formulates value standards in the Code of Conduct in the social responsibility policy related to fair operations, including values in carrying out responsibilities and duties (work ethics) and values in doing business (business ethics). The Code of Conduct is part of PT Angkasa Pura I's GCG implementation, which is based on applicable laws and regulations, the Articles of Association, GCG policies, applicable provisions, and best practices. The Code of Conduct governs a variety of issues, including anti-corruption, fair competition, legal compliance, and restrictions on political participation.

#### **ACTION PLAN**

PT Angkasa Pura I requires the support of all internal and external stakeholders to achieve fair operating practices. With the implementation of this responsibility, PT Angkasa Pura I aims to carry out all work activities and business activities in order to create a harmonious relationship, mutual respect, mutual responsibility, and mutual trust between PT Angkasa Pura I personnel and stakeholders.

In practice, PT Angkasa Pura I facilitates all forms of communication with the Company's internal and external stakeholders. Internally, the Company runs the CEO Talks program as a two-way communication forum between management and all employees. CEO Talks uses video conferencing to enable management to convey strategic policies toward the company's direction and to quickly hear the aspirations of all employees at the Head Office and Branch Offices. Furthermore, the company has a variety of other communication channels to maintain trust and mutual respect.

## PRAKTIK OPERASI YANG ADIL

### Fair Operating Practices

Untuk menjaga hubungan kerja yang harmonis dengan mitra kerja, terdapat serangkaian *tools* yang dapat dipergunakan, seperti *airlines gathering* untuk mitra maskapai, *tenant gathering* untuk para mitra *tenant* di bandara-bandara kelolaan perusahaan, dan *coffee morning* dengan seluruh mitra di bandara untuk menyamakan persepsi mengenai perkembangan terkini menyikapi potensi masalah yang akan terjadi sehingga dapat ditangani secara adil.

### RUANG LINGKUP DAN PELAKSANAAN KEGIATAN PENGELOLAAN OPERASI YANG ADIL ETIKA USAHA

Dalam melaksanakan praktik operasi yang adil, seluruh insan PT Angkasa Pura I, wajib mengikuti Pedoman Etika Perusahaan yang mengatur perilaku beretika berikut:

1. Dalam hubungan perusahaan dengan pegawai dan tenaga kerja di luar pegawai di perusahaan, serta hubungan industrial, PT Angkasa Pura I senantiasa menjaga dedikasi dan loyalitas sumber daya manusia sebagai aset penting perusahaan. PT Angkasa Pura I senantiasa mendukung pengembangan kualitas sumber daya alam agar cakap, terlatih, dan berprestasi sesuai dengan kebutuhan visi, misi, serta program jangka panjang perusahaan.
2. Dalam hubungan perusahaan dengan pengguna jasa, PT Angkasa Pura I menerapkan prinsip terbuka dalam bersaing, integritas, transparan, adil, dan akuntabel untuk menciptakan hubungan yang saling menguntungkan.
3. Dalam hubungan perusahaan dengan pemerintah, PT Angkasa Pura I senantiasa mematuhi hukum dan peraturan perundang-undangan yang berlaku.
4. Dalam hubungan perusahaan dengan mitra usaha, PT Angkasa Pura I senantiasa menghormati hak-hak mitra usaha dan mitra strategis, di samping menuntut kewajibannya.

### PENCEGAHAN KORUPSI

Dukungan dan tindakan pencegahan korupsi dijalankan melalui:

To maintain a harmonious working relationship with business partners, a variety of tools can be used, such as airlines gathering for airline partners, tenant gathering for tenant partners at AP 1's airports, and coffee morning with all partners at airports to share perceptions on developments and address potential issues that may arise for proper handling.

### SCOPE AND IMPLEMENTATION OF FAIR OPERATING PRACTICES BUSINESS ETHICS

In carrying out fair operating practices, all PT Angkasa Pura I personnel must adhere to the Company's Code of Conduct, which governs the following ethical behavior:

1. In the Company's relationship with employees, external workers, and industries, PT Angkasa Pura I strives to always maintain the dedication and loyalty of human resources as an important asset. The Company is committed to the continuous development of high-quality human resources in order to ensure the availability of competencies, skills, and excellence in accordance with the Company's vision, mission, and long-term plans.
2. In the Company's relationship with service users, PT Angkasa Pura I adheres to the principles of open competition, integrity, transparency, fairness, and accountability to build mutually beneficial relationships.
3. In the Company's relationship with the Government, PT Angkasa Pura I always complies with applicable laws and regulations.
4. In the Company's relationship with business partners, PT Angkasa Pura I consistently respects the rights of its business and strategic partners while demanding that they fulfill their obligations.

### CORRUPTION PREVENTION

Corruption prevention support and measures are carried out through:

1. Establishment of gratification and anti-corruption

## PRAKTIK OPERASI YANG ADIL

### Fair Operating Practices

1. Penetapan kebijakan gratifikasi dan antikorupsi;
2. Sosialisasi dan implementasi *good corporate governance*, *code of conduct*, kebijakan gratifikasi, dan antikorupsi;
3. Saluran mekanisme pelaporan gratifikasi dan Laporan Harta Kekayaan Penyelenggara Negara (LHKPN);
4. Aktif berperan pada kegiatan-kegiatan yang menyuarakan akan budaya antikorupsi.

### LARANGAN MENERIMA SUAP, IMBALAN, HADIAH, DAN LAINNYA

Perusahaan melarang keras praktik suap serta gratifikasi dalam keadaan apapun. Insan perusahaan tidak boleh meminta imbalan dalam bentuk apapun dari penyedia barang/jasa, pengguna jasa atau pihak lain yang menjadi mitra kerja, mitra usaha dan mitra strategis perusahaan. Perusahaan memiliki komitmen untuk menegakkan persaingan sehat dan menghindarkan diri dari perlakuan diskriminatif kepada penyedia barang/jasa, pengguna jasa atau pihak lain yang menjadi mitra kerja, mitra usaha dan mitra strategis perusahaan.

### PERSAINGAN YANG JUJUR DAN ADIL (FAIR COMPETITION)

PT Angkasa Pura I juga berkomitmen menciptakan iklim usaha yang sehat dan menjalankan persaingan yang jujur dan adil (*fair competition*), dengan menjauhi berbagai bentuk kecurangan di dalam perusahaan. Komitmen ini telah sejalan dengan Undang-Undang Republik Indonesia Nomor 5 Tahun 1999 tentang Larangan Praktik Monopoli dan Persaingan Usaha Tidak Sehat.

### MENGHORMATI HAK KEKAYAAN INTELEKTUAL (HAKI)

Perusahaan berkomitmen untuk menghargai dan melindungi Hak Kekayaan Intelektual (HAKI) yang dibuat atau dihasilkan oleh insan perusahaan selama bekerja di perusahaan. Dalam menjaga hak kekayaan intelektual,

policies;

2. Dissemination and implementation of good corporate governance, code of conduct, gratification and anti-corruption policies;
3. Gratification reporting mechanism channel and Report of State Official's Wealth (LHKPN);
4. Active role in activities that promote an anti-corruption culture.

### PROHIBITION OF ACCEPTING BRIBES, REWARDS, AND GIFTS

Bribery and gratification are strictly prohibited in the company under any circumstances. The company's personnel are prohibited to solicit any form of reward from goods/services suppliers, service users, work partners, business partners, or strategic partners. The company is committed to maintaining fair competition and avoiding discriminatory treatment of good/service suppliers, service users, or the Company's work partners, business partners, and strategic partners.

### HONEST AND FAIR COMPETITION

PT Angkasa Pura I is also committed to fostering a healthy business environment and engaging in honest and fair competition by preventing various forms of fraud within the company. This commitment is made in accordance with the provisions of Law No. 5/1999 on the Prohibition of Monopolistic Practices and Unfair Business Competition.

### RESPECTING INTELLECTUAL PROPERTY RIGHTS (IPR)

The Company is committed to respecting and protecting Intellectual Property Rights (IPR) created or produced by Company Personnel while working for the Company. In order to protect Intellectual Property Rights (IPR),

## PRAKTIK OPERASI YANG ADIL

### Fair Operating Practices

perusahaan telah mendorong insan perusahaan untuk berpartisipasi secara aktif dalam melindungi hak atas Kekayaan Intelektual milik perusahaan. Selain itu, perusahaan juga menghormati hak kekayaan intelektual (HKI), seperti hak paten, hak cipta, dan lainnya yang dibuat oleh pemangku kepentingan.

#### **PENGHINDARAN TERHADAP PERILAKU PELANGGARAN HUKUM, TERUTAMA PENGARUH POLITIK (*RESPONSIBLE POLITICAL INVOLVEMENT*)**

Dalam menjalankan usaha, PT Angkasa Pura I menaati arahan Surat Edaran Kementerian BUMN Nomor SE-07/MBU/20/2015 tentang Ketentuan Pencalonan Pejabat dan Karyawan BUMN sebagai Calon Kepala Daerah dan Larangan Penggunaan Sumber Daya BUMN dalam Kegiatan Politik Praktis Pemilihan Kepala Daerah (Pilkada). Selain itu, komitmen terhadap hal tersebut juga dituangkan dalam pedoman etika (kode etik) terkait aktivitas politik. Kebijakan terkait aktivitas politik dituangkan dalam dalam Keputusan Bersama Direksi dan Dewan Komisaris Nomor KEP.DU.0007/HK.01.01/2022, KEP.01/DK.AP.I/2022 tentang Pedoman Etika Perusahaan (*Code of Conduct*) PT Angkasa Pura I yang mengatur hal-hal berikut:

1. PT Angkasa Pura I tidak akan dan tidak memperbolehkan seorang pun melakukan pemaksaan kepada orang lain yang dapat membatasi hak individu tersebut untuk menyalurkan aspirasi politiknya.
2. PT Angkasa Pura I tidak akan memberikan dana, aset, atau fasilitas perusahaan untuk kepentingan partai politik maupun seorang atau lebih calon anggota badan legislatif kecuali sepanjang dibenarkan oleh undang-undang dan dilakukan sesuai peraturan perundang-undangan yang berlaku.
3. Tidak bertindak diskriminatif terhadap Insan PT Angkasa Pura I.
4. Insan PT Angkasa Pura I dilarang membawa, memperlihatkan, memasang, serta mengedarkan simbol, gambar, dan ornamen partai politik di lingkungan perusahaan.

the Company has encouraged its personnel to actively participate in protecting the Company's intellectual property rights. Furthermore, the Company respects intellectual property rights (IPR), such as patents and copyrights generated by stakeholders.

#### **AVOIDANCE OF UNLAWFUL BEHAVIOR, PARTICULARLY POLITICAL INFLUENCE (*RESPONSIBLE POLITICAL INVOLVEMENT*)**

In conducting its business, PT Angkasa Pura I complies with the directives of the Ministry of State-Owned Enterprises Circular No. SE-07/MBU/20/2015 on Provisions on the Nomination of SOE Officials and Employees as Regional Head Candidates and Prohibition of Using SOE Resources in Practical Political Activities in Election of Regional Head (Pilkada). Furthermore, this commitment is also outlined in the Code of Conduct related to political activities. The Company's policies on political activities are outlined in the Joint Decree of the Boards of Directors and Commissioners No. KEP. DU.0007/HK.01.01/2022, KEP.01/DK.AP.I/2022 on Guidelines for the Code of Conduct of PT Angkasa Pura I, which governs the following:

1. PT Angkasa Pura I shall not allow and prohibit anyone to coerce others in a way that can limit the individual's right to channel their political aspirations.
2. PT Angkasa Pura I shall not provide funds, assets, or facilities for use by political parties or one or more legislative candidates unless provided to be justified by law and carried out in accordance with applicable laws and regulations.
3. PT Angkasa Pura I shall not discriminate against its employees.
4. PT Angkasa Pura I personnel are prohibited to carry, display, install, and distribute political party symbols, images, and ornaments within the Company.

## PRAKTIK OPERASI YANG ADIL

Fair Operating Practices

5. Insan PT Angkasa Pura I yang aktif dalam partai politik dan/atau menjadi calon legislatif partai politik dalam pemilu perlu mengundurkan diri dari perusahaan.

5. PT Angkasa Pura I personnel who are active in political parties and/or run as legislative candidates for political parties in the election must resign from the company.

### DAMPAK KEGIATAN PENGELOLAAN OPERASI YANG ADIL

Dengan diterapkannya operasi yang adil, PT Angkasa Pura I dapat menciptakan suasana yang kondusif dan meningkatkan etos kerja dalam lingkungan internal. Selain itu, dapat mendorong perbaikan pengelolaan dan hubungan positif dengan pemangku kepentingan melalui pengembangan nilai-nilai atau budaya positif yang pada akhirnya akan meningkatkan reputasi atau citra PT Angkasa Pura I.

### IMPACT OF IMPLEMENTATION OF FAIR OPERATING PRACTICES

PT Angkasa Pura I can create a conducive environment and improve work ethic in the internal environment by implementing fair operating practices. Furthermore, it can promote improvements in business management and positive relationships with stakeholders through the development of positive values or culture, which will eventually improve PT Angkasa Pura I's reputation or image.

### CAPAIAN DAN PENGHARGAAN

Pada 2022, PT Angkasa Pura I telah mendapatkan Penetapan Program Kepatuhan Persaingan Usaha yang Sehat dari Komisi Pengawas Persaingan Usaha Republik Indonesia dengan penetapan Nomor 01/KPPU-PKP/2022.

### ACHIEVEMENTS AND AWARDS

In 2022, PT Angkasa Pura I received the Stipulation of Healthy Business Competition Compliance Program from the Commission for Supervision of Business Competition of the Republic of Indonesia with stipulation No. 01/KPPU-PKP/2022.





# PENERAPAN HAK ASASI MANUSIA (HAM)

## Implementation of Human Rights



### KOMITMEN DAN KEBIJAKAN

PT Angkasa Pura I berkomitmen untuk mematuhi semua ketentuan-ketentuan hukum dan prinsip-prinsip Hak Asasi Manusia (HAM) berdasarkan Undang-Undang Dasar 1945. Penerapan tanggung jawab sosial perusahaan terhadap HAM erat kaitannya dengan pegawai perusahaan tertuang dalam Perjanjian Kerja Bersama (PKB). PT Angkasa Pura I menjunjung tinggi HAM dalam menjalin interaksi dengan para pemangku kepentingan, seluruh karyawan di lingkungan perusahaan, serta interaksi dengan pemangku kepentingan, maupun dengan masyarakat di wilayah kerja perusahaan.

### RENCANA KEGIATAN

Dengan menjalankan prinsip-prinsip HAM, perusahaan menargetkan dapat mewujudkan hubungan industrial yang harmonis, serasi, aman, tentram, dan dinamis serta mewujudkan ketenangan bekerja, kelangsungan usaha, kepastian hak dan kewajiban masing-masing pihak yang merupakan dasar untuk memacu produktivitas dan kinerja perusahaan sehingga pada akhirnya dapat membawa pengaruh kepada peningkatan kesejahteraan karyawan. Perusahaan terus mengawasi penerapan prinsip-prinsip HAM salah satunya melalui implementasi Perjanjian Kerja Bersama (PKB), penegakkan peraturan perusahaan dan peraturan perundang-undangan dengan

### COMMITMENT AND POLICY

PT Angkasa Pura I is committed to complying with all legal provisions and human rights principles based on the 1945 Constitution. The implementation of corporate social responsibility for human rights is closely related to the company's employees as stipulated in the Collective Labor Agreement (CLA). The Company respects human rights in interactions with stakeholders, employees within the Company, and the community in the company's working area.

### ACTION PLAN

By implementing human rights principles, the company aims to achieve harmonious, harmonious, safe, peaceful, and dynamic industrial relations, as well as peace of work, business continuity, and certainty of each party's rights and obligations as the basis for spurring The Company's productivity and performance so that it can eventually have an impact on the improvement of employee welfare. The company continues to oversee the implementation of human rights principles, including through the implementation of the Collective Labor Agreement (CLA), consistent enforcement of company regulations and laws and regulations, and supervising

## PENERAPAN HAK ASASI MANUSIA (HAM)

### Implementation of Human Rights

konsisten serta melakukan pengawasan dan pembinaan pegawai yang dilakukan secara berjenjang di lingkungan internal hingga terbebas dari kasus pelecehan HAM.

#### RUMUSAN TERHADAP HAM

Rumusan terhadap hak asasi manusia didasari dalam pengelolaan hubungan industrial yang dimulai dari proses rekrutmen sampai dengan pemutusan hubungan kerja serta pelaksanaan PKB yang melindungi kepentingan karyawan dan perusahaan dalam aspek ketenagakerjaan. Ruang lingkup pengelolaan hubungan kerja tersebut meliputi pengakuan para pihak, jaminan para pihak, kewajiban dan fasilitas serikat pekerja, waktu kerja, serta keluhan kesah, bipartit, dan tripartit. PT Angkasa Pura I juga mengadakan dialog dengan karyawan guna mengidentifikasi berbagai aspek HAM yang berkaitan dengan hak dasar pegawai di tempat kerja.

#### LINGKUP DAN PELAKSANAAN PRINSIP-PRINSIP HAM

##### Kebebasan Berserikat

Perusahaan menjamin kebebasan berserikat dan berorganisasi dengan mendukung penuh keberadaan serikat pekerja sebagai wadah yang sah bagi pekerja dalam mengkomunikasikan segala hal yang berkaitan dengan hubungan kerja di perusahaan. PT Angkasa Pura I memiliki dua serikat pekerja yaitu Serikat Pegawai dan Asosiasi Karyawan PT Angkasa Pura I.

##### Waktu Kerja, Upah Lembur dan Cuti

PT Angkasa Pura I menghormati ketentuan waktu kerja dan upah lembur yang diatur sebagai berikut:

- Hari kerja selama 5 hari dalam seminggu, dengan ketentuan sebagai berikut:
  - Senin sampai dengan Kamis: pukul 08.00 sampai dengan 16.30 waktu setempat
  - Jumat: pukul 08.00 sampai dengan 15.30 waktu setempat
  - Waktu istirahat diatur secara internal di unit kerja masing-masing.

and coaching employees in stages in the internal environment to be free of cases of human rights abuse.

#### HUMAN RIGHTS FORMULATION

Human rights formulation is based on industrial relations management, from the recruitment process to employment termination, and the implementation of CLAs to protect the interests of employees and the Company in employment aspects. PT Angkasa Pura I also held a dialogue with employees to identify various aspects of human rights related to employees' fundamental rights in the workplace, including the scope of the working relationship (such as the parties' recognition, guarantees, obligations, and Trade Union facilities), working hours, complaints, bipartite and tripartite.

#### SCOPE AND IMPLEMENTATION OF HUMAN RIGHTS PRINCIPLES

##### Freedom of Association

The company guarantees freedom of association and fully supports the existence of labor unions as a legal forum for workers to communicate any issues concerning the Company's working relationship. PT Angkasa Pura I has two labor unions, namely Serikat Pegawai (Labor Union) and Asosiasi Karyawan (Employee Association).

##### Working Hours, Overtime Pay and Leave

PT Angkasa Pura I adheres to the following working hour and overtime pay provisions outlined in the company's regulations:

- Working five days a week with the following requirements:
  - Monday to Thursday: 08:00 AM to 04:30 PM local time
  - Friday: 08:00 AM to 03:30 PM local time
  - Break times are determined internally in each work unit.

## PENERAPAN HAK ASASI MANUSIA (HAM)

### Implementation of Human Rights

2. Penyimpangan jumlah hari kerja dan jam kerja secara umum dapat dimungkinkan terutama bagi pegawai yang bertugas di bidang operasional dan diatur sebagai jam kerja *shift*.
3. Jumlah jam kerja *shift* bagi pegawai tidak boleh lebih dari 40 jam seminggu dan selebihnya dihitung sebagai jam kerja lembur.
4. Pegawai yang melakukan kerja lembur berhak atas pembayaran kelebihan jam kerja.

PKB memuat kebijakan tentang hak cuti karyawan yang telah disesuaikan dengan peraturan perundang-undangan yang berlaku. Adapun kebijakan cuti yang diberikan adalah sebagai berikut:

1. Karyawan yang telah bekerja sekurang-kurangnya satu tahun secara terus menerus berhak atas cuti tahunan selama 12 hari kerja.
2. Karyawan yang telah bekerja sekurang-kurangnya 6 tahun atau kelipatannya secara terus menerus di PT Angkasa Pura I berhak atas cuti besar yang lamanya tiga bulan kalender dengan persetujuan atasan.
3. Karyawan yang sakit lebih dari dua hari kerja sampai dengan 14 hari kerja berhak memperoleh cuti sakit, dengan ketentuan pegawai tersebut harus memberitahu atasan langsung dengan melampirkan surat keterangan dokter.
4. Karyawan wanita berhak atas cuti bersalin selama 3 bulan kalender yang pelaksanaannya diserahkan kepada yang bersangkutan dengan melampirkan surat keterangan dokter.
5. Karyawan wanita yang mengalami gugur kandungan berhak atas istirahat sakit selama 45 hari kalender dengan menyampaikan surat keterangan dokter yang menyatakan pegawai bersangkutan mengalami gugur kandungan.
6. Cuti karena alasan penting, antara lain:
  - Melangsungkan pernikahan;
  - Istri/suami, anak/menantu, atau orang tua/mertua sakit keras atau dirawat di rumah sakit;
  - Istri/suami, anak/menantu, orang tua/mertua atau saudara kandung meninggal dunia;
  - Istri pegawai melahirkan;
  - Mendapat musibah/bencana alam;
  - Perjalanan ibadah keagamaan.

2. In general, deviations from total working days and working hours are possible, particularly for employees in charge of operations and arranged as shift work hours.
3. Employees' shift work hours may not exceed 40 hours per week, with the remainder counted as overtime work hours.
4. Employees who work overtime are entitled to overtime pay.

The CLA governs employee leave rights that have been tailored to the applicable laws and regulations. The provided leave policy is as follows:

1. Employees who have been in continuous employment for at least a year are entitled to 12 days of annual leave.
2. Employees who have been in continuous employment for at least 6 years or multiples thereof at PT Angkasa Pura I are entitled to a leave of 3 calendar months upon the supervisor's approval.
3. Employees who are sick for more than 2 (two) working days and up to 14 working days are entitled to sick leave, provided that the employees must notify their direct supervisor and provide a doctor's certificate.
4. Female employees are entitled to three months of maternity leave, which must be taken by attaching a doctor's certificate.
5. Female employees who experience a miscarriage are entitled to rest leave for 45 calendar days by submitting a medical certificate stating the concerned employee has suffered a miscarriage.
6. Leave for important reasons, including:
  - Getting married
  - Wife/husband, child/son-in-law, or parents/inlaws are critically ill or hospitalized.
  - Wife/husband, child/son-in-law, or parents/inlaws or siblings have passed away.
  - Employee's wife has given birth.
  - Had accident/natural disaster.
  - Religious worship trips.

## PENERAPAN HAK ASASI MANUSIA (HAM)

Implementation of Human Rights

### DAMPAK KEGIATAN

Pelaksanaan tanggung jawab sosial dan lingkungan perusahaan di bidang HAM berdampak positif pada beberapa aspek antara lain:

1. Pelaksanaan pemeriksaan penumpang di bandara berlangsung dengan lancar karena proses pemeriksaan yang menjunjung prinsip apresiasi terhadap HAM. PT Angkasa Pura I menetapkan kebijakan pemeriksaan penumpang wanita oleh petugas aviation security wanita, sedangkan penumpang pria diperiksa oleh petugas Aviation Security pria di area *Screening Check Point* (SCP).
2. Adanya proses rekrutmen pegawai yang bersifat transparan, di mana setiap orang dapat melamar pekerjaan di PT Angkasa Pura I melalui pengumuman yang dimunculkan dalam *website* [www.ap1.co.id](http://www.ap1.co.id).

### CAPAIAN DAN PENGHARGAAN DI BIDANG HAK ASASI MANUSIA

Penghormatan terhadap HAM berdampak positif pada PT Angkasa Pura I dan para pemangku kepentingan dalam aspek potensi risiko yang dapat muncul dari pelanggaran HAM. Dengan pengelolaan risiko ini, perusahaan akan dapat menjaga citra perusahaan. Selain itu, penerapan penghargaan terhadap HAM juga dapat meningkatkan kepercayaan pemangku kepentingan.

Secara khusus, di 2022, PT Angkasa Pura I belum menerima apresiasi atau penghargaan terkait implementasi HAM.

### IMPACT OF ACTIVITY

The implementation of Social and Environmental Responsibility on human rights had positive impacts on several aspects, as follows:

1. Passenger screening at the airport runs smoothly because the screening process adheres to the principles of respecting human rights. Female passengers are checked by female aviation security officers, while male passengers are checked by male aviation security officers in the Screening Check Point (SCP) area.
2. There is a transparent employee recruitment process, and applicants can apply for a job at PT Angkasa Pura I by responding to job announcements on the website [www.ap1.co.id](http://www.ap1.co.id).

### HUMAN RIGHTS ACHIEVEMENTS AND AWARDS

Respect for human rights has a positive impact on PT Angkasa Pura I and stakeholders in terms of potential risks that may arise from human rights violations. With this risk management, the company is able to maintain its image. Furthermore, the implementation of human rights respect can boost stakeholder confidence.

In particular, PT Angkasa Pura I received no recognition or awards for human rights implementation in 2022.





## LINGKUNGAN HIDUP

### Environment

#### KOMITMEN DAN KEBIJAKAN

PT Angkasa Pura I senantiasa mempertimbangkan faktor lingkungan alam sekitar dalam pengelolaan usaha kebandarudaraan. Komitmen dalam tanggung jawab lingkungan dilakukan berdasarkan kebijakan berikut:

1. Surat Keputusan Direksi PT Angkasa Pura I Nomor KEP103/KU.13/2017 tanggal 7 Agustus 2017 tentang Petunjuk Pelaksanaan Program Kemitraan dan Bina Lingkungan PT Angkasa Pura I
2. Instruksi Direksi Nomor INST.DU.04/HK.01.02/2018 tanggal 15 Januari 2018 tentang Langkah-Langkah Penurunan Emisi Gas Rumah Kaca (GRK) di Bandar Udara PT Angkasa Pura I
3. Keputusan Direksi Nomor KEP.DU.06/LB.02/2021 tentang Pedoman Sistem Pengelolaan Limbah Bahan Berbahaya dan Beracun (B3) di Lingkungan Bandar Udara PT Angkasa Pura I
4. Keputusan Direksi Nomor KEP.DU.18/LB.02/2021 tentang Pedoman Bangunan Gedung Hijau di Bandar Udara PT Angkasa Pura I
5. Keputusan Direksi Nomor KEP.DU.41/LB.02/2021 tentang Pedoman Penerapan Sistem Manajemen Lingkungan ISO 14001:2015 Bandar Udara di PT Angkasa Pura I

#### COMMITMENT AND POLICY

PT Angkasa Pura I always takes into account the surrounding environment in airport management. Commitment to environmental responsibility is carried out based on the following policies:

1. PT Angkasa Pura I's Board of Directors Decree No. KEP103/KU.13/2017 dated August 7, 2017, on Guidelines for Implementation of the Partnership and Community Development Program of PT Angkasa Pura I;
2. Instruction of the Board of Directors No. INST. DU.04/HK.01.02/2018 dated January 15, 2018, on Measures in Reducing Greenhouse Gas (GHG) Emissions at PT Angkasa Pura I Airports;
3. The Board of Directors Decree No. KEP.DU.06/LB.02/2021 on Guidelines for Hazardous and Toxic (B3) Waste Management Systems within PT Angkasa Pura I's airports;
4. The Board of Directors Decree No: KEP.DU.18/LB.02/2021 on Guidelines for Green Building at PT Angkasa Pura I Airports;
5. The Board of Directors Decree No. KEP.DU.41/LB.02/2021 on Guidelines for the Implementation of ISO 1400:2015 Environmental Management System at PT Angkasa Pura I's Airports.





## LINGKUNGAN HIDUP

Environment

### DAMPAK DAN RISIKO LINGKUNGAN TERKAIT BISNIS PERUSAHAAN

Kegiatan kebandarudaraan memiliki dampak yang signifikan terhadap lingkungan. Salah satu dampak yang biasa terjadi pada suatu bandara dan mungkin dampak yang paling sulit dikendalikan adalah kebisingan. Selain itu polusi udara dan air merupakan dampak lingkungan yang paling serius dan paling kompleks dalam pengembangan dan pengoperasian suatu bandara. Di sisi lain, suatu bandara pada dasarnya memerlukan lahan yang luas sehingga berdampak pada faktor ekonomi dan pembangunan. Dampaknya, proses pengembangan bandara dapat mengakibatkan alih fungsi lahan dan kegiatan relokasi masyarakat.

Tindak lanjut PT Angkasa Pura I untuk mengelola dampak lingkungan yaitu dengan memastikan dimilikinya semua dokumen lingkungan, seperti Analisis Mengenai Dampak Lingkungan (AMDAL) maupun Addendum Analisis Dampak Lingkungan (ANDAL) Rencana Pengelolaan Lingkungan (RKL) dan Rencana Pemantauan Lingkungan (RPL), pengurusan izin lingkungan, pengurusan izin perlindungan dan pengelolaan lingkungan hidup (PPLH). Perusahaan juga melakukan sosialisasi dan/atau konsultasi publik untuk meminta saran, pendapat, serta tanggapan warga terkait pengembangan bandara, melakukan desain bandara yang ramah lingkungan, serta membuat persyaratan lingkungan kepada pemangku kepentingan khususnya kepada mitra usaha dan mitra kerja bandara. Upaya pengelolaan ini dilanjutkan dengan penyusunan prosedur lingkungan dan melaksanakan sistem manajemen lingkungan sesuai ISO 14001:2015. Pemantauan dampak lingkungan rutin dilakukan untuk mengetahui efektivitas pengelolaan lingkungan yang tepat guna dan tepat sasaran.

### RENCANA KEGIATAN

Rencana kegiatan pengelolaan lingkungan bandara berfokus pada elemen dampak yaitu pengelolaan kebisingan, pengelolaan kualitas udara, pengelolaan kualitas air, pengelolaan limbah, pencegahan pencemaran tanah, pengelolaan energi dan emisi, pengelolaan dampak transportasi, pengelolaan dampak sosial ekonomi dan kesehatan masyarakat.

### ENVIRONMENTAL IMPACTS AND RISKS RELATED TO THE COMPANY'S OPERATIONS

Airport operations have a significant environmental impact. Noise is one of the most common and difficult to control impacts at the airports. Furthermore, air and water pollution are the most serious and complex environmental impacts associated with airport development and operation. On the other hand, an airport requires a significant amount of land, which has an impact on economic and development factors. As a result, land conversion and community relocation activities may be required as part of the airport development process.

PT Angkasa Pura I ensures the possession of all environmental documents, such as AMDAL and Addendum of Environmental Impact Analysis (ANDAL) Environmental Management Plan (RKL) and Environmental Monitoring Plan (RPL), obtaining environmental permits, obtaining Environmental Protection and Management (PPLH) permit. The company also conducts dissemination and/or public consultations to solicit suggestions, opinions, and responses from citizens regarding airport development, designs environmentally friendly airport, and imposes environmental requirements to stakeholders, particularly business partners and airport work partners. The management is followed by developing environmental procedures and implementing an ISO 14001:2015 environmental management system. Environmental impact monitoring is performed on a regular basis to assess the effectiveness of appropriate and targeted environmental management.

### ACTION PLAN

The airport environmental management action plan prioritizes noise management, air quality management, water quality management, waste management, soil pollution prevention, energy and emissions management, transportation impact management, socioeconomic impact management, and public health.

## LINGKUNGAN HIDUP

### Environment

Pada 2022, PT Angkasa Pura I memperbarui dokumen persetujuan lingkungan dan pengelolaan lingkungan (RKL-RPL) untuk Bandara Syamsudin Noor Banjarmasin, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, serta menyesuaikan dokumen lingkungan terhadap kegiatan yang telah berjalan untuk Bandara El Tari Kupang. Secara berkala PT Angkasa Pura I juga melakukan evaluasi pemenuhan perizinan lingkungan, pembuatan laporan monitoring RKL-RPL secara rutin, serta identifikasi dan pemetaan gas rumah kaca (GRK) melalui formulir ACERT.

Untuk bangunan baru, PT Angkasa Pura I menggunakan komponen penilaian yang tercantum dalam sertifikasi *green building* untuk gedung di Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang. PT Angkasa Pura I juga konsisten menjalankan program konservasi energi dan sumber daya alam dengan dilakukannya sertifikasi ISO 50001:2018 di Bandara I Gusti Ngurah Rai Bali.

Selain itu, perusahaan juga melanjutkan program kampanye lingkungan seperti peringatan Hari Lingkungan Hidup Sedunia, Hari Menanam Pohon, dan lain-lain. PT Angkasa Pura I juga melaksanakan konservasi kawasan sekitar bandara bekerja sama dengan instansi terkait untuk menjaga keanekaragaman hayati di kawasan sekitar bandara, yang direalisasikan dalam penanaman mangrove dan transplantasi terumbu karang di lokasi bandar udara yang dekat dengan pesisir pantai.

### PELAKSANAAN KEGIATAN

Kegiatan Pengelolaan dan Pemantauan Lingkungan telah dilakukan secara rutin dan berkelanjutan, baik di kantor pusat maupun kantor cabang, sebagai bentuk kepatuhan terhadap Izin Lingkungan yang telah diperoleh. Kegiatan tersebut dilakukan berdasarkan program kerja dan Rencana Jangka Panjang Perusahaan (RJPP) yang telah disesuaikan dengan komitmen dalam RKL-RPL serta aturan terkait *Eco-Airport* lainnya. Komitmen perusahaan dalam pengelolaan lingkungan hidup juga

In 2022, PT Angkasa Pura I updated the approval of Environmental Management and Monitoring Plan (RKL-RPL) documents for Syamsudin Noor Airport Banjarmasin, Sultan Aji Muhammad Sulaiman Sepinggan Airport Balikpapan, and adjusted the environmental documents to ongoing activities for El Tari Airport Kupang. The Company evaluates environmental permit compliance on a regular basis, prepares RKL-RPL monitoring reports, and identifies and maps greenhouse gases (GHGs) using the Airport Carbon Emission Reporting Tool (ACERT) form.

PT Angkasa Pura I uses the assessment components listed in the green building certification for buildings at Yogyakarta Kulon Progo International Airport and Jenderal Ahmad Yani Airport Semarang for new buildings. The Company also consistently implements energy and natural resource conservation programs at I Gusti Ngurah Rai Airport Bali, which has ISO 50001:2018 certification.

Furthermore, the company continues environmental campaign programs such as World Environment Day and Tree Planting Day. The Company collaborates with relevant agencies to conserve the area near the airports in order to maintain biodiversity, accomplished through mangrove planting and coral reef transplantation in coastal areas nearby airports.

### ACTION PLAN IMPLEMENTATION

Environmental Management and Monitoring programs have been implemented on a regular and continuous basis at both the Head Office and the Branch Offices in order to comply with Environmental Permits. The programs were carried out in accordance with the work program and the Corporate Long Term Plan (RJPP), which were adjusted to meet the commitments in the Environmental Management and Monitoring Plan (RKL-RPL) and other *Eco-Airport* regulations. The establishment of a new

## LINGKUNGAN HIDUP

### Environment

ditunjukkan dengan dibentuknya unit baru yaitu *Airport Environment*, baik di kantor pusat maupun di kantor cabang. Kinerja lingkungan secara rinci disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022.

#### KEGIATAN PROGRAM PENGHEMATAN KERTAS, ENERGI, DAN AIR

PT Angkasa Pura I mengambil kebijakan untuk mengurangi penggunaan kertas dan memperbanyak komunikasi dengan sarana teknologi informasi, seperti *e-mail* dan intranet (saluran internet untuk internal Perusahaan). Dalam hal ini, perusahaan mengarah pada kebijakan *paperless office*, melalui penggunaan kertas dengan lebih efektif dan efisien. Kinerja lingkungan secara rinci disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022.

Kantor Cabang PT Angkasa Pura I telah melakukan upaya penggunaan plastik sekali pakai maupun penggunaan sedotan plastik pada mitra usaha melalui Surat Edaran General Manager yang mengacu kepada Surat Edaran dari Direktur Pemasaran dan Pelayanan.

Dalam program penghematan energi, Bandara I Gusti Ngurah Rai Bali telah menerapkan sistem manajemen energi dengan diperolehnya sertifikat ISO 50001:2018 yang memiliki potensi penghematan energi sebesar 3.627.686 kWh. Penghematan energi pula dilakukan dengan penggunaan solar cell untuk penerangan jalan umum (PJU) di Bandara Jenderal Ahmad Yani Semarang, Bandara Syamsudin Noor Banjarmasin, Bandara Sultan Hasanuddin Makassar, Bandara El Tari Kupang, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Adi Soemarmo Solo, Bandara Adisutjipto Yogyakarta, Bandara Sentani Jayapura, dan Bandara Juanda Surabaya.

Upaya penghematan penggunaan air di bandara dilakukan terutama untuk kegiatan penyiraman tanaman dan *make up cooling tower* yang menggunakan air olahan limbah operasional bandar udara di Bandara Internasional Yogyakarta Kulon Progo dan Bandara Syamsudin Noor Banjarmasin.

unit, the Airport Environment unit, both at the Head Office and Branch Offices, demonstrates the company's commitment to environmental management. Detailed environmental performance is presented in PT Angkasa Pura I's Sustainability Report for the fiscal year 2022.

#### PAPER, ENERGY, AND WATER SAVING PROGRAM

PT Angkasa Pura I implemented a policy to reduce paper use and improve communication through information technology, such as *e-mail* and intranet (internet channels for internal company). In this case, the company implemented a paperless office policy through the more efficient use of paper. Further information on environmental performance can be found in the Sustainability Report of PT Angkasa Pura I for fiscal year 2022.

PT Angkasa Pura I's Branch Offices have made efforts to reduce the use of single-use plastics and the use of plastic straws in business partners through the General Manager Circular Letter, which refers the Marketing and Service Director Circular Letter.

I Gusti Ngurah Rai Airport Bali has implemented an energy management system in the energy saving program by obtaining an ISO 50001: 2018 certificate, with a potential energy savings of 3,627,686 kWh. Solar panels are also used to save energy at Jenderal Ahmad Yani Airport Semarang, Syamsudin Noor Airport Banjarmasin, Sultan Hasanuddin Airport Makassar, El Tari Airport Kupang, SAMS Sepinggan Airport Balikpapan, Adi Soemarmo Airport Solo, Adisutjipto Airport Yogyakarta, Sentani Airport Jayapura, and Juanda Airport Surabaya.

Water conservation is currently being implemented at Yogyakarta International Airport Kulon Progo and Syamsudin Noor Airport Banjarmasin, primarily for plant watering and cooling tower make-up that uses processed water from airport operational waste.

## LINGKUNGAN HIDUP

### Environment

#### KEGIATAN PROGRAM PELESTARIAN ALAM

PT Angkasa Pura I senantiasa melaksanakan program pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) di dalam dan di luar kawasan bandara. Perusahaan juga melengkapi dokumen Analisis Mengenai Dampak Lingkungan (AMDAL) untuk seluruh wilayah operasional, serta laporan pengelolaan lingkungan (RKL-RPL) secara berkala setiap semester. Kegiatan pelaporan ini merupakan salah satu *key performance indicator* (KPI) untuk setiap bandara. Selain itu, perusahaan juga menerapkan konsep *green corporation* yang menonjol untuk memperoleh sertifikasi sistem manajemen lingkungan sesuai standar ISO 14001:2015. sebagai bagian dari upaya dalam mengembangkan bandar udara yang ramah lingkungan, perusahaan telah mewujudkan bangunan hijau yang dibuktikan dengan perolehan sertifikasi *Green Building (GreenShip New Building)* bagi Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang dengan peringkat level "GOLD", serta perolehan sertifikat ISO 50001:2018 terkait sistem manajemen energi untuk Bandara I Gusti Ngurah Rai Bali.

PT Angkasa Pura I pun telah melaksanakan pengelolaan sampah secara terpadu untuk mengurangi timbulan sampah melalui pengolahan 3R (*reduce, reuse, recycle*). Kegiatan daur ulang (*recycle*) sampah menjadi pupuk kompos untuk tanaman telah dilaksanakan di Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan dan Bandara Jenderal Ahmad Yani Semarang.

Pada 2022, PT Angkasa Pura I turut berkontribusi dalam proses perbaikan lingkungan, antara lain penanaman dan perawatan tanaman di luar kawasan bandara, yakni kegiatan transplantasi terumbu karang di Bandara Pattimura Ambon, penanaman mangrove di Bandara Internasional Yogyakarta, Bandara Jenderal Ahmad Yani Semarang dan Bandara Frans Kaisiepo. Kegiatan-kegiatan perbaikan lingkungan ini turut serta menggandeng beberapa *stakeholder* terkait dalam pelaksanaannya. Selain penanaman tanaman di luar kawasan bandara, seluruh kantor cabang pun melakukan kegiatan penanaman dan/atau perawatan tanaman di dalam kawasan bandara sebagai salah satu upaya untuk menurunkan emisi gas rumah kaca.

#### NATURE CONSERVATION PROGRAM

PT Angkasa Pura I always implements MSE funding programs and Social and Environmental Responsibility (CSR) within and outside the airport area. The company also completes Environmental Impact Analysis (AMDAL) documents for all operational areas and environmental management reports (RKL-RPL) every semester. Reporting is one of the key performance indicators (KPI) for each airport. Furthermore, the Company employs a prominent green corporation concept in order to obtain environmental management system certification in accordance with the ISO 14001: 2015 standard. The Company has realized green buildings as part of its efforts in developing environmentally friendly airports, as evidenced by the acquisition of Green Building certification (*GreenShip New Building*) for Yogyakarta International Airport Kulon Progo and Jenderal Ahmad Yani Airport Semarang with a gold level rating and the acquisition of ISO 50001: 2018 Energy Management System certificate for I Gusti Ngurah Rai Airport Bali.

PT Angkasa Pura I also implemented integrated waste management to reduce waste generation through 3R processing (*reduce, reuse, recycle*). SAMS Sepinggan Airport Balikpapan and Jenderal Ahmad Yani Airport Semarang have implemented waste recycling into compost for plants.

In 2022, PT Angkasa Pura I also contributed to environmental improvement by planting and maintaining plants outside the airport area, specifically coral reef transplantation activities at Pattimura Airport Ambon, and mangrove planting at Yogyakarta International Airport, and Jenderal Ahmad Yani Semarang Airport. The environmental improvement activities were also implemented in collaboration with several related stakeholders. In addition to planting plants outside the airport area, all branch offices carry out planting and/or plant maintenance activities within the airport area to reduce greenhouse gas emissions.



## LINGKUNGAN HIDUP

Environment

### DAMPAK KEGIATAN

Program penghematan kertas, energi, dan air telah berhasil mengurangi jumlah penggunaan kertas, energi, dan air selama 2022. Pelaksanaan kegiatan pelestarian alam diharapkan dapat mengurangi emisi gas rumah kaca (GRK) terhadap pemanasan global dan menjadi penggerak untuk mendorong berbagai pihak terutama yang berada di dalam bandara baik regulator maupun mitra usaha dan mitra kerja untuk ikut serta dalam menjaga dan melestarikan alam. Pelestarian alam ini merupakan program wajib bagi perusahaan sebagai kompensasi terhadap dampak lingkungan yang dilakukan dari kegiatan operasionalnya. Program pelestarian lingkungan akan terus dikembangkan dengan mewujudkan *eco airport* di seluruh bandara yang dikelola PT Angkasa Pura I.

### SERTIFIKASI DI BIDANG LINGKUNGAN

Bandara yang dikelola Angkasa Pura I telah memiliki beberapa sertifikasi di bidang lingkungan yang masih berlaku di 2022, antara lain:

1. Sertifikasi *Green Building* Bandar Udara Internasional Yogyakarta Kulon Progo;
2. Sertifikasi *Green Building* Bandar Udara Jenderal Ahmad Yani Semarang;
3. Sertifikasi ISO 50001:2018 Bandar Udara I Gusti Ngurah Rai Bali.

### IMPACT OF ACTIVITY

During 2022, the paper, energy, and water-saving program successfully reduced the amount of paper, energy, and water used. Nature conservation activities are expected to reduce greenhouse gas (GHG) emissions and become a driving force to encourage various parties, particularly those within the airport, as well as regulators, business partners, and work partners, to participate in protecting and preserving nature. Nature conservation is the company's mandatory program to compensate for the environmental impact of its operations. The environmental conservation program will be expanded further by establishing *eco airports* in all of the airports managed by PT Angkasa Pura I.

### ENVIRONMENTAL CERTIFICATION

The airports under the management of PT Angkasa Pura I had several environmental certifications that are valid in 2022, including:

1. Green Building Certification: Yogyakarta International Airport Kulon Progo;
2. Green Building Certification: Jenderal Ahmad Yani Airport Semarang;
3. ISO 50001:2018 Certification: I Gusti Ngurah Rai Airport Bali.





## KETENAGAKERJAAN

### Employment



#### KOMITMEN DAN KEBIJAKAN

PT Angkasa Pura I berupaya untuk mematuhi semua peraturan perundang-undangan yang berlaku terkait bidang ketenagakerjaan. Pelaksanaan tanggung jawab sosial dan lingkungan perusahaan di bidang ketenagakerjaan meliputi berbagai aspek antara lain kesetaraan gender dan kesempatan kerja, kesetaraan dalam pendidikan dan pelatihan, keselamatan dan kesehatan kerja, hubungan industrial, remunerasi, dan program pensiun. Komitmen PT Angkasa Pura I dalam menjamin keselamatan dan kesehatan kerja tercermin dalam berbagai keputusan internal, antara lain:

1. Keputusan Direksi Nomor KEP.121/KP.30/2004 tanggal 9 Desember 2004 tentang Fasilitas Para Pejabat, Perjalanan Dinas, dan Pemeliharaan Kesehatan Pegawai PT Angkasa Pura I;
2. Keputusan Direksi Nomor KEP.DU.153/OM.02/2020 tanggal 10 September 2020 tentang Pedoman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) PT Angkasa Pura I.

#### COMMITMENT AND POLICY

PT Angkasa Pura I strives to comply with all applicable employment laws and regulations. The implementation of corporate social and environmental responsibility on employment encompasses a wide range of issues, including gender equality and employment opportunities, equality in education and training, occupational safety and health, industrial relations, remuneration, and pension programs. PT Angkasa Pura I's commitment to occupational health and safety is demonstrated through a variety of internal decrees, including:

1. The Board of Directors Decree No. KEP.121/KP.30/2004 dated December 9, 2004, on Facilities for Officials, Official Travel, and Healthcare for Employees of PT Angkasa Pura I;
2. The Board of Directors Decree No. KEP.DU.153/OM.02/2020 dated September 10, 2020, on Guidelines for Occupational Health and Safety Management System (OHSMS) of PT Angkasa Pura I.

## KETENAGAKERJAAN

### Employment

#### LINGKUP DAN PERUMUSAN KETENAGAKERJAAN

Perusahaan merumuskan berbagai program TJSL bidang ketenagakerjaan dengan melibatkan pemangku kepentingan terkait, melalui forum diskusi, survei, serta kegiatan lainnya. Pelibatan pemangku kepentingan tersebut bertujuan untuk merumuskan inisiatif atau program serta isu-isu yang menjadi perhatian pemangku kepentingan, agar perusahaan dapat mengambil keputusan secara efektif dan tepat guna. Lingkup *Corporate Social Responsibility* (CSR) bidang ketenagakerjaan meliputi kesetaraan gender dan kesempatan kerja, kesetaraan dalam program pendidikan dan pelatihan, hubungan industrial, remunerasi, dan program pensiun.

#### RENCANA KEGIATAN

Rencana kegiatan pelaksanaan tanggung jawab sosial yang terkait dengan ketenagakerjaan telah tertuang di dalam Rencana Kerja dan Anggaran Perusahaan (RKAP) melalui program kerja unit Human Capital dan Training and People Development. PT Angkasa Pura I mengelola berbagai aspek mulai dari proses rekrutmen, pengembangan kompetensi, penetapan remunerasi, sampai dengan program retirement karyawan. PT Angkasa Pura I menargetkan untuk dapat melaksanakan praktik-praktik ketenagakerjaan sesuai dengan peraturan perundang-undangan maupun regulasi yang berlaku. Demi menjaga hubungan industrial yang harmonis, secara rutin manajemen menyelenggarakan pertemuan dengan serikat pekerja. Pertemuan-pertemuan tersebut membahas pemenuhan hak, kewajiban, dan isu-isu strategis terkait ketenagakerjaan.

Terkait pengelolaan kesehatan karyawan, perusahaan menerapkan protokol kesehatan serta memberi akses rumah sakit rujukan untuk rawat jalan, rawat inap, dan pelayanan khusus. Seluruh karyawan diikutsertakan pada program BPJS Kesehatan. PT Angkasa Pura I juga memberikan fasilitas kesehatan yang memadai di tempat kerja, sehingga diharapkan produktivitas karyawan akan terus terjaga dan mengalami peningkatan secara berkelanjutan.

#### SCOPE AND FORMULATION OF EMPLOYMENT

The formulation of the Company's Social And Environmental Responsibility programs on employment has been carried out by involving relevant stakeholders through discussions, surveys or other forums. The stakeholder involvement aimed to develop initiatives or programs or discuss issues of concern to stakeholders so that the Company can make effective and efficient decisions. Scope of CSR on employment included Gender Equality and Employment Opportunities, Equality in Education and Training Program, Industrial Relations, Remuneration, and Pension Program.

#### ACTION PLAN

Social Responsibility Implementation Plan on employment has been outlined in the Company's Work and Budget Plan (CWBP) through the Human Capital and Training and People Development work programs. PT Angkasa Pura I manages various aspects ranging from recruitment processes, competency development, remuneration determination, to employee retirement programs. PT Angkasa Pura I aims to execute employment practices in accordance with applicable laws and regulations. To maintain harmonious industrial relations, management holds meetings with labor unions on a regular basis. The meetings discuss the fulfillment of rights, obligations, and strategic issues related to employment.

In terms of employee health management, the company implements health protocols and provides access to referral hospitals for outpatient, inpatient, and special services. All employees are registered in the Health Care and Social Security Agency (BPJS Kesehatan). PT Angkasa Pura I also provides adequate health facilities in the workplace, thus employee productivity is expected to be maintained and increased in a sustainable manner.

## KETENAGAKERJAAN

### Employment

Sepanjang 2022, pengeluaran PT Angkasa Pura I untuk tanggung jawab sosial di bidang ketenagakerjaan adalah sebesar Rp 932,1 miliar. Total biaya tersebut sudah termasuk biaya pengembangan kompetensi karyawan yang mencapai Rp1,79 miliar.

#### URAIAN PELAKSANAAN KEGIATAN TANGGUNG JAWAB SOSIAL DI BIDANG KETENAGAKERJAAN

##### Keselamatan dan Kesehatan Kerja bagi Karyawan

PT Angkasa Pura I memperhatikan kesehatan karyawan dengan cara menyediakan berbagai pelayanan kesehatan, serta tempat kerja yang layak dan aman. Selain itu, PT Angkasa Pura I juga menyelenggarakan sosialisasi K3 secara rutin untuk meningkatkan kesadaran karyawan terhadap keselamatan dan kesehatan kerja, serta memberikan pembinaan, penerapan, dan pengawasan K3.

Perusahaan menyediakan fasilitas klinik yang dapat dimanfaatkan oleh pegawai dalam mengatasi permasalahan kesehatan. PT Angkasa Pura I juga menjamin akses kesehatan bagi pegawai yang telah pensiun beserta keluarga berdasarkan kebijakan perusahaan di bawah pengelolaan Yayasan Kesejahteraan Karyawan PT Angkasa Pura I (YAKKAP I). Fasilitas yang diterima oleh Insan PT Angkasa Pura I meliputi:

1. Rawat jalan: PT Angkasa Pura I mengganti seluruh biaya berobat bagi pegawai yang berobat ke dokter selain dokter yang disediakan oleh perusahaan.
2. Rawat inap: PT Angkasa Pura I memberikan fasilitas rawat inap bagi pegawai dan keluarganya sesuai dengan kelas kamar yang telah ditentukan berdasarkan golongan jabatan masing-masing.
3. Pelayanan khusus: PT Angkasa Pura I menyediakan bantuan fasilitas kesehatan yang meliputi alat bantu baca, pengobatan dan perawatan gigi, alat bantu dengar, protesa anggota gerak, dan protesa mata.

PT Angkasa Pura I invested Rp932.1 billion on social responsibility in the employment sector in 2022. The overall cost includes employee competency development cost of Rp1.79 billion.

#### DESCRIPTION OF THE IMPLEMENTATION OF SOCIAL RESPONSIBILITY PROGRAMS ON EMPLOYMENT

##### Occupational Health and Safety for Employees

PT Angkasa Pura I takes into account employee health by offering a variety of health services as well as a decent and safe workplace. Furthermore, the Company provides OHS dissemination, coaching, implementation, and supervision on a regular basis to raise employee awareness of Occupational Health and Safety.

The company provides health care facilities for employees with health issues. PT Angkasa Pura I also provides access to health care for retired employees and their families in accordance with the Company's policy, which is managed by the PT Angkasa Pura I Employee Welfare Foundation (YAKKAP I). The health care facilities include:

1. Outpatient care; PT Angkasa Pura I reimburses all medical costs for employees visiting doctors other than those provided by the Company.
2. Inpatient care; PT Angkasa Pura I provides inpatient facilities for employees and their families in accordance with the service class determined based on their respective position level.
3. Special services; PT Angkasa Pura I provides health facilities such as reading aids, dental care, hearing aids, prosthetic limbs, and eye prosthesis.

## KETENAGAKERJAAN

### Employment

Perusahaan memahami bahwa terdapat beragam potensi bahaya dan risiko keselamatan dalam industri kebandarudaraan baik dalam hal keselamatan penerbangan maupun kesehatan kerja. Berdasarkan pemetaan potensi bahaya dan risiko, karyawan berpotensi mendapatkan gangguan pendengaran akibat kebisingan, tabrakan antara kendaraan personel bandara, dan risiko kebakaran serta bahaya risiko dalam hal operasional pesawat di bandar udara menjadi risiko tertinggi yang dapat menghambat jalannya kegiatan usaha. Sebagai upaya perlindungan bagi setiap orang, aset perusahaan, dan lingkungan sekitar serta memberikan jaminan keselamatan operasional pesawat di bandar udara, PT Angkasa Pura I memiliki beragam kebijakan terkait penerapan Keselamatan Penerbangan dan Kesehatan Kerja (K3) yang disosialisasikan secara berkala antara lain:

1. Kebijakan K3, meliputi:

- Mencegah terjadinya kecelakaan kerja dan penyakit akibat kerja serta kerusakan peralatan, properti, dan lingkungan kerja;
- Menciptakan lingkungan tempat kerja yang selamat, sehat, aman, dan nyaman bagi pegawai, pelanggan, mitra kerja, mitra usaha, maupun pihak lain yang berada di lingkungan perusahaan untuk mendukung tercapainya visi, misi, dan tujuan K3 perusahaan;
- Mematuhi seluruh peraturan perundang-undangan dan persyaratan lainnya terkait K3 serta evaluasi terhadap kepatuhannya;
- Secara berkesinambungan melakukan pembinaan, penerapan, dan pemeliharaan K3 di lingkungan perusahaan;
- Memenuhi sumber daya manusia yang kompeten, peralatan laik operasi, metode kerja, lingkungan kerja yang aman, serta anggaran yang memadai untuk mendukung terlaksananya program-program K3;
- Melakukan evaluasi terhadap pelaksanaan K3 yang bertujuan mendorong peningkatan K3 secara berkelanjutan dan menciptakan kondisi K3 yang kondusif;

The Company realizes that the airport industry possesses a variety of potential safety hazards and risks, both in terms of flight safety and occupational health. Based on the mapping of potential hazards and risks, employees are at risk of hearing loss due to noise, collisions between airport personnel vehicles, and the risk of fire and risk hazards in terms of aircraft operations at airports, which have been identified as the most serious risks that can impede the course of business operations. PT Angkasa Pura I has various Aviation Occupational Health and Safety (OHS) policies disseminated on a regular basis in an effort to protect all employees, company assets, and the surrounding environment, as well as to provide a guarantee of aircraft operational safety at the airports, including:

1. Aviation Occupational Health and Safety (AOHS) policies, including:

- Prevent workplace accidents, occupational diseases, and damage to equipment, property and work environment.
- Create a safe, healthy, and comfortable work environment for employees, customers, partners, business partners, and other parties within the Company to enable the business to achieve its vision, mission, and AOHS objectives;
- Comply with all AOHS laws, regulations, and other requirements, and evaluate their compliance;
- Constantly provide AOHS coaching, implementation and maintenance within the Company.
- Provide competent human resources, operating equipment, work methods, a safe working environment, and an adequate budget to support the implementation of OHS programs;
- Evaluate AOHS implementation to encourage continuous OHS improvement and to create conducive AOHS conditions;

## KETENAGAKERJAAN

### Employment

- Menetapkan dan menerapkan suatu proses untuk meningkatkan peran aktif pegawai melalui konsultasi dan partisipasi pegawai.
2. Kebijakan Keselamatan, meliputi:
- Mencegah terjadinya insiden, insiden serius, dan kecelakaan melalui identifikasi bahaya dan promosi keselamatan;
  - Mematuhi seluruh peraturan perundangan dan persyaratan lainnya terkait keselamatan serta evaluasi terhadap kepatuhannya;
  - Melakukan pembinaan, penerapan, dan pemeliharaan keselamatan secara berkesinambungan di lingkungan perusahaan;
  - Melakukan evaluasi terhadap pelaksanaan keselamatan untuk terciptanya peningkatan keselamatan secara berkelanjutan.

Kebijakan-kebijakan keselamatan penerbangan dan kesehatan kerja tersebut dikomunikasikan kepada seluruh karyawan dan pemangku kepentingan terkait agar dipatuhi serta ditinjau secara berkala oleh Direksi.

Selama masa pandemi Covid-19, PT Angkasa Pura I memberikan perhatian khusus pada penerapan protokol kesehatan. Sosialisasi protokol kesehatan rutin dilakukan. Di area kerja disediakan alat perlindungan diri (APD) bagi pegawai di bandara dan seluruh kantor operasional. Selain itu, Perusahaan juga menerapkan *social distancing*, memberlakukan kebijakan *work from home* (WFH), dan memberikan layanan rapid test serta swab test bagi karyawan yang memiliki indikasi gejala Covid-19.

#### KESETARAAN GENDER DAN KESEMPATAN KERJA

PT Angkasa Pura I membuka kesempatan yang sama bagi semua orang, baik pria dan wanita, tanpa memandang perbedaan etnik, agama, ras, kelas, gender, maupun kondisi fisik untuk mengikuti program rekrutmen karyawan. Pengangkatan calon karyawan didasarkan atas hasil seleksi serta hasil evaluasi pada masa percobaan dan orientasi kerja.

- Establish and implement a process to increase employees' active roles through employee consultation and participation.

#### 2. Safety Policy

- Prevent incidents, serious incidents, and accidents by identifying hazards and promoting safety;
- Comply with all laws, regulations, and other safety requirements, and evaluate compliance;
- Constantly carry out safety coaching, implementation and maintenance within the Company;
- Evaluate safety implementation in order to achieve continuous safety improvement.

The aviation occupational health and safety policies are communicated to all employees and relevant stakeholders for compliance and are reviewed on a regular basis by the Board of Directors.

During the COVID-19 pandemic, PT Angkasa Pura I paid special attention to the implementation of health protocols. The health protocol dissemination was carried out on a regular basis. Employees at the airport and all operational offices were provided with personal protective equipment (PPE) in the workplace. Furthermore, the Company implemented physical distancing policies, enforced Work From Home (WFH) policies, and provided rapid test and swab test services to employees exhibiting COVID-19 symptoms.

#### GENDER EQUALITY AND EMPLOYMENT OPPORTUNITIES

Angkasa Pura PT I provides equal opportunities for all people, both men and women, to take part in employee recruitment program, regardless of ethnic differences, religion, race, class, gender, or physical condition. Prospective employees are hired based on their selection results, probationary period evaluation results, and work orientation.



## KETENAGAKERJAAN

### Employment

Di 2022, komposisi karyawan terdiri dari 2.347 karyawan laki-laki atau sebesar 73,94% dan 827 karyawan perempuan atau sebesar 26,06%. Jumlah laki-laki yang lebih besar dikarenakan minat yang lebih besar untuk bekerja di industri kebandarudaraan dibandingkan perempuan.

### KESETARAAN DALAM PROGRAM PENDIDIKAN DAN PELATIHAN

Dalam rangka meningkatkan kompetensi dan kapasitas karyawan untuk menunjang operasional, perusahaan menyelenggarakan program pendidikan dan pelatihan. Setiap karyawan PT Angkasa Pura I memiliki kesempatan yang sama untuk mengikuti program pendidikan dan pelatihan, hanya saja dalam pelaksanaan program ini harus disesuaikan dengan kebutuhan dan rencana pengembangan. Sepanjang 2022, PT Angkasa Pura I menyelenggarakan program pelatihan dan pendidikan yang diikuti oleh 14.886 peserta mulai dari level Direksi hingga staf, dengan total biaya mencapai Rp1,79 miliar.

### HUBUNGAN INDUSTRIAL

Perusahaan berkomitmen untuk memberikan dukungan kepada Serikat Pekerja PT Angkasa Pura I (SP) dan Asosiasi Karyawan Angkasa Pura I (AKA) sebagai perwakilan pegawai dalam hal ketenagakerjaan. PT Angkasa Pura I rutin mengadakan rapat dan pertemuan bipartit dengan serikat pekerja terkait hak dan kewajiban pegawai dan Perjanjian Kerja Bersama (PKB).

### REMUNERASI

PT Angkasa Pura I menerapkan kebijakan remunerasi dengan berpedoman pada peraturan perundang-undangan yang berlaku berdasarkan kompetensi, capaian kinerja, tugas/tanggung jawab dan integritas karyawan. Seluruh karyawan PT Angkasa Pura I telah menerima remunerasi di atas standar upah minimum yang berlaku di wilayah kerja masing-masing.

In 2022, the employee composition consisted 2,347 male employees (73.94%) and 827 female employees (26.06%). Total male employees is higher because men have a greater interest in working in the airport industry than women.

### EQUALITY IN EDUCATION AND TRAINING PROGRAMS

The company organizes education and training programs to improve employees' competence and capacity to support operations. All PT Angkasa Pura I employees have the same opportunity to participate in education and training programs. However, the program implementation must be specifically designed to the needs and development plans. Throughout 2022, PT Angkasa Pura I held training and education programs, with 14,886 participants ranging from Directors to staff, at a total cost of Rp1.79 billion.

### INDUSTRIAL RELATIONS

In terms of employment, the company is committed to assisting the PT Angkasa Pura I Labor Union (SP) and the Angkasa Pura I Employees Association (AKA) as employee representatives. PT Angkasa Pura I holds bipartite and labor union meetings on a regular basis to discuss employee rights and obligations as well as the Collective Labor Agreement (CLA).

### REMUNERATION

PT Angkasa Pura I implements a remuneration policy based on competence, performance achievement, duties/responsibilities, and employee integrity in accordance with applicable laws and regulations. All PT Angkasa Pura I employees receive remuneration above the minimum wage standards in their respective work areas.

## KETENAGAKERJAAN

### Employment

#### PROGRAM PENSIUN

Sebelum memasuki masa pensiun, karyawan PT Angkasa Pura I diberikan pembekalan keterampilan dengan Program Pelatihan Pra Purnabakti. Tujuan program ini adalah menyiapkan mental dan spiritual karyawan yang memasuki masa pensiun, sehingga saat pensiun mereka dapat mengembangkan potensi diri dan mampu mengelola permasalahannya. Topik pelatihan cukup beragam antara lain Psikologi & ESQ, Keuangan & *Entrepreneurship*, Kesehatan, *Sharing Session* Pegawai yang Sukses Melakukan Usaha, Hak-hak Pekerja Pasca Pensiun & Ketenagakerjaan (BPJS), Hak dan Jaminan Sosial di Masa Purnabakti (YAKKAP I & DAPENRA). Setelah memasuki masa pensiun, karyawan akan menerima manfaat berupa dana pensiun, tunjangan hari tua, dan pemeliharaan kesehatan pensiun.

#### KEBEBASAN BERSERIKAT

Seluruh hak dan kewajiban Pegawai telah tertuang di dalam Perjanjian Kerja Bersama yang ditandatangani oleh pihak manajemen dan serikat pekerja. Sebagai entitas bisnis yang selalu siap menghadapi berbagai tantangan dan fleksibel terhadap pengembangan organisasi, perusahaan bersikap terbuka terhadap setiap perubahan kebijakan yang berkaitan dengan SDM. Sampai dengan 2022, PT Angkasa Pura I memiliki 2 Serikat Pekerja/Serikat Pegawai yaitu Serikat Pekerja dan Asosiasi Karyawan. Sedangkan jumlah pegawai yang terdaftar dalam Serikat Pekerja sebanyak 1791 Orang pegawai dan Asosiasi Karyawan sebanyak 795 Orang pegawai.

#### MEKANISME PENGADUAN KETENAGAKERJAAN

Mekanisme pengaduan ketenagakerjaan diatur dalam Perjanjian Kerja Bersama (PKB) dan Keputusan Direksi No. KEP.41/KP.14/2013 tentang Panitia Pembinaan dan Pemeriksaan Pelanggaran Disiplin Pegawai (P4DP) PT Angkasa Pura I.

PT Angkasa Pura I dapat menyampaikan pengaduan terkait keluhan maupun saran melalui mekanisme sebagai berikut:

#### RETIREMENT PROGRAM

Before retiring, PT Angkasa Pura I employees received skill training through the Pre-Retirement Training Program. The objective of this program is to mentally and spiritually prepare employees who are approaching retirement so that when they retire, they can maximize their potential and manage their problems. The training topics include Psychology & ESQ, Finance & Entrepreneurship, Health, Sharing Session of Successful Employees in Business, Workers' Rights for Post-Retirement & Employment (BPJS), Rights and Social Security in Retirement (YAKKAP I & DAPENRA). After entering retirement, employees are entitled to receive pension fund, old-age benefits, and retirement health care.

#### FREEDOM OF ASSOCIATION

All employee rights and responsibilities are outlined in the Collective Labor Agreement, signed by management and the labor union. As a business entity that is always ready to face new challenges and is flexible in terms of organizational development, the company is open to any changes in Human Capital policies. As of 2022, PT Angkasa Pura I has two labor unions, namely the Labor Union and the Employee Association. The Labor Union had 1,791 employees registered, while the Employee Association had 795 employees.

#### EMPLOYEE GRIEVANCE MECHANISM

The employee grievance mechanism is governed by the Collective Labor Agreement (CLA) and the Board of Directors' Decree No. KEP.41/KP.14/2013 on the Committee for Supervision and Investigation of Employee Disciplinary Violations (P4DP) PT Angkasa Pura I.

In the event of complaints and suggestions, PT Angkasa Pura I employees can undertake the following:

## KETENAGAKERJAAN

### Employment

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| <ol style="list-style-type: none"> <li>1. Pegawai dapat menyampaikan keluhan kepada atasan langsung terlebih dahulu.</li> <li>2. Apabila permasalahan terkait pengaduan tersebut tidak dapat terselesaikan, permasalahan dapat disampaikan kepada atasan dari atasan langsungnya.</li> <li>3. Apabila permasalahan tersebut belum dapat terselesaikan, maka pegawai dapat meneruskan kepada serikat pekerja.</li> <li>4. Jika masih terdapat perbedaan, tahap penyelesaian selanjutnya dapat ditempuh sesuai dengan peraturan perundang-undangan yang berlaku.</li> </ol> | <ol style="list-style-type: none"> <li>1. Employees should first file complaints with their direct supervisors.</li> <li>2. If the complaint cannot be resolved, it can be reported to the first-level supervisor above the direct supervisor.</li> <li>3. If the complaint remains unresolved, the employee may report the complaint to the Labor Union.</li> <li>4. If disagreements persist, the next stage of resolution can be pursued in accordance with applicable laws and regulations.</li> </ol> |
|---|--|

Pada 2022, terdapat 0 laporan terkait isu ketenagakerjaan di lingkungan PT Angkasa Pura I dan sebanyak 0 laporan yang sudah ditindak lanjuti.

In 2022, there were no reports of labor issues within PT Angkasa Pura I, and no reports were followed up on.

#### DAMPAK KUANTITATIF TANGGUNG JAWAB SOSIAL DI BIDANG KETENAGAKERJAAN

Pelaksanaan tanggung jawab sosial terkait ketenagakerjaan di 2022 sudah cukup efektif sesuai dengan tujuannya dalam rangka memenuhi kepentingan para karyawan, sehingga tercipta keselarasan tujuan karyawan dengan tujuan perusahaan. Seluruh upaya yang ditempuh perusahaan bertujuan untuk meningkatkan engagement karyawan dan menjaga tingkat *turnover* karyawan berkat adanya keselarasan tujuan. Pada 2022, angka *turnover* karyawan tercatat sebesar 2,8% atau menurun dengan tahun sebelumnya.

#### QUANTITATIVE IMPACT OF SOCIAL RESPONSIBILITY ON EMPLOYMENT

In accordance with its objectives, the implementation of social responsibility related to employment in 2022 has been effective in order to fulfill the interests of employees, thereby creating alignment of employee goals with company goals. Employee engagement increased as goals were aligned, and the employee turnover rate was kept to a minimum. Employee turnover was 2.8% in 2022, a decrease from the previous year.

Selain itu, PT Angkasa Pura I mengadakan *Employee Engagement Survey 2022* secara keseluruhan dengan hasil nilai 4,20 skala likert (1-5). Hal ini menunjukkan bahwa kategori tingkat *engagement* pegawai terhadap perusahaan berada pada tingkatan *Moderately Engaged*.

Furthermore, PT Angkasa Pura I carried out an overall Employee Engagement Survey 2022 with a score of 4.20 on a Likert scale (1-5). This indicates that the employee engagement level category with the company is at Moderately Engaged level.

#### SERTIFIKASI DAN PENGHARGAAN

Selama 2022, tidak terdapat sertifikasi dan penghargaan dalam bidang ketenagakerjaan.

#### CERTIFICATION AND AWARD

During 2022, there were no employment certifications and awards.

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#### KOMITMEN DAN KEBIJAKAN

PT Angkasa Pura I berkomitmen untuk memberikan pelayanan terbaik kepada konsumen/pengguna jasa. Demi menjaga standar kualitas pelayanan, unit Airport Safety secara berkala melaksanakan kegiatan sistem manajemen keselamatan penerbangan serta keselamatan dan kesehatan kerja, dan sistem manajemen mutu demi mencapai *safety level* yang telah ditetapkan oleh peraturan dan mutu layanan sesuai dengan persyaratan dan standar yang berlaku. PT Angkasa Pura I telah memiliki kebijakan internal yang mendukung perlindungan kepada konsumen yaitu Keputusan Direksi Nomor KEP.DU.153/OM.02/2020 tentang Pedoman Sistem Manajemen Keselamatan dan Kesehatan Kerja (SMK3) Korporat PT Angkasa Pura I, Keputusan Direksi Nomor KEP.DU.154/OM.02/2020 tentang Pedoman Sistem Manajemen Keselamatan (*Safety Management System*) PT Angkasa Pura I dan Keputusan Direksi Nomor KEP.DU.0033/OM.15/2022 tentang Pedoman Sistem Manajemen Mutu Bandar Udara PT Angkasa Pura I.

#### COMMITMENT AND POLICY

PT Angkasa Pura I is committed to offering the highest level of service to its customers/service users. To maintain service quality standards, the Airport Safety unit performs aviation occupational health and safety management system, as well as quality management systems, on a regular basis in order to achieve safety levels set by regulations and service quality in accordance with applicable requirements and standards. PT Angkasa Pura I has internal policies that promote consumer protection, namely the Board of Directors Decree Number KEP.DU.153/OM.02/2020 on Guidelines for the Occupational Health and Safety Management System (OHSMS) PT Angkasa Pura I, the Board of Directors Decree Number KEP.DU.154/OM.02/2020 on Guidelines for the Safety Management System PT Angkasa Pura I and the Board of Directors Decree Number KEP.DU.0033/OM.15/2022 on Guidelines for the Airport Quality Management System PT Angkasa Pura I.







#### PERUMUSAN TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN BIDANG KONSUMEN

PT Angkasa Pura I berkomitmen untuk menyediakan pelayanan yang dapat memberikan kepuasan dan keselamatan konsumen, dilakukan dengan menerapkan kualitas pelayanan sesuai standar, serta menerapkan sistem manajemen keselamatan penerbangan serta keselamatan dan kesehatan kerja sistem manajemen mutu demi mencapai *Customer Satisfaction Index* (CSI) yang baik. PT Angkasa Pura I menerapkan Sistem Manajemen Mutu ISO 9001:2015 sebagai pedoman dalam mengelola operasional bandara. Selain itu, perusahaan juga memperhatikan pelaksanaan *Safety, Security, Services, and Compliance* (3S+1C) yang menjamin keselamatan operasional pesawat di bandara sesuai dengan UU No. 1 Tahun 2009 tentang Penerbangan. Terkait dengan keselamatan penerbangan, serta keselamatan dan kesehatan kerja pegawai sesuai PP 50 Tahun 2012 tentang Penerapan Sistem Manajemen Keselamatan dan Kesehatan Kerja. PT Angkasa Pura I berusaha menempatkan keselamatan sebagai prioritas tertinggi dengan memastikan bahwa risiko terhadap keselamatan penerbangan serta keselamatan dan kesehatan kerja dapat ditekan pada level yang dapat ditoleransi.

#### FORMULATION OF SOCIAL AND ENVIRONMENTAL RESPONSIBILITY ON CONSUMERS

PT Angkasa Pura I is committed to offering services that provide consumer satisfaction and safety, accomplished by implementing quality services in accordance with standards, as well as aviation occupational health and safety management system and quality management system in order to achieve a high Customer Satisfaction Index (CSI). The Company uses the ISO 9001: 2015 Quality Management System as a guideline in managing airport operations. Furthermore, the company is focused on the execution of Safety, Security, Services, and Compliance (3S+1C) to ensure the safety of aircraft operations at the airport in accordance with Law No. 1 of 2009 on Aviation. In relation to flight safety and employee occupational health and safety in accordance with Government Regulation 50/2012 on Implementation of the Occupational Health and Safety Management System, PT Angkasa Pura I strives to prioritize safety by ensuring that risks to flight safety, occupational safety, and health are kept to a tolerable level.



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### RENCANA KEGIATAN

Penerapan sistem keselamatan seluruh kegiatan penerbangan di PT Angkasa Pura I telah sesuai dengan standar nasional dan internasional serta panduan *Safety Management System* bandara. Bagi pengguna jasa, PT Angkasa Pura I senantiasa berkomitmen dalam menyelesaikan segala bentuk pengaduan konsumen melalui *Service Level Agreement* (SLA) untuk mencapai nilai kepuasan konsumen di atas 4,0 dari skala 1 sampai dengan 5.

### PELAKSANAAN KEGIATAN

Selama 2022, PT Angkasa Pura I telah menjalankan berbagai kegiatan terkait tanggung jawab sosial kepada konsumen.

### ACTION PLAN

The implementation of safety system for all flight activities at PT Angkasa Pura I is in accordance with national and international standards, as well as airport Safety Management System guidelines. For service users, PT Angkasa Pura I is always committed to resolving all types of consumer complaints through the Service Level Agreement (SLA) in order to achieve customer satisfaction scores above 4.0 on a scale of 1 to 5.

### ACTIVITY IMPLEMENTATION

During 2022, PT Angkasa Pura I engaged in a variety of activities related to social responsibility to consumers.

#### Airport Safety Group

#### Peran dan Tanggung Jawab Airport Safety Group PT Angkasa Pura I

Duties and Responsibilities of PT Angkasa Pura I's Airport Safety Unit

Pekerjaan Position	Misi Mission	Tanggung Jawab Utama Main Responsibility
Keselamatan penerbangan serta keselamatan dan kesehatan kerja. Manage aviation occupational health and safety	Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik. Offer global-scale services with the highest levels of safety, security, and comfort.	Memastikan terlaksananya sistem manajemen keselamatan penerbangan serta keselamatan dan kesehatan kerja pada operasional bandar udara yang dikelola perusahaan. Ensure the implementation of aviation occupational health and safety management system at airport operations managed by the company.
Memastikan pengelolaan standardisasi dan sertifikasi sistem manajemen mutu bandar udara. Ensure the management of standardization and certification of airport quality management system	Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik. Offer global-scale services with the highest levels of safety, security, and comfort.	Memastikan kesesuaian standardisasi dokumen bandar udara dan sistem manajemen mutu terhadap standar dan peraturan nasional dan internasional yang berlaku, serta memastikan terlaksananya kegiatan sertifikasi sistem manajemen operasional bandar udara oleh pihak eksternal. Ensure the conformity of airport document standardization and quality management system to applicable national and international standards and regulations, and ensure the implementation of airport operational management system certification by external parties.
Memastikan pengelolaan jaminan mutu operasional bandar udara. Ensure airport operational quality assurance management	Memberikan layanan berskala global dalam standar keselamatan, keamanan, dan kenyamanan terbaik. Offer global-scale services with the highest levels of safety, security, and comfort.	Memastikan terimplementasinya pengukuran, pemantauan dan evaluasi terhadap safety, security dan services untuk menjamin mutu operasional bandar udara. Ensure the implementation of assessment, monitoring and evaluation of safety, security and services to ensure the quality of airport operations.

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### KEGIATAN KESELAMATAN PENERBANGAN SERTA KESELAMATAN DAN KESEHATAN KERJA

PT Angkasa Pura I memiliki komitmen terhadap peningkatan budaya keselamatan penerbangan serta keselamatan dan kesehatan kerja yang bertujuan untuk menjamin para pekerja dan pengguna jasa bandara dapat beraktivitas dengan selamat, sehat, dan aman di area lingkungan kerja bandara. Beberapa upaya dari perusahaan yang telah dilakukan untuk memastikan pelaksanaan operasional penerbangan khususnya pada bidang keselamatan penerbangan serta keselamatan dan kesehatan kerja dapat berjalan selamat dan aman selama 2022, antara lain:

### AVIATION SAFETY AND OCCUPATIONAL HEALTH AND SAFETY ACTIVITIES

PT Angkasa Pura I is committed to improving the culture of aviation safety and occupational health and safety, with the goal of ensuring that workers and airport service users can carry out activities in the airport work environment in a secure, health and safe manner. In 2022, among the efforts made by the company to ensure the implementation of flight operations, particularly in aviation safety and occupational health and safety, are:

Keselamatan Penerbangan serta Keselamatan dan Kesehatan Kerja Angkasa Pura I Aviation Occupational Health and Safety Activities of Angkasa Pura I		
No.	Kegiatan Work Program	Hasil Objectives
1	Penyusunan dan pengawasan identifikasi bahaya, penilaian dan pengendalian risiko keselamatan (IBPR) serta i-risk Preparation and monitoring of hazard identification, OHS risk assessment and control (IBPR) as well as i-risk.	Kegiatan ini dilakukan untuk melakukan identifikasi bahaya, penilaian, dan pengendalian risiko keselamatan pada setiap aktivitas pekerjaan, serta memantau perubahan pada pekerjaan. Setiap pengendalian risiko yang telah ditetapkan kemudian diikuti dengan pengawasan untuk memastikan efektivitas pengendalian risiko yang telah ditetapkan. This activity is performed to identify hazards, assess and control safety risks in each work activity, and monitor work changes. Each established risk control is monitored to ensure its effectiveness.
2	Panitia Pembina K3 (P2K3) OHS advisory committee meeting	Kegiatan ini merupakan wadah untuk mengembangkan kerja sama, saling pengertian, dan partisipasi efektif antara unsur pimpinan perusahaan dan tenaga kerja dalam menangani masalah serta isu K3 di perusahaan. This activity serves as a forum for developing cooperation, mutual understanding, and effective participation among company leadership and workers in dealing with OHS issues in the company.
3	Sertifikasi personel sesuai bidang kerjanya Personnel certification based on their area of employment.	Personel di seluruh bandara yang dikelola oleh PT Angkasa Pura I telah tersertifikasi oleh instansi yang berwenang sesuai peraturan yang berlaku. Personnel at all airports managed by PT Angkasa Pura I have been certified by the authorized agency in accordance with applicable regulations.
4	Sosialisasi dan webinar keselamatan bagi para pemangku kepentingan Safety dissemination and webinars for stakeholders	Sosialisasi dan seminar keselamatan bagi para pemangku kepentingan rutin dilaksanakan minimal 1 (satu) tahun sekali di seluruh bandara yang dikelola oleh PT Angkasa Pura I. Safety dissemination and seminars for stakeholders are held at all airports managed by PT Angkasa Pura I at least once a year.
5	<i>Safety briefing</i> bagi para kontraktor, vendor, penyewa, dan pemangku kepentingan Safety briefing for contractors, vendors, tenants and stakeholders	<i>Safety briefing</i> dilakukan sebelum memulai pekerjaan, di sisi udara maupun sisi darat, yang melibatkan kontraktor, vendor, penyewa, dan pemangku kepentingan. Safety briefings are conducted prior to commencing work, both airside and landside, involving contractors, vendors, tenants and stakeholders.
6	Inspeksi keselamatan Safety inspection	Suatu upaya untuk memeriksa atau mendeteksi semua faktor (peralatan, proses kerja, material, area kerja, prosedur) yang berpotensi menimbulkan cedera atau penyakit akibat kerja (PAK), sehingga kecelakaan kerja ataupun kerugian dapat dicegah atau diminimalkan. It is an effort to examine or detect all factors (equipment, work processes, materials, work areas, procedures) with the potential to cause injury or occupational diseases, in order to prevent and reduce work accidents or losses.
7	Bulan K3 Nasional National OSH Month	Promosi dan kampanye keselamatan telah dilakukan di seluruh bandara yang dikelola oleh PT Angkasa Pura I, dengan kegiatan berikut: 1. Apel bulan K3 Nasional 2. Penghargaan K3 (K3 Award) dari provinsi setempat 3. <i>Safety trivia quiz</i> 4. Pemasangan spanduk/ <i>banner</i> bulan K3 5. Donor darah 6. Webinar Bulan K3 Nasional " <i>Self Love? Self Healing</i> "

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Keselamatan Penerbangan serta Keselamatan dan Kesehatan Kerja Angkasa Pura I Aviation Occupational Health and Safety Activities of Angkasa Pura I		
No.	Kegiatan Work Program	Hasil Objectives
		<p>PT Angkasa Pura I has promoted and conducted safety campaigns at all of its airports, including the following activities:</p> <ol style="list-style-type: none"> <li>1. The Ceremony of National OSH Month</li> <li>2. OHS Award from the local province</li> <li>3. Safety trivia quiz</li> <li>4. OHS month banner installation</li> <li>5. Blood donation</li> <li>6. National OSH Month webinar "Self Love? Self Healing"</li> </ol>
8	<p>Pelatihan Penggunaan Alat Pemadam Api Ringan (APAR) bagi mitra kerja dan mitra usaha Training on the Use of Fire Extinguishers (APAR) for partners and business partners</p>	<p>Dampak positif dari pelaksanaan kegiatan "Pelatihan Penggunaan Alat Pemadam Api Ringan (APAR)" adalah:</p> <ol style="list-style-type: none"> <li>1. Mengetahui cara penggunaan APAR</li> <li>2. Meningkatkan kepedulian terhadap terhadap kondisi lingkungan kerja di gedung perkantoran</li> <li>3. Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat kebakaran gedung perkantoran</li> </ol> <p>Pelaksanaan pelatihan penggunaan APAR rutin dilakukan minimal satu kali dalam setahun. The positive impacts of implementing "Training on the Use of Fire Extinguishers (APAR)" activity include:</p> <ol style="list-style-type: none"> <li>1. Knowing how to use a fire extinguisher</li> <li>2. Increasing awareness of the working conditions in office buildings.</li> <li>3. Improving knowledge and skills in dealing with fire emergencies in office buildings.</li> </ol> <p>Training on the use of fire extinguisher is carried out on a regular basis, at least once a year.</p>
9	<p>Simulasi latihan tanggap darurat Emergency Drill Simulation</p>	<p>Pelaksanaan latihan tanggap darurat dilaksanakan secara berkala dengan melibatkan unit-unit terkait di lingkungan internal maupun eksternal. Beberapa hal yang menjadi fokus perhatian dalam pelaksanaan latihan ini, antara lain:</p> <ol style="list-style-type: none"> <li>1. Memahami konsep Perencanaan Tanggap Darurat (ERP) secara efektif sehingga pengendalian dapat dilakukan secara cepat dan tepat</li> <li>2. Mencegah kesimpangsiuran dalam menghadapi kondisi darurat (tidak gugup dan panik)</li> <li>3. Mencegah terjadinya kerugian materi maupun jiwa yang lebih besar (korban jiwa, kerusakan fasilitas/peralatan, dan lain-lain)</li> </ol> <p>Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat di lingkungan bandara. Emergency response exercises are carried out on a regular basis by involving relevant units in the internal and external environment. The execution of this exercise focuses on several aspects, including:</p> <ol style="list-style-type: none"> <li>1. Understand the concept of Emergency Response Planning (ERP) effectively so that control can be implemented in a quick and precise manner;</li> <li>2. Avoid confusion when dealing with emergency situations (not nervous and panic);</li> <li>3. Prevent greater material and life losses (casualties, damage to facilities/equipment, etc.);</li> <li>4. Improve knowledge and skills in dealing with emergencies in an airport setting.</li> </ol>
10	<p>Sertifikasi ISO 45001:2018 di seluruh bandara PT Angkasa Pura I ISO 45001: 2018 certification at all PT Angkasa Pura I airports</p>	<p>Salah satu bentuk kepatuhan terhadap persyaratan internasional dan dalam memberi nilai tambah dan meningkatkan citra perusahaan. It is a form of compliance with international requirements to add value and improve the company's image.</p>
11	<p>Resertifikasi SMK3 PP 50 Tahun 2012 di empat bandara (Bandara Zainuddin Abdul Madjid Lombok, Bandara Syamsudin Noor Banjarmasin, Bandara Sultan Hasanuddin Makassar, dan Bandara Sam Ratulangi Manado) Recertification of OHSMS based on Government Regulation No. 50/2012 at four airports (Zainuddin Abdul Madjid Airport Lombok, Syamsudin Noor Airport Banjarmasin, Sultan Hasanuddin Airport Makassar, and Sam Ratulangi Airport Manado)</p>	<p>Salah satu bentuk kepatuhan terhadap peraturan perundang-undangan dan dalam upaya mengetahui tingkat konsistensi implementasi Sistem Manajemen K3. It is a form of compliance with laws and regulations and an effort to determine the level of consistency in the OHS Management System implementation.</p>
12	<p>Sertifikasi fasilitas dan peralatan secara berkala Regular facility and equipment certification</p>	<p>Fasilitas dan peralatan di seluruh bandara yang dikelola oleh PT Angkasa Pura I telah tersertifikasi oleh Direktorat Jenderal Perhubungan Udara dan Dinas Tenaga Kerja setempat. Facilities and equipment at all airports managed by PT Angkasa Pura I have been certified by the Directorate General of Civil Aviation and the local Manpower Office.</p>

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Keselamatan Penerbangan serta Keselamatan dan Kesehatan Kerja Angkasa Pura I Aviation Occupational Health and Safety Activities of Angkasa Pura I		
No.	Kegiatan Work Program	Hasil Objectives
13	Pengukuran kualitas lingkungan kerja dan penilaian risiko kesehatan kerja Workplace quality assessment and occupational health risk assessment	Pengukuran lingkungan kerja telah dilaksanakan sesuai dengan peraturan perundangan dan persyaratan yang berlaku. Hasil dari pengukuran lingkungan kerja digunakan untuk menilai tingkat risiko kesehatan kerja dan melakukan upaya pengendalian risiko kesehatan kerja di area kerja (area perkantoran dan bandara). Work environment assessment has been carried out in accordance with applicable laws and requirements. The work environment assessment results are used to assess the level of occupational health risks and to make efforts to control occupational health risks in the workplace (office area and airport).
14	<i>Airport Excellence in Safety Method for Safety Performance</i> Airport Excellence in Safety Method for Safety Performance	Kegiatan ini bertujuan untuk memastikan pengelolaan sistem manajemen keselamatan penerbangan dan kesehatan kerja yang efektif, sesuai dengan standar dan peraturan pada PP 50 Tahun 2012 dan KP 622 Tahun 2015 Pemantauan dan Pengukuran Kinerja Keselamatan sudah dilakukan kepada 15 bandar udara menggunakan metode daring dan kunjungan. This activity aims to ensure effective management of aviation safety and occupational health management systems in accordance with standards and regulations outlined in Government Regulation No. 50/2012 and KP 622/2015. Safety Performance Monitoring and Assessment have been carried out online and on-site at 15 airports.
15	Pemantauan implementasi keselamatan di proyek pengembangan bandara Safety implementation monitoring in airport development projects	Pemantauan aspek keselamatan pada proyek pengembangan bandara sebagai upaya pembinaan, penerapan, pemeliharaan, dan evaluasi keselamatan di lingkungan kerja Proyek Pengembangan Bandara. Monitoring the safety aspects of airport development project in order to supervise, implement, maintain, and evaluate safety in the Airport Development Project work environment.
16	Updating Surat Keputusan terkait <i>Safety Review Board</i> Updating Safety Review Board Decree	Bertujuan untuk memastikan penyelesaian permasalahan keselamatan yang membutuhkan keputusan dan/atau kebijakan Direksi PT Angkasa Pura I. Sosialisasi SK <i>Safety Review Board</i> kepada anggota kantor pusat dan kantor cabang telah dilaksanakan. The update aims to ensure the resolution of safety issues that require decisions and/or policies of PT Angkasa Pura I's Board of Directors. The Safety Review Board Decree has been disseminated to members of the head office and branch offices.
17	<i>Safety Action Group (SAG)</i> Safety Action Group (SAG)	Pertemuan <i>Safety Action Group</i> telah diselenggarakan di kantor cabang PT Angkasa Pura I dengan bahasan berbagai topik dan isu keselamatan di masing-masing kantor cabang. <i>Safety Action Group</i> merupakan wadah koordinasi yang bertujuan untuk: a. Memastikan permasalahan keselamatan di bandara dapat diselesaikan sesuai dengan kewenangan General Manager b. Memastikan permasalahan keselamatan yang tidak dalam kewenangan General Manager disampaikan kepada <i>Safety Review Board</i> . Safety Action Group meetings have been held at each of PT Angkasa Pura I's branch offices, with discussions on a variety of topics and safety issues. Safety Action Group is a forum for coordination that aims to: a. Ensure that airport safety issues can be resolved in accordance with the General Manager's authority. b. Ensure that all safety issues that fall outside of the General Manager's authority are communicated to Safety Review Board.
18	<i>Safety Review Board</i> Safety Review Board	Kegiatan yang diselenggarakan oleh kantor pusat untuk membahas isu keselamatan bandara yang tidak dapat diselesaikan oleh bandara. Safety Review Board is an activity organized by the head office to discuss airport safety issues that the airport cannot resolve.
19	<i>Runway Safety Team (RST)</i> Runway Safety Team (RST)	Merupakan kegiatan untuk identifikasi bahaya di area pergerakan pesawat udara, serta dalam rangka meminimalkan dan memitigasi risiko keselamatan di area pergerakan pesawat udara. Pertemuan RST juga merupakan wadah bagi pemangku kepentingan terkait untuk mendapatkan solusi pencegahan kejadian serta penyusunan perencanaan untuk tercapainya kinerja keselamatan. It is an activity to identify hazards while also minimizing and mitigating safety risks in the aircraft movement area. RST meeting also serves as a forum for relevant stakeholders to obtain incident prevention solutions and to plan for safety performance.
20	<i>Bird Strike Committee (BSC)</i> Bird Strike Committee (BSC)	Pertemuan <i>Bird Strike Committee (BSC)</i> secara rutin telah dilaksanakan oleh kantor cabang PT Angkasa Pura I. Bird Strike Committee (BSC) meetings have been held on a regular basis by PT Angkasa Pura I branch offices.
21	Promosi Keselamatan Safety Promotion	Promosi keselamatan merupakan media informasi yang memuat isu-isu keselamatan terkini dan/atau laporan kinerja implementasi Sistem Manajemen Keselamatan. Pada tahun 2022 terdapat 5 <i>safety bulletin</i> , 7 <i>safety poster</i> , dan 2 <i>safety notice</i> yang sudah diterbitkan oleh kantor pusat dan disebarluaskan menggunakan <i>Office Collaboration Platform (OCP)</i> perusahaan dan media sosial perusahaan.

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Keselamatan Penerbangan serta Keselamatan dan Kesehatan Kerja Angkasa Pura I Aviation Occupational Health and Safety Activities of Angkasa Pura I		
No.	Kegiatan Work Program	Hasil Objectives
		Safety promotion is an information media that contains the latest safety issues and/or performance reports on the implementation of Safety Management System. In 2022, the head office issued 5 safety bulletins, 7 safety posters, and 2 safety notices, disseminated through the company's Office Collaboration Platform (OCP) and corporate social media.
22	Investigasi Investigation	Investigasi atas insiden serius dan/atau kecelakaan yang terjadi di kantor cabang PT Angkasa Pura I telah dilaksanakan, baik berupa pendampingan kepada Komite Nasional Keselamatan Transportasi (KNKT) maupun investigasi yang dilakukan secara internal. Investigations of serious incidents and/or accidents at PT Angkasa Pura I branch offices have been conducted, both as assistance to the National Transportation Safety Committee (KNKT) and as internal investigations.
23	Safety Awareness Safety Awareness	Bertujuan untuk meningkatkan kesadaran terkait keselamatan dan kepatuhan terhadap peraturan melalui metode sosialisasi, lokakarya, dan seminar. Kesadaran Keselamatan merupakan program rutin di bandar udara dan sudah terlaksana selama tahun 2022 dengan berbagai tema keselamatan. It aims to increase safety awareness and compliance with regulations through dissemination, workshops, and seminars. Safety Awareness is a regular program at the airport that has been implemented for 2022 with a variety of safety themes.
24	Wildlife Hazard Management Improvement for Operational Excellence Wildlife Hazard Management Improvement for Operational Excellence	Kegiatan bertujuan untuk evaluasi Wildlife Hazard Management Plan (WHMP) sebagai pedoman dalam menyusun rencana strategis dan melaksanakan program kerja untuk mencegah dan mengurangi populasi satwa liar dan burung di bandara. This activity aims to assess the Wildlife Hazard Management Plan (WHMP) as a guideline for developing strategic plans and implementing work programs to prevent and reduce wildlife and bird populations at the airport.
25	Safety for Managerial Safety for Managerial	Peningkatan kompetensi pegawai terkait keselamatan khususnya pejabat 2 atau 3 tingkat di bawah direksi dari kantor pusat dan kantor cabang. Increased employee safety competency, particularly among officials two or three levels below the Board of Directors from the Head Office and Branch Offices.
26	Safety for Executive Safety for Executive	Peningkatan kompetensi pegawai terkait keselamatan khususnya pejabat 1 tingkat di bawah direksi dari kantor pusat dan kantor cabang Increased employee safety competencies, particularly among officials one level below the Board of Directors from the Head Office and Branch Offices.

### SISTEM MANAJEMEN KESELAMATAN (SAFETY MANAGEMENT SYSTEM)

Kami menerapkan Sistem Manajemen Keselamatan (*Safety Management System/SMS*) sesuai dengan Undang Undang No. 1 tahun 2009 tentang Penerbangan. Tujuan utama penerapan SMS ini adalah untuk memberikan jaminan keselamatan operasional pesawat di bandar udara. Kebijakan terkait dengan penerapan Sistem Manajemen Keselamatan (*Safety Management System*) tercantum dalam Keputusan Direksi Nomor: KEP.DU.154/OM.02/2020 tentang Pedoman Sistem Manajemen Keselamatan (*Safety Management System/SMS*). Secara berkala, kebijakan ini dikomunikasikan pada seluruh pemangku kepentingan dan ditinjau oleh Direksi untuk memastikan penerapan, relevansi, dan pemutakhirannya. Informasi terperinci mengenai implementasi *Safety Management System* disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022.

### SAFETY MANAGEMENT SYSTEM

The Company implements a Safety Management System (SMS) in accordance with Law No. 1/2009 on Aviation. The primary objective of carrying out the SMS is to ensure the safety of aircraft operations at airports. Policies on the implementation of Safety Management System (SMS) are outlined in the Board of Directors Decree No. KEP.DU.154/OM.02/2020 on Guidelines for Safety Management System (SMS). The policy is communicated to all stakeholders on a regular basis and reviewed by the Board of Directors to ensure its implementation, relevance, and updating. Detailed information on the implementation of Safety Management System is presented in PT Angkasa Pura I's Sustainability Report for the fiscal year 2022.



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Sistem Manajemen Keselamatan (*Safety Management System*) merupakan sebuah sistem manajemen termasuk struktur organisasi, tanggung jawab, prosedur, proses dan ketentuan yang dilaksanakan sebagai kebijakan keselamatan. Hal tersebut menjadi salah satu sarana untuk menjaga pemenuhan ketentuan peraturan dan standar, karena sebagian dari persyaratan pengawasan operasi bandar udara akan menjadi bagian dari Sistem Manajemen Keselamatan (*Safety Management System*). Sistem ini memungkinkan penyelenggara bandar udara untuk melakukan pengawasan keselamatan di bandar udara terhadap aktivitas-aktivitas yang dilakukan oleh pihak lain di bandara.

Sistem Manajemen Keselamatan di PT Angkasa Pura I dikelola melalui empat pilar kegiatan berikut:

1. Safety Policy & Objectives
  - Komitmen keselamatan;
  - Kebijakan dan sasaran keselamatan;
  - Tanggung jawab dan wewenang;
  - Koordinasi rencana penanggulangan kondisi gawat darurat; dan
  - Dokumentasi pelaksanaan Sistem Manajemen Keselamatan.
2. Safety Risk Management
  - Identifikasi bahaya;
  - Penilaian dan mitigasi risiko.
3. Safety Assurance
  - Pengukuran dan monitoring kinerja keselamatan;
  - Manajemen perubahan;
  - Investigasi;
  - Peningkatan berkelanjutan terhadap Sistem Manajemen Keselamatan.
4. Safety Promotion
  - Pendidikan dan/atau pelatihan;
  - Safety notice, safety poster, dan safety bulletin;
  - Safety campaign;
  - Safety awareness.

Safety Management System includes organizational structure, responsibilities, procedures, processes, and provisions implemented as safety policies. The system is a means of maintaining compliance with regulations and standards because the Safety Management System includes the requirements of airport operation surveillance. The system enables airport administrators to conduct safety surveillance on suspicious activities carried out by other parties at the airport.

PT Angkasa Pura I's Safety Management System is managed through the four pillars of activity listed below:

1. Safety Policy & Objectives
  - Safety commitment;
  - Safety policies and objectives;
  - Responsibility and authority;
  - Coordination of emergency response plan; and
  - Documentation of Safety Management System implementation.
2. Safety Risk Management
  - Hazard identification;
  - Risk assessment and mitigation.
3. Safety Assurance
  - Assessment and monitoring of safety performance;
  - Change management;
  - Investigation;
  - Continuous improvement of the Safety Management System.
4. Safety Promotion
  - Education and/or training;
  - Safety notice, poster and bulletin;
  - Safety campaign;
  - Safety awareness.

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### SISTEM MANAJEMEN MUTU (QUALITY MANAGEMENT SYSTEM)

PT Angkasa Pura I berkomitmen memberikan mutu pelayanan yang berlandaskan aspek *Safety, Security, Service through Compliance (3S+1C)* dalam setiap proses bisnis dengan tujuan untuk meningkatkan kualitas keselamatan, keamanan, dan kenyamanan pengguna jasa bandar udara. Dalam rangka meningkatkan mutu pelayanan dan pemenuhan persyaratan pelanggan, PT Angkasa Pura I menerapkan sistem manajemen mutu yang efektif untuk mencapai target *Customer Satisfaction Index (CSI)* yang ditetapkan oleh perusahaan. Pelaksanaan sistem manajemen mutu PT Angkasa Pura I berdasarkan SNI ISO 9001:2015.

PT Angkasa Pura I menunjukkan komitmen terhadap penerapan sistem manajemen mutu dengan cara sebagai berikut:

1. Bertanggung jawab atas keefektifan sistem manajemen mutu bandar udara.
2. Memastikan kebijakan dan sasaran mutu ditetapkan dan selaras dengan tujuan dan arah strategis perusahaan.
3. Memastikan integrasi persyaratan sistem manajemen mutu bandar udara dalam proses bisnis perusahaan.
4. Mengkampanyekan kepedulian pada pendekatan proses dan pemikiran berbasis risiko.
5. Memastikan sumber daya yang diperlukan tersedia
6. Mengkomunikasikan pentingnya sistem manajemen mutu bandar udara yang efektif dan kesesuaian terhadap persyaratan.
7. Memastikan sistem manajemen mutu bandar udara mencapai hasil yang diinginkan.
8. Melibatkan, mengarahkan, dan mendukung pegawai untuk berkontribusi pada keefektifan sistem manajemen mutu bandar udara.
9. Mempromosikan perbaikan berkelanjutan.
10. Mendukung peran pimpinan di seluruh level jabatan untuk memperlihatkan kepemimpinannya sesuai dengan tugas dan tanggung jawabnya.

Informasi mengenai pelaksanaan sistem manajemen mutu dalam pengelolaan bandara sesuai ISO 9001:2015

### QUALITY MANAGEMENT SYSTEM

PT Angkasa Pura I is committed to providing quality services based on the aspects of *Safety, Security, and Service through Compliance (3S+1C)* in all business processes, with the objective of enhancing safety, security, and comfort of airport service users. To achieve the company's *Customer Satisfaction Index (CSI)* target, PT Angkasa Pura I implements an effective quality management system to improve service quality and customer satisfaction. PT Angkasa Pura I's quality management system is based on SNI ISO 9001: 2015.

PT Angkasa Pura I demonstrates its commitment to quality management system implementation in the following means:

1. Responsible for the effectiveness of airport quality management system;
2. Ensure that quality policies and objectives are established and that they are aligned with the company's strategic goals and directions;
3. Ensure that airport quality management system requirements are integrated into the company's business processes;
4. Raise awareness of the process approach and risk-based thinking;
5. Ensure that all necessary resources are available;
6. Communicate the importance of an effective airport quality management system and requirement compliance;
7. Ensure that the airport quality management system achieves the desired results;
8. Engage, direct, and encourage the employees to contribute to the effectiveness of airport's quality management system;
9. Promote continuous improvement;
10. Support leadership roles at all levels to demonstrate leadership in accordance with its duties and responsibilities.

Detailed information on the implementation of quality management system in airport management according

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secara rinci disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022. Penanggulangan keadaan darurat keselamatan penumpang dan pegawai menjadi prioritas PT Angkasa Pura I. Secara rutin, kami telah menjalankan latihan penanggulangan keadaan darurat. Hal ini kami lakukan untuk memastikan kesiapan personel tim tanggap darurat kantor cabang PT Angkasa Pura I dalam menghadapi dan menanggulangi keadaan darurat. Kami juga melakukan koordinasi rencana penanggulangan kondisi gawat darurat secara berkesinambungan.

Pelaksanaan latihan tanggap darurat melibatkan unit-unit terkait di lingkungan internal maupun eksternal. Beberapa hal yang menjadi fokus perhatian dalam pelaksanaan latihan ini, antara lain:

1. Memahami konsep Perencanaan Tanggap Darurat (*Emergency Response Plan*) secara efektif sehingga pengendalian dapat dilakukan secara cepat dan tepat;
2. Mencegah kesimpangsiuran dalam menghadapi kondisi darurat (tidak gugup dan panik);
3. Mencegah terjadinya kerugian yang lebih besar (korban jiwa, kerusakan fasilitas/peralatan, dan lainnya);
4. Meningkatkan pengetahuan dan keterampilan dalam menanggulangi keadaan darurat di lingkungan bandara. Pelatihan penanggulangan keadaan darurat juga telah dilengkapi dengan aplikasi Penilaian Mutu PKD (*Digital Assessment Emergency Exercise*). Layanan Pengaduan Konsumen PT Angkasa Pura I juga menyediakan layanan 24 jam dan 7 hari seminggu melalui Contact Center 172, untuk memudahkan para penumpang dan pengguna jasa bandara. Setiap percakapan direkam dan dipantau demi peningkatan mutu layanan. Diharapkan layanan ini dapat mendukung pengalaman pelanggan yang prima dengan:
  - Memudahkan pelanggan/pengguna jasa untuk bertanya, memberi saran dan keluhan terkait pelayanan di berbagai bandara PT Angkasa Pura I.
  - Manajemen mengerti persepsi dan prioritas para penumpang.

to ISO 9001: 2015 is presented in PT Angkasa Pura I's Sustainability Report for the fiscal year 2022. PT Angkasa Pura I prioritizes emergency response for passenger and employee safety. The Company conducts emergency response drills on a regular basis to ensure that the emergency response team personnel at PT Angkasa Pura I branch office are prepared to face and overcome emergencies. The Company coordinates emergency response plans on an ongoing basis.

Emergency response exercises are carried out on a regular basis by involving relevant units in the internal and external environment. The execution of this exercise focuses on several aspects, including:

1. Understand the concept of Emergency Response Planning (ERP) effectively so that control can be implemented in a quick and precise manner;
2. Avoid confusion when dealing with emergency situations (not nervous and panic);
3. Prevent greater material and life losses (casualties, damage to facilities/equipment, etc.);
4. Improve knowledge and skills in dealing with emergencies in an airport setting. Emergency Response Exercise is equipped with the Emergency Response Exercise Quality Assessment application (*Digital Assessment Emergency Exercise*). PT Angkasa Pura I provides 24/7 customer service through Contact Center 172 to facilitate passengers and airport service users. The calls are monitored or recorded for service quality improvement. The service is expected to support an excellent customer experience by:
  - Facilitating customers/service users to ask questions, offer suggestions and file complaints about services at PT Angkasa Pura I airports.
  - Management understands passengers' perceptions and priorities.

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- Manajemen mengetahui penilaian para penumpang/pelanggan terhadap layanan bandara (*airport services*) PT Angkasa Pura I.
- Manajemen dapat mengetahui citra dan penilaian dari pengguna jasa bandara yang dikelola PT Angkasa Pura I.
- Management is aware of the assessment of passengers/customers on airport services of PT Angkasa Pura I.
- Management can find out the image and assessment of airport service users managed by PT Angkasa Pura I.

Pengguna jasa PT Angkasa Pura I dapat menyampaikan pengaduan melalui sarana komunikasi yang tersedia selama 24 jam dalam satu hari melalui:

PT Angkasa Pura I's service users can file complaints using the following contact information, which is available 24 hours a day:



kebandarudaraan, bisnis proses perusahaan, dan kemampuan berkomunikasi sesuai dengan *standard operating procedure* (SOP) dan *Service Level Agreement* (SLA) yang telah ditentukan. Dalam rangka meningkatkan kompetensi sumber daya Contact Center 172 dalam melayani pengguna jasa bandara, Contact Center 172 juga melaksanakan *development program*, meliputi:

1. English Day  
Meningkatkan kemampuan berbahasa Inggris serta menambah perbendaharaan kosakata.
2. Quiz Online  
Meningkatkan *product knowledge* tentang kebandarudaraan dan Contact Center.

PT Angkasa Pura I Contact Center 172 has 26 personnel with knowledge on airport issues, the Company's business processes, and ability to communicate in accordance with the Standard Operating Procedure (SOP) and Service Level Agreement (SLA). Contact Center 172 implements Development Programs to improve the competence of its personnel in serving airport service users. The programs include:

1. English Day  
Improve English language skills and vocabulary;
2. Online Quiz  
Improve product knowledge about airport and Contact Center

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| <p>3. Presentation Program<br/>Meningkatkan kemampuan personel Contact Center PT Angkasa Pura I 172 dalam memaparkan suatu permasalahan dengan singkat dan dengan penjelasan penyelesaian yang bisa dipahami.</p> <p>4. Webinar Online dan <i>e-learning</i><br/>Meningkatkan kemampuan personel Contact Center 172 PT Angkasa Pura I serta menambah pengetahuan tentang <i>contact center</i></p> <p>5. PIC Reporting<br/>Meningkatkan kemampuan personil dalam menganalisa data dan penyampaian laporan pelayanan</p> <p>6. Content Creator<br/>Meningkatkan kemampuan personil dalam membuat digital edukasi serta mengenalkan layanan Contact Center 172.</p> | <p>3. Presentation Program<br/>Improve Angkasa Pura I Contact Center 172 personnel's ability to explain a problem briefly with an understandable solution;</p> <p>4. Online webinars and e-learning.<br/>Improve PT Angkasa Pura I 172 Contact Center personnel's abilities and knowledge of contact center.</p> <p>5. PIC Reporting<br/>Improve personnel's ability to analyze data and submit service reports.</p> <p>6. Content Creator<br/>Improve personnel abilities in creating digital education and introducing Contact Center 172 services.</p> |
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Contact Center 172 juga berpartisipasi aktif di dalam keanggotaan Indonesia Contact Center Association (ICCA) dan aktif mengikuti kompetisi The Best Contact Center Indonesia (TBCCI), sebagai sarana *benchmarking* dan juga memperluas wawasan pengetahuan seputar isu-isu Contact Center yang sedang terjadi di Indonesia dan global.

Contact Center 172 has actively participated in the Indonesia Contact Center Association (ICCA) and The Best Contact Center Indonesia (TBCCI) competitions as a means of benchmarking, and has broadened its knowledge of existing Contact Center issues nationally and internationally.

Selain menjalankan fungsinya sebagai *Voice of Customer Management*, Contact Center 172 PT Angkasa Pura I berupaya selalu mendukung program pemerintah, antara lain:

In addition to serving as the Voice of Customer Management, Contact Center 172 PT Angkasa Pura I strives to always support government program, such as:

- |   |   |
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| <p>a. Menjadi media informasi saat Kegiatan World Superbike (WSBK) Mandalika 2022.</p> <p>b. Menjadi media <i>contact center</i> dalam Kegiatan KTT G20.</p> <p>c. Sebagai media <i>campaign</i>, <i>promosi event</i>, dan pameran produk serta jasa PT Angkasa Pura I, PT Aviassi Pariwisata Indonesia (Persero) beserta <i>holding member</i> lainnya.</p> | <p>a. Serving as a media to inform the 2022 World Superbike (WSBK) Mandalika</p> <p>b. Serving as a media contact center for the G20 Summit</p> <p>c. Serving as a media campaign, event promotion, and exhibition of PT Angkasa Pura I, PT Aviassi Pariwisata Indonesia (Persero), and other holding members' products and services.</p> |
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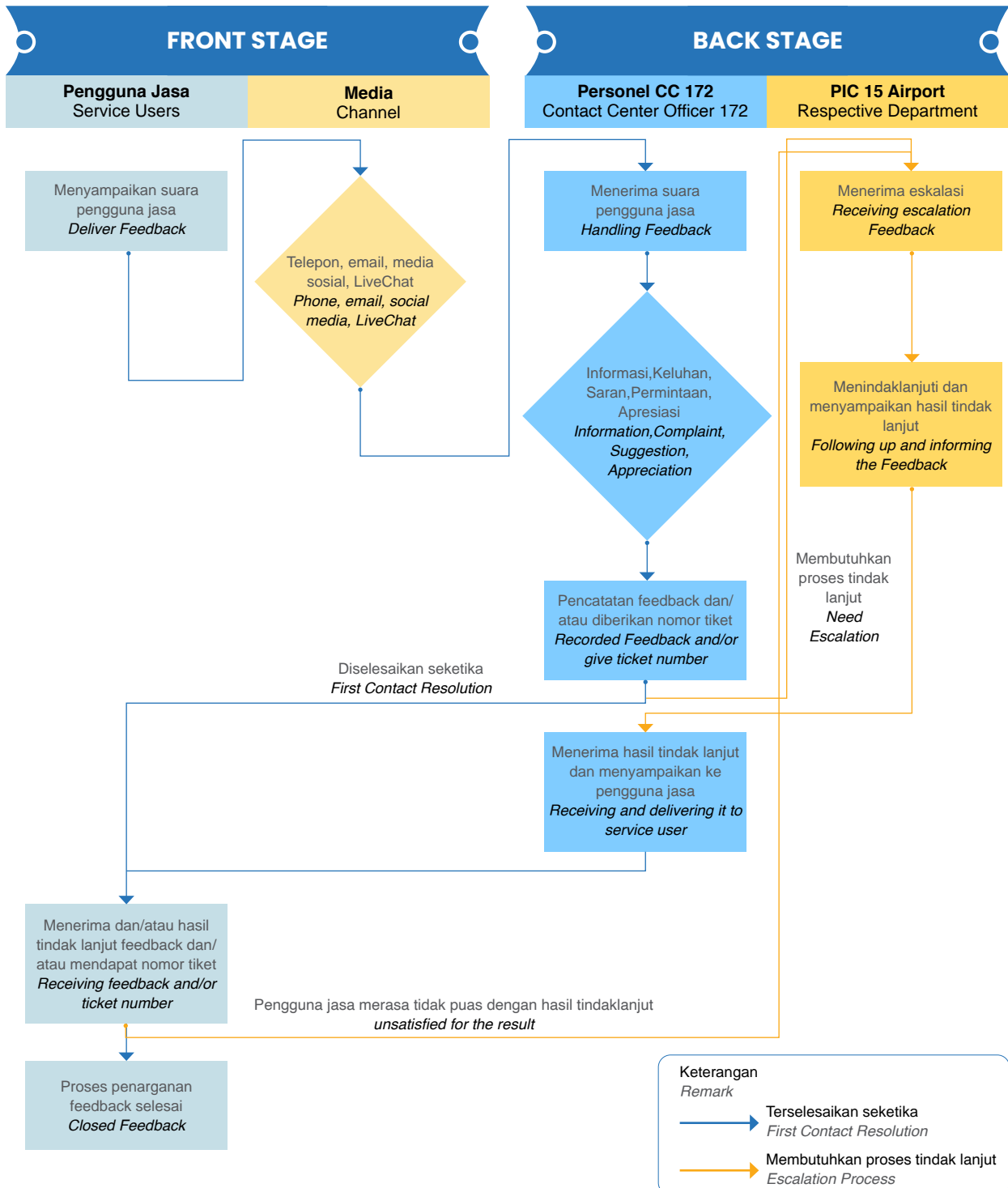
Consumer

Proses kerja di Contact Center 172 PT Angkasa Pura I dapat digambarkan sebagai berikut:

The workflow procedure of PT Angkasa Pura I's Contact Center 172 is as follows:

### ALUR PELAYANAN FEEDBACK MELALUI 172

Feedback Service Flow via 172

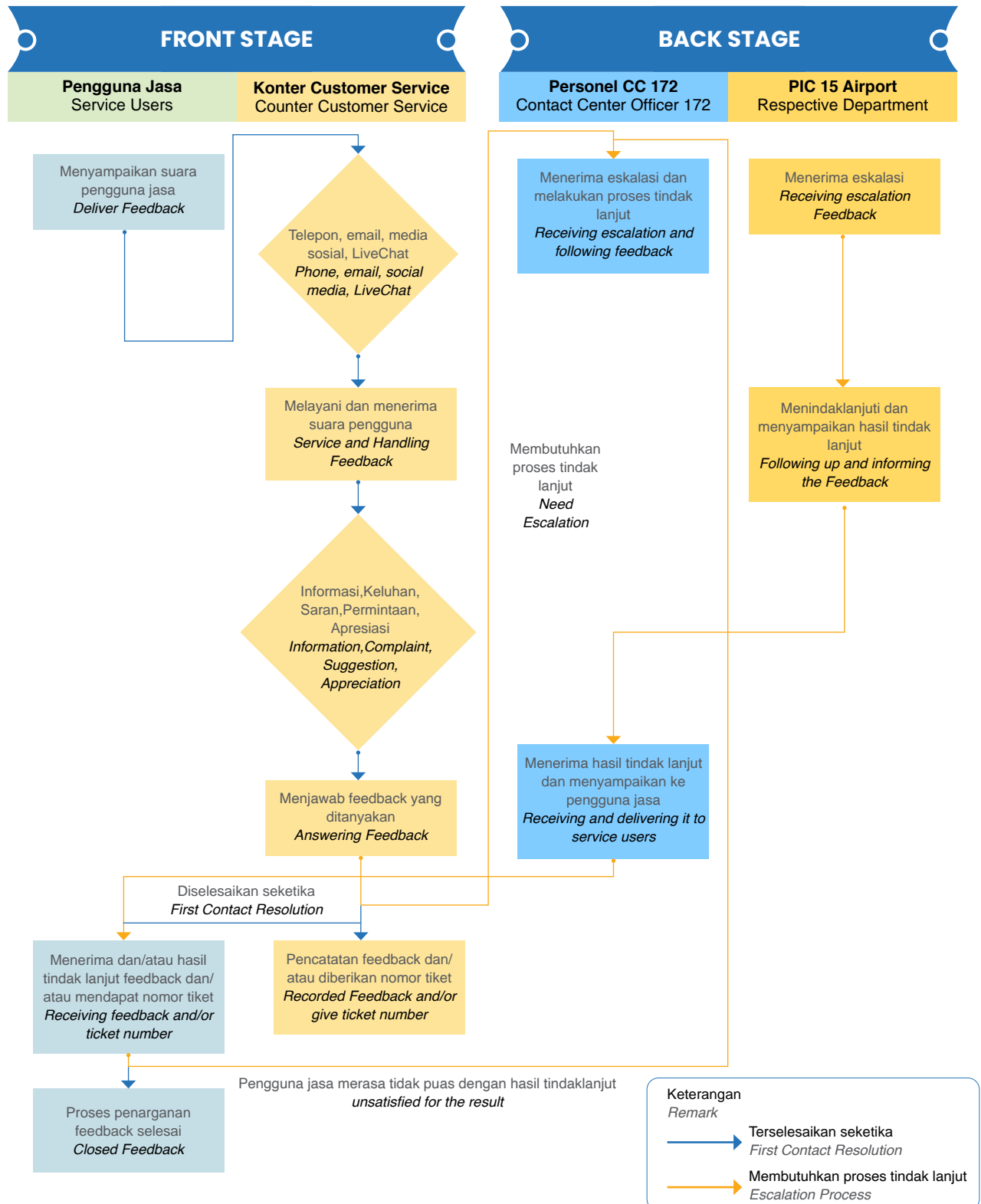


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### ALUR PELAYANAN FEEDBACK MELALUI CUSTOMER SERVICE

Customer Feedback Process Flow Through Customer Service



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### PELAYANAN TERBAIK BAGI PELANGGAN

Kinerja dan komitmen dalam melayani pelanggan di 2022 membuat PT Angkasa Pura I berhasil meraih beberapa penghargaan dan menjadi *benchmark* dari instansi luar terkait pengelolaan *Voice of Customer*. Beberapa penghargaan tersebut antara lain:

1. 3 (tiga) kategori yaitu *Gold Award* pada kategori "*The Best Customer Experience*", *Silver Award* pada kategori "*The Best Contact Center Operations*", dan *Bronze Award* pada kategori "*Best of The Best Agent - Inbound Public*" dalam *The Best Contact Center Indonesia Tahun 2022*.
2. Apresiasi dari *Indonesia Contact Center Association (ICCA)* dan *Juri Internasional untuk Peserta Agent Disability* dari *Contact Center 172* dalam *The Best Contact Center Indonesia Tahun 2022*.
3. *Contact Center Service Excellence Index (CCSEI) 2022* untuk *Public Service Category* dengan rating "*Mostly Happier Customer*" dari *Care Center for Customer Satisfaction and Loyalty (CCSL)* dan *Majalah Marketing*.

### EXCELLENT CUSTOMER SERVICE

In 2022, PT Angkasa Pura won several awards and became a benchmark in the management of *Voice of Customer* due to its performance and commitment to serving customers. Among these awards are the following:

1. 3 (three) categories, namely *Gold Award* in the category of *The Best Customer Experience*, *Silver Award* in the category of *The Best Contact Center Operations*, and *Bronze Award* in the category of *Best of The Best Agent - Inbound Public* in *The Best Contact Center Indonesia 2022*.
2. Appreciation from *Indonesia Contact Center Association (ICCA)* and *International Jury for Agent Disability Participants* from *Contact Center 172* in *The Best Contact Center Indonesia 2022*.
3. *Contact Center Service Excellence Index (CCSEI) 2022* for *Public Service Category* with a rating of *Mostly Happier Customer* from *Care Center for Customer Satisfaction and Loyalty (CCSL)* and *Marketing Magazine*.



PT Angkasa Pura I raih *Gold Award* pada kategori "*The Best Customer Experience*", *Silver Award* pada kategori "*The Best Contact Center Operations*", dan *Bronze Award* pada kategori "*Best of The Best Agent - Inbound Public*" dalam *The Best Contact Center Indonesia Tahun 2022*.

PT Angkasa Pura I won the *Gold Award* in the category of *The Best Customer Experience*, *Silver Award* in the category of *The Best Contact Center Operations*, and *Bronze Award* in the category of *Best of The Best Agent - Inbound Public* in *The Best Contact Center Indonesia 2022*.

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Ramsi Ramadhan memperoleh Apresiasi dari Indonesia Contact Center Association (ICCA) dan Juri Internasional untuk Peserta Agent Disability dari Contact Center 172 dalam The Best Contact Center Indonesia Tahun 2022.

Ramsi Ramadhan received Appreciation from Indonesia Contact Center Association (ICCA) and International Jury for Agent Disability Participant from Contact Center 172 at The Best Contact Center Indonesia 2022



PT Angkasa Pura I raih *Contact Center Service Excellence Index (CCSEI) 2022* untuk *Public Service Category* dengan rating “*Mostly Happier Customer*” dari *Care Center for Customer Satisfaction and Loyalty (CCSL)* dan *Majalah Marketing*.

PT Angkasa Pura I achieved *Contact Center Service Excellence Index (CCSEI) 2022* for *Public Service Category* with a rating of *Mostly Happier Customer* from *Care Center for Customer Satisfaction and Loyalty (CCSL)* and *Marketing Magazine*.

### TINGKAT PENYELESAIAN PENGADUAN YANG DITERIMA

PT Angkasa Pura I menerima berbagai bentuk pengaduan melalui berbagai media yaitu e-mail, akun Twitter, Facebook, Customer Service, Contact Center 172, Humas, Instagram, Contact Us, Live Chat dan kotak saran. Di tahun 2022, terdapat 216.663 pengaduan yang diterima dan jumlah pengaduan yang telah selesai mencapai 216.641 pengaduan atau 99,99% dari jumlah total pengaduan yang diterima. Rincian data pengaduan konsumen disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022.

### SERTIFIKASI

Sebanyak 15 bandara yang dikelola PT Angkasa Pura I telah memiliki sertifikasi ISO 9001:2015 tentang Sistem Manajemen Mutu yang masih berlaku di 2022.

### PERCENTAGE OF COMPLAINT RESOLVED

PT Angkasa Pura I receives complaints through e-mail, Twitter, Facebook, Customer Service, Contact Center 172, Public Relations, Instagram, Contact Us, Live Chat, and suggestion boxes. In 2022, there were 216,663 complaints received, with 216,641 resolved complaints, accounting for 99.99% of the total complaints received. The details of consumer complaint are presented in PT Angkasa Pura I's Sustainability Report for fiscal year 2022.

### CERTIFICATION

A total of 15 airports managed by PT Angkasa Pura I have ISO 9001: 2015 Quality Management System certification which is still valid in 2022.

## KONSUMEN

Consumer

### DAMPAK KUANTITATIF

Melalui pelaksanaan pengukuran kepuasan pelanggan ASQ dan CSI tersebut, PT Angkasa Pura I memperoleh hasil pengukuran sebagai berikut:

1. Indeks kepuasan pelanggan terhadap kualitas pelayanan bandara;
2. Informasi permasalahan pelayanan dan saran/*feedback* dari penumpang berangkat;
3. Prioritas perbaikan dan peningkatan kualitas pelayanan bandara;
4. Profil pengguna jasa PT Angkasa Pura I khususnya penumpang pesawat udara.

Periode pelayanan tahun 2022 rata-rata skor ASQ adalah 5,00 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4.61 untuk 8 bandara yaitu Bandara I Gusti Ngurah Rai Bali, Bandara Juanda Surabaya, Bandara Sultan Aji Muhammad Sulaiman Sepinggan Balikpapan, Bandara Sultan Hasanuddin Makassar, Bandara Internasional Yogyakarta Kulon Progo, Bandara Jenderal Ahmad Yani Semarang, Bandara Adi Soemarmo Solo, dan Bandara Pattimura Ambon. Sedangkan capaian skor CSI adalah 4,70 dari skala 1-5 dengan interpretasi bahwa pengguna jasa bandara sangat puas dengan pelayanan PT Angkasa Pura I. Capaian tersebut melebihi indeks target 4,4 untuk 15 bandara.

Capaian skor ASQ dan CSI yang melebihi target menunjukkan adanya peningkatan kualitas pelayanan bandara dibanding tahun sebelumnya. Kenaikan ini merupakan hasil dari upaya PT Angkasa Pura I dalam merealisasikan tindak lanjut terhadap daftar prioritas perbaikan dan peningkatan kualitas pelayanan bandara.

Informasi rinci mengenai skor CSI dan ASQ disampaikan di Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022. Demikian pula dengan informasi mengenai hasil temuan audit Mutu Internal dan Eksternal.

### QUANTITATIVE IMPACT

PT Angkasa Pura I obtained the following assessment results by implementing the ASQ and CSI customer satisfaction assessments:

1. Customer satisfaction index on airport service quality;
2. Information on service problems and suggestions / *feedback* from departing passengers;
3. Priorities for improving airport service quality;
4. Profile of PT Angkasa Pura I service users, particularly airplane passengers.

The average ASQ score in 2022 is 5.00 on a scale of 1-5, indicating that airport service users are very satisfied with PT Angkasa Pura I services. This achievement outperforms the target index of 4.61 for eight airports, namely I Gusti Ngurah Rai Airport Bali, Juanda Airport Surabaya, SAMS Sepinggan Airport Balikpapan, Sultan Hasanuddin Airport Makassar, Yogyakarta International Airport Kulon Progo, Jenderal Ahmad Yani Airport Semarang, Adi Soemarmo Airport Solo, and Pattimura Airport Ambon. Meanwhile, the CSI score is 4.70 on a scale of 1-5, indicating that airport service users are very satisfied with PT Angkasa Pura I's services. This accomplishment outperforms the target index of 4.4 for the 15 airports.

The accomplishment of ASQ and CSI scores that outperform the target indicates an improvement in airport service quality over the previous year. This is due to PT Angkasa Pura I's efforts in realizing the follow-up to the priority list of improvements and improving the quality of airport services.

Detailed information on the CSI and ASQ scores and Internal and External Quality audit findings is presented in PT Angkasa Pura I's Sustainability Report for the fiscal year 2022.



# PENGEMBANGAN SOSIAL KEMASYARAKATAN

## Social and Community Development

### KOMITMEN DAN KEBIJAKAN

Keberadaan PT Angkasa Pura I di masyarakat tidak hanya menjalankan bisnis namun juga berkomitmen untuk memberikan nilai lebih dan dampak positif melalui kegiatan pengembangan sosial dan pemberdayaan masyarakat. PT Angkasa Pura I menjalankan Tanggung Jawab Sosial Lingkungan (TJSL) dan pengembangan sosial lainnya, dengan berpedoman pada:

1. Surat Keputusan Direksi PT Angkasa Pura I No KEP.205/KU.12/2019 tanggal 23 Desember 2019 tentang Pedoman Program Pelayanan Kesehatan Keliling PT Angkasa Pura I.
2. Peraturan Menteri BUMN No. PER-05/MBU/04/2021 tanggal 08 April 2021 Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara.
3. Surat Keputusan Direksi PT Angkasa Pura I No.KEP. DU.12/KU.13/2021 tanggal 23 September 2021 tentang Pedoman Program Pendanaan Usaha Mikro dan Usaha Kecil (UMK) Serta Program Tanggung Jawab Sosial dan Lingkungan PT Angkasa Pura I.
4. Peraturan Menteri BUMN No. PER-06/MBU/09/2022 tentang Perubahan Atas Peraturan Menteri BUMN Nomor PER-05/MBU/04/2021 Tentang Program Tanggung Jawab Sosial dan Lingkungan BUMN

### PERUMUSAN TANGGUNG JAWAB SOSIAL DI BIDANG PENGEMBANGAN SOSIAL DAN KEMASYARAKATAN

Perusahaan melibatkan masyarakat dan pemangku kepentingan terkait untuk merumuskan program Tanggung Jawab Sosial Lingkungan (TJSL) dan Pendanaan UMK sesuai dengan arahan Kementerian BUMN dan kebutuhan masyarakat. Dalam proses perumusan program TJSL, dilakukan survei yang melibatkan pemangku kepentingan seperti Instansi terkait dan masyarakat. Dari hasil survei tersebut, tim manajemen kantor cabang dan kantor pusat program kerja melakukan evaluasi dan mengajukan persetujuan Direksi, setelah disetujui perusahaan akan memilih vendor yang sesuai untuk melaksanakan TJSL.

### COMMITMENT AND POLICY

PT Angkasa Pura I's presence in the community is not only for business purposes, but also to provide added value and a positive impact through social development activities and community empowerment. PT Angkasa Pura I carried out Corporate Social Responsibility (TJSL) and other social developments in accordance with the policies outlined below:

1. The Board of Directors Decree of PT Angkasa Pura I No. KEP.205/KU.12/2019 dated December 23, 2019 on Guidelines for the Mobile Health Service Program PT Angkasa Pura I.
2. The Minister of SOEs Regulation No. PER-05/MBU/04/2021 dated April 08, 2021, on Social and Environmental Responsibility Program of State-Owned Enterprises.
3. The Board of Directors Decree of PT Angkasa Pura I No.KEP. DU.12/KU.13/2021 dated September 23, 2021, on Guidelines for Micro and Small Enterprise Funding Program and Social and Environmental Responsibility Program of PT Angkasa Pura I.
4. The Minister of SOEs Regulation No. PER-06/MBU/09/2022 on Amendments to the Minister of SOEs Regulation No. PER-05/MBU/04/2021 on Social and Environmental Responsibility Program of State-Owned Enterprises.

### FORMULATION OF CORPORATE SOCIAL RESPONSIBILITY FOR SOCIAL AND COMMUNITY DEVELOPMENT

The Company involves the community and other stakeholders to develop Social and Environmental Responsibility (TJSL) and MSE Funding programs in accordance with the Ministry of SOEs' direction and community needs. A survey was conducted with stakeholders such as related agencies and the community during the process of developing the TJSL program. Based on the survey results, the management team of branch office and head office of the work program conducts an evaluation and proposes the programs to be approved by the Board of Directors. Upon the approval of the Board of Directors, the Company selects the appropriate vendor to carry out Social and Environmental Responsibility Programs.

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

Social and Community Development

### RENCANA KEGIATAN

Rencana dan target pelaksanaan Pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) berupa program-program yang memberikan manfaat untuk masyarakat dan lingkungan yang dapat diukur capaiannya seperti jumlah penerima manfaat dan daya serap program bantuan. Program-program yang dijalankan diarahkan untuk bisa membangun masyarakat mandiri dalam membangun sektor industri dan perdagangan untuk meningkatkan taraf ekonomi bagi masyarakat sekitar wilayah operasional.

PT Angkasa Pura I telah merencanakan program untuk membangun modal sosial dan kemandirian masyarakat. Harapannya, manfaat dari program Pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) dapat dirasakan baik pemangku kepentingan setempat, instansi terkait, mitra pelaksana, dan perusahaan.

### ACTION PLAN

The plans and targets for the implementation of MSE Funding and Social and Environmental Responsibility Program include programs that benefit the community and the environment whose achievements can be measured such as total beneficiaries and absorption capacity of the assistance program. The programs are designed to establish self-sufficient communities by developing the industrial and trade sectors in order to raise the economic standard of living in the communities surrounding the operational areas.

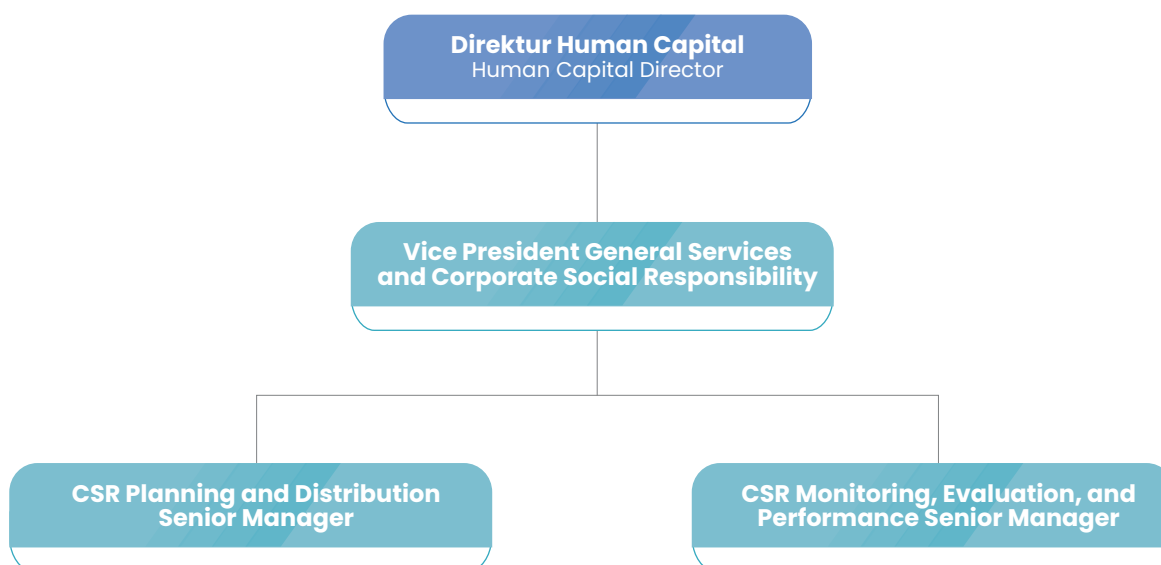
PT Angkasa Pura I has planned programs to build social capital and self-sufficient community. Local stakeholders, related agencies such as the Tourism Department, the Education and Culture Department, implementing partners, and the Company are hoping to reap the benefits of MSE Funding and Social and Environmental Responsibility programs.

### PELAKSANAAN DAN CAPAIAN TJSL DAN PENGEMBANGAN SOSIAL KEMASYARAKATAN

IMPLEMENTATION AND ACHIEVEMENT OF MSE FUNDING AND CSR

#### Struktur Organisasi Pengelola TJSL PT Angkasa Pura I

Organizational Structure of CSR Management in PT Angkasa Pura I



## PENGEMBANGAN SOSIAL KEMASYARAKATAN

Social and Community Development

### PROGRAM PENDANAAN UMK

Program Kemitraan bertujuan untuk menyalurkan pinjaman kemitraan untuk modal kerja dan investasi bagi usaha kecil yang dijalankan oleh masyarakat. Melalui pinjaman modal, roda perekonomian masyarakat diharapkan dapat bergerak secara mandiri untuk menciptakan pendapatan dan lapangan kerja bagi masyarakat lokal serta masyarakat sekitar bandara.

### PENYALURAN DANA PROGRAM PENDANAAN UMK

Perusahaan menyediakan dana yang bersifat nonkomersial bagi pelaku usaha kecil, dengan mekanisme penyaluran dana dilakukan berdasarkan evaluasi atas pemenuhan persyaratan, ketentuan angsuran yang disesuaikan dengan kemampuan usaha, serta mempertimbangkan kebutuhan pembinaan bagi pelaku usaha.

### MSE FUNDING PROGRAM

The Partnership Program aims to distribute partnership loans for working capital and investment to community-owned small enterprises. The capital loans are expected to increase the community's economy independently, generate income and employment for local communities and communities surrounding the airport.

### FUND DISBURSEMENT OF MSE FUNDING PROGRAM

The Company provides non-commercial funds for small enterprise actors, with a mechanism for disbursing funds based on an assessment of requirement fulfillment, installment provisions adjusted to business capabilities, and consideration for business actors' need for coaching.

Realisasi Penyaluran Pendanaan UMK Realization of Disbursement of MSE Funding				
Tahun Year	Penyaluran Disbursement		Akumulasi Penyaluran Cumulative Disbursement	
	Jumlah Mitra Number of Partners	Nilai (Rupiah) Value (Rupiah)	Jumlah Mitra Number of Partners	Nilai (Rupiah) Value (Rupiah)
2022	138*	18.612.000	14.844*	470.446.750
2021	161*	17.540.000	14.706*	449.826.749
2020	322	20.142.236	14.535	433.214.984

\*Untuk jumlah mitra binaan yang diakui dalam penyaluran kepada lembaga penyalur hanya diakui Entitas Perusahaan yang menjadi Lembaga Penyalur Dana PUMK milik PT Angkasa Pura I, bukan Mitra Binaan UMK bersangkutan.

\*In terms of total fostered partners recognized in fund disbursement to disbursing institution, the company recognizes only the Company Entity as PT Angkasa Pura I's Fund Disbursing Institution, not the fostered MSE concerned.

Realisasi Penyaluran Pinjaman Kemitraan Berdasarkan Sektor Usaha Realization of Disbursement of MSE Funding by Business Sector						
Sektor Usaha Mitra Binaan Fostered Partners Business Sector	Realisasi Tahun 2022 (Rupiah) Realization in 2022 (Rupiah)		Realisasi Akumulasi Sampai dengan Tahun 2022 (Rupiah) Realization of Accumulation up to 2022 (Rupiah)		Realisasi Akumulasi Sampai dengan Tahun 2021 (Rupiah) Realization of Accumulation up to 2021 (Rupiah)	
	Industri Industry	32	2.460.000.000	3.621	115.005.261.998	3.589
Perdagangan Trade	66	4.732.000.000	7.096	205.423.695.888	7.030	200.691.696
Pertanian Agriculture	2	200.000.000	168	5.170.866.036	166	4.970.866

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

### Social and Community Development

Realisasi Penyaluran Pinjaman Kemitraan Berdasarkan Sektor Usaha Realization of Disbursement of MSE Funding by Business Sector						
Sektor Usaha Mitra Binaan Fostered Partners Business Sector	Realisasi Tahun 2022 (Rupiah) Realization in 2022 (Rupiah)	Realisasi Akumulasi Sampai dengan Tahun 2022 (Rupiah) Realization of Accumulation up to 2022 (Rupiah)	Realisasi Akumulasi Sampai dengan Tahun 2021 (Rupiah) Realization of Accumulation up to 2021 (Rupiah)			
Peternakan Animal Husbandry	7 525.000.000	398 11.003.342.400	391 10.478.342			
Perkebunan Plantation	5 165.000.000	160 4.808.250.000	155 4.643.250			
Perikanan Fisheries	5 325.000.000	158 4.923.500.000	153 4.598.500			
Jasa Service	20 1.755.000.000	3.062 92.815.833.333	3.042 91.060.834			
Lainnya Other Sectors	0 0	176 3.996.000.000	176 3.996.000			
Lembaga Penyalur* Channeling Agency	1 8.450.000.000	5 25.300.000.000	4 16.850.000			
Hibah BUMN Khusus Grant of Special SOE	0 0	0 2.000.000.000	0 2.000.000.000			
<b>Total Total</b>	<b>138 18.612.000.000</b>	<b>14.844 470.446.749.655</b>	<b>14.706 449.826.749</b>			

PT Angkasa Pura I juga melanjutkan program pemberdayaan masyarakat melalui program pembinaan UMK untuk meningkatkan kemampuan usaha kecil. Perusahaan telah menggunakan barang produksi dan tenaga kerja lokal. Selain itu, PT Angkasa Pura I juga melaksanakan pemberdayaan melalui pelatihan dan promosi bagi usaha kecil untuk meningkatkan produk dan/atau jasa lokal. Pelatihan yang diberikan meliputi pelatihan sertifikasi yang dibutuhkan untuk produk-produk mereka. PT Angkasa Pura I menyediakan sarana promosi berupa pelibatan mitra binaan dalam pameran-pameran perdagangan nasional maupun internasional.

Informasi lebih terperinci mengenai realisasi Program Kemitraan disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022.

PT Angkasa Pura I also continues the community empowerment program through the MSE coaching program to improve the ability of small businesses. The company uses locally produced goods and labor. Furthermore, the Company empowers small businesses through training and promotion in order to improve local products and/or services. The training includes the required certification training for their products. PT Angkasa Pura I offers promotional opportunities through the participation of fostered partners in national and international trade fairs.

Detailed information on the realization of the Partnership Program can be found in PT Angkasa Pura I's Sustainability Report for fiscal year 2022.

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

Social and Community Development

### PROGRAM TANGGUNG JAWAB SOSIAL DAN LINGKUNGAN (TJSL)

Program Tanggung Jawab Sosial dan Lingkungan (TJSL) merupakan wujud komitmen PT Angkasa Pura I untuk membantu meningkatkan kualitas hidup lingkungan sosial masyarakat. Sejak 1992, program ini disebut dengan Program Tanggung Jawab Sosial dan Lingkungan (TJSL) yang sesuai dengan Peraturan Menteri BUMN Nomor PER-05/MBU/04/2021 tanggal 8 April 2021 Program Tanggung Jawab Sosial dan Lingkungan Badan Usaha Milik Negara dibagi dalam empat Pilar dan 17 Tujuan Pembangunan Berkelanjutan (TPB) yang mencakup kegiatan-kegiatan strategis dan responsif, yang terdiri dari:

### SOCIAL AND ENVIRONMENTAL RESPONSIBILITY PROGRAM (TJSL)

The Social and Environmental Responsibility Program (TJSL) is a manifestation of PT Angkasa Pura I's commitment to improving the community's quality of life. This program has been known as the Social and Environmental Responsibility Program (TJSL) since 1992, in accordance with the Minister of SOEs Regulation No. PER-05/MBU/04/2021 dated April 8, 2021. The Social and Environmental Responsibility Program of State-Owned Enterprises is divided into four pillars and seventeen Sustainable Development Goals (SDGs), including strategic and responsive activities, consisting of:



#### SOSIAL Social



#### Bantuan Korban Bencana Alam

Selama 2022, PT Angkasa Pura I telah berpartisipasi dalam memberikan bantuan kepada korban bencana alam, yaitu kepada korban banjir di Kabupaten Langkat dan korban gempa bumi di Kabupaten Cianjur dengan nilai total bantuan sebesar Rp78.582.500.

#### Assistance to Natural Disaster Victims

In 2022, PT Angkasa Pura I assisted victims of natural disasters, specifically flood victims in Langkat Regency and earthquake victims in Cianjur Regency, with a total assistance value of Rp78,582,500.



#### Sembako Gratis

Selama 2022, PT Angkasa Pura I telah memberikan bantuan sembako gratis dalam rangka hari pers, menyambut Ramadan 1443 Hijriah, kegiatan Natal dan Tahun Baru, serta dalam rangka kegiatan lainnya yang dilaksanakan oleh Kantor Pusat dan Kantor Cabang dengan total nilai bantuan sebesar Rp1.265.788.750.

#### Free Basic Food Packages

In 2022, PT Angkasa Pura I provided free basic food assistance in the framework of press day, welcoming Ramadan 1443 H, Christmas and New Year, and other activities carried out by the Head Office and Branch Offices, with a total assistance value of Rp1,265,788,750.

#### Bantuan Kurban

Dalam rangka memperingati hari raya Idul Adha, PT Angkasa Pura I juga ikut dalam berpartisipasi menyemarakkan dengan memberi bantuan berupa hewan kurban kepada masyarakat di sekitar perusahaan. Hewan kurban yang diberikan berupa sapi dan juga kambing. Untuk total bantuan hewan kurban tersebut sebesar Rp350.000.000.

#### Qurban Assistance

In commemoration of Eid al-Adha, PT Angkasa Pura I also took part in the celebration by donating qurban (sacrificial animals) to the community surrounding the company. The sacrificial animals were cows and goats. The total cost of sacrificial animal assistance was Rp350,000,000.



## PENGEMBANGAN SOSIAL KEMASYARAKATAN

### Social and Community Development



#### Pelayanan Kesehatan Keliling

Pelayanan Kesehatan Keliling (Yankesling) merupakan program unggulan PT Angkasa Pura I yang telah dilaksanakan mulai 2013. Bantuan yang diberikan dalam program ini meliputi pemeriksaan gratis bagi ibu hamil dan juga bayi/balita, dan juga pengobatan gratis bagi warga lainnya. Selain itu, kami juga memberikan Paket Makanan Tambahan (PMT) bagi ibu hamil dan juga bayi/balita yang terindikasi kurang gizi, hal tersebut untuk menanggulangi jumlah masyarakat dengan tingkat stunting dan kurang gizi di sekitar wilayah kerja perusahaan. Selama 2022, program Yankesling telah dilaksanakan di 13 Kantor Cabang dengan total bantuan senilai Rp1.650.190.903.

#### Mobile Health Service

PT Angkasa Pura I's flagship program, Mobile Health Services (Yankesling), has been implemented since 2013. This program provides free health checks for pregnant women and infants/toddlers, as well as medical assistance for other residents. Furthermore, the Company provided Supplementary Food Packages (PMT) for malnourished pregnant women and infants/toddlers in order to reduce the number of people suffering from stunting and malnutrition in the company's working area. In 2022, Mobile Health Service program was implemented in 13 Branch Offices, with a total assistance of Rp1,650,190,903.



#### Beasiswa DIII Kebandarudaraan

Pada 2019, PT Angkasa Pura I menginisiasi program TJSL yaitu beasiswa DIII Kebandarudaraan bagi siswa/i berprestasi yang tinggal disekitar wilayah kerja. Program ini diberikan bagi siswa/siswi yang lulus seleksi yang dilaksanakan oleh tim dari perusahaan. Konsep program ini adalah dengan memberikan beasiswa penuh kepada para siswa untuk dapat berkuliah di Universitas Mataram Lombok pada Jurusan Pariwisata konsentrasi Kebandarudaraan, selain itu perusahaan juga memberikan fasilitas berupa pengembangan diri dalam bentuk kursus Bahasa Inggris, program pembinaan mental, fisik dan disiplin, yang bekerja sama dengan TNI serta program pengembangan diri lainnya seperti kegiatan bakti sosial, pembinaan *soft skill* dan pembinaan keagamaan. Tahun ini sudah terdapat 58 mahasiswa yang terdiri dari 29 siswa/batch, yang mana target awal 60 mahasiswa atau 30 siswa/batch. Siswa/siswi tersebut berasal dari masyarakat dari sekitar 13 kantor cabang PT Angkasa Pura I. Total realisasi dana atas program ini selama tahun 2022 adalah sebesar Rp3.244.203.221.

#### DIII Airport Scholarship

In 2019, PT Angkasa Pura I launched a Social and Environmental Responsibility program, DIII Airport scholarship for outstanding students living in the surrounding area. Students who passed a selection process conducted by a company team were eligible for this program. The concept of this program is to provide full scholarships to students to study at Mataram University Lombok in the tourism department with an Airport concentration. Furthermore, the company offers self-development programs such as English courses, mental, physical, and disciplinary coaching programs in collaboration with the Indonesian National Military (TNI), and other self-development programs, such as social service activities, soft skills coaching, and religious coaching. In 2022, The company provided scholarships to 58 students, with an initial target of 60 students or 30 students per batch. The students live near the 13 PT Angkasa Pura I branch offices. The total realization of funds for this program in 2022 was Rp3,244,203,221.

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

### Social and Community Development

#### Perpustakaan Digital

Perpustakaan Digital merupakan program PT Angkasa Pura I dalam rangka mendukung digitalisasi dunia pendidikan. Program ini berkerja sama dengan PT Balai Pustaka Persero, yang telah dilaksanakan sejak 2018, berupa pemberian seperangkat alat edukasi yang terdiri dari computer/laptop dan perangkat EduBP. Perangkat EduBP adalah perangkat berbasis jaringan nirkabel (wifi) tak berbayar yang berisi materi-materi buku terbitan Balai Pustaka antara lain: buku pelajaran kurikulum K13 (SD, SMP, SMA), buku cerita, sastra umum, animasi, audiobox, dan ebook. Perusahaan juga menambahkan konten terkait video-video pelaksanaan TJSI perusahaan serta *company profile* PT Angkasa Pura I dalam rangka memperkenalkan perusahaan kepada masyarakat umum.

Program perpustakaan digital di 2022 dilaksanakan di Mandalika, Lombok, dalam rangka mendukung digitalisasi pendidikan dan pengembangan SDM di wilayah Destinasi Pariwisata Super Prioritas. Total biaya yang direalisasikan untuk program ini adalah sebesar Rp90.000.000.

#### Bantuan untuk Siswa/ Difabel

Dalam rangka memperingati Hari Ulang Tahun (HUT) ke-58, PT Angkasa Pura I memberikan bantuan kepada para siswa/i difabel dan juga sekolah khusus difabel. Bantuan yang diberikan antara lain berupa alat bantu dengar, fasilitas pendidikan untuk Sekolah Luar Biasa (SLB) berupa LCD proyektor, kostum tari, dan alat band serta kursi roda, *speech trainer* atau alat bantu bicara, dan tongkat untuk tuna netra dengan total biaya yang direalisasikan untuk program ini adalah sebesar Rp237.174.782.

#### Bantuan Pendidikan Pendukung TPB 4

Selama 2022, bantuan pendidikan pendukung TPB 4 yang diberikan berupa bantuan pendidikan dalam bentuk seminar dan pelatihan, bantuan pendidikan melalui Yayasan BUMN untuk Indonesia, kolaborasi BUMN bidang pendidikan, serta bantuan untuk peningkatan fasilitas pendidikan di instansi pendidikan. Total bantuan yang diberikan sebesar Rp2.234.292.925.

#### Digital Library

Digital Library is the Company's program aimed at assisting in the digitization of education. In collaboration with PT Balai Pustaka Persero, the program has been implemented since 2018. It provides a set of educational devices, including computers/laptops and EduBP device. EduBP device is a wireless network-based (wifi) device that contains K13 curriculum textbooks (Elementary, Middle and High Schools), storybooks, general literature, animation, audioboxes, and ebooks published by Balai Pustaka. In order to introduce the company to the general public, the company also added content such as videos of the company's Social and Environmental Responsibility implementation and profile of PT Angkasa Pura I.

In 2022, the digital library program was implemented in Mandalika, Lombok to endorse the digitization of education and human resource development in the Super Priority Tourism Destinations. The total cost of digital library was Rp90,000,000.

#### Assistance for Students with Disabilities

In commemoration of the 58th anniversary, PT Angkasa Pura I assisted students with disabilities and special schools for the disabled. The assistance included hearing aids, educational facilities for Special Schools (SLB) such as LCD projectors, dance costumes, band equipment, wheelchairs, speech trainers, and canes for the blind, with a total cost for this program of Rp237,174,782.

#### Educational Assistance to Support SDG 4

In 2022, educational assistance to support SDG 4 was provided in the form of seminars and trainings, educational assistance through the SOEs' Foundation for Indonesia, SOE collaboration in education, and assistance to improve educational facilities in educational institutions. The total assistance was Rp2,234,292,925.

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

### Social and Community Development



#### LINGKUNGAN

##### Environment



#### Program Air Bersih (Sumur Bor)

Program air bersih yang dilaksanakan di 2022 berupa membuat sumur bor untuk masyarakat di wilayah Dusun Kampu Desa Ketawa, Kecamatan Pujut, Kabupaten Lombok Tengah. Dengan adanya bantuan sumur bor ini diharapkan dapat membantu warga setempat yang mengalami kendala/kesulitan dalam mengakses air bersih untuk kebutuhan sehari-hari. Bantuan yang diberikan sebesar Rp109.158.788.

#### Clean Water Program (Deep Well)

In 2022, the clean water program was implemented by drilling wells for the community in Kampu, Ketawa Village, Pujut Sub-District, Central Lombok Regency. The deep well assistance is expected to assist local community who lacks access to clean water for their daily needs. The assistance for this program was Rp109,158,788.



#### Program Pendukung TPB 11

Program CID pendukung TPB yang telah dilaksanakan berfokus pada peningkatan fasilitas umum dan fasilitas sosial di lingkungan masyarakat disekitar wilayah kerja seperti bantuan perbaikan jalan, bantuan betonisasi, bantuan pengembangan tempat ibadah, dan sebagainya. Total nilai bantuan sampai selama 2022 adalah sebesar Rp3.884.027.045.

#### Program to Support SDG 11

CID program has been implemented to support SDGs, with a focus on improving public and social facilities in the community surrounding the working area, such as road repair assistance, concretization assistance, and assistance for the development of places of worship. In 2022, the total assistance was Rp3,884,027,045.



#### Program Kendaraan Listrik

Sebagai upaya dukungan perusahaan melalui program TJSI untuk mengurangi polusi udara sebagai salah satu cara untuk penanganan perubahan iklim, PT Angkasa Pura I bekerja sama dengan Universitas Gajah Mada (UGM) dalam pemberian bantuan kendaraan listrik dengan nilai Rp160.000.000.

#### Electric Vehicle Program

In an effort to assist the company through the Social and Environmental Responsibility program in reducing air pollution as a means of dealing with climate change, PT Angkasa Pura I collaborated with Gajah Mada University (UGM) in providing electric vehicle assistance with total value of Rp160,000,000.



#### Program Pelestarian Alam Ekosistem Laut

Sebagai bentuk dukungan perusahaan untuk kelestarian laut dan juga pesisirnya, PT Angkasa Pura I telah melaksanakan kegiatan untuk mendukung program tersebut, meliputi:

#### Nature Conservation Program for Marine Ecosystem

PT Angkasa Pura I has carried out activities to support the program as a form of corporate support marine and coastal conservation, including:

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

### Social and Community Development

#### 1. Program Transplantasi Terumbu Karang

Transplantasi terumbu karang dilaksanakan di wilayah pantai di sekitar Bandara Pattimura Ambon, yaitu Pesisir Desa Laha. Program ini bertujuan untuk pemulihan kembali terumbu karang yang telah rusak dalam rangka menjaga ekosistem laut. Selain itu, transplantasi terumbu karang juga sangat bermanfaat untuk mendukung peningkatan kunjungan wisatawan. Terumbu karang yang bagus akan menjadi daya tarik *diving spot* yang digemari para wisatawan baik dalam negeri maupun luar negeri. Bantuan yang diberikan senilai Rp30.000.000.

#### 2. Program Konservasi Daerah Pesisir Pantai

Konservasi daerah pesisir pantai yang dilaksanakan oleh perusahaan adalah berupa penanaman mangrove. Penanaman mangrove bermanfaat untuk menjaga ketahanan wilayah pesisir pantai serta dapat menjaga habitat burung. Pada 2022, penanaman mangrove dilaksanakan di Bali, Biak, dan Sulawesi Selatan. Total bantuan yang diberikan senilai Rp107.075.000.

#### 3. Penanaman Mangrove di Bandara

Penanaman Mangrove ini dilakukan karena memiliki dampak secara tidak langsung dengan keberlangsungan bandara yang dilaksanakan di Bandara Internasional Yogyakarta Kulon Progo dan Bandara Jenderal Ahmad Yani Semarang. Penanaman mangrove ini bertujuan untuk mencegah adanya abrasi di ujung runway bandara serta dampak tsunami di area barat dan timur bandara (Bandara Internasional Yogyakarta Kulon Progo). Hal ini tentunya dapat memitigasi timbulnya biaya yang lebih besar yang harus dikeluarkan oleh perusahaan apabila terjadi abrasi di sekitar *runway* serta tsunami. Selain itu, penanaman mangrove ini dapat berfungsi sebagai habitat burung, sehingga diharapkan dapat memperlancar arus penerbangan di Bandara (YIA dan SRG). Untuk detail pohon yang ditanam di Bandara Internasional Yogyakarta adalah sebanyak 5.000 bibit pohon (mangrove, cemara udang, pandan laut, dan anggur laut) yang dilaksanakan di empat lokasi sekitar Bandar Udara.

#### 1. Coral Reef Transplantation Program.

Coral reef transplantation was carried out in the coastal area surrounding Pattimura Airport Ambon, namely Laha Village. This program aimed to restore damaged coral reefs in order to preserve the marine ecosystem. Furthermore, coral reef transplantation can contribute to an increase in tourist visits. Healthy coral reefs are source of attraction for diving destinations popular with domestic and international tourists. The total assistance was Rp30,000,000.

#### 2. Coastal Area Conservation Program.

Coastal area conservation was implemented by the company in the form of mangrove planting. Mangrove planting is beneficial to coastal resilience and can help to preserve bird habitat. In 2022, mangrove planting took place in Bali, Biak, and South Sulawesi. The total assistance was Rp107,075,000.

#### 3. Mangrove Planting at Airports.

Mangrove Planting at Yogyakarta International Airport and Jenderal Ahmad Yani Airport has an indirect impact on the sustainability of the airports. Mangrove planting aimed to prevent abrasion at the airport runway's end and the impact of tsunamis in YIA's western and eastern areas. The program can reduce the likelihood of higher costs incurred by the company in the event of runway abrasion and tsunami. Furthermore, because the mangrove planting can serve as a bird habitat, it is expected to improve the flow of flights at Yogyakarta International Airport and Jenderal Ahmad Yani Airport. The trees planted at Yogyakarta International Airport include 5,000 tree seedlings (Mangrove, Coastal She-Oak, Sea Pandanus, and Seagrape) planted in four locations near the airport.

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

### Social and Community Development

Detail jumlah bibit yang ditanam yaitu sebagai berikut:

Details of total seedlings planted is as follows:

Lokasi Location	Penyaluran Disbursement				Total Total
	Mangrove Mangroves	Cemara Udang Coastal She-Oak	Pandan Laut Sea Pandanus	Anggur Laut Seagrape	
Pasir Kadilangu	1.500	500			2.000
Greenbelt		500	500		1.000
Glagah		500	500		1.000
Karangwuni			500	500	1.000

Total bantuan yang diberikan baik untuk Bandara Internasional Yogyakarta dan Bandara Jendral Ahmad Yani Semarang adalah sebesar Rp280.000.000.

The total assistance for Yogyakarta International Airport and Ahmad Yani Airport Semarang was Rp280,000,000.



### Penanaman Pohon

Sebagai dukungan terhadap SDG 15, PT Angkasa Pura juga melaksanakan penanaman pohon yang dilaksanakan di daerah wisata mengger omah kinjeng Kulon Progo, jalan protokol Semarang, Pondok Pesantren Segoro Agung Jawa Timur, Pantai Manggar Balikpapan, Taman Hutan Raya Bali, Kawasan Gunung Kaweng Sulawesi Utara, dan penanaman pohon sagu di Yoboi Jayapura.

Total bantuan yang telah direalisasikan untuk kegiatan tersebut adalah sebesar Rp327.275.000.

### Tree Planting

To support SDG 15, PT Angkasa Pura planted trees in the tourist area of Mengger Omah Kinjeng Kulon Progo, Protokol Street in Semarang, Segoro Agung Islamic Boarding School in East Java, Manggar Beach in Balikpapan, Forest Park in Bali, Kaweng Mountain Area in North Sulawesi, and planted sago palm in Yoboi Jayapura.

The total assistance for this program was Rp327,275,000.



### Pembinaan UMK

Sebagai bentuk tanggung jawab perusahaan terhadap UMK di sekitar wilayah kerja khususnya UMK Binaan perusahaan dan sebagai bentuk dukungan atas Program Prioritas TPB di bidang pengembangan UMK, bantuan yang diberikan selama 2022 terdiri dari:

### MSE Coaching

As a form of corporate responsibility toward MSEs in the work area, particularly fostered MSEs, and a support for the SDG Priority Program in MSE coaching, the assistance provided during 2022 consists of:



## PENGEMBANGAN SOSIAL KEMASYARAKATAN

### Social and Community Development

#### 1. Pembinaan UMK Binaan

Bantuan ini diberikan kepada UMK Binaan PT Angkasa Pura I berupa keikutsertaan 2 UMK binaan dalam rangkaian kegiatan Moto GP yang dilaksanakan di Mandalika dengan menyewakan stand dalam *commercial both* pagelaran *event* tersebut, mengikutsertakan 1 UMK Binaan dalam rangka *workshop* bersama Menteri BUMN di Jakarta, mengikutsertakan 19 UMK Binaan dalam rangka Pelatihan Digital Marketing bekerja sama dengan Universitas Pancasila, Sertifikasi Halal 6 UMK Binaan (Bandara Adi Soemarmo Solo dan Bandara Internasional Yogyakarta), dan Sertifikasi Hak Cipta 1 UMK Binaan (Bandara Jenderal Ahmad Yani Semarang). Total bantuan yang diberikan senilai Rp74.792.790.

#### 2. Pengembangan UMKM

Bantuan yang diberikan berupa bantuan partisipatif pengembangan UMKM dalam Pameran UMKM Pica Fest dan bantuan fasilitas kepada komunitas difabel yang berwirusaha. Total biaya yang dikeluarkan untuk kegiatan tersebut adalah Rp80.000.000.

#### Program Creating Shared Value (CSV)

Program Creating Shared Value adalah program yang bertujuan memberikan nilai tambah bagi kedua belah pihak baik penerima bantuan dan juga pemberi. Focus CSV PT Angkasa Pura I tahun 2022 adalah program-program pendukung perekonomian melalui peningkatan fasilitas pariwisata dilokasi wisata sekitar wilayah kerja. Pengembangan pariwisata yang dilaksanakan antara lain berupa bantuan fasilitas dan infrastruktur di Banjarmasin (tempat wisata Pulau Curiak dan Dayak Meratus), objek wisata Mengger Omah Kinjeng Yogyakarta, tempat wisata Diving Laha Maluku, ekowisata mangrove Panango Manado, Desa Ampekale Makassar, Pantai Urfu Biak, dan empat wisata Kampung Seni Flobamora Kupang.

Dengan adanya bantuan perbaikan fasilitas dan infrastruktur diharapkan dapat meningkatkan jumlah pengunjung wisatawan ke tempat wisata setempat, terutama melalui jalur udara. Total bantuan yang diberikan senilai Rp400.304.000.

#### 1. Coaching of Fostered MSEs

This assistance was provided to the Company's fostered MSEs in the form of participation of 2 fostered MSEs in a series of Moto GP activities held in Mandalika by renting a stand in the commercial both performances of the event, 1 fostered MSE in the framework of a workshop with the Minister of SOEs in Jakarta, 19 fostered MSEs in the framework of Digital Marketing Training in collaboration with Pancasila University, Halal Certification of 6 fostered MSEs (Adi Soemarmo Airport Solo and Yogyakarta International Airport), and Copyright Certification of 1 fostered MSE (Jenderal Ahmad Yani Airport Semarang). The total assistance was Rp74,792,790.

#### 2. MSME Development

The assistance was in the form of participatory assistance for MSME development in the Pica Fest MSME Exhibition and facility assistance to the entrepreneurial disabled community. The total cost for this program was Rp80,000,000.

#### Creating Shared Value (CSV) Program

The Creating Shared Value program is designed to provide added value to both the recipient and the giver. In 2022, CSV PT Angkasa Pura I emphasized on economic support programs by improving tourism facilities in tourist sites near the work area. The tourism development included assistance in the form of tourist attraction facilities and infrastructure in Banjarmasin (Curiak Island and Dayak Meratus), Mengger Omah Kinjeng in Yogyakarta, Laha Diving Site in Maluku, Panango mangrove ecotourism in Manado, Ampekale Village in Makassar, Urfu Beach in Biak, and four Art Villages in Flobamora, Kupang.

The assistance is expected to improve facilities and infrastructure, increase total tourism visitors to local tourist attractions, particularly by air. The total assistance was Rp400,304,000.

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

Social and Community Development



### HUKUM & TATA KELOLA Law & Governance



#### Program Pembinaan Lapas

Selama 2022, bantuan yang diberikan dalam mendukung pelaksanaan program TPB 16 berupa bantuan Pembangunan Ruang Kelas Kegiatan Pembinaan Kemandirian Lapas Klas IIA Salemba. Bantuan tersebut berkolaborasi dengan 3 BUMN. Total bantuan yang diberikan oleh PT Angkasa Pura I sebesar Rp57.500.000.

#### Correctional Institution Coaching Program

In 2022, the Company provided assistance for the Construction of Classrooms for Self-Reliance Coaching of Correctional Institution Class IIA Salemba to support the achievement of SDG 16. The assistance was provided in collaboration with three SOEs. PT Angkasa Pura I provided a total assistance of Rp57,500,000.

#### Realisasi Biaya Kegiatan Pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) Tahun 2022 Cost Realization of MSE Funding and Social and Environmental Responsibility (TJSL) Activities in 2022

Uraian Description	Realisasi 2022 (Rupiah) Realization in 2022 (Rupiah)
Beban Pendanaan PUMK MSE Funding Expense	18.612.000.000
Beban Program TJSL Social and Environmental Responsibility Program Expense	14.800.419.074
<b>Total</b> <b>Total</b>	<b>33.412.419.074</b>

PT Angkasa Pura I merupakan perusahaan yang menjalankan kegiatan operasi jasa kebandarudaraan, sehingga perusahaan tidak menggunakan bahan baku/material yang dihasilkan masyarakat local untuk kegiatan utama yang berhubungan dengan pelayanan jasa kebandarudaraan. Namun, untuk kegiatan pendukung bisnis, perusahaan telah bekerja sama dengan mitra binaan untuk pengadaan produknya seperti pengadaan barang cinderamata untuk peserta lulusan Program Beasiswa DIII Kebandarudaraan tahun 2022, dan juga pengadaan 40 stel baju seragam baju adat khas Sidoarjo yang bekerja sama dengan mitra binaan, kerjasama program TJSL menggunakan UMKM yang terdaftar dalam aplikasi PADI UMKM. Selain itu, perusahaan juga melaksanakan pemberdayaan melalui pelatihan dan promosi. Pelatihan-pelatihan ini juga meliputi pelatihan sertifikasi yang dibutuhkan untuk produk-produk mereka. Sarana promosi juga telah disediakan berupa pelibatan mitra binaan dalam pameran-pameran local dan nasional. Lebih dari itu, PT Angkasa Pura I telah menjalankan pemberdayaan masyarakat melalui kegiatan/program lainnya, yang disampaikan dalam Laporan Keberlanjutan.

PT Angkasa Pura operates airport services, so that the company does not use raw materials/materials produced by local communities for the primary activities associated with airport services. However, for business supporting activities, the company collaborated with fostered partners to procure products, such as souvenirs for DIII Airport Scholarship Program graduates in 2022, and 40 Sidoarjo traditional costumes, and carried out Social and Environmental Responsibility program collaboration using MSMEs registered in the PaDi UMKM application. Furthermore, the company carried out empowerment through training and promotion. The trainings included certification training required for their products. The Company also offered promotion opportunities by involving fostered partners in local and national exhibitions. Additionally, PT Angkasa Pura I carried out community empowerment through other activities/programs, which can be found in the Sustainability Report.

## PENGEMBANGAN SOSIAL KEMASYARAKATAN

### Social and Community Development

Informasi selengkapnya mengenai kegiatan pendanaan UMK dan Tanggung Jawab Sosial dan Lingkungan (TJSL) disampaikan dalam Laporan Keberlanjutan PT Angkasa Pura I tahun buku 2022. Penghargaan atas komitmen PT Angkasa Pura I dalam menjalankan program pendanaan UMK dan TJSL di tahun 2022, antara lain:

1. Penghargaan "*Special Appreciation to Company on Supporting TJSL Pillar of Environment in Reef Transplantation*" dari BUMN Track dan Indonesia Shared Value Institute (ISVI);
2. Penghargaan "*Committed Leader to TJSL Initiative on Transportation Facilities and Infrastructure*" dari BUMN Track dan Indonesia Shared Value Institute (ISVI).

Further information on MSE funding activities and Social and Environmental Responsibility (TJSL) can be found in PT Angkasa Pura I's Sustainability Report for fiscal year 2022. PT Angkasa Pura I was recognized for its commitment to implementing MSE and Social and Environmental Responsibility funding programs in 2022, including:

1. Special Appreciation to Company on Supporting TJSL Pillar of Environment in Reef Transplantation Award from BUMN Track and Indonesia Shared Value Institute (ISVI);
2. Committed Leader to TJSL Initiative on Transportation Facilities and Infrastructure Award from BUMN Track and Indonesia Shared Value Institute (ISVI).



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**SURAT PERNYATAAN  
ANGGOTA DEWAN KOMISARIS DAN  
DIREKSI TENTANG TANGGUNG JAWAB  
ATAS LAPORAN TAHUNAN  
PT ANGKASA PURA I TAHUN 2022**

Statement of Board of Commissioner  
and Board of Director Members on Accountability for  
the Annual Reports PT Angkasa Pura I 2022

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## SURAT PERNYATAAN ANGGOTA DEWAN KOMISARIS TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2022 PT ANGKASA PURA I

### Statement of Board of Commissioner Members on Accountability for the Annual Reports 2022 of PT Angkasa Pura I

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan PT Angkasa Pura I tahun buku 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran isi Laporan Tahunan.

Demikian pernyataan ini dibuat dengan sebenarnya.  
Jakarta, 28 April 2023

We, the undersigned, testify that all information in PT Angkasa Pura I Annual Report fiscal year 2022 is presented in its entirety and we are fully responsible for contents accuracy in the Company's Annual Report.

This statement is made in all truthfulness.  
Jakarta, April 28, 2023

#### DEWAN KOMISARIS | The Board of Commissioners



**Djoko Sasopo**  
Komisaris Utama  
President Commissioner




**Irfan Wahid**  
Komisaris Independen  
Independent Commissioner



**Erwan Agus Purwanto**  
Komisaris Independen  
Independent Commissioner



**Tri Budi Satriyo**  
Komisaris Independen  
Independent Commissioner



**Danang Parikesit**  
Komisaris  
Commissioner



**Hidayat Amir**  
Komisaris  
Commissioner



**Elen Setiadi**  
Komisaris  
Commissioner

## **SURAT PERNYATAAN ANGGOTA DIREKSI TENTANG TANGGUNG JAWAB ATAS LAPORAN TAHUNAN 2022 PT ANGKASA PURA I**

### **Statement of Board of Director Members on Accountability for the Annual Reports 2022 of PT Angkasa Pura I**

Kami yang bertanda tangan di bawah ini menyatakan bahwa seluruh informasi dalam Laporan Tahunan PT Angkasa Pura I tahun buku 2022 telah dimuat secara lengkap dan bertanggung jawab penuh atas kebenaran Isi Laporan Tahunan .

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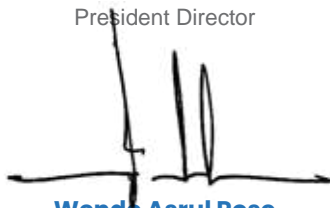
#### **DIREKSI | The Board of Directors**



**Dendi T. Danianto**  
Direktur Komersial dan Pelayanan  
Commercial and Service Director



**Faik Fahmi**  
Direktur Utama  
President Director



**Wendo Asrul Rose**  
Direktur Operasi  
Operation Director



**Yudi Rizkyardie Darun**  
Direktur Keuangan dan Manajemen Risiko  
Finance and Risk Management Director



**Lukman F. Laisa**  
Direktur Teknik  
Technical Director



**Israwadi**  
Direktur Human Capital  
Human Capital Director

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**REFERENSI SEOJK NOMOR  
16/SEOJK.04/2021: BENTUK DAN ISI  
LAPORAN TAHUNAN EMITEN ATAU  
PERUSAHAAN PUBLIK**

SEOJK Reference Number 16/SEOJK.04/2021:  
Form and Content of the Annual Report of Issuers or  
Public Companies

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## REFERENSI SEOJK NOMOR 16/SEOJK.04/2021: BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

### SEOJK Reference Number 16/SEOJK.04/2021: Form and Content of the Annual Report of Issuers or Public Companies

Keterangan	Halaman Page	Description
<b>I. Ketentuan Umum</b>		<b>I. General Provision</b>
Dalam Surat Edaran Otoritas Jasa Keuangan ini yang dimaksud dengan:		In this Financial Services Authority Circular Letter what is meant by:
a. Laporan Tahunan adalah laporan pertanggungjawaban direksi dan dewan komisaris dalam melakukan pengurusan dan pengawasan terhadap emiten atau perusahaan publik dalam kurun waktu 1 (satu) tahun buku kepada rapat umum pemegang saham yang disusun berdasarkan ketentuan dalam Peraturan Otoritas Jasa Keuangan mengenai Laporan Tahunan emiten atau perusahaan publik.	✓	a. Annual Report is a report on the accountability of the Board of Directors and the Board of Commissioners in managing and supervising issuers or public companies within a period of 1 (one) financial year to the General Meeting of Shareholders based on the provisions of the Financial Services Authority Regulation regarding the Annual Report of Issuers or Public Companies.
b. Emiten adalah pihak yang melakukan penawaran umum.	✓	b. Issuers are parties who make public offerings.
c. Perusahaan Publik adalah perseroan yang sahamnya telah dimiliki paling sedikit oleh 300 (tiga ratus) pemegang saham dan memiliki modal disetor paling sedikit Rp3.000.000.000,00 (tiga miliar rupiah) atau suatu jumlah pemegang saham dan modal disetor yang ditetapkan oleh Otoritas Jasa Keuangan.	✓	c. Public Company is a company whose shares are owned by at least 300 (three hundred) shareholders and has a paid-up capital of at least Rp. 3,000,000,000.00 (three billion rupiah) or a number of shareholders and paid-up capital as determined by the Financial Services Authority.
d. Perusahaan Terbuka adalah Emiten yang telah melakukan penawaran umum efek bersifat ekuitas atau Perusahaan Publik.	✓	d. Public Company is an Issuer that has made a public offering of equity securities or a Public Company.
e. Laporan Keberlanjutan ( <i>Sustainability Report</i> ) adalah laporan yang diumumkan kepada masyarakat yang memuat kinerja ekonomi, keuangan, sosial, dan lingkungan hidup suatu lembaga jasa keuangan, Emiten, dan Perusahaan Publik dalam menjalankan bisnis berkelanjutan.	✓	e. A Sustainability Report is a report published to the public that contains the economic, financial, social, and environmental performance of a financial service institution, Issuer, and Public Company in running a sustainable business.
f. Direksi:		f. Board of Directors
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Direksi sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	✓	1) for an Issuer or a Public Company in the form of a limited liability company, the Board of Directors as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of an Issuer or Public Company; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melaksanakan pengurusan badan hukum tersebut sebagaimana dimaksud dalam peraturan perundang-undangan mengenai badan hukum tersebut.	✓	2) for an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that runs the management of the legal entity as referred to in the laws and regulations concerning the legal entity.
g. Dewan Komisaris:		g. Board of Commissioners



## REFERENSI SEOJK NOMOR 16/SEOJK.04/2021: BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

SEOJK Reference Number 16/SEOJK.04/2021: Form and Content of the Annual Report of Issuers or Public Companies

Keterangan	Halaman Page	Description
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah Dewan Komisaris sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Direksi dan Dewan Komisaris Emiten atau Perusahaan Publik; dan	✓	1) for an Issuer or Public Company in the form of a limited liability company is the Board of Commissioners as referred to in the Financial Services Authority Regulation concerning the Board of Directors and Board of Commissioners of Issuers or Public Companies; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang melakukan pengawasan badan hukum tersebut sebagaimana dimaksud dalam peraturanperundang-undangan mengenai badan hukum tersebut.	✓	2) for an Issuer or Public Company in the form of a legal entity other than a limited liability company is the organ that supervises the legal entity as referred to in the laws and regulations concerning the legal entity.
h. Rapat Umum Pemegang Saham yang selanjutnya disingkat RUPS:		h. General Meeting of Shareholders hereinafter abbreviated as GMS:
1) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum perseroan terbatas adalah RUPS sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan mengenai Rencana dan Penyelenggaraan Rapat Umum Pemegang Saham Perusahaan Terbuka; dan	✓	1) for an Issuer or Public Company in the form of a limited liability company is the GMS as referred to in the Financial Services Authority Regulation concerning the Plan and Organizing of the General Meeting of Shareholders of a Public Company; and
2) Bagi Emiten atau Perusahaan Publik berbentuk badan hukum selain perseroan terbatas adalah organ yang mempunyai wewenang yang tidak diberikan kepada organ yang melaksanakan fungsi pengurusan dan fungsi pengawasan, dalam batas yang ditentukan dalam peraturan perundang-undangan dan/atau anggaran dasar yang mengatur badan hukum tersebut.	✓	2) for an Issuer or Public Company in the form of a legal entity other than a limited liability company is an organ that has authority that could not be given to an organ that carries out management and supervisory functions, within the limits specified in the laws and/or articles of association governing the legal entity.
2. Laporan Tahunan Emiten atau Perusahaan Publik merupakan sumber informasi penting bagi investor atau pemegang saham sebagai salah satu dasar pertimbangan dalam pengambilan keputusan investasi dan sarana pengawasan terhadap Emiten atau Perusahaan Publik.	✓	2. The Annual Report of a listed company is one of the most important sources as the base for investors or shareholders in making an investment decision, and is a means of monitoring an issuer or public company.
3. Seiring dengan perkembangan pasar modal dan meningkatnya kebutuhan investor atau pemegang saham atas keterbukaan informasi, Direksi dan Dewan Komisaris dituntut untuk menyajikan informasi yang berkualitas, akurat, dan akuntabel melalui Laporan Tahunan Emiten atau Perusahaan Publik.	✓	3. Along with the development of the Capital Market and the growing needs of investors or shareholders regarding information disclosure, the Board of Directors and the Board of Commissioners are required to improve the quality of information disclosure through an annual report.
4. Laporan Tahunan yang disusun secara teratur dan informatif dapat memberikan kemudahan bagi investor atau pemegang saham dan pemangku kepentingan dalam memperoleh informasi yang dibutuhkan.	✓	4. Annual Report should be prepared in an orderly manner and should be informative to provide conveniences for the investors or shareholders in getting the information they need.
5. Surat Edaran Otoritas Jasa Keuangan ini merupakan pedoman bagi Emiten atau Perusahaan Publik yang wajib diterapkan dalam menyusun Laporan Tahunan dan Laporan Keberlanjutan.	✓	5. This Circular Letter of the Financial Service Agency serves guidelines for Issuers or Public Companies that should be applied in preparing their Annual Report.
<b>II. Bentuk Laporan Tahunan</b>		<b>II. Format of Annual Report</b>

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Keterangan	Halaman Page	Description
1. Laporan Tahunan disajikan dalam bentuk dokumen cetak dan dokumen elektronik.	✓	1. Annual Report should be presented in the printed format and in electronic document copy.
2. Laporan Tahunan yang disajikan dalam bentuk dokumen cetak, dicetak pada kertas yang berwarna terang, berkualitas baik, berukuran A4, dijilid, dan dapat diperbanyak dengan kualitas yang baik.	✓	2. The printed version of the Annual Report should be printed on light-colored paper of fine quality, in A4 size, bound and can be reproduced in good quality.
3. Laporan Tahunan dapat menyajikan informasi berupa gambar, grafik, tabel, dan/atau diagram dengan mencantumkan judul dan/atau keterangan yang jelas, sehingga mudah dibaca dan dipahami.	✓	3. Annual Report may present the information in form of images, charts, tables, and diagrams are presented by mentioning the title and/or clear description, that is easy to read and be understood;
4. Laporan Tahunan yang disajikan dalam bentuk dokumen elektronik merupakan Laporan Tahunan yang dikonversi dalam portable document format (PDF).	✓	4. The Annual Report presented in electronic document format is the Annual Report converted into pdf format.
<b>III. Isi Laporan Tahunan</b>		<b>III. Content of Annual Report</b>
1. Laporan Tahunan paling sedikit memuat:		1. Annual Report should contain at least the following information:
a. Ikhtisar data keuangan penting;	14-19	a. Summary of key financial information;
b. Informasi Saham (jika ada)	N/A	b. Stock information (if any);
c. Laporan Direksi;	62-78	c. The Board of Directors report;
d. Laporan Dewan Komisaris;	52-60	d. The Board of Commissioners report;
e. Profil Emiten atau Perusahaan Publik;	82-201	e. Profile of Issuer or Public Company;
f. Analisis dan pembahasan manajemen;	204-339	f. Management Discussion and Analysis;
g. Tata kelola Emiten atau Perusahaan Publik;	342-611	g. Corporate governance applied by the Issuer or Public Company;
h. Tanggung jawab sosial dan lingkungan Emiten atau Perusahaan Publik;	614-675	h. Corporate social and environmental responsibility of the Issuer or Public Company;
i. Laporan keuangan tahunan yang telah diaudit; dan	728	i. Audited annual report; and
j. Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan.	678-679	j. Statement that the Board of Directors and the Board of Commissioners are fully responsible for the Annual Report
2. Uraian Isi Laporan Tahunan		2. Description of Content of Annual Report
<b>a. Ikhtisar Data Keuangan Penting</b> Ikhtisar data keuangan penting memuat informasi keuangan yang disajikan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika Emiten atau Perusahaan Publik tersebut menjalankan kegiatan usahanya kurang dari 3 (tiga) tahun, paling sedikit memuat:	14-19	<b>a. Summary of Key Financial Information</b> Summary of Key Financial Information contains financial information presented in comparison with previous 3 (three) fiscal years or since the commencement of business if the Issuers or the Public Company commencing the business less than 3 (three) years, at least contain:
1) Pendapatan/penjualan;	✓	1) Income/sales;
2) Laba bruto;	✓	2) Gross profit;
3) Laba (rugi);	✓	3) Profit (loss);
4) Jumlah laba (rugi) yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	✓	4) Total profit (loss) attributable to equity holders of the parent entity and non-controlling interest;
5) Total laba (rugi) komprehensif;	✓	5) Total comprehensive profit (loss);
6) Jumlah laba (rugi) komprehensif yang dapat diatribusikan kepada pemilik entitas induk dan kepentingan non pengendali;	✓	6) Total comprehensive profit (loss) attributable to equity holders of the parent entity and non controlling interest;

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Keterangan	Halaman Page	Description
7) Laba (rugi) per saham;	√	7) Earning (loss) per share;
8) Jumlah aset;	√	8) Total assets;
9) Jumlah liabilitas;	√	9) Total liabilities;
10) Jumlah ekuitas;	√	10) Total equities;
11) Rasio laba (rugi) terhadap jumlah aset;	√	11) Profit (loss) to total assets ratio;
12) Rasio laba (rugi) terhadap ekuitas;	√	12) Profit (loss) to equities ratio;
13) Rasio laba (rugi) terhadap pendapatan/ penjualan;	√	13) Profit (loss) to income ratio;
14) Rasio lancar;	√	14) Current ratio;
15) Rasio liabilitas terhadap ekuitas;	√	15) Liabilities to equities ratio;
16) Rasio liabilitas terhadap jumlah aset; dan	√	16) Liabilities to total assets ratio; and
17) Informasi dan rasio keuangan lainnya yang relevan dengan Emiten atau Perusahaan Publik dan jenis industrinya.	√	17) Other information and financial ratios relevant to the Issuer or Public Company and type of industry;
<b>b. Informasi Saham</b> Informasi saham bagi Perusahaan Terbuka paling sedikit memuat:	<b>N/A</b>	<b>b. Stock Information</b> Stock Information for Public Company at least contains:
1) Saham yang telah diterbitkan untuk setiap masa triwulan yang disajikan dalam bentuk perbandingan selama 2 (dua) tahun buku terakhir, paling sedikit memuat:	<b>N/A</b>	1) Shares issued for each three-month period in the last 2 (two) fiscal years (if any), at least covering:
a) Jumlah saham yang beredar;	<b>N/A</b>	a) Number of outstanding shares;
b) Kapitalisasi pasar berdasarkan harga pada bursa efek tempat saham dicatatkan;	<b>N/A</b>	b) Market capitalization based on the price at the Stock Exchange where the shares listed on
c) Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada bursa efek tempat saham dicatatkan; dan	<b>N/A</b>	c) Highest share price, lowest share price, closing share price at the Stock Exchange where the shares listed on; and
d) Volume perdagangan pada bursa efek tempat saham dicatatkan. Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;	<b>N/A</b>	d) Share volume at the Stock Exchange where the shares list Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;
Informasi dalam huruf b), huruf c) dan huruf d) hanya diungkapkan jika sahamnya tercatat di bursa efek;	<b>N/A</b>	Information in point b), point c), and point d) only be disclosed if the Issuer is a public company whose shares is listed in the Stock Exchange;
2) Dalam hal terjadi aksi korporasi yang menyebabkan terjadinya perubahan pada saham, seperti pemecahan saham (stock split), penggabungan saham (reverse stock), dividen saham, saham bonus, perubahan nilai nominal saham, penerbitan efek konversi, serta penambahan dan pengurangan modal, informasi saham sebagaimana dimaksud pada angka 1) ditambahkan penjelasan paling sedikit mengenai:	<b>N/A</b>	2) In the event of corporate actions, including stock split, reverse stock, dividend, bonus share, and change in par value of shares, then the share price referred to in point 1), should be added with explanation on:
a) Tanggal pelaksanaan aksi korporasi;	<b>N/A</b>	a) Date of corporate action;

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Keterangan	Halaman Page	Description
b) Rasio pemecahan saham ( <i>stock split</i> ), penggabungan saham ( <i>reverse stock</i> ), dividen saham, saham bonus, jumlah efek konversi yang diterbitkan, dan perubahan nilai nominal saham;	N/A	b) Stock split ratio, reverse stock, dividend, bonus shares, and change in par value of shares;
c) Jumlah saham beredar sebelum dan sesudah aksi korporasi;	N/A	c) Number of outstanding shares prior to and after corporate action; and
d) Jumlah efek konversi yang dilaksanakan (jika ada); dan	N/A	d) Number of conversion effects performed (if any)
e) Harga saham sebelum dan sesudah aksi korporasi;	N/A	e) Share price prior to and after corporate action;
3) Dalam hal terjadi penghentian sementara perdagangan saham ( <i>suspension</i> ) dan/atau pembatalan pencatatan saham ( <i>delisting</i> ) dalam tahun buku, dijelaskan alasan penghentian sementara perdagangan saham ( <i>suspension</i> ) dan/atau pembatalan pencatatan saham ( <i>delisting</i> ) tersebut; dan	N/A	3) In the event that the company's shares were suspended and/or delisted from trading during the year under review, then the Issuers or Public Company should provide explanation on the reason for the suspension and/or delisting; and
4) Dalam hal penghentian sementara perdagangan saham ( <i>suspension</i> ) sebagaimana dimaksud pada angka 3) dan/atau proses pembatalan pencatatan saham ( <i>delisting</i> ) masih berlangsung hingga akhir periode Laporan Tahunan, dijelaskan tindakan yang dilakukan untuk menyelesaikan penghentian sementara perdagangan saham ( <i>suspension</i> ) dan/atau pembatalan pencatatan saham ( <i>delisting</i> ) tersebut.	N/A	4) In the event that the suspension and/or delisting as referred to in point 3) was still in effect until the date of the Annual Report, then the Issuer or the Public Company should also explain the corporate actions taken by the company in resolving the suspension and/or delisting;
<b>c. Laporan Direksi</b> Laporan Direksi paling sedikit memuat uraian singkat mengenai:	<b>62-78</b>	<b>c. The Board of Directors Report</b> The Board of Directors Report should at least contain the following items:
1) Kinerja Emiten atau Perusahaan Publik, paling sedikit memuat:	<b>62-72</b>	1) The performance of the Issuer or Public Company, at least covering:
a) Strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	<b>68-70</b>	a) Strategy and strategic policies of the Issuer or Public Company;
b) Peranan Direksi dalam perumusan strategi dan kebijakan strategis Emiten atau Perusahaan Publik;	<b>68</b>	b) The Board of Directors roles in formulating strategies and strategic policies of Issuers or Public Companies;
c) Proses yang dilakukan Direksi untuk memastikan implementasi strategi Emiten atau Perusahaan Publik;	<b>68</b>	c) The process carried out by the Board of Directors to ensure the implementation of the Issuer or Public Company strategy;
d) Perbandingan antara hasil yang dicapai dengan yang ditargetkan Emiten atau Perusahaan Publik; dan	<b>70</b>	d) Comparison between achievement of results and targets by the issuer or Public Company; and
e) Kendala yang dihadapi Emiten atau Perusahaan Publik;	<b>71</b>	e) Challenges faced by the Issuer or Public Company;
2) Gambaran tentang prospek usaha Emiten atau Perusahaan Publik; dan	<b>73-75</b>	2) Description on business prospects; or Public Company; and
3) Penerapan tata kelola Emiten atau Perusahaan Publik.	<b>76</b>	3) Implementation of good corporate governance by Issuer or Public Company;
<b>d. Laporan Dewan Komisaris</b> Laporan Dewan Komisaris paling sedikit memuat uraian singkat mengenai:	<b>52-60</b>	<b>d. The Board of Commissioners report</b> The Board of Commissioners Report should at least contain the following items:

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Keterangan	Halaman Page	Description
1) Penilaian terhadap kinerja Direksi mengenai pengelolaan Emiten atau Perusahaan Publik, termasuk pengawasan Dewan Komisaris dalam perumusan dan implementasi strategi Emiten atau Perusahaan Publik yang dilakukan oleh Direksi;	53-55	1) Assessment of the performance of the Board of Directors in managing the Issuer or the Public Company, including the supervision of the Board of Commissioners in the formulation and implementation of the strategy of the Issuer or Public Company carried out by the Board of Directors;
2) Pandangan atas prospek usaha Emiten atau Perusahaan Publik yang disusun oleh Direksi; dan	55	2) View on the business prospects of the Issuer or Public Company as established by the Board of Directors;
3) Pandangan atas penerapan tata kelola Emiten atau Perusahaan Publik.	56-59	3) View on the implementation of the corporate governance by the Issuer or Public Company;
<b>e. Profil Emiten atau Perusahaan Publik</b> Profil Emiten atau Perusahaan Publik paling sedikit memuat informasi:	<b>82-201</b>	<b>e. Profile of the Issuer or Public Company</b> Profile of the Issuer or Public Company should cover at least:
1) Nama Emiten atau Perusahaan Publik termasuk apabila terdapat perubahan nama, alasan perubahan, dan tanggal efektif perubahan nama pada tahun buku;	82	1) Name of Issuer or Public Company, including change of name, the reason for the change, and the effective date of the change of name during the year under review
2) Akses terhadap Emiten atau Perusahaan Publik termasuk kantor cabang atau kantor perwakilan yang memungkinkan masyarakat dapat memperoleh informasi mengenai Emiten atau Perusahaan Publik, meliputi:	82; 200-201	2) Access to Issuer or Public Company, including branch office or representative office, where the public can have access of information of the Issuer or Public Company, which include:
a) Alamat;	✓	a) Address
b) Nomor telepon;	✓	b) Telephone number;
c) Alamat surat elektronik; dan	✓	c) E-mail address; and
d) Alamat situs web;	✓	d) Website address;
3) Riwayat singkat Emiten atau Perusahaan Publik;	90-98	3) Brief history of the Issuer or Public Company;
4) Visi dan misi Emiten atau Perusahaan Publik serta budaya perusahaan ( <i>corporate culture</i> ) atau nilai-nilai perusahaan;	86-89	4) Vision and mission of the Issuer or Public Company as well as corporate culture or values
5) Kegiatan usaha menurut anggaran dasar terakhir, kegiatan usaha yang dijalankan pada tahun buku, serta jenis barang dan/ atau jasa yang dihasilkan;	108-111	5) Line of business according to the latest Articles of Association, and types of products and/or services produced;
6) Wilayah operasional Emiten atau Perusahaan Publik; wilayah operasional merupakan wilayah atau daerah pelaksanaan kegiatan operasional atau jangkauan dari kegiatan operasional perusahaan.	112-113	6) The operational area of the Issuer or Public Company; operational area is the area or district for implementing operational activities or the range of the company's operational activities.
7) Struktur organisasi Emiten atau Perusahaan Publik dalam bentuk bagan, paling sedikit sampai dengan struktur 1 (satu) tingkat di bawah Direksi termasuk komite di bawah Direksi (jika ada) dan komite di bawah Dewan Komisaris, disertai dengan nama dan jabatan;	114-115	7) Structure of organization of the Issuer or Public Company in chart form, at least 1 (one) level below the Board of Directors, with the names and titles;



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8) Daftar keanggotaan asosiasi industri baik dalam skala nasional maupun internasional yang berkaitan dengan penerapan keuangan berkelanjutan;	116-118	8) A list of industry association memberships both on a national and international scale related to the implementation of sustainable finance;
9) Profil Direksi, paling sedikit memuat:	127-136	9) The Board of Directors profiles include:
a) Nama dan jabatan yang sesuai dengan tugas dan tanggung jawab;	✓	a) Name and short description of duties and functions;
b) Foto terbaru;	✓	b) Latest photograph;
c) Usia;	✓	c) Age;
d) Kewarganegaraan;	✓	d) Citizenship
e) Riwayat pendidikan dan/atau sertifikasi;	✓	e) Education and/or certification;
f) Riwayat jabatan, meliputi informasi:	✓	f) History position, covering information on:
(1) Dasar hukum pengangkatan sebagai anggota Direksi pada Emiten atau Perusahaan Publik yang bersangkutan;	✓	(1) Legal basis for appointment as member of the Board of Directors to the said Issuer or Public Company;
(2) Rangkap jabatan, baik sebagai anggota Direksi, anggota Dewan Komisaris, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Direksi tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	✓	(2) Concurrent position, as member of the Board of Directors, member of the Board of Commissioners, and/or member of committee, and other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	✓	(3) Working experience and period in and outside the Issuer or Public Company;
g) Hubungan afiliasi dengan anggota Direksi lainnya, anggota Dewan Komisaris, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi. Dalam hal anggota Direksi tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut; dan	✓	g) Disclosure of affiliation with other members of the Board of Directors, members of the Board of Commissioners, and major or controlling shareholders, either directly or indirectly, to individual owners, including the names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and
h) Perubahan komposisi anggota Direksi dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Direksi, maka diungkapkan mengenai hal tersebut;	✓	h) Changes in the composition of the Board of Directors and the reasons for the changes. In the event that there is no change in the composition of the Board of Directors, this matter shall be disclosed;
10) Profil Dewan Komisaris, paling sedikit memuat:	119-126	10) Profil Dewan Komisaris, paling sedikit memuat:
a) Nama dan jabatan;	✓	a) Name and position;
b) Foto terbaru;	✓	b) Latest photograph;
c) Usia;	✓	c) Age;
d) Kewarganegaraan;	✓	d) Citizenship
e) Riwayat pendidikan dan/atau sertifikasi;	✓	e) Education and/or certification;

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f) Riwayat jabatan, meliputi informasi:	✓	f) History position, covering information on:
(1) Dasar hukum pengangkatan sebagai anggota Dewan Komisaris;	✓	(1) Legal basis for appointment as member of the Board of Commissioners
(2) Dasar hukum pengangkatan pertama kali sebagai anggota Dewan Komisaris yang merupakan komisaris independen pada Emiten atau Perusahaan Publik yang bersangkutan;	✓	(2) Legal bases for the first appointment as member of the Board of Commissioners who also Independent Commissioner at the said Issuer or Public Company;
(3) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya baik di dalam maupun di luar Emiten atau Perusahaan Publik. Dalam hal anggota Dewan Komisaris tidak memiliki rangkap jabatan, maka diungkapkan mengenai hal tersebut; dan	✓	(3) Concurrent position, as member of the Board of Commissioners, member of the Board of Directors, and/or member of committee, and other positions both inside and outside the Issuer or Public Company. In the event that a member of the Board of Directors does not have concurrent positions, then this is disclosed; and
(4) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	✓	(4) Working experience and period in and outside the Issuer or Public Company;
g) Hubungan afiliasi dengan anggota Dewan Komisaris lainnya, pemegang saham utama, dan pengendali baik langsung maupun tidak langsung sampai kepada pemilik individu, meliputi nama pihak yang terafiliasi; Dalam hal anggota Dewan Komisaris tidak memiliki hubungan afiliasi, maka Emiten atau Perusahaan Publik mengungkapkan hal tersebut;	✓	g) Disclosure of affiliation with other members of the Board of Commissioners, members of the Board of Directors, and major or controlling shareholders, either directly or indirectly, to individual owners, including the names of affiliated parties. In the event that a member of the Board of Directors has no affiliation, the Issuer or Public Company shall disclose this matter; and
h) Pernyataan independensi komisaris independen dalam hal komisaris independen telah menjabat lebih dari 2 (dua) periode; dan	✓	h) Statement of independence of Independent Commissioner in the event that the Independent Commissioner has been appointed more than 2 (two) periods; and
i) Perubahan komposisi anggota Dewan Komisaris dan alasan perubahannya. Dalam hal tidak terdapat perubahan komposisi anggota Dewan Komisaris, maka diungkapkan mengenai hal tersebut;	✓	i) Changes in the composition of the Board of Commissioners and the reasons for the changes. In the event that there is no change in the composition of the members of the Board of Commissioners, this matter shall be disclosed;
11) Dalam hal terdapat perubahan susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terjadi setelah tahun buku berakhir sampai dengan batas waktu penyampaian Laporan Tahunan, susunan yang dicantumkan dalam Laporan Tahunan adalah susunan anggota Direksi dan/atau anggota Dewan Komisaris yang terakhir dan sebelumnya;	126; 136	11) In the event that there were changes in the composition of the Board of Commissioners and/or the Board of Directors occurring between the period after year-end until the date the Annual Report submitted, then the last and the previous composition of the Board of Commissioners and/or the Board of Directors shall be stated in the Annual Report;

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12) Jumlah karyawan menurut jenis kelamin, jabatan, usia, tingkat pendidikan, dan status ketenagakerjaan (tetap/kontrak) dalam tahun buku; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	148-167	12) Number of employees by gender, position, age, education level, and employment status (permanent/contracted) in the financial year; Disclosure of information can be presented in table form.
13) Nama pemegang saham dan persentase kepemilikan pada awal dan akhir tahun buku, yang terdiri dari informasi mengenai:	172	13) Names of shareholders and ownership percentage at the end of the fiscal year, including:
a) Pemegang saham yang memiliki 5% (lima persen) atau lebih saham Emiten atau Perusahaan Publik;	✓	a) Shareholders having 5% (five percent) or more shares of Issuer or Public Company;
b) Anggota Direksi dan anggota Dewan Komisaris yang memiliki saham Emiten atau Perusahaan Publik. Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki saham, maka diungkapkan mengenai hal tersebut; dan	✓	b) Members of the Board of Directors and the Board of Commissioners who own shares in Issuers or Public Companies. In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not own shares, then this matter is disclosed; and
c) Kelompok pemegang saham masyarakat, yaitu kelompok pemegang saham yang masing-masing memiliki kurang dari 5% (lima persen) saham Emiten atau Perusahaan Publik;	✓	c) Groups of public shareholders, or groups of shareholders, each with less than 5% (five percent) ownership shares of the Issuers or Public Company;
14) Persentase kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik oleh anggota Direksi dan anggota Dewan Komisaris pada awal dan akhir tahun buku, termasuk informasi mengenai pemegang saham yang terdaftar dalam daftar pemegang saham untuk kepentingan kepemilikan tidak langsung anggota Direksi dan anggota Dewan Komisaris; Dalam hal seluruh anggota Direksi dan/atau seluruh anggota Dewan Komisaris tidak memiliki kepemilikan tidak langsung atas saham Emiten atau Perusahaan Publik, maka diungkapkan mengenai hal tersebut.	N/A	14) The percentage of indirect ownership of the shares of the Issuer or Public Company by members of the Board of Directors and members of the Board of Commissioners at the beginning and end of the financial year, including information on shareholders registered in the shareholder register for the benefit of indirect ownership of members of the Board of Directors and members of the Board of Commissioners; In the event that all members of the Board of Directors and/or all members of the Board of Commissioners do not have indirect ownership of the shares of the Issuer or Public Company, this matter shall be disclosed.
15) Jumlah pemegang saham dan persentase kepemilikan per akhir tahun buku berdasarkan klasifikasi:	N/A	15) Number of shareholders and ownership percentage at the end of the fiscal year, based on:
a) Kepemilikan institusi lokal;		a) Ownership of local institutions;
b) Kepemilikan institusi asing;		b) Ownership of foreign institutions;
c) Kepemilikan individu lokal; dan		c) Ownership of local individual; and
d) Kepemilikan individu asing;		d) Ownership of foreign individual;
16) Informasi mengenai pemegang saham utama dan pengendali Emiten atau Perusahaan Publik, baik langsung maupun tidak langsung, sampai kepada pemilik individu, yang disajikan dalam bentuk skema atau bagan;	N/A	16) Information on major shareholders and controlling shareholders the Issuers of Public Company, directly or indirectly, and also individual shareholder, presented in the form of scheme or diagram;

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17) Nama entitas anak, perusahaan asosiasi, perusahaan ventura bersama dimana Emiten atau Perusahaan Publik memiliki pengendalian bersama entitas (jika ada), beserta persentase kepemilikan saham, bidang usaha, total aset, dan status operasi entitas anak, perusahaan asosiasi, perusahaan ventura bersama; Untuk entitas anak, ditambahkan informasi mengenai alamat entitas anak tersebut.	174-188	17) Name of subsidiaries, associated companies, joint venture controlled by Issuers or Public Company, with entity, percentage of stock ownership, line of business, total assets and operating status of the Issuers of Public Company (if any); For subsidiaries, include the addresses of the said subsidiaries;
18) Kronologis pencatatan saham, jumlah saham, nilai nominal, dan harga penawaran dari awal pencatatan hingga akhir tahun buku serta nama bursa efek dimana saham Emiten atau Perusahaan Publik dicatatkan, termasuk pemecahan saham ( <i>stock split</i> ), penggabungan saham ( <i>reverse stock</i> ), dividen saham, saham bonus, dan perubahan nilai nominal saham, pelaksanaan efek konversi, pelaksanaan penambahan dan pengurangan modal (jika ada);	83-85	18) Chronology of share listing, number of shares, par value, and bid price from the beginning of listing up to the end of the financial year, and name of Stock Exchange where the Issuers of Public Company shares are listed;
19) Informasi pencatatan efek lainnya selain efek sebagaimana dimaksud pada angka 18), yang belum jatuh tempo pada tahun buku paling sedikit memuat nama efek, tahun penerbitan, tingkat suku bunga/imbalance hasil, tanggal jatuh tempo, nilai penawaran, dan peringkat efek (jika ada);	83-85	19) Other securities listing information other than securities as referred to in number 18), which have not matured in the financial year at least containing the name of the securities, year of issue, interest rate/yield, maturity date, offering value, and rating of securities (if any);
20) Informasi penggunaan jasa akuntan publik (AP) dan kantor akuntan publik (KAP) beserta jaringan/asosiasi/aliansinya meliputi:	189	20) Information on public accounting services (AP) and public accounting firms (KAP) and their networks/associations/allies includes:
a) Nama dan alamat;	✓	a) Name and address;
b) Periode penugasan;	✓	b) Assignment period
c) Informasi jasa audit dan/atau non audit yang diberikan;	✓	c) Information on audit and/or non-audit services provided;
d) Biaya jasa (fee) audit dan/atau non audit untuk masing-masing penugasan yang diberikan selama tahun buku; dan	✓	d) Audit and/or non-audit fee for each assignment given during the financial year; and
e) Dalam hal AP dan KAP beserta jaringan/asosiasi/aliansinya, yang ditunjuk tidak memberikan jasa non audit, maka diungkapkan mengenai informasi tersebut; dan Pengungkapan informasi penggunaan jasa AP dan KAP beserta jaringan/asosiasi/aliansinya dapat disajikan dalam bentuk tabel.	✓	e) In the event that AP and KAP and their network/association/alliance, which are appointed do not provide non-audit services, then the information is disclosed; and Disclosure of information on AP and KAP services and their networks/associations/allies can be presented in table form.
21) Nama dan alamat lembaga dan/atau profesi penunjang pasar modal selain AP dan KAP.	190-194	21) Name and address of capital market supporting institutions and/or professions other than AP and KAP.

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<p><b>f. Analisis dan Pembahasan Manajemen</b> Analisis dan pembahasan manajemen memuat analisis dan pembahasan mengenai laporan keuangan dan informasi penting lainnya dengan penekanan pada perubahan material yang terjadi dalam tahun buku, yaitu paling sedikit memuat:</p>	204-339	<p><b>f. Management Discussion and Analysis</b> Management Analysis and Discussion Annual should contain discussion and analysis on financial statements and other material information emphasizing material changes that occurred during the year under review, at least including:</p>
1) Tinjauan operasi per segmen usaha sesuai dengan jenis industri Emiten atau Perusahaan Publik, paling sedikit mengenai:	209-221	1) Operational review per business segment, according to the type of industry of the Issuer or Public Company including:
a) Produksi, yang meliputi proses, kapasitas, dan perkembangannya;	√	a) Production, which includes process, capacity and its development;
b) Pendapatan/penjualan; dan	√	b) Income/sales; and
c) Profitabilitas;	√	c) Profitability;
2) Kinerja keuangan komprehensif yang mencakup perbandingan kinerja keuangan dalam 2 (dua) tahun buku terakhir, penjelasan tentang penyebab adanya perubahan dan dampak perubahan tersebut, paling sedikit mengenai:	222-261	2) Comprehensive financial performance analysis which includes a comparison between the financial performance of the last 2 (two) fiscal years, and explanation on the causes and effects of such changes, among others concerning:
a) Aset lancar, aset tidak lancar, dan total aset;	√	a) Current assets, non-current assets, and total assets;
b) Liabilitas jangka pendek, liabilitas jangka panjang, dan total liabilitas;	√	b) Short term liabilities, long term liabilities, total liabilities;
c) Ekuitas;	√	c) Equities;
d) Pendapatan/penjualan, beban, laba (rugi), penghasilan komprehensif lain, dan total laba (rugi) komprehensif; dan	√	d) Sales/operating revenues, expenses and profit (loss), other comprehensive revenues, and total comprehensive profit (loss); and
e) Arus kas;	√	e) Cash flows;
3) Kemampuan membayar utang atau kewajiban dengan menyajikan perhitungan rasio yang relevan;	262-264	3) The capacity to pay debts by including the computation of relevant ratios;
4) Tingkat kolektibilitas piutang Emiten atau Perusahaan Publik dengan menyajikan perhitungan rasio yang relevan;	264	4) Accounts receivable collectability of the Issuer or Public Company, including the computation of the relevant ratios;
5) Struktur modal ( <i>capital structure</i> ) dan kebijakan manajemen atas struktur modal ( <i>capital structure</i> ) tersebut disertai dasar penentuan kebijakan dimaksud;	265-266	5) Capital structure and management policies concerning capital structure, including the basis for determining the said policy;
6) Bahasan mengenai ikatan yang material ntuk investasi barang modal dengan penjelasan paling sedikit memuat:	267-268	6) Discussion on material ties for the investment of capital goods, including the explanation on at least:
a) Tujuan dari ikatan tersebut;	√	a) The purpose of such ties;
b) Sumber dana yang diharapkan untuk memenuhi ikatan tersebut;	√	b) Source of funds expected to fulfill the said ties;
c) Mata uang yang menjadi denominasi; dan	√	c) Currency of denomination; and
d) Langkah yang direncanakan Emiten atau Perusahaan Publik untuk melindungi risiko dari posisi mata uang asing yang terkait;	√	d) Steps taken by the Issuer of Public Company to protect the position of a related foreign currency against risks;



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7) Bahasan mengenai investasi barang modal yang direalisasikan dalam tahun buku terakhir, paling sedikit memuat:	269	7) Discussion on investment of capital goods which was realized in the last fiscal year, at least include:
a) Jenis investasi barang modal;	✓	a) Type of investment of capital goods;
b) Tujuan investasi barang modal;	✓	b) Objective of the investment of capital goods;and
c) Nilai investasi barang modal yang dikeluarkan;	✓	c) Value of the investment of capital goods;
8) Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan (jika ada);	307	8) Material Information and facts that occurring after the date of the accountant's report (if any);
9) Prospek usaha dari Emiten atau Perusahaan Publik dikaitkan dengan kondisi industri, ekonomi secara umum dan pasar internasional disertai data pendukung kuantitatif dari sumber data yang layak dipercaya;	273-275	9) Information on the prospects of the Issuer or the Company in connection with industry,economy in general, accompanied with supporting quantitative data if there is a reliable data source;
10) Perbandingan antara target/proyeksi pada awal tahun buku dengan hasil yang dicapai (realisasi), mengenai:	276-279	10) Comparison between target/projection at beginning of year and result (realization), concerning:
a) Pendapatan/penjualan;	✓	a) Income/sales;
b) Laba (rugi);	✓	b) Profit (loss);
c) Struktur modal ( <i>capital structure</i> ); atau	✓	c) Capital structure; or
d) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	✓	d) Others that deemed necessary for the Issuer or Public Company;
11) Target/proyeksi yang ingin dicapai Emiten atau Perusahaan Publik untuk 1 (satu) tahun mendatang, mengenai:	280-285	11) Target/projection at most for the next one year of the Issuer or Public Company, concerning:
a) Pendapatan/penjualan;	✓	a) Income/sales;
b) Laba (rugi);	✓	b) Profit (loss);
c) Struktur modal ( <i>capital structure</i> );	✓	c) Capital structure;
d) kebijakan dividen; atau	✓	d) Dividend policy; or
e) Hal lainnya yang dianggap penting bagi Emiten atau Perusahaan Publik;	✓	e) Or others that deemed necessary for the Issuer or Public Company;
12) Aspek pemasaran atas barang dan/atau jasa Emiten atau Perusahaan Publik, paling sedikit mengenai strategi pemasaran dan pangsa pasar;	286-293	12) Marketing aspects of the company's products and/or services the Issuer or Public Company, among others marketing strategy and market share;
13) Uraian mengenai dividen selama 2 (dua) tahun buku terakhir, paling sedikit:	303-304	13) Description regarding the dividend policy during the last 2 (two) fiscal years, at least:
a) Kebijakan dividen, antara lain memuat informasi persentase jumlah dividen yang dibagikan terhadap laba bersih;	✓	a) Dividend policy, which includes information on the percentage of dividends distributed to net income;
b) Tanggal pembayaran dividen kas dan/ atau tanggal distribusi dividen non kas;	✓	c) The date of the payment of cash dividend and/or date of distribution of non-cash dividend;
d) jumlah dividen per saham (kas dan/atau non kas); dan	✓	e) Amount of cash per share (cash and/or non cash); and

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f) jumlah dividen per tahun yang dibayar; Pengungkapan informasi dapat disajikan dalam bentuk tabel. Dalam hal Emiten atau Perusahaan Publik tidak membagikan dividen dalam 2 (dua) tahun terakhir, maka diungkapkan mengenai hal tersebut.	√	g) The amount of dividends paid per year; Disclosure of information can be presented in table form. In the event that the Issuer or Public Company does not distribute dividends in the last 2 (two) years, this matter shall be disclosed.
14) Realisasi penggunaan dana hasil penawaran umum, dengan ketentuan:	305-306	14) Use of proceeds from Public Offerings, under the condition of:
a) Dalam hal selama tahun buku, Emiten memiliki kewajiban menyampaikan laporan realisasi penggunaan dana, maka diungkapkan realisasi penggunaan dana hasil penawaran umum secara kumulatif sampai dengan akhir tahun buku; dan	√	a) During the year under review, on which the Issuer has the obligation to report the realization of the use of proceeds, then the realization of the cumulative use of proceeds until the year end should be disclosed; and
b) Dalam hal terdapat perubahan penggunaan dana sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai laporan realisasi penggunaan dana hasil penawaran umum, maka Emiten menjelaskan perubahan tersebut;	√	c) In the event that there were changes in the use of proceeds as stipulated in the Regulation of the Financial Services Authority on the Report of the Utilization of Proceeds from Public Offering, then Issuer should explain the said changes;
15) Informasi material (jika ada), antara lain mengenai investasi, ekspansi, divestasi, penggabungan/peleburan usaha, akuisisi, restrukturisasi utang/modal, transaksi material, transaksi afiliasi, dan transaksi benturan kepentingan, yang terjadi pada tahun buku, paling sedikit memuat:	269-272	15) Material information (if any), among others concerning investment, expansion, divestment, acquisition, debt/capital restructuring, transactions with related parties and transactions with conflict of interest that occurred during the year under review, along others include:
a) Tanggal, nilai, dan objek transaksi;	√	a) Transaction date, value and object;
b) Nama pihak yang melakukan transaksi;	√	b) Name of transacting parties;
c) Sifat hubungan afiliasi (jika ada);	√	c) The nature of the affiliate relationship (if any);
d) penjelasan mengenai kewajaran transaksi;	√	d) Description of the fairness of the transaction; and
e) Pemenuhan ketentuan terkait; dan	√	e) Compliance with related rules and regulations;
f) Dalam hal terdapat hubungan afiliasi, selain mengungkapkan informasi sebagaimana dimaksud dalam huruf a) sampai dengan huruf e), Emiten atau Perusahaan Publik juga mengungkapkan informasi:		f) In the event that there is an affiliation relationship, in addition to disclosing the information as referred to in letter a) to letter e), the Issuer or Public Company also discloses information:
(1) Pernyataan Direksi bahwa transaksi afiliasi telah melalui prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar ( <i>arm's length principle</i> ); dan		(1) A statement from the Board of Directors that the affiliate transaction has conducted through adequate procedures to ensure that the affiliate transaction is in line with generally accepted business practices, among others, by complying with the arm's length principle; and

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(2) Peran Dewan Komisaris dan komite audit dalam melakukan prosedur yang memadai untuk memastikan bahwa transaksi afiliasi dilaksanakan sesuai dengan praktik bisnis yang berlaku umum antara lain dilakukan dengan memenuhi prinsip transaksi yang wajar ( <i>arm's length principle</i> );		(2) The Board of Commissioners and the audit committee roles in carrying out adequate procedures to ensure that affiliate transactions are carried out in accordance with generally accepted business practices, among others, by complying with the arm's length principle;
g) Untuk transaksi afiliasi atau transaksi material yang merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan, ditambahkan penjelasan bahwa transaksi afiliasi atau transaksi material tersebut merupakan kegiatan usaha yang dijalankan dalam rangka menghasilkan pendapatan usaha dan dijalankan secara rutin, berulang, dan/atau berkelanjutan; Dalam hal transaksi afiliasi atau transaksi material dimaksud telah diungkapkan dalam laporan keuangan tahunan, ditambahkan informasi mengenai rujukan pengungkapan dalam laporan keuangan tahunan tersebut.		g) For affiliate transactions or material transactions which are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously, an explanation is added that the affiliate transactions or material transactions are business activities carried out in order to generate business income and are carried out regularly, repeatedly, and/or continuously; In the event that the affiliated transactions or material transactions referred to have been disclosed in the annual financial statements, additional information regarding the disclosure reference in the annual financial statements is added.
h) Untuk pengungkapan transaksi afiliasi dan/atau transaksi benturan kepentingan yang merupakan hasil pelaksanaan transaksi afiliasi dan/atau transaksi benturan kepentingan yang telah disetujui pemegang saham independen, ditambahkan informasi mengenai tanggal pelaksanaan RUPS yang menyetujui transaksi afiliasi dan/atau transaksi benturan kepentingan tersebut;		h) For disclosure of affiliate transactions and/or conflict of interest transactions resulting from the implementation of affiliate transactions and/or conflict of interest transactions that have been approved by independent shareholders, additional information regarding the date of the GMS which approved the affiliated transactions and/or conflict of interest transactions is added;
i) Dalam hal tidak terdapat transaksi afiliasi dan/atau transaksi benturan kepentingan, maka diungkapkan mengenai hal tersebut;	√	i) In the event that there is no affiliate transaction and/or conflict of interest transaction, then this matter shall be disclosed;
16) Perubahan ketentuan peraturan perundang-undangan yang berpengaruh signifikan terhadap Emiten atau Perusahaan Publik dan dampaknya terhadap laporan keuangan (jika ada); dan	314-316	16) Changes in regulation which have a significant effect on the Issuer or Public Company and impacts on the company (if any); and
17) Perubahan kebijakan akuntansi, alasan dan dampaknya terhadap laporan keuangan (jika ada).	313	17) Changes in the accounting policy, rationale and impact on the financial statement (if any);
<b>g. Tata Kelola Emiten atau Perusahaan Publik</b> Tata kelola Emiten atau Perusahaan Publik paling sedikit memuat uraian singkat mengenai:	<b>340-610</b>	<b>g. Corporate Governance of the Issuer or Public Company</b> Corporate Governance of the Issuer or Public Company contains at least:
1) RUPS, paling sedikit memuat:	<b>362-423</b>	1) GMS, at least contains:

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a) Informasi mengenai keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku meliputi:	362-423	a) Information on the resolution from the AGM of the previous 1 (one) year, covering:
(1) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang direalisasikan pada tahun buku; dan	362-386	(1) Resolutions of the GMS in the financial year and 1 (one) year before the financial year are realized in the financial year; and
(2) Keputusan RUPS pada tahun buku dan 1 (satu) tahun sebelum tahun buku yang belum direalisasikan beserta alasan belum direalisasikan;	387-423	(2) Resolutions of the GMS for the financial year and 1 (one) year prior to the financial year that have not been realized and the reasons for not realizing them;
b) Dalam hal Emiten atau Perusahaan Publik menggunakan pihak independen dalam pelaksanaan RUPS untuk melakukan perhitungan suara, maka diungkapkan mengenai hal tersebut;	N/A	b) In the event that the Issuer or Public Company uses an independent party in GMS to calculate the votes, then this matter shall be disclosed;
2) Direksi, paling sedikit memuat:	451-468	2) Board of Directors, at least contains:
a) Tugas dan tanggung jawab masing-masing anggota Direksi;	460-462	a) Duties and responsibilities of each member of the Board of Directors;
Informasi mengenai tugas dan tanggung jawab masing-masing anggota Direksi diuraikan dan dapat disajikan dalam bentuk tabel.	√	Information regarding the duties and responsibilities of each member of the Board of Directors is described and can be presented in table.
b) Pernyataan bahwa Direksi memiliki pedoman atau piagam ( <i>charter</i> ) Direksi;	451	b) Statement that the Board of Directors has already have board manual or charter;
c) Kebijakan dan pelaksanaan frekuensi rapat Direksi, rapat Direksi bersama Dewan Komisaris, dan tingkat kehadiran anggota Direksi dalam rapat tersebut termasuk kehadiran dalam RUPS;	484-501, 362-363, 387, 402, 415	c) Policies and frequency of Board of Directors meetings, joint meetings of the Board of Directors with the Board of Commissioners, and the attendance of members of the Board of Directors in the meeting including attendance at the GMS;
Informasi tingkat kehadiran anggota Direksi dalam rapat Direksi, rapat Direksi bersama Dewan Komisaris, atau RUPS dapat disajikan dalam bentuk tabel.	√	Information on the attendance of members of the Board of Directors at the meeting of the Board of Directors, joint meeting of the Board of Directors with the Board of Commissioners, or the GMS can be presented in table.
d) Pelatihan dan/atau peningkatan kompetensi anggota Direksi:	466-467	d) Training and/or competency of members of the Board of Directors:
(1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Direksi, termasuk program orientasi bagi anggota Direksi yang baru diangkat (jika ada); dan	√	(1) Policies related to training and/or the competence improvement of members of the Board of Directors, including an orientation program for newly appointed members of the Board of Directors (if any); and
(2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Direksi dalam tahun buku (jika ada);	√	(2) Training and/or competency improvement attended by members of the Board of Directors in the financial year (if any);
e) Penilaian terhadap kinerja komite yang mendukung pelaksanaan tugas Direksi pada tahun buku paling sedikit memuat:	468	e) The Board of Directors' assessment of the committees' performance that support the implementation of the Board of Directors' duties for the financial year shall at least contain:

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(1) Prosedur penilaian kinerja; dan	✓	(1) Performance appraisal procedures; and
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	✓	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
f) Dalam hal Emiten atau Perusahaan Publik tidak memiliki komite yang mendukung pelaksanaan tugas Direksi, maka diungkapkan mengenai hal tersebut.	N/A	f) In the event that the Issuer or Public Company does not have a committee that supports the implementation of the duties of the Board of Directors, then this shall be disclosed.
3) Dewan Komisaris, paling sedikit memuat:	424-447	3) The Board of Commissioners, cover:
a) Tugas dan tanggung jawab Dewan Komisaris;	426-430	a) Duties and responsibilities of the Board of Commissioners;
b) Pernyataan bahwa Dewan Komisaris memiliki pedoman atau piagam ( <i>charter</i> ) Dewan Komisaris;	424	b) Statement that the Board of Commissioner has already have the board manual or charter;
c) Kebijakan dan pelaksanaan frekuensi rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi dan tingkat kehadiran anggota Dewan Komisaris dalam rapat tersebut termasuk kehadiran dalam RUPS;	484-501, 362-363, 387, 402, 415	c) Policies and the frequency of the Board of Commissioners meetings, joint meetings of the Board of Commissioners with the Board of Directors and the attendance of members of the Board of Commissioners at the meeting including attendance at the GMS;
Informasi tingkat kehadiran anggota Dewan Komisaris dalam rapat Dewan Komisaris, rapat Dewan Komisaris bersama Direksi, atau RUPS dapat disajikan dalam bentuk tabel.	✓	Information on the attendance of members of the Board of Commissioners at the meeting of the Board of Commissioners, the meeting of the Board of Commissioners with the Board of Directors, or the GMS can be presented in table.
d) Pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris:	443-444	d) Training and/or competency improvement of members of the Board of Commissioners:
(1) Kebijakan pelatihan dan/atau peningkatan kompetensi anggota Dewan Komisaris, termasuk program orientasi bagi anggota Dewan Komisaris yang baru diangkat (jika ada); dan	✓	(1) Policies on training and/or the competency improvement of members of the Board of Commissioners, including orientation programs for newly appointed members of the Board of Commissioners (if any); and
(2) Pelatihan dan/atau peningkatan kompetensi yang diikuti anggota Dewan Komisaris dalam tahun buku (jika ada);	✓	(2) Training and/or competency improvement attended by members of the Board of Commissioners in the financial year (if any);
e) Penilaian kinerja Direksi dan Dewan Komisaris serta masing-masing anggota Direksi dan anggota Dewan Komisaris, paling sedikit memuat:	502-505	e) Performance appraisal of the Board of Directors and the Board of Commissioners as well as each member of the Board of Directors and the Board of Commissioners, at least contain:
(1) Prosedur pelaksanaan penilaian kinerja;	✓	(1) Procedure for the implementation of performance assessment;



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(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat; dan	√	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings; and
(3) Pihak yang melakukan penilaian; dan	√	(3) Assessor;
f) Penilaian Dewan Komisaris terhadap kinerja Komite yang mendukung pelaksanaan tugas Dewan Komisaris pada tahun buku meliputi:	444-447	f) The Board of Commissioners' assessment of the Committees' performance that support the implementation of the duties of the Board of Commissioners in the financial year includes:
(1) Prosedur penilaian kinerja; dan	√	(1) Performance appraisal procedures; and
(2) Kriteria yang digunakan seperti capaian kinerja selama tahun buku, kompetensi dan kehadiran dalam rapat;	√	(2) The criteria used such as performance achievements during the financial year, competence and attendance at meetings;
4) Nominasi dan remunerasi Direksi dan Dewan Komisaris, paling sedikit memuat:	506-512	4) The nomination and remuneration of the Board of Directors and the Board of Commissioners shall at least contain:
a) Prosedur nominasi, meliputi uraian singkat mengenai kebijakan dan proses nominasi anggota Direksi dan/atau anggota Dewan Komisaris; dan	√	a) Nomination procedure, including a brief description of the policies and process for nomination of members of the Board of Directors and/or members of the Board of Commissioners; and
b) Prosedur dan pelaksanaan remunerasi Direksi dan Dewan Komisaris, antara lain:	√	b) Procedures and implementation of remuneration for the Board of Directors and the Board of Commissioners, including:
(1) Prosedur penetapan remunerasi Direksi dan Dewan Komisaris;	√	(1) The procedure for determining the remuneration of the Board of Directors and the Board of Commissioners;
(2) Struktur remunerasi Direksi dan Dewan Komisaris seperti, gaji, tunjangan, tantiem/bonus dan lainnya; dan	√	(2) The remuneration structure of the Board of Directors and the Board of Commissioners such as salary, allowances, tantiem/bonus and others; and
(3) besarnya remunerasi masing-masing anggota Direksi dan anggota Dewan Komisaris; Pengungkapan informasi dapat disajikan dalam bentuk tabel.	√	(3) The amount of remuneration for each member of the Board of Directors and member of the Board of Commissioners; Disclosure of information can be presented in table.
5) Dewan pengawas syariah, bagi Emiten atau Perusahaan Publik yang menjalankan kegiatan usaha berdasarkan prinsip syariah sebagaimana tertuang dalam anggaran dasar, paling sedikit memuat:	450	5) Sharia Supervisory Board, for Issuer or Public Company that conduct business based on sharia law, as stipulated in the articles of association, at least containing:
a) Nama;	–	a) Name;
b) Dasar hukum pengangkatan dewan pengawas syariah;	–	b) Legal basis of appointment of Sharia Supervisory Board
c) Periode penugasan dewan pengawas syariah;	–	c) Term of office of Sharia Supervisory Board

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d) Tugas dan tanggung jawab dewan pengawas syariah; dan	–	d) Duty and responsibility of Sharia Supervisory Board; and
e) Frekuensi dan cara pemberian nasihat dan saran serta pengawasan pemenuhan prinsip syariah di pasar modal terhadap Emiten atau Perusahaan Publik;	–	e) Frequency and procedure in providing advice and suggestion, as well as the compliance of Sharia Principles of the Issuer or Public Company in the Capital Market;
6) Komite audit, paling sedikit memuat:	<b>513-530</b>	6) Audit Committee, among others covering:
a) Nama dan jabatannya dalam keanggotaan komite;	✓	a) Name and position in the committee;
b) Usia;	✓	b) Age;
c) Kewarganegaraan;	✓	c) Citizenship;
d) Riwayat pendidikan;	✓	d) Education background;
e) Riwayat jabatan, meliputi informasi:	✓	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	✓	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	✓	(2) Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	✓	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite audit;	✓	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite audit;	✓	g) Statement of independence of the Audit Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	✓	h) Training and competency development participated in during the book year.
i) Kebijakan dan pelaksanaan frekuensi rapat komite audit dan tingkat kehadiran anggota komite audit dalam rapat tersebut; dan	✓	i) Policies and implementation of the frequency of meeting of the Audit Committee and attendance of member of Audit Committee; and
j) Ppelaksanaan kegiatan komite audit pada tahun buku sesuai dengan yang dicantumkan dalam pedoman atau piagam (charter) komite audit;	✓	j) The activities of the Audit Committee in the year under review, in accordance with the Audit Committee Charter;
7) Komite atau fungsi nominasi dan remunerasi Emiten atau Perusahaan Publik, paling sedikit memuat:	<b>531-538</b>	7) Committee or remuneration and nomination functions of Issuer or Public Company at least contains;
a) Nama dan jabatannya dalam keanggotaan komite;	✓	a) Name and position in the committee;
b) Usia;	✓	b) Age;
c) Kewarganegaraan;	✓	c) Citizenship;
d) Riwayat pendidikan;	✓	d) Education background;
e) Riwayat jabatan, meliputi informasi:	✓	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	✓	(1) Legal basis for the appointment as member of the committee;

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(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	✓	(2) Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and
(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	✓	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	✓	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite;	✓	g) Statement of independence of the Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada);	✓	h) Training and/or competency development participated in during the book year
i) Uraian tugas dan tanggung jawab;	✓	i) Description of duty and responsibility;
j) Pernyataan bahwa telah memiliki pedoman atau piagam ( <i>charter</i> ) komite;	✓	j) The statement that the Committee has already had the Charter;
k) Kebijakan dan pelaksanaan frekuensi rapat dan tingkat kehadiran anggota dalam rapat tersebut;	✓	k) Policies and frequency of meeting of the committee, and attendance of each member of the committee in the said meetings;
l) Uraian singkat pelaksanaan kegiatan pada tahun buku; dan	✓	l) Brief description on the activities of the committee;
m) Dalam hal tidak dibentuk komite nominasi dan remunerasi, Emiten atau Perusahaan Publik cukup mengungkapkan informasi sebagaimana dimaksud dalam huruf i) sampai dengan huruf l) dan mengungkapkan:	N/A	m) In the event that nomination and remuneration committee is not formed, the Issuer or Public Company is sufficient to disclose the information as referred to in letter i) to letter l) and disclose:
(1) Alasan tidak dibentuknya komite; dan	-	(1) The reason why does not form the committee
(2) Pihak yang melaksanakan fungsi nominasi dan remunerasi;	-	(2) The party who carries out the nomination and remuneration function;
8) Komite lain yang dimiliki Emiten atau Perusahaan Publik dalam rangka mendukung fungsi dan tugas Direksi (jika ada) dan/atau komite yang mendukung fungsi dan tugas Dewan Komisaris, paling sedikit memuat:	539-553	8) Other committees owned by the Issuer or Public Company in order to support the functions and duties of the Board of Directors (if any) and/or committees that support the functions and duties of the Board of Commissioners, at least contains;
a) Nama dan jabatannya dalam keanggotaan komite;	✓	a) Name and position in the committee;
b) Usia;	✓	b) Age;
c) Kewarganegaraan;	✓	c) Citizenship;
d) Riwayat pendidikan;	✓	d) Education background;
e) Riwayat jabatan, meliputi informasi:	✓	e) History of position; including:
(1) Dasar hukum penunjukan sebagai anggota komite;	✓	(1) Legal basis for the appointment as member of the committee;
(2) Rangkap jabatan, baik sebagai anggota Dewan Komisaris, anggota Direksi, dan/atau anggota komite serta jabatan lainnya (jika ada); dan	✓	(2) Dual position, as a member of Board of Commissioners, member of Board of Directors, and/or member of committee, and other position (if any); and

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(3) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	✓	(3) Working experience and period in and outside the Issuer or Public Company;
f) Periode dan masa jabatan anggota komite;	✓	f) Period and terms of office of the member of Audit Committee;
g) Pernyataan independensi komite;	✓	g) Statement of independence of the Committee;
h) Pelatihan dan/atau peningkatan kompetensi yang telah diikuti dalam tahun buku (jika ada); dan	✓	h) Training and/or Competency Development participated in during the book year;
i) Uraian tugas dan tanggung jawab;	✓	i) Description of duty and responsibility;
j) Pernyataan bahwa telah memiliki pedoman atau piagam (charter) komite;	✓	j) The statement that the Committee has already had the Charter;
k) Kebijakan dan pelaksanaan frekuensi rapat komite dan tingkat kehadiran anggota komite dalam rapat tersebut; dan	✓	k) Policies and frequency of meeting of the committee, and attendance of each member of the committee in the said meetings;
l) Uraian singkat pelaksanaan kegiatan komite pada tahun buku;	✓	l) Brief description on the activities of the committee;
9) Sekretaris perusahaan, paling sedikit memuat:	<b>554-558</b>	9) Corporate Secretary, including:
a) Nama;	✓	a) Name;
b) Domisili;	✓	b) Domicile;
c) Riwayat jabatan, meliputi:	✓	c) History of position, including:
(1) Dasar hukum penunjukan sebagai sekretaris perusahaan; dan	✓	(1) Legal basis for the appointment as Corporate Secretary; and
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	✓	(2) Working experience and period in and outside the Issuer or Public Company;
d) Riwayat pendidikan;	✓	d) Education background;
e) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku; dan	✓	e) Training and competency development participated in during the book year
f) Uraian singkat pelaksanaan tugas sekretaris perusahaan pada tahun buku;	✓	f) Brief description on the implementation of duties of the Corporate Secretary in the year under review;
10) Unit audit internal, paling sedikit memuat:	<b>566-574</b>	10) Internal Audit Unit, among others including:
a) Nama kepala unit audit internal;	✓	a) Name of Head of Internal Audit Unit;
b) Riwayat jabatan, meliputi:	✓	b) History of position, including:
(1) Dasar hukum penunjukan sebagai kepala unit audit internal; dan	✓	(1) Legal basis for the appointment as Head of Internal Audit Unit; and
(2) Pengalaman kerja beserta periode waktunya baik di dalam maupun di luar Emiten atau Perusahaan Publik;	✓	(2) Working experience and period in and outside the Issuer or Public Company;
c) Kualifikasi atau sertifikasi sebagai profesi audit internal (jika ada);	✓	c) Qualification or certification as internal auditor (if any);
d) Pelatihan dan/atau peningkatan kompetensi yang diikuti dalam tahun buku;	✓	d) Training and/or Competency Development participated in during the book year
e) Struktur dan kedudukan unit audit internal;	✓	e) Structure and position of Internal Audit Unit;

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f) Uraian tugas dan tanggung jawab;	✓	f) Description of duties and responsibilities;
g) Pernyataan bahwa telah memiliki pedoman atau piagam ( <i>charter</i> ) unit audit internal; dan	✓	g) Statement that the Internal Audit Unit has already have Internal Audit Unit charter; and
h) Uraian singkat pelaksanaan tugas unit audit internal pada tahun buku termasuk kebijakan dan pelaksanaan frekuensi rapat dengan Direksi, Dewan Komisaris, dan/atau komite audit;	✓	h) Brief description of the duties implementation of the internal audit unit in the financial year including the policy and implementation of the frequency of meetings with the Board of Directors, Board of Commissioners, and/or audit committee;
11) Uraian mengenai sistem pengendalian internal ( <i>internal control</i> ) yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat:	559-565	11) Description on internal control system adopted by the Issuer or Public Company, at least covering:
a) Pengendalian keuangan dan operasional, serta kepatuhan terhadap peraturan perundang-undangan lainnya;	✓	a) Financial and operational control, and compliance to the other prevailing rules; and
b) Tinjauan atas efektivitas sistem pengendalian internal; dan	✓	b) Review on the effectiveness of internal control systems;
c) Pernyataan Direksi dan/atau Dewan Komisaris atas kecukupan sistem pengendalian internal;	✓	c) Statement of the Board of Directors and/or Board of Commissioners on the adequacy of the internal control system;
12) Sistem manajemen risiko yang diterapkan oleh Emiten atau Perusahaan Publik, paling sedikit memuat:	577-583	12) Risk management system implemented by the company, at least includes:
a) Gambaran umum mengenai sistem manajemen risiko Emiten atau Perusahaan Publik;	✓	a) General description about the company's risk management system the Issuer or Public Company;
b) Jenis risiko dan cara pengelolaannya;	✓	b) Types of risk and the management; and
c) Tinjauan atas efektivitas sistem manajemen risiko Emiten atau Perusahaan Publik; dan	✓	c) Review the effectiveness of the risk management system applied by the Issuer or Public Company; and
d) Pernyataan Direksi dan/atau Dewan Komisaris atau komite audit atas kecukupan sistem manajemen risiko;	✓	d) Statement of the Board of Directors and/or the Board of Commissioners or the audit committee on the adequacy of the risk management system;
13) Perkara hukum yang berdampak material yang dihadapi oleh Emiten atau Perusahaan Publik, entitas anak, anggota Direksi dan anggota Dewan Komisaris (jika ada), paling sedikit memuat:	590-592	13) Legal cases that have a material impact faced by Issuers or Public Companies, subsidiaries, members of the Board of Directors and members of the Board of Commissioners (if any), at least contain:
a) Pokok perkara/gugatan;	✓	a) Substance of the case/claim;
b) Status penyelesaian perkara/gugatan; dan	✓	b) Status of settlement of case/claim; and
c) Pengaruhnya terhadap kondisi Emiten atau Perusahaan Publik;	✓	c) Potential impacts on the condition of the Issuer or Public Company;
14) Informasi tentang sanksi administratif/ sanksi yang dikenakan kepada Emiten atau Perusahaan Publik, anggota Dewan Komisaris dan anggota Direksi, oleh Otoritas Jasa Keuangan dan otoritas lainnya pada tahun buku (jika ada);		14) Information about administrative sanctions imposed to Issuer or Public Company, members of the Board of Commissioners and the Board of Directors, by the Capital Market Authority and other authorities during the last fiscal year (if any);



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15) Informasi mengenai kode etik Emiten atau Perusahaan Publik meliputi:	<b>584-588</b>	15) Information about codes of conduct of the Issuer or Public Company, includes:
a) Pokok-pokok kode etik;	✓	a) Key points of the code of conduct;
b) Bentuk sosialisasi kode etik dan upaya penagakannya; dan	✓	b) Socialization of the code of conduct and enforcement; and
c) Pernyataan bahwa kode etik berlaku bagi anggota Direksi, anggota Dewan Komisaris, dan karyawan Emiten atau Perusahaan Publik;		c) Statement that the code of conduct is applicable for the Board of Commissioners, the Board of Directors, and employees of the Issuer of Public Company;
16) Uraian singkat mengenai kebijakan pemberian kompensasi jangka panjang berbasis kinerja kepada manajemen dan/ atau karyawan yang dimiliki oleh Emiten atau Perusahaan Publik (jika ada), antara lain berupa program kepemilikan saham oleh manajemen ( <i>management stock ownership program/MSOP</i> ) dan/ atau program kepemilikan saham oleh karyawan ( <i>employee stock ownership program/ESOP</i> ); Dalam hal pemberian kompensasi berupa program kepemilikan saham oleh manajemen ( <i>management stock ownership program/MSOP</i> ) dan/ atau program kepemilikan saham oleh karyawan ( <i>employee stock ownership program/ESOP</i> ), informasi yang diungkapkan paling sedikit memuat:	<b>589</b>	16) A brief description of the policy for providing long-term performance-based compensation to management and/ or employees owned by the Issuer or Public Company (if any), including the management stock ownership program (ESOP) and/ or program employee stock ownership (ESOP); In terms of providing compensation in the form of a management stock ownership program (ESOP) and/ or employee stock ownership program (ESOP), the information disclosed must at least contain:
a) Jumlah saham dan/atau opsi;		a) Number of share and/or option;
b) Jangka waktu pelaksanaan;		b) Period;
c) Persyaratan karyawan dan/atau manajemen yang berhak; dan		c) The requirement for eligible employee and/or management; and
d) Harga pelaksanaan atau penentuan harga pelaksanaan;		d) Exercised price;
17) Uraian singkat mengenai kebijakan pengungkapan informasi mengenai:		17) A brief description of the information disclosure policy regarding:
a) Kepemilikan saham anggota Direksi dan anggota Dewan Komisaris paling lambat 3 (tiga) hari kerja setelah terjadinya kepemilikan atau setiap perubahan kepemilikan atas saham Perusahaan Terbuka; dan		a) Share ownership of members of the Board of Directors and members of the Board of Commissioners no later than 3 (three) working days after the occurrence of ownership or any change in ownership of shares of a Public Company; and
b) Pelaksanaan atas kebijakan dimaksud;		b) Implementation of that policy;
18) Uraian mengenai sistem pelaporan pelanggaran ( <i>whistleblowing system</i> ) di Emiten atau Perusahaan Publik, paling sedikit memuat:	<b>601-608</b>	18) A description of the whistleblowing system in the Issuer or Public Company, at least contains;
a) Cara penyampaian laporan pelanggaran;	✓	a) Mechanism for violation reporting;
b) Perlindungan bagi pelapor;	✓	b) Protection for the whistleblower;
c) Penanganan pengaduan;	✓	c) Handling of violation reports;
d) Pihak yang mengelola pengaduan; dan	✓	d) Unit responsible for handling of violation report; and

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Keterangan	Halaman Page	Description
e) Hasil dari penanganan pengaduan, paling sedikit:	✓	e) Results from violation report handling, at least includes:
(1) Jumlah pengaduan yang masuk dan diproses dalam tahun buku; dan	✓	(1) Number of complaints received and processed during the fiscal year; and
(2) Tindak lanjut pengaduan;	✓	(2) Follow up of complaints;
Dalam hal Emiten atau Perusahaan Publik tidak memiliki sistem pelaporan pelanggaran ( <i>whistleblowing system</i> ), maka diungkapkan mengenai hal tersebut.	N/A	In the event that the Issuer or Public Company does not have a whistleblowing system, it is disclosed regarding this matter
19) Uraian mengenai kebijakan anti korupsi Emiten atau Perusahaan Publik, paling sedikit memuat:	593-600	19) A description of the anti-corruption policy of the Issuer or Public Company, at least contains;
a) Program dan prosedur yang dilakukan dalam mengatasi praktik korupsi, balas jasa (kickbacks), fraud, suap dan/ atau gratifikasi dalam Emiten atau Perusahaan Publik; dan	✓	a) Programs and procedures implemented in overcoming corrupt practices, kickbacks, fraud, bribery and/or gratuities in Issuers or Public Companies; and
b) Pelatihan/sosialisasi anti korupsi kepada karyawan Emiten atau Perusahaan Publik; Dalam hal Emiten atau Perusahaan Publik tidak memiliki kebijakan anti korupsi, maka dijelaskan alasan tidak dimilikinya kebijakan dimaksud.	✓	b) Anti-corruption training/socialization to employees of Issuers or Public Companies; In the event that the Issuer or Public Company does not have an anti-corruption policy, the reasons for not having the said policy are explained.
20) Penerapan atas pedoman tata kelola Perusahaan Terbuka bagi Emiten yang menerbitkan efek bersifat ekuitas atau Perusahaan Publik, meliputi:	347-353	20) Implementation of the Guidelines of Corporate Governance for Public Companies for Issuer issuing Equity-based Securities or Public Company, including:
a) Pernyataan mengenai rekomendasi yang telah dilaksanakan; dan/atau	✓	a) Statement regarding the recommendation that has been implemented; and/or
b) Penjelasan atas rekomendasi yang belum dilaksanakan, disertai alasan dan alternatif pelaksanaannya (jika ada).	✓	b) Description of recommendation that has not been implemented, along with the reason and alternatives of implementation (if any);
Pengungkapan informasi dapat disajikan dalam bentuk tabel.		Disclosure of information can be presented in table.
<b>h. Tanggung Jawab Sosial dan Lingkungan Emiten atau Perusahaan Publik</b>	<b>614-675</b>	<b>h. Social and Environmental Responsibility of the Issuer or Public Company</b>
1) Informasi yang diungkapkan dalam bagian tanggung jawab sosial dan lingkungan merupakan Laporan Keberlanjutan ( <i>Sustainability Report</i> ) sebagaimana dimaksud dalam Peraturan Otoritas Jasa Keuangan Nomor 51/POJK.03/2017 tentang Penerapan Keuangan Berkelanjutan bagi Lembaga Jasa Keuangan, Emiten, dan Perusahaan Publik, paling sedikit memuat:	614-675	1) Information disclosed in the social and environmental responsibility section is a Sustainability Report as referred to in the Financial Services Authority Regulation Number 51/POJK.03/2017 concerning the Implementation of Sustainable Finance for Financial Services Institutions, Issuers, and Public Companies, containing at least:
a) Penjelasan strategi keberlanjutan;	✓	a) Sustainability strategy explanation;
b) Ikhtisar aspek keberlanjutan (ekonomi, sosial, dan lingkungan hidup);	✓	b) Sustainability aspects overview (economic, social and environmental)
c) Profil singkat Emiten atau Perusahaan Publik;	✓	c) Brief Profile of Issuers or Public Company;
d) Penjelasan Direksi;	✓	d) The Board of Directors explanation;

## REFERENSI SEOJK NOMOR 16/SEOJK.04/2021: BENTUK DAN ISI LAPORAN TAHUNAN EMITEN ATAU PERUSAHAAN PUBLIK

SEOJK Reference Number 16/SEOJK.04/2021: Form and Content of the Annual Report of Issuers or Public Companies

Keterangan	Halaman Page	Description
e) Tata kelola keberlanjutan;	√	e) Good corporate governance;
f) Kinerja keberlanjutan;	√	f) Sustainability Governance;
g) Verifikasi tertulis dari pihak independen, jika ada;	N/A	g) Written verification from an Independent Party (if any);
h) Lembar umpan balik ( <i>feedback</i> ) untuk pembaca, jika ada; dan	N/A	h) Feedback sheet for stakeholders (if any);
i) Tanggapan Emiten atau Perusahaan Publik terhadap umpan balik laporan tahun sebelumnya;	N/A	i) The Issuer or Public Company response to the previous year's report feedback;
<b>i. Laporan Keuangan Tahunan yang Telah Diaudit</b> Laporan keuangan tahunan yang dimuat dalam Laporan Tahunan disusun sesuai dengan standar akuntansi keuangan di Indonesia dan telah diaudit oleh akuntan publik yang terdaftar di Otoritas Jasa Keuangan. Laporan keuangan tahunan dimaksud memuat pernyataan mengenai pertanggungjawaban atas laporan keuangan sebagaimana diatur dalam Peraturan Otoritas Jasa Keuangan mengenai tanggung jawab Direksi atas laporan keuangan atau peraturan perundang-undangan di sektor pasar modal yang mengatur mengenai laporan berkala perusahaan efek dalam hal Emiten merupakan perusahaan efek.	728	<b>i. Audited Financial Statements</b> The annual financial statements contained in the Annual Report are prepared in accordance with financial accounting standards in Indonesia and have been audited by a public accountant registered with the Financial Services Authority. The said annual financial report contains a statement regarding the accountability for financial statements as regulated in the Financial Services Authority Regulation regarding the Board of Directors' responsibility for financial reports or the laws and regulations in the capital market sector which regulates the periodic reports of securities companies in the event that the Issuer is a securities company.
<b>j. Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan</b> Surat pernyataan anggota Direksi dan anggota Dewan Komisaris tentang tanggung jawab atas Laporan Tahunan disusun sesuai dengan format Surat Pernyataan Anggota Direksi dan Anggota Dewan Komisaris tentang Tanggung Jawab atas Laporan Tahunan sebagaimana tercantum dalam Lampiran I yang merupakan bagian tidak terpisahkan dari Surat Edaran Otoritas Jasa Keuangan ini.	678-679	<b>j. Letter of Statement of the Board of Directors and the Board of Commissioners regarding the Responsibility for Annual Reporting</b> Letter of statement of the Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting should be prepared according to the format of letter of statement of member of Board of Directors and the Board of Commissioners regarding the responsibility for Annual Reporting as attached in the Attachment, which is an integral part of this Circulation Letter of the Financial Services Authority.

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# **KRITERIA ANNUAL REPORT AWARD 2018**

2018 Annual Report Award Criteria

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## KRITERIA ANNUAL REPORT AWARD 2018

### 2018 Annual Report Award Criteria

Keterangan	Halaman Page	Description
<b>I. Umum</b>		<b>I. General</b>
1. Laporan tahunan disajikan dalam bahasa Indonesia yang baik dan benar dan dianjurkan menyajikan juga dalam bahasa Inggris.	✓	1. The Annual Report shall be written in good and correct Indonesian, and is recommended to be presented in English.
2. Laporan tahunan dicetak dengan kualitas yang baik dan menggunakan jenis dan ukuran huruf yang mudah dibaca..	✓	2. The Annual Report shall be printed with good quality using readable type and size of fonts.
3. Laporan tahunan mencantumkan identitas perusahaan dengan jelas Nama perusahaan dan tahun annual report ditampilkan di:	✓	3. The Annual Report shall present clear identity of the company name and the annual report financial year shall be presented on:
1. Sampul muka;	✓	1. Front Cover;
2. Samping;	✓	2. Side Cover;
3. Sampul belakang; dan	✓	3. Back Cover; and
4. Setiap halaman.	✓	4. Every page
4. Laporan tahunan ditampilkan di website perusahaan, mencakup laporan tahunan terkini dan paling kurang 4 tahun terakhir.t	✓	4. Annual reports shall be displayed on the company's website, including the latest annual reports and at least the last 4 years.
<b>II. Ikhtisar Data Keuangan Penting</b>		<b>II. Key Financial Highlights</b>
1. Informasi hasil usaha perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	14-19	1. Income statement in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.
Informasi memuat antara lain:	✓	Information contains the following:
1. Penjualan/pendapatan usaha;	✓	1. Front Cover;
2. Laba (rugi):	✓	2. Profit (loss):
a. Diatribusikan kepada pemilik entitas induk; dan	✓	a. Attributable to equity holders of the parent entity; and
b. Diatribusikan kepada kepentingan non pengendali;	✓	b. Attributable to non controlling interest;
3. Penghasilan komprehensif periode berjalan:	✓	3. Total comprehensive profit (loss):
a. Diatribusikan kepada pemilik entitas induk; dan	✓	a. Attributable to equity holders of the parent entity; and
b. Diatribusikan kepada kepentingan non pengendali;	✓	b. Attributable to non controlling interest;
4. Laba (rugi) per saham.	N/A	4. Earning (loss) per share.
Catatan: Apabila perusahaan tidak memiliki entitas anak, perusahaan menyajikan laba (rugi) dan penghasilan komprehensif periode berjalan secara total.		Note: If the company does not have subsidiaries, the profit (loss) and other comprehensive income is presented in total.
2. Informasi posisi keuangan perusahaan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	14-19	2. Financial position in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.
Informasi memuat antara lain:	✓	Information contains the following:
1. Jumlah investasi pada entitas asosiasi;	✓	1. Total investment on associates;
2. Jumlah aset;	✓	2. Total assets
3. Jumlah liabilitas; dan	✓	3. Total liabilities; and
4. Jumlah ekuitas.	✓	4. Total equity.

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Keterangan	Halaman Page	Description
3. Rasio keuangan dalam bentuk perbandingan selama 3 (tiga) tahun buku atau sejak memulai usahanya jika perusahaan tersebut menjalankan kegiatan usahanya selama kurang dari 3 (tiga) tahun.	19	3. Financial ratio in comparison for 3 (three) financial years or since the commencement of business if the company has been running its business activities for less than 3 (three) years.
Informasi memuat 5 (lima) rasio keuangan yang umum dan relevan dengan industri perusahaan.	✓	Information covers 5 (five) financial ratios, which are generally applied and relevant to the company's industry.
4. Informasi harga saham dalam bentuk tabel dan grafik	N/A	4. Share price information in tables and charts
1. Jumlah saham yang beredar;	-	1. Number of shares outstanding;
2. Informasi dalam bentuk tabel yang memuat:	-	2. The table forms contain the following information:
a. Kapitalisasi pasar berdasarkan harga pada Bursa Efek tempat saham dicatatkan;	-	a. Market capitalization based on the share price on the Stock Exchange where the share are listed;
b. Harga saham tertinggi, terendah, dan penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	-	b. Highest, lowest and closing the share price based on share price on the Stock Exchange where the share are listed; and
c. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	-	c. Trading volume of shares on the Stock Exchange where the shares are listed.
3. Informasi dalam bentuk grafik yang memuat paling kurang:	-	3. The graph forms contain at least the following information:
a. Harga penutupan berdasarkan harga pada Bursa Efek tempat saham dicatatkan; dan	-	a. The closing price of shares based on the share price on the Stock Exchange where the shares are listed; and
b. Volume perdagangan saham pada Bursa Efek tempat saham dicatatkan.	-	b. Trading volume of shares on the Stock Exchange where the shares are listed
Catatan: apabila perusahaan tidak memiliki kapitalisasi pasar, informasi harga saham, dan volume perdagangan saham, agar diungkapkan.		Note: Should be disclosed if the company does not have market capitalization, share price, and share trading volume.
5. Informasi mengenai obligasi, sukuk atau obligasi konversi yang masih beredar dalam 2 (dua) tahun buku terakhir.	83-85	5. Information regarding outstanding bonds, sukuk or convertible bonds, in 2 (two) latest financial years.
Informasi memuat:		Information contains:
1. Jumlah obligasi/sukuk/obligasi konversi yang beredar ( <i>outstanding</i> );	✓	1. Number of outstanding bonds, sukuk or convertible bonds;
2. Tingkat bunga/imbalan;	✓	2. Interest rate/yield;
3. Tanggal jatuh tempo; dan	✓	3. Maturity date; and
4. Peringkat obligasi/sukuk tahun 2018 dan 2019.	N/A	4. Rating of bonds/sukuk in 2018 and 2019.
Catatan: apabila perusahaan tidak memiliki obligasi/sukuk/obligasi konversi, agar diungkapkan.		Note: Should be disclosed if the company does not have outstanding bonds, sukuk or convertible bonds.
<b>III. Laporan Manajemen</b>		<b>III. Management Report</b>
1. Laporan Dewan Komisaris	52-60	1. Board of Commissioners' Report
Informasi memuat:		Information contains:
1. Penilaian atas kinerja Direksi mengenai pengelolaan perusahaan dan dasar penilaiannya;	✓	1. Assessment on the performance of the Board of Directors in managing the company and the basis for such evaluation;
2. Pandangan atas prospek usaha perusahaan yang disusun oleh Direksi dan dasar pertimbangannya;	✓	2. Views on the business prospects of the company as prepared by the Board of Directors and the basis for such consideration;
3. Pandangan atas penerapan/pengelolaan <i>whistle blowing system</i> (WBS) di perusahaan dan peran Dewan Komisaris dalam WBS tersebut; dan	✓	3. Views on the implementation/management of the company's whistleblowing system (WBS), and the role of the Board of Commissioners in the WBS; and

## KRITERIA ANNUAL REPORT AWARD 2018

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Keterangan	Halaman Page	Description
4. Perubahan komposisi Dewan Komisaris (jika ada) dan alasan perubahannya.	✓	4. Changes in the composition of the Board of Commissioners (if any) and the reason for such changes.
2. Laporan Direksi	62-78	2. Board of Directors' report
Memuat hal-hal sebagai berikut:		Contain the following:
1. Analisis atas kinerja perusahaan, yang mencakup antara lain:	✓	1. Analysis of the company's performance, covering among others:
a. Kebijakan strategis;	✓	a. Strategic policies;
b. Perbandingan antara hasil yang dicapai dengan yang ditargetkan; dan	✓	b. Comparison between targets and achievements; and
c. Kendala-kendala yang dihadapi perusahaan dan langkah-langkah penyelesaiannya;	✓	c. Challenges faced by the company and initiatives to deal with those challenges;
2. Analisis tentang prospek usaha;	✓	2. Analysis on business prospects;
3. Perkembangan penerapan tata kelola perusahaan pada tahun buku; dan	✓	3. Developments in the implementation of GCG during the fiscal year; and
4. Perubahan komposisi anggota Direksi (jika ada) dan alasan perubahannya.	✓	4. Changes in the composition of the Board of Directors (if any) and the reason for such changes.
3. Tanda tangan anggota Dewan Komisaris dan anggota Direksi	678-679	3. Signatures of members of the Board of Commissioners and Board of Directors
Memuat hal-hal sebagai berikut:		Contain the following:
1. Tanda tangan dituangkan pada lembaran tersendiri;	✓	1. Signatures on a separate page;
2. Pernyataan bahwa Dewan Komisaris dan Direksi bertanggung jawab penuh atas kebenaran isi laporan tahunan;	✓	2. Statement of responsibility of the Board of Commissioners and Board of Directors for the accuracy of the contents of the Annual Report;
3. Ditandatangani seluruh anggota Dewan Komisaris dan anggota Direksi dengan menyebutkan nama dan jabatannya; dan	✓	3. Signed by all members of the Board of Commissioners and Board of Directors by stating their names and position; and
4. Penjelasan tertulis dalam surat tersendiri dari yang bersangkutan dalam hal terdapat anggota Dewan Komisaris atau anggota Direksi yang tidak menandatangani laporan tahunan, atau penjelasan tertulis dalam surat tersendiri dari anggota yang lain dalam hal tidak terdapat penjelasan tertulis dari yang bersangkutan.	✓	4. Written explanation in a separate letter from the person(s) concerned in the event that member(s) of Board of Commissioners or Board of Directors fail to sign the annual report; or: written explanation a separate letter from other member(s) in the event that there is no written explanation from the person(s) concerned.
<b>IV. Profil Perusahaan</b>		<b>IV. Company Profile</b>
1. Nama dan alamat lengkap perusahaan	82	1. Name and address of the company
Informasi memuat antara lain: nama dan alamat, kode pos, no. Telp, no. Fax, email, dan website.	✓	Information contains, among others, name and address, postcode, telephone number, fax, email and website.
2. Riwayat singkat perusahaan	90-98	2. Brief history of the company
Mencakup antara lain: tanggal/tahun pendirian, nama, perubahan nama perusahaan (jika ada), dan tanggal efektif perubahan nama perusahaan.	✓	Contain among others: date/year of establishment, name of the company, change of name (if any), and effective date of the change of name.
Catatan: apabila perusahaan tidak pernah melakukan perubahan nama, agar diungkapkan.		Note: to be disclosed if the company never had a change of name
3. Bidang usaha	108-111	3. Line of business
Uraian mengenai antara lain:		Description of, among others:
1. Kegiatan usaha perusahaan menurut anggaran dasar terakhir;	✓	1. The line of business as stated in the latest Articles of Association;
2. Kegiatan usaha yang dijalankan; dan	✓	2. Business activities; and
3. Produk dan/atau jasa yang dihasilkan.	✓	3. Product and/or services offered.
4. Struktur Organisasi	114-115	4. Organization structure

## KRITERIA ANNUAL REPORT AWARD 2018

### 2018 Annual Report Award Criteria

Keterangan	Halaman Page	Description
Dalam bentuk bagan, meliputi nama dan jabatan paling kurang sampai dengan struktur satu tingkat di bawah Direksi.	✓	Diagram of organization structure, containing name and position of personnel up to one level below Director, at least
5. Visi, Misi, dan Budaya Perusahaan Mencakup:	<b>86-89</b>	5. Vision, Mission and Corporate Culture Covers:
1. Visi perusahaan;	✓	1. Vision;
2. Misi perusahaan;	✓	2. Mission;
3. Keterangan bahwa visi dan misi tersebut telah di-review dan disetujui oleh Direksi/Dewan Komisaris pada tahun buku; dan	✓	3. Statement that the vision and mission have been reviewed and approved by the Board of Commissioners/ Directors in the fiscal year; and
4. Pernyataan mengenai budaya perusahaan ( <i>corporate culture</i> ) yang dimiliki perusahaan.	✓	4. Statement on the corporate culture.
6. Identitas dan riwayat hidup singkat anggota Dewan Komisaris	<b>119-126</b>	6. Profiles of members of the Board of Commissioners
Informasi memuat antara lain:		Contain information on:
1. Nama;	✓	1. Name;
2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	✓	2. Position and period in position (including position(s) held at other company/institution);
3. Umur;	✓	3. Age;
4. Domisili;	✓	4. Domicile;
5. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	✓	5. Education (study field and education institution);
6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	✓	6. Work experience (position, company, and period in position); and
7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Dewan Komisaris di Perusahaan sejak pertama kali ditunjuk.	✓	7. History of assignments (period and position) as a member of the Board of Commissioners at the company since the first appointment.
7. Identitas dan riwayat hidup singkat anggota Direksi	<b>127-136</b>	7. Profiles of members of the Board of Directors
Informasi memuat antara lain:		Contain information on:
1. Nama;	✓	1. Name;
2. Jabatan dan periode jabatan (termasuk jabatan pada perusahaan atau lembaga lain);	✓	2. Position and period in position (including position(s) held at other company/institution);
3. Umur;	✓	3. Age;
4. Domisili;	✓	4. Domicile;
5. Pendidikan (Bidang Studi dan Lembaga Pendidikan);	✓	5. Education (study field and education institution);
6. Pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat); dan	✓	6. Work experience (position, company, and period in position); and
7. Riwayat penunjukkan (periode dan jabatan) sebagai anggota Direksi di Perusahaan sejak pertama kali ditunjuk.	✓	7. History of assignments (period and position) as a member of the Board of Directors at the company since the first appointment.
8. Jumlah karyawan (komparatif 2 tahun) dan data pengembangan kompetensi karyawan yang mencerminkan adanya kesempatan untuk masing-masing level organisasi.	<b>148-167</b>	8. Total number of employees (comparative for 2 years) and data on employee competence development programs reflecting equal opportunities for each level of the organization.
Informasi memuat antara lain:		Information contains, among others:
1. Jumlah karyawan untuk masing-masing level organisasi;	✓	1. Number of employees at each level of the organization;
2. Jumlah karyawan untuk masing-masing tingkat pendidikan;	✓	2. Number of employees by education;
3. Jumlah karyawan berdasarkan status kepegawaian;	✓	3. Number of employees by employment status;

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Keterangan	Halaman Page	Description
4. Data pengembangan kompetensi karyawan yang telah dilakukan pada tahun buku yang terdiri dari pihak (level jabatan) yang mengikuti pelatihan, jenis pelatihan, dan tujuan pelatihan; dan	✓	4. Data on employee competence development programs during the fiscal year, concerning the position of participants, type of training, and purpose of training; and
5. Biaya pengembangan kompetensi karyawan yang telah dikeluarkan pada tahun buku.	✓	5. The costs of employee competence development programs in the fiscal year.
9. Komposisi Pemegang saham	172	9. Shareholders composition
Mencakup antara lain:		Covering among others:
1. Rincian nama pemegang saham yang meliputi 20 pemegang saham terbesar dan persentase kepemilikannya;	-	1. Names of the 20 largest shareholders and their shareholding percentage;
2. Rincian pemegang saham dan persentase kepemilikannya meliputi:	-	2. Details of shareholders and shareholding percentage:
a. Nama pemegang saham yang memiliki 5% atau lebih saham; dan	-	a. Names of shareholders with 5% or more shareholding; and
b. Kelompok pemegang saham masyarakat dengan kepemilikan saham masing-masing kurang dari 5%.	-	b. Group of public shareholders with individual shareholding of less than 5% each.
3. Saham yang dimiliki Direksi dan Komisaris	473-474	3. Share own by the Board of Directors and the Board of Commissioners
Catatan: apabila Direktur dan Komisaris tidak memiliki saham langsung dan tidak langsung, agar diungkapkan.		Note: should be disclosed if the Director and Commissioner does not own shares, directly or indirectly.
10. Daftar entitas anak dan/atau entitas asosiasi	174-188	10. List of subsidiaries and/or associated entities
Dalam bentuk tabel memuat informasi antara lain:		In table form, containing:
1. Nama entitas anak dan/atau asosiasi;	✓	1. Name of subsidiary and/or associated entity;
2. Persentase kepemilikan saham;	✓	2. Share-ownership percentage;
3. Keterangan tentang bidang usaha entitas anak dan/atau entitas asosiasi; dan	✓	3. Line of business of subsidiary and/or associated entity; and
4. Keterangan status operasi entitas anak dan/atau entitas asosiasi (telah beroperasi atau belum beroperasi).	✓	4. The operational status of subsidiary and/or associated entity (in commercial operation/not yet in commercial operation).
11. Struktur grup perusahaan	173	11. Corporate group structure
Struktur grup perusahaan dalam bentuk bagan yang menggambarkan entitas induk, entitas anak, entitas asosiasi, <i>joint venture</i> , dan <i>special purpose vehicle</i> (SPV).	✓	Diagram of corporate group structure involving relationship of the parent company, subsidiary, associated entity, joint venture, and special purpose vehicle (SPV).
12. Kronologi penerbitan saham (termasuk <i>private placement</i> ) dan/atau pencatatan saham dari awal penerbitan sampai dengan akhir tahun buku	N/A	12. Chronology of share listing (including private placement) and/or share listing from the share issuance up to the end of the fiscal year
Mencakup antara lain:		Covers, among others:
1. Tahun penerbitan saham, jumlah saham, nilai nominal saham, dan harga penawaran saham untuk masing-masing tindakan korporasi ( <i>corporate action</i> );	-	1. Year of share issuance, number of shares issued, par value, and share offer price, for each separate corporate action;
2. Jumlah saham tercatat setelah masing-masing tindakan korporasi ( <i>corporate action</i> ); dan	-	2. Total number of shares outstanding following the corporate action; and
3. Nama bursa dimana saham perusahaan dicatitkan.	-	3. The stock exchange where the shares are listed.
Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.		Note: should be disclosed if the company does not have the chronology of share listing.
13. Kronologi penerbitan dan/atau pencatatan efek lainnya dari awal penerbitan sampai dengan akhir tahun buku	83-85	13. Chronology of other securities issuance and/or listing from the time of issuance up until the end of the fiscal year



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Keterangan	Halaman Page	Description
Mencakup antara lain:		Covers, among others:
1. Nama efek lainnya, tahun penerbitan efek lainnya, tingkat bunga/imbalan efek lainnya, dan tanggal jatuh tempo efek lainnya;	✓	1. Name of security instrument, year of issuance, interest rate/yield of securities, and maturity date;
2. Nilai penawaran efek lainnya;	✓	2. Offering price of other securities;
3. Nama bursa dimana efek lainnya dicatatkan; dan	✓	3. The stock exchange where the securities are listed; and
4. Peringkat efek.	✓	4. Rating of securities.
Catatan: apabila perusahaan tidak memiliki kronologi pencatatan saham, agar diungkapkan.		Note: should be disclosed if the company does not have the chronology of share listing.
14. Nama dan alamat lembaga dan/atau profesi penunjang	189-194	14. Name and address of supporting institutions and/or professionals
Mencakup antara lain:		Covering among others:
1. Nama dan alamat BAE/pihak yang mengadministrasikan saham perusahaan;	✓	1. Name and address of the company's Share Registrar;
2. Nama dan alamat Kantor Akuntan Publik; dan	✓	2. Name and address of Public Accountant Firm; and
3. Nama dan alamat perusahaan pemeringkat efek.	✓	3. Name and address of rating agencies.
15. Penghargaan yang diterima dalam tahun buku terakhir dan/atau sertifikasi yang masih berlaku dalam tahun buku terakhir baik yang berskala nasional maupun internasional	30-39, 195 - 198	15. Awards received during the fiscal year, or valid certification in the fiscal year, at both national and international levels
Informasi memuat antara lain:		Information covers, among others:
1. Nama penghargaan dan/atau sertifikasi;	✓	1. Name of award and/or certification;
2. Tahun perolehan penghargaan dan/atau sertifikasi;	✓	2. Year received/issued;
3. Badan pemberi penghargaan dan/atau sertifikasi; dan	✓	3. Name of institution that issued the award/certification; and
4. Masa berlaku (untuk sertifikasi).	✓	4. Validity period (certification).
16. Nama dan alamat entitas anak dan/atau kantor cabang atau kantor perwakilan (jika ada)	200-201	16. Name and address of subsidiaries and/or branch offices or representative offices (if any)
Informasi memuat antara lain:		Information covers, among others:
1. Nama dan alamat entitas anak; dan	✓	1. Name and address of subsidiaries; and
2. Nama dan alamat kantor cabang/perwakilan.	✓	2. Name and address of branch/representative office.
Catatan: apabila perusahaan tidak memiliki entitas anak, kantor cabang, dan kantor perwakilan, agar diungkapkan.		Note: should be disclosed if the company does not have a subsidiary, branch office or representative office.
17. Informasi pada Website Perusahaan	199	17. Information in the corporate website
Meliputi paling kurang:		Covers at the very least:
1. Informasi pemegang saham sampai dengan pemilik akhir individu;	✓	1. Information of shareholders up to the individual ultimate shareholder;
2. Isi Kode Etik;	✓	2. Contents of the Code of Conduct;
3. Informasi Rapat Umum Pemegang Saham (RUPS) paling kurang meliputi bahan mata acara yang dibahas dalam RUPS, ringkasan risalah RUPS, dan informasi tanggal penting yaitu tanggal pengumuman RUPS, tanggal pemanggilan RUPS, tanggal RUPS, tanggal ringkasan risalah RUPS diumumkan;	✓	3. Information on the General Meeting of Shareholders (GMS), covering at least agenda of the GMS, the summary of GMS resolutions, and information of pertinent dates, namely the dates of GMS announcement, GMS invitation, GMS event, an announcement of summary GMS resolutions;
4. Laporan keuangan tahunan terpisah (5 tahun terakhir);	✓	4. Annual financial statements (last 5 years);

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5. Profil Dewan Komisaris dan Direksi; dan	√	5. Profiles of the Board of Commissioners and Directors; and
6. Piagam/Charter Dewan Komisaris, Direksi, Komite-komite, dan Unit Audit Internal.	√	6. Board manual/Charter of the BoC, BoD, Committees and Internal Audit Unit.
18. Pendidikan dan/atau pelatihan Dewan Komisaris, Direksi, Komite-komite, Sekretaris Perusahaan, dan Unit Audit Internal	443-572	18. Training and education for Board of Commissioners, Board of Directors, Committees, Corporate Secretary, and Internal Audit Unit
Meliputi paling kurang informasi (jenis dan pihak yang relevan dalam mengikuti):		Cover at least information of type of training and participant of:
1. Pendidikan dan/atau pelatihan untuk Dewan Komisaris;	443-444	1. Training and/or education for Board of Commissioners;
2. Pendidikan dan/atau pelatihan untuk Direksi;	466-467	2. Training and/or education for Board of Directors;
3. Pendidikan dan/atau pelatihan untuk Komite Audit;	524	3. Training and/or education for Audit Committee;
4. Pendidikan dan/atau pelatihan untuk Komite Nominasi dan Remunerasi;	536	4. Training and/or education for Nomination and Remuneration Committee;
5. Pendidikan dan/atau pelatihan untuk Sekretaris Perusahaan; dan	557	5. Training and/or education for Corporate Secretary; and
6. Pendidikan dan/atau pelatihan untuk Unit Audit Internal. yang diikuti pada tahun buku.	571-572	6. Training and/or education for Internal Audit Unit. During the fiscal year.
Catatan: apabila tidak terdapat pendidikan dan/atau pelatihan pada tahun buku, agar diungkapkan		Note: should be disclosed if there are no training and/or education during the fiscal year
<b>V. Analisis dan Pembahasan Manajemen atas Kinerja Perusahaan</b>		<b>V. Management Discussion and Analysis on the Company Performance</b>
1. Tinjauan operasi per segmen usaha	209-221	1. Operation review per business segment
Memuat uraian mengenai:		Includes analysis on:
1. Penjelasan masing-masing segmen usaha.	√	1. Elaboration on each business segment.
2. Kinerja per segmen usaha, antara lain:	√	2. Performance of each business segment, among others:
a. Produksi;	√	a. Production;
b. Peningkatan/penurunan kapasitas produksi;	√	b. Increase/Decrease of production capacity;
c. Penjualan/pendapatan usaha; dan	√	c. Sales/income; and
d. Profitabilitas.	√	d. Profitability.
2. Uraian atas kinerja keuangan perusahaan	222-261	2. Description on the Company's financial performance
Analisis kinerja keuangan yang mencakup perbandingan antara kinerja keuangan tahun yang bersangkutan dengan tahun sebelumnya dan penyebab kenaikan/penurunan suatu akun (dalam bentuk narasi dan tabel), antara lain mengenai:		An analysis comparing the performance of the current year and that of the previous year (in the form of narration and tables) and the reasons for the increase/decrease of the accounts, including in:
1. Aset lancar, aset tidak lancar, dan total aset;	225-236	1. Current assets, non-current assets, and total assets;
2. Liabilitas jangka pendek, liabilitas jangka panjang dan total liabilitas;	237-245	2. Current liabilities, Non-current liabilities, and total liabilities;
3. Ekuitas;	245-248	3. Equity;
4. Penjualan/pendapatan usaha, beban, laba (rugi), penghasilan komprehensif lain, dan penghasilan komprehensif periode berjalan; dan	248-256	4. Sales/operating revenues, expenses, Profit (Loss), other comprehensive income, comprehensive income for the current year; and
5. Arus kas.	257-259	5. Cash flows.
3. Bahasan dan analisis tentang kemampuan membayar utang dan tingkat kolektibilitas piutang perusahaan, dengan menyajikan perhitungan rasio yang relevan sesuai dengan jenis industri perusahaan	262-264	3. Discussion and analysis on solvability and level of the company receivables collectibility, by presenting relevant ratio calculation in line with the company's type of industry
Penjelasan tentang:		Explanation on:

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1. Kemampuan membayar hutang, baik jangka pendek maupun jangka panjang; dan	✓	1. Solvability, both short term and long term; and
2. Tingkat kolektibilitas piutang.	✓	2. Level of receivables collectibility.
4. Bahasan tentang struktur modal ( <i>capital structure</i> ) dan kebijakan manajemen atas struktur modal ( <i>capital structure policy</i> )	265-266	4. Discussion on capital structure and Capital Structure Policy
Penjelasan tentang:		Explanation on:
1. Rincian struktur modal ( <i>capital structure</i> ) yang terdiri dari utang berbasis bunga/sukuk dan ekuitas;	✓	1. Details of capital structure comprising of interestbearing debts/sukuk and equity;
2. Kebijakan manajemen atas struktur modal ( <i>capital structure policies</i> ); dan	✓	2. Capital structure policies; and
3. Dasar pemilihan kebijakan manajemen atas struktur modal.	✓	3. Basis for the determination of capital structure policies.
5. Bahasan mengenai ikatan yang material untuk investasi barang modal (bukan ikatan pendanaan) pada tahun buku terakhir	267-268	5. Discussion on material commitments of capital investments (instead of funding commitments) in the last fiscal year
Penjelasan tentang:		Explanation on:
1. Nama pihak yang melakukan ikatan;	✓	1. Parties in the commitments;
2. Tujuan dari ikatan tersebut;	✓	2. Objectives of the commitments;
3. Sumber dana yang diharapkan untuk memenuhi ikatan-ikatan tersebut;	✓	3. Sources of funds to meet the commitments;
4. Mata uang yang menjadi denominasi; dan	✓	4. Denomination currency of commitments; and
5. Langkah-langkah yang direncanakan perusahaan untuk melindungi risiko dari posisi mata uang asing yang terkait.	✓	5. Initiatives taken to mitigate exchange rate risk.
Catatan: apabila perusahaan tidak mempunyai ikatan terkait investasi barang modal pada tahun buku terakhir agar diungkapkan.		Note: should be disclosed if the company does not have any material commitment to capital investments in the fiscal year.
6. Bahasan mengenai investasi barang modal yang direalisasikan pada tahun buku terakhir	267-268	6. Discussion on capital investment realized at the latest financial year
Penjelasan tentang:		Explanation on:
1. Jenis investasi barang modal;	✓	1. Type of capital investment;
2. Tujuan investasi barang modal; dan	✓	2. Objectives of capital investment; and
3. Nilai investasi barang modal yang dikeluarkan pada tahun buku terakhir.	✓	3. The nominal value of capital investment realized in the last fiscal year.
Catatan: apabila tidak terdapat realisasi investasi barang modal, agar diungkapkan.		Note: should be disclosed if there are no capital investment.
7. Informasi perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi), dan target atau proyeksi yang ingin dicapai untuk satu tahun mendatang mengenai pendapatan, laba, dan lainnya yang dianggap penting bagi perusahaan.	276-285	7. Information on the comparison between initial target at the beginning of the financial year and the realization and target or the projection for the next year concerning income, profit, capital structure, and others considered a significant target for the company.
Informasi memuat antara lain:		Contain information on:
1. Perbandingan antara target pada awal tahun buku dengan hasil yang dicapai (realisasi); dan	276-279	1. Comparison of targets at the beginning of fiscal year and achievements; and
2. Target atau proyeksi yang ingin dicapai dalam 1 (satu) tahun mendatang.	280-285	2. Targets or projections set for the next 1 (one) year.
8. Informasi dan fakta material yang terjadi setelah tanggal laporan akuntan	307	8. Information and material facts following the date of accounting report (Subsequent events)
Uraian kejadian penting setelah tanggal laporan akuntan termasuk dampaknya terhadap kinerja dan risiko usaha di masa mendatang.	✓	Description of significant events following the date of accounting report including its impact on business risk and performance in the future.

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Catatan: apabila tidak ada kejadian penting setelah tanggal laporan akuntan, agar diungkapkan.		Note: should be disclosed if there are no subsequent events.
9. Uraian tentang prospek usaha perusahaan	273-275	9. Description about Company's Business prospects
Uraian mengenai prospek perusahaan dikaitkan dengan industri dan ekonomi secara umum disertai data pendukung kuantitatif dari sumber data yang layak dipercaya.	✓	The description of on business prospects related to the general industry and economy including quantitative supporting data from reliable resources
10. Uraian tentang aspek pemasaran	286-293	10. Description about Marketing Aspects
Uraian tentang aspek pemasaran atas produk dan/atau jasa perusahaan, antara lain strategi pemasaran dan pangsa pasar	✓	The description of on marketing aspects of the company's products and/or services, among others marketing strategy and market shares
11. Uraian mengenai kebijakan dividen dan jumlah dividen kas per saham dan jumlah dividen per tahun yang diumumkan atau dibayar selama 2 (dua) tahun buku terakhir	303-304	4. The description of on dividend policy and total cash dividend per share and total dividend per year that are published or disbursed during last 2 (two) financial years
Memuat uraian mengenai:		Contain information on:
1. Kebijakan pembagian dividen;	✓	1. Dividend payout policy;
2. Total dividen yang dibagikan;	✓	2. Total dividend disbursement;
3. Jumlah dividen kas per saham;	✓	3. Total cash dividend per share;
4. <i>Payout ratio</i> ; dan	✓	4. Payout ratio; and
5. Tanggal pengumuman dan pembayaran dividen kas untuk masing-masing tahun.	✓	5. Announcement date and cash dividend payout for each year.
Catatan: apabila tidak ada pembagian dividen, agar diungkapkan alasannya.		Note: To disclose if there are no dividend disbursement and its reasons.
12. Program kepemilikan saham oleh karyawan dan/atau manajemen yang dilaksanakan perusahaan (ESOP/MSOP) yang masih ada sampai tahun buku	319	12. Employee/Management Share Ownership Program (ESOP/MSOP) still ongoing in the fiscal year
Memuat uraian mengenai:		Contain information on:
1. Jumlah saham ESOP/MSOP dan realisasinya;	✓	1. Number of ESOP/MSOP shares and its execution;
2. Jangka waktu;	✓	2. Period;
3. Persyaratan karyawan dan/atau manajemen yang berhak; dan	✓	3. Eligible employee/management; and
4. Harga <i>exercise</i> .	✓	4. Exercise price.
Catatan: apabila tidak memiliki program dimaksud, agar diungkapkan.		Note: should be disclosed if there are no such programs
13. Realisasi penggunaan dana hasil penawaran umum (dalam hal perusahaan masih diwajibkan menyampaikan laporan realisasi penggunaan dana)	305-306	13. Realization of initial public offering proceeds (in the event of the company is obligated to submit the report)
Memuat uraian mengenai:		Contain information on:
1. Total perolehan dana;	✓	1. Total proceeds;
2. Rencana penggunaan dana;	✓	2. Proceeds utilization plan;
3. Rincian penggunaan dana;	✓	3. Proceeds utilization details;
4. Saldo dana; dan	✓	4. Proceeds balance; and
5. Tanggal persetujuan RUPS/RUPO atas perubahan penggunaan dana (jika ada).	✓	5. The date of GMS/GMB resolution on the change of proceeds utilization (if any).
Catatan: apabila tidak memiliki informasi realisasi penggunaan dana hasil penawaran umum, agar diungkapkan.		Note: should be disclosed if there are no such information of realization of proceeds of public offering.
14. Informasi transaksi material yang mengandung benturan kepentingan dan/atau transaksi dengan pihak afiliasi	308-310	14. Material transaction information with conflict of interest and/or transaction with related parties
Memuat uraian mengenai:		Contain information on:

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1. Nama pihak yang bertransaksi dan sifat hubungan afiliasi;	✓	1. Name of transacting parties and the nature of related parties;
2. Penjelasan mengenai kewajaran transaksi;	✓	2. Description of the transaction fairness;
3. Alasan dilakukannya transaksi;	✓	3. Transaction background;
4. Realisasi transaksi pada periode tahun buku terakhir;	✓	4. Transaction realization at the last financial year;
5. Kebijakan perusahaan terkait dengan mekanisme <i>review</i> atas transaksi; dan	✓	5. Company policy related with transaction review mechanism; and
6. Pemenuhan peraturan dan ketentuan terkait.	✓	6. Compliance to relevant regulations and provisions.
Catatan: apabila tidak mempunyai transaksi dimaksud, agar diungkapkan.		Note: To disclose if there are no transactions.
15. Uraian mengenai perubahan peraturan perundang-undangan terhadap perusahaan pada tahun buku terakhir	314-316	15. Description on changes in laws and regulations during the fiscal year that impacted on the company
Uraian memuat antara lain:		Name of regulations; and
1. Nama peraturan perundang-undangan yang mengalami perubahan; dan	✓	1. Name of regulations; and
2. Dampaknya (kuantitatif dan/atau kualitatif) terhadap perusahaan (jika signifikan) atau pernyataan bahwa dampaknya tidak signifikan.	✓	2. The impact (quantitative and/or qualitative) on the company (if significant or statement that this impact not significant).
Catatan: apabila tidak terdapat perubahan peraturan perundang-undangan pada tahun buku terakhir, agar diungkapkan.		Note: To disclose if there are no changes in the laws and regulations that have significant impacts
16. Uraian mengenai perubahan kebijakan akuntansi yang diterapkan perusahaan pada tahun buku terakhir	313	16. Description on the changes in accounting policy implemented by the company at the last financial year
Uraian memuat antara lain:		Descriptions include among others:
1. Perubahan kebijakan akuntansi;	✓	1. Changes in accounting policy;
2. Alasan perubahan kebijakan akuntansi; dan	✓	2. Reasons for the change; and
3. Dampaknya secara kuantitatif terhadap laporan keuangan.	✓	3. Quantitative impact on the financial statements.
Catatan: apabila tidak terdapat perubahan kebijakan akuntansi pada tahun buku terakhir, agar diungkapkan.		Note: To disclose if there are no changes in accounting policies during the fiscal year
17. Informasi kelangsungan usaha Pengungkapan informasi mengenai:	317	17. Information on business continuity Disclosures on:
1. Hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir;	✓	1. Significant issues on the company business continuity at the last financial year;
2. <i>Assessment</i> manajemen atas hal-hal pada angka 1; dan	✓	2. Management assessment on point 1; and
3. Asumsi yang digunakan manajemen dalam melakukan <i>assessment</i> .	✓	3. Assumption implemented by the management in conducting the assessment.
Catatan: apabila tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir, agar diungkapkan asumsi yang mendasari manajemen dalam meyakini bahwa tidak terdapat hal-hal yang berpotensi berpengaruh signifikan terhadap kelangsungan usaha perusahaan pada tahun buku terakhir.		Note: if there are no issues that potentially have significant influences to the company's business continuity at the last financial year, to disclose the basis of management assumption in ensuring that there are no issues that potentially have significant influences on the company's business continuity at the last financial year.
<b>VI. Good Corporate Governance</b>		<b>VI. Good Corporate Governance</b>
1. Uraian Dewan Komisaris	424-447	1. Description of the Board of Commissioners
Uraian memuat antara lain:		Covers the following:
1. Uraian tanggung jawab Dewan Komisaris;	✓	1. Board of Commissioners responsibilities;



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2. Penilaian atas kinerja masing-masing komite yang berada di bawah Dewan Komisaris dan dasar penilaiannya; dan	✓	2. Assessment of performance of committees under the Board and the basis for such assessment; and
3. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Dewan Komisaris).	✓	3. Board Charter disclosures (Board of Commissioners work guidelines and procedures).
2. Komisaris Independen (jumlahnya minimal 30% dari total Dewan Komisaris)	433, 437	2. Independent Commissioners (at least 30% of the total personnel of the Board of Commissioners)
Meliputi antara lain:		Covers the following:
1. Kriteria penentuan Komisaris Independen; dan	✓	1. Assignment criteria of Independent Commissioners; and
2. Pernyataan tentang independensi masing-masing Komisaris Independen.	✓	2. Independence statement of each Independent Commissioner.
3. Uraian Direksi	451-468	3. Description of the Board of Directors
Meliputi antara lain:		Covers the following:
1. Ruang lingkup pekerjaan dan tanggung jawab masing-masing anggota Direksi;	✓	1. Duties and responsibilities of each member of the Board of Directors;
2. Penilaian atas kinerja komite-komite yang berada di bawah Direksi (jika ada); dan	✓	2. Assessment of performance of committees under the Board (if any); and
3. Pengungkapan mengenai <i>Board Charter</i> (pedoman dan tata tertib kerja Direksi)	✓	3. Board Charter disclosures (Board of Directors work guidelines and procedures)
4. Penilaian Penerapan GCG untuk tahun buku 2020 yang meliputi paling kurang aspek Dewan Komisaris dan Direksi	354-361	4. GCG implementation assessment for 2020, at least for aspects of the Board of Commissioners and/or Board of Directors
Memuat uraian mengenai:		Covers the following:
1. Kriteria yang digunakan dalam penilaian;	✓	1. Assessment criteria;
2. Pihak yang melakukan penilaian;	✓	2. Assessor;
3. Skor penilaian masing-masing kriteria;	✓	3. Assessment score on each criteria;
4. Rekomendasi hasil penilaian; dan	✓	4. Recommendations on results of assessment; and
5. Alasan belum/tidak diterapkannya rekomendasi.		5. Reasons for the delay or non implementation of such recommendations.
Catatan: apabila tidak ada penilaian penerapan GCG untuk tahun buku 2019, agar diungkapkan.		Note: should be disclosed if there are no GCG assessment for fiscal 2019.
5. Uraian mengenai kebijakan remunerasi bagi Dewan Komisaris dan Direksi	506-512	5. Description of the remuneration policy for the Board of Commissioners and Board of Directors
Mencakup antara lain:		Covers the following:
1. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Dewan Komisaris;	✓	1. Disclosure of procedure for the proposal and determination of remuneration for the Board of Commissioners;
2. Pengungkapan prosedur pengusulan sampai dengan penetapan remunerasi Direksi;	✓	2. Disclosure of procedure for the proposal and determination of remuneration for the Board of Directors;
3. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Dewan Komisaris;	✓	3. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Commissioners;
4. Struktur remunerasi yang menunjukkan komponen remunerasi dan jumlah nominal per komponen untuk setiap anggota Direksi;	✓	4. Remuneration structure showing the remuneration components and amounts per component for each member of the Board of Directors;
5. Pengungkapan indikator untuk penetapan remunerasi Direksi; dan	✓	5. Disclosure of indicators for the remuneration of the Board of Directors; and
6. Pengungkapan bonus kinerja, bonus non kinerja, dan/atau opsi saham yang diterima masing-masing anggota Dewan Komisaris dan Direksi (jika ada).	✓	6. Disclosure of performance bonus, nonperformance bonus, and/or share option received by each members of the Board of Commissioners and Directors (if any).

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Keterangan	Halaman Page	Description
Catatan: apabila tidak terdapat bonus kinerja, bonus non kinerja, dan opsi saham yang diterima setiap anggota Dewan Komisaris dan Direksi, agar diungkapkan.		Note: should be disclosed if there are no performance bonus, non-performance bonus, and/or share option received by each members of the Board of Commissioners and Directors.
6. Frekuensi dan Tingkat Kehadiran Rapat yang dihadiri mayoritas anggota pada rapat Dewan Komisaris (minimal 1 kali dalam 2 bulan), Rapat Direksi (minimal 1 kali dalam 1 bulan), dan Rapat Gabungan Dewan Komisaris dengan Direksi (minimal 1 kali dalam 4 bulan)	482-501	6. Meeting frequency and attendance of Board of Commissioners (at least once in 2 months), Board of Directors (at least once in a month), and joint meetings of BoC and BoD (at least once in 4 months)
Informasi memuat antara lain:		Covers among others:
1. Tanggal Rapat;	✓	1. Date;
2. Peserta Rapat; dan	✓	2. Attendance; and
3. Agenda Rapat. untuk masing-masing rapat Dewan Komisaris, Direksi, dan rapat gabungan.	✓	3. Agenda. Of each of the meetings of BoC, BoD and Joint Meetings of BoC and BoD.
7. Informasi mengenai pemegang saham utama dan pengendali, baik langsung maupun tidak langsung, sampai kepada pemilik individu.	172	7. Information on majority and controlling shareholders, direct or indirect, up to the ultimate individual shareholder.
Dalam bentuk skema atau diagram yang memisahkan pemegang saham utama dengan pemegang saham pengendali.	✓	Diagram with separate illustration for majority shareholders and controlling shareholders
Catatan: yang dimaksud pemegang saham utama adalah pihak yang, baik secara langsung maupun tidak langsung, memiliki sekurang-kurangnya 20% (dua puluh perseratus) hak suara dari seluruh saham yang mempunyai hak suara yang dikeluarkan oleh suatu Perseroan, tetapi bukan pemegang saham pengendali.		Note: majority shareholders are parties that own, directly or indirectly, at least 20% of the voting rights of the total share with voting rights issued by the company, but is not the controlling shareholder
8. Pengungkapan hubungan afiliasi antara anggota Direksi, Dewan Komisaris, dan Pemegang Saham Utama dan/atau pengendali	470-472	8. Disclosure of affiliation between members of the Board of Directors, Board of Commissioners and Majority/Controlling Shareholders
Mencakup antara lain:		Covers among others:
1. Hubungan afiliasi antara anggota Direksi dengan anggota Direksi lainnya;	✓	1. The affiliation between a member of the Board of Directors with fellow members of the Board of Directors;
2. Hubungan afiliasi antara anggota Direksi dan anggota Dewan Komisaris;	✓	2. The affiliation between a member of the Board of Directors with members of the Board of Commissioners;
3. Hubungan afiliasi antara anggota Direksi dengan Pemegang Saham Utama dan/atau Pengendali;	✓	3. The affiliation between a member of the Board of Directors with Majority and/or Controlling Shareholder;
4. Hubungan afiliasi antara anggota Dewan Komisaris dengan anggota Komisaris lainnya; dan	✓	4. The affiliation between a member of the Board of Commissioners with fellow members of the Board of Commissioners; and
5. Hubungan afiliasi antara anggota Dewan Komisaris dengan Pemegang Saham Utama dan/atau Pengendali.	✓	5. The affiliation between a member of the Board of Commissioners with Majority and/or Controlling Shareholder.
Catatan: apabila tidak mempunyai hubungan afiliasi dimaksud, agar diungkapkan.		Note: should be disclosed if there is no affiliation relationship
9. Komite Audit	513-530	9. Audit Committee
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan periode jabatan anggota komite audit;	✓	1. Name, position and tenure of audit committee members;
2. Riwayat pendidikan (Bidang Studi dan Lembaga Pendidikan) dan pengalaman kerja (Jabatan, Instansi, dan Periode Menjabat) anggota komite audit;	✓	2. Education qualifications (study field and institution) and work experience (position, company and tenure) of audit committee members;

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3. Independensi anggota komite audit;	✓	3. Independency of audit committee members;
4. Uraian tugas dan tanggung jawab;	✓	4. Duties and responsibilities;
5. Uraian pelaksanaan kegiatan komite audit pada tahun buku; dan	✓	5. Brief report of audit committee activity; and
6. Frekuensi pertemuan dan tingkat kehadiran komite audit.	✓	6. Meeting frequency and attendance of audit committee.
<b>10. Komite Nominasi dan/atau Remunerasi</b>	<b>531-538</b>	<b>10. Nomination and/or Remuneration Committee</b>
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan riwayat hidup singkat anggota komite nominasi dan/atau remunerasi;	✓	1. Name, position and brief profiles of members of the Nomination and/or Remuneration Committee;
2. Independensi komite nominasi dan/atau remunerasi;	✓	2. Independency of Nomination and/or Remuneration Committee;
3. Uraian tugas dan tanggung jawab;	✓	3. Duties and responsibilities;
4. Uraian pelaksanaan kegiatan komite nominasi dan/atau remunerasi pada tahun buku;	✓	4. Brief report of Nomination and/or Remuneration committee activity; and
5. Frekuensi pertemuan dan tingkat kehadiran komite nominasi dan/atau remunerasi;	✓	5. Meeting frequency and attendance of nomination and/or remuneration committee.
6. Pernyataan adanya pedoman komite nominasi dan/atau remunerasi; dan	✓	6. Statement of nomination and/or remuneration committee charter; and
7. Kebijakan mengenai suksesi Direksi.	✓	7. Policies on Director succession.
<b>11. Komite-komite lain di bawah Dewan Komisaris yang dimiliki oleh perusahaan</b>	<b>539-550</b>	<b>11. Other committees under the Board of Commissioners</b>
Mencakup antara lain:		Covers among others:
1. Nama, jabatan, dan riwayat hidup singkat anggota komite lain;	✓	1. Name, position and brief profile of members of committee;
2. Independensi komite lain;	✓	2. Independency of committee;
3. Uraian tugas dan tanggung jawab;	✓	3. Duties and responsibilities;
4. Uraian pelaksanaan kegiatan komite lain pada tahun buku; dan	✓	4. Committee activity in the fiscal year; and
5. Frekuensi pertemuan dan tingkat kehadiran komite lain.	✓	5. Committee meeting frequency and attendance.
<b>12. Uraian tugas dan Fungsi Sekretaris Perusahaan</b>	<b>554-558</b>	<b>12. Description of duties and functions of Corporate Secretary</b>
Mencakup antara lain:		Covers among others:
1. Nama, dan riwayat jabatan singkat sekretaris perusahaan;	✓	1. Name and brief work experience of Corporate Secretary;
2. Domisili;	✓	2. Domicile;
3. Uraian tugas dan tanggung jawab; dan	✓	3. Duties and responsibilities; and
4. Uraian pelaksanaan tugas sekretaris perusahaan pada tahun buku.	✓	4. Report of activities of Corporate Secretary in the fiscal year
<b>13. Uraian mengenai unit audit internal</b>	<b>566-574</b>	<b>13. Description on Internal Audit Unit</b>
Mencakup antara lain:		Covers among others:
1. Nama ketua unit audit internal;	✓	1. Name of internal audit unit head;
2. Jumlah pegawai (auditor internal) pada unit audit internal;	✓	2. Total employees (internal auditors) in internal audit unit;
3. Sertifikasi sebagai profesi audit internal;	✓	3. Certification on internal audit profession;
4. Kedudukan unit audit internal dalam struktur perusahaan;	✓	4. Internal audit unit composition in the company's structure;
5. Uraian pelaksanaan kegiatan unit audit internal pada tahun buku; dan	✓	5. Brief report on internal audit unit activity implementation; and

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6. Pihak yang mengangkat dan memberhentikan ketua unit audit internal.	✓	6. The parties responsible to appoint/terminate the internal audit unit head.
14. Akuntan Publik	189	14. Public Accountant
Informasi memuat antara lain:		Information, among others:
1. Nama dan tahun akuntan publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	✓	1. Name and year of the public accountant that audits the annual financial statements in the last 5 years;
2. Nama dan tahun Kantor Akuntan Publik yang melakukan audit laporan keuangan tahunan selama 5 tahun terakhir;	✓	2. Name and year of Public Accountant Firm that audits the annual financial statements in the last 5 years;
3. Besarnya <i>fee</i> untuk masing-masing jenis jasa yang diberikan oleh Kantor Akuntan Publik pada tahun buku terakhir; dan	✓	3. The amount of fee for each service provided by public accountant at the last financial year; and
4. Jasa lain yang diberikan Kantor Akuntan Publik dan akuntan publik selain jasa audit laporan keuangan tahunan pada tahun buku terakhir.	✓	4. Other services provided by the accountant apart from the audit service of annual financial statements at the last financial year.
Catatan: apabila tidak ada jasa lain dimaksud, agar diungkapkan.		Note: to disclose if there are no other services rendered
15. Uraian mengenai <i>corporate social responsibility</i> yang terkait tata kelola Tanggung jawab sosial	614-622	15. Description about corporate social responsibility related to social responsibility governance
1. Informasi komitmen pada tanggung jawab sosial;	✓	1. Information commitment to social responsibility;
2. Informasi mengenai methoda dan lingkup <i>due diligent</i> terhadap dampak sosial, ekonomi dan lingkungan dari aktifitas perusahaan;	✓	2. Information regarding methods and scope of due diligence on the social, economic and environmental impacts of company activities;
3. Informasi tentang <i>stakeholder</i> penting yang terdampak atau berpengaruh pada dampak dari kegiatan perusahaan;	✓	3. Information about important stakeholders who are affected or influence the impact of the company's activities
4. Informasi tentang isu isu penting sosial ekonomi dan lingkungan terkait dampak kegiatan perusahaan;	✓	4. Information about important socio-economic and environmental issues related to the impact of company activities
5. Informasi tentang lingkup tanggung jawab sosial perusahaan baik yang merupakan kewajiban maupun yang melebihi kewajiban;	✓	5. Information about the scope of corporate social responsibility, both those which constitute obligations and those that exceed obligations
6. Informasi tentang strategi dan program kerja perusahaan dalam menangani isu isu sosial, ekonomi dan lingkungan dalam upaya <i>stakeholders engagement</i> dan meningkatkan value untuk <i>stakeholder</i> dan <i>shareholder</i> ;	✓	6. Information about the company's strategy and work program in handling social, economic and issues the environment in the efforts of stakeholders and engagement increase value for stakeholders and shareholders
7. Informasi tentang berbagai program yang melebihi tanggung jawab minimal perusahaan yang relevan dengan bisnis yang dijalankan; dan	✓	7. Information about various programs that exceed the company's minimum responsibilities that are relevant to the business being described; and
8. Informasi tentang pembiayaan dan anggaran tanggung jawab sosial.	✓	8. Information about financing and social responsibility budgets
16. Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Hak Asasi Manusia	628-631	16. Description of corporate social responsibility related to the core subject of Human Rights
1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Hak Asasi Manusia;	✓	1. Information about commitments and core social responsibility policies on the subject of Human Rights;
2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> Hak Asasi Manusia;	✓	2. Information about the formulation of corporate social responsibility core subjects on Human Rights;
3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Hak Asasi Manusia;	✓	3. Information about corporate social responsibility planning in the field of Human Rights;
4. Informasi tentang pelaksanaan inisiatif CSR bidang Hak Asasi Manusia; dan	✓	4. Information about initiative implementation of CSR in the field of Human Rights; and

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5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Hak Asasi Manusia.	✓	5. Information about the achievements and awards of CSR initiatives in the field of Human Rights.
17. Uraian mengenai <i>corporate social responsibility</i> yang terkait <i>core subject</i> Operasi yang adil	623-627	17. Description of corporate social responsibility related to the core subject of fair operation
1. Informasi tentang komitmen dan kebijakan tanggung jawab sosial <i>core subject</i> Operasi yang adil;	✓	1. Information about commitments and core social responsibility policies on the subject of Fair Operation;
2. Informasi tentang rumusan perusahaan lingkup tanggung jawab sosial <i>core subject</i> Operasi yang adil;	✓	2. Information about the formulation of corporate social responsibility core subjects on Fair Operation;
3. Informasi tentang perencanaan <i>corporate social responsibility</i> bidang Operasi yang adil;	✓	3. Information about corporate social responsibility planning in the field of Fair Operation;
4. Informasi tentang pelaksanaan inisiatif CSR bidang Operasi yang adil; dan	✓	4. Information about initiative implementation of CSR in the field of Fair Operation; and
5. Informasi tentang capaian dan penghargaan inisiatif CSR bidang Operasi yang adil;	✓	5. Information about the achievements and awards of CSR initiatives in the field of Fair Operation;
18. Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan lingkungan hidup, penyampaian informasi tentang	632-637	18. Description of corporate social responsibility related to the environment, delivery of information about
1. Informasi tentang komitmen dan kebijakan lingkungan;	✓	1. Information about environmental commitments and policies;
2. Informasi tentang dampak dan risiko lingkungan penting yang terkait secara langsung atau tidak langsung dengan perusahaan	✓	2. Information about important environmental impacts and risks that are directly or indirectly related to the company
3. Informasi tentang target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	✓	3. Information about the 2019 activity targets / plans set by management;
4. Informasi tentang kegiatan yang dilakukan dan terkait program lingkungan hidup yang berhubungan dengan kegiatan operasional perusahaan;	✓	4. Information about activities carried out and related to environmental programs related to the company's operational activities;
5. Informasi tentang pelaksanaan inisiatif CSR terkait lingkungan hidup;	✓	5. Information about implementing CSR initiatives related to the environment;
6. Informasi tentang capaian dampak kuantitatif atas kegiatan tersebut; dan, seperti penggunaan material dan energi yang ramah lingkungan dan dapat didaur ulang, sistem pengolahan limbah perusahaan, mekanisme pengaduan masalah lingkungan, pertimbangan aspek lingkungan dalam pemberian kredit kepada nasabah, dan lain-lain; dan	✓	6. Information about achieving quantitative impacts on the activity; and, such as the use of environmentally friendly and recyclable materials and energy, the company's waste treatment system, environmental complaints mechanism, consideration of environmental aspects in granting credit to customers, and others; and
7. Sertifikasi di bidang lingkungan yang dimiliki.	✓	7. Certification in the environmental field owned.
19. Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan ketenagakerjaan, kesehatan, dan keselamatan kerja, mencakup antara lain informasi tentang	638-645	19. Description of corporate social responsibility related to employment, health and work safety, including information about
1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> ketenagakerjaan;	✓	1. Corporate social responsibility policies and commitments core subject to employment;
2. Informasi lingkup dan perumusan tanggung jawab sosial bidang ketenagakerjaan;	✓	2. Information on the scope and formulation of social responsibility in the field of employment;
3. Informasi terkait target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	✓	3. Information related to targets / planned activities for 2019 set by management;
4. Kegiatan yang dilakukan dan dampak kuantitatif atas kegiatan tersebut; dan	✓	4. Activities undertaken and quantitative impact on these activities; and



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5. Informasi terkait praktik ketenagakerjaan, kesehatan, dan keselamatan kerja, seperti kesetaraan <i>gender</i> dan kesempatan kerja, sarana dan keselamatan kerja, tingkat <i>turnover</i> karyawan, tingkat kecelakaan kerja, remunerasi, mekanisme pengaduan masalah ketenagakerjaan, dan lain-lain.	✓	5. Information related to employment practices, health and occupational safety, such as gender equality and job opportunities, facilities and work safety, employee turnover rates, work accident rates, remuneration, mechanisms for complaints of labor problems, and others.
21. Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan tanggung jawab kepada konsumen, Mencakup antara lain:	646-662	20. Description of corporate social responsibility related to responsibility to consumers, including among others:
1. Target/rencana kegiatan yang pada tahun 2019 ditetapkan manajemen;	✓	1. Targets/planned activities for 2019 set by management; and
2. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut; dan	✓	2. Information on the scope and formulation of social responsibility in the field of employment;
3. Terkait tanggung jawab produk, seperti kesehatan dan keselamatan konsumen, informasi produk, sarana, jumlah dan penanganan atas pengaduan konsumen, dan lain-lain.	✓	3. Related to product responsibility, such as health and safety for the customers, product information, facilities, number and customers complaint handling, and others.
21. Uraian mengenai <i>corporate social responsibility</i> yang terkait dengan pengembangan sosial dan kemasyarakatan, mencakup antara lain informasi tentang:	663-675	21. Description of corporate social responsibility related to social and community development, including information on:
1. Kebijakan dan komitmen tanggung jawab sosial perusahaan <i>core subject</i> pengembangan sosial dan kemasyarakatan;	✓	1. Corporate social responsibility policies and commitments core subject to social and community development;
2. Informasi tentang isu-isu sosial yang relevan dengan perusahaan;	✓	2. Information about social issues that are relevant to the company
3. Informasi tentang risiko sosial yang dikelola perusahaan;	✓	3. Information about social risks managed by the company;
4. Informasi lingkup dan perumusan tanggung jawab sosial bidang pengembangan sosial dan kemasyarakatan;	✓	4. Information on the scope and formulation of social responsibility in the field of social and community development;
5. Target/rencana kegiatan pada tahun 2019 yang ditetapkan manajemen;	✓	5. Targets/activity plans for 2019 set by management;
6. Kegiatan yang dilakukan dan dampak atas kegiatan tersebut;	✓	6. Activities undertaken and their impact;
7. Biaya yang dikeluarkan; dan	✓	7. Cost incurred; and
8. Terkait pengembangan sosial dan kemasyarakatan, seperti penggunaan tenaga kerja lokal, pemberdayaan masyarakat sekitar perusahaan, perbaikan sarana dan prasarana sosial, bentuk donasi lainnya, komunikasi mengenai kebijakan dan prosedur anti korupsi, pelatihan mengenai anti korupsi, dan lain-lain.	✓	8. Related to social and community development, such as the use of local labor, empowerment of the community around the company, improvement of social facilities and infrastructure, other forms of donations, communication regarding anticorruption policies and procedures, training on anti-corruption, etc.
22. Uraian mengenai manajemen risiko perusahaan Mencakup antara lain:	577-583	22. Description on risk management of the company Includes the following:
1. Penjelasan mengenai sistem manajemen risiko yang diterapkan perusahaan;	✓	1. Explanation on risk management system implemented by the company;
2. Penjelasan mengenai hasil revidu yang dilakukan atas sistem manajemen risiko pada tahun buku;	✓	2. Explanation on risk management system effectiveness evaluation;
3. Penjelasan mengenai risiko-risiko yang dihadapi perusahaan; dan	✓	3. Explanation on risks faced by the company; and
4. Upaya untuk mengelola risiko tersebut.	✓	4. Risk mitigation.
23. Uraian mengenai sistem pengendalian intern Mencakup antara lain:	559-565	23. Description of internal control system Includes the following:

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1. Penjelasan singkat mengenai sistem pengendalian intern, antara lain mencakup pengendalian keuangan dan operasional;	✓	1. Brief explanation on internal control system, among others on financial and operational control;
2. Penjelasan kesesuaian sistem pengendalian intern dengan kerangka yang diakui secara internasional (COSO – <i>internal control framework</i> ); dan	✓	2. Explanation on internal control system alignment with international standard framework (COSO – internal control framework); and
3. Penjelasan mengenai hasil reviu yang dilakukan atas pelaksanaan sistem pengendalian intern pada tahun buku.	✓	3. Explanation on internal control system effectiveness evaluation.
24. Perkara penting yang sedang dihadapi oleh perusahaan, entitas anak, serta anggota Dewan Komisaris dan anggota Direksi yang menjabat pada periode laporan tahunan, mencakup antara lain:	590-592	24. Description of corporate social responsibility related to responsibility to consumers, including among others:
1. Pokok perkara/gugatan;	✓	1. Case/ Claim;
2. Status penyelesaian perkara/gugatan;	✓	2. Settlement status of litigation/claims;
3. Risiko yang dihadapi perusahaan dan nilai nominal tuntutan/gugatan; dan	✓	3. Impact to the company's condition; and
4. Sanksi administrasi yang dikenakan kepada perusahaan, anggota Dewan Komisaris dan Direksi, oleh otoritas terkait (pasar modal, perbankan dan lainnya) pada tahun buku terakhir (atau terdapat pernyataan bahwa tidak dikenakan sanksi administrasi).	✓	4. Administration sanctions charged to the company, members of the Board of Commissioners and Board of Directors, by relevant authorities (capital market, banking and others) at the last fiscal year (or a statement of no administration sanction being charged).
Catatan: dalam hal perusahaan, entitas anak, anggota Dewan Komisaris, dan anggota Direksi tidak memiliki perkara penting, agar diungkapkan.		Note: in the case of a Corporate, a subsidiary, a member of the Board of Commissioners, and a member of the Board of Directors has no important case to disclose.
25. Akses informasi dan data perusahaan	610-611	25. Access to company information and data
Uraian mengenai tersedianya akses informasi dan data perusahaan kepada publik, misalnya melalui website (dalam bahasa Indonesia dan bahasa Inggris), media massa, mailing list, buletin, pertemuan dengan analis, dan sebagainya.	✓	Description on the availability of company information and data for public access, including dissemination through company website (in Bahasa and English), mass media, mailing list, bulletin, analyst gatherings, and others.
26. Bahasan mengenai kode etik, memuat uraian antara lain:	584-588	26. The description on code of ethic, which contains, among others:
1. Pokok-pokok kode etik;	✓	1. Contents of Code of Conduct;
2. Pengungkapan bahwa kode etik berlaku bagi seluruh level organisasi;	✓	2. Disclosure of code of conduct application in all level of organization;
3. Penyebarluasan kode etik;	✓	3. Code of conduct dissemination;
4. Sanksi untuk masing-masing jenis pelanggaran yang diatur dalam kode etik (normatif); dan	✓	4. Sanctions on code of conduct violations; and
5. Jumlah pelanggaran kode etik beserta sanksi yang diberikan pada tahun buku terakhir.	✓	5. Number of violation and sanction in the last fiscal year.
Catatan: apabila tidak terdapat pelanggaran kode etik pada tahun buku terakhir, agar diungkapkan.		Note: should be disclosed if there are no violations of code of conduct in the last fiscal year.
27. Pengungkapan mengenai <i>whistleblowing system</i>	601-608	27. Disclosure on whistleblowing system
Memuat uraian tentang mekanisme <i>whistleblowing system</i> antara lain:		Includes the following mechanism of whistleblowing system:
1. Penyampaian laporan pelanggaran;	✓	1. Violations report submission;
2. Perlindungan bagi <i>whistleblower</i> ;	✓	2. Whistleblowers protection;
3. Penanganan pengaduan;	✓	3. Complaints handling;
4. Jumlah pengaduan yang masuk dan diproses pada tahun buku terakhir; dan	✓	4. Total claims registered in the fiscal year; and
5. Sanksi/tindak lanjut atas pengaduan yang telah selesai diproses pada tahun buku.	✓	5. Sanctions/report processed at the last fiscal year including its follow up measures.

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Catatan: apabila tidak terdapat pengaduan yang masuk dan telah selesai diproses pada tahun buku terakhir, agar diungkapkan.		Note: should be disclosed if there is no report and follow up action in the last fiscal year.
28. Kebijakan mengenai keberagaman komposisi Dewan Komisaris dan Direksi. Uraian kebijakan tertulis Perusahaan mengenai keberagaman komposisi Dewan Komisaris dan Direksi dalam pendidikan (bidang studi), pengalaman kerja, usia, dan jenis kelamin.	478-481	28. Diversity of the Board of Commissioners and Board of Directors Composition. Description of written policy regarding diversity of the Board of Commissioners and Board of Directors composition regarding education, work experience, age, and gender.
Catatan: apabila tidak ada kebijakan dimaksud, agar diungkapkan alasan dan pertimbangannya.		Note: to disclose the reasons and considerations, if there is no policy applied.
<b>VII. Informasi Keuangan</b>		<b>VII. Financial Information</b>
1. Surat Pernyataan Direksi dan/atau Dewan Komisaris tentang Tanggung Jawab atas Laporan Keuangan	677-679	1. Board of Directors and/or Board of Commissioners' Statements regarding the Responsibility for the Financial Statements
Kesesuaian dengan peraturan terkait tentang Tanggung Jawab atas Laporan Keuangan.	✓	Conformity with related regulations regarding the Financial Statements Responsibility.
2. Opini auditor independen atas laporan keuangan	i	2. Independent auditor opinion on financial statements
3. Deskripsi Auditor Independen di Opini	i-x	3. Independent Auditor Description in the Opinion
Deskripsi memuat tentang:		Description contains the following:
1. Nama dan tanda tangan;	✓	1. Name & signatures;
2. Tanggal Laporan Audit; dan	✓	2. Audit Report date; and
3. Nomor ijin KAP dan nomor ijin Akuntan Publik.	✓	3. License of Public Accountant Firm and license of Public Accountant
4. Laporan keuangan yang lengkap	1-209	4. Comprehensive financial statements
Memuat secara lengkap unsur-unsur laporan keuangan:		Comprehensively covers the financial statements elements:
1. Laporan posisi keuangan;	1-3	1. Statements of financial position;
2. Laporan laba rugi dan penghasilan komprehensif lain;	4-5	2. Statements of profit (loss) and other comprehensive income;
3. Laporan perubahan ekuitas;	6	3. Statements of changes in equity;
4. Laporan arus kas;	7	4. Statements of cash flows;
5. Catatan atas laporan keuangan;	8-209	5. Notes to financial statements;
6. Informasi komparatif mengenai periode sebelumnya; dan	1-209	6. Comparative information on previous periods; and
7. Laporan posisi keuangan pada awal periode sebelumnya ketika entitas menerapkan suatu kebijakan akuntansi secara retrospektif atau membuat penyajian kembali pos-pos laporan keuangan, atau ketika entitas mereklasifikasi pos-pos dalam laporan keuangannya (jika relevan).	1-7, 201-209	7. Statements of financial position at the beginning of previous periods upon the application of retrospective accounting policy by the entity or representation of financial statements postings, or reclassifications of postings in the financial statements (if relevant).
5. Perbandingan tingkat profitabilitas	4-5	5. Profitability level comparison
Perbandingan kinerja/laba (rugi) tahun berjalan dengan tahun sebelumnya.	✓	Comparison of current profit (loss) with the previous year.
6. Laporan Arus Kas	7	6. Statements of Cash Flows
Memenuhi ketentuan sebagai berikut:		Conformity to the following provisions:
1. Pengelompokan dalam tiga kategori aktivitas: operasi, investasi, dan pendanaan;	✓	1. Grouping into three category of activities: operations, investment, and financing;
2. Penggunaan metode langsung ( <i>direct method</i> ) untuk melaporkan arus kas dari aktivitas operasi;	✓	2. Direct method application in the statements of cash flows from operations activity;
3. Pemisahan penyajian antara penerimaan kas dan atau pengeluaran kas selama tahun berjalan pada aktivitas operasi, investasi dan pendanaan; dan	✓	3. Separation of presentation between cash in and or cash out during current year in the operation, investment and financing activities; and

## KRITERIA ANNUAL REPORT AWARD 2018

2018 Annual Report Award Criteria

Keterangan	Halaman Page	Description
4. Pengungkapan transaksi non kas harus dicantumkan dalam catatan atas laporan keuangan.	✓	4. Disclosure of non cash transaction shall be stated in the notes to financial statements.
7. Ikhtisar Kebijakan Akuntansi	19-62	7. Accounting policies highlights
Meliputi sekurang-kurangnya:		Including at least:
1. Pernyataan kepatuhan terhadap SAK;	✓	1. Compliance statement to SAK;
2. Dasar pengukuran dan penyusunan laporan keuangan;	✓	2. Basis of measurement and formulation of financial statements;
3. Pajak penghasilan;	✓	3. Income tax;
4. Imbalan kerja; dan	✓	4. Employee benefits; and
5. Instrumen Keuangan.	✓	5. Financial instrument.
8. Pengungkapan transaksi pihak berelasi	28-29, 158-166	8. Disclosure of related parties transactions
Hal-hal yang diungkapkan antara lain:		The disclosures includes:
1. Nama pihak berelasi, serta sifat dan hubungan dengan pihak berelasi;	✓	1. Name of related parties, and the nature and relationship with related parties;
2. Nilai transaksi beserta persentasenya terhadap total pendapatan dan beban terkait; dan	✓	2. Transaction values and its percentage to total income and expense; and
3. Jumlah saldo beserta persentasenya terhadap total aset atau liabilitas terkait.	✓	3. Total balance and its percentage to total assets or liabilities.
9. Pengungkapan yang berhubungan dengan perpajakan	81-90	9. Disclosure related to taxes
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Rekonsiliasi fiskal dan perhitungan beban pajak kini;	✓	1. Fiscal reconciliation and current tax expense calculation;
2. Penjelasan hubungan antara beban (penghasilan) pajak dan laba akuntansi;	✓	2. Explanation of relationship between tax expenses (income) and accounting profit;
3. Pernyataan bahwa Laba Kena Pajak (LKP) hasil rekonsiliasi dijadikan dasar dalam pengisian SPT Tahunan PPh Badan tahun 2016;	✓	3. Statement that Taxable Income as a result of reconciliation is used as the basis in completing the 2016 Annual corporate income tax return;
4. Rincian aset dan liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan untuk setiap periode penyajian, dan jumlah beban (penghasilan) pajak tangguhan yang diakui pada laporan laba rugi apabila jumlah tersebut tidak terlihat dari jumlah aset atau liabilitas pajak tangguhan yang diakui pada laporan posisi keuangan; dan	✓	4. The details of deferred tax assets and liabilities recognized in the financial position statements for every presentation period, and total deferred tax expenses (income) recognized in the income statements if the total are not visible from the total deferred tax assets or liabilities recognized in the financial position statements; and
5. Pengungkapan ada atau tidak ada sengketa pajak.	✓	5. Disclosure of availability or un-availability of tax disputes.
10. Pengungkapan yang berhubungan dengan aset tetap	42-44, 95-97	10. Disclosure related to fixed assets
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Metode penyusutan yang digunakan;	✓	1. Used depreciation method;
2. Uraian mengenai kebijakan akuntansi yang dipilih antara model revaluasi dan model biaya;	✓	2. Description on accounting policies selected between revaluation model and cost model;
3. Metode dan asumsi signifikan yang digunakan dalam mengestimasi nilai wajar aset tetap (untuk model revaluasi) atau pengungkapan nilai wajar aset tetap (untuk model biaya); dan	✓	3. Significant methods and assumptions used in estimation of fixed assets fair value (for revaluation model) or disclosure of fixed assets fair value (for cost model); and
4. Rekonsiliasi jumlah tercatat bruto dan akumulasi penyusutan aset tetap pada awal dan akhir periode dengan menunjukkan: penambahan, pengurangan dan reklasifikasi.	✓	4. Reconciliation of gross total recorded and accumulation of fixed assets depreciation at the beginning and end of period by presenting: addition, deduction and reclassification.
11. Pengungkapan yang berhubungan dengan segmen operasi	57, 167-172	11. Disclosure related to operations segments
Hal-hal yang harus diungkapkan:		The disclosures shall includes:

## KRITERIA ANNUAL REPORT AWARD 2018

2018 Annual Report Award Criteria

Keterangan	Halaman Page	Description
1. Informasi umum yang meliputi faktor-faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan;	✓	1. General information covering factors used to identify reported segments;
2. Informasi tentang laba rugi, aset, dan liabilitas segmen yang dilaporkan;	✓	2. Information on segment's reported profit loss, assets, and liabilities;
3. Rekonsiliasi dari total pendapatan segmen, laba rugi segmen yang dilaporkan, aset segmen, liabilitas segmen, dan unsur material segmen lainnya terhadap jumlah terkait dalam entitas; dan	✓	3. Reconciliation of segment's total revenues, segment's reported profit loss, segment's assets, segment's liabilities, and segment's other material elements to related total in entity; and
4. Pengungkapan pada level entitas, yang meliputi informasi tentang produk dan/atau jasa, wilayah geografis dan pelanggan utama.	✓	4. Disclosure of entity level, which covers information on products and/or services, geographic areas and main customers.
<b>12. Pengungkapan yang berhubungan dengan Instrumen Keuangan</b>	<b>30-39, 183-188</b>	<b>12. Disclosure related to Financial Instruments</b>
Hal-hal yang harus diungkapkan:		The disclosures shall includes:
1. Rincian instrumen keuangan yang dimiliki berdasarkan klasifikasinya;	✓	1. Financial instrument classification;
2. Nilai wajar dan hirarkinya untuk setiap kelompok instrumen keuangan;	✓	2. Fair value of every financial instrument group;
3. Penjelasan risiko yang terkait dengan instrumen keuangan: risiko pasar, risiko kredit dan risiko likuiditas;	✓	3. Explanation on risks related to financial instrument: market risk, credit risk and liquidity risk;
4. Kebijakan manajemen risiko; dan	✓	4. Risk management policies; and
5. Analisis risiko yang terkait dengan instrumen keuangan secara kuantitatif.		5. Risk analysis related to financial instrument in quantitative way.
<b>13. Penerbitan laporan keuangan</b>	✓	<b>13. Financial statements publication</b>
Hal-hal yang diungkapkan antara lain:		The disclosures includes:
1. Tanggal laporan keuangan diotorisasi untuk terbit; dan	✓	1. Date of financial statements authorized for publication; and
2. Pihak yang bertanggung jawab mengotorisasi laporan keuangan.	✓	2. Parties responsible to authorize the financial statements.



# Laporan



# Keuangan

Financial Report



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PT Angkasa Pura I  
dan entitas anaknya/*and its subsidiaries*

Laporan keuangan konsolidasian tanggal 31 Desember 2022  
dan untuk tahun yang berakhir pada tanggal tersebut  
beserta laporan auditor independen/  
*Consolidated financial statements as of December 31, 2022  
and for the year then ended with independent auditor's report*

**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
LAPORAN KEUANGAN KONSOLIDASIAN  
TANGGAL 31 DESEMBER 2022  
DAN UNTUK TAHUN YANG BERAKHIR  
PADA TANGGAL TERSEBUT  
BESERTA LAPORAN AUDITOR INDEPENDEN**

**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
CONSOLIDATED FINANCIAL STATEMENTS  
AS OF DECEMBER 31, 2022  
AND FOR THE YEAR THEN ENDED  
WITH INDEPENDENT AUDITOR'S REPORT**

**Daftar Isi**

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**SURAT PERNYATAAN DIREKSI  
TENTANG TANGGUNG JAWAB ATAS  
LAPORAN KEUANGAN KONSOLIDASIAN  
TANGGAL 31 DESEMBER 2022 DAN UNTUK  
PERIODE YANG BERAKHIR  
PADA TANGGAL TERSEBUT  
PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA**

**DIRECTORS' STATEMENT LETTER  
RELATING TO THE RESPONSIBILITY ON  
CONSOLIDATED FINANCIAL STATEMENTS  
AS OF DECEMBER 31, 2022  
AND FOR THE PERIOD  
THEN ENDED  
PT ANGKASA PURA I  
AND ITS SUBSIDIARIES**

Kami yang bertanda tangan dibawah ini/We, the undersigned:

- |   |   |
|---|---|
| 1. Nama/Name  | : Falk Fahmi  |
| Alamat kantor/Office address  | : Kota Baru Bandar Kemayoran Blok B. 12 Kav 2<br>Jakarta 10610                  |
| Alamat domisili sesuai KTP/<br>Address of domicile according to KTP | : Jl. Terusan I No 58 Ragunan, Kec. Pasar Minggu                                |
| Nomor Teleponi/Phone Number   | : +62 21 654-1961   |
| Jabatan/Position  | : Direktur Utama/President Director   |
| 2. Nama/Name  | : Yudi Rizky Ardie  |
| Alamat kantor/Office address  | : Kota Baru Bandar Kemayoran Blok B. 12 Kav 2<br>Jakarta 10610                  |
| Alamat domisili sesuai KTP/<br>Address of domicile according to KTP | : Apt The Wave – Coral Sand, Unit 1709C, Menteng Atas,<br>Kec. Setiabudi        |
| Nomor Teleponi/Phone Number   | : +62 21 654-1961   |
| Jabatan/Position  | : Direktur Keuangan & Manajemen Risiko/<br>Finance and Risk Management Director |

Menyatakan bahwa/state that:

- |  |  |
|--|--|
| 1. Kami bertanggung jawab atas penyusunan dan penyajian Laporan Keuangan Konsolidasian PT Angkasa Pura I dan Entitas Anaknya;  | 1. We are responsible for the preparation and presentation of the Consolidated Financial Statements of PT Angkasa Pura I and its Subsidiaries;   |
| 2. Laporan Keuangan Konsolidasian PT Angkasa Pura I dan Entitas Anaknya telah disusun dan disajikan sesuai dengan Standar Akuntansi Keuangan di Indonesia;   | 2. The Consolidated Financial Statements of PT Angkasa Pura I and its Subsidiaries have been prepared and presented in accordance with Indonesian Financial Accounting Standards;                                    |
| 3. a. Semua Informasi dalam Laporan Keuangan Konsolidasian PT Angkasa Pura I dan Entitas Anaknya telah dimuat secara lengkap dan benar;  | 3. a. All information contained in the Consolidated Financial Statements of PT Angkasa Pura I and its Subsidiaries has been fully disclosed in a complete and truthful manner;                                       |
| b. Laporan Keuangan Konsolidasian PT Angkasa Pura I dan Entitas Anaknya tidak mengandung informasi atau fakta material yang tidak benar, dan tidak menghilangkan informasi atau fakta material;  | b. The Consolidated Financial Statements of PT Angkasa Pura I and its Subsidiaries do not contain misleading material information or fact, and do not omit material information and facts;                           |
| 4. Kami bertanggung jawab atas sistem pengendalian internal dalam PT Angkasa Pura I dan Entitas Anaknya untuk memungkinkan penyusunan laporan keuangan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan. | 4. We are responsible for the internal control system of PT Angkasa Pura I and its Subsidiaries to permit preparation of financial statements are free from material misstatement, whether caused by fraud or error. |

Demikianlah pernyataan ini dibuat dengan sebenarnya dan dapat dipertanggungjawabkan secara hukum, serta dalam rangka memenuhi prinsip-prinsip good corporate governance.

This is our declaration which made in truth and can be legally accountable, and in order to meet the principles of good corporate governance.

Jakarta, 31 Maret 2023 / March 31, 2023

Atas nama dan mewakili Direksi/On behalf and representing Directors

 Falk Fahmi Direktur Utama/President Director		 Yudi Rizky Ardie Direktur Keuangan dan Manajemen Risiko/ Finance and Risk Management Director
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Building a better  
working world

# Purwantono, Sungkoro & Surja

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*The original report included herein is in  
the Indonesian language.*

## Laporan Auditor Independen

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023

Pemegang Saham, Dewan Komisaris, dan  
Direksi  
PT Angkasa Pura I

## Opini

Kami telah mengaudit laporan keuangan konsolidasian PT Angkasa Pura I ("Perusahaan") dan entitas anaknya (secara kolektif disebut sebagai "Kelompok Usaha") terlampir, yang terdiri dari laporan posisi keuangan konsolidasian tanggal 31 Desember 2022, serta laporan laba rugi dan penghasilan komprehensif lain konsolidasian, laporan perubahan ekuitas konsolidasian, dan laporan arus kas konsolidasian untuk tahun yang berakhir pada tanggal tersebut, serta catatan atas laporan keuangan konsolidasian, termasuk ikhtisar kebijakan akuntansi signifikan.

Menurut opini kami, laporan keuangan konsolidasian terlampir menyajikan secara wajar, dalam semua hal yang material, posisi keuangan konsolidasian Kelompok Usaha tanggal 31 Desember 2022, serta kinerja keuangan dan arus kas konsolidasiannya untuk tahun yang berakhir pada tanggal tersebut, sesuai dengan Standar Akuntansi Keuangan di Indonesia.

## Independent Auditor's Report

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023

The Shareholders and the Boards of  
Commissioners and Directors  
PT Angkasa Pura I

## Opinion

We have audited the accompanying consolidated financial statements of PT Angkasa Pura I (the "Company") and its subsidiaries (collectively referred to as the "Group"), which comprise the consolidated statement of financial position as of December 31, 2022, and the consolidated statement of profit or loss and other comprehensive income, consolidated statement of changes in equity, and consolidated statement of cash flows for the year then ended, and notes to the consolidated financial statements, including a summary of significant accounting policies.

In our opinion, the accompanying consolidated financial statements present fairly, in all material respects, the consolidated financial position of the Group as of December 31, 2022, and its consolidated financial performance and cash flows for the year then ended, in accordance with Indonesian Financial Accounting Standards.



### Laporan Auditor Independen (lanjutan)

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

#### Basis opini

Kami melaksanakan audit kami berdasarkan Standar Audit yang ditetapkan oleh Institut Akuntan Publik Indonesia ("IAPI"). Tanggung jawab kami menurut standar tersebut diuraikan lebih lanjut dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami. Kami independen terhadap Kelompok Usaha berdasarkan ketentuan etika yang relevan dalam audit kami atas laporan keuangan konsolidasian di Indonesia, dan kami telah memenuhi tanggung jawab etika lainnya berdasarkan ketentuan tersebut. Kami yakin bahwa bukti audit yang telah kami peroleh adalah cukup dan tepat untuk menyediakan suatu basis bagi opini kami.

#### Hal audit Utama

Hal audit utama adalah hal-hal yang, menurut pertimbangan profesional kami, merupakan hal yang paling signifikan dalam audit kami atas laporan keuangan konsolidasian periode kini. Hal audit utama tersebut disampaikan dalam konteks audit kami atas laporan keuangan konsolidasian secara keseluruhan, dan dalam merumuskan opini kami atas laporan keuangan konsolidasian terkait, dan kami tidak menyatakan suatu opini terpisah atas hal audit utama tersebut. Untuk hal audit utama di bawah ini, penjelasan kami tentang bagaimana audit kami merespons hal tersebut disampaikan dalam konteks tersebut.

### Independent Auditor's Report (continued)

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

#### Basis for opinion

We conducted our audit in accordance with Standards on Auditing established by the Indonesian Institute of Certified Public Accountants ("IICPA"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report. We are independent of the Group in accordance with the ethical requirements relevant to our audit of the consolidated financial statements in Indonesia, and we have fulfilled our other ethical responsibilities in accordance with such requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

#### Key audit matters

Key audit matters are those matters that, in our professional judgment, were of most significance in our audit of the consolidated financial statements of the current period. Such key audit matters were addressed in the context of our audit of the consolidated financial statements taken as a whole, and in forming our opinion thereon, and we do not provide a separate opinion on such key audit matters. For the the key audit matter below, our description of how our audit addressed such key audit matter is provided in such context.

### Laporan Auditor Independen (lanjutan)

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

### Hal audit Utama (lanjutan)

Kami telah memenuhi tanggung jawab yang diuraikan dalam paragraf Tanggung Jawab Auditor terhadap Audit atas Laporan Keuangan Konsolidasian pada laporan kami, termasuk sehubungan dengan hal audit utama yang dikomunikasikan di bawah ini. Oleh karena itu, audit kami mencakup pelaksanaan prosedur yang didesain untuk merespons penilaian kami atas risiko kesalahan penyajian material dalam laporan keuangan konsolidasian terlampir. Hasil prosedur audit kami, termasuk prosedur yang dilakukan untuk merespons hal audit utama di bawah ini, menyediakan basis bagi opini kami atas laporan keuangan konsolidasian terlampir.

Penyisihan untuk kerugian kredit ekspektasian piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima.

#### Penjelasan atas hal audit utama:

Seperti diungkapkan dalam Catatan 2h, 7, 8 dan 11 atas laporan keuangan konsolidasian terlampir, Kelompok Usaha menerapkan pendekatan yang disederhanakan dalam menghitung kerugian kredit ekspektasian ("KKE") pada piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima. Saldo penyisihan KKE tanggal 31 Desember 2022 dan beban penyisihan KKE untuk tahun yang berakhir pada tanggal 31 Desember 2022 masing-masing sebesar Rp717 miliar dan Rp285 miliar.

### Independent Auditor's Report (continued)

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

### Key audit matters (continued)

We have fulfilled the responsibilities described in the Auditor's Responsibilities for the Audit of the Consolidated Financial Statements paragraph of our report, including in relation to the key audit matter communicated below. Accordingly, our audit included the performance of procedures designed to respond to our assessment of the risks of material misstatement of the accompanying consolidated financial statements. The results of our audit procedures, including the procedures performed to address the key audit matter below, provide the basis for our opinion on the accompanying consolidated financial statements.

Allowance for the expected credit losses of trade receivables, other receivables, and accrued revenue.

#### Description of the key audit matter:

As disclosed in Notes 2h, 7, 8 and 11 to the accompanying consolidated financial statements, the Group applies the simplified approach in calculating expected credit losses ("ECL") on trade receivables, other receivables, and accrued revenue. The balance of allowance for ECL as of December 31, 2022 and the provision expense for ECL for year ended December 31, 2022 amounted to Rp717 billions and Rp285 billions, respectively.



### Laporan Auditor Independen (lanjutan)

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

### Hal audit Utama (lanjutan)

Penyisihan untuk kerugian kredit ekspektasian piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima. (lanjutan)

Penjelasan atas hal audit utama: (lanjutan)

Penentuan asumsi-asumsi dan model dalam menghitung KKE adalah hal audit utama dikarenakan jumlahnya yang material terhadap laporan keuangan konsolidasian dan perhitungannya melibatkan penggunaan pertimbangan dan estimasi yang signifikan. Area utama pertimbangan meliputi definisi *default* untuk piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima, penentuan tingkat *loss given default*, pengelompokan instrumen untuk kerugian yang dihitung secara kolektif dan penggabungan informasi berwawasan kedepan, dalam menghitung KKE.

Respons audit:

Kami menilai segmentasi Kelompok Usaha atas eksposur risiko kreditnya berdasarkan kehomogenan karakteristik risiko kredit; menguji definisi *default* terhadap kebijakan manajemen risiko kredit dan meninjau pertimbangan manajemen atas informasi berwawasan kedepan, dalam menghitung KKE piutang usaha, piutang lain-lain, dan pendapatan yang masih harus diterima.

Selanjutnya, kami menilai keakuratan, kelengkapan, dan kelayakan data yang digunakan pada model KKE. Kami melibatkan pakar auditor dalam mengevaluasi metodologi, input dan asumsi yang digunakan dalam menghitung KKE.

Kami juga menilai kecukupan pengungkapan atas penyisihan KKE dalam laporan keuangan konsolidasian.

### Independent Auditor's Report (continued)

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

### Key audit matters (continued)

Allowance for the expected credit losses of trade receivables, other receivables, and accrued revenue. (continued)

Description of the key audit matter: (continued)

Determination of assumptions and model in calculating ECL is a key audit matter as the amount is material to the consolidated financial statements and the calculation involves the use of significant judgment and estimates. Key areas of judgment include definition of default for trade receivables, other receivables, and accrued revenue, determination of loss given default rate, grouping of instruments for losses measured on collective basis and incorporation of forward-looking information, in calculating ECL.

Audit response:

We assessed the Group's segmentation of its credit risk exposure based on homogeneity of credit risk characteristics; tested the definition of default against credit risk management policies, and reviewed management's consideration of forward-looking information, in the calculation of ECL of trade receivables, other receivables, and accrued revenue.

Further, we assessed the accuracy, completeness and reasonableness of data used in the calculation of ECL. We involved our auditor's expert in evaluating the methodologies, inputs and assumptions used in calculating the ECL.

We also assessed the adequacy of the disclosures for allowance for expected credit losses in the accompanying consolidated financial statements.



### Laporan Auditor Independen (lanjutan)

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

#### Informasi lain

Manajemen bertanggung jawab atas informasi lain. Informasi lain terdiri dari informasi yang tercantum dalam Laporan Tahunan 2022 ("Laporan Tahunan") selain laporan Keuangan konsolidasian terlampir dan laporan auditor independen kami. Laporan Tahunan diharapkan akan tersedia bagi kami setelah tanggal laporan auditor independen ini.

Opini kami atas laporan keuangan konsolidasian terlampir tidak mencakup Laporan Tahunan, dan oleh karena itu, kami tidak menyatakan bentuk keyakinan apapun atas Laporan Tahunan tersebut.

Sehubungan dengan audit kami atas laporan keuangan konsolidasian terlampir, tanggung jawab kami adalah untuk membaca Laporan Tahunan ketika tersedia dan, dalam melaksanakannya, mempertimbangkan apakah Laporan Tahunan mengandung ketidakkonsistensian material dengan laporan keuangan konsolidasian terlampir atau pemahaman yang kami peroleh selama audit, atau mengandung kesalahan penyajian material.

Ketika kami membaca Laporan Tahunan, jika kami menyimpulkan bahwa terdapat suatu kesalahan penyajian material di dalamnya, kami diharuskan untuk mengomunikasikan hal tersebut kepada pihak yang bertanggung jawab atas tata kelola dan melakukan tindakan yang tepat berdasarkan peraturan perundang-undangan yang berlaku.

### Independent Auditor's Report (continued)

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

#### Other information

Management is responsible for the other information. Other information comprises the information included in the 2022 Annual Report ("The Annual Report") other than the accompanying consolidated financial statements and our independent auditor's report thereon. The Annual Report is expected to be made available to us after the date of this independent auditor's report.

Our opinion on the accompanying consolidated financial statements does not cover the Annual Report, and accordingly, we do not express any form of assurance on the Annual Report.

In connection with our audit of the accompanying consolidated financial statements, our responsibility is to read the Annual Report when it becomes available and, in doing so, consider whether the Annual Report is materially inconsistent with the accompanying consolidated financial statements or our knowledge obtained in the audit, or otherwise appears to be materially misstated.

When we read the Annual Report, if we conclude that there is a material misstatement therein, we are required to communicate the matter to those charged with governance and take appropriate actions based on the applicable laws and regulations.

**Laporan Auditor Independen (lanjutan)**

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

**Tanggung jawab manajemen dan pihak yang bertanggung jawab atas tata kelola terhadap 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.

Dalam penyusunan laporan keuangan konsolidasian, manajemen bertanggung jawab untuk menilai kemampuan Kelompok Usaha dalam mempertahankan kelangsungan usahanya, mengungkapkan, sesuai dengan kondisinya, hal-hal yang berkaitan dengan kelangsungan usaha, dan menggunakan basis akuntansi kelangsungan usaha, kecuali manajemen memiliki intensi untuk melikuidasi Kelompok Usaha atau menghentikan operasi, atau tidak memiliki alternatif yang realistis selain melaksanakannya.

Pihak yang bertanggung jawab atas tata kelola bertanggung jawab untuk mengawasi proses pelaporan keuangan Kelompok Usaha.

**Independent Auditor's Report (continued)**

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

**Responsibilities of management and those charged with governance for the consolidated financial statements**

Management is responsible for the preparation and fair presentation of the 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.

In preparing the consolidated financial statements, management is responsible for assessing the Group's ability to continue as a going concern, disclosing, as applicable, matters related to going concern, and using the going concern basis of accounting, unless management either intends to liquidate the Group or to cease its operations, or has no realistic alternative but to do so.

Those charged with governance are responsible for overseeing the Group's financial reporting process.



#### Laporan Auditor Independen (lanjutan)

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

#### Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Tujuan kami adalah untuk memperoleh keyakinan memadai tentang apakah laporan keuangan konsolidasian secara keseluruhan bebas dari kesalahan penyajian material, baik yang disebabkan oleh kecurangan maupun kesalahan, dan untuk menerbitkan laporan auditor independen yang mencakup opini kami. Keyakinan memadai merupakan suatu tingkat keyakinan tinggi, namun bukan merupakan suatu jaminan bahwa audit yang dilaksanakan berdasarkan Standar Audit yang ditetapkan oleh IAPI akan selalu mendeteksi kesalahan penyajian material ketika hal tersebut ada. Kesalahan penyajian dapat disebabkan oleh kecurangan maupun kesalahan dan dianggap material jika, baik secara individual maupun agregat, dapat diekspektasikan secara wajar akan memengaruhi keputusan ekonomi yang diambil oleh pengguna berdasarkan laporan keuangan konsolidasian tersebut.

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga:

- Mengidentifikasi dan menilai risiko kesalahan penyajian material dalam laporan keuangan konsolidasian, baik yang disebabkan oleh kecurangan maupun kesalahan, mendesain dan melaksanakan prosedur audit yang responsif terhadap risiko tersebut, serta memperoleh bukti audit yang cukup dan tepat untuk menyediakan basis bagi opini kami. Risiko tidak terdeteksinya suatu kesalahan penyajian material yang disebabkan oleh kecurangan lebih tinggi dari yang disebabkan oleh kesalahan, karena kecurangan dapat melibatkan kolusi, pemalsuan, penghilangan secara sengaja, pernyataan salah, atau pengabaian atas pengendalian internal.

#### Independent Auditor's Report (continued)

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

#### Auditor's responsibilities for the audit of the consolidated financial statements (continued)

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements taken as a whole are free from material misstatement, whether due to fraud or error, and to issue an independent auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with Standards on Auditing established by the IICPA will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these consolidated financial statements.

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also:

- Identify and assess the risks of material misstatement of the consolidated financial statements, whether due to fraud or error, design and perform audit procedures responsive to such risks, and obtain audit evidence that is sufficient and appropriate to provide a basis for our opinion. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or override of internal control.

#### Laporan Auditor Independen (lanjutan)

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

#### Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Memperoleh suatu pemahaman tentang pengendalian internal yang relevan dengan audit untuk mendesain prosedur audit yang tepat sesuai dengan kondisinya, tetapi bukan untuk tujuan menyatakan opini atas keefektifitasan pengendalian internal Kelompok Usaha.
- Mengevaluasi ketepatan kebijakan akuntansi yang digunakan serta kewajaran estimasi akuntansi dan pengungkapan terkait yang dibuat oleh manajemen.
- Menyimpulkan ketepatan penggunaan basis akuntansi kelangsungan usaha oleh manajemen dan, berdasarkan bukti audit yang diperoleh, apakah terdapat suatu ketidakpastian material yang terkait dengan peristiwa atau kondisi yang dapat menyebabkan keraguan signifikan atas kemampuan Kelompok Usaha untuk mempertahankan kelangsungan usahanya. Ketika kami menyimpulkan bahwa terdapat suatu ketidakpastian material, kami diharuskan untuk menarik perhatian dalam laporan auditor independen kami ke pengungkapan terkait dalam laporan keuangan konsolidasian atau, jika pengungkapan tersebut tidak memadai, memodifikasi opini kami. Kesimpulan kami didasarkan pada bukti audit yang diperoleh hingga tanggal laporan auditor independen kami. Namun, peristiwa atau kondisi masa depan dapat menyebabkan Kelompok Usaha tidak dapat mempertahankan kelangsungan usaha.

#### Independent Auditor's Report (continued)

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

#### Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Obtain an understanding of internal control relevant to the audit 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 Group's internal control.
- Evaluate the appropriateness of accounting policies used and the reasonableness of accounting estimates and related disclosures made by management.
- Conclude on the appropriateness of management's use of the going concern basis of accounting and, based on the audit evidence obtained, whether a material uncertainty exists related to events or conditions that may cast significant doubt on the Group's ability to continue as a going concern. If we conclude that a material uncertainty exists, we are required to draw attention in our independent auditor's report to the related disclosures in the consolidated financial statements or, if such disclosures are inadequate, to modify our opinion. Our conclusion is based on the audit evidence obtained up to the date of our independent auditor's report. However, future events or conditions may cause the Group to cease to continue as a going concern.



### Laporan Auditor Independen (lanjutan)

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

### Tanggung jawab auditor terhadap audit atas laporan keuangan konsolidasian (lanjutan)

Sebagai bagian dari suatu audit berdasarkan Standar Audit yang ditetapkan oleh IAPI, kami menerapkan pertimbangan profesional dan mempertahankan skeptisisme profesional selama audit. Kami juga: (lanjutan)

- Mengevaluasi penyajian, struktur, dan isi laporan keuangan konsolidasian secara keseluruhan, termasuk pengungkapannya, dan apakah laporan keuangan konsolidasian mencerminkan transaksi dan peristiwa yang mendasarinya dengan suatu cara yang mencapai penyajian wajar.
- Memeroleh bukti audit yang cukup dan tepat terkait informasi keuangan entitas atau aktivitas bisnis dalam Kelompok Usaha untuk menyatakan opini atas laporan keuangan konsolidasian. Kami bertanggung jawab atas arahan, supervisi, dan pelaksanaan audit Kelompok Usaha. Kami tetap bertanggung jawab sepenuhnya atas opini audit kami.

Kami mengomunikasikan kepada pihak yang bertanggung jawab atas tata kelola mengenai, antara lain, ruang lingkup dan saat yang direncanakan atas audit serta temuan audit signifikan, termasuk setiap defisiensi signifikan dalam pengendalian internal yang teridentifikasi oleh kami selama audit.

Kami juga memberikan suatu pernyataan kepada pihak yang bertanggung jawab atas tata kelola bahwa kami telah mematuhi ketentuan etika yang relevan mengenai independensi, dan mengomunikasikan kepada pihak tersebut seluruh hubungan, serta hal-hal lain yang dianggap secara wajar berpengaruh terhadap independensi kami, dan, jika relevan, pengamanan terkait.

### Independent Auditor's Report (continued)

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

### Auditor's responsibilities for the audit of the consolidated financial statements (continued)

As part of an audit in accordance with Standards on Auditing established by the IICPA, we exercise professional judgment and maintain professional skepticism throughout the audit. We also: (continued)

- Evaluate the overall presentation, structure, and content of the consolidated financial statements, including the disclosures, and whether the consolidated financial statements represent the underlying transactions and events in a manner that achieves fair presentation.
- Obtain sufficient appropriate audit evidence regarding the financial information of the entities or business activities within the Group to express an opinion on the consolidated financial statements. We are responsible for the direction, supervision, and performance of the group audit. We remain solely responsible for our audit opinion.

We communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit and significant audit findings, including any significant deficiencies in internal control that we identify during our audit.

We also provide those charged with governance with a statement that we have complied with relevant ethical requirements regarding independence, and to communicate with them all relationships and other matters that may reasonably be thought to bear on our independence, and where applicable, related safeguards.



**Laporan Auditor Independen (lanjutan)**

Laporan No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (lanjutan)

**Tanggung jawab auditor terhadap audit atas  
laporan keuangan konsolidasian (lanjutan)**

Dari hal-hal yang dikomunikasikan kepada pihak yang bertanggung jawab atas tata kelola, kami menentukan hal-hal tersebut yang paling signifikan dalam audit atas laporan keuangan konsolidasian periode kini dan oleh karenanya menjadi hal audit utama. Kami menguraikan hal audit utama tersebut dalam laporan auditor independen kami kecuali peraturan perundang-undangan melarang pengungkapan publik tentang hal audit utama tersebut atau ketika, dalam kondisi yang sangat jarang terjadi, kami menentukan bahwa suatu hal audit utama tidak boleh dikomunikasikan dalam laporan auditor independen kami karena konsekuensi yang merugikan dari mengomunikasikan hal tersebut akan diekspektasikan secara wajar melebihi manfaat kepentingan publik atas komunikasi tersebut.

**Independent Auditor's Report (continued)**

Report No. 00571/2.1032/AU.1/06/0692-  
2/1/III/2023 (continued)

**Auditor's responsibilities for the audit of the  
consolidated financial statements (continued)**

From the matters communicated with those charged with governance, we determine those matters that were of most significance in the audit of the consolidated financial statements of the current period and are therefore the key audit matters. We describe such key audit matters in our independent auditor's report unless laws or regulations preclude public disclosure about such key audit matters or when, in extremely rare circumstances, we determine that a key audit matter should not be communicated in our independent auditor's report because the adverse consequences of doing so would reasonably be expected to outweigh the public interest benefits of such communication.

**KAP Purwantono, Sunqoro & Surja**



**Deden Riyadi**

Registrasi Akuntan Publik No. AP.0692/Public Accountant Registration No. AP.0692

31 Maret 2023/March 31, 2023



**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN  
Tanggal 31 Desember 2022  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)**

**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION  
As of December 31, 2022  
(Expressed in thousands of Rupiah,  
unless otherwise stated)**

	Catatan/ Notes	Disajikan Kembali / As Restated (Catatan/Note 4)			
		2022	2021	2020	
<b>ASET</b>					<b>ASSETS</b>
<b>ASET LANCAR</b>					<b>CURRENT ASSETS</b>
Kas dan setara kas	2e,2f,2g 2h,5,42	2.220.931.962	1.273.303.657	1.470.030.277	Cash and cash equivalents
Investasi jangka pendek	2e,2f,2h,6,42	103.557.146	83.231.618	96.115.484	Short-term investments
Piutang usaha, neto	2f,2h,7				Trade receivables, net
Pihak berelasi	2e,42	120.571.001	182.546.049	257.307.625	Related parties
Pihak ketiga		420.236.888	341.837.396	319.079.676	Third parties
Piutang lain-lain, neto	2h,8,42	11.964.730	329.034	22.585.373	Other receivables, net
Persediaan, neto	2i,9	23.305.927	31.232.360	25.559.175	Inventories, net
Uang muka dan beban dibayar di muka	2j,10	32.185.603	42.409.981	46.464.933	Advances and prepaid expenses
Pendapatan yang masih harus diterima, neto	2h,11	215.956.659	135.816.702	358.455.846	Accrued revenues, net
Pajak dibayar di muka	2t,12	35.949.276	1.160.294.550	1.278.468.179	Prepaid taxes
Aset lancar lainnya	13	32.102.490	28.391.413	8.990.363	Other current assets
<b>TOTAL ASET LANCAR</b>		<b>3.216.761.682</b>	<b>3.279.392.760</b>	<b>3.883.056.931</b>	<b>TOTAL CURRENT ASSETS</b>
<b>ASET TIDAK LANCAR</b>					<b>NON-CURRENT ASSETS</b>
Piutang pihak berelasi, neto	2e,2f,2h,7,42	54.162.433	-	-	Due from related parties, net
Estimasi tagihan pajak	12	93.328.694	144.364.062	273.076.863	Estimated claims for tax refund
Aset pajak tangguhan, neto	2t,12	1.637.221.142	1.604.481.588	625.670.519	Deferred tax assets, net
Investasi jangka panjang	2h,2k,14	312.988.683	339.163.940	101.263.815	Long-term investments
Properti investasi, neto	2l,15	117.962.172	124.497.622	102.232.519	Investment properties, net
Aset tetap, neto	2m,2o,16	35.448.530.088	36.818.406.837	36.919.783.546	Fixed assets, net
Aset takberwujud, neto	2n,17	74.020.721	116.156.963	132.359.383	Intangible assets, net
Aset hak-guna, neto	2s,18	174.475.510	197.858.054	530.456.864	Right-of-use assets, net
Aset tidak lancar lainnya		5.889.705	4.779.746	11.358.081	Other non-current assets
<b>TOTAL ASET TIDAK LANCAR</b>		<b>37.918.579.148</b>	<b>39.349.708.812</b>	<b>38.696.201.590</b>	<b>TOTAL NON-CURRENT ASSETS</b>
<b>TOTAL ASET</b>		<b>41.135.340.830</b>	<b>42.629.101.572</b>	<b>42.579.258.521</b>	<b>TOTAL ASSETS</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN (lanjutan)  
Tanggal 31 Desember 2022  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)**

**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION (continued)  
As of December 31, 2022  
(Expressed in thousands of Rupiah,  
unless otherwise stated)**

	Catatan/ Notes	Disajikan Kembali / As Restated (Catatan/Note 4)			
		2022	2021	2020	
<b>LIABILITAS DAN EKUITAS</b>					<b>LIABILITIES AND EQUITY</b>
<b>LIABILITAS</b>					<b>LIABILITIES</b>
<b>LIABILITAS JANGKA PENDEK</b>					<b>CURRENT LIABILITIES</b>
Utang usaha	2h,2f				Trade payables
Pihak berelasi	2e,20,42	317.678.670	126.358.447	1.140.488	Related parties
Pihak ketiga		242.920.437	375.722.708	192.314.145	Third parties
Utang lain-lain	2e,2h,22,42	783.146.141	1.585.623.128	1.663.960.893	Other payables
Pendapatan diterima di muka	2q,21	105.055.901	125.476.040	104.972.050	Unearned revenues
Beban akrual	2h,2p,19	780.539.735	1.225.193.787	1.104.793.706	Accrued expenses
Utang pajak	2t,12	96.332.982	125.595.217	291.379.819	Taxes payable
Utang bank jangka pendek	2e,2h,23,42	107.285.344	114.656.344	110.494.801	Short-term bank loans
Liabilitas imbalan kerja karyawan jangka pendek	2h,2r,26	17.722.473	73.968.278	-	Short-term employee benefits liabilities
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:					Current maturities of long-term liabilities:
Utang bank jangka panjang	2e,2h,2o,23,42	36.235.992	474.059.314	281.507.053	Long-term bank loans
Utang obligasi dan sukuk ijarah	2e,2h,2o,24,42	444.000.000	-	890.000.000	Bonds payable and sukuk ijarah
Liabilitas sewa	2h,2s,18	14.447.941	38.385.262	126.090.063	Lease liabilities
<b>TOTAL LIABILITAS JANGKA PENDEK</b>		<b>2.945.365.616</b>	<b>4.265.038.525</b>	<b>4.766.653.018</b>	<b>TOTAL CURRENT LIABILITIES</b>
<b>LIABILITAS JANGKA PANJANG</b>					<b>NON-CURRENT LIABILITIES</b>
Liabilitas jangka panjang setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:					Long-term liabilities - net of current maturities:
Utang bank jangka panjang	2e,2h,2o,23,42	23.217.820.773	23.114.109.470	20.729.079.934	Long-term bank loans
Utang obligasi dan sukuk ijarah	2e,2h,2o,24,42	3.270.623.013	3.712.680.188	2.106.091.817	Bonds payable and sukuk ijarah
Liabilitas sewa	2s,18	188.457.940	181.828.568	394.082.670	Lease liabilities
Utang jangka panjang lainnya	25	1.338.016.953	392.993.452	404.200.256	Other long-term liabilities
Liabilitas imbalan kerja karyawan	2r,26	811.993.496	952.979.861	887.261.432	Employee benefits liabilities
<b>TOTAL LIABILITAS JANGKA PANJANG</b>		<b>28.826.912.175</b>	<b>28.354.591.539</b>	<b>24.520.716.109</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>
<b>TOTAL LIABILITAS</b>		<b>31.772.277.791</b>	<b>32.619.630.064</b>	<b>29.287.369.127</b>	<b>TOTAL LIABILITIES</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
LAPORAN POSISI KEUANGAN  
KONSOLIDASIAN (lanjutan)  
Tanggal 31 Desember 2022  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)**

**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
CONSOLIDATED STATEMENT OF  
FINANCIAL POSITION (continued)  
As of December 31, 2022  
(Expressed in thousands of Rupiah,  
unless otherwise stated)**

	Catatan/ Notes	Disajikan Kembali / As Restated (Catatan/Note 4)			
		2022	2021	2020	
<b>LIABILITAS DAN EKUITAS (lanjutan)</b>					<b>LIABILITIES AND EQUITY (continued)</b>
<b>EKUITAS</b>					<b>EQUITY</b>
<b>Ekuitas yang dapat diatribusikan kepada pemilik entitas induk</b>					<b>Equity attributable to the owner of the parent entity</b>
Modal saham - nilai nominal Rp1.000.000 (nilai penuh) per saham masing-masing untuk saham Seri A Dwiwarna dan saham Seri B Modal dasar - 12.000.000 saham, terdiri dari 1 saham Seri A Dwiwarna dan 11.999.999 saham Seri B Modal ditempatkan dan disetor penuh - 6.414.412 saham, terdiri dari 1 saham Seri A Dwiwarna dan 6.414.411 saham Seri B					Share capital - par value of Rp1,000,000 (full amount) per share for A Series Dwiwarna share and B Series shares, respectively Authorized capital - 12,000,000 shares, consists of 1 A Series Dwiwarna share and 11,999,999 B Series shares Issued and fully paid capital - 6,414,412 shares, consists of 1 A Series Dwiwarna share and 6,414,411 B Series shares
Tambahan modal disetor	27	6.414.412.000	6.414.412.000	6.414.412.000	Additional paid in capital
Penyertaan modal negara	28	16.424.662	16.424.662	16.424.662	Government capital investment
Nilai buku aset tetap kenavigasian dari penyertaan modal negara	29	22.963.207	22.963.207	22.963.207	Book value of fixed assets on navigation from government capital investment
Akumulasi penyusutan aset tetap kenavigasian	29	(37.004.793)	(37.004.793)	(37.004.793)	Accumulated depreciation of navigation fixed assets
Saldo laba					Retained earnings
Dicadangkan	30	9.225.382.339	9.225.382.339	9.225.382.339	Appropriated
Belum dicadangkan	30	(6.384.573.496)	(5.639.501.459)	(2.366.452.805)	Unappropriated
Penghasilan komprehensif lain		(306.845.986)	(405.331.140)	(396.770.774)	Other comprehensive income
<b>Ekuitas yang dapat diatribusikan kepada pemilik entitas induk</b>		<b>9.359.151.457</b>	<b>10.005.738.340</b>	<b>13.287.347.360</b>	<b>Equity attributable to owner of the parent entity</b>
Kepentingan nonpengendali	31	3.911.582	3.733.168	4.542.034	Non-controlling interests
<b>TOTAL EKUITAS</b>		<b>9.363.063.039</b>	<b>10.009.471.508</b>	<b>13.291.889.394</b>	<b>TOTAL EQUITY</b>
<b>TOTAL LIABILITAS DAN EKUITAS</b>		<b>41.135.340.830</b>	<b>42.629.101.572</b>	<b>42.579.258.521</b>	<b>TOTAL LIABILITIES AND EQUITY</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

The original consolidated financial statements included herein are in Indonesian language.

**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAIN KONSOLIDASIAN  
Untuk Tahun yang Berakhir pada Tanggal  
31 Desember 2022  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)**

**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
CONSOLIDATED STATEMENT OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE INCOME  
For the Year Ended  
December 31, 2022  
(Expressed in thousands of Rupiah,  
unless otherwise stated)**

	2022	Catatan/ Notes	(Disajikan kembali/ As restated) (Catatan/Note 4) 2021	
<b>PENDAPATAN USAHA</b>				<b>OPERATING REVENUES</b>
Pendapatan aeronautika	3.288.236.075	2u,32	1.380.977.590	Aeronautical revenues
Pendapatan non-aeronautika	2.674.618.349	2u,32	1.824.687.868	Non-aeronautical revenues
<b>TOTAL</b>	<b>5.962.854.424</b>		<b>3.205.665.458</b>	<b>TOTAL</b>
Beban pegawai	(1.159.924.588)	2u,33	(1.104.035.032)	Employee expenses
Beban operasional bandara	(3.516.451.484)	2u,34	(3.477.542.214)	Airport operation expenses
Beban umum dan administrasi	(1.194.918.265)	2u,35	(1.188.838.097)	General and administrative expenses
Beban pemasaran	(14.324.800)		(10.463.983)	Marketing expenses
Penghasilan lain-lain	601.771.648	2u,36	138.618.304	Other income
Beban lain-lain	(95.945.397)	2u,37	(103.525.981)	Other expenses
<b>LABA (RUGI) USAHA</b>	<b>583.061.538</b>		<b>(2.540.121.545)</b>	<b>OPERATING PROFIT (LOSS)</b>
Penghasilan keuangan	357.108.607	38	31.182.196	Finance income
Beban keuangan	(1.637.532.074)	39	(1.572.063.033)	Finance costs
Bagian rugi entitas asosiasi	(23.471.366)	2k,14	(51.485.777)	Share of loss of associate entities
<b>RUGI SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN</b>	<b>(720.833.295)</b>		<b>(4.132.488.159)</b>	<b>LOSS BEFORE FINAL TAX AND CORPORATE INCOME TAX</b>
Beban pajak final	(70.780.368)	2t	(63.272.144)	Final tax expense
<b>RUGI SEBELUM PAJAK PENGHASILAN BADAN</b>	<b>(791.613.663)</b>		<b>(4.195.760.303)</b>	<b>LOSS BEFORE CORPORATE INCOME TAX</b>
Manfaat pajak penghasilan badan, neto	46.717.878	2t,12d	921.905.473	Corporate income tax benefit, net
<b>RUGI TAHUN BERJALAN</b>	<b>(744.895.785)</b>		<b>(3.273.854.830)</b>	<b>LOSS FOR THE YEAR</b>
<b>PENGHASILAN KOMPREHENSIF LAIN</b>				<b>OTHER COMPREHENSIVE INCOME</b>
<b>Pos yang akan direklasifikasi ke laba rugi</b>				<b>Item that will be reclassified to profit or loss</b>
Perubahan nilai wajar aset keuangan tersedia untuk dijual	(4.605.590)	6d	(1.242.543)	Changes in fair value of available- for-sale financial assets
<b>Pos-pos yang tidak akan direklasifikasi ke laba rugi</b>				<b>Items that will not be reclassified to profit or loss</b>
Laba (rugi) aktuarial imbalan kerja	101.943.519		(7.300.192)	Actuarial gain (loss) on employee benefits
Laba (rugi) komprehensif entitas asosiasi	1.149.387		(20.321)	Comprehensive gain (loss) of associate entities
<b>TOTAL LABA (RUGI) KOMPREHENSIF LAIN TAHUN BERJALAN SETELAH PAJAK</b>	<b>98.487.316</b>		<b>(8.563.056)</b>	<b>TOTAL OTHER COMPREHENSIVE INCOME (LOSS) FOR THE YEAR AFTER TAX</b>
<b>TOTAL RUGI KOMPREHENSIF TAHUN BERJALAN</b>	<b>(646.408.469)</b>		<b>(3.282.417.886)</b>	<b>TOTAL COMPREHENSIVE LOSS FOR THE YEAR</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.



The original consolidated financial statements included herein are in Indonesian language.

**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
LAPORAN LABA RUGI DAN PENGHASILAN  
KOMPREHENSIF LAIN  
KONSOLIDASIAN (lanjutan)  
Untuk Tahun yang Berakhir pada Tanggal  
31 Desember 2022  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)**

**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
CONSOLIDATED STATEMENT OF PROFIT OR LOSS  
AND OTHER COMPREHENSIVE  
INCOME (continued)  
For the Year Ended  
December 31, 2022  
(Expressed in thousands of Rupiah,  
unless otherwise stated)**

	2022	Catatan/ Notes	(Disajikan kembali/ As restated) (Catatan/Note 4) 2021	
<b>Rugi tahun berjalan yang dapat distribusikan kepada:</b>				<b>Loss for the year attributable to:</b>
Pemilik entitas induk	(745.072.037)		(3.273.048.654)	<i>The owner of parent entity</i>
Kepentingan nonpengendali	176.252		(806.176)	<i>Non-controlling interest</i>
<b>Total</b>	<b>(744.895.785)</b>		<b>(3.273.854.830)</b>	<b>Total</b>
<b>Total rugi komprehensif tahun berjalan yang dapat distribusikan kepada:</b>				<b>Total comprehensive loss for the year attributable to:</b>
Pemilik entitas induk	(646.586.883)		(3.281.609.020)	<i>The owner of parent entity</i>
Kepentingan nonpengendali	178.414		(808.866)	<i>Non-controlling interest</i>
<b>Total</b>	<b>(646.408.469)</b>		<b>(3.282.417.886)</b>	<b>Total</b>
<b>Rugi per saham dasar (angka penuh)</b>	<b>(116.156)</b>	2x	<b>(510.265)</b>	<b>Basic loss per share (full amount)</b>
<b>Rugi per saham dilusian (angka penuh)</b>	<b>(115.742)</b>	2x	<b>(508.444)</b>	<b>Diluted loss per share (full amount)</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

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**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
LAPORAN PERUBAHAN EKUITAS KONSOLIDASIAN  
Untuk Tahun yang Berakhir pada Tanggal  
31 Desember 2022  
(Disajikan dalam ribuan Rupiah, kecuali dinyatakan lain)**

**PT ANGKASA PURA I  
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CONSOLIDATED STATEMENT OF CHANGES IN EQUITY  
For the Year Ended  
December 31, 2022  
(Expressed in thousands of Rupiah, unless otherwise stated)**

Ekuitas yang Dapat Diatribusikan kepada Pemilik Entitas Induk/Equity Attributable to The Owner of Parent Entity

Catatan/ Notes	Modal Saham - Ditempatkan dan Disetor Penuh/ Share Capital - Issued and Fully Paid	Tambahkan Modal Disetor/ Additional Paid-in Capital	Penyertaan Modal Negara/ Government Capital Investment	Nilai Buku Aset Tetap Kenavigasian dari Penyertaan Modal Negara/ Book Value of Fixed Assets on Navigation from Government Capital Investment	Akumulasi Penyusutan Aset Tetap Kenavigasian dari BPYBDS/ Accumulated Depreciation of Fixed Assets on Navigation from BPYBDS	Saldo Laba/Retained Earnings			Penghasilan Komprehensif Lain/Other Comprehensive Income	Kepentingan Nonpengendali/ Non-controlling Interests	Total Ekuitas/ Total Equity		
						Dicadangkan/ Appropriated	Belum Dicadangkan/ Unappropriated	Total/ Total					Total/ Total
Saldo tanggal 01 Januari 2021 (dilaporkan sebelumnya)	6.414.412.000	16.424.662	22.963.207	(37.004.793)	408.393.524	9.225.382.339	(2.293.710.502)	6.931.671.837	(405.368.220)	13.351.492.217	4.542.034	13.356.034.251	Balance as of January 01, 2021 (as previously reported)
Dampak dari perubahan kebijakan akuntansi	4	-	-	-	-	-	(72.742.303)	(72.742.303)	8.597.446	(64.144.857)	-	(64.144.857)	Effects of changes of accounting policies
Saldo tanggal 01 Januari 2021 (disajikan kembali)	6.414.412.000	16.424.662	22.963.207	(37.004.793)	408.393.524	9.225.382.339	(2.366.452.805)	6.858.929.534	(396.770.774)	13.287.347.360	4.542.034	13.291.889.394	Balance as of January 01, 2021 (as restated)
Rugi komprehensif entitas asosiasi	-	-	-	-	-	-	-	-	(20.321)	(20.321)	-	(20.321)	Comprehensive loss of associate entities
Rugi aktuarial imbalan kerja karyawan	-	-	-	-	-	-	-	-	(7.297.502)	(7.297.502)	(2.690)	(7.300.192)	Actuarial loss on employee benefits
Perubahan nilai wajar aset keuangan tersedia untuk dijual	-	-	-	-	-	-	-	-	(1.242.543)	(1.242.543)	-	(1.242.543)	Changes in fair value of available-for-sale financial assets
Rugi tahun berjalan	-	-	-	-	-	-	(3.273.048.654)	(3.273.048.654)	-	(3.273.048.654)	(806.176)	(3.273.854.830)	Loss for the year
Saldo tanggal 31 Desember 2021 (disajikan kembali)	6.414.412.000	16.424.662	22.963.207	(37.004.793)	408.393.524	9.225.382.339	(5.639.501.459)	3.585.880.880	(405.331.140)	10.005.738.340	3.733.168	10.009.471.508	Balance as of December 31, 2021 (as restated)
Laba komprehensif entitas asosiasi	-	-	-	-	-	-	-	-	1.149.387	1.149.387	-	1.149.387	Comprehensive gain of associate entities
Laba aktuarial imbalan kerja karyawan	-	-	-	-	-	-	-	-	101.941.357	101.941.357	2.162	101.943.519	Actuarial gain on employee benefits
Perubahan nilai wajar aset keuangan tersedia untuk dijual	-	-	-	-	-	-	-	-	(4.605.590)	(4.605.590)	-	(4.605.590)	Changes in fair value of available-for-sale financial assets
Rugi tahun berjalan	-	-	-	-	-	-	(745.072.037)	(745.072.037)	-	(745.072.037)	176.252	(744.895.785)	Loss for the year
Saldo tanggal 31 Desember 2022	6.414.412.000	16.424.662	22.963.207	(37.004.793)	408.393.524	9.225.382.339	(6.384.573.496)	2.840.808.843	(306.845.966)	9.359.151.457	3.911.582	9.363.063.039	Balance as of December 31, 2022

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
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Untuk Tahun yang Berakhir pada Tanggal  
31 Desember 2022  
(Disajikan dalam ribuan Rupiah,  
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**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
CONSOLIDATED STATEMENT OF CASH FLOWS  
For the Year Ended  
December 31, 2022  
(Expressed in thousands of Rupiah,  
unless otherwise stated)**

		Tahun yang Berakhir pada Tanggal 31 Desember/ Year Ended December 31,			
		2022	Catatan/ Notes	2021	
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>				<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>	
Penerimaan dari pelanggan		5.491.027.487		3.437.540.303	Cash received from customers
Pembayaran kas kepada pemasok, pihak ketiga lainnya dan karyawan		(3.842.176.392)		(3.698.006.183)	Cash payment to suppliers, other third parties and employees
Pembayaran beban bunga		(1.055.927.840)		(1.572.063.033)	Payment of interest expense
Penerimaan pendapatan bunga		62.552.940		31.182.196	Receipt of interest income
Penerimaan pajak		1.087.739.573		192.158.669	Receipt for taxes
<b>Kas bersih yang diperoleh dari (digunakan untuk) aktivitas operasi</b>		<b>1.743.215.768</b>		<b>(1.609.188.048)</b>	<b>Net cash provided by (used in) operating activities</b>
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>				<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>	
(Pengeluaran) penerimaan untuk investasi jangka pendek		(24.931.118)		12.883.866	(Payment) proceeds from short-term investments
Pengeluaran untuk investasi jangka panjang		(162.628.023)		(237.900.125)	Payment for long-term investments
Penambahan aset tetap, properti investasi dan aset takberwujud		(499.167.956)		(1.789.964.327)	Increase of fixed assets, investment properties and intangible assets
Penerimaan atas penjualan aset tetap		11.199.510		4.074.092	Proceed from sales of fixed assets
<b>Kas bersih yang digunakan untuk aktivitas investasi</b>		<b>(675.527.587)</b>		<b>(2.010.906.494)</b>	<b>Net cash used in investing activities</b>
<b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>				<b>CASH FLOWS FROM FINANCING ACTIVITIES</b>	
Penerimaan pinjaman bank		108.940.077		3.106.094.657	Proceeds from bank loans
Penerimaan obligasi dan sukuk ijarah		-		1.611.900.000	Proceeds from bonds payable and sukuk ijarah
Pembayaran pinjaman bank, obligasi, dan sukuk ijarah		(174.007.646)		(1.179.680.042)	Payment on bank loan, bonds payable and sukuk ijarah
Pembayaran dividen kepada entitas non-pengendali		-		(80.000)	Dividend payment to non-controlling interest entity
Pembayaran liabilitas sewa		(39.330.702)	18	(113.065.240)	Payments of lease liabilities
<b>Kas bersih yang (digunakan untuk) diperoleh dari aktivitas pendanaan</b>		<b>(104.398.271)</b>		<b>3.425.169.375</b>	<b>Net cash (used in) provided by financing activities</b>
Dampak bersih perubahan nilai tukar atas kas dan setara kas		(15.661.605)		(1.801.453)	Net effect of exchange rate changes on cash and cash equivalents
<b>KENAIKAN (PENURUNAN) NETO KAS DAN SETARA KAS</b>		<b>947.628.305</b>		<b>(196.726.620)</b>	<b>NET INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>
<b>KAS DAN SETARA KAS AWAL TAHUN</b>		<b>1.273.303.657</b>	5	<b>1.470.030.277</b>	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>
<b>KAS DAN SETARA KAS AKHIR TAHUN</b>		<b>2.220.931.962</b>	5	<b>1.273.303.657</b>	<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>

Catatan atas laporan keuangan konsolidasian terlampir merupakan bagian integral dari laporan keuangan konsolidasian.

The accompanying notes to the consolidated financial statements form an integral part of these consolidated financial statements.

**PT ANGKASA PURA I  
DAN ENTITAS ANAKNYA  
CATATAN ATAS LAPORAN  
KEUANGAN KONSOLIDASIAN  
Tanggal 31 Desember 2022 dan untuk  
Tahun yang Berakhir pada Tanggal Tersebut  
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**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
NOTES TO THE CONSOLIDATED  
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As of December 31, 2022  
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(Expressed in thousands of Rupiah,  
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**1. UMUM**

**a. Pendirian Perusahaan**

PT Angkasa Pura I ("Perusahaan") pertama kali didirikan dalam bentuk Perusahaan Negara dengan nama Perusahaan Negara (PN) Angkasa Pura Kemayoran berdasarkan Peraturan Pemerintah Republik Indonesia (PP) No. 33 Tahun 1962 tentang Pendirian Perusahaan Negara (PN) Angkasa Pura Kemayoran. Berdasarkan PP No. 21 Tahun 1965 tentang Perubahan dan Tambahan PP No. 33 Tahun 1962, PN Angkasa Pura Kemayoran berubah nama menjadi PN Angkasa Pura. Selanjutnya, berdasarkan PP No. 37 Tahun 1974 tentang Perusahaan Umum Angkasa Pura, PN Angkasa Pura dilanjutkan berdirinya dan ditetapkan bentuk usahanya menjadi Perusahaan Umum (Perum) sebagaimana dimaksud dalam Pasal 2 ayat (2) Undang-Undang No. 9 Tahun 1969, dengan nama Perusahaan Umum (Perum) "Angkasa Pura".

Dalam rangka pembagian wilayah pengelolaan bandar udara, Perum Angkasa Pura sebagaimana dimaksud dalam PP No. 3 Tahun 1985 diubah namanya menjadi Perum Angkasa Pura berdasarkan PP No. 25 Tahun 1986. Selanjutnya berdasarkan PP No. 5 Tahun 1992 tentang Pengalihan Bentuk Perum Angkasa Pura I menjadi Perusahaan Perseroan (Persero) ("PP No.5/1992"), bentuk badan hukum Perum Angkasa Pura I diubah menjadi Perseroan Terbatas (PT). Dengan dialihkannya bentuk Perum Angkasa Pura I menjadi Perusahaan Perseroan (Persero), Perum Angkasa Pura I dinyatakan bubar pada saat pendirian Perusahaan Perseroan (Persero) tersebut dengan ketentuan bahwa segala hak dan kewajiban, kekayaan serta pegawai Perum Angkasa Pura I yang ada pada saat pembubarannya beralih kepada Perusahaan Perseroan (Persero) yang bersangkutan.

Berdasarkan PP No. 104 Tahun 2021 tanggal 6 Oktober 2021 tentang Penambahan Penyertaan Modal Negara Republik Indonesia ke dalam Modal Saham Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia, seluruh saham Seri B milik Negara Republik Indonesia pada perusahaan sebanyak 6.414.411 saham dialihkan ke PT Aviassi Pariwisata Indonesia (Persero). Pengalihan saham tersebut menyebabkan status Perusahaan Perseroan (Persero) PT Angkasa Pura I berubah menjadi Perseroan Terbatas.

**1. GENERAL**

**a. The Company's Establishment**

*PT Angkasa Pura I ("the Company") was first established as a State Company by the name of the State Enterprise (SE) Angkasa Pura Kemayoran by the Indonesian Government Regulation (SE) No. 33 Year 1962 on the Establishment of the State Enterprise (SE) Angkasa Pura Kemayoran. Based on the PP No. 21 Year 1965 on the Amendment and Supplement to Government Regulation No. 33 Year 1962, SE Angkasa Pura Kemayoran changed its name to SE Angkasa Pura. Furthermore, based on the PP No. 37 Year 1974 on Public Company Angkasa Pura, SE Angkasa Pura continues its establishment and set its business form into Public Corporation (Perum) as defined in Article 2 paragraph (2) of Law No. 9 Year 1969, under the name Public Corporation (Perum) "Angkasa Pura".*

*In the framework of the division of management of airports, Perum Angkasa Pura as stipulated in PP No. 3 Year 1985 was renamed to the Perum Angkasa Pura I based on the PP No. 25 Year 1986. Furthermore, based on PP No. 5 Year 1992 on the Conversion of Perum Angkasa Pura I into a Limited Company (Persero) ("PP No. 5/1992"), the legal entity of Perum Angkasa Pura I is converted into a Limited Company (LC). With the conversion of Perum Angkasa Pura I into a Limited Company (Persero), Perum Angkasa Pura I is liquidated at the time of the establishment of the Company (Persero) with the provision that all rights and obligations, property and employees of General Company (Perum) Angkasa Pura I, which existed at the time of its liquidation are transferred to the Company (Persero).*

*Based on PP No. 104 Year 2021 dated October 6, 2021 regarding Additional State Capital Injection to the Republic of Indonesia to Perusahaan Perseroan (Persero) PT Aviassi Pariwisata Indonesia, all B series shares of the Company owned by the State Republic of Indonesia of 6,414,411 shares were transferred to PT Aviassi Pariwisata Indonesia (Persero). Such transfer changed the status of Perusahaan Perseroan (Persero) PT Angkasa Pura I into Limited Company.*

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**PT ANGKASA PURA I  
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**1. UMUM (lanjutan)**

**a. Pendirian Perusahaan (lanjutan)**

Induk Perusahaan adalah PT Aviassi Pariwisata Indonesia (Persero) dan Induk terakhir Perusahaan adalah Pemerintah Republik Indonesia.

Perusahaan mulai beroperasi sejak dialihkannya status hukum dari Perum menjadi bentuk usaha Perseroan Terbatas (PT) tahun 1993.

Dalam rangka pelaksanaan PP No. 5/1992 ditandatangani Akta Pendirian Perseroan Terbatas Angkasa Pura I (Persero) No. 1 tanggal 2 Januari 1993, sebagaimana diperbaiki dengan Akta Pembetulan No. 95 tanggal 19 Maret 1993 keduanya dibuat di hadapan Muhani Salim S.H., Notaris di Jakarta, yang telah memperoleh pengesahan Menteri Kehakiman berdasarkan Keputusan No. C2-2470.HT.01.01.th.93 tanggal 24 April 1993 dan telah didaftarkan pada Kepaniteraan Pengadilan Negeri Jakarta Pusat No. 1370/1993 tanggal 19 Mei 1993 dan telah diumumkan dalam Berita Negara Republik Indonesia No. 52 tanggal 29 Juni 1993, Tambahan Berita Negara Republik Indonesia No. 2914. Anggaran Dasar Perusahaan beberapa kali mengalami perubahan, terakhir berdasarkan Akta Pernyataan Keputusan Para Pemegang Saham Perusahaan No. 66 tanggal 15 Desember 2021 mengenai perubahan nama Perusahaan dan struktur pemegang saham Perusahaan. Perubahan Anggaran Dasar tersebut telah disetujui oleh Kementerian Hukum dan Hak Asasi Manusia tanggal 13 Januari 2022.

Berdasarkan pasal 3 Anggaran Dasar Perusahaan, kegiatan utama Perusahaan adalah menyelenggarakan usaha jasa kebandarudaraan dan pelayanan jasa terkait bandar udara dan usaha-usaha lainnya yang mempunyai hubungan dengan usaha tersebut sesuai dengan prinsip-prinsip Perseroan Terbatas.

Perusahaan dapat pula mendirikan atau menjalankan perusahaan lainnya yang mempunyai hubungan dengan usaha tersebut di atas baik sendiri-sendiri maupun bersama-sama dengan badan lain sepanjang tidak bertentangan dengan peraturan perundang-undangan yang berlaku dan sesuai dengan ketentuan dalam anggaran dasar Perusahaan.

**1. GENERAL (continued)**

**a. The Company's Establishment (continued)**

*The Company's parent is PT Aviassi Pariwisata Indonesia (Persero) and the Company's ultimate parent is the Government of the Republic Indonesia.*

*The Company started operating since the transfer of legal from Perum to the Limited Liability Company (PT) in 1993.*

*In the implementation of PP No. 5/1992 the Deed of Establishment of a Limited Liability Company Angkasa Pura I (Persero) No. 1 dated January 2, 1993 was signed, as corrected by Deed of Rectification No.95 dated March 19, 1993, in the presence of Muhani Salim S.H., Notary in Jakarta, which has been approved by the Ministry of Justice by Decree No. C2-2470.HT.01.01.th.93 dated April 24, 1993 and was registered at the Central Jakarta District Court No. 1370/1993 dated May 19, 1993 and was published in the State Gazette of the Republic of Indonesia No.52 dated June 29, 1993, the Official Gazette of the Republic of Indonesia No. 2914. The Company's Article of Association has been amended several times, the latest based on Deed of The Company's Shareholders Decision No. 66 dated December 15, 2021 regarding change of the Company's name and the Company's shareholder structure. Such Amendment of Article of Association has been approved by the Ministry of Law and Human Rights dated January 13, 2022.*

*Based on article 3 of the Company's Articles of Association, its main activities are conducting airport service business and other related businesses in conformity with business principles of a Limited Company.*

*The Company may also establish other entities or undertake other ventures related to those business activities either individually or in partnership with other parties provided that those are permissible under the prevailing laws and regulations and the Company's articles of association.*



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**1. UMUM (lanjutan)**

**a. Pendirian Perusahaan (lanjutan)**

Berdasarkan PP No. 77 Tahun 2012 Tentang Perum Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI), jasa pelayanan penerbangan tidak dikelola oleh Perusahaan sejak tanggal 16 Januari 2013.

Perusahaan berkantor pusat di Kemayoran, Jakarta. Pada tahun 2021, bandara yang dikelola oleh Perusahaan sebanyak 15 sesuai Keputusan Menteri Perhubungan No. KM 197 Tahun 2021 tentang Perusahaan sebagai Badan Usaha Bandar Udara (BUBU) yaitu:

- |                     |   |
|---------------------|---|
| 1) Bandara/Airport  | I Gusti Ngurah Rai (DPS) - Bali                           |
| 2) Bandara/Airport  | Juanda Surabaya (SUB) - Surabaya                          |
| 3) Bandara/Airport  | Sultan Hasanuddin (UPG) - Makassar                        |
| 4) Bandara/Airport  | Sultan Aji Muhammad Sulaiman Sepinggan (BPN) - Balikpapan |
| 5) Bandara/Airport  | Frans Kaisiepo (BIK) - Biak                               |
| 6) Bandara/Airport  | Sam Ratulangi (MDC) - Manado                              |
| 7) Bandara/Airport  | Adisutjipto (JOG) - Yogyakarta                            |
| 8) Bandara/Airport  | Adi Soemarmo (SOC) - Surakarta                            |
| 9) Bandara/Airport  | Syamsuddin Noor (BDJ) - Banjarmasin                       |
| 10) Bandara/Airport | Pattimura (AMQ) - Ambon                                   |
| 11) Bandara/Airport | Jendral Ahmad Yani (SRG) - Semarang                       |
| 12) Bandara/Airport | Zainuddin Abdul Madjid (LOP) - Praya                      |
| 13) Bandara/Airport | El Tari (KOE) - Kupang                                    |
| 14) Bandara/Airport | Yogyakarta (YIA) - Kulonprogo                             |
| 15) Bandara/Airport | Sentani (DJJ) - Jayapura                                  |

Berdasarkan Perjanjian Kerja Sama Pemanfaatan (KSP) Barang Milik Negara pada Unit Penyelenggara Bandar Udara (UPBU) Sentani tanggal 13 Oktober 2019, Perusahaan melakukan pengelolaan dan pengembangan Bandar Udara Sentani sejak 1 Januari 2020 sampai dengan 31 Desember 2049 (Catatan 44h).

Disamping itu, ekspansi usaha Perusahaan dilakukan dengan pembentukan entitas anak (Catatan 1c).

**1. GENERAL (continued)**

**a. The Company's Establishment (continued)**

Based on PP No. 77 Year 2012 Regarding Perum of Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI), aviation services are not managed by the Company since January 16, 2013.

The Company is headquartered in Kemayoran, Jakarta. In 2021, airports managed by the Company are as many as 15 according to Decree of the Minister of Communication No. KM 197 Year 2021 regarding the Company as Airport Business Entity (BUBU) which consists of:

Based on the Cooperation Agreement on Utilization of State Property at the Sentani Airport Operational Unit (UPBU) dated October 13, 2019, the Company performs management and development of the Sentani Airport from January 1, 2020 until December 31, 2049 (Note 44h).

In addition, the Company's business expansion is done by establishing subsidiaries (Note 1c).

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**1. UMUM (lanjutan)**

**b. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan**

Susunan Dewan Komisaris dan Direksi Perusahaan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

	<b>31 Desember 2022/ December 31, 2022</b>
<u>Dewan Komisaris</u>	
Komisaris Utama	Djoko Sasono
Komisaris Independen	Erwan Agus Purwanto
Komisaris Independen	Irfan Wahid
Komisaris Independen	Tri Budi Satriyo
Komisaris	Hidayat Amir
Komisaris	Danang Parikesit
Komisaris	Elen Setiadi
<u>Direksi</u>	
Direktur Utama	Faik Fahmi
Direktur Teknik	Lukman F. Laisa
Direktur Operasi	Wendo Asrul Rose
Direktur Keuangan dan Manajemen Risiko	Yudi Rizky Ardie
Direktur <i>Human Capital</i>	Israwadi
Direktur Komersial dan Pelayanan	Dendi T. Danianto
Direktur Pemasaran dan Pelayanan	-
Direktur SDM dan Umum	-
Direktur Pengembangan Usaha	-
Direktur Kepatuhan, Aset dan Pengadaan	-

Berdasarkan Akta Notaris Nanda Fauz Iwan, SH., M.Kn., No. 05 tanggal 12 Desember 2022, mengenai perubahan susunan Dewan Komisaris PT Angkasa Pura I, Perusahaan mengangkat Tuan Hidayat Amir sebagai Komisaris menggantikan Tuan Wempi Saputra. Akta notaris tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-AH.01.09-0085655 tanggal 12 Desember 2022.

Berdasarkan Akta Notaris Nanda Fauz Iwan, SH., M.Kn., No. 29 tanggal 20 Januari 2022, mengenai Pemberhentian dan Pengangkatan Anggota Direksi PT Angkasa Pura I, Perusahaan mengangkat Tuan Yudi Rizky Ardie sebagai Direktur Keuangan dan Manajemen Risiko PT Angkasa Pura I menggantikan Tuan Andy S. Bratamihardja. Akta notaris tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-AH.01.03-0047787 tanggal 21 Januari 2022.

**1. GENERAL (continued)**

**b. Board of Commissioners and Directors, Audit Committee and Employees**

The compositions of the Company's Board of Commissioners and Directors as of December 31, 2022 and 2021 are as follows:

	<b>31 Desember 2021/ December 31, 2021</b>	
		<u>Board of Commissioners</u>
Djoko Sasono	Djoko Sasono	President Commissioner
Erwan Agus Purwanto	Erwan Agus Purwanto	Independent Commissioner
Irfan Wahid	Irfan Wahid	Independent Commissioner
Tri Budi Satriyo	Tri Budi Satriyo	Independent Commissioner
Wempi Saputra	Wempi Saputra	Commissioner
Danang Parikesit	Danang Parikesit	Commissioner
Elen Setiadi	Elen Setiadi	Commissioner
		<u>Directors</u>
Faik Fahmi	Faik Fahmi	President Director
Lukman F. Laisa	Lukman F. Laisa	Technical Director
Wendo Asrul Rose	Wendo Asrul Rose	Operation Director
Andy S. Bratamihardja	Andy S. Bratamihardja	Finance and Risk Management Director
-	-	Human Capital Director
-	-	Commercial and Service Director
Devy W. Suradji	Devy W. Suradji	Marketing and Service Director
M. Arifin Firdaus	M. Arifin Firdaus	Human Capital and General Affair Director
Dendi T. Danianto	Dendi T. Danianto	Business Development Director
Israwadi	Israwadi	Compliance, Asset and Procurement Director

Based on Notarial Deed Nanda Fauz Iwan, SH., M.Kn., No. 05 dated December 12, 2022, regarding changes to the composition of the Board of Commissioner PT Angkasa Pura I, The Company appointed Mr. Hidayat Amir as commissioner replacing Mr. Wempi Saputra. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-AH.01.09-0085655 dated December 12, 2022.

Based on Notarial Deed Nanda Fauz Iwan, SH., M.Kn., No. 29 dated January 20, 2022, regarding Dismissal and Appointment of Members of the Directors PT Angkasa Pura I, The Company appointed Mr. Yudi Rizky Ardie as Finance Director and Risk Management of PT Angkasa Pura I, replacing Mr. Andy S. Bratamihardja. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-AH.01.03-0047787 dated January 21, 2022.

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**1. UMUM (lanjutan)**

**b. Dewan Komisaris dan Direksi, Komite Audit dan Karyawan (lanjutan)**

Berdasarkan Akta Notaris Nanda Fauz Iwan, SH., M.Kn., No. 15 tanggal 22 Desember 2022, mengenai Pemberhentian, Perubahan Nomenklatur Jabatan, Pengalihan Tugas, dan Pengangkatan Anggota-Anggota Direksi PT Angkasa Pura I, Perusahaan mengganti Tuan Dendi Tegar Danianto yang semula Direktur Pengembangan Usaha menjadi Direktur Komersial dan Pelayanan dan Tuan Israwadi yang semula sebagai Direktur Kepatuhan, Aset dan Pengadaan menjadi Direktur *Human Capital*. Akta notaris tersebut telah diberitahukan kepada Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dan memperoleh surat penerimaan pemberitahuan No. AHU-AH.01.09-0090516 tanggal 22 Desember 2022.

Susunan Komite Audit Perusahaan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

	<b>31 Desember 2022/ December 31, 2022</b>
Ketua/Anggota	Erwan Agus Purwanto
Wakil Ketua/Anggota	Hidayat Amir
Anggota	Marta Kurniawan
Anggota	Prayudhi Purba Kesuma

Pada tanggal 31 Desember 2022 dan 2021, jumlah karyawan tetap Kelompok Usaha masing-masing sebanyak 9.884 dan 4.098 orang (tidak diaudit).

Laporan keuangan konsolidasian PT Angkasa Pura I dan entitas anaknya tanggal 31 Desember 2022 dan tahun yang berakhir pada tanggal tersebut diselesaikan dan diotorisasi untuk terbit oleh Direksi Perusahaan pada tanggal 31 Maret 2023. Direksi Perusahaan yang menandatangani Surat Pernyataan Direksi bertanggung jawab atas penyusunan dan penyajian wajar laporan keuangan konsolidasian tersebut.

**1. GENERAL (continued)**

**b. Board of Commissioners and Directors, Audit Committee and Employees (continued)**

Based on Notarial Deed Nanda Fauz Iwan, SH., M.Kn., No. 15 dated December 22, 2022, regarding The Dismissal, The Changes to The Nomenclature of Governance, The Transference of Responsibility, and The Appointment of the Board of Directors of PT Angkasa Pura I, The Company replaced Mr. Dendi Tegar Danianto who was originally the Director of Business Development to become the Director of Commercial and Services and Mr. Israwadi who was originally the Director of Compliance, Assets and Procurement to become the Director of Human Capital. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-AH.01.09-0090516 dated December 22, 2022.

The composition of the Company's Audit Committee as of December 31, 2022 and 2021 are as follows:

	<b>31 Desember 2021/ December 31, 2021</b>	
Erwan Agus Purwanto	Erwan Agus Purwanto	Chairman/Member
Wempi Saputra	Wempi Saputra	Vice Chairman/Member
Suka Edi Prasetyo	Suka Edi Prasetyo	Member
Prayudhi Purba Kesuma	Prayudhi Purba Kesuma	Member

On December 31, 2022 and 2021, the number of permanent employees of the Group are 9,884 and 4,098, respectively (unaudited).

The consolidated financial statements of PT Angkasa Pura I and its subsidiaries as of December 31, 2022 and for the year then ended are completed and authorized for issuance on March 31, 2023 by the Company's Directors. The Company's Directors who signed the Directors' Statement are responsible for the fair preparation and presentation of such consolidated financial statements.

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**1. UMUM (lanjutan)**

**c. Entitas anak**

Laporan keuangan konsolidasian mencakup akun-akun Perusahaan dan entitas anak (selanjutnya disebut "Kelompok Usaha") berikut ini, dimana Perusahaan mempunyai pengendalian:

Nama entitas anak/ Name of subsidiaries	Kegiatan Usaha/ Principal Activity	Domisili/ Domicile	Pendirian dan Beroperasi Komersial/Year of Establishment and Commercial Operation	Kepemilikan/ Percentages of Ownership	Total Aset sebelum Eliminasi/ Total Assets before Elimination	
					2022	2021
PT Angkasa Pura Logistik	Logistik	Jakarta	2012	99,72%	507.151.161	458.037.854
PT Angkasa Pura Hotel	Hotel	Jakarta	2012	99,99%	734.402.710	649.566.966
PT Angkasa Pura Properti	Properti	Jakarta	2012	99,96%	304.076.705	295.290.473
PT Angkasa Pura Suport	Jasa	Jakarta	2012	99,81%	1.043.766.402	1.194.270.460
PT Angkasa Pura Retail	Trading	Jakarta	2014	97,50%	17.897.239	121.718.145

**PT Angkasa Pura Logistik ("APL")**

APL didirikan berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn No. 01 tanggal 6 Januari 2012 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-03158.AH.01.01. tahun 2012 tertanggal 18 Januari 2012.

Anggaran Dasar APL telah beberapa kali mengalami perubahan dan terakhir diubah dengan Akta No. 09 tanggal 29 September 2022. Akta notaris tersebut telah mendapat pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0200557.AH.01.11 tanggal 7 Oktober 2022.

Berdasarkan Akta Notaris Nanda Fauz Iwan, SH., M.Kn., No. 03 tanggal 14 Januari 2021, para pemegang saham APL menyetujui penambahan modal dasar APL menjadi Rp725.000.000 yang terbagi dalam 725.000 lembar saham (angka penuh) dengan nilai nominal per sahamnya sebesar Rp1.000.000 (angka penuh) dan modal ditempatkan dan disetor sebesar Rp181.250.000. Akta notaris tersebut telah mendapat pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0116317.AH.01.11 tanggal 1 Juli 2021.

**1. GENERAL (continued)**

**c. Subsidiaries**

The consolidated financial statements include the accounts of the Company and its subsidiaries (collectively referred to hereafter as "the Group"), over which the Company has control over:

**PT Angkasa Pura Logistik ("APL")**

APL was established based on Notarial Deed of Nanda Fauz Iwan SH, M.Kn No. 01 dated January 6, 2012 and has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-03158.AH.01.01. year 2012 dated January 18, 2012.

The Articles of Association of APL have been amended several times and recently amended by Deed number 09 dated September 29, 2022. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-0200557.AH.01.11 dated October 7, 2022.

Based on Notarial Deed Nanda Fauz Iwan, SH., M.Kn., No. 03 dated January 14, 2021, APL shareholders approved the addition of APL's authorized capital to Rp725,000,000 which is divided into 725,000 shares (full amount) with a nominal value per share of Rp1,000,000 (full amount) and issued and paid-up capital of Rp181,250,000. The deed has been reported to Ministry of Law and Human Rights of the Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-0116317.AH.01.11 dated July 1, 2021.

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**1. UMUM (lanjutan)**

**c. Entitas anak (lanjutan)**

**PT Angkasa Pura Logistik (“APL”) (lanjutan)**

Kegiatan utama APL berdasarkan Anggaran Dasarnya, meliputi bidang Pengumpulan, Pengelolaan dan Pembuangan Limbah dan Sampah serta Aktivitas Pemulihan Material, Kontruksi Khusus, Angkutan Darat dan Angkutan Melalui Saluran Pipa, Angkutan Perairan, Angkutan Udara, Pergudangan dan Aktivitas Penunjang Angkutan, Aktivitas Pos dan Kurir, *Real Estate*, Aktivitas Penyewaan dan Sewa Guna Usaha Tanpa Hak Opsi, dan Aktivitas Agen Perjalanan, Penyelenggara Tur dan Jasa Reservasi Lainnya.

Susunan pemegang saham dan kepemilikan saham APL pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

<b>Pemegang Saham</b>	<b>Total Saham/ Total Shares (Lembar/Shares)</b>	<b>Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid</b>	<b>Persentase Kepemilikan/ Percentage of Ownership (%)</b>	<b>Shareholders</b>
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	180.750	180.750.000	99,72	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	500	500.000	0,28	
<b>Total</b>	<b>181.250</b>	<b>181.250.000</b>	<b>100,00</b>	<b>Total</b>

**PT Angkasa Pura Hotel (“APH”)**

APH didirikan berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn No. 03 tanggal 6 Januari 2012 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-03688.AH.01.01. tahun 2012 tertanggal 20 Januari 2012.

Anggaran Dasar APH telah beberapa kali mengalami perubahan dan terakhir diubah dengan Akta nomor 09 tanggal 31 Oktober 2019. Akta notaris tersebut telah mendapat pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-00090397.AH.01.02 tanggal 5 November 2019.

**1. GENERAL (continued)**

**c. Subsidiaries (continued)**

**PT Angkasa Pura Logistik (“APL”) (continued)**

The main business of APL based on its Articles of Association, comprises of Collection, Treatment and Disposal of Waste and Garbage as well as Material Recovery Activities, Special Construction, Land Transportation and Transportation Through Pipelines, Water Transportation, Air Transportation, Warehousing and Transportation Support Activities, Post and Courier Activities, Real Estate, Rental and Leasing Activities Without Option Rights, and Activities of Travel Agents, Tour Operators and Other Reservation Services.

The details of the shareholders and their share ownerships of APL as of December 31, 2022 and 2021 are as follows:

**PT Angkasa Pura Hotel (“APH”)**

APH was established based on Notarial Deed of Nanda Fauz Iwan SH, M.Kn No. 03 dated January 6, 2012 and has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-03688.AH.01.01. year 2012 dated January 20, 2012.

The Articles of Association of APH have been amended several times and recently amended by Deed number 09 dated October 31, 2019. The deed has been reported to Ministry of Law and Human Rights of Republic of Indonesia and has been acknowledged through its letter of knowledge No. AHU-00090397.AH.01.02 dated November 5, 2019.



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**1. UMUM (lanjutan)**

**c. Entitas anak (lanjutan)**

**PT Angkasa Pura Hotel (“APH”) (lanjutan)**

Berdasarkan Akta Notaris Nanda Fauz Iwan, SH., M.Kn., No. 16 tanggal 17 Februari 2017, para pemegang saham APH menyetujui penambahan modal dasar APH menjadi Rp2.000.000.000 yang terbagi dalam 2.000.000 saham (angka penuh) dengan nilai nominal per sahamnya sebesar Rp1.000.000 (angka penuh) modal ditempatkan dan disetor sebesar Rp649.904.789. Akta notaris tersebut telah mendapat pengesahan Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0005993.AH.01.02 tanggal 10 Maret 2017.

Kegiatan utama APH berdasarkan Anggaran Dasarnya meliputi:

- a. Di bidang perhotelan meliputi penyediaan kamar menginap, *airport hotel, lounge, food and beverage, travel agent*, penyediaan makanan lainnya dan kegiatan usaha yang berkaitan dengan kepariwisataan termasuk didalamnya penyediaan ruangan/tempat konvensi, kongres dan pameran, termasuk pelayanan makan dan minum, pelayanan pencucian pakaian, penyediaan fasilitas akomodasi dan pelayanan lain yang diperlukan.
- b. Di bidang jasa meliputi jasa konsultasi bidang perhotelan, jasa *management hotel, villa*, jasa pelayanan penumpang di Bandara, jasa pengelolaan hotel, jasa rumah makan/restoran, jasa boga makanan dan minuman termasuk penyediaan makanan dan minuman di dalam pesawat terbang.
- c. Di bidang perdagangan meliputi perdagangan makanan dan minuman.

Susunan pemegang saham dan kepemilikan saham APH pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	649.864 40	649.864.789 40.000	99,99 0,01	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
<b>Total</b>	<b>649.904</b>	<b>649.904.789</b>	<b>100,00</b>	<b>Total</b>

**1. GENERAL (continued)**

**c. Subsidiaries (continued)**

**PT Angkasa Pura Hotel (“APH”) (continued)**

Based on Notarial Deed Nanda Fauz Iwan, SH., M.Kn., No. 16 dated February 17, 2017. APH shareholders approved the addition of APH's authorized capital to Rp2,000,000,000 which is divided into 2,000,000 shares (full amount) with a nominal value per share of Rp1,000,000 (full amount) and issued and paid-up capital of Rp649,904,789. The deed has been reported to Ministry of Law and Human Rights of Republic of Indonesia and has been acknowledged through its letter of acknowledgement No. AHU-0005993.AH.01.02 dated March 10, 2017.

The main business of APH based on its Articles of Association consist of:

- a. In the field of hospitality, it includes the provision of stay rooms, airport hotels, lounges, food and beverage, travel agents, provision of other food and tourism related business activities including the provision of convention rooms, conferences and exhibitions, including food and drink services, clothes-washing services, providing accommodation facilities and other services needed.
- b. In the field of services, it includes hospitality consulting services, hotel management services, villas, airport passenger services, hotel management services, restaurant/restaurant services, food and beverage services including the provision of food and beverages on airplanes.
- c. In the field off trade, it includes trade in food and beverages.

The details of the shareholders and their share ownerships of APH as of December 31, 2022 and 2021 are as follows:

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**1. UMUM (lanjutan)**

**c. Entitas anak (lanjutan)**

**PT Angkasa Pura Properti (“APP”)**

APP didirikan berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn., No. 02 tanggal 6 Januari 2012 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-03704.AH.01.01 Tahun 2012 tanggal 20 Januari 2012. Anggaran Dasar APP telah beberapa kali diubah terakhir berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn No. 18 tanggal 07 Januari 2022 tentang Perubahan Anggaran Dasar Mengenai Maksud dan Tujuan Serta Kegiatan Usaha PT Angkasa Pura Properti, dan telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-0002144.AH.01.02. tahun 2022 tanggal 11 Januari 2022.

Kegiatan utama APP berdasarkan Anggaran Dasarnya meliputi konstruksi gedung dan bangunan sipil, konstruksi khusus, perdagangan besar, bukan mobil dan sepeda motor, *real estate*, pengelolaan air, pengelolaan dan daur ulang sampah, aktivitas remediasi dan pengelolaan sampah lainnya, pergudangan dan aktivitas penunjang angkutan, pengelolaan air limbah, aktivitas penyedia jasa untuk gedung dan pertamanan, aktivitas olahraga dan rekreasi lainnya.

APP memiliki modal dasar sebesar Rp168.000.000 terbagi dalam 168.000 saham (angka penuh) dengan nilai nominal saham sebesar Rp1.000.000 (angka penuh) dan modal ditempatkan dan disetor sebesar Rp168.000.000.

Susunan pemegang saham dan kepemilikan saham APP pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

<b>Pemegang Saham</b>	<b>Total Saham/ Total Shares (Lembar/Shares)</b>	<b>Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid</b>	<b>Persentase Kepemilikan/ Percentage of Ownership (%)</b>	<b>Shareholders</b>
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	167.940	167.940.000	99,96	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	60	60.000	0,04	
<b>Total</b>	<b>168.000</b>	<b>168.000.000</b>	<b>100,00</b>	<b>Total</b>

**1. GENERAL (continued)**

**c. Subsidiaries (continued)**

**PT Angkasa Pura Properti (“APP”)**

APP was established based on Notarial Deed of Nanda Fauz Iwan SH, M.Kn., No. 02 dated January 6, 2012 and has been approved by the Ministry of Law and Human Rights through its Decision Letter No. AHU-03704.AH.01.01 Year 2012 dated January 20, 2012. APP's Article of Association has been amended several times, recently through Notarial Deed of Nanda Fauz Iwan SH, M.Kn, No. 18 dated January 07, 2022 regarding Purpose and Objectives and Business Activities of PT Angkasa Pura Properti, and which have been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through its Decision Letter No. AHU-0002144.AH.01.02. Year 2022 dated January 11, 2022.

The main business of APP based on its Articles of Association is comprised of civil construction and building construction, special construction, wholesale trade, non-car and motorbike, real estate, water management, waste management and recycling, remediation activities and other waste management, warehousing and transportation support activities, wastewater management, service provider activities for buildings and landscaping, other sports and recreational activities.

APP has authorized capital of Rp168,000,000 divided into 168,000 shares (full amount) with par value of Rp1,000,000 (full amount) per share issued and fully paid-up capital of Rp168,000,000.

The details of the shareholders and their share ownerships of APP as of December 31, 2022 and 2021 are as follows:

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**1. UMUM (lanjutan)**

**c. Entitas anak (lanjutan)**

**PT Angkasa Pura Suport (“APS”)**

APS didirikan berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn., No. 03 tanggal 9 Februari 2012 dan telah disahkan oleh Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-08735.AH.01.01 Tahun 2012 tanggal 20 Februari 2012. Anggaran Dasar Perusahaan telah beberapa kali diubah, terakhir berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn., No. 10 tanggal 31 Oktober 2019 tentang Perubahan Anggaran Dasar Mengenai Maksud dan Tujuan Serta Kegiatan Usaha PT Angkasa Pura Suport. Akta tersebut telah disahkan melalui keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0090368.AHA.01.02.Tahun 2019 tanggal 5 November 2019.

Kegiatan utama APS berdasarkan Anggaran Dasarnya meliputi jasa pendukung kebandarudaraan serta optimalisasi pemanfaatan sumber daya perseroan untuk menghasilkan barang/jasa yang bermutu tinggi.

APS memiliki modal dasar sebesar Rp1.000.000.000 terbagi dalam 1.000.000 saham (angka penuh) dengan nilai nominal saham sebesar Rp1.000.000 (angka penuh) dan modal ditempatkan dan disetor sebesar Rp250.480.000.

Susunan pemegang saham dan kepemilikan saham APS pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

<b>Pemegang Saham</b>	<b>Total Saham/ Total Shares (Lembar/Shares)</b>	<b>Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid</b>	<b>Persentase Kepemilikan/ Percentage of Ownership (%)</b>	<b>Shareholders</b>
PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)	250.000	250.000.000	99,81	PT Angkasa Pura I Pusat Koperasi Karyawan Angkasa Pura I (Puskokapura)
	480	480.000	0,19	
<b>Total</b>	<b>250.480</b>	<b>250.480.000</b>	<b>100,00</b>	<b>Total</b>

**1. GENERAL (continued)**

**c. Subsidiaries (continued)**

**PT Angkasa Pura Suport (“APS”)**

APS was established based on Notarial Deed of Notary Nanda Fauz Iwan SH, M.Kn., No. 03 dated February 9, 2012 and has been approved by the Ministry of Law and Human Rights through its Decision Letter No. AHU-08735.AH.01.01 Year 2012 dated February 20, 2012. The Article of Association has been amended several times, recently based on Notarial Deed of Notary Nanda Fauz Iwan SH, M.Kn., No. 10 dated October 31, 2019 regarding Purpose and Objectives and Business Activities of PT Angkasa Pura Suport. The Deed has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0090368.AHA.01.02.Year 2019 dated November 5, 2019.

The main activities of the APS based on its Articles of Association include airport support services and optimizing the use of company resources to produce high-quality goods/services.

APS has authorized capital of Rp1,000,000,000 divided into 1,000,000 shares (full amount) with par value of Rp1,000,000 (full amount) per share and issued and fully paid-up capital of Rp250,480,000.

The details of the shareholders and their share ownerships of APS as of December 31, 2022 and 2021 are as follows:

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**1. UMUM (lanjutan)**

**c. Entitas anak (lanjutan)**

**PT Angkasa Pura Retail (“APR”)**

APR didirikan berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn No. 11 tanggal 23 September 2014 dan telah disahkan oleh Menteri Hukum dan Hak Asasi Manusia Republik Indonesia melalui Surat Keputusan No. AHU-AH.26401.40.10 tahun 2014 tertanggal 24 September 2014.

Anggaran Dasar Perusahaan telah beberapa kali diubah, terakhir berdasarkan Akta Notaris Nanda Fauz Iwan SH, M.Kn., No. 06 tanggal 10 Juni 2021 tentang Perubahan Anggaran Dasar Mengenai Maksud dan Tujuan Serta Kegiatan Usaha Perusahaan. Akta tersebut telah disahkan melalui keputusan Menteri Hukum dan Hak Asasi Manusia Republik Indonesia No. AHU-0033848.AH.01.02.Tahun 2021 tanggal 14 Juni 2021.

Kegiatan utama APR berdasarkan Anggaran Dasarnya adalah menjalankan usaha dalam bidang pengelolaan Retail dan *Food & Beverages* yang ditujukan kepada para pengguna jasa bandar udara.

APR memiliki modal dasar sebesar Rp200.000.000 terbagi dalam 200.000 saham (angka penuh) dengan nilai nominal saham sebesar Rp1.000.000 (angka penuh) dan modal ditempatkan dan disetor sebesar Rp50.000.000.

Susunan pemegang saham dan kepemilikan saham APR pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Pemegang Saham	Total Saham/ Total Shares (Lembar/Shares)	Saham Ditempatkan dan Disetor/ Shares Issued and Fully Paid	Persentase Kepemilikan/ Percentage of Ownership (%)	Shareholders
PT Angkasa Pura I	48.750	48.750.000	97,50	PT Angkasa Pura I
PT Angkasa Pura Hotel	1.250	1.250.000	2,50	PT Angkasa Pura Hotel
<b>Total</b>	<b>50.000</b>	<b>50.000.000</b>	<b>100,00</b>	<b>Total</b>

**1. GENERAL (continued)**

**c. Subsidiaries (continued)**

**PT Angkasa Pura Retail (“APR”)**

APR was established based on Notarial Deed of Nanda Fauz Iwan SH, M.Kn No. 11 dated September 24, 2014 and has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia through Decision Letter No. AHU-AH.26401.40.10 year 2014 dated September 24, 2014.

The Article of Association has been amended several times, recently based on Notarial Deed of Notary Nanda Fauz Iwan SH, M.Kn., No. 06 dated June 10, 2021 regarding Purpose and Objectives and Business Activities of the Company. The Deed has been approved by the Ministry of Law and Human Rights of the Republic of Indonesia No. AHU-0033848.AH.01.02.Tahun 2021 dated June 14, 2021.

The main business of APR based on its Articles of Association is comprised of businesses in the field of Retail and Food & Beverages management aimed at airport service users.

APR has authorized capital of Rp200,000,000 divided into 200,000 shares (full amount) with par value of Rp1,000,000 (full amount) per share and issued and fully paid-up capital of Rp50,000,000.

The details of the shareholders and their share ownerships of APR as of December 31, 2022 and 2021 are as follows:

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN**

Laporan keuangan konsolidasian telah disusun sesuai dengan Standar Akuntansi Keuangan di Indonesia ("SAK"), yang mencakup Pernyataan dan Interpretasi yang dikeluarkan oleh Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia (DSAK IAI) dan Peraturan-Peraturan serta Pedoman Penyajian dan Pengungkapan Laporan Keuangan yang diterbitkan oleh Otoritas Jasa Keuangan ("OJK").

Kebijakan ini telah diterapkan secara konsisten terhadap seluruh periode yang disajikan, kecuali jika dinyatakan lain.

**a. Dasar penyajian laporan keuangan konsolidasian**

Laporan keuangan konsolidasian disusun berdasarkan konsep akrual, kecuali laporan arus kas konsolidasian, dengan menggunakan konsep biaya historis, kecuali seperti yang disebutkan dalam Catatan atas laporan keuangan konsolidasian yang relevan.

Laporan arus kas konsolidasian disajikan dengan menggunakan metode langsung yang mengelompokkan penerimaan dan pengeluaran kas dan setara kas ke dalam aktivitas operasi, investasi dan pendanaan. Untuk tujuan penyajian laporan arus kas konsolidasian, kas dan setara kas terdiri dari kas dan bank, simpanan yang sewaktu-waktu bisa dicairkan dan investasi lancar jangka pendek lainnya yang jatuh tempo dalam waktu 3 (tiga) bulan atau kurang, dikurangi dengan cerukan.

Kebijakan akuntansi yang diterapkan oleh Kelompok Usaha adalah selaras bagi tahun yang dicakup oleh laporan keuangan konsolidasian, kecuali untuk standar akuntansi baru dan revisi seperti diungkapkan pada Catatan 2b dibawah ini.

Kelompok Usaha telah menyusun laporan keuangan konsolidasian dengan dasar bahwa Kelompok Usaha akan terus beroperasi secara berkesinambungan.

Seluruh angka dalam laporan keuangan konsolidasian ini, dibulatkan dan disajikan dalam ribuan Rupiah ("Rp"), kecuali dinyatakan lain.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The consolidated financial statements have been prepared in accordance with Indonesian Financial Accounting Standards ("SAK"), which comprise the Statements and Interpretations issued by the Board of Financial Accounting Standards of the Indonesian Institute of Accountants (Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia or DSAK IAI) and the Regulations and Guidelines on Financial Statement Presentation and Disclosures issued by Financial Services Authority (Otoritas Jasa Keuangan" or "OJK").

These policies have been consistently applied to all periods presented, unless otherwise stated.

**a. Basis of preparation of the consolidated financial statements**

The consolidated financial statements have been prepared on the accrual basis, except for the consolidated statement of cash flows, using the historical cost concept of accounting, except as disclosed in the relevant Notes to the consolidated financial statements herein.

The consolidated statement of cash flows is presented using the direct method by classifying the receipts and disbursements of cash and cash equivalents into operating, investing and financing activities. For the purpose of the consolidated statement of cash flows, cash and cash equivalents include cash on hand and in banks, deposits held at call with banks and other short-term highly liquid investments with original maturities of 3 (three) months or less, net of bank overdrafts.

The accounting policies adopted by the Group are consistently applied for the years covered by the consolidated financial statements, except for new and revised accounting standards as disclosed in the following Note 2b.

The Group has prepared the consolidated financial statements on the basis that it will continue to operate as a going concern.

All figures in the consolidated financial statements are rounded and expressed in thousands of Rupiah ("Rp"), unless otherwise stated.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**b. Perubahan kebijakan akuntansi**

Kelompok Usaha menerapkan pertama kali seluruh standar baru dan/atau yang direvisi yang berlaku efektif untuk periode yang dimulai pada atau setelah 1 Januari 2022, termasuk standar yang direvisi berikut ini yang mempengaruhi laporan keuangan konsolidasian Kelompok Usaha:

Amandemen PSAK 22: Kombinasi Bisnis - Rujukan ke Kerangka Konseptual

Amandemen ini mengklarifikasi interaksi antara PSAK 22, PSAK 57, ISAK 30 dan Kerangka Konseptual Pelaporan Keuangan.

Secara umum, amandemen PSAK 22:

- Menambahkan deskripsi terkait "liabilitas dan liabilitas kontinjensi dalam ruang lingkup PSAK 57 atau ISAK 30".
- Mengklarifikasi liabilitas kontinjensi yang telah diakui pada tanggal akuisisi.
- Menambahkan definisi aset kontinjensi dan perlakuan akuntansinya.

Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha.

Amandemen PSAK 57: Provisi, Liabilitas Kontinjensi, dan Aset Kontinjensi tentang Kontrak Merugi-Biaya Memenuhi Kontrak

Amandemen PSAK 57 mengatur biaya-biaya untuk memenuhi kontrak merugi terdiri dari biaya yang terkait langsung dengan kontrak, dimana terdiri dari:

1. biaya inkremental untuk memenuhi kontrak tersebut, dan
2. alokasi biaya lain yang berhubungan langsung untuk memenuhi kontrak.

Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**b. Changes in accounting principles**

The Group made first time adoption of all the new and/or revised standards effective for the periods beginning on or after January 1, 2022, including the following revised standards that have affected the consolidated financial statements of the Group:

Amendments to PSAK 22: Business Combinations - Reference to Conceptual Frameworks

These amendments clarify the interactions between PSAK 22, PSAK 57, ISAK 30 and the Conceptual Framework of Financial Reporting.

In general, the amendments to PSAK 22:

- Add a description regarding "liabilities and contingent liabilities within the scope of PSAK 57 or ISAK 30".
- Clarify the contingent liabilities recognized at the acquisition date.
- Add definition of a contingent asset and its accounting treatment.

These amendments had no impact on the consolidated financial statements of the Group.

Amendments to PSAK 57: Provisions, Contingent Liabilities, and Contingent Assets - Onerous Contract Fulfillment Costs

The amendments to PSAK 57 regulate the costs to fulfill an onerous contract which consist of costs that are directly related to the contract, which is comprised of:

1. incremental costs to fulfill the contract, and
2. allocation of other costs that are directly related to fulfilling the contract.

These amendments had no impact on the consolidated financial statements of the Group.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**b. Perubahan kebijakan akuntansi (lanjutan)**

Penyesuaian Tahunan 2020 - PSAK 71:  
Instrumen Keuangan

Amandemen ini mengklarifikasi biaya yang diperhitungkan entitas dalam mengevaluasi apakah persyaratan yang dimodifikasi dari suatu liabilitas keuangan menyebabkan penghentian pengakuan liabilitas keuangan orisinal dan pengakuan liabilitas keuangan baru. Biaya tersebut hanya mencakup yang dibayarkan atau diterima antara peminjam dan pemberi pinjaman, termasuk *fee* yang dibayarkan atau diterima baik oleh peminjam atau pemberi pinjaman atas nama pihak lain.

Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha.

Penyesuaian Tahunan 2020 - PSAK 73: Sewa

Amandemen terhadap Contoh Ilustrasi 13 yang merupakan bagian dari PSAK 73 menghilangkan dari contoh ilustrasi penggantian perbaikan properti sewaan oleh pesewa untuk mengatasi potensi kebingungan mengenai perlakuan insentif sewa yang mungkin timbul karena cara insentif sewa diilustrasikan dalam contoh tersebut.

Amandemen ini tidak berdampak pada laporan keuangan konsolidasian Kelompok Usaha.

**c. Prinsip-prinsip Konsolidasi**

Laporan keuangan konsolidasian meliputi laporan keuangan Perusahaan dan entitas anaknya seperti yang diungkapkan dalam Catatan 1c.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**b. Changes in accounting principles  
(continued)**

2020 Annual Improvements - PSAK 71:  
Financial Instruments

*These amendment clarifies the fees that an entity includes when assessing whether the modified terms of a financial liability requires a derecognition of the original financial liability and a recognition of a new financial liability. These fees include only those paid or received between the borrower and the lender, including fees paid or received by either the borrower or lender on the other's behalf.*

*These amendments had no impact on the consolidated financial statements of the Group.*

2020 Annual Improvements - PSAK 73: Leases

*The amendment to Example Illustration 13 which is a part of PSAK 73 removes from the example the illustration of the reimbursement of leasehold improvements by the lessor in order to resolve any potential confusion regarding the treatment of lease incentives that might arise because of how lease incentives are illustrated in that example.*

*These amendments had no impact on the consolidated financial statements of the Group.*

**c. Principles of Consolidation**

*The consolidated financial statements include the financial statements of the Company and its subsidiaries as disclosed in Note 1c.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**c. Prinsip-prinsip Konsolidasi (lanjutan)**

Entitas anak merupakan semua entitas dimana Perusahaan terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan entitas tersebut dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas entitas tersebut. Dengan demikian, suatu entitas dianggap sebagai entitas anak jika dan hanya jika Perusahaan memiliki kekuasaan atas entitas tersebut, eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan entitas tersebut dan kemampuan untuk menggunakan kekuasaannya atas entitas tersebut untuk mempengaruhi jumlah imbal hasil Perusahaan.

Semua saldo dan transaksi antar entitas yang material, termasuk keuntungan atau kerugian yang belum direalisasi, jika ada, dieliminasi untuk mencerminkan posisi keuangan dan hasil operasi Kelompok Usaha sebagai satu kesatuan usaha. Kebijakan akuntansi di entitas anak telah diubah seperlunya agar konsisten dengan kebijakan akuntansi yang diterapkan oleh Kelompok Usaha.

Entitas anak dikonsolidasikan mulai dari tanggal pengendalian beralih kepada Perusahaan dan tidak lagi dikonsolidasikan dari tanggal hilangnya pengendalian.

Kendali diperoleh bila Kelompok Usaha terekspos atau memiliki hak atas imbal hasil variabel dari keterlibatannya dengan *investee* dan memiliki kemampuan untuk mempengaruhi imbal hasil tersebut melalui kekuasaannya atas *investee*. Dengan demikian, investor mengendalikan *investee* jika dan hanya jika investor memiliki seluruh hal berikut ini:

- i) Kekuasaan atas *investee*, yaitu hak yang ada saat ini yang memberi investor kemampuan kini untuk mengarahkan aktivitas relevan dari *investee*,
- ii) Eksposur atau hak atas imbal hasil variabel dari keterlibatannya dengan *investee*, dan
- iii) Kemampuan untuk menggunakan kekuasaannya atas *investee* untuk mempengaruhi jumlah imbal hasil.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**c. Principles of Consolidation (continued)**

*Subsidiaries are all entities over which the Company is exposed, or has rights, to variable returns from its involvement with the entities and have the ability to affect those returns through its power over the entities. Thus, an entity is considered a subsidiary if and only if the Company has power over the entity, the exposures or rights to variable returns from its involvement with the entity and the ability to use its power over the investee to affect the amount of the Company's returns.*

*All material intercompany accounts and transactions, including unrealized gains or losses, if any, are eliminated to reflect the financial position and the results of operations of the Group as a single business entity. Accounting policies of subsidiaries have been changed where necessary to ensure consistency with the policies adopted by the Group.*

*Subsidiaries are fully consolidated from the date on which control is transferred to the Company. They are deconsolidated from the date on which that control ceases.*

*Control is achieved when the Group is exposed, or has rights, to variable returns from its involvement with the investee and the ability to affect those returns through its power over the investee. Thus, the Group controls an investee if and only if the Group has the following:*

- i) Power over the investee, that is existing rights that give the Group current ability to direct the relevant activities of the investee,*
- ii) Exposure, or rights, to variable returns from its involvement with the investee, and*
- iii) The ability to use its power over the investee to affect its returns.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**c. Prinsip-prinsip Konsolidasi (lanjutan)**

Bila Kelompok Usaha tidak memiliki hak suara atau hak serupa secara mayoritas atas suatu *investee*, Kelompok Usaha mempertimbangkan semua fakta dan keadaan yang relevan dalam mengevaluasi apakah mereka memiliki kekuasaan atas *investee*, termasuk:

- i) Pengaturan kontraktual dengan pemilik hak suara lainnya dari *investee*,
- ii) Hak yang timbul atas pengaturan kontraktual lain, dan
- iii) Hak suara dan hak suara potensial yang dimiliki Kelompok Usaha.

Kelompok Usaha menilai kembali apakah mereka mengendalikan *investee* bila fakta dan keadaan mengindikasikan adanya perubahan terhadap satu atau lebih dari ketiga elemen dari pengendalian. Konsolidasi atas entitas-entitas anak dimulai sejak Kelompok Usaha memperoleh pengendalian atas entitas anak dan berakhir pada saat Kelompok Usaha kehilangan pengendalian atas entitas anak. Aset, liabilitas, penghasilan dan beban dari entitas anak yang diakuisisi pada tahun tertentu disertakan dalam laporan keuangan konsolidasian sejak tanggal Kelompok Usaha memperoleh kendali sampai tanggal Kelompok usaha tidak lagi mengendalikan entitas anak tersebut.

Seluruh laba rugi dan setiap komponen penghasilan komprehensif lain ("PKL") diatribusikan pada pemilik entitas induk dan pada kepentingan nonpengendali ("KNP"), walaupun hal ini akan menyebabkan saldo KNP yang defisit. Bila dipandang perlu, penyesuaian dilakukan terhadap laporan keuangan entitas anak untuk diselaraskan dengan kebijakan akuntansi Kelompok Usaha.

Seluruh aset dan liabilitas, ekuitas, penghasilan dan beban dan arus kas atas transaksi antar anggota Kelompok Usaha dieliminasi sepenuhnya pada saat konsolidasi.

Perubahan dalam bagian kepemilikan entitas induk pada entitas anak yang tidak mengakibatkan hilangnya pengendalian, dicatat sebagai transaksi ekuitas. Bila kehilangan pengendalian atas suatu entitas anak, maka Kelompok Usaha menghentikan pengakuan atas aset (termasuk *goodwill*), liabilitas dan komponen lain dari ekuitas terkait, dan selisihnya diakui pada laba rugi. Bagian dari investasi yang tersisa diakui pada nilai wajar.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**c. Principles of Consolidation (continued)**

*When the Group has less than a majority of the voting or similar rights of an investee, the Group considers all relevant facts and circumstances in assessing whether it has power over an investee, including:*

- i) The contractual arrangement with the other vote holders of the investee,*
- ii) Rights arising from other contractual arrangements, and*
- iii) The Group's voting rights and potential voting rights.*

*The Group re-assesses whether it controls an investee if facts and circumstances indicate that there are changes to one or more of the three elements of control. Consolidation of a subsidiary begins when the Group obtains control over the subsidiary and ceases when the Group loses control of the subsidiary. Assets, liabilities, income and expenses of a subsidiary acquired during the year are included in the consolidated financial statements from the date the Group gains control until the date the Group ceases to control the subsidiary.*

*Profit or loss and each component of other comprehensive income ("OCI") are attributed to the equity holders of the parent of the Group and to the non-controlling interests ("NCI"), even if this results in the NCI having a deficit balance. When necessary, adjustments are made to the financial statements of subsidiaries to bring their accounting policies into line with the Group's accounting policies.*

*All intra-group assets and liabilities, equity, income, expenses and cash flows in relation to transactions between members of the Group are eliminated in full on consolidation.*

*A change in the parent's ownership interest in a subsidiary, without a loss of control, is accounted for as an equity transaction. If the Group loses control over a subsidiary, it derecognizes the related assets (including goodwill), liabilities, NCI and other components of equity, while the difference is recognized in the profit or loss. Any investment retained is recognized at fair value.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**d. Standar akuntansi yang telah disahkan  
namun belum berlaku efektif**

Standar akuntansi dan interpretasi yang telah disahkan oleh Dewan Standar Akuntansi Keuangan (DSAK), tetapi belum berlaku efektif untuk laporan keuangan konsolidasian tahun berjalan diungkapkan di bawah ini. Kelompok Usaha bermaksud untuk menerapkan standar tersebut, jika dipandang relevan, saat telah menjadi efektif.

**Mulai efektif pada atau setelah tanggal 1  
Januari 2023**

Amandemen PSAK 16: Aset Tetap - Hasil  
sebelum Penggunaan yang Diintensikan

Amandemen ini tidak memperbolehkan entitas untuk mengurangi suatu hasil penjualan item yang diproduksi saat membawa aset tersebut ke lokasi dan kondisi yang diperlukan supaya aset dapat beroperasi sesuai dengan intensi manajemen dari biaya perolehan suatu aset tetap. Sebaliknya, entitas mengakui hasil dari penjualan item-item tersebut, dan biaya untuk memproduksi item-item tersebut, dalam laba rugi.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dan diterapkan secara retrospektif untuk aset tetap yang tersedia untuk digunakan pada atau setelah awal dari periode sajian paling awal dimana entitas pertama kali menerapkan amandemen tersebut.

Amandemen tersebut diperkirakan tidak akan berdampak material terhadap pelaporan keuangan Kelompok Usaha.

Amandemen PSAK 1: Penyajian Laporan  
Keuangan Tentang Klasifikasi Liabilitas sebagai  
Jangka Pendek atau Jangka Panjang

Amandemen ini menentukan persyaratan untuk mengklasifikasikan suatu liabilitas sebagai jangka pendek atau jangka panjang dan menjelaskan:

1. hal yang dimaksud sebagai hak untuk menangguhkan pelunasan,
2. hak untuk menangguhkan pelunasan harus ada pada akhir periode pelaporan,
3. klasifikasi tersebut tidak dipengaruhi oleh kemungkinan entitas akan menggunakan hak nya untuk menangguhkan liabilitas, dan

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**d. Accounting standards issued but not yet  
effective**

The standards and interpretations that are issued by the Indonesian Financial Accounting Standards Board (DSAK), but not yet effective for current consolidated financial statements are disclosed below. The Group intends to adopt these standards, if applicable, when they become effective.

**Effective beginning on or after January 1,  
2023**

Amendments to PSAK 16: Fixed Assets -  
Proceeds before Intended Use

These amendments prohibit entities to deduct from the cost of an item of fixed assets, any proceeds from selling items produced while bringing that asset to the location and condition necessary for it to be capable of operating in the manner intended by management. Instead, an entity recognizes the proceeds from selling such items, and the costs of producing those items, in the profit or loss.

The amendment is effective for annual reporting periods beginning on or after January 1, 2023 and shall be applied retrospectively to items of property, plant and equipment made available for use on or after the beginning of the earliest period presented when the entity first applies the amendment.

The amendments are not expected to have a material impact on the financial reporting of the Group.

Amendments to PSAK 1: Presentation of  
Financial Statements - Classification of a  
Liability as current or non-current

The amendments specify the requirements for classifying liabilities as current or non-current and clarify:

1. what is meant by a right to defer settlement,
2. the right to defer must exist at the end of the reporting period,
3. classification is not affected by the likelihood that an entity will exercise its deferral right, and



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**d. Standar akuntansi yang telah disahkan  
namun belum berlaku efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1  
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Amandemen PSAK 1: Penyajian Laporan  
Keuangan Tentang Klasifikasi Liabilitas sebagai  
Jangka Pendek atau Jangka Panjang (lanjutan)

Amandemen ini menentukan persyaratan untuk mengklasifikasikan suatu liabilitas sebagai jangka pendek atau jangka panjang dan menjelaskan: (lanjutan)

4. hanya jika derivatif melekat pada liabilitas konversi tersebut adalah suatu instrumen ekuitas, maka syarat dan ketentuan dari suatu liabilitas konversi tidak akan berdampak pada klasifikasinya.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dan diterapkan secara retrospektif.

Amandemen tersebut diekspektasikan tidak akan berdampak material terhadap pelaporan keuangan Kelompok Usaha.

Amandemen PSAK 1: Penyajian laporan  
keuangan tentang Pengungkapan Kebijakan  
Akuntansi

Amandemen ini memberikan panduan dan contoh untuk membantu entitas menerapkan pertimbangan materialitas dalam pengungkapan kebijakan akuntansi. Amandemen tersebut bertujuan untuk membantu entitas menyediakan pengungkapan kebijakan akuntansi yang lebih berguna dengan mengganti persyaratan untuk mengungkapkan kebijakan akuntansi 'signifikan' entitas dengan persyaratan untuk mengungkapkan kebijakan akuntansi 'material' entitas dan menambahkan panduan tentang bagaimana entitas menerapkan konsep materialitas dalam membuat keputusan tentang pengungkapan kebijakan akuntansi.

Amandemen ini berlaku efektif pada atau setelah tanggal 1 Januari 2023 dengan penerapan dini diperkenankan. Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pengungkapan kebijakan akuntansi Kelompok Usaha.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**d. Accounting standards issued but not yet  
effective (continued)**

**Effective beginning on or after January 1,  
2023 (continued)**

Amendments to PSAK 1: Presentation of  
Financial Statements - Classification of a  
Liability as current or non-current (continued)

These amendments specify the requirements for classifying liabilities as current or non-current and clarify: (continued)

4. only if an embedded derivative in a convertible liability is an equity instrument would the terms and conditions of a liability will not impact its classification.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023 and shall be applied retrospectively.

The amendments are not expected to have a material impact on the financial reporting of the Group.

Amendment of PSAK 1: Presentation of  
financial statement - Disclosure of accounting  
policies

This amendment provides guidance and examples to help entities apply materiality judgements to accounting policy disclosures. The amendment aim to help entities provide accounting policy disclosures that are more useful by replacing the requirement for entities to disclose their 'significant' accounting policies with a requirement to disclose their 'material' accounting policies and adding guidance on how entities apply the concept of materiality in making decisions about accounting policy disclosures.

The amendment is effective on or after 1 January 2023 with earlier application permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's accounting policy disclosures.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**d. Standar akuntansi yang telah disahkan  
namun belum berlaku efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1  
Januari 2023 (lanjutan)**

Amandemen PSAK 25: Kebijakan Akuntansi,  
Perubahan Estimasi Akuntansi, dan Kesalahan  
terkait Definisi Estimasi Akuntansi

Amandemen tersebut memperkenalkan definisi 'estimasi akuntansi' dan mengklarifikasi perbedaan antara perubahan estimasi akuntansi dan perubahan kebijakan akuntansi dan koreksi kesalahan. Amandemen tersebut juga mengklarifikasi bagaimana entitas menggunakan teknik pengukuran dan input untuk mengembangkan estimasi akuntansi.

Amandemen tersebut berlaku efektif pada tanggal 1 Januari 2023 dan berlaku untuk perubahan kebijakan akuntansi dan perubahan estimasi akuntansi yang terjadi pada atau setelah awal periode tersebut. Penerapan dini diperkenankan. Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Kelompok Usaha.

Amandemen PSAK 46: Pajak Penghasilan  
tentang Pajak Tangguhan Terkait Aset dan  
Liabilitas Yang Timbul Dari Transaksi Tunggal

Amandemen ini mengusulkan agar entitas mengakui aset maupun liabilitas pajak tangguhan pada saat pengakuan awalnya sebagai contoh dari transaksi sewa, untuk mengeliminasi perbedaan praktik saat ini atas transaksi tersebut dan transaksi lain yang serupa.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2023 dengan penerapan dini diperkenankan. Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Kelompok Usaha.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**d. Accounting standards issued but not yet  
effective (continued)**

**Effective beginning on or after January 1,  
2023 (continued)**

Amendment of PSAK 25: Accounting Policies,  
Changes in Accounting Estimates and Errors -  
Definition of Accounting Estimates

The amendment introduces a definition of 'accounting estimates' and clarify the distinction between changes in accounting estimates and changes in accounting policies and the correction of errors. Also, they clarify how entities use measurement techniques and inputs to develop accounting estimates.

The amendmen is effective on or after January 1, 2023 and apply to changes in accounting policies and changes in accounting estimates that occur on or after the start of that period. Earlier application is permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

Amendment of PSAK 46: Income Taxes -  
Deferred Tax related to Assets and Liabilities  
arising from a Single Transaction

This amendment proposes that entities recognize deferred tax assets and liabilities at the time of initial recognition, for example from a lease transaction, to eliminate differences in current practice for such transactions and similar transactions.

The amendments are effective for annual reporting periods beginning on or after January 1, 2023 with early adoption permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**d. Standar akuntansi yang telah disahkan  
namun belum berlaku efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1  
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Amandemen PSAK 1: Liabilitas Jangka Panjang  
dengan Kovenan

Amandemen ini mengklarifikasi bahwa hanya kovenan yang harus dipatuhi entitas pada atau sebelum tanggal pelaporan yang akan memengaruhi klasifikasi liabilitas sebagai lancar atau tidak lancar.

Amandemen tersebut berlaku efektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024 dengan penerapan dini diperkenankan.

Entitas menerapkan amandemen PSAK 1 (Oktober 2020) tentang klasifikasi liabilitas sebagai jangka pendek atau jangka panjang pada periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024 secara retrospektif sesuai dengan PSAK 25. Jika entitas menerapkan amandemen PSAK 1 (Oktober 2020) pada periode yang lebih awal setelah terbitnya amandemen PSAK 1 (Desember 2022) tentang liabilitas jangka panjang dengan kovenan, maka entitas juga menerapkan amandemen PSAK 1 (Desember 2022) pada periode tersebut. Jika entitas menerapkan amandemen PSAK 1 (Oktober 2020) untuk periode sebelumnya, maka entitas mengungkapkan fakta tersebut.

Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Kelompok Usaha.

Amandemen PSAK 73: Liabilitas Sewa dalam  
Jual Beli dan Sewa-balik

Amandemen PSAK 73 Sewa menetapkan persyaratan yang digunakan penjual-penyewa dalam mengukur kewajiban sewa yang timbul dalam transaksi jual beli dan sewa-balik, untuk memastikan penjual-penyewa tidak mengakui jumlah setiap keuntungan atau kerugian yang terkait dengan hak guna yang dipertahankan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**d. Accounting standards issued but not yet  
effective (continued)**

**Effective beginning on or after January 1,  
2024**

Amendment of PSAK 1: Non-current Liabilities  
with Covenants

This amendment clarifies that only covenants with which entities must comply on or before the reporting date will affect a liability's classification as current or non-current.

The amendments are effective for annual reporting periods beginning on or after January 1, 2024 with early adoption permitted.

Entities apply amendments retrospectively to PSAK 1 (October 2020) regarding the classification of a liability as current or non-current for financial reporting starting on or after January 1, 2024 in accordance with PSAK 25. If entities apply the amendments to PSAK 1 (October 2020) in a period that earlier after the issuance of the amendment to PSAK 1 (December 2022) regarding non-current liabilities with covenants, entities also apply the amendment to PSAK 1 (December 2022) in that period. If entities apply the amendments to PSAK 1 (October 2020) for the previous period, the entity shall disclose this fact.

The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

Amendment to PSAK 73: Lease Liability in a  
Sale and Leaseback

The amendment to PSAK 73 Leases specifies the requirements that a seller-lessee uses in measuring the lease liability arising in a sale and leaseback transaction, to ensure the seller-lessee does not recognise any amount of the gain or loss that relates to the right of use it retains.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**d. Standar akuntansi yang telah disahkan  
namun belum berlaku efektif (lanjutan)**

**Mulai efektif pada atau setelah tanggal 1  
Januari 2024 (lanjutan)**

Amandemen PSAK 73: Liabilitas Sewa dalam  
Jual Beli dan Sewa-balik (lanjutan)

Amandemen berlaku secara retrospektif untuk periode pelaporan tahunan yang dimulai pada atau setelah 1 Januari 2024. Penerapan dini diperkenankan. Kelompok Usaha saat ini sedang menilai dampak dari amandemen tersebut untuk menentukan dampaknya terhadap pelaporan keuangan Kelompok Usaha.

**Mulai efektif pada atau setelah tanggal 1  
Januari 2025**

PSAK 74: Kontrak Asuransi

Standar akuntansi baru yang komprehensif untuk kontrak asuransi yang mencakup pengakuan dan pengukuran, penyajian dan pengungkapan, pada saat berlaku efektif PSAK 74 akan menggantikan PSAK 62: Kontrak Asuransi. PSAK 74 berlaku untuk semua jenis kontrak asuransi, jiwa, non-jiwa, asuransi langsung dan reasuransi, terlepas dari entitas yang menerbitkannya, serta untuk jaminan dan instrumen keuangan tertentu dengan fitur partisipasi tidak mengikat, serta beberapa pengecualian ruang lingkup akan berlaku. Tujuan keseluruhan dari PSAK 74 adalah untuk menyediakan model akuntansi untuk kontrak asuransi yang lebih bermanfaat dan konsisten untuk asuradur.

PSAK 74 berlaku efektif untuk periode pelaporan yang dimulai pada atau setelah tanggal 1 Januari 2025, dengan mensyaratkan angka komparatif. Penerapan dini diperkenankan bila entitas juga menerapkan PSAK 71 dan PSAK 72 pada atau sebelum tanggal penerapan awal PSAK 74. Standar ini tidak diharapkan memiliki dampak pada pelaporan keuangan Kelompok Usaha pada saat diadopsi untuk pertama kali.

**e. Transaksi dengan pihak-pihak berelasi**

Perusahaan dan entitas anaknya melakukan transaksi dengan pihak berelasi sesuai dengan definisi yang diuraikan pada PSAK 7.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**d. Accounting standards issued but not yet  
effective (continued)**

**Effective beginning on or after January 1,  
2024 (continued)**

Amendment to PSAK 73: Lease Liability in a  
Sale and Leaseback (continued)

The amendment applies retrospectively to annual reporting periods beginning on or after January 1, 2024. Earlier application is permitted. The Group is currently assessing the impact of the amendment to determine the impact they will have on the Group's financial reporting.

**Effective beginning on or after January 1,  
2025**

PSAK 74: Insurance Contracts

A comprehensive new accounting standard for insurance contracts covering recognition and measurement, presentation and disclosure, upon its effective date, PSAK 74 will replace PSAK 62: Insurance Contracts. PSAK 74 applies to all types of insurance contracts, life, non-life, direct insurance and re-insurance, regardless of the entities issuing them, as well as to certain guarantees and financial instruments with discretionary participation features, while a few scope exceptions will apply. The overall objective of PSAK 74 is to provide an accounting model for insurance contracts that is more useful and consistent for insurers.

PSAK 74 will be effective for reporting periods beginning on or after 1 January 2025, with comparative figures required. Early application is permitted, provided the entity also applies PSAK 71 and PSAK 72 on or before the date of initial application of PSAK 74. This standard is not expected to have any impact to the financial reporting of the Group upon first-time adoption.

**e. Transactions with related parties**

The Company and subsidiaries have transactions with related parties as defined in PSAK 7.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**e. Transaksi dengan pihak-pihak berelasi  
(lanjutan)**

Transaksi ini dilakukan berdasarkan persyaratan yang disetujui oleh kedua belah pihak, yang mungkin tidak sama dengan transaksi lain yang dilakukan dengan pihak-pihak yang tidak berelasi.

Seluruh transaksi dan saldo yang signifikan dengan pihak-pihak berelasi telah diungkapkan dalam Catatan 42.

Kecuali diungkapkan khusus sebagai pihak berelasi, maka pihak-pihak lain yang disebutkan dalam Catatan atas laporan keuangan konsolidasian merupakan pihak tidak berelasi.

**f. Transaksi dan Saldo dalam Mata Uang Asing**

Laporan keuangan konsolidasian disajikan dalam Rupiah, yang merupakan mata uang fungsional Perusahaan dan mata uang penyajian Kelompok Usaha. Transaksi dalam mata uang asing dicatat dalam mata uang Rupiah berdasarkan kurs yang berlaku pada saat transaksi dilakukan. Pada akhir periode pelaporan, aset dan liabilitas moneter dalam mata uang asing dijabarkan ke dalam rupiah berdasarkan rata-rata kurs jual dan beli yang diterbitkan oleh Bank Indonesia pada tanggal terakhir transaksi perbankan pada tahun yang bersangkutan. Laba atau rugi selisih kurs yang timbul dikreditkan atau dibebankan pada operasi tahun berjalan.

Kurs yang digunakan pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

	31 Desember/December 31,		
	2022	2021	
Dolar AS	15.731	14.269	US Dollar
Dolar Singapura	11.659	10.534	Singapore Dollar

Selanjutnya, untuk pungutan dan penyetoran pajak-pajak (PPN dan PPh) berkenaan dengan tagihan dan kewajiban dalam mata uang asing dibayarkan dengan rupiah dan dicatat sesuai dengan 'kurs pajak mingguan' yang berlaku pada tanggal diterbitkannya faktur pajak yang bersangkutan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**e. Transactions with related parties  
(continued)**

The transactions are made based on terms agreed by the parties, which may not be the same as those made with unrelated parties.

All significant transactions and balances with related parties are disclosed in Note 42.

Unless specifically identified as related parties, the parties disclosed in the Notes to the consolidated financial statements are unrelated parties.

**f. Foreign Currency Transactions and Balances**

The consolidated financial statements are presented in Rupiah, which is the Company's functional currency and the Group's presentation currency. Transactions involving foreign currencies are recorded in Rupiah at the rates of exchange prevailing at the time the transactions are made. At the end of the reporting period, monetary assets and liabilities denominated in foreign currencies are adjusted to reflect the average buying and selling rates of exchange quoted by Bank Indonesia at the closing of the last banking day of the year. The resulting gains or losses are credited or charged to current operations.

The exchange rates used as of December 31, 2022 and 2021 were as follows:

Furthermore, for the collection and remittance of taxes (VAT and income tax) related to claims and liabilities in foreign currency is payable in dollar and recorded based on the 'weekly tax rate' prevailing at the date of issuance of tax invoice.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**f. Transaksi dan Saldo dalam Mata Uang Asing  
(lanjutan)**

Keuntungan atau kerugian dari selisih kurs, yang sudah terealisasi maupun yang belum, baik yang berasal dari transaksi dalam mata uang asing maupun penjabaran aset dan liabilitas moneter dibebankan dalam laba rugi, kecuali jika ditangguhkan dalam penghasilan komprehensif lain sebagai lindung nilai arus kas dan lindung nilai investasi neto yang memenuhi syarat.

**g. Kas dan setara kas**

Kas dan setara kas terdiri dari kas, bank dan deposito berjangka yang jatuh tempo dalam 3 (tiga) bulan atau kurang dari tanggal penempatannya dan tidak digunakan sebagai jaminan atau dibatasi penggunaannya.

Deposito berjangka dengan jangka waktu lebih dari 3 (tiga) bulan tapi tidak melebihi 1 (satu) tahun dari tanggal penempatannya disajikan sebagai bagian dari "investasi jangka pendek".

Kas dan setara kas yang dibatasi penggunaannya yang akan digunakan untuk membayar liabilitas yang akan jatuh tempo dalam waktu 1 (satu) tahun disajikan sebagai "kas yang dibatasi penggunaannya" sebagai bagian dari "investasi jangka pendek". Kas dan setara kas yang dibatasi penggunaannya untuk membayar liabilitas yang akan jatuh tempo dalam waktu lebih dari 1 (satu) tahun disajikan sebagai bagian dari "aset keuangan tidak lancar lainnya".

**h. Instrumen keuangan**

Instrumen keuangan adalah setiap kontrak yang memberikan aset keuangan bagi satu entitas dan liabilitas keuangan atau ekuitas bagi entitas lain.

**h.1. Aset keuangan**

Pengakuan dan pengukuran awal

Pada pengakuan awal, Kelompok Usaha mengukur aset keuangan pada nilai wajarnya ditambah biaya transaksi, dalam hal aset keuangan tidak diukur pada nilai wajar melalui laba rugi ("NWLR"). Piutang usaha yang tidak mengandung komponen pembiayaan yang signifikan, dimana Kelompok Usaha telah menerapkan cara praktis, diukur pada harga transaksi yang ditentukan sesuai PSAK 72.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**f. Foreign Currency Transactions and  
Balances (continued)**

Realized or unrealized foreign exchange gains or losses arising from transactions in foreign currency and from the translation of foreign currency monetary assets and liabilities are recognized in profit or loss, except when deferred in other comprehensive income as qualifying cash flow hedges and qualifying net investment hedges.

**g. Cash and cash equivalents**

Cash and cash equivalents are cash on hand, cash in banks and time deposits with maturity periods of 3 (three) months or less at the time of placement and which are not used as collateral or not restricted.

Time deposits with maturities of more than 3 (three) months but not exceeding 1 (one) year at the time of placement are presented as part of "short-term investments".

Cash and cash equivalents which are restricted for repayment of current maturing obligations are presented as "restricted cash" under "short-term investments". Cash and cash equivalents which are restricted for repayment of obligations maturing after 1 (one) year are presented as part of "other non-current financial assets".

**h. Financial instruments**

A financial instrument is any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another entity.

**h.1. Financial assets**

Initial recognition and measurement

At initial recognition, the Group measures a financial asset at its fair value plus transaction costs, in the case of a financial asset not measured at fair value through profit or loss ("FVTPL"). Trade receivables that do not contain a significant financing component, for which the Group has applied the practical expedient are measured at the transaction price determined under PSAK 72.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**h.1. Aset keuangan (lanjutan)**

Pengakuan dan pengukuran awal  
(lanjutan)

Agar aset keuangan diklasifikasikan dan diukur pada biaya perolehan diamortisasi atau nilai wajar melalui penghasilan komprehensif lain ("NWPKL"), aset keuangan harus menghasilkan arus kas yang semata dari pembayaran pokok dan bunga ("SPPB") dari jumlah pokok terutang. Penilaian ini disebut sebagai uji SPPB dan dilakukan pada tingkat instrumen.

Model bisnis Kelompok Usaha untuk mengelola aset keuangan mengacu pada bagaimana mereka mengelola aset keuangannya untuk menghasilkan arus kas. Model bisnis menentukan apakah arus kas akan dihasilkan dari penerimaan arus kas kontraktual, penjualan aset keuangan, atau keduanya.

Pengukuran selanjutnya

Untuk tujuan pengukuran selanjutnya, aset keuangan diklasifikasikan dalam empat kategori:

- Aset keuangan pada biaya perolehan diamortisasi (instrumen utang),
- Aset keuangan pada NWPKL dengan reklasifikasi ke keuntungan dan kerugian kumulatif (instrumen utang),
- Aset keuangan pada NWPKL tanpa reklasifikasi ke keuntungan dan kerugian kumulatif atas pelepasan (instrumen ekuitas), dan
- NWLR.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.1. Financial assets (continued)**

Initial recognition and measurement  
(continued)

In order for a financial asset to be classified and measured at amortized cost or fair value through other comprehensive income ("FVOCI"), it needs to give rise to cash flows that are solely payments of principal and interest ("SPPI") on the principal amount outstanding. This assessment is referred to as the SPPI test and is performed at an instrument level.

The Group's business model for managing financial assets refers to how it manages its financial assets in order to generate cash flows. The business model determines whether cash flows will result from collecting contractual cash flows, selling the financial assets, or both.

Subsequent measurement

For purposes of subsequent measurement, financial assets are classified in four categories:

- Financial assets at amortized cost (debt instruments),
- Financial assets at FVOCI with reclassification of cumulative gains and losses (debt instruments),
- Financial assets designated at FVOCI with no reclassification of cumulative gains and losses upon derecognition (equity instruments), and
- FVTPL.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**h.1. Aset keuangan (lanjutan)**

Pengukuran selanjutnya (lanjutan)

Kelompok Usaha mengukur aset keuangan pada biaya perolehan diamortisasi jika kedua kondisi berikut ini terpenuhi:

- i. Aset keuangan dimiliki dalam model bisnis dengan tujuan untuk memiliki aset keuangan dalam rangka mendapatkan arus kas kontraktual, dan
- ii. Persyaratan kontraktual dari aset menghasilkan arus kas pada tanggal tertentu yang merupakan SPPB dari jumlah pokok terutang.

Aset keuangan yang diukur pada biaya perolehan diamortisasi selanjutnya diukur dengan menggunakan metode suku bunga efektif ("SBE") dan menjadi subjek penurunan nilai. Keuntungan dan kerugian diakui dalam laba rugi pada saat aset dihentikan pengakuannya, dimodifikasi atau diturunkan nilainya.

Aset keuangan Kelompok Usaha yang diukur pada biaya perolehan diamortisasi termasuk kas dan setara kas, investasi jangka pendek, piutang usaha, piutang lain-lain, pendapatan yang masih harus diterima, dan investasi jangka panjang.

Untuk instrumen keuangan yang diukur pada NWPKL, pendapatan bunga, revaluasi mata uang asing dan kerugian penurunan nilai atau pembalikan diakui dalam laporan laba rugi dan dihitung dengan cara yang sama seperti untuk aset keuangan yang diukur pada biaya perolehan diamortisasi. Perubahan nilai wajar yang tersisa diakui di PKL. Pada saat penghentian pengakuan, perubahan nilai wajar kumulatif yang diakui di PKL direklasifikasi ke laba rugi.

Aset keuangan Kelompok Usaha yang diukur pada NWPKL termasuk investasi pada saham.

Kelompok Usaha tidak memiliki aset keuangan yang diukur melalui NWLR.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.1. Financial assets (continued)**

Subsequent measurement (continued)

The Group measures financial assets at amortized cost if both of the following conditions are met:

- i. The financial asset is held within a business model with the objective to hold financial assets in order to collect contractual cash flows, and
- ii. The contractual terms of the financial asset give rise on specified dates to cash flows that are SPPI on the principal amount outstanding.

Financial assets at amortized cost are subsequently measured using the effective interest rate ("EIR") method and are subject to impairment. Gains and losses are recognized in profit or loss when the asset is derecognized, modified or impaired.

The Group's financial assets at amortized cost includes cash and cash equivalent, short-term investment, trade receivables, other receivables, accrued revenues, and long-term investment.

For financial instruments at FVOCI, interest income, foreign exchange revaluation and impairment losses or reclassification are recognized in the statement of profit or loss and computed in the same manner as for financial assets measured at amortized cost. The remaining fair value changes are recognized in OCI. Upon derecognition, the cumulative fair value change recognized in OCI is reclassified to profit or loss.

The Group's financial assets at FVOCI includes investments in shares.

The Group has no financial assets measured in FVTPL.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**h.1. Aset keuangan (lanjutan)**

Penghentian Pengakuan

Aset keuangan (atau, sesuai dengan kondisinya, bagian dari aset keuangan atau bagian dari kelompok aset keuangan serupa) terutama dihentikan pengakuannya (yaitu, dihapuskan dari laporan posisi keuangan Kelompok Usaha) ketika:

- Hak untuk menerima arus kas dari aset telah berakhir, atau
- Kelompok Usaha telah mengalihkan haknya untuk menerima arus kas dari aset atau menanggung kewajiban untuk membayar arus kas yang diterima tersebut secara penuh tanpa penundaan yang material kepada pihak ketiga berdasarkan kesepakatan 'pass-through', dan salah satu dari (a) Kelompok Usaha telah mengalihkan secara substansial seluruh risiko dan manfaat atas aset, atau (b) Kelompok Usaha tidak mengalihkan maupun tidak memiliki secara substansial atas seluruh risiko dan manfaat atas aset, tetapi telah mengalihkan kendali atas aset.

Ketika Kelompok Usaha telah mengalihkan haknya untuk menerima arus kas dari suatu aset atau telah menandatangani kesepakatan 'pass-through', Kelompok Usaha mengevaluasi jika, dan sejauh mana, Kelompok Usaha masih mempertahankan risiko dan manfaat atas kepemilikan aset. Ketika Kelompok Usaha tidak mengalihkan maupun seluruh risiko dan manfaat atas aset dipertahankan secara substansial, maupun tidak mengalihkan kendali atas aset, Kelompok Usaha tetap mengakui aset yang dialihkan sebesar keterlibatan berkelanjutannya. Dalam kasus tersebut, Kelompok Usaha juga mengakui liabilitas terkait. Aset yang dialihkan dan liabilitas terkait diukur dengan basis yang mencerminkan hak dan kewajiban yang masih dipertahankan oleh Kelompok Usaha.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.1. Financial assets (continued)**

Derecognition

*A financial asset (or, where applicable, a part of a financial asset or part of a group of similar financial assets) is primarily derecognized (i.e., removed from the Group's statement of financial position) when:*

- *The rights to receive cash flows from the asset have expired, or*
- *The Group has transferred its rights to receive cash flows from the asset or has assumed an obligation to pay the received cash flows in full without material delay to a third party under a 'pass-through' arrangement; and either (a) the Group has transferred substantially all the risks and rewards of the asset, or (b) the Group has neither transferred nor retained substantially all the risks and rewards of the asset, but has transferred control of the asset.*

*When the Group has transferred its rights to receive cash flows from an asset or has entered into a pass-through arrangement, it evaluates if, and to what extent, it has retained the risks and rewards of ownership. When it has neither transferred nor retained substantially all of the risks and rewards of the asset, nor transferred control of the asset, the Group continues to recognize the transferred asset to the extent of its continuing involvement. In that case, the Group also recognizes an associated liability. The transferred asset and the associated liability are measured on a basis that reflects the rights and obligations that the Group has retained.*

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**h. Instrumen keuangan (lanjutan)**

**h.1. Aset keuangan (lanjutan)**

Penghentian Pengakuan (lanjutan)

Keterlibatan berkelanjutan dalam bentuk jaminan atas aset yang ditransfer, diukur pada nilai yang lebih rendah antara jumlah tercatat awal aset dan jumlah maksimum imbalan yang dibutuhkan oleh Kelompok Usaha untuk membayar kembali.

Penurunan nilai aset keuangan

Kelompok Usaha mengakui penyisihan Kerugian Kredit Ekspektasian ("KKE") untuk semua instrumen utang yang bukan diukur pada NWLR dan kontrak jaminan keuangan. KKE ditentukan atas perbedaan antara arus kas kontraktual menurut kontrak dan semua arus kas yang diharapkan akan diterima oleh Kelompok Usaha, yang didiskontokan dengan perkiraan SBE orisinal. Arus kas yang diharapkan mencakup setiap arus kas dari penjualan agunan yang dimiliki atau perbaikan kredit lainnya yang merupakan bagian yang tidak terpisahkan dalam ketentuan kontrak.

KKE diakui dalam dua tahap. Bila belum terdapat peningkatan risiko kredit signifikan sejak pengakuan awal, KKE diakui untuk kerugian kredit yang dihasilkan dari peristiwa gagal bayar yang mungkin terjadi dalam jangka waktu 12 bulan ke depan (KKE 12 bulan). Namun, bila telah terdapat peningkatan signifikan risiko kredit sejak pengakuan awal, penyisihan kerugian diakui untuk kerugian kredit yang diperkirakan selama sisa umur aset, tanpa mempertimbangkan waktu gagal bayar (KKE sepanjang umurnya).

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.1. Financial assets (continued)**

Derecognition (continued)

Continuing involvement that takes the form of a guarantee over the transferred asset is measured at the lower of the original carrying amount of the asset and the maximum amount of consideration that the Group could be required to repay.

Impairment of financial assets

The Group recognizes an allowance for Expected Credit Loss ("ECL") for all debt instruments not held at FVTPL and financial guarantee contracts. ECLs are based on the difference between the contractual cash flows due in accordance with the contract and all the cash flows that the Group expects to receive, discounted at an approximation of the original EIR. The expected cash flows include any cash flows from the sale of collateral held or other credit enhancements that are integral to the contractual terms.

ECLs are recognized in two stages. When there have not been significant increases in credit risks since initial recognition, ECLs are provided for credit losses that result from default events that are possible within the next 12-months (a 12-month ECL). However, when there have been significant increases in credit risks since initial recognition, a loss of allowance is recognized for credit losses expected over the remaining life of the asset, irrespective of timing of the default (a lifetime ECL).



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**h.1. Aset keuangan (lanjutan)**

Penurunan nilai aset keuangan (lanjutan)

Karena piutang usaha tidak memiliki komponen pembiayaan signifikan, Kelompok Usaha menerapkan pendekatan yang disederhanakan dalam perhitungan KKE. Oleh karena itu, Kelompok Usaha tidak menelusuri perubahan dalam risiko kredit, namun justru mengakui penyisihan kerugian berdasarkan KKE sepanjang umurnya pada setiap tanggal pelaporan. Kelompok Usaha membentuk matriks provisi berdasarkan pengalaman kerugian kredit masa lampau, disesuaikan dengan perkiraan masa depan (*forward-looking*) atas faktor yang spesifik untuk debitur dan lingkungan ekonomi.

Untuk aset keuangan yang diukur pada biaya perolehan diamortisasi, jumlah kerugian penurunan nilai merupakan selisih antara jumlah tercatat aset keuangan dengan nilai kini dari estimasi arus kas masa depan yang didiskontokan menggunakan suku bunga efektif awal dari aset keuangan.

Jumlah tercatat aset keuangan tersebut dikurangi dengan kerugian penurunan nilai secara langsung atas seluruh aset keuangan, kecuali piutang yang jumlah tercatatnya dikurangi melalui penggunaan akun cadangan piutang. Jika piutang tidak tertagih, piutang tersebut dihapuskan melalui akun cadangan piutang.

Pemulihan kemudian dari jumlah yang sebelumnya telah dihapuskan dikreditkan terhadap akun cadangan. Perubahan jumlah tercatat akun cadangan piutang diakui dalam laba rugi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.1. Financial assets (continued)**

Impairment of financial assets  
(continued)

*Because its trade receivables do not contain significant financing component, the Group applies a simplified approach in calculating ECL. Therefore, the Group does not track changes in credit risk, but instead recognizes a loss of allowance based on lifetime ECL at each reporting date. The Group established a provision matrix that is based on its historical credit loss experience, adjusted for forward-looking factors specific to the debtors and the economic environment.*

*For financial assets carried at amortised cost, the amount of the impairment loss is measured as the difference between the asset's carrying amount and the present value of estimated future cash flows, discounted at the financial asset's original effective interest rate.*

*The carrying amount of the financial asset is reduced by the impairment loss directly for all financial assets with the exception of receivables, where the carrying amount is reduced through the use of an allowance account. When a receivable is considered uncollectible, it is written off against the allowance account.*

*Subsequent recoveries of amounts previously written off are credited against the allowance account. Changes in the carrying amount of the allowance account are recognized in profit or loss.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**h.2. Liabilitas keuangan**

Pengakuan dan pengukuran awal

Liabilitas keuangan diklasifikasikan sebagai liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi atau liabilitas keuangan pada biaya perolehan diamortisasi. Kelompok Usaha menentukan klasifikasi liabilitas keuangan mereka pada saat pengakuan awal.

Liabilitas keuangan awalnya diukur sebesar nilai wajarnya. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan liabilitas keuangan (selain liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi) ditambahkan atau dikurangkan dari nilai wajar liabilitas keuangan, yang sesuai, pada pengakuan awal. Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi langsung diakui dalam laba rugi.

Liabilitas keuangan Kelompok Usaha terdiri dari utang usaha, utang lain-lain, utang bank jangka pendek, liabilitas imbalan kerja jangka pendek, beban akrual, utang obligasi dan sukuk ijarah, utang bank jangka panjang dan liabilitas sewa diklasifikasikan sebagai liabilitas keuangan yang diukur dengan biaya diamortisasi. Kelompok Usaha tidak memiliki liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi.

Biaya transaksi yang dapat diatribusikan secara langsung dengan perolehan liabilitas keuangan yang diukur pada nilai wajar melalui laba rugi langsung diakui dalam laba rugi.

Pengukuran Selanjutnya

Setelah pengakuan awal, liabilitas keuangan yang dikenakan bunga diukur pada biaya perolehan diamortisasi dengan menggunakan metode SBE.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.2. Financial liabilities**

Initial recognition and measurement

Financial liabilities are classified as financial liabilities at fair value through profit or loss or financial liabilities at amortized cost. The Group determines the classification of its financial liabilities at initial recognition.

Financial liabilities are initially measured at fair value. Transaction costs that are directly attributable to the acquisition of financial liabilities (other than financial liabilities at fair value through profit or loss) are added to or deducted from the fair value of the financial liabilities, as appropriate, on initial recognition. Transaction costs directly attributable to the acquisition of financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

The Group's financial liabilities consist of trade payables, other payables, short-term bank loans, short-term employee benefits liability, accrued expenses, bonds payable and sukuk ijarah, long-term bank loans and lease liabilities classified as financial liabilities at amortized cost. The Group has no financial liabilities measured at fair value through profit or loss.

Transaction costs directly attributable to the acquisition of financial liabilities at fair value through profit or loss are recognized immediately in profit or loss.

Subsequent Measurement

After initial recognition, interest-bearing financial liabilities are subsequently measured at amortized cost using the EIR method.

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(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**h.2. Liabilitas keuangan (lanjutan)**

Pengukuran Selanjutnya (lanjutan)

Pada tanggal pelaporan, beban bunga akrual dicatat secara terpisah dari pokok pinjaman terkait dalam bagian liabilitas jangka pendek. Keuntungan atau kerugian harus diakui dalam laba rugi ketika liabilitas tersebut dihentikan pengakuannya serta melalui proses amortisasi SBE.

Biaya perolehan diamortisasi dihitung dengan mempertimbangkan diskonto atau premium atas perolehan dan komisi atau biaya yang merupakan bagian tidak terpisahkan dari SBE. Amortisasi SBE dicatat sebagai "Beban Keuangan" dalam laba rugi.

Penghentian Pengakuan

Suatu liabilitas keuangan dihentikan pengakuannya pada saat kewajiban yang ditetapkan dalam kontrak dihentikan atau dibatalkan atau kadaluwarsa.

Ketika sebuah liabilitas keuangan ditukar dengan liabilitas keuangan lain dari pemberi pinjaman yang sama atas persyaratan yang secara substansial berbeda, atau bila persyaratan dari liabilitas keuangan tersebut secara substansial dimodifikasi, pertukaran atau modifikasi persyaratan tersebut dicatat sebagai penghentian pengakuan liabilitas keuangan awal dan pengakuan liabilitas keuangan baru, dan selisih antara nilai tercatat masing-masing liabilitas keuangan tersebut diakui pada laba rugi.

**h.3. Reklasifikasi instrumen keuangan**

Kelompok Usaha diperkenankan untuk melakukan reklasifikasi atas aset keuangan yang dimiliki jika Kelompok Usaha mengubah model bisnis untuk pengelolaan aset keuangan dan Kelompok Usaha tidak diperkenankan untuk melakukan reklasifikasi atas liabilitas keuangan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.2. Financial liabilities (continued)**

Subsequent Measurement (continued)

At the reporting dates, accrued interest expenses is recorded separately from the associated borrowings within the current liabilities section. Gains and losses are recognized in profit or loss when the liabilities are derecognized as well as through the EIR amortization process.

Amortized cost is calculated by taking into account any discount or premium on acquisition and fee or costs that are an integral part of the EIR. The EIR amortisation is included in "Finance Expenses" in profit or loss.

Derecognition

A financial liability is derecognized when it is extinguished, that is when the obligation specified in the contract is discharged or cancelled or expired.

When an existing financial liability is replaced by another from the same lender on substantially different terms, or the terms of an existing financial liability are substantially modified, such an exchange or modification is treated as derecognition of the original financial liability and recognition of a new financial liability, and the difference in the respective carrying amounts is recognized in the profit or loss.

**h.3. Reclassification of financial  
instruments**

The Group is allowed to reclassify the financial assets owned if the Group changes the business model for the management of financial assets and the Group is not allowed to reclassify the financial liabilities.

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(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**h.3. Reklasifikasi instrumen keuangan  
(lanjutan)**

Perubahan model bisnis sifatnya harus berdampak secara signifikan terhadap kegiatan operasional Kelompok Usaha seperti memperoleh, melepaskan, atau mengakhiri suatu lini bisnis. Selain itu, Kelompok Usaha perlu membuktikan adanya perubahan tersebut kepada pihak eksternal.

Yang bukan merupakan perubahan model bisnis adalah: (a) perubahan intensi berkaitan dengan aset keuangan tertentu (bahkan dalam situasi perubahan signifikan dalam kondisi pasar), (b) hilangnya sementara pasar tertentu untuk aset keuangan, dan (c) pengalihan aset keuangan antara bagian dari Kelompok Usaha dengan model bisnis berbeda.

**h.4. Saling hapus instrumen keuangan**

Aset keuangan dan liabilitas keuangan disalinghapuskan dan nilai netonya disajikan dalam laporan posisi keuangan konsolidasian jika Kelompok Usaha memiliki hak yang dapat dipaksakan secara hukum untuk melakukan saling hapus atas jumlah yang telah diakui; dan berintensi untuk menyelesaikan secara neto atau untuk merealisasikan aset dan menyelesaikan liabilitasnya secara simultan. Hak saling hapus harus ada pada saat ini daripada bersifat kontinjen atas terjadinya suatu peristiwa di masa depan dan harus dieksekusi oleh pihak lawan, baik dalam situasi bisnis normal dan dalam peristiwa gagal bayar, peristiwa kepailitan, atau kebangkrutan.

**h.5. Pengukuran nilai wajar**

Kelompok Usaha mengukur pada pengakuan awal instrumen keuangan pada nilai wajar, dan aset dan liabilitas yang diakuisisi pada kombinasi bisnis. Kelompok Usaha juga mengukur jumlah terpulihkan dari UPK tertentu berdasarkan nilai wajar dikurangi biaya pelepasan ("FVLCD").

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.3. Reclassification of financial  
instruments (continued)**

*Changes in the business model should significantly impact the Group's operational activities such as acquiring, releasing or ending a line of business. In addition, the Group needs to prove the change to external parties.*

*The following are not considered as change in business model: (a) the change of intention relates to certain financial assets (even in situations of significant changes in market conditions), (b) temporary loss of certain markets for financial assets, and (c) the transfer of financial assets between parts of the Group and different business models.*

**h.4. Offsetting of financial instruments**

*Financial assets and financial liabilities are offset and the net amount presented in the consolidated statement of financial position when the Group has a legally enforceable right to set off the recognized amounts; and intends either to settle on a net basis, or to realise the asset and settle the liability simultaneously. A right to offset must be available today rather than being contingent on a future event and must be exercisable by any of the counterparties, both in the normal course of business and in the event of default, insolvency, or bankruptcy.*

**h.5. Fair value measurement**

*The Group initially measures financial instruments at fair value, and assets and liabilities of the acquirees upon business combinations. It also measures certain recoverable amounts of the CGU using fair value less cost of disposal ("FVLCD").*

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(lanjutan)**

**h. Instrumen keuangan (lanjutan)**

**h.5. Pengukuran nilai wajar (lanjutan)**

Nilai wajar adalah harga yang akan diterima dari menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar mengasumsikan bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi:

- di pasar utama untuk aset atau liabilitas tersebut, atau
- jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Pasar utama atau pasar yang paling menguntungkan tersebut harus dapat diakses oleh Kelompok Usaha.

**i. Persediaan**

Persediaan dinyatakan sebesar nilai terendah antara biaya perolehan atau nilai realisasi neto. Biaya perolehan ditentukan dengan metode rata-rata tertimbang dan termasuk semua pengeluaran untuk memperoleh persediaan, biaya produksi atau konversi, dan biaya lainnya yang timbul untuk membawa persediaan ke tempat dan kondisi saat ini. Biaya tersebut tidak termasuk biaya pinjaman. Nilai realisasi neto adalah estimasi harga penjualan dalam kegiatan usaha normal dikurangi dengan biaya penyelesaian dan penjualannya.

Penyisihan persediaan usang dibentuk untuk mengurangi jumlah tercatat persediaan ke nilai realisasi netonya yang ditentukan melalui pengujian berkala atas estimasi penggunaan atau penjualan masing-masing jenis persediaan di masa yang akan datang.

**j. Beban dibayar di muka**

Biaya dibayar dimuka diamortisasi selama masa manfaat masing-masing biaya dengan metode garis lurus dan disajikan sebagai aset lancar atau aset tidak lancar sesuai dengan sifatnya masing-masing.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**h. Financial instruments (continued)**

**h.5. Fair value measurement (continued)**

Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction to sell the asset or transfer the liability takes place either:

- in the principal market for the asset or liability, or
- in the absence of a principal market, in the most advantageous market for the asset or liability.

The principal or the most advantageous market must be accessible to by the Group.

**i. Inventories**

Inventories are stated at the lower of cost or net realizable value. Cost is determined using the weighted average cost method and includes expenditure incurred in acquiring the inventories, production or conversion costs and other costs incurred in bringing the inventory to its existing location and condition. It excludes borrowing costs. Net realizable value is the estimated sales amount in the ordinary course of business less the costs of completion and selling expenses.

Allowance for inventory obsolescence is provided to reduce the carrying amount of inventories to their net realizable value based on the periodic review of the estimated future usage or sale of individual inventory items.

**j. Prepaid expenses**

Prepaid expenses are amortized over their beneficial periods using the straight-line method and are presented as current assets or non-current asset based on their respective nature.



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**k. Investasi pada entitas asosiasi**

Entitas asosiasi adalah entitas yang terhadapnya Kelompok Usaha memiliki pengaruh signifikan. Pengaruh signifikan adalah kekuasaan untuk berpartisipasi dalam keputusan kebijakan keuangan dan operasional *investee*, tetapi tidak mengendalikan atau mengendalikan bersama atas kebijakan tersebut.

Pertimbangan yang dibuat dalam menentukan pengaruh signifikan adalah serupa dengan hal-hal yang diperlukan dalam menentukan kendali atas entitas anak.

Investasi Kelompok Usaha pada entitas asosiasi dicatat dengan menggunakan metode ekuitas. Dalam metode ekuitas, investasi awalnya diakui pada harga perolehan. Nilai tercatat investasi disesuaikan untuk mengakui perubahan bagian Kelompok Usaha atas aset neto entitas asosiasi sejak tanggal perolehan. *Goodwill* yang terkait dengan entitas asosiasi termasuk dalam jumlah tercatat investasi dan tidak diamortisasi maupun diuji secara individual untuk penurunan nilai.

Laba rugi konsolidasian mencerminkan bagian dari Kelompok Usaha atas hasil operasi dari entitas asosiasi. Perubahan PKL dari entitas asosiasi disajikan sebagai bagian dari PKL Kelompok Usaha. Selain itu, bila terdapat perubahan yang diakui langsung pada ekuitas entitas asosiasi, Kelompok Usaha mengakui bagiannya atas perubahan, jika sesuai, dalam laporan perubahan ekuitas konsolidasian. Laba atau rugi yang belum direalisasi sebagai hasil dari transaksi-transaksi antara Kelompok Usaha dengan entitas asosiasi dieliminasi sesuai dengan kepentingan dalam entitas asosiasi.

Gabungan bagian Kelompok Usaha atas laba rugi entitas asosiasi disajikan pada muka laporan laba rugi dan penghasilan komprehensif lain konsolidasian (sebagai laba atau rugi) di luar laba usaha dan mencerminkan laba atau rugi setelah pajak dan kepentingan nonpengendali pada entitas anak dari entitas asosiasi.

Laporan keuangan entitas asosiasi disusun atas periode pelaporan yang sama dengan Kelompok Usaha.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**k. Investments in associates**

*An associate is an entity over which the Group has significant influence. Significant influence is the power to participate in the financial and policy decisions of the investee, but is not control or joint control over those policies.*

*The considerations made in determining significant influence are similar to those necessary to determine control over subsidiaries.*

*The Group's investment in its associate is accounted for using the equity method. Under the equity method, the investment in an associate is initially recognized at cost. The carrying amount of the investment is adjusted to recognize changes in the Group's share of net assets of the associate since the acquisition date. Goodwill relating to the associate is included in the carrying amount of the investment and is neither amortized nor tested for impairment individually.*

*The consolidated profit or loss reflects the Group's share of the results of operations of the associate. Any change in OCI of the associate is presented as part of the Group's OCI. In addition, when there has been a change recognized directly in the equity of the associate, the Group recognizes its share of any changes, when applicable, in the consolidated statement of changes in equity. Unrealized gains and losses resulting from transactions between the Group and the associate are eliminated to the extent of the interest in the associate.*

*The aggregate of the Group's share of profit or loss of an associate is shown on the face of the consolidated statement of profit or loss and other comprehensive income (as profit or loss) outside operating profit and represents profit or loss after tax and NCI in the subsidiaries of the associate.*

*The financial statements of the associate are prepared for the same reporting period of the Group.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**k. Investasi pada entitas asosiasi (lanjutan)**

Setelah penerapan metode ekuitas, Kelompok Usaha menentukan apakah diperlukan untuk mengakui tambahan rugi penurunan nilai atas investasi Kelompok Usaha dalam entitas asosiasi. Kelompok Usaha menentukan pada setiap tanggal pelaporan apakah terdapat bukti yang obyektif yang mengindikasikan bahwa investasi dalam entitas asosiasi mengalami penurunan nilai. Dalam hal ini, Kelompok Usaha menghitung jumlah penurunan nilai berdasarkan selisih antara jumlah terpulihkan atas investasi dalam entitas asosiasi dan nilai tercatatnya dan mengakuinya dalam laba rugi.

Pada saat kehilangan pengaruh signifikan atas entitas asosiasi, Kelompok Usaha mengukur dan mengakui bagian investasi tersisa pada nilai wajar. Selisih antara nilai tercatat entitas asosiasi dan nilai wajar investasi yang tersisa dan penerimaan dari pelepasan investasi diakui pada laba rugi.

**l. Properti investasi**

Properti investasi merupakan properti (tanah atau bangunan atau bagian dari suatu bangunan atau keduanya) yang dikuasai Kelompok Usaha untuk menghasilkan rental atau untuk kenaikan nilai atau kedua-duanya dan tidak untuk digunakan dalam produksi atau penyediaan barang atau jasa untuk tujuan administratif atau dijual dalam kegiatan usaha.

Properti investasi dinyatakan sebesar biaya perolehan termasuk biaya transaksi dikurangi akumulasi penyusutan dan penurunan nilai, jika ada. Jumlah tercatat termasuk bagian biaya penggantian dari properti investasi yang ada pada saat terjadinya biaya, jika kriteria pengakuan terpenuhi dan tidak termasuk biaya harian penggunaan properti investasi tersebut.

Kelompok Usaha telah memilih model biaya untuk mencatat properti investasinya.

Penyusutan bangunan dihitung dengan menggunakan metode garis lurus selama estimasi umur manfaat aset 20 (dua puluh) tahun.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**k. Investments in associates (continued)**

*After application of the equity method, the Group determines whether it is necessary to recognize an additional impairment loss on the Group's investment in its associate. 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 Group calculates the amount of impairment as the difference between the recoverable amount of the investment in associate and its carrying value, and recognizes the amount in profit or loss.*

*Upon loss of significant influence over the associate, the Group measures and recognizes any retained investment at its fair value. Any difference between the carrying amount of the associate and the fair value of the retained investment and proceeds from disposal is recognized in profit or loss.*

**l. Investment properties**

*Investment properties represents properties (land or building - or part of a building - or both) held by the Group to earn rental or for capital appreciation or both, rather than for use in the production or supply of goods or services or for administrative purposes or sale in the ordinary course of business.*

*Investment properties are stated at cost including transaction cost less accumulated depreciation and any impairment in value, if any. The carrying amount includes the cost of replacement of an existing investment property in the year such costs are incurred, if the recognition criteria are met and does not include the cost of daily use of the investment property.*

*The Group has chosen the cost model to record for its investment properties.*

*Depreciation of buildings are calculated using the straight-line method based on the estimated useful lives of the assets 20 (twenty) years.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**l. Properti investasi (lanjutan)**

Properti investasi dihentikan pengakuannya pada saat pelepasan atau ketika properti investasi tersebut tidak digunakan lagi secara permanen dan tidak memiliki manfaat ekonomis di masa depan yang dapat diharapkan pada saat pelepasannya. Keuntungan atau kerugian yang timbul dari penghentian atau pelepasan properti investasi diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian dalam periode terjadinya penghentian atau pelepasan tersebut.

Transfer ke properti investasi dilakukan jika, dan hanya jika, terdapat perubahan penggunaan yang ditunjukkan dengan berakhirnya pemakaian oleh pemilik, dimulainya sewa operasi ke pihak lain atau selesainya pembangunan atau pengembangan. Transfer dari properti investasi dilakukan jika dan hanya jika terdapat perubahan penggunaan yang ditunjukkan dengan dimulainya penggunaan oleh pemilik atau dimulainya pengembangan yang bertujuan untuk dijual.

Untuk transfer dari properti investasi ke aset yang digunakan dalam operasi, Kelompok Usaha menggunakan metode biaya pada tanggal perubahan penggunaan. Jika aset yang digunakan Kelompok Usaha menjadi properti investasi, Kelompok Usaha mencatat aset tersebut sesuai dengan kebijakan aset tetap sampai dengan tanggal terakhir perubahan penggunaannya.

**m. Aset tetap**

Aset tetap, kecuali hak atas tanah, dinyatakan sebesar biaya perolehan dikurangi akumulasi penyusutan dan rugi penurunan nilai, jika ada. 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 tercatat (*carrying amount*) aset tetap sebagai suatu penggantian jika memenuhi kriteria pengakuan. Apabila terdapat kewajiban untuk membongkar dan memindahkan aset tetap maka beban yang terkait akan ditambahkan ke biaya perolehan aset tetap yang bersangkutan dan kewajiban atas biaya terkait tersebut diakui.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**l. Investment properties (continued)**

*Investment properties are derecognized when either it has been disposed of or when it is permanently withdrawn from use and no future benefit is expected from its disposal. Any gains or losses on the retirement or disposal of investment properties are recognized in the consolidated statements of profit or loss and other comprehensive income in the period of retirement or disposal.*

*Transfers to investment property are made when, and only when, there is a change in use, evidenced by the end of owner occupation, commencement of an operating lease to another party or completion of construction or development. Transfers from investment property are made when, and only when, there is a change in use, evidenced by commencement of owner occupation or commencement of development with a view to sale.*

*For a transfer from investment property to an asset used in operations, the Group uses the cost method at the date of change in use. If the asset used by the Group becomes an investment property, the Group accounts for the asset in accordance with the policy stated under fixed assets up to the date of change in use.*

**m. Fixed assets**

*Fixed assets, except landrights, are stated at cost less accumulated depreciation and impairment loss, if any. Such cost includes the cost of replacing part of the fixed assets when that cost is incurred if the recognition criterias are met.*

*Likewise, when a major inspection is performed, its cost is recognized in the carrying amount of the fixed assets as a replacement if the recognition criteria are met. In the case of mandatory dismantling and asset removals, the related costs are added to the cost of the relevant assets and obligations related to the cost are recognized to cover the costs.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**m. Aset tetap (lanjutan)**

Semua biaya pemeliharaan dan perbaikan yang tidak memenuhi kriteria pengakuan diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada saat terjadinya. Aset tetap, kecuali hak atas tanah, disusutkan dengan metode garis lurus berdasarkan estimasi masa manfaat masing-masing aset tetap sebagai berikut:

Golongan Aset	Umur Ekonomi/ Useful Life (Tahun/ Years)	Group of Assets
Bangunan (lapangan)	20 - 60	Structure (fields)
Gedung-gedung	20 - 50	Buildings
Alat perhubungan udara	10 - 15	Aviation equipments
Kendaraan	5 - 10	Vehicles
Instalasi	5 - 20	Installations
Peralatan	5 - 15	Equipments

Efektif 1 Januari 2022, Perusahaan merubah umur manfaat atas aset tetap tertentu (Catatan 16).

Biaya pengurusan untuk memperpanjang atau memperbaharui hak atas tanah diakui sebagai aset takberwujud dan diamortisasi sepanjang umur hukum hak atau umur ekonomis tanah, mana yang lebih pendek.

Biaya pemeliharaan dan perbaikan diakui sebagai beban pada saat terjadinya. Pengeluaran yang memperpanjang masa manfaat aset tetap dikapitalisasi dan disusutkan sesuai dengan tarif penyusutan yang sesuai.

Aset dalam penyelesaian dinyatakan sebesar biaya perolehan yang ditentukan berdasarkan basis akrual dan kemajuan fisik pekerjaan serta disajikan sebagai bagian dari aset tetap. Biaya perolehan termasuk kapitalisasi beban bunga dan laba/rugi selisih kurs, jika ada, atas pinjaman dan biaya lainnya yang terjadi sehubungan dengan pembiayaan aset dalam penyelesaian tersebut (Catatan 2o, "Kapitalisasi Biaya Pinjaman"). Akrual sehubungan dengan perolehan aset tetap disajikan sebagai bagian dari akun utang lain-lain.

Akumulasi biayanya akan dipindahkan ke dalam kelompok aset tetap yang bersangkutan ketika aset secara substansial selesai dikerjakan dan siap untuk digunakan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**m. Fixed assets (continued)**

All other repairs and maintenance costs that do not meet the recognition criteria are recognized in consolidated statement of profit or loss and other comprehensive income as incurred. Depreciation of fixed assets, except for landrights, is computed using the straight-line method over the estimated useful lives of the assets as follows:

Effective 1 January 2022, the Company change the useful lives of certain fixed assets (Note 16).

The legal cost of landrights to extend or renew the landrights are recognized as intangible assets and is amortized over the shorter of the rights' legal life or the land's economic life.

Maintenance and repair costs are recognized as an expense as incurred. Expenditures that extend the useful lives of fixed assets are capitalized and depreciated in accordance with the applicable depreciation rates.

Construction in progress is stated at cost based on accrual bases and progress on constructions and presented as part of fixed assets. Cost includes capitalized interest charges and gain/losses on foreign exchange, if any, incurred on borrowings and other costs incurred to finance the said asset construction (Note 2o, "Capitalization of Borrowing Costs"). Accrual of acquisition of fixed assets is presented as part of other payables account.

The accumulated cost will be reclassified to the relevant fixed assets account when the construction is substantially completed and the constructed asset is ready for its intended use.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**m. Aset tetap (lanjutan)**

Biaya pemeliharaan dan perbaikan diakui sebagai beban pada saat terjadinya; biaya perbaikan yang signifikan dikapitalisasi sebagai penggantian apabila memenuhi kriteria pengakuan. Nilai kini dari perkiraan biaya pembongkaran aset setelah aset digunakan termasuk dalam nilai perolehan aset tersebut jika kriteria pengakuan untuk penetapannya terpenuhi.

Ketika bagian-bagian penting dari aset tetap perlu untuk diganti, Kelompok Usaha mencatat bagian-bagian tersebut sebagai aset individual dengan masa manfaat dan penyusutan yang spesifik.

Aset tetap tidak diakui lagi pada saat dilepaskan atau tidak ada manfaat keekonomisan masa yang akan datang yang diharapkan dari penggunaan atau pelepasannya. Laba atau rugi yang timbul dari penghentian pengakuan aset tetap, diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada periode penghentian pengakuan aset, yang merupakan selisih antara hasil pelepasan bersih dan jumlah tercatat aset.

Nilai sisa, masa manfaat dan metode penyusutan aset tetap ditelaah dan disesuaikan secara prospektif, jika perlu, pada setiap akhir tahun buku.

**n. Aset takberwujud**

Aset takberwujud diukur sebesar nilai perolehan pada pengakuan awal. Setelah pengakuan awal, aset takberwujud dicatat pada nilai perolehan dikurangi akumulasi amortisasi dan akumulasi rugi penurunan nilai. Umur manfaat aset takberwujud dinilai apakah terbatas atau tidak terbatas. Aset takberwujud dengan umur terbatas diamortisasi selama umur manfaat ekonomi aset dan dievaluasi apabila terdapat indikator adanya penurunan nilai untuk aset takberwujud. Periode dan metode amortisasi untuk aset takberwujud dengan umur terbatas ditelaah setidaknya setiap akhir tahun tutup buku.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**m. Fixed assets (continued)**

*The cost of normal maintenance and repair work is charged to operations as incurred; the cost of significant improvements or betterments is capitalized as replacements if the recognition criteria are satisfied. The present value of the expected cost for the decommissioning of the asset after its use is included in the cost of the asset if the recognition criterias are met.*

*When significant parts of fixed assets are required to be replaced at intervals, the Group recognizes such parts as individual assets with specific useful lives and depreciation.*

*Fixed assets are derecognized upon disposal or when no future economic benefits are expected from its use or disposal. Any gain or loss on derecognition of the asset is recognized in the consolidated statement of profit or loss and other comprehensive income in the period the asset is derecognized, which represents the difference between the net disposal proceeds and the carrying amount of the asset.*

*The residual values, useful lives and methods of depreciation of fixed assets are reviewed and adjusted prospectively, if appropriate, at the end of each financial year.*

**n. Intangible assets**

*An intangible asset is measured on initial recognition at cost. Following initial recognition, the intangible asset is carried at cost less any accumulated amortization and any accumulated impairment loss. The useful life of the intangible asset is assessed to be either finite or indefinite. An intangible asset with finite life is amortized over the asset's useful economic life and assessed for impairment whenever there is an indication that the intangible asset may be impaired. The amortization period and the amortization method for an intangible asset with a finite useful life are reviewed at least at each financial year end.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**n. Aset takberwujud (lanjutan)**

Aset takberwujud dihentikan pengakuannya pada saat:

- i. dijual; atau
- ii. ketika tidak ada manfaat ekonomis di masa depan yang dapat diharapkan dari penggunaan atau penjualan aset tersebut.

Aset takberwujud Perusahaan berupa perangkat lunak.

**o. Kapitalisasi biaya pinjaman**

Biaya pinjaman yang dapat diatribusikan langsung dengan perolehan, konstruksi atau pembuatan aset kualifikasian dikapitalisasi sebagai bagian biaya perolehan aset tersebut. Biaya pinjaman lainnya diakui sebagai beban pada periode terjadinya. Biaya pinjaman dapat meliputi beban bunga, beban keuangan dalam sewa pembiayaan yang diakui sesuai dengan PSAK No. 26 (Revisi 2014) dan selisih kurs yang berasal dari pinjaman dalam mata uang asing sepanjang selisih kurs tersebut diperlukan sebagai penyesuaian atas biaya bunga.

Kapitalisasi biaya pinjaman dimulai pada saat dimulainya aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan sesuai dengan maksudnya dan pengeluaran untuk aset dan biaya pinjamannya telah terjadi. Kapitalisasi biaya pinjaman dihentikan pada saat selesainya secara substansial seluruh aktivitas yang diperlukan untuk mempersiapkan aset kualifikasian agar dapat digunakan sesuai dengan maksudnya.

**p. Beban akrual**

Beban akrual diakui jika Kelompok Usaha memiliki kewajiban kini (baik hukum maupun konstruktif) sebagai akibat peristiwa masa lalu, besar kemungkinannya penyelesaian kewajiban tersebut mengakibatkan arus keluar sumber daya yang mengandung manfaat ekonomi dan estimasi yang andal mengenai jumlah kewajiban tersebut dapat dibuat.

Beban akrual ditelaah pada setiap tanggal pelaporan dan disesuaikan untuk mencerminkan estimasi terbaik yang paling kini. Jika arus keluar sumber daya untuk menyelesaikan kewajiban kemungkinan besar tidak terjadi maka provisi dibatalkan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**n. Intangible assets (continued)**

*An intangible asset is derecognized when:*

- i. disposed of; or*
- ii. when no future economic benefits are expected from its use or disposal.*

*The Company's intangible assets are in the form of software.*

**o. Capitalization of borrowing costs**

*Borrowing costs that are directly attributable to the acquisition, construction or production of a qualifying asset are capitalized as part of the cost of the related asset. Other borrowing costs are recognized as expenses in the period in which they are incurred. Borrowing costs may include interest, finance charges in respect of finance leases recognized in accordance with PSAK No. 26 (Revised 2014) and foreign exchange differences arising from foreign currency borrowings to the extent that they are regarded as adjustments to interest costs.*

*Capitalization of borrowing costs commences when the activities to prepare the qualifying asset for its intended use have started and the expenditures for the qualifying asset and the borrowing costs have been incurred. Capitalization of borrowing costs ceases when all the activities necessary to prepare the qualifying asset for its intended use are substantially completed.*

**p. Accrued expenses**

*Accrued expense is recognized when the Group has a present obligation (legal and 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.*

*Accrued expense 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 obligations, the provisions are reversed.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**q. Pendapatan diterima di muka**

Pendapatan yang diterima di muka adalah penerimaan uang dari pihak lain sehubungan dengan jasa yang akan dilakukan oleh Kelompok Usaha di masa depan tetapi jasa tersebut belum diserahkan kepada pihak tersebut.

**r. Liabilitas imbalan kerja**

**Imbalan kerja jangka pendek**

Kelompok Usaha mengakui liabilitas imbalan kerja jangka pendek ketika jasa diberikan oleh karyawan dan imbalan atas jasa tersebut akan dibayarkan dalam waktu dua belas bulan setelah jasa tersebut diberikan.

**Imbalan pensiun dan imbalan pasca kerja lainnya**

Biaya untuk penyediaan manfaat dibawah program pensiun imbalan pasti ditentukan dengan menggunakan metode *projected-unit-credit*.

Pengukuran kembali atas liabilitas (aset) imbalan pasti bersih, yang disebut sebagai penghasilan komprehensif lain, terdiri dari:

- i. Keuntungan atau kerugian aktuarial;
- ii. Imbalan hasil atas aset program, tidak termasuk jumlah yang dimasukkan dalam bunga bersih atas liabilitas (aset);
- iii. Setiap perubahan dampak batas aset, tidak termasuk jumlah yang dimasukkan dalam bunga bersih atas liabilitas (aset).

Pengukuran kembali atas liabilitas (aset) imbalan pasti bersih, yang diakui sebagai penghasilan komprehensif lain tidak direklasifikasi ke laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada periode berikutnya.

Biaya jasa lalu yang timbul dari amandemen atau kurtailmen program diakui sebagai beban dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian pada saat terjadinya.

Kurtailmen terjadi apabila Kelompok Usaha mengurangi secara signifikan jumlah pekerja yang ditanggung oleh program, terminasi atau penghentian program.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**q. Unearned revenues**

*Unearned revenues are cash received from other parties in connection with the services that will be performed by the Group in the future but the services not yet delivered to that parties.*

**r. Employee benefits liabilities**

**Short-term employee benefits**

*The Group recognizes short-term employee benefits liability when services are rendered and the compensation for such services are to be paid within twelve months after such services are rendered.*

**Pension benefits and other post employment benefits**

*The cost of providing benefits under the defined benefit plan is determined using the projected-unit-credit method.*

*Remeasurement on net deferred benefit liabilities (asset), which recognized as other comprehensive income, consists of:*

- i. Actuarial gains or losses;*
- ii. Return on program asset, which does not consists of amount included in liabilities (asset) net interest;*
- iii. Every changes in asset ceiling, does not consists of amount included in liabilities (asset) net interest.*

*Remeasurement on net defined benefit liabilities (asset) which is recognized as part of other comprehensive income will not be reclassified to consolidated statement of profit or loss and other comprehensive income in the next period.*

*Past service cost arising from amendment or curtailment programs are recognized as expense in consolidated statement of profit or loss and other comprehensive income when incurred.*

*A curtailment occurs when the Group either significantly reduce the number of employees covered by a plan, termination or suspension of the program.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**r. Liabilitas imbalan kerja (lanjutan)**

**Imbalan pensiun dan imbalan pasca kerja  
lainnya (lanjutan)**

Perusahaan memiliki program dana pensiun manfaat pasti dan program tunjangan hari tua. Selain itu, Perusahaan memberikan tunjangan kepada pegawai yang telah memenuhi persyaratan ketentuan yaitu tunjangan perumahan, penghargaan pengabdian dan jaminan kesehatan kepada pensiunan.

Pada tanggal 15 November 1999, Perusahaan memperoleh persetujuan dari Menteri Keuangan (No.KEP-39/KM.17/1999) untuk membentuk Lembaga terpisah yang mengelola dana pensiun dalam bentuk Program Dana Pensiun Manfaat Pasti (PPMP) dan Program Pensiun Iuran Pasti (PIIP) bernama Dana Pensiun Angkasa Pura I (DPAP I), untuk mengelola atas nama para anggota, semua kekayaan agar dapat memenuhi kewajiban pensiun dari Perusahaan.

Jumlah kontribusi PPMP terdiri dari kontribusi karyawan dan Perusahaan yang masing-masing dihitung sebesar 5% dan 20,76% dari penghasilan dasar pensiun, sedangkan jumlah kontribusi PIIP terdiri dari kontribusi karyawan dan Perusahaan yang masing-masing dihitung sebesar 5% dan maksimal 25% dari paket gaji peserta.

Pada tanggal 6 Mei 2003, penyelenggaraan program tunjangan hari tua dikelola oleh Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) berdasarkan Keputusan Bersama Direksi Perum Angkasa Pura I dan Perum Angkasa Pura II No. KEP.305/P.30.7.1/1988 dan KEP.165A/PAP.I/X/1988 tanggal 1 Oktober 1988 jo Perjanjian Kerja Bersama Periode 2003-2005 antara PT Angkasa Pura I dengan Serikat Pekerja Angkasa Pura I No.SP.06/HK.10/2003-DU, No.SP.AP.I.01/PKB/2003.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**r. Employee benefits liabilities (continued)**

**Pension benefits and other post  
employment benefits (continued)**

The Company has pension defined benefit funds program and annuities program. Moreover, the Company provides benefits to employees who have fulfilled the requirements of the provisions, which are housing allowance, loyalty reward and health insurance to pensioners.

On November 15, 1999, the Company obtained approval from the Minister of Finance (No.KEP-39/KM.17/1999) to establish a separate Institution that manages pension funds in the form of a Defined Benefit Pension Plan (PPMP) and a Definite Contribution Pension Program (Rencana Pensiun Iuran Pasti PPIP) named Dana Angkasa Pura I (DPAP I), to manage on behalf of the members, all of the wealth in order to fulfill the obligation to retire from the Company.

The amount of contribution of PPMP consists of employees and the Company's contributions which are calculated as 5% and 20.76%, respectively, from the basic pension income, while the amount of contribution of PPIP consists of employees and the Company's contributions, which are calculated at 5% and a maximum of 25% of the participant's salary package.

On May 6, 2003, the provision of retirement benefit program is managed by Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I) based on Joint Decree of the Directors of Perum Angkasa Pura I and Perum Angkasa Pura II Number KEP.305/KP.30.7.1/1988 and KEP.165A/PAP.I/X/1988 dated October 1, 1988 jo Joint Working Agreement for the period 2003-2005 between PT Angkasa Pura I and Labor Union of PT Angkasa Pura I. SP.06/HK.10/2003-DU, No.SP.AP.I.01/PKB/2003.

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(lanjutan)**

**r. Liabilitas imbalan kerja (lanjutan)**

**Imbalan pensiun dan imbalan pasca kerja  
lainnya (lanjutan)**

Program THT menyediakan manfaat pembayaran sekaligus dengan ketentuan nilai iuran adalah sebesar 5% (beban pegawai Perusahaan), 3% (beban pegawai diperbantukan), 1% (beban pegawai ditugaskan) dari nilai Penghasilan Dasar Tunjangan Hari Tua (PhDTHT) dan iuran Perusahaan yang telah mendapat persetujuan Rapat Umum Pemegang Saham (RUPS) yang dibayarkan secara sekaligus pada awal tahun berjalan.

Perusahaan juga memberikan imbalan pasca kerja lainnya, seperti tanda penghargaan dan cuti jangka panjang. Imbalan berupa uang penghargaan diberikan apabila karyawan bekerja hingga mencapai usia pensiun.

Kelompok Usaha harus menyediakan imbalan pensiun dengan jumlah minimal sesuai dengan Undang-Undang ("UU") Ketenagakerjaan No. 13/2003 dan Perjanjian Kerja Bersama ("PKB"), mana yang lebih tinggi. Karena UU Ketenagakerjaan atau PKB menentukan rumus tertentu untuk menghitung jumlah minimal imbalan pensiun, pada dasarnya program pensiun berdasarkan UU Ketenagakerjaan atau PKB adalah program pensiun imbalan pasti.

Liabilitas imbalan pensiun merupakan nilai kini liabilitas imbalan pasti pada akhir periode pelaporan dikurangi dengan nilai wajar aset program. Liabilitas imbalan pasti dihitung setiap tahun oleh aktuaris independen dengan menggunakan metode *Projected-Unit-Credit*.

Nilai kini liabilitas manfaat pasti ditentukan dengan mendiskontokan estimasi arus kas masa depan dengan menggunakan tingkat bunga obligasi pemerintah jangka panjang pada akhir periode pelaporan dalam mata uang rupiah sesuai dengan mata uang dimana imbalan tersebut akan dibayarkan dan yang memiliki jangka waktu yang sama dengan liabilitas manfaat pensiun yang bersangkutan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**r. Employee benefits liabilities (continued)**

**Pension benefits and other post  
employment benefits (continued)**

The THT program provides payment benefits at the same time with the terms of the contribution fee of 5% (Company employee expense), 3% (assigned employee expense), 1% (assigned charges) of the Basic Income Retirement Fees (PhDTHT) and the Company's contributions that have been approved by the General Meeting of Shareholders (GMS) which is fully paid at the beginning of the current year.

The Company also provides other post-employment benefits, such as rewards and long-term leave. Rewards in the form of award money are given when employees work until they reach retirement age.

The Group is required to provide a minimum amount of pension benefits in accordance with Labour Law No. 13/2003 and the Group's Collective Labour Agreement ("CLA"), whichever is higher. Since the Labour Law and the CLA set the formula for determining the minimum amount of benefits, in substance pension plans under the Labour Law or the CLA represent defined benefit plans.

The pension benefit obligation is the present value of the defined benefit obligation at end reporting period less the fair value of plan assets. The defined benefit obligation is calculated by an independent actuary using the *Projected-Unit-Credit* method.

The present value of the defined benefit obligation is determined by discounting the estimated future cash outflows using the yield at the end of the reporting period of long-term government bonds denominated in rupiah in which the benefits will be paid and that have terms to maturity similar to the related pension obligation.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**r. Liabilitas imbalan kerja (lanjutan)**

**Imbalan pensiun dan imbalan pasca kerja  
lainnya (lanjutan)**

Imbalan berupa uang penghargaan diberikan apabila karyawan bekerja hingga mencapai usia pensiun. Santunan kematian diberikan bila pegawai dan anggota keluarga tertentu meninggal dunia. Nilai imbalan yang diberikan didasari pada peraturan Perusahaan. Sedangkan imbalan berupa uang pisah, dibayarkan kepada karyawan yang mengundurkan diri secara sukarela, setelah memenuhi minimal masa kerja tertentu. Imbalan ini dihitung dengan menggunakan metodologi yang sama dengan metodologi yang digunakan dalam perhitungan program pensiun imbalan pasti.

Perusahaan menyediakan imbalan kesehatan pasca kerja untuk pensiunan. Hak atas imbalan ini pada umumnya diberikan apabila karyawan bekerja sampai usia pensiun dan memenuhi masa kerja minimum tertentu.

Prakiraan biaya imbalan ini diakru sepanjang masa kerja karyawan, dengan menggunakan metode akuntansi yang sama, namun disederhanakan, dengan metode yang digunakan dalam perhitungan program pensiun imbalan pasti. Kewajiban ini dinilai setiap tahun oleh aktuaris independen yang memenuhi kualifikasi.

Kelompok Usaha juga mencatat penyisihan manfaat tambahan untuk memenuhi dan menutup imbalan minimum yang harus dibayar kepada karyawan-karyawan sesuai dengan Perjanjian Kerja Bersama dan Undang-undang Penciptaan Lapangan Kerja No. 11/2020 ("UU Cipta Kerja", (UUCK)). Penyisihan tambahan tersebut diestimasi dengan menggunakan perhitungan aktuarial metode "Projected Unit Credit".

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**r. Employee benefits liabilities (continued)**

**Pension benefits and other post  
employment benefits (continued)**

*The reward is given when the employees reach their retirement age. Death allowance is paid when the employee or the qualified family members pass away. Benefit given is based on the Company's regulation. The separation reward benefit is paid to employees in the event of voluntary resignation, subject to a minimum number of years of service. These benefits have been accounted for using the same methodology as for the defined benefit pension plan.*

*The Company provides post-employment medical benefits to their retirees. The entitlement to these benefits is given if said employee has worked until his/her retirement age and the completes the minimum service period.*

*The expected costs of these benefits are accrued over the period of employment, using an accounting methodology similar but simplified to that for defined benefit pension plans. These obligations are valued annually by qualified independent actuaries.*

*The Group also provides additional provisions in order to meet and cover the minimum benefits required to be paid to the qualified employees under Collective Labor Agreement and Job Creation Law No. 11/2020 (the "Cipta Kerja Law", (UUCK)). The said additional provisions are estimated using actuarial calculations using the "Projected Unit Credit" method.*



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(lanjutan)**

**r. Liabilitas imbalan kerja (lanjutan)**

**Perubahan kebijakan akuntansi (lanjutan)**

Pada bulan April 2022, Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia "DSAK IAI") menerbitkan siaran pers atas persyaratan pengatribusian imbalan pada periode jasa sesuai PSAK 24: Imbalan Kerja yang diadopsi dari IAS 19 *Employee Benefits*. Siaran pers tersebut menyampaikan informasi bahwa pola fakta umum dari program pensiun berbasis undang-undang ketenagakerjaan yang berlaku di Indonesia saat ini memiliki pola fakta serupa dengan yang ditanggapi dan disimpulkan dalam IFRS Interpretation Committee ("IFRIC") *Agenda Decision Attributing Benefit to Periods of Service IAS 19*).

Pada tahun-tahun sebelumnya, Kelompok Usaha mengatribusikan imbalan berdasarkan formula imbalan program imbalan pasti berdasarkan masa kerja sejak tanggal pekerja memberikan jasa hingga usia pensiun. Mulai April, 2022, berdasarkan siaran pers, Kelompok Usaha telah mengubah kebijakan akuntansinya untuk mengatribusikan imbalan berdasarkan program tersebut, yaitu dari tanggal ketika jasa pekerja pertama kali menghasilkan imbalan dalam program sampai dengan tanggal ketika jasa pekerja selanjutnya tidak akan menghasilkan jumlah imbalan yang material dibawah program tersebut.

Kelompok Usaha telah menerapkan siaran pers tersebut dan dengan demikian merubah kebijakan akuntansi terkait atribusi imbalan kerja pada periode jasa dari kebijakan yang diterapkan sebelumnya. Dampak atas perubahan tersebut dapat dilihat pada catatan 4.

**s. Sewa**

Kelompok Usaha menilai pada saat inisiasi kontrak apabila kontrak tersebut adalah, atau mengandung, sewa. Yaitu, bila kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasi selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**r. Employee benefits liabilities (continued)**

**Changes in accounting policy (continued)**

In April 2022, the Institute of Indonesia Chartered Accountants' Accounting Standard Board "DSAK IAI") issued a press release regarding attribution of benefits to periods of service in accordance with PSAK 24: *Imbalan Kerja* which was adopted from IAS 19 *Employee Benefits*. The press release conveyed the information that the fact pattern of the pension program based on the Labor Law currently enacted in Indonesia is similar to those responded and concluded in the IFRS Interpretation Committee ("IFRIC") *Agenda Decision Attributing Benefit to Periods of Service IAS 19*).

In prior years, the Group attributed benefits under the defined benefit plan's benefit formula to periods of service from the date when employees provide their services until their retirement age. Starting from April, 2022, based on the press release, the Group changed the policy for attributing benefits under the plan to the date, that is when employee service first leads to benefits under the plan until the date when further employee service will lead to no material amount of further benefits under the plan.

The Group has adopted the said press release and accordingly changed its accounting policy regarding attribution of benefits to periods of service previously applied. Impact of this changes are disclosed in Note 4.

**s. Leases**

The Group assesses at contract inception whether a contract is, or contains, a lease. That is, if the contract conveys the right to control the use of an identified asset for a period of time in exchange for consideration.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**s. Sewa (lanjutan)**

Kelompok Usaha sebagai Penyewa

Kelompok Usaha menerapkan pendekatan pengakuan dan pengukuran tunggal untuk semua sewa, kecuali untuk sewa jangka-pendek dan sewa yang aset dasarnya bernilai-rendah. Kelompok usaha mengakui liabilitas sewa untuk melakukan pembayaran sewa dan aset hak-guna yang mewakili hak untuk menggunakan aset pendasar.

Aset hak-guna

Kelompok usaha mengakui aset hak-guna pada tanggal permulaan sewa (yaitu tanggal aset pendasar tersedia untuk digunakan). Aset hak-guna diukur pada harga perolehan, dikurangi akumulasi penyusutan dan penurunan nilai, serta disesuaikan dengan pengukuran kembali liabilitas sewa.

Biaya perolehan aset hak-guna mencakup jumlah liabilitas sewa yang diakui, biaya langsung awal yang terjadi, dan pembayaran sewa yang dilakukan pada atau sebelum tanggal permulaan dikurangi setiap insentif sewa yang diterima. Aset hak-guna disusutkan dengan metode garis lurus selama masa sewa.

Jika kepemilikan aset pendasar sewa beralih ke Kelompok Usaha pada akhir masa sewa atau biaya perolehan aset hak-guna merefleksikan Kelompok Usaha akan mengeksekusi opsi beli, maka penyusutan aset hak-guna dihitung menggunakan estimasi masa manfaat aset. Aset hak-guna juga dievaluasi untuk penurunan nilai.

Liabilitas Sewa

Pada tanggal permulaan sewa, Kelompok Usaha mengakui liabilitas sewa yang diukur pada nilai kini pembayaran sewa yang harus dilakukan selama masa sewa.

Pembayaran sewa juga mencakup harga pelaksanaan dari opsi beli yang secara wajar pasti dilaksanakan oleh Kelompok Usaha dan pembayaran peprnalti untuk mengakhiri sewa, jika masa sewa merefleksikan adanya opsi dapat mengakhiri sewa. Pembayaran sewa variabel yang tidak bergantung pada indeks atau tarif diakui sebagai beban pada periode terjadinya peristiwa atau kondisi yang memicu terjadinya pembayaran tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**s. Leases (continued)**

The Group as Lessee

The Group applies a single recognition and measurement approach for all leases, except for short-term leases and leases of low-value assets. The Group recognizes lease liabilities to make lease payments and right-of-use assets representing the right to use the underlying assets.

Right-of-use assets

The Group recognizes right-of-use assets at the commencement date of the lease (i.e., the date the underlying asset is available for use). Right-of-use assets are measured at cost, less any accumulated depreciation and impairment losses, and adjusted for any remeasurement of lease liabilities.

The cost of right-of-use assets includes the amount of lease liabilities recognized, initial direct costs incurred, and lease payments made at or before the commencement date less any lease incentives received. Right-of-use assets are depreciated on a straight-line basis over the lease term.

If ownership of the leased asset transfers to the Group at the end of the lease term or the cost reflects the exercise of a purchase option, depreciation is calculated using the estimated useful life of the asset. The right-of-use assets are also assessed for impairment.

Lease liabilities

At the commencement date of the lease, the Group recognizes lease liabilities measured at the present value of lease payments to be made over the lease term.

The lease payments also include the exercise price of a purchase option reasonably certain to be exercised by the Group and payments of penalties for terminating the lease, if the lease term reflects the option to terminate the lease. Variable lease payments that do not depend on an index or a rate are recognized as expenses in the period in which the event or condition that triggers the payment occurs.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**s. Sewa (lanjutan)**

Kelompok Usaha sebagai Penyewa (lanjutan)

Liabilitas sewa (lanjutan)

Dalam menghitung nilai kini pembayaran sewa, Kelompok Usaha menggunakan Suku Bunga Pinjaman Inkremental ("SBPI") pada tanggal permulaan sewa karena suku bunga implisit dalam sewa tidak dapat langsung ditentukan. Setelah tanggal permulaan, jumlah kewajiban sewa ditingkatkan untuk mencerminkan akresi bunga (atas efek diskonto) dan dikurangi untuk pembayaran sewa yang dilakukan.

Selain itu, nilai tercatat liabilitas sewa diukur kembali jika terdapat modifikasi, perubahan masa sewa, perubahan pembayaran sewa, atau perubahan penilaian atas opsi untuk membeli aset pendasar.

Sewa jangka pendek dan sewa dengan aset bernilai rendah.

Kelompok Usaha menerapkan pengecualian pengakuan sewa jangka pendek untuk sewa yang jangka waktu sewanya pendek (yaitu, sewa yang memiliki jangka waktu sewa 12 bulan atau kurang dari tanggal permulaan dan tidak memiliki opsi beli). Kelompok Usaha juga menerapkan pengecualian pengakuan sewa dengan aset bernilai rendah untuk sewa yang aset dasarnya dianggap bernilai rendah. Pembayaran sewa untuk sewa jangka pendek dan sewa dari aset bernilai rendah diakui sebagai beban dengan metode garis lurus selama masa sewa.

Kelompok Usaha sebagai Pesewa

Sewa yang dalam pengaturannya Kelompok Usaha tidak mengalihkan secara substansial seluruh risiko dan manfaat yang terkait dengan kepemilikan suatu aset diklasifikasikan sebagai sewa operasi. Pendapatan sewa yang timbul dicatat dengan metode garis lurus selama masa sewa dan diakui sebagai bagian dari pendapatan usaha pada laba rugi karena sifatnya. Biaya langsung awal yang terjadi dalam negosiasi dan pengaturan sewa operasi ditambahkan ke jumlah tercatat dari aset sewaan dan diakui selama masa sewa atas dasar yang sama dengan pendapatan sewa. Sewa kontijensi diakui sebagai pendapatan pada periode dimana sewa kontijensi tersebut diperoleh.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**s. Leases (continued)**

The Group as Lessee (continued)

Lease liabilities (continued)

In calculating the present value of lease payments, the Group uses its Incremental Borrowing Rate ("IBR") at the lease commencement date because the interest rate implicit in the lease is not readily determinable. After the commencement date, the amount of lease liabilities is increased to reflect the accretion of interest and the reduction for the lease payments made.

In addition, the carrying amount of lease liabilities is remeasured if there is a modification, a change in the lease term, a change in the lease payments or a change in the assessment of an option to purchase the underlying asset.

Short-term leases and leases of low-value assets

The Group applies the short-term lease recognition exemption to its short-term leases (i.e., those leases that have a lease term of 12 months or less from the commencement date and do not contain a purchase option). The Group also applies the lease of low-value assets recognition exemption to leases that are considered to be low value. Lease payments on short-term leases and leases of low-value underlying assets are recognized as expense on a straight-line basis over the lease term.

The Group as Lessor

Leases in which the Group does not transfer substantially all the risks and rewards incidental to ownership of an asset are classified as operating leases. Lease income arising is accounted for on a straight-line basis over the lease terms and is included in other operating income in the profit or loss due to its operating nature. Initial direct costs incurred in negotiating and arranging an operating lease are added to the carrying amount of the leased asset and recognized over the lease term on the same basis as lease income. Contingent rent are recognized as revenue in the period in which they are earned.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**t. Perpajakan**

Pajak final

Peraturan perpajakan di Indonesia mengatur beberapa jenis penghasilan dikenakan pajak yang bersifat final. Pajak final yang dikenakan atas nilai bruto transaksi tetap dikenakan walaupun atas transaksi tersebut pelaku transaksi mengalami kerugian.

Mengacu pada revisi PSAK No. 46 yang disebutkan di atas, pajak final tersebut tidak termasuk dalam lingkup yang diatur oleh PSAK No. 46. Oleh karena itu, Kelompok Usaha memutuskan untuk menyajikan beban pajak final sehubungan dengan penjualan tanah, pendapatan sewa tanah dan jasa rekayasa dan konstruksi sebagai pos tersendiri.

Perbedaan antara nilai tercatat dari aset revaluasi dan dasar pengenaan pajak merupakan perbedaan temporer sehingga menimbulkan liabilitas atau aset pajak tangguhan, kecuali untuk aset tertentu seperti tanah yang pada saat realisasinya dikenakan pajak final yang dikenakan atas nilai bruto transaksi.

Pajak kini

Aset dan liabilitas pajak kini untuk tahun berjalan diukur sebesar jumlah yang diharapkan dapat direstitusi dari atau dibayarkan kepada otoritas perpajakan.

Beban pajak kini ditentukan berdasarkan laba kena pajak tahun berjalan yang dihitung berdasarkan tarif pajak yang berlaku.

Kekurangan/kelebihan pembayaran pajak penghasilan dicatat sebagai bagian dari "Beban Pajak Kini" dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Kelompok Usaha juga menyajikan bunga atau denda, jika ada, sebagai bagian dari "Beban Pajak Kini".

Koreksi terhadap liabilitas perpajakan diakui pada saat surat ketetapan pajak diterima atau, jika diajukan keberatan, pada saat keputusan atas keberatan ditetapkan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**t. Taxation**

Final tax

Tax regulation in Indonesia determined that certain taxable income is subject to final tax. Final tax applied to the gross value of transactions is applied even when the parties carrying the transaction is recognizing losses.

Referring to revised PSAK No. 46 as mentioned above, final tax is no longer governed by PSAK No. 46. Therefore, the Group has decided to present all of the final tax arising from sales of land, land rent revenue and engineering and construction services as a separate line item.

The difference between the carrying amount of a revalued asset and its tax base is a temporary difference and gives rise to a deferred tax liability or asset, except for certain assets such as land, in which its realization is taxed with final tax on gross value of transaction.

Current tax

Current income tax assets and liabilities for the current period are measured at the amount expected to be recovered from or paid to the taxation authority.

Current tax expense is determined based on the taxable profit for the year computed using the prevailing tax rates.

Underpayment/overpayment of income tax are presented as part of "Tax Expense - Current" in the consolidated statements of profit or loss and other comprehensive income. The Group also presents interest or penalty, if any, as part of "Current Tax Expense".

Amendments to tax liabilities are recorded when a tax assessment letter is received or, if appealed against, when the result of the appeal is determined.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**t. Perpajakan (lanjutan)**

Pajak tangguhan

Aset dan liabilitas pajak tangguhan diakui menggunakan metode liabilitas atas konsekuensi pajak pada masa mendatang yang timbul dari perbedaan jumlah tercatat aset dan liabilitas menurut laporan keuangan dengan dasar pengenaan pajak aset dan liabilitas pada setiap tanggal pelaporan.

Liabilitas pajak tangguhan diakui untuk semua perbedaan temporer kena pajak dan aset pajak tangguhan diakui untuk perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal, sepanjang besar kemungkinan perbedaan temporer yang boleh dikurangkan dan akumulasi rugi fiskal tersebut dapat dimanfaatkan untuk mengurangi laba kena pajak pada masa depan.

Jumlah tercatat aset pajak tangguhan ditelaah ulang pada akhir setiap periode pelaporan dan diturunkan apabila laba fiskal mungkin tidak memadai untuk mengkompensasi sebagian atau semua manfaat aset pajak tangguhan tersebut. Pada akhir setiap periode pelaporan, Kelompok Usaha menilai kembali aset pajak tangguhan yang tidak diakui. Kelompok Usaha mengakui aset pajak tangguhan yang sebelumnya tidak diakui apabila besar kemungkinan bahwa laba fiskal pada masa depan akan tersedia untuk pemulihannya.

Pajak tangguhan dihitung dengan menggunakan tarif pajak yang berlaku atau secara substansial telah berlaku pada tanggal pelaporan. Perubahan nilai tercatat aset dan liabilitas pajak tangguhan yang disebabkan oleh perubahan tarif pajak dibebankan pada usaha periode berjalan, kecuali untuk transaksi-transaksi yang sebelumnya telah langsung dibebankan atau dikreditkan ke ekuitas.

Aset dan liabilitas pajak tangguhan disajikan secara saling hapus dalam laporan posisi keuangan konsolidasian, kecuali aset dan liabilitas pajak tangguhan untuk entitas yang berbeda, sesuai dengan penyajian aset dan liabilitas pajak kini.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**t. Taxation (continued)**

Deferred tax

*Deferred tax assets and liabilities are recognized using the liability method for the future tax consequences attributable to differences between the carrying amounts of existing assets and liabilities in the financial statements and their respective tax basis at each reporting date.*

*Deferred tax liabilities are recognized for all taxable temporary differences and deferred tax assets are recognized for deductible temporary differences and accumulated fiscal losses to the extent that it is probable that taxable profit will be available in future years against which the deductible temporary differences and accumulated fiscal losses can be utilized.*

*The carrying amount of a deferred tax asset is reviewed at the end of each reporting period and reduced to the extent that it is no longer probable that sufficient taxable profit will be available to allow the benefit of part or all of that deferred tax asset to be utilized. At the end of each reporting period, the Group reassesses unrecognized deferred tax assets. The Group recognizes previously unrecognized deferred tax assets to the extent that it has become probable that future taxable profit will allow the deferred tax assets to be recovered.*

*Deferred tax is calculated using regulated tax rates or substantively enacted at the reporting date. Changes in the carrying amount of deferred tax assets and liabilities due to a change in tax rates are charged to current period operations, except to the extent that they relate to items previously charged or credited to equity.*

*Deferred tax assets and liabilities are offset in the consolidated statements of financial position, except if they are for different legal entities, consistent with the presentation of current tax assets and liabilities.*



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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**u. Pendapatan dan beban**

Kelompok Usaha menerapkan PSAK 72, "Pendapatan dari Kontrak dengan Pelanggan", yang mensyaratkan pengakuan pendapatan untuk memenuhi 5 (lima) langkah analisis 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. Menetapkan harga transaksi, setelah dikurangi diskon, retur, insentif penjualan dan pajak pertambahan nilai, yang berhak diperoleh suatu entitas sebagai kompensasi atas diteruskannya barang atau jasa yang dijanjikan di 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 margin.
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).

Untuk pendapatan, kewajiban pelaksanaan umumnya terpenuhi, dan pendapatan diakui, pada saat jasa telah diserahkan kepada pelanggan (pada suatu titik waktu).

Pengakuan beban

Beban diakui pada saat terjadinya (asas akrual).

**v. Penurunan nilai aset nonkeuangan**

Pada setiap akhir periode pelaporan, Kelompok Usaha menilai apakah terdapat indikasi suatu aset mengalami penurunan nilai.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**u. Revenue and expense**

The Group has adopted PSAK 72, "Revenue from Contracts with Customers", which requires revenue recognition to fulfill 5 (five) steps of assessment as follows:

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, net of discounts, returns, sales incentives and value added tax, which an entity expects to be entitled in exchange for transferring the promised goods or services to a customer.
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. When these are not directly observable, the relative standalone selling price 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 those goods or services).

For revenues, performance obligation is typically satisfied, and revenue is recognized, when the services has been transferred to the customer (a point in time).

Expenses recognition

Expenses are recognized when they are incurred (accrual basis).

**v. Impairment of non-financial assets**

The Group assesses at the end of each reporting period whether there is an indication that an asset may be impaired.

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**v. Penurunan nilai aset nonkeuangan  
(lanjutan)**

Jika terdapat indikasi tersebut, maka jumlah terpulihkan diestimasi untuk aset individual. Jika tidak mungkin untuk mengestimasi jumlah terpulihkan aset individual, maka Kelompok Usaha menentukan nilai terpulihkan dari Unit Penghasil Kas (UPK) yang mana aset tercakup (aset dari UPK).

Jumlah terpulihkan dari suatu aset (baik aset individual maupun UPK) adalah jumlah yang lebih tinggi antara nilai wajarnya dikurangi biaya untuk menjual dengan nilai pakainya. Jika nilai tercatat aset lebih besar daripada nilai terpulihkannya, maka aset tersebut dianggap mengalami penurunan nilai dan nilai tercatat aset diturunkan menjadi sebesar nilai terpulihkannya. Rugi penurunan nilai diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sebagai "rugi penurunan nilai".

Dalam menghitung nilai pakai, estimasi arus kas masa depan neto didiskontokan ke nilai kini dengan menggunakan tingkat diskonto sebelum pajak yang menggambarkan penilaian pasar kini dari nilai waktu uang dan risiko spesifik atas aset.

Dalam menentukan nilai wajar dikurangi biaya untuk menjual, digunakan harga transaksi pasar terakhir, jika tersedia. Jika tidak terdapat transaksi tersebut, Kelompok Usaha menggunakan model penilaian yang sesuai untuk menentukan nilai wajar aset. Perhitungan-perhitungan ini dikuatkan oleh penilaian berganda atau indikator nilai wajar lain yang tersedia.

Kerugian penurunan nilai, jika ada, diakui pada laporan laba rugi dan penghasilan komprehensif lain konsolidasian sesuai dengan kategori biaya yang konsisten dengan fungsi dari aset yang diturunkan nilainya.

Penilaian dilakukan pada setiap akhir periode pelaporan apakah terdapat indikasi bahwa rugi penurunan nilai yang telah diakui dalam periode sebelumnya untuk suatu aset mungkin tidak ada lagi atau mungkin telah menurun. Jika indikasi tersebut ada, maka entitas mengestimasi jumlah terpulihkan aset tersebut.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**v. Impairment of non-financial assets  
(continued)**

*If such indication exists, recoverable amount is estimated for the individual asset. If it is not possible to estimate the recoverable amount of the individual asset, the Group determines the recoverable amount of the Cash-Generating Unit (CGU) to which the asset belongs (the asset's CGU).*

*An asset's (either individual asset or CGU) recoverable amount is the higher of the asset's fair value less costs to sell and its value in use. Where the carrying amount of the asset exceeds its recoverable amount, the asset is considered impaired and is written down to its recoverable amount. Impairment loss are recognized in consolidated statement of profit or loss and other comprehensive income as "impairment loss".*

*In assessing the value in use, the estimated net future cash flows are discounted to their present value using a pre-tax discount rate that reflects current market assessments of the time value of money and the risks specific to the asset.*

*In determining fair value less costs to sell, recent market transactions are taken into account, if available. If no such transactions can be identified, an appropriate valuation model is used to determine the fair value of the asset. These calculations are corroborated by valuation multiples or other available fair value indicators.*

*Impairment loss, if any, are recognized in consolidated statement of profit or loss and other comprehensive income under expense categories that are consistent with the functions of the impaired assets.*

*An assessment is made at the end of each reporting period as to whether there is any indication that previously recognized impairment losses for an asset may no longer exist or may have decreased. If such indication exists, the recoverable amount is estimated.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**v. Penurunan nilai aset nonkeuangan  
(lanjutan)**

Kerugian penurunan nilai yang telah diakui dalam periode sebelumnya untuk suatu aset dibalik hanya jika terdapat perubahan asumsi-asumsi yang digunakan untuk menentukan jumlah terpulihkan aset tersebut sejak rugi penurunan nilai terakhir diakui.

Pembalikan tersebut dibatasi sehingga jumlah tercatat aset tidak melebihi jumlah terpulihkannya maupun jumlah tercatat, bersih setelah penyusutan, seandainya tidak ada rugi yang telah diakui untuk aset tersebut pada periode sebelumnya. Pembalikan rugi penurunan nilai diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian. Setelah pembalikan tersebut diakui sebagai laba rugi, penyusutan aset tersebut disesuaikan di periode mendatang untuk mengalokasikan jumlah tercatat aset yang direvisi, dikurangi nilai sisanya, dengan dasar yang sistematis selama sisa umur manfaatnya.

**w. Pelaporan segmen**

Segmen operasi adalah suatu komponen dari entitas: (1) yang terlibat dalam aktivitas bisnis yang mana memperoleh pendapatan dan menimbulkan beban; (2) hasil operasinya dikaji ulang secara reguler oleh pengambil keputusan operasional untuk membuat keputusan tentang sumber daya yang dialokasikan pada segmen tersebut dan menilai kinerjanya; dan (3) tersedia informasi keuangan yang dapat dipisahkan.

Kelompok Usaha mengidentifikasi segmen operasi berdasarkan pelaporan internal yang direviu secara reguler oleh pengambil keputusan operasional dalam mengalokasikan sumber daya dan menilai kinerja segmen operasi Kelompok Usaha.

Pengungkapan tambahan pada masing-masing segmen terdapat dalam Catatan 43, termasuk faktor yang digunakan untuk mengidentifikasi segmen yang dilaporkan dan dasar pengukuran informasi segmen.

Segmen ditentukan sebelum saldo dan transaksi antar Perusahaan dan Entitas Anak dieliminasi sebagai bagian dari proses konsolidasi.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**v. Impairment of non-financial assets  
(continued)**

*A previously recognized impairment loss for an asset is reversed only if there has been a change in the assumptions used to determine the asset's recoverable amount since the last impairment loss was recognized.*

*The reversal is limited so that the carrying amount of the asset does not exceed its recoverable amount, nor exceeds the carrying amount that would have been determined, net of depreciation, had no impairment loss been recognized for the asset in prior periods. Reversal of an impairment loss is recognized in consolidated statement of profit or loss or other comprehensive income. After such a reversal is recognized in profit or loss, the depreciation charge on the said asset is adjusted in future periods to allocate the asset's revised carrying amount, less any residual value, on a systematic basis over its remaining useful life.*

**w. Segment reporting**

*An operating segment is a component of an entity: (1) which engages in business activities from which it may earn revenues and incur expenses; (2) whose operating results are regularly reviewed by the entity's operating decision maker to decide about resources to be allocated to the segment and value its performance; and (3) for which discrete financial information is available.*

*The Group identifies its operating segments on the basis of internal reports that are regularly reviewed by the Group's chief operating decision-maker in order to allocate resources to the segment and assess its performance.*

*Additional disclosures on each of these segments are shown in Note 43, including the factors used to identify the reported segments and the measurement basis of segment information.*

*Segments are determined before intra-group balances and intra-group transactions are eliminated as part of consolidation process.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**x. Laba per saham**

Laba per saham dihitung dengan membagi total laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa seri B yang beredar pada tahun yang bersangkutan.

Laba per saham dilusian dihitung dengan membagi total laba tahun berjalan yang dapat diatribusikan kepada pemilik entitas induk dengan jumlah rata-rata tertimbang saham biasa yang beredar pada periode pelaporan, yang disesuaikan untuk mengasumsikan konversi efek berpotensi saham biasa yang sifatnya dilutif.

**y. Pengukuran nilai wajar**

Kelompok Usaha mengukur instrumen keuangan seperti derivatif dan investasi jangka pendek pada nilai wajar pada setiap tanggal pelaporan. Pengungkapan nilai wajar untuk instrumen keuangan disajikan dalam Catatan 47.

Nilai wajar adalah harga yang akan diterima untuk menjual suatu aset atau harga yang akan dibayar untuk mengalihkan suatu liabilitas dalam transaksi teratur antara pelaku pasar pada tanggal pengukuran. Pengukuran nilai wajar berdasarkan asumsi bahwa transaksi untuk menjual aset atau mengalihkan liabilitas terjadi di:

- Pasar utama untuk aset dan liabilitas tersebut, atau
- Jika tidak terdapat pasar utama, di pasar yang paling menguntungkan untuk aset atau liabilitas tersebut.

Kelompok Usaha harus memiliki akses ke pasar utama atau pasar yang paling menguntungkan.

Nilai wajar dari aset atau liabilitas diukur menggunakan asumsi yang akan digunakan oleh pelaku pasar pada saat melakukan penilaian aset atau liabilitas, dengan asumsi bahwa pelaku pasar akan bertindak atas kepentingan ekonomi terbaik mereka.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**x. Earnings per share**

*Earnings per share is calculated by dividing the total profit for the year attributable to owners of the parent by the weighted average number of ordinary shares series B outstanding during the year.*

*Diluted earning per share is calculated by dividing profit for the year attributable to owners of the parent by the weighted average number of ordinary shares outstanding during the reporting period, adjusted to assume conversion of all potential dilutive ordinary shares.*

**y. Fair value measurement**

*The Group measures financial instruments such as derivatives and short-term investments at fair value at each reporting date. Fair value related disclosures for financial instruments are disclosed in Note 47.*

*Fair value is the price that would be received to sell an asset or paid to transfer a liability in an orderly transaction between market participants at the measurement date. The fair value measurement is based on the presumption that the transaction on selling assets or transfer the liabilities takes place whenever:*

- *In the principal market for the assets or liabilities, or*
- *In the absence of a principal market, in the most advantageous market for the assets or liabilities.*

*The principal or the most advantageous market must be accessible by the Group.*

*The fair value of an asset or a liability is measured using the assumptions that market participants would use when pricing the asset or liabilities, assuming that market participants act in their economic best interest.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI SIGNIFIKAN  
(lanjutan)**

**y. Pengukuran nilai wajar (lanjutan)**

Kelompok Usaha menggunakan teknik penilaian yang sesuai dengan kondisi Perusahaan dan dimana terdapat ketersediaan data yang cukup untuk mengukur nilai wajar, memaksimalkan penggunaan data masukan yang dapat diobservasi yang relevan dan meminimalkan penggunaan data masukan yang tidak dapat diobservasi.

Semua aset dan liabilitas yang diukur dengan nilai wajar atau diungkapkan dalam laporan keuangan dikategorikan dalam hirarki nilai wajar berdasarkan tingkat masukan paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan:

- Tingkat 1 - Harga kuotasian (tidak disesuaikan) di pasar aktif untuk aset atau liabilitas yang identik;
- Tingkat 2 - Teknik-teknik lain atas semua input yang memiliki efek signifikan terhadap nilai wajar yang tercatat dapat diobservasi, baik secara langsung maupun tidak langsung;
- Tingkat 3 - Teknik yang menggunakan input yang memiliki pengaruh signifikan terhadap nilai wajar yang tercatat yang tidak berdasarkan data pasar yang dapat diobservasi.

Untuk aset dan liabilitas yang diakui dalam laporan keuangan dalam basis yang berulang, Kelompok Usaha menentukan apakah transfer telah terjadi antara tingkat dalam hirarki dengan menilai ulang kategori (berdasarkan tingkat masukan paling rendah yang signifikan terhadap pengukuran nilai wajar secara keseluruhan) pada setiap akhir periode pelaporan.

**z. Kombinasi Bisnis**

Kombinasi bisnis dicatat dengan menggunakan metode akuisisi. Biaya perolehan dari suatu akuisisi diukur dari nilai agregat imbalan yang dialihkan, diukur pada nilai wajar pada tanggal akuisisi dan jumlah setiap KNP pada pihak yang diakuisisi. Untuk setiap kombinasi bisnis, pihak pengakuisisi mengukur KNP pada entitas yang diakuisisi pada nilai wajar atau pada proporsi kepemilikan KNP atas aset neto yang teridentifikasi dari entitas yang diakuisisi. Biaya-biaya akuisisi yang timbul dibebankan langsung dan dicatat dalam "Beban Umum dan Administrasi".

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**y. Fair value measurement (continued)**

The Group uses valuation techniques that are appropriate in the circumstances and for which sufficient data are available to measure fair value, maximizing the use of relevant observable inputs and minimizing the use of unobservable inputs.

All assets and liabilities for which fair value is measured or disclosed in the financial statements are categorized within the fair value hierarchy, described as follows, based on the lowest level input that is significant to the fair value measurement as a whole:

- Level 1 - Quoted (unadjusted) market prices in active markets for identical assets or liabilities; and
- Level 2 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is directly or indirectly observable; and
- Level 3 - Valuation techniques for which the lowest level input that is significant to the fair value measurement is unobservable.

For assets and liabilities that are recognized in the financial statements on a recurring basis, the Group determines whether transfers have occurred between levels in the hierarchy by re-assessing categorization (based on the lowest level input that is significant to the fair value measurement as a whole) at the end of each reporting period.

**z. Business Combinations**

Business combinations are accounted for using the acquisition method. The cost of an acquisition is measured as the aggregate of the consideration transferred, measured at acquisition date fair value and the amount of any NCI in the acquiree. For each business combination, the acquirer measures the NCI in the acquiree either at fair value or at the proportionate share of the acquiree's identifiable net assets. Transaction costs incurred are directly expensed and included in "General and Administrative Expenses".



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**2. IKHTISAR KEBIJAKAN AKUNTANSI  
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**z. Kombinasi Bisnis (lanjutan)**

Ketika melakukan akuisisi atas sebuah bisnis, Kelompok Usaha mengklasifikasikan dan menentukan aset keuangan yang diperoleh dan liabilitas keuangan yang diambil alih berdasarkan pada persyaratan kontraktual, kondisi ekonomi dan kondisi terkait lain yang ada pada tanggal akuisisi. Hal ini termasuk pemisahan derivatif melekat dalam kontrak utama oleh pihak yang diakuisisi.

Pada tanggal akuisisi, goodwill awalnya diukur pada biaya perolehan yang merupakan selisih lebih nilai agregat dari imbalan yang dialihkan dan jumlah setiap KNP atas selisih jumlah dari aset neto teridentifikasi yang diperoleh dan liabilitas yang diambil alih. Jika imbalan tersebut kurang dari nilai wajar aset neto entitas yang diakuisisi, selisih tersebut diakui dalam laba rugi sebagai keuntungan dari pembelian dengan diskon setelah sebelumnya manajemen meninjau kembali identifikasi dan nilai wajar dari aset yang diperoleh dan liabilitas yang diambil alih.

Setelah pengakuan awal, goodwill diukur pada jumlah tercatat dikurangi akumulasi penyisihan penurunan nilai. Untuk tujuan pengujian penurunan nilai, goodwill yang diperoleh dari suatu kombinasi bisnis, sejak tanggal akuisisi dialokasikan kepada setiap unit penghasil kas ("UPK") dari Kelompok Usaha yang diharapkan akan memberikan manfaat dari sinergi kombinasi tersebut, terlepas dari apakah aset atau liabilitas lain dari pihak yang diakuisisi ditetapkan atas UPK tersebut.

Jika goodwill telah dialokasikan pada suatu UPK dan operasi tertentu atas UPK tersebut dihentikan, maka goodwill yang diasosiasikan dengan operasi yang dihentikan tersebut termasuk dalam jumlah tercatat operasi tersebut ketika menentukan keuntungan atau kerugian dari pelepasan. Goodwill yang dilepaskan tersebut diukur berdasarkan nilai relatif operasi yang dihentikan dan porsi UPK yang ditahan.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**z. Business Combinations (continued)**

*When the Group acquires a business, it assesses the financial assets acquired and liabilities assumed for appropriate classification and designation in accordance with the contractual terms, economic circumstances and pertinent conditions as at the acquisition date. This includes the separation of embedded derivatives in host contracts by the acquiree.*

*At acquisition date, goodwill is initially measured at cost being the excess of the aggregate of the consideration transferred and the amount recognized for NCI over the net identifiable assets acquired and liabilities assumed. If this consideration is lower than the fair value of the net assets of the acquiree, the difference is recognized in profit or loss as gain on bargain purchase after revisiting the identification and fair value measurement of the acquired assets and the assumed liabilities.*

*After initial recognition, goodwill is measured at cost less any accumulated allowance for impairment. For the purpose of impairment testing, goodwill acquired in a business combination is, from the acquisition date, allocated to each of the Group's cash-generating units ("CGU") that are expected to benefit from the combination, irrespective of whether other assets or liabilities of the acquiree are assigned to those CGUs.*

*Where goodwill forms part of a CGU and part of the operation within that CGU is disposed of, the goodwill associated with the operation disposed of is included in the carrying amount of the operation when determining the gain or loss on disposal of the operation. Goodwill disposed of in this circumstance is measured based on the relative values of the operation disposed of and the portion of the CGU retained.*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI  
SIGNIFIKAN (lanjutan)**

**z. Kombinasi Bisnis (lanjutan)**

Kombinasi bisnis entitas sepengendali, berupa pengalihan bisnis yang dilakukan dalam rangka reorganisasi entitas-entitas yang berada dalam suatu Kelompok Usaha yang sama, bukan merupakan perubahan kepemilikan dalam arti substansi ekonomi, sehingga transaksi tersebut tidak dapat menimbulkan laba atau rugi bagi Kelompok Usaha secara keseluruhan ataupun bagi entitas individual dalam Kelompok Usaha tersebut. Oleh karena itu, transaksi tersebut diakui pada jumlah tercatat berdasarkan metode penyatuan kepemilikan. Laporan keuangan entitas yang bergabung disajikan sedemikian rupa seolah-olah penggabungan tersebut telah terjadi sejak awal periode entitas yang bergabung berada dalam sepengendalian.

Selisih antara imbalan yang diberikan/diterima dan jumlah tercatat bisnis yang diterima/dilepas dalam kombinasi bisnis entitas sepengendali dicatat pada akun tambahan modal disetor dalam laporan posisi keuangan konsolidasian.

**aa. Peristiwa setelah periode pelaporan**

Peristiwa setelah periode pelaporan yang memberikan informasi tambahan mengenai posisi keuangan Kelompok Usaha pada tanggal pelaporan ("peristiwa penyesuaian"), jika ada, dicerminkan dalam laporan keuangan konsolidasian. Peristiwa setelah periode pelaporan yang bukan peristiwa penyesuaian diungkapkan dalam catatan atas laporan keuangan konsolidasian jika material.

**ab. Klasifikasi lancar dan tak lancar**

Kelompok Usaha menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tak lancar. Suatu aset disajikan lancar bila:

- 1) akan direalisasi, dijual atau dikonsumsi dalam siklus operasi normal,
- 2) untuk diperdagangkan,

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**z. Business Combinations (continued)**

*Business combination of entities under common control, represents the transfer of business which is carried out within the framework of reorganizing entities under the same group, does not constitute a change of ownership based on the economic substance of such transaction, hence it does not result in gain or loss to the group as a whole or to the individual entity within the group. Hence, such transaction is recognized at carrying amount using the pooling-of-interests method. The financial statements of the combined entities are presented as if they had been combined from the beginning of the period they were under common control.*

*Difference between the consideration transferred/received and the carrying amount of the acquired/disposed business in a business combination of entities under common control is recorded in additional paid-in capital account in the consolidated statement of financial position.*

**aa. Events after the reporting period**

*Post period-end events that provide additional information about the Group's financial position at the reporting date ("adjusting events"), if any, are reflected in the consolidated financial statements. Post period-end events that are not adjusting events are disclosed in the notes to the consolidated financial statements when material.*

**ab. Current and non-current classification**

*The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is:*

- 1) *expected to be realized or intended to be sold or consumed in the normal operating cycle,*
- 2) *held primarily for the purpose of trading,*

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**2. IKHTISAR KEBIJAKAN AKUNTANSI  
SIGNIFIKAN (lanjutan)**

**ab. Klasifikasi lancar dan tak lancar (lanjutan)**

Kelompok Usaha menyajikan aset dan liabilitas dalam laporan posisi keuangan konsolidasian berdasarkan klasifikasi lancar/tak lancar. Suatu aset disajikan lancar bila: (lanjutan)

- 3) akan direalisasi dalam 12 bulan setelah tanggal pelaporan, atau
- 4) kas atau setara kas kecuali yang dibatasi penggunaannya atau akan digunakan untuk melunasi suatu liabilitas dalam kurun waktu 12 bulan setelah tanggal pelaporan.

Seluruh aset lain diklasifikasikan sebagai tidak lancar.

Suatu liabilitas disajikan lancar bila:

- 1) akan dilunasi dalam siklus operasi normal,
- 2) untuk diperdagangkan,
- 3) akan dilunasi dalam 12 bulan setelah tanggal pelaporan, atau
- 4) tidak ada hak tanpa syarat untuk menangguhkan pelunasannya dalam kurun waktu 12 bulan setelah tanggal pelaporan.

Seluruh liabilitas lain diklasifikasikan sebagai tidak lancar.

Aset dan kewajiban pajak tangguhan diklasifikasikan sebagai aset tidak lancar dan kewajiban jangka panjang.

**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN**

Penyusunan laporan keuangan konsolidasian sesuai dengan Standar Akuntansi Keuangan di Indonesia mewajibkan manajemen untuk membuat estimasi dan asumsi yang mempengaruhi jumlah-jumlah yang dilaporkan dari pendapatan, beban, aset dan liabilitas, dan pengungkapan liabilitas kontinjensi pada tanggal pelaporan. Ketidakpastian mengenai asumsi dan estimasi tersebut dapat mengakibatkan penyesuaian nilai tercatat aset dan liabilitas dalam periode pelaporan berikutnya.

Manajemen berkeyakinan bahwa pengungkapan berikut telah mencakup ikhtisar pertimbangan, estimasi dan asumsi signifikan yang dibuat oleh manajemen, yang berpengaruh terhadap jumlah-jumlah yang dilaporkan serta pengungkapan dalam laporan keuangan konsolidasian.

**2. SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES (continued)**

**ab. Current and non-current classification  
(continued)**

The Group presents assets and liabilities in the statement of financial position based on current/non-current classification. An asset is current when it is: (continued)

- 3) expected to be realized within 12 months after the reporting period, or
- 4) cash or cash equivalent unless restricted from being exchanged or used to settle a liability for at least 12 months after the reporting period.

All other assets are classified as non-current.,

A liability is current when it is:

1. expected to be settled in the normal operating cycle,
2. held primarily for the purpose of trading,
3. due to be settled within twelve months after the reporting period, or
4. there is no unconditional right to defer the settlement of the liability for at least twelve months after the reporting period.

All other liabilities are classified as non-current.

Deferred tax assets and liabilities are classified as non-current assets and liabilities.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,  
ESTIMATES AND ASSUMPTIONS**

The consolidated financial statements, in conformity with Indonesian Financial Accounting Standards, requires management to make judgments of estimations and assumptions that affect the amounts reported on income, expenses, assets and liabilities and disclosures of contingent liabilities at the reporting date. The estimation uncertainty may cause adjustment to the carrying amounts of assets and liabilities within the next reporting period.

Management believes that the following represent a summary of the significant judgements, estimates and assumptions made that affected certain reported amounts and disclosures in the consolidated financial statements.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**Pertimbangan**

Penyusunan laporan keuangan konsolidasian Kelompok Usaha mensyaratkan manajemen untuk membuat pertimbangan, estimasi dan asumsi yang mempengaruhi jumlah yang dilaporkan atas pendapatan, beban, aset dan liabilitas, serta pengungkapan laporan keuangan konsolidasi, pada akhir periode pelaporan. Namun, ketidakpastian asumsi dan estimasi ini dapat menyebabkan hasil yang memerlukan penyesuaian material atas nilai tercatat aset atau liabilitas yang berdampak pada masa mendatang.

Penentuan Mata Uang Fungsional

Mata uang fungsional dari setiap entitas dalam Kelompok Usaha adalah mata uang dari lingkungan ekonomi utama di mana entitas tersebut beroperasi. Mata uang tersebut adalah mata uang yang mempengaruhi pendapatan dan biaya masing-masing entitas. Penentuan mata uang fungsional bisa membutuhkan pertimbangan karena berbagai kompleksitas, antara lain, suatu entitas dapat bertransaksi dalam lebih dari satu mata uang dalam aktivitas usahanya sehari-hari.

Klasifikasi Aset dan Liabilitas Keuangan

Kelompok Usaha menetapkan klasifikasi atas aset dan liabilitas tertentu sebagai aset keuangan dan liabilitas keuangan dengan mempertimbangkan apakah definisi yang ditetapkan PSAK No. 71 dipenuhi. Dengan demikian, aset keuangan dan liabilitas keuangan diakui sesuai dengan kebijakan akuntansi Kelompok Usaha seperti diungkapkan pada Catatan 2h.

Tagihan restitusi pajak dan keberatan atas hasil pemeriksaan pajak

Berdasarkan peraturan perpajakan yang berlaku saat ini, manajemen mempertimbangkan apakah jumlah tagihan restitusi pajak yang dicatat dalam akun pajak dibayar di muka dapat dipulihkan dan direstitusi oleh Kantor Pajak.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**Judgments**

*The preparation of the Group's consolidated financial statements requires management to make judgments, estimates and assumptions that affect the reported amounts of revenues, expenses, assets and liabilities, and the disclosures to the consolidated financial statements, at the end of the reporting period. However, uncertainty about these assumptions and estimates could result in outcomes that require a material adjustment to the carrying amount of the assets or liabilities affected in future years.*

Determination of Functional Currency

*The functional currency of each entity in the Group is the currency of the primary economic environment where such entity operates. Those currencies are the currencies that influence the revenues and costs of each of the respective entities. The determination of functional currency may require judgment due to various complexity, among others, the entity may transact in more than one currency in its daily business activities.*

Classification of Financial Assets and Liabilities

*The Group determines the classifications of certain assets and liabilities as financial assets and financial liabilities by judging if they meet the definition set forth in PSAK No. 71. Accordingly, the financial assets and financial liabilities are accounted for in accordance with the Group's accounting policies disclosed in Note 2h.*

Claims for tax refund and tax assessments under appeal

*Based on tax regulations currently enacted, the management judges if the amounts of claims for tax refund recorded under prepaid taxes account are recoverable from and refundable by the Tax Office.*

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**Pertimbangan (lanjutan)**

Sewa

Sewa Operasi

Kelompok Usaha menerapkan PSAK 73 yang mensyaratkan pengakuan liabilitas sewa sehubungan dengan sewa yang sebelumnya diklasifikasikan sebagai sewa operasi.

Pada tanggal permulaan kontrak, Kelompok Usaha menilai apakah kontrak merupakan, atau mengandung, sewa. Suatu kontrak merupakan atau mengandung sewa jika kontrak tersebut memberikan hak untuk mengendalikan penggunaan aset identifikasian selama suatu jangka waktu untuk dipertukarkan dengan imbalan.

**Estimasi dan asumsi**

Asumsi utama mengenai masa depan dan sumber kunci lainnya untuk estimasi ketidakpastian pada akhir periode pelaporan yang memiliki risiko signifikan yang menyebabkan penyesuaian material terhadap nilai tercatat aset dan liabilitas dalam tahun pelaporan berikutnya dijabarkan sebagai berikut:

Provisi kerugian kredit ekspektasian atas piutang usaha

Kelompok Usaha menggunakan matriks provisi untuk menghitung KKE untuk piutang usaha. Tingkat provisi didasarkan pada hari lewat jatuh tempo untuk pengelompokan berbagai segmen pelanggan yang memiliki pola kerugian yang serupa. Matriks provisi pada awalnya didasarkan pada tingkat gagal bayar Kelompok Usaha yang diamati secara historis.

Kelompok Usaha akan mengkalibrasi matriks untuk menyesuaikan pengalaman kerugian kredit historis dengan informasi yang bersifat perkiraan masa depan (*forward-looking*). Misalnya, jika perkiraan kondisi ekonomi (yaitu, produk domestik bruto) diekspektasikan akan memburuk pada tahun berikutnya yang dapat menyebabkan peningkatan jumlah gagal bayar di sektor manufaktur, tingkat gagal bayar historis disesuaikan. Pada setiap tanggal pelaporan, tingkat gagal bayar yang diamati secara historis diperbarui dan perubahan dalam estimasi perkiraan masa depan dianalisis.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**Judgments (continued)**

Leases

Operating Leases

The Group has adopted PSAK 73, which sets the requirement for recognition of lease liabilities in relation to leases which had previously been classified as operating leases.

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 asset for a period of time in exchange for consideration.

**Estimates and assumptions**

The key assumptions concerning the future and other key sources of estimation uncertainty at the end of the reporting period that have a significant risk of causing a material adjustment to the carrying amounts of assets and liabilities within the next financial year are discussed below:

Provision for expected credit losses of trade receivables

The Group uses a provision matrix to calculate ECLs for trade receivables. The provision rates are based on days past due for groupings of various customer segments that have similar loss patterns. The provision matrix is initially based on the Group's historical observed default rates.

The Group will calibrate the matrix to adjust the historical credit loss experience with forward-looking information. For instance, if forecast economic conditions (i.e., gross domestic product) are expected to deteriorate over the next year which can lead to an increased number of defaults in the manufacturing sector, the historical default rates are adjusted. At every reporting date, the historical observed default rates are updated and changes in the forward-looking estimates are analyzed.



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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**Estimasi dan asumsi (lanjutan)**

Provisi kerugian kredit ekspektasian atas piutang  
usaha (lanjutan)

Penilaian korelasi antara tingkat default yang diamati secara historis, prakiraan kondisi ekonomi, dan KKE adalah estimasi yang signifikan. Jumlah KKE sensitif terhadap perubahan keadaan dan prakiraan kondisi ekonomi. Pengalaman kerugian kredit historis Kelompok Usaha dan perkiraan kondisi ekonomi mungkin juga tidak mewakili gagal bayar pelanggan yang sebenarnya di masa depan. Informasi tentang KKE pada piutang usaha Perusahaan diungkapkan dalam Catatan 7.

Estimasi Masa Manfaat atas Aset Tetap

Kelompok Usaha mengestimasi masa manfaat dari aset tetap berdasarkan utilisasi dari aset yang diharapkan dapat didukung dengan rencana dan strategi usaha yang juga mempertimbangkan perkembangan teknologi di masa depan dan perilaku pasar. Estimasi dari masa manfaat aset tetap adalah berdasarkan penelaahan Kelompok Usaha secara kolektif terhadap praktek industri, evaluasi teknis internal dan pengalaman untuk aset yang setara.

Estimasi masa manfaat direvisi paling sedikit setiap akhir tahun 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.

Penyusutan aset hak-guna

Biaya perolehan aset hak-guna disusutkan dengan metode garis lurus berdasarkan taksiran masa manfaat ekonomisnya. Manajemen mengestimasi masa manfaat ekonomis aset hak-guna antara 2 (dua) sampai dengan 30 (tiga puluh) tahun, yang merupakan umur yang secara umum diharapkan dalam industri dimana Kelompok Usaha 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.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**Estimates and assumptions (continued)**

Provision for expected credit losses of trade  
receivables (continued)

The assessment of the correlation between historical observed default rates, forecast economic conditions and ECLs is a significant estimate. The amount of ECLs is sensitive to changes in circumstances and of forecast economic conditions. The Groups's historical credit loss experience and forecast of economic conditions may also not be representative of customer's actual default in the future. The information about the ECLs on the Company's trade receivables is disclosed in Note 7.

Estimated Useful lives of Fixed Assets

The Group estimates the useful lives of its fixed assets based on expected asset utilization as anchored on business plans and strategies that also consider expected future technological developments and market behavior. The estimation of the useful lives of fixed asset is based on the Group's collective assessment of industry practice, internal technical evaluation and experience with similar assets.

The estimated useful lives are reviewed at least at each financial year 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 brought about by changes in the factors mentioned above.

Depreciation of right-of-use assets

The costs of right-of-use assets are depreciated on a straight-line basis over their estimated useful lives. Management estimates the useful life of these leased assets to be within 2 (two) to 30 (thirty) years. These are common life expectancies applied in the industries where the Group conducts its businesses. Changes in the expected level of usage could impact the economic useful lives and the residual values of these assets, and therefore future depreciation charges could be revised.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**Estimasi dan asumsi (lanjutan)**

Liabilitas Imbalan Pasca Kerja

Beban dari program pensiun manfaat pasti dan nilai kini dari kewajiban pensiun ditentukan oleh penilaian aktuaris dengan menggunakan beberapa asumsi diantaranya tingkat diskonto, tingkat pengembalian dana yang diharapkan, tingkat kenaikan kompensasi dan tingkat kematian, kewajiban manfaat pasti sangat sensitif terhadap perubahan asumsi. Nilai tercatat liabilitas telah diungkapkan dalam Catatan 26.

Ketidakpastian Kewajiban Perpajakan

Dalam situasi tertentu, Kelompok Usaha tidak dapat menentukan secara pasti jumlah liabilitas pajak mereka pada saat ini atau masa depan karena proses pemeriksaan, atau negosiasi dengan otoritas perpajakan. Ketidakpastian timbul terkait dengan interpretasi dari peraturan perpajakan yang kompleks dan jumlah dan waktu dari pendapatan kena pajak di masa depan. Dalam menentukan jumlah yang harus diakui terkait dengan liabilitas pajak yang tidak pasti, Kelompok Usaha menerapkan pertimbangan yang sama yang akan mereka gunakan dalam menentukan jumlah cadangan yang harus diakui sesuai dengan PSAK No. 57, "Provisi, Liabilitas Kontijensi dan Aset Kontijensi". Pajak penghasilan telah diungkapkan dalam Catatan 12.

Realisasi dari Aset Pajak Tangguhan

Kelompok Usaha melakukan revaluasi atas nilai tercatat aset pajak tangguhan pada setiap akhir periode pelaporan dan mengurangi nilai tersebut sampai sebesar kemungkinan aset tersebut tidak dapat direalisasikan, dimana penghasilan kena pajak yang tersedia memungkinkan untuk penggunaan seluruh atau sebagian dari aset pajak tangguhan tersebut.

Penelaahan Kelompok Usaha atas pengakuan aset pajak tangguhan untuk perbedaan temporer yang dapat dikurangkan didasarkan atas tingkat dan waktu dari penghasilan kena pajak yang ditaksirkan untuk periode pelaporan berikutnya. Taksiran ini berdasarkan hasil pencapaian Kelompok Usaha di masa lalu dan ekspektasi di masa depan terhadap pendapatan dan beban, sebagaimana juga dengan strategi perencanaan perpajakan di masa depan. Tetapi tidak terdapat kepastian bahwa Kelompok Usaha dapat menghasilkan penghasilan kena pajak yang cukup untuk memungkinkan penggunaan seluruh bagian dari aset pajak tangguhan tersebut.

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**Estimates and assumptions (continued)**

Post Employment Benefits Obligation

The cost of defined benefit plan and present value of the pension obligation are determined based on actuarial valuation which makes use of various assumptions such as discount rates, expected rates of return on plan assets, rates of compensation increases and mortality rates. The defined benefit obligation is highly sensitive to changes in the assumptions. The carrying amount of the obligation is disclosed in Note 26.

Uncertain Tax Exposure

Income taxes In certain circumstances, the Group may not be able to determine the exact amount of its current or future tax liabilities due to ongoing investigations by, or negotiations with, the taxation authority. Uncertainties exist with respect to the interpretation of complex tax regulations and the amount and timing of future taxable income. In determining the amount to be recognized in respect of an uncertain tax liability, the Group applies similar considerations as it would use in determining the amount of a provision to be recognized in accordance with PSAK No. 57, "Provisions, Contingent Liabilities and Contingent Asset. Income tax is disclosed in Note 12.

Realizability of Deferred Tax Assets

The Group reviews the carrying amounts of deferred tax assets at the end of each reporting period and reduces these to the extent that it is no longer probable that sufficient taxable income will be available to allow all or part of the deferred tax assets to be utilized.

The Group's assessment on the recognition of deferred tax assets on deductible temporary differences is based on the level and timing of forecasted taxable income of the subsequent reporting periods. This forecast is based on the Group's past results and future expectations on revenues and expenses as well as future tax planning strategies. However, there is no assurance that the Group will generate sufficient taxable income to allow all of the deferred tax assets to be utilized.

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**3. PERTIMBANGAN, ESTIMASI DAN ASUMSI  
AKUNTANSI SIGNIFIKAN (lanjutan)**

**Estimasi dan asumsi (lanjutan)**

Realisasi dari Aset Pajak Tangguhan (lanjutan)

Aset (liabilitas) pajak tangguhan diungkapkan dalam Catatan 12f.

Beban pajak kini

Kelompok Usaha mengakui beban pajak kini berdasarkan estimasi penghasilan kena pajak periode berjalan yang dihitung berdasarkan tarif pajak yang berlaku.

**4. DAMPAK PERUBAHAN DALAM KEBIJAKAN  
AKUNTANSI**

Pada bulan April 2022, DSAK IAI (Dewan Standar Akuntansi Keuangan Ikatan Akuntan Indonesia) menerbitkan materi penjelasan melalui siaran pers atas persyaratan pengatribusian imbalan pada periode jasa sesuai PSAK 24: Imbalan Kerja yang diadopsi dari IAS 19 Employee Benefits. Materi penjelasan tersebut menyampaikan informasi bahwa pola fakta umum dari program pensiun berbasis undang-undang ketenagakerjaan yang berlaku di Indonesia saat ini memiliki pola fakta serupa dengan yang ditanggapi dan disimpulkan dalam IFRS Interpretation Committee ("IFRIC") Agenda Decision *Attributing Benefit to Periods of Service* (IAS 19). Perusahaan telah menerapkan materi penjelasan tersebut dan dengan demikian merubah kebijakan akuntansi menyangkut atribusi imbalan kerja pada periode jasa dari kebijakan yang diterapkan sebelumnya, sehingga laporan keuangan Perusahaan pada tanggal 31 Desember 2022 dan 2021, dan untuk tahun yang berakhir pada tanggal-tanggal tersebut telah disajikan kembali sebagai berikut:

**3. SIGNIFICANT ACCOUNTING JUDGMENTS,  
ESTIMATES AND ASSUMPTIONS (continued)**

**Estimates and assumptions (continued)**

Realizability of Deferred Tax Assets (continued)

Deferred tax assets (liabilities) are disclosed in Note 12f.

Current tax expense

The Group recognizes current tax expense based on the estimated taxable income for the period computed using the prevailing tax rates.

**4. IMPACT OF CHANGES IN ACCOUNTING POLICY**

On April 2022, DSAK IAI (Board of Financial Accounting Standards in the Association of Indonesian Accountants), through a press conference, released expository materials regarding the conditions of the attribution of benefits for a service period according to PSAK 24: *Employee Benefits*, adopted from IAS 19 *Employee Benefits*. The materials conveyed information that general factual patterns from pension programs based on the labor laws currently practiced in Indonesia has a similar factual pattern as the program implemented and summarized in IFRS Interpretation Committee ("IFRIC") Agenda Decision *Attributing Benefit to Periods of Service* (IAS 19). The Company has implemented the expository materials and have changed their accounting policies regarding the attribution of employee benefits in the service period from the previous policies, therefore the Company's financial statements for the year December 31, 2022 and 2021, and for the year ending for the said dates are restated as follows:

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**4. DAMPAK PERUBAHAN DALAM KEBIJAKAN  
AKUNTANSI (lanjutan)**

Dampak atas laporan posisi keuangan konsolidasian:

**4. IMPACT OF CHANGES IN ACCOUNTING POLICY  
(continued)**

Impact on the consolidated statement of financial  
position:

	31 Desember/December 31, 2021			1 Januari 2021/31 Desember 2020 January 1, 2021/December 31, 2020			
	Dilaporkan sebelumnya/ Previously reported	Penyesuaian/ Adjustment	Disajikan kembali/ As restated	Dilaporkan sebelumnya/ Previously reported	Penyesuaian/ Adjustment	Disajikan kembali/ As restated	
<b>Aset</b>							<b>Assets</b>
<b>Aset tidak lancar</b>							<b>Non-current assets</b>
Aset pajak tangguhan	1.602.904.800	1.576.788	1.604.481.588	623.256.849	2.413.670	625.670.519	Deferred tax assets
<b>Total Aset Tidak Lancar</b>	<b>39.348.132.024</b>	<b>1.576.788</b>	<b>39.349.708.812</b>	<b>38.693.787.920</b>	<b>2.413.670</b>	<b>38.696.201.590</b>	<b>Total Non-current Assets</b>
<b>Total Aset</b>	<b>42.627.524.784</b>	<b>1.576.788</b>	<b>42.629.101.572</b>	<b>42.576.844.851</b>	<b>2.413.670</b>	<b>42.579.258.521</b>	<b>Total Assets</b>
<b>Liabilitas</b>							<b>Liabilities</b>
<b>Liabilitas jangka panjang</b>							<b>Non-current Liabilities</b>
Liabilitas imbalan kerja	896.258.207	56.721.654	952.979.861	820.702.905	66.558.527	887.261.432	Employee benefits liability
<b>Total Liabilitas Jangka Panjang</b>	<b>28.297.869.885</b>	<b>56.721.654</b>	<b>28.354.591.539</b>	<b>24.454.157.582</b>	<b>66.558.527</b>	<b>24.520.716.109</b>	<b>Total Non-current Liabilities</b>
<b>Total Liabilitas</b>	<b>32.562.908.410</b>	<b>56.721.654</b>	<b>32.619.630.064</b>	<b>29.220.810.600</b>	<b>66.558.527</b>	<b>29.287.369.127</b>	<b>Total Liabilities</b>
<b>Ekuitas</b>							
Saldo Laba - Belum ditentukan penggunaannya	(5.572.370.453)	(67.131.006)	(5.639.501.459)	(2.293.710.502)	(72.742.303)	(2.366.452.805)	Retained earnings- Unappropriated Other comprehensive income
Penghasilan komprehensif lain	(417.317.280)	11.986.140	(405.331.140)	(405.368.220)	8.597.446	(396.770.774)	
Sub-total saldo laba	10.060.883.206	(55.144.866)	10.005.738.340	13.351.492.217	(64.144.857)	13.287.347.360	Sub-total retained earnings
<b>Total Ekuitas</b>	<b>10.064.616.374</b>	<b>(55.144.866)</b>	<b>10.009.471.508</b>	<b>13.356.034.251</b>	<b>(64.144.857)</b>	<b>13.291.889.394</b>	<b>Total Equity</b>
<b>Total Liabilitas dan Ekuitas</b>	<b>42.627.524.784</b>	<b>1.576.788</b>	<b>42.629.101.572</b>	<b>42.576.844.851</b>	<b>2.413.670</b>	<b>42.579.258.521</b>	<b>Total Liabilities and Equity</b>

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**4. DAMPAK PERUBAHAN DALAM KEBIJAKAN  
AKUNTANSI (lanjutan)**

Dampak atas laporan posisi laba rugi dan penghasilan komprehensif lain konsolidasian:

**4. IMPACT OF CHANGES IN ACCOUNTING POLICY  
(continued)**

Impact on the consolidated statement of profit or loss and other comprehensive income:

	2021			
	Dilaporkan sebelumnya/ Previously reported	Penyesuaian/ Adjustment	Disajikan kembali/ As restated	
Beban umum dan administrasi	(1.194.330.491)	5.492.394	(1.188.838.097)	General and administrative expenses
<b>Rugi usaha</b>	<b>(2.545.613.939)</b>	<b>5.492.394</b>	<b>(2.540.121.545)</b>	<b>Operating loss</b>
Rugi sebelum pajak penghasilan	(4.137.980.553)	5.492.394	(4.132.488.159)	Loss before income tax
Manfaat pajak penghasilan, neto	921.786.570	118.903	921.905.473	Corporate income tax, benefit
<b>Rugi tahun berjalan</b>	<b>(3.279.466.127)</b>	<b>5.611.297</b>	<b>(3.273.854.830)</b>	<b>Loss for the year</b>
<b>Penghasilan komprehensif lain</b>				<b>Other comprehensive income</b>
Laba (rugi) aktuarial imbalan kerja	(10.688.886)	3.388.694	(7.300.192)	Actuarial gain (loss) on employee benefits
<b>Penghasilan komprehensif lain tahun berjalan setelah pajak</b>	<b>(11.951.750)</b>	<b>3.388.694</b>	<b>(8.563.056)</b>	<b>Other comprehensive income for the year, net of tax</b>
<b>Total rugi komprehensif tahun berjalan</b>	<b>(3.291.417.877)</b>	<b>8.999.991</b>	<b>(3.282.417.886)</b>	<b>Total comprehensive loss for the year</b>
Rugi tahun berjalan yang dapat diatribusikan kepada: Pemilik entitas induk	(3.278.659.951)	5.611.297	(3.273.048.654)	Loss for the year attributable to: Owners of the parent
<b>Total</b>	<b>(3.279.466.127)</b>	<b>5.611.297</b>	<b>(3.273.854.830)</b>	<b>Total</b>
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada: Pemilik entitas induk	(3.290.609.011)	8.999.991	(3.281.609.020)	Total comprehensive income for the year attributable to: Owners of the parent
<b>Total</b>	<b>(3.291.417.877)</b>	<b>8.999.991</b>	<b>(3.282.417.886)</b>	<b>Total</b>
Laba/ (rugi) per saham dasar yang dapat diatribusikan kepada pemilik entitas induk angka penuh)	(509.316)	(949)	(510.265)	Basic profit/ (loss) per share attributable to the owners of the parent full amount)
Laba/ (rugi) per saham dilusian yang dapat diatribusikan kepada pemilik entitas induk angka penuh)	(511.140)	2.696	(508.444)	Diluted profit/ (loss) per share attributable to the owners of the parent full amount)



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**4. DAMPAK PERUBAHAN DALAM KEBIJAKAN  
AKUNTANSI (lanjutan)**

Dampak atas laporan posisi keuangan konsolidasian kenaikan atau (penurunan):

**4. IMPACT OF CHANGES IN ACCOUNTING POLICY  
(continued)**

Impact on the consolidated statement of financial position increase or (decrease):

	31 Desember 2021/ December 31, 2021	1 Januari 2021/ 31 Desember 2020/ January 1, 2021/ December 31, 2020	
<b>Aset</b>			<b>Assets</b>
<b>Aset tidak lancar</b>			<b>Non-current assets</b>
Aset pajak tangguhan	1.576.788	2.413.670	Deferred tax assets
<b>Total Aset Tidak Lancar</b>	<b>1.576.788</b>	<b>2.413.670</b>	<b>Total Non-current Assets</b>
<b>Total Aset</b>	<b>1.576.788</b>	<b>2.413.670</b>	<b>Total Assets</b>
<b>Liabilitas</b>			<b>Liabilities</b>
<b>Liabilitas jangka panjang</b>			<b>Non-current Liabilities</b>
Liabilitas imbalan kerja	(56.721.654)	(66.558.527)	Employee benefits liability
<b>Total Liabilitas Jangka Panjang</b>	<b>(56.721.654)</b>	<b>(66.558.527)</b>	<b>Total Non-current Liabilities</b>
<b>Total Liabilitas</b>	<b>(56.721.654)</b>	<b>(66.558.527)</b>	<b>Total Liabilities</b>
<b>Ekuitas</b>			<b>Equity</b>
Saldo Laba - Belum ditentukan penggunaannya	67.131.006	72.742.303	Retained earnings - Unappropriated
Penghasilan komprehensif lain	(11.986.140)	(8.597.446)	Other comprehensive income
<b>Total Ekuitas</b>	<b>55.144.866</b>	<b>64.144.857</b>	<b>Total Equity</b>
<b>Total Liabilitas dan Ekuitas</b>	<b>(1.576.788)</b>	<b>(2.413.670)</b>	<b>Total Liabilities and Equity</b>

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**4. DAMPAK PERUBAHAN DALAM KEBIJAKAN  
AKUNTANSI (lanjutan)**

Dampak atas laporan posisi laba rugi dan penghasilan komprehensif lain konsolidasian kenaikan atau (penurunan):

	2021
Beban umum dan administrasi	5.492.394
<b>Rugi usaha</b>	<b>5.492.394</b>
Laba/ (rugi) sebelum pajak penghasilan	5.492.394
Beban pajak penghasilan	118.903
<b>Laba/ (rugi) tahun berjalan</b>	<b>5.611.297</b>
<b>Penghasilan komprehensif lain</b>	
Laba aktuarial imbalan kerja	3.388.694
<b>Penghasilan komprehensif lain tahun berjalan setelah pajak</b>	<b>3.388.694</b>
<b>Total penghasilan komprehensif tahun berjalan</b>	<b>8.999.991</b>
Laba/ (rugi) tahun berjalan yang dapat diatribusikan kepada: Pemilik entitas induk	5.611.297
<b>Total</b>	<b>5.611.297</b>
Total penghasilan komprehensif tahun berjalan yang dapat diatribusikan kepada: Pemilik entitas induk	8.999.991
<b>Total</b>	<b>8.999.991</b>
Laba/ (rugi) per saham dasar yang dapat diatribusikan kepada pemilik entitas induk (angka penuh)	<b>(949)</b>
Laba/ (rugi) per saham dilusian yang dapat diatribusikan kepada pemilik entitas induk (angka penuh)	<b>2.696</b>

**4. IMPACT OF CHANGES IN ACCOUNTING POLICY  
(continued)**

Impact on the consolidated statement of profit or loss and other comprehensive income increase or (decrease):

General and administrative expenses	
<b>Operating loss</b>	
Profit/ (loss) before income tax	
Income tax expense	
<b>Profit/ (loss) for the year</b>	
<b>Other comprehensive income</b>	
Actuarial gain on employee benefits	
<b>Other comprehensive income for the year, net of tax</b>	
<b>Total comprehensive income for the year</b>	
Profit/ (loss) for the year attributable to: Owners of the parent	
<b>Total</b>	
Total comprehensive income for the year attributable to: Owners of the parent	
<b>Total</b>	
Basic profit/ (loss) per share attributable to the owners of the parent (full amount)	
Diluted profit/ (loss) per share attributable to the owners of the parent (full amount)	

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**5. KAS DAN SETARA KAS**

**5. CASH AND CASH EQUIVALENTS**

	31 Desember/December 31,		
	2022	2021	
Kas	1.090.456	1.177.720	Cash
Bank	2.141.524.506	1.237.125.937	Bank
Deposito berjangka	78.317.000	35.000.000	Time deposits
<b>Total</b>	<b>2.220.931.962</b>	<b>1.273.303.657</b>	<b>Total</b>
<b>Kas</b>			<b>Cash</b>
Rupiah	890.830	1.175.704	Rupiah
Dolar AS	199.626	2.016	US Dollar
<b>Total</b>	<b>1.090.456</b>	<b>1.177.720</b>	<b>Total</b>
<b>Bank</b>			<b>Bank</b>
Rupiah			Rupiah
Pihak Berelasi (Catatan 42)	1.359.664.784	1.006.441.185	Related Parties (Note 42)
<b>Subtotal Pihak Berelasi</b>	<b>1.359.664.784</b>	<b>1.006.441.185</b>	<b>Subtotal Related Parties</b>
<u>Pihak Ketiga</u>			<u>Third Parties</u>
PT Bank Danamon Indonesia Tbk	462.782.572	1.056.296	PT Bank Danamon Indonesia Tbk
PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta	95.214.378	57.208.805	PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta
PT Bank Central Asia Tbk	37.424.938	7.665.915	PT Bank Central Asia Tbk
PT Bank CIMB Niaga Tbk	12.973.019	971.083	PT Bank CIMB Niaga Tbk
PT Bank Pembangunan Daerah Jawa Timur Tbk	3.367.889	3.097.977	PT Bank Pembangunan Daerah Jawa Timur Tbk
PT Bank Mega Tbk	816.289	782.185	PT Bank Mega Tbk
PT Bank Pembangunan Daerah Jabar dan Banten Tbk	378.120	183.097	PT Bank Pembangunan Daerah Jabar dan Banten Tbk
PT Bank Pembangunan Daerah Kalimantan Timur	230.658	1.732.783	PT Bank Pembangunan Daerah Kalimantan Timur
PT Bank Muamalat Indonesia Tbk	119.768	174.409	PT Bank Muamalat Indonesia Tbk
PT Bank Bukopin Tbk	30.069	57.168	PT Bank Bukopin Tbk
PT Bank Pembangunan Daerah Bali	4.432	4.603	PT Bank Pembangunan Daerah Bali
PT Bank Pembangunan Daerah Sumatera Utara	-	559.656	PT Bank Pembangunan Daerah Sumatera Utara
PT Bank Permata Tbk	-	396.554	PT Bank Permata Tbk
Bank Sinarmas Syariah	-	31.124	Bank Sinarmas Syariah
<b>Subtotal Pihak Ketiga</b>	<b>613.342.132</b>	<b>73.921.655</b>	<b>Subtotal Third Parties</b>
<b>Total Bank Rupiah</b>	<b>1.973.006.916</b>	<b>1.080.362.840</b>	<b>Total Bank Rupiah</b>

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**5. KAS DAN SETARA KAS (lanjutan)**

	31 Desember/December 31,	
	2022	2021
<b>Bank (lanjutan)</b>		
<b>Dolar AS</b>		
Pihak Berelasi (Catatan 42)	168.185.776	156.432.266
<b>Subtotal Pihak Berelasi</b>	<b>168.185.776</b>	<b>156.432.266</b>
<u>Pihak Ketiga</u>		
PT Bank Central Asia Tbk	331.814	301.832
PT Bank Permata Tbk	-	1.362
<b>Subtotal Pihak Ketiga</b>	<b>331.814</b>	<b>303.194</b>
<b>Total Bank Dolar AS</b>	<b>168.517.590</b>	<b>156.735.460</b>
<b>Dolar Singapura</b>		
Pihak Berelasi (Catatan 42)	-	27.637
<b>Total Bank</b>	<b>2.141.524.506</b>	<b>1.237.125.937</b>
<b>Deposito Berjangka</b>		
Pihak Berelasi (Catatan 42)	45.000.000	35.000.000
<b>Subtotal Pihak Berelasi</b>	<b>45.000.000</b>	<b>35.000.000</b>
<u>Pihak Ketiga</u>		
PT Bank Pembangunan Daerah Jabar dan Banten Tbk	33.317.000	-
<b>Total Deposito Berjangka</b>	<b>78.317.000</b>	<b>35.000.000</b>
<b>Total Kas dan Setara Kas</b>	<b>2.220.931.962</b>	<b>1.273.303.657</b>
Deposito Berjangka	3,00% - 5,75%	3,00% - 3,50%

**5. CASH AND CASH EQUIVALENTS (continued)**

<b>Bank (continued)</b>
<b>US Dollar</b>
<u>Related Parties (Note 42)</u>
<b>Subtotal Related Parties</b>
<u>Third Parties</u>
PT Bank Central Asia Tbk
PT Bank Permata Tbk
<b>Subtotal Third Parties</b>
<b>Total Bank US Dollar</b>
<b>Singapore Dollar</b>
Related Party (Note 42)
<b>Total Bank</b>
<b>Time Deposits</b>
<u>Related Parties (Note 42)</u>
<b>Subtotal Related Parties</b>
<u>Third Party</u>
PT Bank Pembangunan Daerah Jabar dan Banten Tbk
<b>Total Time Deposits</b>
<b>Total Cash and Cash Equivalents</b>
Time Deposits

**6. INVESTASI JANGKA PENDEK**

**a. Investasi jangka pendek terdiri dari:**

	31 Desember/December 31,	
	2022	2021
Deposito berjangka > 3 bulan	30.000.000	-
Obligasi	5.065.000	10.417.500
Reksadana	33.492.146	39.494.118
Deposito berjangka yang dibatasi penggunaannya	35.000.000	33.320.000
<b>Total</b>	<b>103.557.146</b>	<b>83.231.618</b>

**6. SHORT-TERM INVESTMENTS**

**a. Short-term investments consist of:**

Time deposits > 3 months
Bonds
Mutual fund
Restricted time deposits
<b>Total</b>

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**6. INVESTASI JANGKA PENDEK (Lanjutan)**

**a. Investasi jangka pendek terdiri dari:  
(lanjutan)**

**1) Deposito berjangka lebih dari 3 bulan  
sampai dengan 1 tahun - biaya  
perolehan diamortisasi**

	31 Desember/December 31, 2022	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value
Rupiah		
Pihak ketiga		
PT BPD Jabar banten	30.000.000	30.000.000
<b>Total Deposito Berjangka</b>	<b>30.000.000</b>	<b>30.000.000</b>

**6. SHORT-TERM INVESTMENTS (continued)**

**a. Short-term investments consist of:  
(continued)**

**1) Time Deposits above 3 months up to  
1 year - amortised cost**

	31 Desember/December 31, 2021	
	Nilai Nominal/ Nominal value	Nilai tercatat/ Carrying value
Rupiah		
Third parties		
PT BPD Jabar banten	-	-
<b>Total Time Deposits</b>	<b>-</b>	<b>-</b>

**2) Obligasi - nilai wajar diukur melalui  
penghasilan komprehensif lain**

	31 Desember/December 31, 2022	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value
Rupiah		
Pihak Berelasi		
FR0028 (2005), 10%	5.000.000	5.065.000
<b>Sub-total Rupiah</b>	<b>5.000.000</b>	<b>5.065.000</b>
Pihak Ketiga		
BEXI04BCN7	-	-
<b>Total Obligasi</b>	<b>5.000.000</b>	<b>5.065.000</b>

**2) Bonds - fair value through other  
comprehensive income**

	31 Desember/December 31, 2021	
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value
Rupiah		
Related Parties		
FR0028 (2005), 10%	5.000.000	5.462.500
<b>Subtotal Rupiah</b>	<b>5.000.000</b>	<b>5.462.500</b>
Third Parties		
BEXI04BCN7	5.000.000	4.955.000
<b>Bonds total</b>	<b>10.000.000</b>	<b>10.417.500</b>

**3) Reksadana - tersedia untuk dijual**

	31 Desember/December 31, 2022	
	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value
Rupiah		
Pihak Ketiga		
SAM Indonesian Equity Fund	30.000.000	26.052.084
HPAM Flexi Plus	10.000.000	7.440.062
PT Panin Asset Management	-	-
<b>Total Reksadana</b>	<b>40.000.000</b>	<b>33.492.146</b>

**3) Mutual fund - available for sale**

	31 Desember/December 31, 2021	
	Nilai Nominal/ Nominal Value	Nilai tercatat/ Carrying Value
Rupiah		
Third Parties		
SAM Indonesian Equity Fund	30.000.000	24.396.780
HPAM Flexi Plus	10.000.000	7.597.338
PT Panin Asset Management	10.000.000	7.500.000
<b>Total Mutual Fund</b>	<b>50.000.000</b>	<b>39.494.118</b>

**4) Deposito yang dibatasi penggunaannya**

	31 Desember/December 31,	
	2022	2021
Rupiah		
Pihak Berelasi (Catatan 42)	35.000.000	33.320.000
<b>Total</b>	<b>35.000.000</b>	<b>33.320.000</b>

**4) Restricted time deposit**

	Rupiah
Related Party (Note 42)	
<b>Total</b>	



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**6. INVESTASI JANGKA PENDEK (lanjutan)**

**6. SHORT-TERM INVESTMENTS (continued)**

**b. Berdasarkan jatuh tempo**

**b. Based on maturity**

	31 Desember/December 31,		
	2022	2021	
Kurang dari 1 tahun	98.492.146	69.911.618	Less than 1 year
1 - 5 tahun	5.065.000	13.320.000	1 - 5 years
<b>Total</b>	<b>103.557.146</b>	<b>83.231.618</b>	<b>Total</b>

**c. Tingkat suku bunga**

**c. Interest rate**

	31 Desember/December 31,		
	2022	2021	
Rupiah:			Rupiah:
Deposito berjangka	2,25% - 2,50%	2,75% - 3,25%	Time deposits
Obligasi	7,00% - 8,10%	7,00% - 8,10%	Bonds

**d. Keuntungan yang belum direalisasi dari aset  
keuangan yang tersedia untuk dijual**

**d. Unrealized gains from financial assets  
available for sale**

	31 Desember/December 31,		
	2022	2021	
Nilai wajar pada awal tahun	10.417.500	23.493.015	Fair value at beginning
Penambahan nilai investasi	(4.955.000)	-	Additional investments
Pengurangan nilai investasi	(397.500)	(4.105.800)	Disposal investment
Reklasifikasi atas klasifikasi dan pengukuran dari tersedia untuk dijual menjadi nilai wajar diukur melalui laba rugi	-	(8.915.150)	Reclassification for classification and measurement from available for sale to fair value through profit or loss
Tersedia untuk dijual	5.065.000	10.472.065	Available for sale
Nilai wajar pada akhir periode	5.065.000	10.472.065	Fair value at year end
Diakui sebagai laba tahun berjalan	-	-	Recognized as profit for the year
<b>Keuntungan belum direalisasi yang diakui sebagai penghasilan komprehensif lain</b>	<b>(4.605.590)</b>	<b>(1.242.543)</b>	<b>Unrealized gain are recognized as other comprehensive income</b>

Nilai wajar seluruh aset keuangan tersedia untuk dijual berdasarkan harga penawaran yang berlaku dalam pasar yang aktif dan input selain harga pasar yang dapat diobservasi. Untuk informasi lebih lanjut mengenai metode dan asumsi yang digunakan dalam menentukan nilai wajar pada Catatan 2y.

The fair value of all available-for-sale financial assets is based on the current bid price in active markets and observable inputs other than quoted prices. For further information about the methods used and assumptions applied in determining fair value in Note 2y.

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**7. PIUTANG USAHA, NETO**

Rincian piutang usaha adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
<b>Piutang Usaha - Lancar</b>		
<u>Pihak Berelasi (Catatan 42)</u>	275.411.545	444.691.317
Dikurangi:		
Cadangan kerugian penurunan piutang	(154.840.544)	(262.145.268)
<b>Total pihak berelasi, neto</b>	<b>120.571.001</b>	<b>182.546.049</b>
<u>Pihak Ketiga</u>		
Perusahaan swasta	603.125.431	483.442.329
Maskapai luar negeri	95.581.711	52.805.075
Maskapai dalam negeri	43.641.854	97.696.840
<b>Total Pihak Ketiga</b>	<b>742.348.996</b>	<b>633.944.244</b>
Dikurangi:		
Cadangan kerugian penurunan piutang	(322.112.108)	(292.106.848)
<b>Total Pihak Ketiga, neto</b>	<b>420.236.888</b>	<b>341.837.396</b>
<b>Total piutang usaha</b>	<b>1.017.760.541</b>	<b>1.078.635.561</b>
Dikurangi:		
Cadangan kerugian penurunan piutang	(476.952.652)	(554.252.116)
<b>Total piutang usaha - lancar</b>	<b>540.807.889</b>	<b>524.383.445</b>
<b>Piutang Usaha - Tidak Lancar</b>		
<u>Pihak Berelasi (Catatan 42)</u>	215.835.548	-
Dikurangi:		
Cadangan kerugian penurunan piutang	(161.673.115)	-
<b>Total piutang usaha - tidak lancar</b>	<b>54.162.433</b>	<b>-</b>

Rincian piutang usaha sesuai denominasi mata  
uangnya sebagai berikut :

	31 Desember/December 31,	
	2022	2021
Rupiah	594.970.322	524.186.784
Dolar AS	-	196.661
<b>Total</b>	<b>594.970.322</b>	<b>524.383.445</b>

**7. TRADE RECEIVABLES, NET**

The details of trade receivables are as follows:

<b>Trade Receivable - Current</b>
<u>Related Parties (Note 42)</u>
Less:
Allowance for impairment loss
<b>Total related parties, neto</b>
<u>Third Parties</u>
Private companies
Foreign airlines
Domestic airlines
<b>Total Third Parties</b>
Less:
Allowance for impairment loss
<b>Total Third Parties, net</b>
<b>Total trade receivables</b>
Less:
Allowance for impairment loss
<b>Total trade receivables - current</b>
<b>Trade Receivable – Non-Current</b>
<u>Related Parties (Note 42)</u>
Less:
Allowance for impairment loss
<b>Total trade receivables – Non-current</b>

The details of trade receivables denominated in their  
currencies are as follows :

Rupiah  
US Dollar

**Total**

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**7. PIUTANG USAHA, NETO (lanjutan)**

Mutasi penyisihan kerugian penurunan nilai adalah sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Saldo awal	554.252.116	264.971.499
Penyisihan tahun berjalan	232.061.402	292.137.583
Penghapusan periode berjalan	(6.433.874)	-
Pemulihan tahun berjalan	(141.253.877)	(2.856.966)
<b>Saldo akhir tahun</b>	<b>638.625.767</b>	<b>554.252.116</b>

Rincian piutang usaha berdasarkan umur piutang:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
0 - 90 hari	691.220.277	324.471.785
91 - 180 hari	36.457.674	93.231.992
181 - 360 hari	87.097.796	139.286.602
> 360 hari	418.820.342	521.645.182
<b>Total</b>	<b>1.233.596.089</b>	<b>1.078.635.561</b>
Cadangan kerugian penurunan nilai	(638.625.767)	(554.252.116)
<b>Total piutang usaha, neto</b>	<b>594.970.322</b>	<b>524.383.445</b>

Piutang kepada PT Merpati Nusantara Airlines sebesar Rp51.475.833 telah dinyatakan macet dan atas semua saldo piutang tersebut telah dilakukan cadangan penurunan nilai. PT Merpati Nusantara Airline telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Surabaya tanggal 14 November 2018. Dalam keputusan tersebut, disebutkan bahwa saldo piutang Perusahaan kepada PT Merpati Nusantara Airline sebesar Rp50.796.430.126 (angka penuh). Saldo tersebut berdasarkan kurs tanggal 6 Februari 2018.

Piutang kepada PT Garuda Indonesia (Persero) Tbk., sebesar Rp156.689.027 telah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke akun piutang usaha tidak lancar. PT Garuda Indonesia (Persero) Tbk., telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat tanggal 20 Juni 2022. Per 31 Desember 2022 terdapat saldo piutang usaha sebesar Rp22.893.070 yang merupakan piutang usaha lancar.

**7. TRADE RECEIVABLES, NET (continued)**

The movements in the allowance for impairment loss are as follows:

Beginning balance  
Allowance during current year  
Write-off during current year  
Pemulihan during the year  
**Balance at the end of the year**

The details of trade receivables based on aging schedule:

	<b>2022</b>	<b>2021</b>	
0 - 90 hari	691.220.277	324.471.785	0 - 90 days
91 - 180 hari	36.457.674	93.231.992	91 - 180 days
181 - 360 hari	87.097.796	139.286.602	181 - 360 days
> 360 hari	418.820.342	521.645.182	> 360 days
<b>Total</b>	<b>1.233.596.089</b>	<b>1.078.635.561</b>	<b>Total</b>
Cadangan kerugian penurunan nilai	(638.625.767)	(554.252.116)	Allowance for impairment loss
<b>Total piutang usaha, neto</b>	<b>594.970.322</b>	<b>524.383.445</b>	<b>Total trade receivables, net</b>

Receivables from PT Merpati Nusantara Airlines amounting to Rp51,475,833, has been declared to be uncollectible and all outstanding balances of receivables have been impaired. PT Merpati Nusantara Airlines has filed Penundaan Kewajiban Pembayaran Utang (PKPU) that has been agreed by Business Court on November 14, 2018. According to the sentence, the balance of the Company's receivables from PT Merpati Nusantara Airline amounting to Rp50,796,430,126 (full amount). The amount is based on exchange rate on February 6, 2018.

The receivable owed to PT Garuda Indonesia (Persero) Tbk., in the amount of Rp156,689,027 has been declared uncollectible, and as a result, the outstanding balance has been reclassified to the non-current trade receivables account. PT Garuda Indonesia (Persero) Tbk., has filed for a Suspension of Debt Payment Obligation (PKPU) which has been approved by the Commercial Court at the Central Jakarta District Court on June 20, 2022. However, as of December 31, 2022, there is still a remaining balance of trade receivables in the amount of Rp22,893,070 which is considered as current.

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**7. PIUTANG USAHA, NETO (lanjutan)**

Piutang kepada PT Aerofood Indonesia sebesar Rp44.909.972 sudah dinyatakan macet dan atas saldo piutang tersebut telah dilakukan reklasifikasi ke akun piutang usaha tidak lancar. PT Aerofood Indonesia telah mengajukan Penundaan Kewajiban Pembayaran Utang (PKPU) yang telah disetujui oleh Pengadilan Niaga pada Pengadilan Negeri Jakarta Pusat tanggal 20 Juli 2022. Per 31 Desember 2022 masih terdapat saldo piutang usaha sebesar Rp24.684.815 yang merupakan piutang usaha lancar.

Berdasarkan hasil penelaahan kolektibilitas akun piutang usaha pada akhir tahun, manajemen berkeyakinan bahwa cadangan penurunan nilai piutang usaha di atas adalah cukup.

Pada tanggal 31 Desember 2022 dan 2021, piutang usaha sebesar Rp50.000.000 dijamin untuk fasilitas pinjaman jangka pendek PT Bank Syariah Indonesia (Persero), Tbk (Catatan 23a).

**8. PIUTANG LAIN-LAIN, NETO**

Piutang lain-lain terdiri dari:

	31 Desember/December 31,	
	2022	2021
Pihak Berelasi (Catatan 42)	10.899.092	-
Pihak ketiga	4.764.397	3.814.068
<b>Subtotal</b>	<b>15.663.489</b>	<b>3.814.068</b>
Cadangan kerugian penurunan nilai	(3.698.759)	(3.485.034)
<b>Total piutang lain-lain</b>	<b>11.964.730</b>	<b>329.034</b>

Piutang lain-lain terutama merupakan piutang yang timbul dari pembayaran pada pegawai, jaminan dan talangan.

Mutasi penyisihan kerugian penurunan piutang adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Saldo awal	3.485.034	4.881.386
Penyisihan tahun berjalan	213.725	-
Pemulihan tahun berjalan	-	(1.396.352)
<b>Saldo akhir tahun</b>	<b>3.698.759</b>	<b>3.485.034</b>

**7. TRADE RECEIVABLES, NET (continued)**

The receivable owed to PT Aerofood Indonesia in the amount of Rp44,909,972 has been declared uncollectible, and as a result, the outstanding balance has been reclassified to the non-current trade receivables account. PT Aerofood Indonesia has filed for a Suspension of Debt Payment Obligation (PKPU) which has been approved by the Commercial Court at the Central Jakarta District Court on July 20, 2022. However, as of December 31, 2022, there is still a remaining balance of Trade Receivables in the amount of Rp24,684,815 which is considered as current.

Based on the review of the collectibility of the trade receivables at the end of the year, the management believes that the above allowance for impairment in value of trade receivables is sufficient.

As of December 31, 2022 and 2021, trade receivables amounting to Rp50,000,000 are used for collateral for short-term loan facility of PT Bank Syariah Indonesia (Persero), Tbk (Notes 23a).

**8. OTHER RECEIVABLES, NET**

Other receivables consist of:

	31 Desember/December 31,	
	2022	2021
Related Parties (Note 42)	10.899.092	-
Third parties	4.764.397	3.814.068
<b>Subtotal</b>	<b>15.663.489</b>	<b>3.814.068</b>
Allowance for impairment loss	(3.698.759)	(3.485.034)
<b>Total other receivables</b>	<b>11.964.730</b>	<b>329.034</b>

Other receivables mainly represents receivables arise from payment to employee, deposits and temporary loan.

The movements in the allowance for impairment loss are as follows:

	31 Desember/December 31,	
	2022	2021
Beginning balance	3.485.034	4.881.386
Allowance during the year	213.725	-
Recovery during the year	-	(1.396.352)
<b>Balance at the end of the year</b>	<b>3.698.759</b>	<b>3.485.034</b>

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**8. PIUTANG LAIN-LAIN, NETO (lanjutan)**

Analisis umur piutang lain-lain adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Belum jatuh tempo	135.048	-
0 - 1 tahun	8.888.507	590.424
diatas 1 tahun	6.639.934	3.223.644
<b>Saldo akhir tahun</b>	<b>15.663.489</b>	<b>3.814.068</b>
Penyisihan kerugian penurunan nilai	(3.698.759)	(3.485.034)
<b>Total</b>	<b>11.964.730</b>	<b>329.034</b>

Berdasarkan hasil penelaahan kolektibilitas akun piutang lain-lain pada akhir tahun, manajemen berkeyakinan bahwa penyisihan kerugian penurunan nilai piutang lain-lain di atas adalah cukup.

**9. PERSEDIAAN, NETO**

Persediaan terdiri dari:

	31 Desember/December 31,	
	2022	2021
Persediaan alat kantor dan percetakan	9.599.526	9.259.644
Persediaan barang dagang	9.146.326	11.914.833
Persediaan bahan bakar	3.240.820	2.669.508
Persediaan hotel dan lounge	1.255.051	877.594
Suku cadang pemeliharaan	416.872	7.687.645
<b>Total</b>	<b>23.658.595</b>	<b>32.409.224</b>
Penyisihan penurunan nilai	(352.668)	(1.176.864)
<b>Total persediaan, neto</b>	<b>23.305.927</b>	<b>31.232.360</b>

Pada tanggal 31 Desember 2022 dan 2021 cadangan penyisihan kerugian penurunan nilai persediaan dengan kondisi barang rusak masing-masing sebesar Rp352.668 dan Rp1.176.864.

Kelompok Usaha berkeyakinan bahwa nilai tercatat persediaannya tidak melebihi nilai realisasi netonya pada tanggal 31 Desember 2022 dan 2021.

**8. OTHER RECEIVABLES, NET (continued)**

The aging analysis of other receivables is as follows:

31 Desember/December 31,	
2022	2021
-	-
590.424	590.424
3.223.644	3.223.644
<b>3.814.068</b>	<b>3.814.068</b>
(3.485.034)	(3.485.034)
<b>Total</b>	<b>Total</b>

Based on the review of the collectibility of the other receivables at the end of the year, the management believes that the above allowance for impairment loss of other receivables is sufficient.

**9. INVENTORIES, NET**

Inventories consist of:

31 Desember/December 31,	
2022	2021
9.259.644	9.259.644
11.914.833	11.914.833
2.669.508	2.669.508
877.594	877.594
7.687.645	7.687.645
<b>32.409.224</b>	<b>32.409.224</b>
(1.176.864)	(1.176.864)
<b>Total inventories, net</b>	<b>Total inventories, net</b>

As of December 31, 2022 and 2021 allowance for impairment loss of inventories with the condition of damaged goods amounted to Rp352,668 and Rp1,176,864, respectively.

The Group believes that the carrying values of its inventories do not exceed their net realizable values as of December 31, 2022 and 2021.



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**9. PERSEDIAAN, NETO (lanjutan)**

Berikut merupakan beban pembelian dan pemakaian persediaan untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021	
Beban operasional bandara (Catatan 34)	41.237.433	27.895.492	Airport operation expenses (Note 34)
Beban umum dan administrasi (Catatan 35)	33.248.390	27.034.450	General and administrative expenses (Note 35)

Berdasarkan hasil penelaahan pada akhir tahun, manajemen berkeyakinan bahwa penyisihan penurunan nilai persediaan di atas adalah cukup.

Based on the review at the end of the year, the management believes that the above allowance for impairment loss of inventories is sufficient.

Pada tanggal 31 Desember 2022 dan 2021, tidak terdapat persediaan yang dijaminan sehubungan dengan liabilitas apapun dan tidak terdapat persediaan yang diasuransikan.

As of December 31, 2022 and 2021, there are no guaranteed inventory in respect of any liability and no insured inventory.

**10. UANG MUKA DAN BEBAN DIBAYAR DI MUKA**

Uang muka dan beban dibayar di muka terdiri dari:

	31 Desember/December 31,		
	2022	2021	
Pembelian persediaan	11.963.953	3.062.705	Inventories purchase
Asuransi	6.301.364	20.849.970	Insurance
Umum	1.821.082	8.283.853	General
Biaya karyawan dibayar di muka	832.760	1.691.128	Employees paid in advanced
Lain-lain	11.266.444	8.522.325	Miscellaneous
<b>Total</b>	<b>32.185.603</b>	<b>42.409.981</b>	<b>Total</b>

Pembelian persediaan merupakan biaya dibayar di muka sehubungan dengan pembelian persediaan barang dagang dan pembelian persediaan penunjang kerja.

Inventory purchase represents prepaid expenses of inventory and working equipment.

Asuransi merupakan asuransi dibayar di muka atas aset tetap Perusahaan.

Insurance represents prepaid expenses insurance for fixed assets of the Company.

Beban umum dibayar di muka terdiri dari biaya pemeliharaan, utilitas serta pembelian low value asset.

General purpose of prepaid expenses are consist of maintenance expenses, utility and the purchase of low value assets.

Uang muka dan beban dibayar di muka lain-lain terutama sehubungan dengan pemakaian persediaan dan sewa.

Miscellaneous advances and prepaid expenses are mainly consist of the use of supplies and rent.

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**11. PENDAPATAN YANG MASIH HARUS DITERIMA,  
NETO**

	31 Desember/December 31,	
	2022	2021
Aeronautika	163.898.321	150.543.498
Non-aeronautika	115.725.014	87.425.355
Lainnya	10.817.757	4.520.169
<b>Total</b>	<b>290.441.092</b>	<b>242.489.022</b>
Penyisihan kerugian penurunan nilai	(74.484.433)	(106.672.320)
<b>Total</b>	<b>215.956.659</b>	<b>135.816.702</b>

**11. ACCRUED REVENUES, NET**

Aeronautical	
Non-aeronautical	
Others	
<b>Total</b>	<b>Total</b>
Allowance for impairment loss	
<b>Total</b>	<b>Total</b>

Pendapatan yang masih harus diterima untuk aeronautika mencakup pendapatan-pendapatan atas Jasa Pendaratan, Penempatan dan Penyimpanan Pesawat Udara (PJP4U), Jasa Penumpang Pesawat Udara (PJP2U), Jasa Kargo dan Pos Pesawat Udara (PJKP2U), jasa *aviobridge* dan *extended fee*.

Accrued revenues of aeronautical consist of Aircraft Landing, Placing and Storing Service (PJP4U), Aircraft Passengers Handling Service (PJP2U), Cargo and Post Services (PJKP2U), *aviobridge* services and *extended fee*.

Pendapatan yang masih harus diterima untuk non-aeronautika mencakup pendapatan-pendapatan atas jasa sewa ruang, pemakaian jasa gudang, sewa tanah, konsesi, parkir, pemakaian listrik/telepon/air, pemakaian *premium lounge* dan jasa lainnya.

Accrued revenues of non-aeronautical consist of revenues on space rental services, use of warehouse, land rental, concessions, parking, use of electricity/telephone/water, the use of *premium lounges* and other services.

Pendapatan yang masih harus diterima lainnya merupakan akrual atas pendapatan bunga deposito.

Other accrued revenues consist of accruals on interest income on deposits.

**12. PERPAJAKAN**

**12. TAXATION**

**a. Pajak dibayar di muka**

**a. Prepaid taxes**

Akun ini terdiri dari:

This account consist of:

	31 Desember/December 31,		
	2022	2021	
<u>Perusahaan</u>			<u>The Company</u>
Pajak pertambahan nilai	-	983.917.740	Value added tax
Pajak lainnya	24.014.620	12.865.351	Other taxes
<u>Entitas anak</u>			<u>Subsidiaries</u>
Pajak pertambahan nilai	11.934.656	123.839.615	Value added tax
PPH pasal 28	-	39.671.844	Income tax article 28
<b>Total</b>	<b>35.949.276</b>	<b>1.160.294.550</b>	<b>Total</b>

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**12. PERPAJAKAN (lanjutan)**

**a. Pajak dibayar di muka (lanjutan)**

Pada tanggal 28 Desember 2021, Perusahaan menerima ketetapan pajak lebih bayar atas PPN masa Desember 2020 sebesar Rp952.396.513 dari yang dilaporkan pada surat pemberitahuan pajak sebesar Rp965.197.266. Perusahaan menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban sebesar Rp12.800.752 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2021. Pada tanggal 24 Januari 2022, Perusahaan telah menerima pengembalian pajak tersebut sebesar Rp913.977.858.

**b. Estimasi tagihan pajak**

Akun ini terdiri dari:

	31 Desember/December 31,	
	2022	2021
<u>Perusahaan</u>		
Tagihan pengembalian pajak penghasilan badan tahun pajak:		
- 2022	43.849.950	-
- 2021	-	26.485.664
- 2020	-	98.365.150
<u>Entitas anak</u>		
Tagihan pengembalian pajak penghasilan badan	25.859.107	19.513.248
Pajak Pertambahan Nilai	23.619.637	-
<b>Total</b>	<b>93.328.694</b>	<b>144.364.062</b>

Perusahaan

Pada tanggal 25 April 2022 dan 28 November 2022, Perusahaan menerima Surat Ketetapan Pajak Lebih Bayar ("SKPLB") atas pengembalian untuk Pajak Penghasilan badan tahun 2020 dan 2021 sebesar masing-masing Rp98.201.037 dan Rp26.373.428 dari yang dilaporkan pada surat pemberitahuan pajak masing-masing sebesar Rp98.365.150 dan Rp26.485.664.

**12. TAXATION (continued)**

**a. Prepaid taxes (continued)**

On December 28, 2021, the Company received tax assessments reflecting overpayment of VAT for period December 2020 totalling to Rp952,396,513 compared to the overpayment reported in tax returns totalling to Rp965,197,266. The Company accepted these assessed overpayments and recognized expense amounting to Rp12,800,752 in 2021 consolidated statement of profit or loss and other comprehensive income. On January 24, 2022, the Company has received the tax return amounting to Rp913,977,858.

**b. Estimated claims for tax refund**

This account consist of:

		<u>The Company</u>
		Claim for corporate income tax refund fiscal year:
		2022 -
		2021 -
		2020 -
		<u>Subsidiaries</u>
		Claim for corporate income tax refund fiscal year:
		Value Added Tax
		<b>Total</b>

The Company

On April 25, 2022 and November 28, 2022, the Company received overpayment of tax assessment letter ("SKPLB") for corporate income tax for the 2020 and 2021 fiscal years amounting to Rp98,201,037 and Rp26,373,428, respectively, from what was reported in the respective tax returns. amounting to Rp98,365,150 and Rp26,485,664, respectively.

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**12. PERPAJAKAN (lanjutan)**

**b. Estimasi tagihan pajak (lanjutan)**

Perusahaan (lanjutan)

Perusahaan menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban pajak penghasilan sebesar masing-masing Rp164.113 dan Rp112.236 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2022.

Entitas Anak

Pada tanggal 21 April 2022 dan 17 Oktober 2022, APL menerima Surat SKPLB atas Pajak Penghasilan tahun 2021 dan 2020 masing-masing sebesar Rp9.369.751 dan Rp5.132.509, angka ini telah sesuai dengan yang dilaporkan perusahaan.

APL menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban pajak penghasilan sebesar masing-masing Rp1.208.661 dan Rp1.719.659 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2022.

Pada tanggal 10 Januari 2022 dan 23 Mei 2022, APS menerima SKPLB atas pengembalian untuk Pajak Penghasilan badan tahun 2020 dan PPN tahun 2021 sebesar masing-masing Rp29.712.718 dan Rp82.436.503 dari yang dilaporkan pada surat pemberitahuan pajak masing-masing sebesar Rp35.183.189 dan Rp92.994.640.

APS menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban pajak penghasilan dan beban pajak lainnya sebesar masing-masing Rp5.470.471 dan Rp10.558.137 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2022.

Pada tanggal 21 April 2022, APR menerima SKPLB atas pengembalian untuk Pajak Penghasilan badan tahun 2020 sebesar Rp2.298.623 dari yang dilaporkan pada surat pemberitahuan pajak masing-masing sebesar Rp2.639.847.

APR menyetujui ketetapan pajak lebih bayar tersebut dan mengakui beban pajak penghasilan sebesar Rp341.224 dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian tahun 2022.

**12. TAXATION (continued)**

**b. Estimated claims for tax refund (continued)**

The Company (continued)

The Company agreed to the tax overpayment assessment and recognized current year corporate income tax expense amounting Rp164,113 and Rp112,236 respectively in the consolidated statement of profit or loss and other comprehensive income consolidation in 2022.

Subsidiaries

On April 21, 2022 and October 17, 2022, APL received an SKPLB on Income Tax for 2021 and 2020 amounting Rp9,369,751 and Rp5,132,509, this figure is in accordance with amount reported by the company.

APL agreed to the tax overpayment assessment and recognized current year corporate income tax expense amounting Rp1,208,661 and Rp1,719,659 respectively in the consolidated statement of profit or loss and other comprehensive income consolidation in 2022.

On January 10, 2022 and May 23, 2022, APS received SKPLB for corporate income tax and VAT for fiscal years 2020 and 2021 respectively amounting to Rp29,712,718 and Rp82,436,503, respectively, from what was reported in the respective tax returns. amounting to Rp35,183,189 and Rp92,994,640, respectively.

APS agreed to the tax overpayment assessment and recognized current year corporate income tax expense and other tax expense amounting Rp5,470,471 and Rp10,558,137 respectively in the consolidated statement of profit or loss and comprehensive income another consolidation in 2022.

On April 21, 2022, APR received SKPLB for corporate income tax years 2020 amounting to Rp2,298,623, respectively, from what was reported in the respective tax returns. amounting to Rp2,639,847.

APR agreed to the tax overpayment assessment and recognized current year corporate income tax expense amounting Rp341,224, respectively in the consolidated statement of profit or loss and comprehensive income another consolidation in 2022.

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**12. PERPAJAKAN (lanjutan)**

**c. Utang pajak**

Akun ini terdiri dari:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
<u>Perusahaan</u>		
PPN keluaran	37.662.083	-
PPH pasal 21	14.842.618	28.670.798
PPN masukan	7.179.613	3.192.817
PPH pasal 4 (2)	2.696.288	3.564.149
PPH pasal 23	2.200.547	1.986.648
PPH pasal 22	33.081	32.611
<u>Entitas anak</u>		
Pajak pertambahan nilai	21.069.593	68.557.964
PPH pasal 29	2.745.636	3.133.621
PPH pasal 21	3.863.793	5.292.597
PPH pasal 23	791.282	1.910.637
PPH pasal 4 (2)	772.974	1.760.874
Pajak lainnya	2.475.474	7.492.501
<b>Total</b>	<b>96.332.982</b>	<b>125.595.217</b>

**12. TAXATION (continued)**

**c. Tax payables**

This account consist of:

<b>31 Desember/December 31,</b>		
<b>2022</b>	<b>2021</b>	
		<u>The Company</u>
		VAT out
		Income tax article 21
		VAT in
		Income tax article 4 (2)
		Income tax article 23
		Income tax article 22
		<u>Subsidiaries</u>
		Value added tax
		Income tax article 29
		Income tax article 21
		Income tax article 23
		Income tax article 4 (2)
		Other taxes
		<b>Total</b>

**d. Manfaat pajak penghasilan badan**

**d. Corporate Income tax benefit**

	<b>Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,</b>	
	<b>2022</b>	<b>2021 (Disajikan kembali - Catatan 4 / (As Restated - Notes 4)</b>
<b>Pajak kini</b>		
Perusahaan		
Penyesuaian pajak lalu	(276.349)	(20.263.718)
Entitas anak	(14.394.116)	(28.337.683)
<b>Subtotal</b>	<b>(14.670.465)</b>	<b>(48.601.401)</b>
<b>Pajak tangguhan</b>		
Perusahaan	36.739.780	933.310.627
Entitas anak	24.648.563	37.196.247
<b>Subtotal</b>	<b>61.388.343</b>	<b>970.506.874</b>
<b>Total</b>	<b>46.717.878</b>	<b>921.905.473</b>

	<b>Current tax</b>
	The Company
	Prior Tax Adjustment
	Subsidiaries
	<b>Subtotal</b>
	<b>Deferred tax</b>
	The Company
	Subsidiaries
	<b>Subtotal</b>
	<b>Total</b>

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**12. PERPAJAKAN (lanjutan)**

**e. Taksiran pajak penghasilan**

Pemerintah menerbitkan Undang-Undang Nomor 7 Tahun 2021 yang menggantikan Perpu No. 1 Tahun 2020, antara lain, penurunan tarif pajak penghasilan wajib pajak badan dalam negeri dan bentuk usaha tetap dari semula 22% pada tahun 2020 dan 2021 dan menjadi 20% untuk tahun pajak 2022 dan seterusnya menjadi 22% untuk tahun pajak 2022 dan seterusnya. Tarif pajak yang baru tersebut akan digunakan sebagai acuan untuk pengukuran aset dan liabilitas pajak kini dan tangguhan mulai sejak tanggal berlakunya peraturan tersebut yaitu 29 Oktober 2021.

Rekonsiliasi antara laba sebelum pajak penghasilan badan, seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan taksiran rugi fiskal Perusahaan adalah sebagai berikut:

	<b>31 Desember/ Year ended December 31,</b>		
	<b>2022</b>	<b>2021 (Disajikan kembali - Catatan 4 / (As Restated - Notes 4)</b>	
Rugi sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	(791.613.663)	(4.195.760.303)	<i>Loss before corporate income tax in consolidated statement of profit or loss and other comprehensive income</i>
Dikurangi:			<i>Less:</i>
Laba (rugi) entitas anak sebelum beban pajak penghasilan badan dan efek eliminasi	66.684.904	(250.278.879)	<i>Profit (loss) of subsidiaries before corporate income tax expense and elimination effect</i>
Rugi Perusahaan sebelum pajak penghasilan badan	(858.298.567)	(3.945.481.424)	<i>Loss before corporate income tax attributable to the Company</i>
Penghasilan dikenakan pajak final	(519.094.445)	(463.950.243)	<i>Income subject to final tax</i>
<b>Rugi Perusahaan sebelum pajak penghasilan badan setelah beban (penghasilan) yang pajaknya bersifat final</b>	<b>(1.377.393.012)</b>	<b>(4.409.431.667)</b>	<b><i>Loss before corporate income tax after expenses (revenues) subjected to final tax attributable to the Company</i></b>
<b>Ditambah (dikurangi):</b>			<b><i>Add (deduct):</i></b>
<u>Beda tetap:</u>			<u><i>Permanent difference:</i></u>
Beban tidak dapat dikurangkan	(32.731.429)	538.954.976	<i>Non-deductible expenses</i>
<u>Beda waktu:</u>			<u><i>Temporary difference:</i></u>
Penyisihan penurunan nilai	234.921.374	318.320.347	<i>Allowance for impairment losses</i>
Penyusutan	(649.820.689)	(493.483.444)	<i>Depreciation</i>
Imbalan kerja karyawan	(25.574.646)	26.138.584	<i>Employee benefits</i>
Realisasi pembayaran sewa	27.160.018	24.352.164	<i>Actual lease payments</i>
<b>Subtotal</b>	<b>(446.045.372)</b>	<b>414.282.627</b>	<b><i>Subtotal</i></b>
<b>Total rugi fiskal</b>	<b>(1.823.438.384)</b>	<b>(3.995.149.040)</b>	<b><i>Total fiscal loss</i></b>
<b>Beban pajak penghasilan</b>	<b>-</b>	<b>-</b>	<b><i>Income tax expense</i></b>

**12. TAXATION (continued)**

**e. Provision for income tax**

The Government issued a Government Regulation UU No. 7 Tahun 2021 in lieu of the Law of the Republic of Indonesia Number 1 Year 2020 which stipulates, among others, reduction to the tax rates for corporate income tax payers and permanent establishments entities from previously 22% for fiscal years 2020 and 2021 and 20% starting fiscal year 2022 and onwards to become 22% for fiscal years 2022 and onwards. The new tax rates will be used as reference to measure the current and deferred tax assets and liabilities starting from the enactment date of the new regulation on October 29, 2021.

The reconciliation between profit before corporate income tax, as shown in the consolidated statement profit or loss and comprehensive income, and estimated taxable loss of the Company is as follows:



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**12. PERPAJAKAN (lanjutan)**

**e. Taksiran pajak penghasilan (lanjutan)**

Rekonsiliasi antara laba sebelum pajak penghasilan badan, seperti yang disajikan dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian, dan taksiran rugi fiskal Perusahaan adalah sebagai berikut: (lanjutan)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021 (Disajikan kembali - Catatan 4 / (As Restated - Notes 4))	
<b>Total rugi fiskal</b>	<b>(1.823.438.384)</b>	<b>(3.995.149.040)</b>	<b>Total fiscal loss</b>
<b>Beban pajak penghasilan</b>	-	-	<b>Income tax expense</b>
Dikurangi:			Deducted:
Pajak dibayar di muka			Prepaid tax
PPH pasal 22	4.846	7.048	Income tax article 22
PPH pasal 23	43.845.104	26.478.616	Income tax article 23
<b>Total</b>	<b>43.849.950</b>	<b>26.485.664</b>	<b>Total</b>
<b>Taksiran tagihan pajak penghasilan</b>	<b>(43.849.950)</b>	<b>(26.485.664)</b>	<b>Estimated claim for tax refund</b>

SPT pajak penghasilan badan tahun 2022 akan dilaporkan sesuai dengan perhitungan pajak di atas.

Corporate income tax for the year 2022 will be reported based on the computation above.

Akumulasi rugi pajak:

Tax losses carried forward:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021 (Disajikan kembali - Catatan 4 / (As Restated - Notes 4))	
Tahun pajak 2022	1.823.438.384	-	Fiscal year 2022
Tahun pajak 2021	3.437.071.479	3.995.149.040	Fiscal year 2021
Tahun pajak 2020	2.454.834.624	2.795.746.633	Fiscal year 2020
<b>Total</b>	<b>7.715.344.487</b>	<b>6.790.895.673</b>	<b>Total</b>

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**12. PERPAJAKAN (lanjutan)**

**e. Taksiran pajak penghasilan (lanjutan)**

Pada tanggal 1 April 2022, Perusahaan menerima Surat Pemberitahuan Hasil Pemeriksaan atas tahun pajak 2020. Berdasarkan Laporan SPT Badan tahun 2020, Perusahaan mencatat rugi fiskal sebesar Rp2.770.534.577 dengan nilai lebih bayar sebesar Rp98.365.149. Sedangkan menurut hasil pemeriksaan, rugi fiskal yang disetujui adalah sebesar Rp2.454.834.624 dengan nilai lebih bayar sebesar Rp98.201.037. Selain itu, terdapat temuan pajak kurang bayar terhadap objek PPh pasal 23, PPh pasal 26, PPh pasal 4 ayat 2 tahun 2020, sehingga nilai restitusi yang diterima oleh Perusahaan setelah dikurangi oleh penyesuaian denda atau sanksi yang timbul adalah Rp93.261.756 dan telah diterima pada tanggal 9 Mei 2022.

Pada tanggal 24 Oktober 2022, Perusahaan menerima Surat Pemberitahuan Hasil Pemeriksaan atas tahun pajak 2021. Berdasarkan Laporan SPT Badan tahun 2021, Perusahaan mencatat rugi fiskal sebesar Rp3.519.369.416 dengan nilai lebih bayar sebesar Rp26.485.664. Sedangkan menurut hasil pemeriksaan, rugi fiskal yang disetujui adalah sebesar Rp3.437.071.479 dengan nilai lebih bayar sebesar Rp25.397.079. Selain itu, terdapat temuan pajak kurang bayar terhadap objek PPh pasal 21, PPh pasal 22, PPh pasal 23, PPh pasal 26, PPh pasal 4 ayat 2 dan PPh pasal 4 ayat 2 tahun 2021, sehingga nilai restitusi yang diterima oleh Perusahaan adalah Rp25.397.079 dan telah diterima pada tanggal 30 November 2022.

**12. TAXATION (continued)**

**e. Provision for income tax (continued)**

*On April 1, 2022, The Company received an Audit Result Notification Letter regarding the results of the 2020 tax inspection. Based on the 2020 Corporate SPT Report, The Company recorded a fiscal loss amounting to Rp2,770,534,577 with an overpayment value of Rp98,365,149. Meanwhile, according to the results of the audit, the approved tax loss amounted to Rp2,454,834,624 with an overpayment value of Rp98,201,037. In addition, there were findings of underpayment of tax on objects of PPh article 23, PPh article 26, PPh article 4 paragraph 2 of 2020, so that the amount of restitution received by the Company after being deducted by adjustments to fines or sanctions arising was Rp93,261,756 and was received in May 9, 2022.*

*On October 24, 2022, The Company received an Audit Result Notification Letter regarding the results of the 2021 tax inspection. Based on the 2021 Corporate SPT Report, The company recorded a fiscal loss amounting to Rp3,519,369,416 with an overpayment value of Rp26,485,664. Meanwhile, according to the results of the audit, the approved tax loss amounted to Rp3,437,071,479. In addition, there were findings of underpayment of tax on objects of PPh article 23, PPh article 26, PPh article 4 paragraph 2 of 2021, so that the amount of restitution received by the company after being deducted by adjustments to fines or sanctions arising was Rp25,397,079 and was received in November 30, 2022.*

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**12. PERPAJAKAN (lanjutan)**

**e. Taksiran pajak penghasilan (lanjutan)**

Berdasarkan undang-undang perpajakan yang berlaku di Indonesia, entitas-entitas di dalam group menghitung dan membayar sendiri besarnya jumlah pajak yang terutang. Direktorat Jenderal Pajak dapat menetapkan atau mengubah liabilitas pajak dalam batas waktu 5 (lima) tahun sejak saat terutangnya pajak.

Rekonsiliasi antara hasil perkalian laba akuntansi sebelum pajak penghasilan badan dengan tarif pajak yang berlaku dan manfaat pajak penghasilan sebagai berikut:

**12. TAXATION (continued)**

**e. Provision for income tax (continued)**

Based Indonesian taxation laws, entities within the group calculate and pay taxes using the basis of self assesment. The Directorate General of Tax may assess or amend tax liabilities within 5 (five) years since the time the tax becomes due.

The reconciliation between the result of the multiplication of accounting income before corporate income tax with the current tax rate and income tax benefit is as follows:

	<b>Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,</b>		
	<b>2022</b>	<b>2021 (Disajikan kembali - Catatan 4 / (As Restated - Note 4)</b>	
Rugi sebelum pajak penghasilan badan menurut laporan laba rugi dan penghasilan komprehensif lain konsolidasian	(791.613.663)	(4.195.760.303)	<i>Loss before corporate income tax in consolidated statement of profit or loss and other comprehensive income</i>
Dikurangi:			<i>Less:</i>
Laba (rugi) entitas anak sebelum beban pajak penghasilan badan dan efek eliminasi	66.684.904	(250.278.879)	<i>Profit (loss) of subsidiaries before corporate income tax expense and elimination effect</i>
Rugi Perusahaan sebelum pajak penghasilan badan	(858.298.567)	(3.945.481.424)	<i>Loss before corporate income tax attributable to the Company</i>
Beban (manfaat) pajak penghasilan berdasarkan tarif pajak yang berlaku	(188.825.685)	(868.005.913)	<i>Income tax expense based on applicable tax rate</i>
Beban tidak dapat dikurangkan	(7.200.914)	118.570.095	<i>Non-deductible expenses</i>
Hasil ketetapan pajak	276.349	20.263.718	<i>Tax assessment letter</i>
Pendapatan yang dikenakan pajak final	(114.200.778)	(102.069.053)	<i>Income subjected to final tax</i>
Penyesuaian	273.487.597	(81.805.756)	<i>Adjustment</i>
<b>Manfaat pajak penghasilan</b>	<b>(36.463.431)</b>	<b>(913.046.909)</b>	<b><i>Income tax benefit</i></b>
Beban pajak penghasilan Entitas Anak, neto	(10.254.447)	(8.858.564)	<i>Income tax expense Subsidiaries, net</i>
<b>Total Manfaat pajak penghasilan</b>	<b>(46.717.878)</b>	<b>(921.705.473)</b>	<b><i>Total Income tax benefit</i></b>

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**12. PERPAJAKAN (lanjutan)**

**12. TAXATION (continued)**

**f. Aset pajak tangguhan**

**f. Deferred tax assets**

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021 (Disajikan kembali - Catatan 4 / (As Restated - Notes 4)	
Aset pajak tangguhan:			Deferred tax assets:
Perusahaan	1.499.232.456	1.490.559.118	The Company
Entitas anak	137.988.686	113.922.470	Subsidiaries
<b>Total</b>	<b>1.637.221.142</b>	<b>1.604.481.588</b>	<b>Total</b>

Perhitungan beban (manfaat) dan aset pajak tangguhan sebagai berikut:

The calculation of deferred tax expense (benefit) and deferred tax assets is as follows:

	Tahun yang berakhir pada tanggal 31 Desember 2022/ Year ended December 31, 2022					
	1 Januari 2022/ January 1, 2022	Dikreditkan (dibebankan) ke laba rugi/ Credited (charged) to profit or loss	Dikreditkan ke ekuitas/ Credited to equity	Penyesuaian/ Adjustment	31 Desember 2022/ December 31, 2022	
<b>Aset pajak tangguhan, neto</b>						<b>Deferred tax assets (liabilities), net</b>
Entitas anak	113.922.470	(27.675.892)	(581.649)	52.323.757	137.988.686	Subsidiaries
<b>Aset (liabilitas) pajak tangguhan</b>						<b>Deferred tax asset (liabilities)</b>
<b>Perusahaan:</b>						<b>The Company:</b>
Penyisihan penurunan nilai piutang usaha	124.901.911	51.441.737	-	(35.196.444)	141.147.204	Allowance for impairment of trade receivable
Penyisihan penurunan nilai piutang lain-lain	1.139.932	240.965	-	(2.830)	1.378.067	Allowance for impairment of other receivable
Akumulasi penyusutan dan amortisasi aset tetap, properti investasi dan aset takberwujud	(376.797.306)	(142.960.552)			(519.757.858)	Accumulated depreciation and amortization of fixed assets, property investment and intangible assets
Imbalan kerja karyawan	212.428.227	(5.626.422)	(28.066.442)	(11.620.737)	167.114.626	Employee benefits
Rugi fiskal	1.495.205.375	401.156.444	-	(198.986.032)	1.697.375.787	Fiscal loss
Dampak PSAK 73	33.680.979	5.975.204	-	(27.681.553)	11.974.630	Effect of PSAK 73
<b>Subtotal</b>	<b>1.490.559.118</b>	<b>310.227.376</b>	<b>(28.066.442)</b>	<b>(273.487.596)</b>	<b>1.499.232.456</b>	<b>Subtotal</b>
<b>Total</b>	<b>1.604.481.588</b>	<b>282.551.484</b>	<b>(28.648.091)</b>	<b>(221.163.839)</b>	<b>1.637.221.142</b>	<b>Total</b>

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**12. PERPAJAKAN (lanjutan)**

**12. TAXATION (continued)**

**f. Aset pajak tangguhan (lanjutan)**

**f. Deferred tax assets (continued)**

		2021 Disajikan kembali – Catatan 4/(As Restated – Notes 4)				
	1 Januari 2021/ January 1, 2021	Dikreditkan (dibebankan) ke laba rugi/ Credited (charged) to profit or loss	Dikreditkan ke ekuitas/ Credited to equity	Penyesuaian/ Adjustment	31 Desember 2021/ December 31, 2021	
<b>Aset pajak tangguhan, neto</b>						<b>Deferred tax assets (liabilities), net</b>
Entitas anak	76.551.478	37.196.247	174.745	-	113.922.470	Subsidiaries
<b>Aset (liabilitas) pajak tangguhan</b>						<b>Deferred tax asset (liabilities)</b>
<u>Perusahaan:</u>						<u>The Company:</u>
Penyisihan penurunan nilai piutang usaha	51.484.017	69.305.962	-	4.111.932	124.901.911	Allowance for impairment of trade receivable
Penyisihan penurunan nilai piutang lain-lain	3.102.139	724.514	-	(2.686.721)	1.139.932	Allowance for impairment of other receivable
Akumulasi penyusutan dan amortisasi aset tetap, properti investasi dan aset takberwujud	(268.230.948)	(108.566.358)	-	-	(376.797.306)	Accumulated depreciation and amortization of fixed assets, property investment and intangible assets
Imbalan kerja karyawan	172.877.334	5.750.489	9.085.235	24.715.169	212.428.227	Employee benefits
Rugi fiskal	559.149.326	880.141.116	-	55.914.933	1.495.205.375	Fiscal loss
Dampak PSAK 73	28.323.503	5.357.476	-	-	33.680.979	Effect of PSAK 73
<b>Subtotal</b>	<b>546.705.371</b>	<b>852.713.199</b>	<b>9.085.235</b>	<b>82.055.313</b>	<b>1.490.559.118</b>	<b>Subtotal</b>
<b>Total</b>	<b>623.256.849</b>	<b>889.909.446</b>	<b>9.259.980</b>	<b>82.055.313</b>	<b>1.604.481.588</b>	<b>Total</b>

**13. ASET LANCAR LAINNYA**

**13. OTHER CURRENT ASSETS**

Akun ini merupakan uang muka operasional dan jaminan.

This account mainly represents advance for operational and deposits.

**14. INVESTASI JANGKA PANJANG**

**14. LONG-TERM INVESTMENTS**

	31 Desember 2022/ December 31, 2022		31 Desember 2021/ December 31, 2021		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
<b>Obligasi:</b>					<b>Bonds:</b>
RI0148	15.206.000	13.630.441	15.206.000	16.389.088	RI0148
BEXI04CCN7	5.000.000	5.000.000	5.000.000	5.000.000	BEXI04CCN7
<b>Penyertaan saham pada entitas asosiasi:</b>					<b>Investments in shares of associates:</b>
PT Gapura Angkasa	21.504.000	8.080.850	21.504.000	3.493.468	PT Gapura Angkasa
PT Jasa Marga Bali Tol	59.635.000	11.244.385	59.635.000	17.757.694	PT Jasa Marga Bali Tol
PT Bandara Internasional Batam	296.523.690	275.033.007	296.523.690	296.523.690	PT Bandara Internasional Batam
<b>Total</b>	<b>397.868.690</b>	<b>312.988.683</b>	<b>397.868.690</b>	<b>339.163.940</b>	<b>Total</b>

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**14. INVESTASI JANGKA PANJANG (lanjutan)**

**a. Penyertaan saham pada entitas asosiasi**

**PT Gapura Angkasa (“Gapura”)**

Gapura bergerak dalam bidang jasa penunjang pengangkutan udara (*ground handling*) dan pengangkutan barang.

Perusahaan memiliki kepemilikan saham di Gapura sebanyak 215.040 saham atau sebesar 7,76% kepemilikan pada tahun 2022 dan 2021, masing-masing dicatat dengan menggunakan metode ekuitas karena adanya pengaruh signifikan di *investee* sesuai PSAK 15 paragraf 6 dan 16. Rinciannya adalah sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Biaya perolehan	21.504.000	21.504.000
Akumulasi bagian laba	(23.174.414)	(26.598.410)
Penghasilan komprehensif lain	1.162.386	-
Selisih transaksi kombinasi bisnis entitas sepengendali	8.588.878	8.588.878
<b>Total</b>	<b>8.080.850</b>	<b>3.494.468</b>

**PT Jasa Marga Bali Tol (“JMBT”)**

JMBT bergerak dalam bidang pengusahaan jalan tol Nusa Dua - Ngurah Rai - Benoa.

Investasi dalam saham pada JMBT merupakan konsorsium investasi pembangunan jalan tol Nusa Dua - Ngurah Rai - Benoa di daerah Bali oleh beberapa Perusahaan BUMN.

Perusahaan memiliki 59.635 saham atau sebesar Rp59.635.000.000 (nilai penuh) dan tambahan modal disetor lainnya sebesar Rp14.908.400.000 (nilai penuh) dengan jumlah kepemilikan sebesar 8%.

**14. LONG-TERM INVESTMENTS (continued)**

**a. Investment in shares of associates**

**PT Gapura Angkasa (“Gapura”)**

Gapura is engaged in ground handling of air freight and freight transport services.

The Company has investment in shares of stock in Gapura amounted to 215,040 shares or 7.76% ownership in 2022 and 2021, recorded using equity method due to significant influence over investee in accordance with PSAK 15 paragraphs 6 and 16. The details are as follows:

	<i>Carrying value Cumulative share of profit Other comprehensive income Difference in the value of business combination under common control</i>
<b>Total</b>	<b>Total</b>

**PT Jasa Marga Bali Tol (“JMBT”)**

JMBT is engaged in the operation of Nusa Dua - Ngurah Rai - Benoa toll road.

Investments in shares in JMBT is an investment consortium highway construction Nusa Dua - Ngurah Rai - Benoa in Bali by several state-owned companies.

The Company has 59,635 shares or Rp59,635,000,000 (full amount) and additional paid-in capital amounting to Rp14,908,400,000 (full amount) with ownership of 8%.



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**14. INVESTASI JANGKA PANJANG (lanjutan)**

**a. Penyertaan saham pada entitas asosiasi  
(lanjutan)**

**PT Jasa Marga Bali Tol (“JMBT”) (lanjutan)**

Perusahaan mencatat investasi saham pada JMBT menggunakan metode ekuitas karena pengaruh signifikan di *investee* sesuai PSAK 15 paragraf 6 dan 16. Rinciannya adalah sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Biaya perolehan	59.635.000	59.635.000
Akumulasi bagian rugi	(56.193.079)	(49.692.769)
Penghasilan komprehensif lain	(33.320)	(20.321)
Selisih transaksi kombinasi bisnis entitas sepengendali	7.835.784	7.835.784
<b>Total</b>	<b>11.244.385</b>	<b>17.757.694</b>

Berdasarkan Akta Keputusan Rapat Nomor 46 tanggal 22 Oktober 2020 yang dibuat dihadapan Leolin Jayayanti, S.H. Notaris di Jakarta. Dalam anggaran dasar dari semula Rp745.434.000.000 (nilai penuh) menjadi Rp1.440.434.000.000 (nilai penuh). Berdasarkan Akta Keputusan Rapat Nomor 24 tanggal 12 November 2020 yang dibuat dihadapan Leolin Jayayanti, S.H. Notaris di Jakarta PT Jasa Marga (Persero) Tbk dan PT Wijaya Karya (Persero) melakukan Tambahan Modal disetor sebesar Rp.200.000.000.000 (nilai penuh), sehingga membuat persentase kepemilikan Perusahaan di PT Jasamarga Bali Tol terdilusi dari 8% menjadi 6,31%.

**PT Bandara Internasional Batam (“BIB”)**

BIB dibentuk untuk melaksanakan kegiatan usaha di bidang pengembangan, pengoperasian, dan pengelolaan kegiatan bandar udara meliputi, kegiatan atau usaha jasa pelayanan pesawat udara dan penumpang dan kegiatan atau usaha jasa terkait untuk menunjang kegiatan pelayanan operasi pesawat udara di Bandara Hang Nadim Batam.

**14. LONG-TERM INVESTMENTS (continued)**

**a. Investment in shares of associates  
(continued)**

**PT Jasa Marga Bali Tol (“JMBT”)  
(continued)**

The Company recorded its investments in shares in JMBT using the equity method due to significant influence over investee in accordance with PSAK 15, paragraphs 6 and 16. The details are as follows :

	<b>31 Desember/December 31,</b>		
	<b>2022</b>	<b>2021</b>	
Biaya perolehan	59.635.000	59.635.000	Carrying value
Akumulasi bagian rugi	(56.193.079)	(49.692.769)	Cummulative share of loss
Penghasilan komprehensif lain	(33.320)	(20.321)	Other comprehensive income
Selisih transaksi kombinasi bisnis entitas sepengendali	7.835.784	7.835.784	Difference in the value of business combination under common control
<b>Total</b>	<b>11.244.385</b>	<b>17.757.694</b>	<b>Total</b>

Based on the Deed of Meeting Resolutions Number 46 dated October 22, 2020 made in the presence of Leolin Jayayanti, S.H. Notary in Jakarta. In its articles of association , the Company agreed to increase the authorized capital from Rp745,434,000,000 (full amount) to Rp1,440,434,000,000 (full amount). Based on the Deed of Meeting Resolutions Number 24 dated November 12, 2020 made in the presence of Leolin Jayayanti, S.H. Notary in Jakarta, PT Jasa Marga (Persero) Tbk and PT Wijaya Karya (Persero) made additional paid-in capital of Rp200,000,000,000 (full amount), which made the percentage of the Company’s ownership in PT Jasamarga Bali Tol diluted from 8% to 6.31%.

**PT Bandara Internasional Batam (“BIB”)**

BIB was established to manage business activities such as the development, operating and managing airport activities including aircraft and passenger service, activities or businesses and related service activities or businesses to support aircraft operation service activities at Hang Nadim Airport, Batam.

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**a. Penyertaan saham pada entitas asosiasi  
(lanjutan)**

**PT Bandara Internasional Batam ("BIB")  
(lanjutan)**

Investasi di BIB merupakan penyertaan saham pada perusahaan ventura bersama yang dibentuk oleh konsorsium PT Angkasa Pura I, Incheon Internasional Airport Corporation, PT Wijaya Karya (Persero), Tbk ("Konsorsium AP1-IIAC-WIKA") dalam Proyek Kerja Sama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Hang Nadim. Perusahaan memiliki 296.523.690 saham atau sebesar Rp 296.523.690.000 (nilai penuh) dengan jumlah kepemilikan sebesar 51%. Perusahaan mencatat investasi saham pada BIB menggunakan metode ekuitas karena pengaruh signifikan di *investee* sesuai PSAK 15 paragraf 6 dan 16.

	31 Desember/December 31,	
	2022	2021
Biaya perolehan	296.523.690	296.523.690
Akumulasi bagian rugi	(21.490.683)	-
<b>Total</b>	<b>275.033.007</b>	<b>296.523.690</b>

Informasi tambahan pada tanggal 31 Desember 2022 dan untuk tahun yang berakhir pada tanggal tersebut sehubungan dengan entitas asosiasi adalah sebagai berikut:

	Total Aset/ Total Assets	Total Liabilitas/ Total Liabilities	Total Pendapatan/ Total Revenues	Laba (Rugi) Bersih/ Net Income (Loss)	
PT Gapura Angkasa	1.226.227.121	1.115.108.691	1.227.526.195	44.123.656	PT Gapura Angkasa
PT Jasa Marga Bali Tol	1.909.162.000	1.696.686.000	93.130.000	(103.016.000)	PT Jasa Marga Bali Tol
PT Bandara Internasional Batam	576.633.452	37.340.933	99.206.826	(42.138.591)	PT Bandara Internasional Batam
KSO PT Wika Realty - PT Angkasa Pura Properti	192.948.725	207.358.933	25.435.724	2.434.735	KSO PT Wika Realty - PT Angkasa Pura Properti

Rincian bagian laba (rugi) entitas asosiasi adalah:

	31 Desember/December 31,	
	2022	2021
PT Gapura Angkasa	3.423.996	(40.526.148)
PT Jasa Marga Bali Tol	(6.500.310)	(12.454.325)
KSO PT Wika Realty - PT Angkasa Pura Properti	1.095.631	1.494.696
PT Bandara Internasional Batam	(21.490.683)	-
<b>Total</b>	<b>(23.471.366)</b>	<b>(51.485.777)</b>

**14. LONG-TERM INVESTMENTS (continued)**

**a. Investment in shares of associates  
(continued)**

**PT Bandara Internasional Batam ("BIB")  
(continued)**

Investment in BIB is an investment in shares in a joint venture company by a consortium of PT Angkasa Pura I, Incheon Internasional Airport Corporation, PT Wijaya Karya (Persero), Tbk ("AP1-IIAC-WIKA Consortium") in a Cooperation Project between Government with Business Entities (KPBU) Hang Nadim Airport. The Company has 296,523,690 shares or Rp 296,523,690,000 (full amount) and with ownership of 51%. Investment in shares in BIB the company recorded using equity method due to significant influence over investee in accordance with PSAK 15, paragraphs 6 and 16.

Additional information as of December 31, 2022 and for the year then ended related to associate entities are as follows:

Details of the share in profit (loss) of the associate companies are:

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**15. PROPERTI INVESTASI**

Properti investasi terdiri dari:

**15. INVESTMENT PROPERTIES**

Investment properties are consisted of:

Tahun yang berakhir pada tanggal 31 Desember 2022/ Year ended December 31, 2022						
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance	
<b>Biaya perolehan</b>						<b>Acquisitions cost</b>
Bangunan/lapangan	171.358.631	-	-	-	171.358.631	Buildings/fields
Tanah	28.303.058	-	(2.380.000)	-	25.923.058	Lands
<b>Total</b>	<b>199.661.689</b>	<b>-</b>	<b>(2.380.000)</b>	<b>-</b>	<b>197.281.689</b>	<b>Total</b>
<b>Akumulasi penyusutan</b>						<b>Accumulated depreciation</b>
Bangunan/lapangan	52.156.606	4.155.450	-	-	56.312.056	Buildings/fields
<b>Penurunan nilai</b>						<b>Impairment value</b>
Bangunan/lapangan	23.007.461	-	-	-	23.007.461	Buildings/fields
<b>Nilai buku</b>	<b>124.497.622</b>				<b>117.962.172</b>	<b>Book value</b>
Tahun yang berakhir pada tanggal 31 Desember 2021/ Year ended December 31, 2021						
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance	
<b>Biaya perolehan</b>						<b>Acquisitions cost</b>
Bangunan/lapangan	143.044.788	-	-	28.313.843	171.358.631	Buildings/fields
Tanah	28.303.058	-	-	-	28.303.058	Lands
<b>Total</b>	<b>171.347.846</b>	<b>-</b>	<b>-</b>	<b>28.313.843</b>	<b>199.661.689</b>	<b>Total</b>
<b>Akumulasi penyusutan</b>						<b>Accumulated depreciation</b>
Bangunan/lapangan	46.107.866	2.779.391	-	3.269.349	52.156.606	Buildings/fields
<b>Penurunan nilai</b>						<b>Impairment value</b>
Bangunan/lapangan	23.007.461	-	-	-	23.007.461	Buildings/fields
<b>Nilai buku</b>	<b>102.232.519</b>				<b>124.497.622</b>	<b>Book value</b>

Nilai wajar dari properti investasi pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp1.403.004.986 dan Rp1.091.012.044 yang ditentukan berdasarkan Nilai Jual Objek Pajak (NJOP) atas properti investasi.

The fair value of the investment properties as of December 31, 2022 and 2021 amounted to Rp1,403,004,986 and Rp1,091,012,044, which were determined based on Sales Value of Tax Object (NJOP) of the investment properties.

Manajemen berkeyakinan bahwa NJOP telah mendekati nilai wajarnya.

Management believes that NJOP approximates its fair value.

Penghasilan sewa dari properti investasi untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 masing-masing sebesar Rp101.958.007 dan Rp127.479.162.

Rental income from investment properties for the years ended December 31, 2022 and 2021 amounted to Rp101,958,007 and Rp127,479,162 respectively.

Properti investasi dicatat berdasarkan biaya perolehan. Properti investasi tanah tidak disusutkan. Untuk tahun 2022 dan 2021, beban penyusutan masing-masing sebesar Rp4.155.450 dan Rp2.779.391 seluruhnya dibebankan pada "Beban operasional bandara".

Investments properties are recorded at acquisition cost. Investment property of land is not depreciated. In 2022 and 2021, depreciation expenses amounting to Rp4,155,450 and Rp2,779,391, respectively, were entirely charged to "Airport operation expenses".

Pada tahun 2021, aset tetap berupa gudang Marunda dan gudang Bali Logistic Park milik APL direklasifikasi ke properti investasi.

In 2021, fixed assets in the form of Marunda and Bali Logistic Park warehouses owned by APL have been reclassified to investment properties.

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**16. ASET TETAP**

Akun ini terdiri dari:

**16. FIXED ASSETS**

This account consists of the following:

Tahun yang berakhir pada tanggal 31 Desember 2022/ Year ended December 31, 2022						
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance	
<b>Biaya perolehan</b>						<b>Acquisitions cost</b>
Tanah	7.881.249.373	-	-	-	7.881.249.373	Lands
Bangunan/lapangan	12.550.343.854	3.544.315	(11.625.158)	477.163.289	13.019.426.300	Buildings/fields
Gedung-gedung	12.419.990.756	23.231.900	(47.252.662)	523.792.453	12.919.762.447	Buildings
Alat perhubungan udara	16.544.205	-	-	-	16.544.205	Aviation equipment
Kendaraan	838.434.678	7.153.616	(15.768.083)	-	829.820.211	Vehicles
Instalasi	2.739.443.855	-	(1.543.561)	153.551.505	2.891.451.799	Installations
Peralatan	8.442.402.682	19.719.710	(24.908.446)	86.218.724	8.523.432.670	Equipments
Aset dalam konstruksi	2.848.764.129	386.912.830	(3.284.555)	(1.231.515.085)	2.000.877.319	Assets under construction
<b>Total</b>	<b>47.737.173.532</b>	<b>440.562.371</b>	<b>(104.382.465)</b>	<b>9.210.886</b>	<b>48.082.564.324</b>	<b>Total</b>
<b>Akumulasi penyusutan</b>						<b>Accumulated depreciation</b>
Bangunan/lapangan	3.077.316.836	580.325.632	(92.919.039)	(12.600.103)	3.552.123.326	Structure/fields
Gedung-gedung	1.861.766.127	493.316.648	(246.384.547)	23.434.751	2.132.132.979	Buildings
Alat perhubungan udara	16.406.050	35.560	-	-	16.441.610	Aviation equipment
Kendaraan	463.577.270	69.646.590	(13.509.420)	-	519.714.440	Vehicles
Instalasi	1.165.780.239	283.339.036	(8.314.367)	22.369.678	1.463.174.586	Installations
Peralatan	4.252.234.688	709.384.961	(86.184.354)	(27.737.351)	4.847.697.944	Equipments
<b>Total</b>	<b>10.837.081.210</b>	<b>2.136.048.427</b>	<b>(447.311.727)</b>	<b>5.466.975</b>	<b>12.531.284.885</b>	<b>Total</b>
Cadangan penurunan nilai	81.685.485	21.063.866	-	-	102.749.351	Allowance for impairment
<b>Nilai buku</b>	<b>36.818.406.837</b>				<b>35.448.530.088</b>	<b>Book value</b>
Tahun yang berakhir pada tanggal 31 Desember 2021/ Year ended December 31, 2021						
	Saldo Awal / Beginning balance	Penambahan / Addition	Pengurangan / Deduction	Reklasifikasi / Reclassification	Saldo akhir / Ending balance	
<b>Biaya perolehan</b>						<b>Acquisitions cost</b>
Tanah	6.924.713.269	-	(19.103)	956.555.207	7.881.249.373	Lands
Bangunan/lapangan	11.932.780.102	(15.284.875)	(606.249)	633.454.876	12.550.343.854	Buildings/fields
Gedung-gedung	11.747.340.661	(4.307.175)	(1.294.084)	678.251.354	12.419.990.756	Buildings
Alat perhubungan udara	16.638.040	-	(93.835)	-	16.544.205	Aviation equipment
Kendaraan	705.992.650	67.530.519	(11.539.831)	76.451.340	838.434.678	Vehicles
Instalasi	2.593.435.423	(164.804)	(188.446)	146.361.682	2.739.443.855	Installations
Peralatan	7.954.523.758	36.443.524	(47.362.763)	498.798.163	8.442.402.682	Equipments
Aset dalam konstruksi	4.207.381.265	1.668.429.175	(15.000)	(3.027.031.311)	2.848.764.129	Assets under construction
<b>Total</b>	<b>46.082.805.168</b>	<b>1.752.646.364</b>	<b>(61.119.311)</b>	<b>(37.158.689)</b>	<b>47.737.173.532</b>	<b>Total</b>
<b>Akumulasi penyusutan</b>						<b>Accumulated depreciation</b>
Bangunan/lapangan	2.560.180.872	516.763.391	(33.226)	405.799	3.077.316.836	Structure/fields
Gedung-gedung	1.533.902.591	333.624.395	(447.381)	(5.313.478)	1.861.766.127	Buildings
Alat perhubungan udara	16.392.442	107.443	(93.835)	-	16.406.050	Aviation equipment
Kendaraan	405.590.761	58.908.724	(922.215)	-	463.577.270	Vehicles
Instalasi	906.587.607	259.050.777	(71.250)	213.105	1.165.780.239	Installations
Peralatan	3.659.094.220	638.298.938	(46.583.693)	1.425.223	4.252.234.688	Equipments
<b>Total</b>	<b>9.081.748.493</b>	<b>1.806.753.668</b>	<b>(48.151.600)</b>	<b>(3.269.351)</b>	<b>10.837.081.210</b>	<b>Total</b>
Cadangan penurunan nilai	81.273.129	412.356	-	-	81.685.485	Allowance for impairment
<b>Nilai buku</b>	<b>36.919.783.546</b>				<b>36.818.406.837</b>	<b>Book value</b>

Efektif 1 Januari 2022, Perusahaan melakukan perubahan umur manfaat 20-60 untuk bangunan lapangan dan 20-50 untuk gedung untuk mencerminkan umur ekonomis pada saat ini. Dampak dari perubahan tersebut adalah beban penyusutan untuk tahun yang berakhir pada tanggal 31 Desember 2022 adalah sebesar Rp126.326.456.

Effective January 1, 2022, the Company changed the useful life of 20-60 for field buildings and 20-50 for buildings to reflect the current economic life. The impact of such changes is a reduction of depreciation expense by Rp126,326,456 for the year ended December 31, 2022

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**16. ASET TETAP (lanjutan)**

Pada tahun 2022, beberapa aset bangunan, gedung, kendaraan, instalasi, peralatan, dan aset dalam konstruksi dilepas oleh perusahaan terutama disebabkan aset tetap tidak produktif dan pembongkaran untuk pekerjaan terminal VVIP Bandara I Gusti Ngurah Rai (DPS) - Bali.

Pada tahun 2022, aset tetap Perusahaan berupa gedung terminal penumpang, gedung operasional, fasilitas terminal penumpang dan gedung operasi dan aset lainnya diasuransikan pada PT Asuransi Jasa Indonesia (Persero) dengan nilai pertanggungan *all risk*, gempa bumi, *machinery breakdown* dan *electronic equipment* masing-masing sebesar Rp13.869.758.221, Rp4.760.227.191, Rp818.639.566 dan Rp967.296.189.

Pada tahun 2021, aset tetap Perusahaan berupa gedung terminal penumpang, gedung operasional, fasilitas terminal penumpang dan gedung operasi dan aset lainnya diasuransikan pada PT Asuransi Jasa Indonesia (Persero) dengan nilai pertanggungan *all risk*, gempa bumi, *machinery breakdown* dan *electronic equipment* masing-masing sebesar Rp8.639.786.402, Rp7.020.421.537, Rp198.838.050 dan Rp544.685.099.

Manajemen berpendapat bahwa nilai pertanggungan tersebut memadai untuk menutup kerugian atas aset yang dipertanggungkan.

Manajemen berkeyakinan bahwa cadangan penurunan nilai pada tanggal 31 Desember 2022 dan 2021 adalah cukup.

Beban penyusutan atas aset tetap selama tahun 2022 dan 2021 seluruhnya dibebankan kepada "Beban operasional bandara".

**16. FIXED ASSETS (continued)**

*In 2022, several assets such as buildings, vehicles, installations, equipments and assets under constructions were disposed by the Company mainly due to unproductivity of the fixed assets and demolition for VVIP terminal I Gusti Ngurah Rai Airport (DPS) - Bali.*

*In 2022, the Company fixed assets in the form of passenger terminal building, operational building, passenger terminal facility and operational building and other assets are insured to PT Asuransi Jasa Indonesia (Persero) with an all risk coverage, earthquake, machinery breakdown and electronic equipment amounting to Rp13,869,758,221, Rp4,760,227,191, Rp818,639,566 and Rp967,296,189, respectively.*

*In 2021, the Company fixed assets in the form of passenger terminal building, operational building, passenger terminal facility and operational building and other assets are insured to PT Asuransi Jasa Indonesia (Persero) with an all risk coverage, earthquake, machinery breakdown and electronic equipment amounting to Rp8,639,786,402 Rp7,020,421,537, Rp198,838,050, and Rp544,685,099, respectively.*

*The management believes that the insurance coverage is adequate to cover possible losses on the fixed assets insured.*

*Management believes that the allowance for impairment as of December 31, 2022 and 2021 is adequate.*

*Depreciation expenses of fixed assets during 2022 and 2021, were entirely charged to "Airport operation expenses".*

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**16. ASET TETAP (lanjutan)**

Beberapa aset tetap milik entitas anak berupa tanah, gedung, peralatan dan kendaraan digunakan sebagai jaminan atas pinjaman bank dari PT Bank Negara Indonesia (Persero) Tbk., dan PT Bank Syariah Indonesia Tbk.

Aset dalam konstruksi merupakan proyek yang masih belum selesai pada tanggal laporan posisi keuangan konsolidasian dengan rincian sebagai berikut:

31 Desember 2022	Perkiraan % penyelesaian/ Estimated % of completion	Nilai tercatat/ Carrying value	Tahun perkiraan penyelesaian/ Estimated years of completion	December 31, 2022
Landasan, apron	82,12%	65.457.404	2022-2023	Runways, apron
Lapangan, jalan dan pagar	99,10%	3.369.712	2022-2023	Field, roads, and fences
Bangunan	71,65%	1.794.249.324	2022-2023	Buildings
Peralatan mekanik	85,62%	70.694.471	2022-2023	Mechanical equipments
Tanah	98,02%	17.210.035	2022-2023	Lands
Sistem pengolahan data berbantuan computer	98,20%	49.896.373	2022-2023	Computer assisted data processing system
<b>Aset dalam konstruksi</b>		<b>2.000.877.319</b>		<b>Assets under construction</b>
31 Desember 2021	Perkiraan % penyelesaian/ Estimated % of completion	Nilai tercatat/ Carrying value	Tahun perkiraan penyelesaian/ Estimated years of completion	December 31, 2021
Landasan, apron	92,85%	377.671.558	2021-2022	Runways, apron
Lapangan, jalan dan pagar	92,25%	13.072.839	2021-2022	Field, roads, and fences
Bangunan	92,17%	2.344.281.914	2021-2022	Buildings
Peralatan mekanik	65,77%	71.556.805	2021-2022	Mechanical equipments
Tanah	99,15%	17.210.035	2021-2022	Lands
Sistem pengolahan data berbantuan computer	95,51%	24.970.978	2021-2022	Computer assisted data processing system
<b>Aset dalam konstruksi</b>		<b>2.848.764.129</b>		<b>Assets under construction</b>

Untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021, Kelompok Usaha mengkapitalisasi biaya bunga pinjaman sebagai bagian dari biaya perolehan aset dalam konstruksi masing-masing sebesar Rp12.212.639 dan Rp167.310.989. Perusahaan mengkapitalisasi biaya pinjaman sesuai dengan ketentuan di PSAK No. 26, "Kapitalisasi Biaya Pinjaman".

Pada tanggal 31 Desember 2022 dan 2021, tidak terdapat aset tetap yang tidak dipakai sementara.

Pada tanggal 31 Desember 2022 dan 2021, jumlah tercatat bruto aset tetap yang telah disusutkan penuh dan masih digunakan masing-masing sebesar Rp2.654.086.770 dan Rp2.763.802.556.

Pada tanggal 31 Desember 2022 dan 2021, tidak terdapat aset tetap yang dihentikan dari penggunaan aktif.

**16. FIXED ASSETS (continued)**

Certain fixed assets owned by subsidiary such as lands, buildings, equipments and vehicles are used as collateral for loan obtained from PT Bank Negara Indonesia (Persero) Tbk., and PT Bank Syariah Indonesia Tbk.

Assets under construction represents projects that have not been completed at the date of the consolidated statements of financial position with the details as follows:

For the years then ended December 31, 2022 and 2021, the Group capitalized borrowing costs as part of the acquisition cost of assets under construction amounting to Rp12,212,639 and Rp167,310,989, respectively. The Company capitalized borrowing costs, in accordance with PSAK No. 26, "Capitalization of Borrowing Costs".

As of December 31, 2022 and 2021, there are no fixed assets temporarily not in use.

As of December 31, 2022 and 2021, the gross carrying amounts of fixed assets which have been fully depreciated and are still in use amounted to Rp2.654.086.770 and Rp2,763,802,556, respectively.

As of December 31, 2022 and 2021, there are no fixed assets classified as terminated from active.



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**17. ASET TAKBERWUJUD**

Akun ini terdiri dari:

	31 Desember/December 31,	
	2022	2021
<b>Biaya perolehan</b>		
Perangkat lunak		
Perusahaan	153.532.915	206.224.686
Entitas anak	18.444.532	17.358.606
<b>Subtotal</b>	<b>171.977.447</b>	<b>223.583.292</b>
Aset takberwujud dalam penyelesaian	31.686.366	6.809.722
<b>Subtotal</b>	<b>203.663.813</b>	<b>230.393.014</b>
<b>Akumulasi amortisasi dan penurunan nilai</b>		
Perangkat lunak		
Perusahaan	116.673.121	104.106.746
Entitas anak	12.969.971	10.129.305
<b>Subtotal</b>	<b>129.643.092</b>	<b>114.236.051</b>
<b>Aset takberwujud, neto</b>	<b>74.020.721</b>	<b>116.156.963</b>

Aset takberwujud - perangkat lunak terutama merupakan biaya instalasi, implementasi dan jasa konsultasi pendukung perangkat lunak ERP.

Beban amortisasi atas aset takberwujud selama tahun 2022 dan 2021 seluruhnya dibebankan kepada "Beban operasional bandara".

**17. INTANGIBLE ASSETS**

This account consists of the following:

<b>Acquisition cost</b>
Software
The Company
Subsidiaries
<b>Subtotal</b>
Intangible assets under construction
<b>Subtotal</b>
<b>Accumulation of amortization and impairment value</b>
Software
The Company
Subsidiaries
<b>Subtotal</b>
<b>Intangible assets, net</b>

Intangible assets - software mainly represents the cost of installation, implementation and consultation support service of ERP software.

Amortization expenses of intangible assets during 2022 and 2021, were entirely charged to "Airport operation expenses".

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**18. ASET HAK-GUNA DAN LIABILITAS SEWA**

Di bawah ini adalah jumlah tercatat aset hak-guna yang diakui dan pergerakannya selama periode tersebut:

**18. RIGHT-OF-USE ASSETS AND LEASE LIABILITIES**

Set out below are the carrying amounts of right-of use assets recognized and the movements during the period:

Tahun yang berakhir pada tanggal 31 Desember 2022/  
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	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Saldo akhir/ Ending balance	
<u>Harga perolehan</u>					<u>Acquisition cost</u>
Tanah	185.133.490	-	(16.788.382)	168.345.108	Land
Bangunan	17.425.873	8.397.129	(3.936.437)	21.886.565	Building
Kendaraan	8.717.367	3.651.852	(6.568.274)	5.800.945	Vehicles
Peralatan	22.621.811	1.269.966	-	23.891.777	Equipment
Jumlah	233.898.541	13.318.947	(27.293.093)	219.924.395	Total
<u>Akumulasi penyusutan</u>					<u>Accumulated depreciation</u>
Tanah	12.712.282	5.748.799	(1.214.685)	17.246.396	Land
Bangunan	11.497.161	7.399.528	(3.970.048)	14.926.641	Building
Kendaraan	6.682.845	3.359.188	(6.283.880)	3.758.153	Vehicles
Peralatan	5.148.199	4.369.496	-	9.517.695	Equipment
Jumlah	36.040.487	20.877.011	(11.468.613)	45.448.885	Total
<b>Nilai Buku</b>	<b>197.858.054</b>			<b>174.475.510</b>	<b>Book value</b>

Tahun yang berakhir pada tanggal 31 Desember 2021/  
Year ended December 31, 2021

	Saldo awal/ Beginning balance	Penambahan/ Additions	Pengurangan/ Deductions	Saldo akhir/ Ending balance	
<u>Harga perolehan</u>					<u>Acquisition cost</u>
Kendaraan	361.447.112	1.360.205	(354.089.950)	8.717.367	Vehicles
Tanah	185.037.803	95.687	-	185.133.490	Land
Peralatan	21.918.933	843.056	(140.178)	22.621.811	Equipment
Bangunan	12.022.799	5.752.141	(349.067)	17.425.873	Building
Jumlah	580.426.647	8.051.089	(354.579.195)	233.898.541	Total
<u>Akumulasi penyusutan</u>					<u>Accumulated depreciation</u>
Kendaraan	35.594.550	986.349	(29.898.054)	6.682.845	Vehicles
Tanah	6.372.937	6.339.345	-	12.712.282	Land
Bangunan	4.984.621	6.631.095	(118.555)	11.497.161	Building
Peralatan	3.017.675	2.130.524	-	5.148.199	Equipment
Jumlah	49.969.783	16.087.313	(30.016.609)	36.040.487	Total
<b>Nilai Buku</b>	<b>530.456.864</b>			<b>197.858.054</b>	<b>Book value</b>

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**18. ASET HAK-GUNA DAN LIABILITAS SEWA  
(lanjutan)**

Rincian liabilitas sewa adalah sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
<b>Liabilitas sewa</b>		
Bagian jangka pendek	14.447.941	38.385.262
Bagian jangka panjang	188.457.940	181.828.568
<b>Total</b>	<b>202.905.881</b>	<b>220.213.830</b>

Jumlah yang diakui dalam laporan laba rugi adalah sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Bunga atas liabilitas sewa (Catatan 39)	16.285.040	18.549.077
Beban penyusutan aset hak-guna	9.315.487	89.661.230

Jumlah yang diakui dalam laporan arus kas adalah sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Jumlah kas keluar untuk:		
Pembayaran liabilitas sewa	39.330.702	113.065.240
Pembayaran bunga	15.900.821	18.549.077
<b>Total</b>	<b>55.231.523</b>	<b>131.614.317</b>

Beberapa transaksi sewa mengandung opsi perpanjangan yang dapat diambil oleh Kelompok Usaha sebelum masa berakhirnya kontrak yang tidak dapat dibatalkan. Opsi perpanjangan yang dimiliki hanya dapat diambil oleh Kelompok Usaha. Kelompok Usaha mengevaluasi pada awal dimulainya masa sewa apakah besar kemungkinan akan diambilnya opsi perpanjangan. Kelompok Usaha mengevaluasi kembali penentuan ini apabila ada peristiwa signifikan atau ada perubahan keadaan signifikan di dalam kendali Kelompok Usaha.

**18. RIGHT-OF-USE ASSETS AND LEASE  
LIABILITIES (continued)**

The detail of lease liabilities is as follows:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
<b>Lease liabilities</b>		
Current portion	38.385.262	181.828.568
Non-current portion	164.520.619	37.436.762
<b>Total</b>	<b>202.905.881</b>	<b>220.213.830</b>

Amounts recognized in statement of profit or loss are as follows:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Interest on lease liabilities (Note 39)	16.285.040	18.549.077
Depreciation of right-of-use assets	9.315.487	89.661.230

Amount recognized in statement of cash flow is as follows:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Total cash outflow for:		
Payments of lease liabilities	39.330.702	113.065.240
Payments of interest	15.900.821	18.549.077
<b>Total</b>	<b>55.231.523</b>	<b>131.614.317</b>

Some leases contain extension options exercisable by the Group before the end of the non-cancellable contract period. The extension options held are exercisable only by the Group. The Group assesses at lease commencement whether it is reasonably certain to exercise the extension options. The Group reassesses this assessment if there is a significant event or significant change in circumstances within its control.

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**19. BEBAN AKRUAL**

Akun ini terdiri dari:

	<b>31 Desember/December 31,</b>		
	<b>2022</b>	<b>2021</b>	
Pelayanan bandara	387.445.109	425.412.044	Passenger services
Umum	158.217.532	266.062.969	General
Bunga	38.552.981	79.887.829	Interest
Persediaan	36.592.449	56.767.253	Inventories
Utilitas	34.594.218	19.614.594	Utilities
Pegawai	22.087.871	127.031.752	Employees
Pajak	9.269.602	46.584.739	Taxes
Sewa	6.250.345	84.934.070	Rental
Pemeliharaan	3.475.019	74.800.988	Maintenance
Lain-lain	84.054.609	44.097.549	Others
<b>Total</b>	<b>780.539.735</b>	<b>1.225.193.787</b>	<b>Total</b>

Beban akrual - pelayanan bandara terutama merupakan biaya konsesi kepada Direktorat Jenderal Perhubungan Udara (DJPU). Pada tanggal 15 Desember 2015, Perusahaan mengadakan Perjanjian dengan DJPU mengenai pemberian konsesi untuk melakukan kegiatan pelayanan jasa kebandarudaraan sebagaimana yang dituangkan dalam perjanjian No. HK.201/2/8/DRJU.kum 2015 dan SP.333/HK.06.03/2015/DU. Berdasarkan perjanjian tersebut, Perusahaan dikenakan biaya konsesi (Catatan 44a).

Beban akrual umum terutama merupakan *management fee* atas kerjasama pengelolaan *tenant* dengan PT GVK Services Indonesia, beban penyediaan *x-ray*, jaringan telekomunikasi dan jasa tenaga kerja.

Beban akrual - pegawai mencakup beban manfaat pegawai diantaranya beban bonus, beban cuti, beban kelebihan jam kerja, dan beban uang makan harian yang akan dibayarkan Kelompok Usaha kepada pegawai.

**19. ACCRUED EXPENSES**

This account consists of the following:

*Accrued expenses - airport services mainly represents of concession charge to the Direktorat Jenderal Perhubungan Udara (DJPU). On December 15, 2015, the Company entered into Agreement with DJPU regarding the concession provided to the Company to conduct airport services as stated in agreement No. HK.201/2/8/DRJU.kum 2015 and SP.333/HK.06.03/2015/DU. Based on that agreement, the Company is charged with concession fees (Note 44a).*

*General accrued expenses consist of management fee on collaborative tenants management with PT GVK Services Indonesia, x-ray providing expense, telecommunication network and outsourcing services.*

*Accrued expenses - employees consist of employee benefits expenses including bonus expenses, leave expenses, overtime expenses, and daily meal allowances which will be paid by the Group to employees.*

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**19. BEBAN AKRUAL (lanjutan)**

Terkait dengan akrual *management fee*, Perusahaan mengadakan Perjanjian Jasa Manajemen untuk Pengembangan Komersial dan Operasional pada Bandar Udara Internasional Ngurah Rai dengan PT GVK Services Indonesia per tanggal 1 November 2012, dengan amandemen pada tanggal 2 Juli 2013. Sehubungan dengan hal tersebut, Perusahaan telah mencadangkan kewajiban sebesar USD14.259.917 (dalam angka penuh) dan telah membayarkan *Offshore Marketing & Business Development (OMBD)* sebesar USD6.886.926. Pada tahun 2022, perusahaan mengkaji kembali nilai pencadangan GVK sesuai dengan Berita Acara Nomor: BA.452/HK.01/2019-DU tanggal 16 Juli 2019 terkait Kesepakatan Penyelesaian Pembayaran *Offshore Marketing & Business Development* dan Memorandum Hukum Perihal Pelepasan Dana Provisi dalam Laporan Keuangan tahun 2022. Berdasarkan hal tersebut, Perusahaan melepas sebagian cadangan sehingga sisa cadangan GVK adalah sebesar USD1.424.724 (terdiri dari biaya OMBD, biaya *Capacity Study* dan biaya bunga).

**20. UTANG USAHA**

Rincian utang usaha berdasarkan pemasok adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
<u>Pihak ketiga</u>		
Rupiah	210.312.577	345.222.084
Dolar AS	32.607.860	30.500.624
Subtotal	242.920.437	375.722.708
<u>Pihak berelasi (Catatan 42)</u>		
Rupiah	317.678.670	126.358.447
<b>Total</b>	<b>560.599.107</b>	<b>502.081.155</b>

Rincian utang usaha berdasarkan umur adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
0 - 1 tahun	510.580.373	491.170.985
1 - 2 tahun	14.655.198	5.284.273
2 - 3 tahun	33.119.910	3.103.069
>3 tahun	2.243.626	2.522.828
<b>Total</b>	<b>560.599.107</b>	<b>502.081.155</b>

**19. ACCRUED EXPENSES (continued)**

In relation to management fee accruals, the Company entered into a Management Services Agreement for Commercial and Operational Development at Ngurah Rai International Airport with PT GVK Services Indonesia as of November 1, 2012, with amendments on July 2, 2013. In this regard, the Company has reserved liabilities of USD 14,259,917 (full amount) and has paid Offshore Marketing & Business Development (OMBD) of USD6,886,926. In 2022, the company will review the GVK reserve value in accordance with Berita Acara No: BA.452/HK.01/2019-DU dated 16 July 2019 regarding the Offshore Marketing & Business Development Payment Settlement Agreement and Legal Memorandum Regarding Release of Provision Funds in Financial Statements in 2022. Based on this, the Company released some of its reserves so that the remaining GVK reserves amounted to USD1,424,724 (consisting of OMBD fees, Capacity Study fees and interest expenses).

**20. TRADE PAYABLES**

The details of trade payables based on vendors are as follows:

	31 Desember/December 31,	
	2022	2021
<u>Third parties</u>		
Rupiah	210.312.577	345.222.084
US Dollar	32.607.860	30.500.624
Subtotal	242.920.437	375.722.708
<u>Related parties (Note 42)</u>		
Rupiah	317.678.670	126.358.447
<b>Total</b>	<b>560.599.107</b>	<b>502.081.155</b>

The details of trade payables based on aging are as follows:

	31 Desember/December 31,	
	2022	2021
0 - 1 years	510.580.373	491.170.985
1 - 2 years	14.655.198	5.284.273
2 - 3 years	33.119.910	3.103.069
>3 years	2.243.626	2.522.828
<b>Total</b>	<b>560.599.107</b>	<b>502.081.155</b>

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**21. PENDAPATAN DITERIMA DI MUKA**

Akun ini terdiri dari:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Pendapatan domestik	105.055.901	125.162.864
Pendapatan internasional	-	313.176
<b>Total</b>	<b>105.055.901</b>	<b>125.476.040</b>

Pendapatan diterima di muka terdiri dari penerimaan uang dari pelanggan sehubungan dengan sewa tanah, sewa ruang, tempat reklame dan lainnya, akan tetapi jasa tersebut belum diberikan ke pelanggan.

**21. UNEARNED REVENUES**

This account consists of the following:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Pendapatan domestik	105.055.901	125.162.864
Pendapatan internasional	-	313.176
<b>Total</b>	<b>105.055.901</b>	<b>125.476.040</b>

Unearned revenues consist of cash received from customers in related to land rental income, space rental, billboards and others, when services have not been delivered to the customers.

**22. UTANG LAIN-LAIN**

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
<b>Perolehan aset tetap</b>		
Total pihak berelasi (Catatan 42)	274.744.195	834.313.013
Total pihak ketiga	244.110.263	464.005.656
<b>Total perolehan aset tetap</b>	<b>518.854.458</b>	<b>1.298.318.669</b>
Jaminan pelanggan	139.462.496	171.917.959
Titipan pembayaran	76.217.576	68.853.554
Utang iuran	13.160.694	12.485.461
Titipan pengelola	7.448.265	5.353.322
Jaminan vendor	5.365.835	8.881.992
Titipan BMKG dan DJU	14.208.484	12.948.437
Lain-lain	8.428.333	6.863.734
<b>Total</b>	<b>783.146.141</b>	<b>1.585.623.128</b>

Utang perolehan aset tetap terutama merupakan utang kepada kontraktor untuk pembangunan aset tetap Perusahaan.

Jaminan pelanggan merupakan uang jaminan yang diberikan oleh pelanggan sehubungan dengan sewa ruangan, tanah, listrik, air dan telepon di awal perjanjian.

Titipan pembayaran terutama merupakan penerimaan pembayaran dari DJPU sehubungan dengan stimulus subsidi tarif penerbangan PJP2U.

Titipan pengelola merupakan utang kepada pihak ketiga atas kerja sama pengelolaan lounge dan jasa terkait kargo.

**22. OTHER PAYABLES**

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
<b>Perolehan aset tetap</b>		
Total pihak berelasi (Catatan 42)	274.744.195	834.313.013
Total pihak ketiga	244.110.263	464.005.656
<b>Total perolehan aset tetap</b>	<b>518.854.458</b>	<b>1.298.318.669</b>
Jaminan pelanggan	139.462.496	171.917.959
Titipan pembayaran	76.217.576	68.853.554
Utang iuran	13.160.694	12.485.461
Titipan pengelola	7.448.265	5.353.322
Jaminan vendor	5.365.835	8.881.992
Titipan BMKG dan DJU	14.208.484	12.948.437
Lain-lain	8.428.333	6.863.734
<b>Total</b>	<b>783.146.141</b>	<b>1.585.623.128</b>

Acquisition of fixed asset payable mainly represent payable to contractors building the Company's fixed assets.

Customer deposit represents cash deposit given by customers that consists of deposits for space rental, land rental, electrical and water installation at the beginning of the contract.

Payment deposit mainly represents receipt from DJPU in relation to PJP2U airline fare subsidy stimulus.

Management deposits represent payables from third parties for cooperation of lounge management and cargo related services.



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**23. UTANG BANK**

**a. Utang bank jangka pendek**

Utang bank jangka pendek terdiri dari:

	31 Desember/December 31,	
	2022	2021
<u>Entitas Anak</u>		
Pihak berelasi (Catatan 42)	107.285.344	114.656.344
<b>Total</b>	<b>107.285.344</b>	<b>114.656.344</b>

**23. BANK LOAN**

**a. Short-term bank loans**

Short-term bank loans consist of:

Kreditor/ Creditors	Jumlah Batas Pinjaman Maksimum/ Total Maximum Credit Limit	Batas Jangka Waktu Fasilitas/ End of Availability Period	Jumlah/Amount		<u>Subsidiaries</u> Related parties (Note 42) <b>Total</b>
			2022	2021	
PT Bank Negara Indonesia (Persero) Tbk	52.650.000	Desember 2022 dan 2023/ December 2022 and 2023	38.946.344	51.596.344	
PT Bank Syariah Indonesia	39.560.000	Juni 2021 dan Desember 2023/ June 2021 and December 2023	33.839.000	39.560.000	
PT Bank Mandiri (Persero)	120.000.000	Februari 2023/ February 2023	34.500.000	23.500.000	
PT Bank Jabar Banten	8.700.000	Agustus 2021/ August 2021	-	-	
PT Sarana Multi Infrastruktur (Persero)	15.000.000	Desember 2021/ December 2021	-	-	
<b>Total</b>			<b>107.285.344</b>	<b>114.656.344</b>	

APP telah melunasi fasilitas pinjaman kepada PT Bank Jabar Banten pada 21 Januari 2021.

APP has fully paid the loan facility to PT Bank Jabar Banten on January 21, 2021.

APL telah melunasi fasilitas pinjaman kepada PT Sarana Multi Infrastruktur (Persero) pada 3 Desember 2021.

APL has fully paid the loan facility to PT Sarana Multi Infrastruktur (Persero) on December 3, 2021.

Tujuan dari pinjaman-pinjaman di atas adalah untuk modal kerja Perusahaan dan entitas anak terkait.

The purpose of the above loans is for working capitals of the Company and subsidiaries.

Seluruh fasilitas pinjaman yang diperoleh pada tahun 2022 dan 2021 dijamin dengan piutang usaha senilai Rp50.000.000.

All working capital facilities obtained in 2022 and 2021 are secured by trade receivable amounting to Rp50,000,000.

**Suku Bunga**

Fasilitas pinjaman dalam mata uang Rupiah dikenakan tingkat suku bunga tahunan yang berkisar antara 8,50% sampai dengan 10,50% (2021: antara 9,00% sampai dengan 9,75%) untuk tahun yang berakhir pada tanggal 31 Desember 2022.

**Interest Rate**

The credit facilities denominated in Rupiah bear interest at annual rates ranging from 8.50% to 10.50% (2021: from 9.00% to 9.75%) for the year ended December 31, 2022.

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**23. UTANG BANK (lanjutan)**

**b. Utang bank jangka panjang**

Utang bank jangka panjang terdiri dari:

	31 Desember/December 31,	
	2022	2021
<b>Perusahaan</b>		
Pihak berelasi (Catatan 42)	15.443.957.517	15.450.946.382
<b>Perusahaan (lanjutan)</b>		
Pihak ketiga		
PT Bank Central Asia Tbk ("BCA")	2.758.562.519	2.759.810.780
PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta ("Bank DKI")	1.699.231.090	1.700.000.000
PT Bank Danamon Tbk	1.249.434.625	1.250.000.000
PT Bank Pembangunan Daerah Jawa Timur Tbk ("Bank Jatim")	999.547.700	1.000.000.000
PT Bank Papua ("Bank Papua")	499.773.850	499.999.999
PT Indonesia Infrastructure Finance Tbk	474.666.948	474.881.737
PT Bank Pembangunan Daerah DIY ("Bank DIY")	199.909.540	200.000.000
PT Bank Pembangunan Daerah Bali ("Bank Bali")	99.954.770	100.000.000
Subtotal	7.981.081.042	7.984.692.516
<b>Total</b>	<b>23.425.038.559</b>	<b>23.435.638.898</b>
<b>Entitas anak</b>		
Pihak berelasi (Catatan 42)	169.748.766	216.844.996
Subtotal	169.748.766	216.844.996
<b>Total</b>	<b>23.594.787.325</b>	<b>23.652.483.894</b>
Biaya pinjaman yang belum diamortisasi	(340.730.560)	(64.315.110)
<b>Neto</b>	<b>23.254.056.765</b>	<b>23.588.168.784</b>
Dikurangi : bagian jangka pendek utang bank jangka panjang	(36.235.992)	(474.059.314)
<b>Bagian jangka panjang</b>	<b>23.217.820.773</b>	<b>23.114.109.470</b>

**23. BANK LOAN (continued)**

**b. Long-term bank loans**

Long-term bank loans consist of:

<b>The Company</b>
Related parties (Note 42)
<b>The Company (continued)</b>
Third parties
PT Bank Central Asia Tbk ("BCA")
PT Bank Pembangunan Daerah Khusus Ibu Kota Jakarta ("Bank DKI")
PT Bank Danamon Tbk
PT Bank Pembangunan Daerah Jawa Timur Tbk ("Bank Jatim")
PT Bank Papua ("Bank Papua")
PT Indonesia Infrastructure Finance Tbk
PT Bank Pembangunan Daerah DIY ("Bank DIY")
PT Bank Pembangunan Daerah Bali ("Bank Bali")
Subtotal
<b>Total</b>
<b>Subsidiaries</b>
Related parties (Note 42)
Subtotal
<b>Total</b>
Unamortized cost of loans
<b>Net</b>
Less : Current portion long-term bank loans
<b>Long-term portion</b>

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**23. UTANG BANK (lanjutan)**

**b. Utang bank jangka panjang (lanjutan)**

**Perusahaan**

**Restrukturisasi pinjaman**

Sehubungan dengan kondisi operasi dan keuangan Perusahaan, pada tanggal 30 Juni 2022, Perusahaan telah menandatangani Perjanjian Restrukturisasi Induk dengan Bank Mandiri, BNI, BSI, BTN, BPD Jawa Timur, DKI, BPD Papua, BPD DIY, BPD Bali, Danamon, untuk seluruh saldo pinjaman yang masih terutang. Pada tanggal 15 Juli 2022, BCA, IIF, BRI dan SMI telah menandatangani dokumen aksesori yang menyatakan penundukan diri terhadap perjanjian restrukturisasi pinjaman tersebut di atas.

Perjanjian restrukturisasi pinjaman ini mengubah beberapa ketentuan-ketentuan dari perjanjian pinjaman sebelumnya dari masing masing kreditur yaitu perubahan jangka waktu pinjaman, suku bunga dan jadwal pembayaran pokok pinjaman dan bunga. Dalam perjanjian ini, Bank Mandiri bertindak sebagai agen fasilitas, agen jaminan dan agen penampungan.

Berdasarkan perjanjian restrukturisasi pinjaman ini, seluruh pinjaman dikenakan suku bunga dan indikasi bagi hasil sebesar 5% untuk tahun 2022 - 2023, LPS + margin 2% untuk tahun 2024 - 2028, dan LPS + margin 2,5% untuk tahun 2029 - 2031. Tingkat suku bunga yang dibayarkan selama tahun 2022 dan 2023 adalah sebesar 2%, dimana sisanya akan ditangguhkan dan dibayarkan pada tahun 2025-2026 (Catatan 25).

Selain itu, apabila selama tahun 2022 dan 2023 terdapat kenaikan tingkat suku bunga LPS dari tingkat suku bunga LPS yang berlaku pada 1 Juni 2022, maka Perusahaan akan membayarkan selisih tingkat suku bunga tersebut setelah seluruh bunga yang tertunggak telah dilunasi atau paling lambat pada 2027 dan 2028.

Setelah tanggal efektif, Perusahaan wajib untuk membayar angsuran pokok pinjaman secara triwulanan dengan tanggal jatuh tempo terakhir adalah pada tanggal 23 Desember 2031.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company**

**Loan restructuring**

*In connection with the Company's operational and financial condition, on June 30, 2022, the Company signed an Agreement for Restructuring with Bank Mandiri, BNI, BSI, BTN, BPD Jawa Timur, DKI, BPD Papua, BPD DIY, BPD Bali, and Danamon, for all its existing outstanding loans. In July 15, 2022, BCA, IIF, BRI and SMI have signed accession document which acts as a proof of submission to the above loan restructuring agreement.*

*This loan restructuring agreement has changed several terms from previous loan agreements with its creditors such as changes in maturity date of loans, interest rates and payment schedules of loan principal and interests. Under this agreement, Bank Mandiri acts as a facility agent, guarantee agent and collecting agent.*

*Based on this loan restructuring agreement, all loans bear interest at 5% for 2022 - 2023, LPS + 2% margin for 2024 - 2028, and LPS + 2.5% margin for 2029 - 2031. Interest rate paid during 2022 and 2023 is 2%, of which the remaining will be deferred and paid in 2025 - 2026 (Note 25).*

*In addition, if during 2022 and 2023 there is an increase in interest rate from the LPS interest rate applicable on June 1, 2022, the Company will pay the difference in interest rates after all outstanding interest has been paid or in 2027 and 2028 at the latest.*

*After the effective date, the Company is required to pay the principal installments on a quarterly basis with the latest due date on December 23, 2031.*

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**b. Utang bank jangka panjang (lanjutan)**

**Perusahaan (lanjutan)**

**Restrukturisasi pinjaman (lanjutan)**

Terkait dengan perjanjian di atas, Perusahaan juga telah menandatangani perjanjian gadai rekening dan pengelolaan rekening dengan Bank Mandiri. Rekening ini digunakan untuk pembayaran pinjaman dan dikelola penuh oleh Bank Mandiri.

Pinjaman ini dijamin dengan setiap rekening pembayaran utang, rekening cadangan pembayaran utang dan rekening penerimaan program *deleveraging* kepada para pemberi fasilitas. Khusus sehubungan dengan gadai atas rekening penerimaan program *deleveraging*, jaminan gadai tersebut akan dilepaskan setelah nasabah telah menggunakan dana hasil program *deleveraging* tersebut sampai dengan jumlah kumulatif sebesar Rp10,5 (sepuluh koma lima) triliun untuk pelunasan dipercepat dan belanja modal sesuai ketentuan perjanjian.

Utang bank jangka panjang terdiri dari:

	<b>Jumlah utang direstrukturisasi/ Amount of debt restructured</b>	<b>Saldo pinjaman per 31 Desember 2022/ Outstanding balance as of December 31, 2022</b>	
Sindikasi 2019 - BCA Mandiri	4.000.000.000	3.998.190.800	Sindikasi 2019 - BCA Mandiri
Sindikasi Mandiri, BRI, BCA, SMI, IIF	3.799.053.899	3.797.335.586	Sindikasi Mandiri, BRI, BCA, SMI, IIF
Bilateral 2019 - Mandiri	3.000.000.000	2.998.643.100	Bilateral 2019 - Mandiri
Sindikasi 2019 - BPD	2.500.000.000	2.498.869.250	Sindikasi 2019 - BPD
Bilateral 2018 - SMI	2.000.000.000	1.999.095.400	Bilateral 2018 - SMI
Bilateral 2018 - BTN	2.000.000.000	1.999.095.400	Bilateral 2018 - BTN
Bilateral 2020 - Danamon	1.250.000.000	1.249.434.625	Bilateral 2020 - Danamon
Bilateral 2020 - DKI (KMK)	1.000.000.000	999.547.700	Bilateral 2020 - DKI (KMK)
Bilateral 2019 - BTN	1.000.000.000	999.547.700	Bilateral 2019 - BTN
Bilateral 2019 - BSI	1.000.000.000	999.547.500	Bilateral 2019 - BSI
Bilateral 2018 - BSI	1.000.000.000	999.547.500	Bilateral 2018 - BSI
Bilateral 2021 - BNI	886.585.000	886.183.998	Bilateral 2021 - BNI
<b>Total</b>	<b>23.435.638.899</b>	<b>23.425.038.559</b>	<b>Total</b>

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Loan restructuring (continued)**

Related to the above agreement, the Company has also signed an account pawn agreement and account management with Bank Mandiri. These accounts will be used to pay the loans and are fully managed by Bank Mandiri.

This loan is guaranteed by each debt payment account, debt payment reserve account and deleveraging program receipt account to the facility providers. Particularly in relation to the pawning of deleveraging program receipt account, the collateral will be released after the customer has used the deleveraging program proceeds up to a cumulative amount of Rp10.5 (ten point five) trillion for early repayment and capital expenditures in accordance with the provisions of the agreement.

Long-term bank loans consist of:

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**b. Utang bank jangka panjang (lanjutan)**

**Perusahaan (lanjutan)**

**Restrukturisasi pinjaman (lanjutan)**

Perusahaan diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio (DSCR)* minimal sebesar 1 kali sejak tahun 2023;
- *Debt to Equity Ratio (DER)* maksimum sebesar 5 kali untuk tahun 2022-2024 dan maksimum sebesar 3 kali untuk tahun 2025;
- *Current Ratio* minimal sebesar 1 kali berlaku sejak tahun 2024.

**Sebelum restrukturisasi pinjaman**

**Perjanjian kredit sindikasi**

**Perjanjian kredit sindikasi 2016**

Pada tanggal 18 Agustus 2016, Perusahaan menandatangani Perjanjian Kredit Sindikasi dengan Bank dan Lembaga Keuangan Non-Bank dimana Mandiri sebagai agen sindikasi. Rincian utang jangka panjang atas perjanjian kredit sindikasi sebelum restrukturisasi adalah sebagai berikut:

	<b>Plafond/Plafonds</b>	<b>Penarikan/ Drawdown</b>	<b>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</b>	<b>Jumlah pinjaman jangka panjang/ Amount of drawdown</b>	
SMI	1.350.000.000	1.349.663.885	336.115	1.282.180.691	SMI
Mandiri	1.000.000.000	999.751.026	248.974	949.763.475	Mandiri
BCA	800.000.000	799.800.821	199.179	759.810.780	BCA
IIF	500.000.000	499.875.513	124.487	474.881.737	IIF
BRI	350.000.000	349.912.859	87.141	332.417.216	BRI
<b>Total</b>	<b>4.000.000.000</b>	<b>3.999.004.104</b>	<b>995.896</b>	<b>3.799.053.899</b>	<b>Total</b>

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 September 2021, sedangkan bunga dibayar secara bulanan.

Pinjaman tersebut digunakan untuk pembiayaan dan/atau pembiayaan kembali proyek pengembangan bandara dan/atau investasi.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,75% sampai dengan 6,75% pada tahun 2021 dan 7,25% sampai dengan 8,50% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Loan restructuring (continued)**

The Company is required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio (DSCR)* minimum of 1 time since 2023 and after;
- *Debt Equity Ratio (DER)* maximum of 5 times for the year 2022-2024 and maximum of 3 times since 2025 and after;
- *Current Ratio* minimum of 1 time since 2024 and after.

**Before loan restructuring**

**Syndicated credit agreement**

**Syndicated credit agreement 2016**

On August 18, 2016, the Company signed Syndicated Credit Agreement with a Bank and a Non-Bank Financial Institution which Mandiri as an syndicated agent. The details of long-term bank loans of syndicated credit agreement before restructuring are as follows:

The principal facility is payable in 40 installments starting on September 23, 2021, while the interest is paid monthly.

Credit facilities is used for financing and/or refinancing airport and/or investment development projects.

This loan bears annual interest ranging from 5.75% to 6.75% in 2021 and ranging from 7.25% to 8.50% in 2020 and represent unsecured loans.

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**b. Utang bank jangka panjang (lanjutan)**

Perusahaan (lanjutan)

Sebelum restrukturisasi pinjaman (lanjutan)

Perjanjian kredit sindikasi (lanjutan)

Perjanjian kredit sindikasi PT Bank Central Asia Tbk dan PT Bank Mandiri (Persero) Tbk 2019

Pada tanggal 23 Desember 2019, Perusahaan menandatangani Perjanjian Kredit Sindikasi dimana BCA sebagai agen fasilitas. Rincian utang jangka panjang atas perjanjian kredit sindikasi sebelum restrukturisasi adalah sebagai berikut:

	Plafond/Plafonds	Penarikan/ Drawdown
Mandiri	2.000.000.000	2.000.000.000
BCA	2.000.000.000	2.000.000.000
<b>Total</b>	<b>4.000.000.000</b>	<b>4.000.000.000</b>

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 Maret 2025, sedangkan bunga dibayar secara bulanan.

Pinjaman tersebut digunakan untuk pembiayaan investasi dan belanja modal.

Pinjaman ini dikenakan suku bunga tahunan sebesar LPS + margin dan merupakan pinjaman tanpa jaminan.

Jangka waktu perjanjian kredit sindikasi adalah 15 tahun dihitung sejak tanggal 23 Desember 2019 sampai dengan tanggal 23 Desember 2034 termasuk masa tenggang waktu (*grace period*) selama 5 tahun.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

The Company (continued)

Before loan restructuring (continued)

Syndicated credit agreement (continued)

PT Bank Central Asia Tbk and PT Bank Mandiri (Persero) Tbk syndicated credit agreement 2019

On December 23, 2019, the Company signed Syndicated Credit Agreement which BCA as an facility agent. The details of long-term bank loans of syndicated credit agreement before restructuring are as follows:

	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Amount of drawdown	
Mandiri	-	2.000.000.000	Mandiri
BCA	-	2.000.000.000	BCA
<b>Total</b>	<b>-</b>	<b>4.000.000.000</b>	<b>Total</b>

Loan facility is payable in 40 quarterly installments starting on March 23, 2025, while interest will be paid on monthly basis.

Credit facilities is used for investment financing and capital expenditure.

This loan bears annual interest of LPS + margin and represent unsecured loan.

The Syndicated Loan Agreement is valid for 15 years from December 23, 2019 until December 23, 2034 including grace period of 5 years.



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**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Perjanjian kredit sindikasi (lanjutan)**

**Perjanjian kredit sindikasi PT Bank Central Asia Tbk dan PT Bank Mandiri (Persero) Tbk 2019 (lanjutan)**

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio (DSCR)* mini sebesar 1 kali;
- *Debt to Equity Ratio (DER)* maksimum sebesar 3 kali;
- *Current Ratio* minimal sebesar 1 kali untuk periode 2024 dan setelahnya.

**Perjanjian kredit sindikasi bank pembangunan daerah**

Pada tanggal 23 Desember 2019, Perusahaan menandatangani Perjanjian Kredit Sindikasi Bank Pembangunan Daerah dimana Bank DKI sebagai agen sindikasi. Rincian utang jangka panjang atas perjanjian kredit sindikasi pada tanggal 31 Desember 2021 adalah sebagai berikut:

	<i>Plafond/Plafonds</i>	<i>Penarikan/ Drawdown</i>	<i>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</i>	<i>Jumlah pinjaman jangka panjang/ Amount of drawdown</i>	
Bank Jatim	1.000.000.000	1.000.000.000	-	1.000.000.000	Bank Jatim
Bank DKI	700.000.000	700.000.000	-	700.000.000	Bank DKI
Bank Papua	500.000.000	500.000.000	-	500.000.000	Bank Papua
Bank DIY	200.000.000	200.000.000	-	200.000.000	Bank DIY
Bank Bali	100.000.000	100.000.000	-	100.000.000	Bank Bali
<b>Total</b>	<b>2.500.000.000</b>	<b>2.500.000.000</b>	-	<b>2.500.000.000</b>	<b>Total</b>

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 Maret 2025, sedangkan bunga dibayar secara bulanan.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Syndicated credit agreement (continued)**

**PT Bank Central Asia Tbk and PT Bank Mandiri (Persero) Tbk syndicated credit agreement 2019 (continued)**

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio (DSCR)* minimum of 1 time;
- *Debt Equity Ratio (DER)* maximum of 3 times;
- *Current Ratio* minimum of 1 time since 2024 and after.

**Regional development banks syndicated credit agreement**

On December 23, 2019, the Company signed Regional Development Banks Syndicated Credit Agreement with Bank DKI as an syndicated agent. The details of long-term bank loans of syndicated credit agreement as of December 31, 2021, are as follows:

Loan facility is payable in 40 quarterly installments starting on March 23, 2025, while interest will be paid on monthly basis.

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**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Perjanjian kredit sindikasi (lanjutan)**

**Perjanjian kredit sindikasi bank  
pembangunan daerah (lanjutan)**

Pinjaman tersebut digunakan untuk pembiayaan investasi rutin, pengembangan bandara *existing* maupun bandara baru yang dikelola Perusahaan tahun 2019 - 2022.

Pinjaman ini dikenakan suku bunga tahunan sebesar LPS + marjin dan merupakan pinjaman tanpa jaminan.

Jangka waktu perjanjian kredit sindikasi adalah 15 tahun dihitung sejak tanggal 23 Desember 2019 sampai dengan tanggal 23 Desember 2034 dengan masa *grace period* dan masa penarikan kredit selama 5 tahun sejak ditandatanganinya perjanjian kredit.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio (DSCR)* minimal sebesar 1 kali;
- *Debt to Equity Ratio (DER)* maksimum sebesar 3 kali.

Pada tanggal 25 Februari 2021, 29 April 2021 dan 21 Mei 2021, Perusahaan telah melakukan penarikan atas fasilitas tersebut masing-masing sebesar Rp85.373.366, Rp119.036.549 dan Rp150.000.000.

**Pinjaman bilateral**

**SMI**

Pada tanggal 18 Desember 2018, Perusahaan memperoleh fasilitas pinjaman berjangka dari SMI dengan jumlah maksimum fasilitas pinjaman sebesar Rp2.000.000.000.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Syndicated credit agreement (continued)**

**Regional development banks syndicated  
credit agreement (continued)**

*Credit facility is used for routine investment financing, development of existing and new airport managed by the Company in 2019 - 2022.*

*This loan bears interest at annual rate of LPS + margin and represent unsecured loans.*

*The Syndicated Loan Agreement is valid for 15 years from December 23, 2019 until December 23, 2034 with grace period and drawdown period of 5 years, respectively from the signing date of loan agreement.*

*The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:*

- *Debt Service Coverage Ratio (DSCR)* minimum of 1 time;
- *Debt Equity Ratio (DER)* maximum of 3 times.

*On February 25, 2021, April 29, 2021 and May 21, 2021, the Company has withdrawn the facility amounting to Rp85,373,366, Rp119,036,549 and Rp150,000,000, respectively.*

**Bilateral loan**

**SMI**

*On December 18, 2018, the Company obtained a term loan facility from SMI with maximum credit facility limit of Rp2,000,000,000.*

	<b>Plafond/ Plafonds</b>	<b>Penarikan/ Drawdown</b>	<b>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</b>	<b>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</b>
SMI	2.000.000.000	2.000.000.000	-	2.000.000.000

SMI

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**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**SMI (lanjutan)**

Hasil penerimaan dari pinjaman ini digunakan untuk membiayai pengembangan dan investasi rutin bandar udara yang dikelola oleh Perusahaan.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7,00% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

Jangka waktu kredit adalah 10 tahun sejak tanggal perjanjian kredit dengan opsi perpanjangan selama 5 tahun dengan masa *grace period* dan masa penarikan kredit masing-masing selama 5 tahun dan 3 tahun sejak ditandatanganinya perjanjian kredit.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali;
- *Debt to Equity Ratio* (DER) maksimum sebesar 3 kali;
- *Current Ratio* minimal sebesar 1 kali.

**BTN**

Pada tanggal 18 Desember 2018, Perusahaan memperoleh fasilitas pinjaman dari BTN jumlah maksimum fasilitas pinjaman sebesar Rp2.000.000.000.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Bilateral loan (continued)**

**SMI (continued)**

The proceeds of the loan from this facility were used to finance development and routine investment of airports which are managed by the Company.

This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and ranging from 7.00% to 8.25% in 2020 and represent unsecured loans.

The loan period is 10 years starting on the date of agreement with the option to extend for 5 years with *grace period* and *drawdown period* of 5 years and 3 years, respectively from the signing date of loan agreement.

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio* (DSCR) minimum of 1 time;
- *Debt Equity Ratio* (DER) maximum of 3 times;
- *Current Ratio* minimum of 1 time.

**BTN**

Based on a loan agreement dated December 18, 2018, the Company obtained a term loan facility from BTN with maximum credit facility limit of Rp2,000,000,000.

	Plafond/ Plafonds	Penarikan/ Drawdown	Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities	Jumlah pinjaman jangka panjang/ Outstanding long-term loan	
BTN	2.000.000.000	2.000.000.000	-	2.000.000.000	BTN

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**23. UTANG BANK (lanjutan)**

**b. Utang bank jangka panjang (lanjutan)**

**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**BTN (lanjutan)**

Pada tanggal 18 Desember 2018, Perusahaan memperoleh fasilitas pinjaman dari BTN jumlah maksimum fasilitas pinjaman sebesar Rp2.000.000.000. Hasil penerimaan dari pinjaman ini digunakan untuk membiayai aktivitas usaha, pengembangan bandara dan investasi rutin Perusahaan. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

Jangka waktu perjanjian kredit adalah 15 tahun terhitung sejak 18 Desember 2018 sampai 17 Desember 2033 dengan masa *grace period* dan masa penarikan kredit masing-masing selama 5 tahun dan 3 tahun sejak ditandatangani perjanjian kredit.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali;
- *Debt to Equity Ratio* (DER) maksimum sebesar 3 kali;
- *Current Ratio* minimal sebesar 1 kali.

Berdasarkan perjanjian, jika Perusahaan tidak dapat memenuhi persyaratan yang ditetapkan, maka pemberi pinjaman dapat sewaktu-waktu meminta pembayaran penuh atas seluruh saldo pinjaman.

**BSI I**

Pada tanggal 18 Desember 2018, Perusahaan memperoleh fasilitas plafon pembiayaan dari BSI dengan jumlah maksimum fasilitas pinjaman sebesar Rp1.000.000.000.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Bilateral loan (continued)**

**BTN (continued)**

On December 18, 2018, the Company obtained a term loan facility from BTN with maximum credit facility limit of Rp2,000,000,000. The proceeds of the loan from this facility were used to finance the Company's business operation, airport development and routine investment. This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and 7% to 8.25% in 2020 and represent unsecured loan.

The loan credit agreement is valid for 15 years from December 18, 2018 until December 17, 2033 with grace period and drawdown period of 5 years and 3 years, respectively from the signing date of loan agreement.

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio* (DSCR) minimum of 1 time;
- *Debt Equity Ratio* (DER) maximum of 3 times;
- *Current Ratio* minimum of 1 time.

Based on credit agreement, if the Company cannot fulfill such covenants, lender may request the Company to repay all outstanding loan balances at any time.

**BSI I**

On December 18, 2018, the Company obtained a term plafond loan facility from BSI with maximum credit facility limit of Rp1,000,000,000.

	<b>Plafond/ Plafonds</b>	<b>Penarikan/ Drawdown</b>	<b>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</b>	<b>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</b>
BSI I	1.000.000.000	1.000.000.000	-	1.000.000.000

BSI I

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**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**BSI (lanjutan)**

Hasil penerimaan dari pinjaman ini digunakan untuk membiayai investasi rutin, pengembangan dan pembangunan bandar udara baru serta bandara lainnya sesuai Rencana Kerja dan Anggaran Perusahaan (RKAP) yang dikelola oleh Perusahaan.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7,00% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali;
- *Debt to Equity Ratio* (DER) maksimum sebesar 3 kali;
- *Current Ratio* minimal sebesar 1 kali.

Berdasarkan perjanjian, jika Perusahaan tidak dapat memenuhi persyaratan yang ditetapkan, maka pemberi pinjaman dapat sewaktu-waktu meminta pembayaran penuh atas seluruh saldo pinjaman.

**BTN 2019**

Pada tanggal 26 Juli 2019, Perusahaan memperoleh fasilitas pinjaman dari BTN dengan maksimum fasilitas sebesar Rp1.000.000.000.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Bilateral loan (continued)**

**BSI (continued)**

The proceeds of the loan from this facility were used to finance routine investment, development and construction of new airports and other airport according to Work Plan and Company Budget (RKAP) which is managed by the Company.

This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and ranging from 7.00% to 8.25% in 2020 and represent unsecured loan.

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio* (DSCR) minimum of 1 time;
- *Debt Equity Ratio* (DER) maximum of 3 times;
- *Current Ratio* minimum of 1 time.

Based on the credit agreement, if the Company cannot fulfill such covenants, lender may request the Company to repay all outstanding loan balances at any time.

**BTN 2019**

On July 26, 2019, the Company obtained a term loan facility from BTN with maximum credit facility limit of Rp1,000,000,000.

	<u>Plafond/ Plafonds</u>	<u>Penarikan/ Drawdown</u>	<u>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</u>	<u>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</u>
BTN	1.000.000.000	1.000.000.000	-	1.000.000.000

BTN

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**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**BTN 2019 (lanjutan)**

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 7 September 2024, sedangkan bunga dibayar secara bulanan.

Hasil penerimaan dari pinjaman ini digunakan untuk membiayai aktivitas usaha, pengembangan bandara, *refinancing* dan investasi rutin Perusahaan. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7,00% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan. Pada tanggal 15 Oktober 2020, Perusahaan telah menerima surat persetujuan untuk pembayaran kewajiban bunga secara triwulanan pada bulan September 2020 sampai dengan Maret 2021.

Jangka waktu perjanjian kredit adalah 15 tahun dihitung sejak 26 Juli 2019 sampai 26 Juli 2034 dengan masa *grace period* dan masa penarikan kredit masing-masing selama 5 tahun dan 3 tahun sejak ditandatanganinya perjanjian kredit.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali;
- *Debt to Equity Ratio* (DER) maksimum sebesar 3 kali;
- *Current Ratio* minimal sebesar 1 kali (jumlah kewajiban jangka pendek tidak termasuk akrual kewajiban kepada kontraktor yang belum diterbitkan tagihannya).

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Bilateral loan (continued)**

**BTN 2019 (continued)**

*Loan facility is payable in 40 quarterly installments starting on September 7, 2024, while interest will be paid on monthly basis.*

*The proceeds of the loan from this facility were used to finance the Company's business operation, airport development, refinancing and routine investment. This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and ranging from 7.00% to 8.25% in 2020 and represent unsecured loan. On October 15, 2020, the Company received approval letter for payment of interest on quarterly basis for period from September 2020 until March 2021.*

*The loan credit agreement is valid for 15 years from July 26, 2019 until July 26, 2034 with grace period and drawdown period of 5 years and 3 years, respectively from the signing date of loan agreement.*

*The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:*

- *Debt Service Coverage Ratio (DSCR) minimum of 1 time;*
- *Debt Equity Ratio (DER) maximum of 3 times;*
- *Current Ratio minimum of 1 time (total current liabilities are not include accrual liabilities to contractors which not invoiced yet).*



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**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**Mandiri I**

Pada tanggal 26 September 2019, Perusahaan memperoleh fasilitas pinjaman dari Mandiri dengan jumlah maksimum fasilitas pinjaman sebesar Rp3.000.000.000.

	<b>Plafond/ Plafonds</b>	<b>Penarikan/ Drawdown</b>	<b>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</b>	<b>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</b>	
Mandiri	3.000.000.000	3.000.000.000	-	3.000.000.000	Mandiri

Fasilitas pinjaman pokok akan dibayar dalam 40 kali angsuran triwulanan mulai tanggal 23 Desember 2024, sedangkan bunga dibayar secara bulanan.

Hasil penerimaan dari pinjaman ini digunakan untuk membiayai belanja modal atas dasar Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2019 dan 2020. Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 7,00% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

Jangka waktu perjanjian kredit adalah 15 tahun terhitung sejak 26 September 2019 sampai 25 September 2034 dengan masa *grace period* dan masa penarikan kredit masing-masing selama 5 tahun dan 3 tahun sejak ditandatanganinya perjanjian kredit.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian pinjaman sebagai berikut:

- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali;
- *Debt to Equity Ratio* (DER) maksimum sebesar 3 kali;
- *Current Ratio* minimal sebesar 1 kali untuk periode 2024 dan setelahnya.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Bilateral loan (continued)**

**Mandiri I**

Based on a loan agreement dated September 26, 2019, the Company obtained a term loan facility from Mandiri with maximum credit facility limit of Rp3,000,000,000.

Loan facility is payable in 40 quarterly installments starting on December 23, 2024, while interest will be paid on monthly basis.

The proceeds of the loan from this facility were used to capital expenditure to 2019 and 2020 Work Plan and Company Budget (RKAP). This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and ranging from 7.00% to 8.25% in 2020 and represent unsecured loan.

The loan credit agreement is valid for 15 years from September 26, 2019 until September 25, 2034 with grace period and drawdown period of 5 years and 3 years, respectively from the signing date of loan agreement.

The Company is also required to maintain certain financial ratios during the period of loan agreement as follows:

- *Debt Service Coverage Ratio* (DSCR) minimum of 1 time;
- *Debt Equity Ratio* (DER) maximum of 3 times;
- *Current Ratio* minimum of 1 time for period 2024 and after.

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**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**BSI II**

Pada tanggal 2 September 2019, Perusahaan memperoleh fasilitas pembiayaan Musyarakah dari BSI dengan jumlah maksimum fasilitas sebesar Rp1.000.000.000.

	<b>Plafond/ Plafonds</b>	<b>Penarikan/ Drawdown</b>	<b>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</b>	<b>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</b>
BSI II	1.000.000.000	1.000.000.000	-	1.000.000.000

Fasilitas pembiayaan pokok akan dibayar dalam 40 kali angsuran triwulanan mulai dari tanggal 23 September 2024, sedangkan bagi hasil dibayar secara bulanan.

Hasil penerimaan dari fasilitas ini digunakan untuk membiayai belanja modal atas dasar Rencana Kerja dan Anggaran Perusahaan (RKAP) tahun 2021 dan 2020. Fasilitas ini merupakan fasilitas tanpa jaminan.

Pinjaman ini dikenakan suku bunga tahunan berkisar antara 5,50% sampai dengan 6,50% pada tahun 2021 dan 6,50% sampai dengan 8,25% pada tahun 2020 dan merupakan pinjaman tanpa jaminan.

Jangka waktu perjanjian kredit adalah 15 tahun terhitung sejak 26 September 2019 sampai 23 Juni 2034 dengan masa *grace period* dan masa penarikan kredit masing-masing selama 5 tahun dan 3 tahun sejak ditandatanganinya perjanjian kredit.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Bilateral loan (continued)**

**BSI II**

On September 2, 2019, the Company obtained a Musyarakah financing facility from BSI with maximum limit facility of Rp1,000,000,000.

Financing facility is payable in 40 quarterly installments starting on September 23, 2024, while profit sharings will be paid on monthly basis.

The proceeds of this facility were used for capital expenditure in 2021 and 2020 Work Plan and Company Budget (RKAP). This facility represents unsecured facility.

This loan bears annual interest ranging from 5.50% to 6.50% in 2021 and 6,50% to 8.25% in 2020 and represent unsecured loan.

The loan credit agreement is valid for 15 years from September 26, 2019 until June 23, 2034 with grace period and drawdown period of 5 years and 3 years, respectively from the signing date of loan agreement.

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**Perusahaan (lanjutan)**

**Sebelum restrukturisasi pinjaman (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**BSI II (lanjutan)**

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode perjanjian fasilitas pembiayaan sebagai berikut:

- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali;
- *Debt to Equity Ratio* (DER) maksimum sebesar 3 kali;
- *Current Ratio* minimal sebesar 1 kali untuk periode 2024 dan setelahnya.

**Bank DKI**

Pada tanggal 18 Desember 2020, Perusahaan memperoleh fasilitas kredit modal kerja dari Bank DKI dengan jumlah maksimum fasilitas sebesar Rp1.000.000.000.

	<u>Plafond/ Plafonds</u>	<u>Penarikan/ Drawdown</u>	<u>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</u>	<u>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</u>	
Bank DKI	1.000.000.000	1.000.000.000	-	1.000.000.000	Bank DKI

Fasilitas pembiayaan pokok akan dibayar dalam 40 kali angsuran triwulanan mulai dari tanggal Maret 2023, sedangkan bunga dibayar secara bulanan.

Hasil penerimaan dari fasilitas ini digunakan untuk tambahan modal kerja untuk mendukung kegiatan operasional perusahaan yang terdampak Pandemi Covid-19. Fasilitas ini merupakan fasilitas tanpa jaminan.

Pinjaman ini dikenakan suku bunga tahunan sebesar 6,5% per tahun yang dapat *direview* setiap saat dengan ketentuan yang berlaku di Bank dan merupakan pinjaman tanpa jaminan.

Jangka waktu perjanjian kredit adalah 36 bulan terhitung sejak 18 Desember 2020 sampai 17 Desember 2023 dengan masa *grace period* dan masa penarikan kredit masing-masing selama 2 tahun dan 6 bulan sejak ditandatanganinya perjanjian kredit.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Before loan restructuring (continued)**

**Bilateral loan (continued)**

**BSI II (continued)**

The Company is also required to maintain certain financial ratios during the period of financing facility agreement as follows:

- *Debt Service Coverage Ratio* (DSCR) minimum of 1 time;
- *Debt Equity Ratio* (DER) maximum of 3 times;
- *Current Ratio* minimum of 1 time for period 2024 and after.

**Bank DKI**

On December 18, 2020, the Company obtained a financing working capital facility from Bank DKI with maximum limit facility of Rp1,000,000,000.

Financing facility is payable in 40 quarterly installments starting on March 23, 2023, while interest will be paid on monthly basis.

The proceeds of this facility were used for additional working capital to support the operational activities of companies affected by the Covid-19 Pandemic. This facility represents unsecured facility.

This loan bears annual interest of 6.5% per annum which can be reviewed at any time with the provisions applicable in the Bank and represent unsecured loan.

The loan credit agreement is valid for 36 months from December 18, 2020 until December 17, 2023 with grace period and drawdown period of 2 years and 6 months, respectively from the signing date of loan agreement.

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**Perusahaan (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**Bank DKI (lanjutan)**

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu dari tahun 2022 sebagai berikut:

- *Debt Service Coverage Ratio (DSCR)* minimal sebesar 1 kali mulai berlaku pada tahun 2022;
- *Debt to Equity Ratio (DER)* maksimum sebesar 3 kali mulai berlaku pada tahun 2022.

**Bank Danamon**

Pada tanggal 28 Desember 2020, Perusahaan memperoleh fasilitas kredit angsuran berjangka dari Bank Danamon dengan jumlah maksimum fasilitas sebesar Rp500.000.000 dan Rp750.000.000.

	<b>Plafond/ Plafonds</b>	<b>Penarikan/ Drawdown</b>	<b>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</b>	<b>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</b>	
Danamon - KAB 1	500.000.000	-	500.000.000	-	Danamon - KAB 1
Danamon - KAB 2	750.000.000	-	750.000.000	-	Danamon - KAB 2
<b>Total</b>	<b>1.250.000.000</b>	<b>-</b>	<b>1.250.000.000</b>	<b>-</b>	<b>Total</b>

Pinjaman ini dikenakan suku bunga *floating rate* atau *fixed rate* yang disepakati.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu sebagai berikut:

- *Debt Service Coverage Ratio (DSCR)* minimal sebesar 1 kali mulai tahun 2022;
- *Current Ratio* minimum sebesar 1 kali mulai tahun 2024.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)**

**The Company (continued)**

**Bilateral loan (continued)**

**Bank DKI (continued)**

The Company is also required to maintain certain financial ratios started from year 2022 as follows:

- *Debt Service Coverage Ratio (DSCR)* minimum of 1 time start from 2022;
- *Debt Equity Ratio (DER)* maximum of 3 times start from 2022.

**Bank Danamon**

On December 28, 2020, the Company obtained a financing term installment credit facility from Bank Danamon with maximum limit facility of Rp500,000,000 and Rp750,000,000.

This loan bears an agreed floating rate or fixed rate.

The Company is also required to maintain certain financial ratios as follows:

- *Debt Service Coverage Ratio (DSCR)* minimum of 1 time starting 2022;
- *Current Ratio* minimum of 1 time starting 2024.

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**23. UTANG BANK (lanjutan)**

**c. Utang bank jangka panjang (lanjutan)**

**Perusahaan (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**BNi**

Pada tanggal 21 Juli 2021, Perusahaan memperoleh fasilitas pinjaman dari Bank BNI dengan jumlah maksimum fasilitas sebesar Rp1.500.000.000.

	<b>Plafond/ Plafonds</b>	<b>Penarikan/ Drawdown</b>	<b>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</b>	<b>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</b>	
Bank BNI	1.500.000.000	886.585.000	613.415.000	886.585.000	Bank BNI

Fasilitas pembiayaan pokok akan dibayar dalam angsuran triwulanan mulai dari 21 Oktober 2023, sedangkan bunga dibayarkan secara triwulanan.

Hasil penerimaan dari fasilitas ini digunakan untuk investasi sesuai dengan Rencana Kerja dan Anggaran Perusahaan (RKAP) 2021. Fasilitas ini merupakan fasilitas tanpa jaminan.

Pinjaman ini dikenakan suku bunga tahunan sebesar LPS + margin dan merupakan pinjaman tanpa jaminan.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu sebagai berikut:

- *Debt to Equity Ratio* (DER) maksimal sebesar 3 kali;
- *Debt Service Coverage Ratio* (DSCR) minimal sebesar 1 kali mulai tahun 2022.

**Mandiri II**

Pada tanggal 3 Desember 2021, Perusahaan memperoleh fasilitas pinjaman dari Bank Mandiri dengan jumlah maksimum fasilitas sebesar Rp1.000.000.000.

	<b>Plafond/ Plafonds</b>	<b>Penarikan/ Drawdown</b>	<b>Jumlah sisa fasilitas pinjaman/ Remaining amount of loan facilities</b>	<b>Jumlah pinjaman jangka panjang/ Outstanding long-term loan</b>	
Bank Mandiri	1.000.000.000	-	1.000.000.000	-	Bank Mandiri

**23. BANK LOAN (continued)**

**c. Long-term bank loans (continued)**

**The Company (continued)**

**Bilateral loan (continued)**

**BNi**

On July 21, 2021, the Company obtained a financing facility from Bank BNI with maximum limit facility of Rp1,500,000,000.

Financing facility is payable in quarterly installments starting on October 21, 2023, while interest will be paid on quarterly basis.

The proceeds of the this facility were used for investments according to Work Plan and Company Budget (RKAP). This facility represents unsecured facility.

This loan bears interest at annual rate of LPS + margin and represent unsecured loans.

The Company is also required to maintain certain financial ratios as follows:

- *Debt to Equity Ratio* (DER) maximum of 3 times;
- *Debt Service Coverage Ratio* (DSCR) maximum of 1 time starting 2022.

**Mandiri II**

On December 3, 2021, the Company obtained a financing facility from Bank Mandiri with maximum limit facility of Rp1,000,000,000.

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**d. Utang bank jangka panjang (lanjutan)**

**Perusahaan (lanjutan)**

**Pinjaman bilateral (lanjutan)**

**BNI**

Hasil penerimaan dari fasilitas ini digunakan untuk modal kerja untuk mendukung kegiatan operasional sesuai RKAP 2021-2022. Fasilitas ini merupakan fasilitas tanpa jaminan.

**Entitas Anak**

**23. BANK LOAN (continued)**

**d. Long-term bank loans (continued)**

**The Company (continued)**

**Bilateral loan (continued)**

**BNI**

The proceeds of the this facility were used for working capital to support operational activities according to Work Plan and Company Budget (RKAP) 2021-2022. This facility represents unsecured facility.

**Subsidiaries**

<b>Kreditur/ Lenders</b>	<b>Fasilitas/ Facility</b>	<b>Tanggal efektif pinjaman/ Effective loan date</b>	<b>Jadwal pelunasan/ Repayment schedule</b>	<b>Jaminan/ Security</b>	<b>Tingkat bunga/ Interest rate</b>
PT Bank Negara Indonesia (Persero) Tbk ("BNI")	Pinjaman kredit fasilitas <i>Credit Term Loan</i> sebesar Rp185.000.000/ <i>credit term loan amounting to Rp185.000.000.</i>	11 Desember 2014/ <i>December 11, 2014</i>	28 Mei 2024/ <i>May 28, 2024</i>	Beberapa aset tetap berupa peralatan / <i>Secured by assets</i>	10% per tahun/ <i>10% per annum</i>
PT Bank Syariah Indonesia Tbk ("BSI")	Pembiayaan musyarakah untuk / <i>Musyarakah financing</i>	7 November 2014/ <i>November 7, 2014</i>	20 November 2024/ <i>November 20, 2024</i>	Seluruh fasilitas pembiayaan ini dijamin dengan seluruh obyek investasi yang dibiayai bank dan piutang usaha APS kepada Bank sebesar Rp50.000.000/ <i>This facility is secured by all objected financing investment and account receivables APS to the Bank amounted Rp50.000.000</i>	7,50% - 13% per tahun/ <i>7.50% - 13% per annum</i>
PT Bank Muamalat Indonesia Tbk ("Muamalat")	Pembiayaan musyarakah/ <i>Musyarakah financing</i>	1 Agustus 2019/ <i>August 1, 2019</i>	12 Februari 2027/ <i>February 12, 2027</i>	Aset tetap (garbarata)/ <i>fixed assets (aviobridge)</i>	8% per tahun/ <i>8% per annum</i>

<b>Kreditur/ Lenders</b>	<b>Persyaratan rasio keuangan/ Financial ratio covenant</b>	<b>Status per 31 Desember 2022/ Status as of December 31, 2022</b>
PT Bank Negara Indonesia (Persero) Tbk	- Rasio lancar minimal sebesar 1 kali/ <i>current ratio minimum of 1 time.</i> - <i>Debt Service Coverage Ratio</i> minimal 1 kali dihitung mulai 1 Januari 2022/ <i>Debt Service Coverage ratio at minimum 1 times applies from January 1, 2022.</i> - <i>Debt to Equity Ratio</i> maksimal 2,5 kali/ <i>Debt to Equity ratio maximum 2.5 times.</i>	Perusahaan telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya/ <i>the Company has complied with all covenant stated in all of its long-term bank loan agreements.</i>
PT Bank Syariah Indonesia Tbk	- Rasio lancar minimal sebesar 1 kali/ <i>current ratio minimum of 1 time.</i> - <i>Debt Service Coverage Ratio</i> minimal 1 kali dihitung mulai 1 Januari 2022/ <i>Debt Service Coverage ratio at minimum 1 times applies from January 1, 2022.</i> - <i>Debt to Equity Ratio</i> maksimum 3 kali/ <i>Debt to Equity ratio maximum 3 times.</i>	Perusahaan telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya/ <i>the Company has complied with all covenant stated in all of its long-term bank loan agreements.</i>
PT Bank Muamalat Indonesia Tbk	- Rasio lancar minimal sebesar 1 kali/ <i>current ratio minimum of 1 time.</i> - <i>Debt Service Coverage Ratio</i> minimal 1.5 kali/ <i>Debt Service Coverage ratio at minimum 1.5 times.</i> - <i>Debt to Equity Ratio</i> maksimal 3 kali/ <i>Debt to Equity ratio maximum 3 times.</i>	Perusahaan telah memenuhi seluruh kewajiban yang tercantum dalam seluruh perjanjian utang bank jangka panjangnya/ <i>the Company has complied with all covenant stated in all of its long-term bank loan agreements.</i>

Tujuan dari pinjaman-pinjaman di atas adalah untuk modal kerja Perusahaan dan entitas anak terkait.

The purpose of the above loans is for working capitals of the Company and subsidiaries.



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**23. UTANG BANK (lanjutan)**

**b. Utang bank jangka panjang (lanjutan)  
Entitas Anak (lanjutan)**

**BNI**

Penarikan fasilitas pinjaman ini telah dilakukan beberapa kali oleh APS, antara lain sebagai berikut:

Kreditor/ Lenders	Jumlah Batas Pinjaman Maksimum/ Maximum Credit Limit	Jadwal Pelunasan/ Schedule of Repayments	Pembayaran Tahun Berjalan/ Repayments for the Current Year	Jumlah/ Amount	
				2022	2021
<u>Pinjaman untuk Modal Kerja/ Loans for Working Capital</u>					
BNI I	13.000.000	Maret 2021/ March 2021	-	-	-
BNI II	40.785.000	Agustus 2021/ August 2021	-	-	-
BNI III	2.499.000	Agustus 2022/ August 2022	1.249.500	-	1.249.500
BNI IV	9.600.000	November 2022/ November 2022	1.955.555	-	1.955.555
BNI V	35.800.000	April 2023/ April 2023	10.702.836	4.287.131	14.989.966
BNI VI	29.431.000	Agustus 2023/ August 2023	6.039.162	2.799.590	8.838.752

**Suku Bunga**

Fasilitas pinjaman dalam mata uang Rupiah dikenakan tingkat suku bunga tahunan yang berkisar antara 9,50% sampai dengan 10,00% (2021: antara 9,00% sampai dengan 9,75%), (2020: antara 9,75% sampai dengan 10,50%) untuk tahun yang berakhir pada tanggal 31 Desember 2022.

**Interest Rate**

The credit facilities denominated in Rupiah bear interest at annual rates ranging from 9.50% to 10.00% (2021: from 9.00% to 9.75%), (2020: from 9.75% to 10.50%) for the year ended December 31, 2022.

**BSI**

Kreditor/ Lenders	Jumlah Batas Pinjaman Maksimum/ Maximum Credit Limit	Jadwal Pelunasan/ Schedule of Repayments	Pembayaran Tahun Berjalan/ Repayments for the Current Year	Jumlah/ Amount	
				2022	2021
<u>Fasilitas pembiayaan Murabahah / Financing facility of the Murabahah</u>					
BSI I	3.575.200	November 2024/ November 2024	466.473	1.081.616	1.548.089
BSI II	3.650.000	November 2025/ November 2025	416.061	1.540.036	1.956.097
BSI III	1.800.000	Agustus 2026/ August 2026	187.706	905.062	1.092.768
BSI IV	112.512.000	Mei 2024/ May 2024	12.053.520	57.751.512	69.805.032
BSI V	15.949.000	Mei 2024/ May 2024	1.013.127	11.916.501	12.929.628
BSI VI	7.762.000	Mei 2024/ May 2024	1.566.901	316.006	1.882.907

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**23. UTANG BANK (lanjutan)**

**b. Utang bank jangka panjang (lanjutan)  
Entitas Anak (lanjutan)  
BSI (lanjutan)**

<b>Kreditor/ Lenders</b>	<b>Jumlah Batas Pinjaman Maksimum/ Maximum Credit Limit</b>	<b>Jadwal Pelunasan/ Schedule of Repayments</b>
<u>Fasilitas pembiayaan Musyarakah Mutanaqishah / Financing facility of the Musyarakah Mutanaqishah</u>		
BSI VII	2.109.000	Mei 2024/ May 2024
BSI VIII	3.708.000	Juli 2024/ July 2024
BSI IX	1.572.000	Mei 2022/ May 2022
BSI X	23.551.000	Juli 2024/ July 2024
BSI XI	5.283.000	Oktober 2024/ October 2024
BSI XII	8.944.000	Januari 2025/ January 2025
BSI XIV	27.807.000	Juli 2024/ July 2024
BSI XV	1.115.000	April 2023/ April 2023
BSI XVI	2.775.000	Januari 2025/ January 2025
BSI XVII	19.267.000	Februari 2025/ February 2025
BSI XVIII	14.602.000	April 2025/ April 2025
BSI XIX	9.775.000	Oktober 2024/ October 2024
BSI XX	1.358.000	April 2025/ April 2025
BSI XXI	2.152.000	Februari 2025/ February 2025
BSI XXII	2.361.000	Juni 2024/ June 2024

**Jaminan**

Seluruh fasilitas pembiayaan ini dijamin dengan seluruh obyek investasi yang dibiayai bank dan piutang usaha APS kepada Bank sebesar Rp50.000.000.

**23. BANK LOAN (continued)**

**b. Long-term bank loans (continued)  
Subsidiaries (continued)  
BSI (continued)**

<b>Pembayaran Tahun Berjalan/ Repayments for the Current Year</b>	<b>Jumlah/ Amount</b>	
	<b>2022</b>	<b>2021</b>
236.993	564.439	801.432
234.052	2.842.213	3.076.265
341.613	-	341.613
1.439.353	18.290.127	19.729.480
555.274	3.213.174	3.768.448
933.685	5.910.366	6.844.051
1.717.662	21.501.346	23.219.008
225.214	44.011	269.225
289.688	1.833.773	2.123.461
2.004.167	13.076.584	15.080.751
1.508.099	10.430.804	11.938.903
1.228.668	7.109.741	8.338.409
149.120	1.039.445	1.188.565
246.678	1.622.329	1.869.007
335.115	1.672.959	2.008.074

**Collateral**

This facility is secured by all objected financing investment and account receivables APS to the Bank amounted Rp50,000,000.

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**23. UTANG BANK (lanjutan)**

**c. Utang bank jangka panjang (lanjutan)  
Entitas Anak (lanjutan)**

**Muamalat**

Penarikan fasilitas pinjaman ini telah dilakukan beberapa kali oleh APP, antara lain sebagai berikut:

Kreditor/ Lenders	Jumlah Batas Pinjaman Maksimum/ Maximum Credit Limit	Jadwal Pelunasan/ Schedule of Repayments	Pembayaran Tahun Berjalan/ Repayments for the Current Year	Jumlah/ Amount	
				2022	2021
<u>Fasilitas pembiayaan / Financing facility</u>					
Muamalat I	15.500.000	Agustus 2023/ August 2023	-	-	-
Muamalat II	224.000.000	Agustus 2023/ August 2023	-	-	-
Muamalat III	15.500.000	Agustus 2023/ August 2023	-	-	-
Muamalat IV	40.000.000	Februari 2027/ February 2027	-	-	-
Muamalat V	23.555.471	Februari 2027/ February 2027	-	-	-
Muamalat VI	13.866.085	Februari 2027/ February 2027	-	-	-
Muamalat VII	54.491.015	Februari 2027/ February 2027	-	-	-

Pada tanggal 18 Januari 2021, seluruh saldo pinjaman fasilitas ini telah dilunasi seluruhnya oleh APP.

**Jaminan**

Seluruh fasilitas pembiayaan ini dijamin dengan seluruh obyek investasi yang dibiayai bank yaitu aset tetap berupa garbarata.

**23. BANK LOAN (continued)**

**c. Long-term bank loans (continued)  
Subsidiaries (continued)**

**Muamalat**

Withdrawal of this loan facility has been made several times by APP, which are as follows:

On January 18, 2021, the outstanding balances of these loan facilities has fully repaid by APP.

**Collateral**

This facility is secured by all objected financing investment which consists of fixed assets such as aviobridge.

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**24. UTANG OBLIGASI DAN SUKUK IJARAH**

**24. BONDS PAYABLE AND SUKUK IJARAH**

	31 Desember/December 31,		
	2022	2021	
Utang obligasi	2.993.900.000	2.993.900.000	Bonds payable
Utang sukuk ijarah	728.000.000	728.000.000	Sukuk ijarah payable
Biaya pinjaman yang belum diamortisasi	(7.276.987)	(9.219.812)	Unamortized cost of loans
<b>Total</b>	<b>3.714.623.013</b>	<b>3.712.680.188</b>	<b>Total</b>
	31 Desember/December 31,		
	2022	2021	
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun	444.000.000	-	Current maturities of long-term liabilities
Liabilitas jangka panjang setelah dikurangi bagian jatuh tempo dalam waktu satu tahun	3.270.623.013	3.712.680.188	Long term liabilities - net of current maturities
<b>Total</b>	<b>3.714.623.013</b>	<b>3.712.680.188</b>	<b>Total</b>
	31 Desember/December 31,		
	2022	2021	
Mutasi biaya pinjaman yang belum diamortisasi:			The movements in the unamortized cost of loans:
Saldo awal	9.219.812	3.908.183	Beginning balance
Penambahan	-	6.928.137	Additions
Biaya amortisasi tahun berjalan			Current year amortized cost
Obligasi	(1.284.216)	(1.209.985)	Bonds
Sukuk ijarah	(658.609)	(413.523)	Sukuk ijarah
<b>Saldo akhir</b>	<b>7.276.987</b>	<b>9.212.812</b>	<b>Ending balance</b>

**a. Obligasi dan sukuk ijarah 2016**

Pada tanggal 10 November 2016, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi I Angkasa Pura I Tahun 2016 dengan rincian sebagai berikut:

**a. Bonds payable and sukuk ijarah 2016**

On November 10, 2016, the Company has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Bonds I Angkasa Pura I Year 2016 with detail as follows:

Obligasi/Bonds			
	Nominal	Bunga per Tahun/ Interest per Annum	Jangka Waktu / Periods
Seri B	389.000.000	8,40 %	7 tahun/years
Seri C	1.489.000.000	8,55 %	10 tahun/years
<b>Total</b>	<b>1.878.000.000</b>		<b>Total</b>
	Sukuk Ijarah/Sukuk ijarah		
	Nominal	Imbalan per Tahun/ Benefit per Annum	Jangka Waktu/ Periods
Seri B	55.000.000	4.620.000	7 tahun/years
Seri C	177.000.000	15.133.500	10 tahun/years
<b>Total</b>	<b>232.000.000</b>	<b>19.753.500</b>	<b>Total</b>

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**24. UTANG OBLIGASI DAN SUKUK IJARAH  
(lanjutan)**

**a. Obligasi dan sukuk ijarah 2016 (lanjutan)**

Berdasarkan perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat utang obligasi dan utang sukuk ijarah, 75% dana yang diperoleh akan digunakan untuk pengembangan 5 (lima) bandara yaitu bandara baru Yogyakarta, Ahmad Yani-Semarang, Syamsudin Noor Banjarmasin, Juanda Surabaya dan Sultan Hasanudin Makasar.

Obligasi dan sukuk ijarah ini tidak dijamin dengan jaminan khusus, tetapi baik langsung maupun tidak langsung dijamin dengan seluruh harta kekayaan Perusahaan, baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- Perbandingan aset lancar terhadap kewajiban lancar tidak kurang dari 1 kali.
- Perbandingan total pinjaman terhadap total ekuitas tidak lebih dari 3 kali.
- Perbandingan penghasilan sebelum beban pajak penghasilan, penyusutan dan amortisasi terhadap beban bunga pinjaman tidak kurang dari 1 kali.

Perusahaan tidak dapat memenuhi persyaratan tersebut pada tanggal 31 Desember 2022 dan 31 Desember 2021. Berdasarkan Rapat Umum Pemegang Obligasi dan Rapat Umum Pemegang Sukuk Ijarah pada tanggal 29 November 2022, seluruh pemegang obligasi dan sukuk ijarah menyetujui pengesampingan pemenuhan kewajiban keuangan pada poin (a) dan (c) untuk periode tahun 2022 dan 2023, serta poin (b) untuk periode tahun 2022, 2023, dan 2024.

Pada tanggal 1 Agustus 2022, peringkat obligasi Perusahaan yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi dan idAA+(sy) untuk Sukuk Ijarah,

**24. BONDS PAYABLE AND SUKUK IJARAH  
(continued)**

**a. Bonds payable and sukuk ijarah 2016  
(continued)**

Based on the agreement with PT Bank Mega Tbk as Trustee for bonds payable and sukuk ijarah, 75% of fund received will be used for the development of 5 (five) airports there are the new airport in Yogyakarta, Ahmad Yani-Semarang, Banjarmasin Syamsudin Noor, Juanda Surabaya and Makassar Sultan Hasanuddin.

Bonds and sukuk ijarah are not secured by specific collateral, but either directly or indirectly secured by all assets of the Company wealth, goods moveable or immovable, either existing or that will exist in the future.

The Company is also required to maintain certain financial ratios during the bonds payable ratio as follows:

- Ratio of current assets to current liabilities not less than 1 time.
- Ratio of total debt to total equity not more than 3 times.
- Ratio of earnings before income tax, depreciation and amortization to interest expenses not less than 1 time.

The Company was unable to meet these requirements on December 31, 2022 and December 31, 2021. Based on the General Meeting of Bondholders and General Meeting of Sukuk Ijarah on November 29, 2022, all bond and sukuk ijarah holders agreed to waive the fulfilment of the financial covenants in 2022 and 2023 for point (a) and (c), and in 2022 until 2024 for point (b).

On August 1, 2022, the Company's bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable and idAA+(sy) for Sukuk Ijarah.

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**24. UTANG OBLIGASI DAN SUKUK IJARAH  
(lanjutan)**

**24. BONDS PAYABLE AND SUKUK IJARAH  
(continued)**

**b. Obligasi dan sukuk ijarah 2021**

**b. Bonds payable and sukuk ijarah 2021**

Pada tanggal 8 September 2021, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan I Angkasa Pura I Tahun 2021 dengan rincian sebagai berikut:

On September 8, 2021, the Company has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Bonds I Angkasa Pura I Year 2021 with detail as follows:

Obligasi/Bonds				
	Nominal	Bunga per Tahun/ Interest per Annum	Jangka Waktu / Periods	
Seri A	272.500.000	6,70 %	3 tahun/years	Seri A
Seri B	66.000.000	7,10 %	5 tahun/years	Seri B
Seri C	280.400.000	8,00 %	7 tahun/years	Seri C
Seri D	497.000.000	8,60 %	10 tahun/years	Seri D
<b>Total</b>	<b>1.115.900.000</b>			<b>Total</b>

Pada tanggal 8 September 2021, Perusahaan telah mendapatkan pernyataan efektif dari Otoritas Jasa Keuangan (OJK) atas penerbitan Obligasi Berkelanjutan I Angkasa Pura I Tahun 2021 dengan rincian sebagai berikut: (lanjutan)

On September 8, 2021, the Company has obtained an effective statement from Otoritas Jasa Keuangan (OJK) on the issuance of Bonds I Angkasa Pura I Year 2021 with detail as follows: (continued)

Sukuk Ijarah/Sukuk ijarah

	Nominal	Imbalan per Tahun/ Benefit per Annum	Jangka Waktu/ Periods	
Seri A	215.000.000	14.405.000	3 tahun/years	Seri A
Seri B	215.000.000	15.265.000	5 tahun/years	Seri B
Seri C	52.000.000	4.160.000	7 tahun/years	Seri C
Seri D	14.000.000	1.204.000	10 tahun/years	Seri D
<b>Total</b>	<b>496.000.000</b>	<b>35.034.000</b>		<b>Total</b>

Berdasarkan perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat utang obligasi dan sukuk ijarah, bahwa dana sebesar Rp622.000.000 dan Rp199.900.205 akan digunakan untuk melunasi surat utang Obligasi Seri A 2016, dana sisa hasil penawaran umum obligasi sebanyak 73% akan digunakan untuk investasi antara lain *overlay* landasan pacu, penggantian peralatan, renovasi terminal beserta fasilitas penunjang, dan lain-lain. Sedangkan sebanyak 27% digunakan untuk modal kerja.

Based on the agreement with PT Bank Mega Tbk as Trustee for bonds payable and sukuk ijarah, Rp622,000,000 and Rp199,900,205 of funds will be used to pay off the 2016 Series A Bonds, the remaining 73% proceeds from the public offering of bonds will be used for investments including runway overlay, equipment replacement, terminal renovation and supporting facilities, and others. Meanwhile, 27% is used for working capital.

Berdasarkan perjanjian dengan PT Bank Mega Tbk selaku Wali Amanat utang obligasi dana sebesar Rp199.950.205 akan digunakan untuk melunasi sebagian pokok utang Pinjaman Kredit Sindikasi 2016.

Based on the agreement with PT Bank Mega Tbk as Trustee for bonds payable, Rp199,950,205 of funds will be used to pay off part of the principal debt of the 2016 Syndicated Credit Loans.



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**24. UTANG OBLIGASI DAN SUKUK IJARAH  
(lanjutan)**

**b. Obligasi dan sukuk ijarah 2021 (lanjutan)**

Obligasi dan sukuk ijarah ini tidak dijamin dengan jaminan khusus, tetapi baik langsung maupun tidak langsung dijamin dengan seluruh harta kekayaan Perusahaan, baik barang bergerak maupun barang tidak bergerak, baik yang telah ada maupun yang akan ada di kemudian hari.

Perusahaan juga diwajibkan untuk mempertahankan rasio-rasio keuangan tertentu selama periode utang obligasi sebagai berikut:

- Perbandingan total pinjaman terhadap total ekuitas tidak lebih dari 5 kali.
- Perbandingan penghasilan sebelum beban pajak penghasilan, penyusutan dan amortisasi terhadap beban bunga pinjaman tidak kurang dari 1 kali yang dimulai pada tahun 2022.

Perusahaan tidak dapat memenuhi persyaratan poin (b) pada tanggal 31 Desember 2022. Berdasarkan Rapat Umum Pemegang Obligasi dan Rapat Umum Pemegang Sukuk Ijarah pada tanggal 29 November 2022, seluruh pemegang obligasi dan sukuk ijarah menyetujui pengesampingan pemenuhan kewajiban keuangan pada poin (b) untuk periode tahun 2022 dan 2023.

Pada tanggal 1 Agustus 2022, peringkat obligasi Perusahaan yang diberikan oleh PT Pemeringkat Efek Indonesia (Pefindo) adalah idAA+ untuk Obligasi dan idAA+(sy) untuk Sukuk Ijarah.

**24. BONDS PAYABLE AND SUKUK IJARAH  
(continued)**

**b. Bonds payable and sukuk ijarah 2021  
(continued)**

Bonds and sukuk ijarah are not secured by specific collateral, but either directly or indirectly secured by all assets of the Company wealth, goods moveable or immovable, either existing or that will exist in the future.

The Company is also required to maintain certain financial ratios during the bonds payable ratio as follows:

- Ratio of total debt to total equity not more than 5 times.
- Ratio of earnings before income tax, depreciation and amortization to interest expenses not less than 1 time starting from 2022.

The Company was unable to meet requirement for point (b) on December 31, 2022 and December 31, 2021. Based on the General Meeting of Bondholders and General Meeting of Sukuk Ijarah on November 29, 2022, all bond and sukuk ijarah holders agreed to waive the fulfilment of the financial covenants in 2022 and 2023 for point (b).

On August 1, 2022, the Company's bond rating by PT Pemeringkat Efek Indonesia (Pefindo) is idAA+ for Bond Payable and idAA+(sy) for Sukuk Ijarah.

**25. UTANG JANGKA PANJANG LAINNYA**

**25. OTHER LONG-TERM LIABILITIES**

	31 Desember/December 31,		
	2022	2021	
Utang jangka panjang lainnya:			Other long-term liabilities:
Utang bunga ditangguhkan	649.002.768	-	Deffered interest expense
Jaminan pelanggan	258.901.225	281.987.622	Customer deposit
Utang konstruksi (Catatan 44j)	265.765.757	-	Construction Debt (Notes 44j)
Pendapatan diterima di muka	151.504.319	90.855.986	Unearned revenue
Jaminan usaha pemasok	1.465.396	2.141.151	Vendor deposit
Utang kepada KSO Jineng	-	7.580.224	Debt to KSO Jineng
Lainnya	11.377.488	10.428.469	Others
<b>Total</b>	<b>1.338.016.953</b>	<b>392.993.452</b>	<b>Total</b>

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**25. UTANG JANGKA PANJANG LAINNYA (lanjutan)**

Utang jaminan pelanggan terutama merupakan jaminan yang diterima Perusahaan dari para penyewa atas fasilitas pendukung bandara. Utang jaminan tersebut akan dibayar kembali kepada penyewa apabila hubungan sewa menyewa dan pemakaian fasilitas berakhir.

Berdasarkan Perjanjian Kerja Sama Operasi (KSO), utang konstruksi merupakan Pengelolaan pada Proyek Kerjasama Pemerintah dan Badan Usaha (KPBU) pada tanggal 26 Januari 2021 yang ditandatangani oleh Perusahaan dan Gudang Garam penyelenggaraan jasa kebandarudaraan di Bandar Udara Kediri (Catatan 44i).

Utang jangka panjang lainnya - pendapatan diterima di muka merupakan pendapatan yang diterima di muka Perusahaan dari PT Duta Paramindo Sejahtera (DPS) atas penyerahan penggunaan tanah dengan hak pengelolaan seluas 129.216 m<sup>2</sup> milik Perusahaan yang terletak di Jalan Pramukasari, Kelurahan Rawasari, Kecamatan Cempaka Putih - Jakarta Pusat. Tanah tersebut akan digunakan untuk pembangunan rumah susun sederhana milik (rusunami) berdasarkan perjanjian antara Perusahaan dan DPS tanggal 21 Oktober 2009 dengan jangka waktu perjanjian 30 tahun dan dapat diperpanjang untuk jangka waktu tambahan selama 20 tahun. Atas penyerahan penggunaan tanah dengan hak pengelolaan tersebut, Perusahaan menerima uang penggantian dari DPS sebesar Rp173.407.872 (termasuk PPN).

**26. LIABILITAS IMBALAN KERJA KARYAWAN**

Perusahaan menunjuk aktuaris independen, untuk melakukan perhitungan aktuarial liabilitas imbalan kerja karyawan yang terdiri dari program tunjangan hari tua, tunjangan perumahan, penghargaan pengabdian, kesehatan pensiun, dana pensiun, masa persiapan pensiun, dan uang pesangon.

Liabilitas imbalan kerja karyawan pada tanggal 31 Desember 2022 dan 2021 dihitung dengan menggunakan metode *projected-unit-credit* oleh aktuaris independen masing-masing Kantor Konsultan Aktuarial Enny Diah Awal dan PT Milliman Indonesia, berdasarkan laporannya masing-masing pada tanggal 29 Maret 2023, dan 24 Februari 2022.

**25. OTHER LONG-TERM LIABILITIES (continued)**

*Customer deposit mainly represents deposit received from the tenant on the airport support facilities. Customer deposit will be paid back to the tenant when the lease relationship and the use of the facility expires.*

*Based on the Joint Operation Agreement (KSO), the construction debt represents the Management of Public Private Partnership Project (KPBU) on January 26, 2021 which was signed by the Company and Gudang Garam for providing airport services at Kediri Airport (Note 44i).*

*Other long-term liabilities - unearned revenue represents unearned revenue of the Company from PT Duta Paramindo Sejahtera (DPS) due to handover of land with use management rights of 129,216 m<sup>2</sup> owned by the Company located on Jalan Pramukasari, Rawasari Village, Cempaka Putih District - Central Jakarta. The land will be used for the construction of simple flats belonging (rusunami) based on the agreement between the Company and DPS on October 21, 2009 with term of the agreement being 30 years and can be extended for an additional period of 20 years. For the handover of land with use management rights, the Company received compensation from DPS amounting to Rp173,407,872 (including VAT).*

**26. EMPLOYEE BENEFITS LIABILITIES**

*The Company has appointed an independent actuary, to conduct the actuarial calculation of employee benefits liabilities consist of retirement allowance, housing allowance, employee appreciation, retirement health, pension fund, retirement preparation and severance pay.*

*The employee benefits liabilities as of December 31, 2022 and 2021 were calculated using the projected-unit-credit method by each independent actuaries Konsultan Aktuarial Enny Diah Awal and PT Milliman Indonesia, based on its reports dated March 29, 2023 and February 24, 2022, respectively.*

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

	31 Desember/December 31,		
	2022	2021 (Disajikan kembali - Catatan 4 / (As Restated - Notes 4)	
<u>Perusahaan</u>			<u>The Company</u>
Dana pensiun	439.826.497	533.002.409	Pension fund
Tunjangan hari tua	135.723.357	93.832.740	Retirement allowance
Uang pesangon	95.876.398	43.834.966	Severance pay
Penghargaan pengabdian	56.107.104	71.953.008	Employee appreciation
Tunjangan perumahan	30.923.321	16.134.616	Housing allowance
Masa persiapan pensiun	1.155.252	1.146.653	Retirement preparation
Kesehatan pensiun	-	152.856.920	Retirement health
Sub-total	759.611.929	912.761.312	Subtotal
Entitas anak	52.381.567	40.218.549	Subsidiaries
<b>Total</b>	<b>811.993.496</b>	<b>952.979.861</b>	<b>Total</b>

**a. Tunjangan hari tua**

Tunjangan hari tua diberikan kepada karyawan yang diberhentikan dan janda/duda dari karyawan yang meninggal dunia. Program tunjangan hari tua ini dikelola oleh Yayasan Kesejahteraan Karyawan Angkasa Pura I (YAKKAP I).

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas tunjangan hari tua adalah sebagai berikut:

**a. Retirement allowance**

Retirement allowance are given to employees who are dismissed and to widows/widowers of employees who die. Retirement allowance is managed by the Angkasa Pura I Employee Welfare Foundation (YAKKAP I).

The actuarial assumptions used to determine retirement allowance expenses and liabilities are as follows:

	31 Desember/December 31,		
	2022	2021	
Tingkat diskonto	7,20%	7,20%	Discount rate
Tingkat kenaikan Penghasilan Dasar Tunjangan Hari Tua (PhdTHT)	3,00%	3,00%	Basic Income Retirement Allowance (PhdTHT) increase
Tingkat mortalita TMI IV 2019	TMI IV 2019	TMI IV 2019	Mortality rate
Tingkat cacat	10%	1%	Disability rate
Umur pensiun	56 tahun/56 years	56 tahun/56 years	Retirement age
Tingkat mengundurkan diri	5,00% pada usia 25 tahun, dan menurun secara linear sampai dengan 0% pada usia pensiun normal pada 2022. 5,00% for employees with ages 25 years old, decreasing linearly to 0% at age of normal pension on 2022	0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021	Resignation rate

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2022 and 2021 are as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas	575.379.801	535.365.730	Present value of liabilities
Nilai wajar aset program	(439.656.444)	(441.532.990)	Fair value of plan assets
Defisit	135.723.357	93.832.740	Deficit
<b>Liabilitas yang diakui</b>	<b>135.723.357</b>	<b>93.832.740</b>	<b>Recognized liabilities</b>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**a. Tunjangan hari tua (lanjutan)**

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Nilai kini liabilitas awal tahun	535.365.730	553.142.085
Biaya jasa kini	34.652.977	33.103.170
Biaya bunga	36.646.509	34.090.222
(Kerugian)/keuntungan aktuarial	21.487.470	(18.148.647)
luran peserta program	-	6.426.054
Pembayaran imbalan	(52.772.885)	(73.247.154)
<b>Nilai kini liabilitas akhir tahun</b>	<b>575.379.801</b>	<b>535.365.730</b>

Rekonsiliasi saldo awal dan akhir dari nilai wajar aset program adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Nilai wajar aset program awal tahun	441.532.990	475.807.615
luran pemberi kerja	39.683.009	23.299.070
Imbal hasil aset program	31.584.469	29.967.076
luran peserta program	7.370.269	6.426.054
Keuntungan aktuarial	(27.741.408)	(20.719.671)
Pembayaran imbalan	(52.772.885)	(73.247.154)
<b>Nilai wajar aset program akhir tahun</b>	<b>439.656.444</b>	<b>441.532.990</b>

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2022	2021
Biaya bunga	36.646.509	34.090.222
Biaya jasa kini	34.652.977	33.103.170
luran peserta	(7.370.269)	-
Ekspektasi hasil program	(31.584.469)	(29.967.076)
<b>Total</b>	<b>32.344.748</b>	<b>37.226.316</b>

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**a. Retirement allowance (continued)**

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	31 Desember/December 31,	
	2022	2021
Present value of liabilities beginning of year	535.365.730	553.142.085
Current service cost	34.652.977	33.103.170
Interest cost	36.646.509	34.090.222
Actuarial (loss)/gain	21.487.470	(18.148.647)
Plan participant's contributions	-	6.426.054
Benefits paid	(52.772.885)	(73.247.154)
<b>Present value of liabilities end of year</b>	<b>575.379.801</b>	<b>535.365.730</b>

The reconciliation of beginning and ending balance of fair value of plan assets is as follows:

	31 Desember/December 31,	
	2022	2021
Fair value of plan assets beginning of year	441.532.990	475.807.615
Employer's contributions	39.683.009	23.299.070
Return on plan assets	31.584.469	29.967.076
Plan participant's contributions	7.370.269	6.426.054
Actuarial gain	(27.741.408)	(20.719.671)
Benefit paid	(52.772.885)	(73.247.154)
<b>Fair value of plan assets end of year</b>	<b>439.656.444</b>	<b>441.532.990</b>

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2022	2021
Interest cost	36.646.509	34.090.222
Current service cost	34.652.977	33.103.170
Participant contributions	(7.370.269)	-
Expectations plan assets	(31.584.469)	(29.967.076)
<b>Total</b>	<b>32.344.748</b>	<b>37.226.316</b>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**a. Tunjangan hari tua (lanjutan)**

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
(Keuntungan) kerugian aktuarial	49.228.877	2.571.024
Jumlah pengukuran kembali awal tahun	(18.128.963)	(20.699.987)
<b>Akumulasi jumlah pengukuran kembali</b>	<b>31.099.914</b>	<b>(18.128.963)</b>

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Liabilitas awal tahun	93.832.740	77.334.471
(Penghasilan) beban yang diakui dalam penghasilan komprehensif lain	49.228.877	2.571.024
Beban yang diakui dalam laba rugi	32.344.748	37.226.315
Pembayaran	(39.683.008)	(23.299.070)
<b>Liabilitas akhir tahun</b>	<b>135.723.357</b>	<b>93.832.740</b>

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 adalah sebagai berikut:

<b>Analisis sensitivitas</b>	
<b>Nilai kini kewajiban imbalan pasti</b>	
Asumsi Tingkat Diskonto	
+ 1,00%	530.428.821
- 1,00%	613.435.682
Asumsi Tingkat Kenaikan Gaji	
+ 1,00%	617.710.727
- 1,00%	526.136.679

Komposisi pengelolaan dana atas aset ditempatkan adalah pada deposito berjangka, piutang pinjaman, reksadana, obligasi dan aset lainnya.

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**a. Retirement allowance (continued)**

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

	<b>31 Desember/December 31,</b>
	<b>2022</b>
(Gain) loss	2.571.024
Re-measurement amount beginning of year	(20.699.987)
<b>Accumulated amount of re-measurements</b>	<b>(18.128.963)</b>

The movements of the liabilities in the consolidated statement of financial position are as follows:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Liabilities beginning of year	93.832.740	77.334.471
(Income) expense recognized in the other comprehensive income	49.228.877	2.571.024
Expense recognized in profit or loss	32.344.748	37.226.315
Contribution	(39.683.008)	(23.299.070)
<b>Liabilities end of year</b>	<b>135.723.357</b>	<b>93.832.740</b>

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 are as follows:

<b>Sensitivity analysis</b>	
<b>PV defined benefits obligations</b>	
Discount Rate Assumptions	
+ 1.00%	530.428.821
- 1.00%	613.435.682
Salary Increment Assumptions	
+ 1.00%	617.710.727
- 1.00%	526.136.679

The composition of management of planned asset are on time deposits, loan receivables, mutual funds, bonds and other assets.

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**b. Tunjangan perumahan**

Sesuai ketentuan Perusahaan, karyawan yang telah bekerja secara terus menerus di Perusahaan selama 20 tahun diberikan tunjangan perumahan.

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas tunjangan perumahan adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Tingkat diskonto	6,7%	6,5%
Tingkat mortalita	TMI IV 2019	TMI IV 2019
Tingkat cacat	10%	1%
Umur pensiun	56 tahun/56 years	56 tahun/56 years
Tingkat mengundurkan diri	5,00% pada usia 25 tahun, dan menurun secara linear sampai dengan 0% pada usia pensiun normal pada 2022. 5,00% for employees with ages 25 years old, decreasing linearly to 0% at age of normal pension on 2022	
	0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021	

Discount rate  
Mortality rate  
Disability rate  
Retirement age  
Resignation rate

Nilai kini liabilitas pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities as of December 31, 2022 and 2021 are as follows:

	31 Desember/December 31,	
	2022	2021
Nilai kini liabilitas	30.923.321	16.134.616
<b>Liabilitas yang diakui</b>	<b>30.923.321</b>	<b>16.134.616</b>

Present value of liabilities

**Recognized liabilities**

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas awal tahun	16.134.616	20.375.493	Present value of liabilities beginning of year
(Keuntungan) kerugian aktuarial	13.413.534	(71.497)	Actuarial (gain) loss
Biaya jasa kini	3.528.451	2.722.959	Current service cost
Biaya bunga	947.960	986.175	Interest cost
Pembayaran imbalan	(3.101.240)	(7.878.514)	Benefits paid
<b>Nilai kini liabilitas akhir tahun</b>	<b>30.923.321</b>	<b>16.134.616</b>	<b>Present value of liabilities end of year</b>



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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**b. Tunjangan perumahan (lanjutan)**

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Biaya jasa kini	3.528.451	2.722.959	Current service cost
Biaya bunga (Keuntungan) kerugian aktuarial	947.960	986.175	Interest cost
	13.413.534	-	Actuarial (gain) loss
<b>Total</b>	<b>17.889.945</b>	<b>3.709.134</b>	<b>Total</b>

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

	31 Desember/December 31,		
	2022	2021	
Jumlah pengukuran kembali awal tahun (Keuntungan) kerugian aktuarial	(2.559.074)	(2.487.577)	Re-measurement amount beginning of year Actuarial (gain) loss
	-	(71.497)	
<b>Akumulasi jumlah pengukuran kembali</b>	<b>(2.559.074)</b>	<b>(2.559.074)</b>	<b>Accumulated amount of re-measurements</b>

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

	31 Desember/December 31,		
	2022	2021	
Beban yang diakui dalam laba rugi	17.889.945	3.709.134	Expense recognized in profit or loss
Liabilitas awal tahun	16.134.616	20.375.493	Liabilities beginning of year
(Penghasilan) beban yang diakui dalam penghasilan komprehensif lain	-	(71.497)	(Gain) expense recognized in the other comprehensive income
Pembayaran	(3.101.240)	(7.878.514)	Contribution
<b>Liabilitas akhir tahun</b>	<b>30.923.321</b>	<b>16.134.616</b>	<b>Liabilities end of year</b>

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**b. Housing allowance (continued)**

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

The movements of the liabilities in the consolidated statement of financial position are as follows:

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**b. Tunjangan perumahan (lanjutan)**

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 adalah sebagai berikut:

**Analisis sensitivitas**

Nilai kini kewajiban imbalan pasti

Asumsi Tingkat Diskonto

+ 1,00%

26.940.177

- 1,00%

29.180.158

Asumsi Tingkat Kenaikan Gaji

+ 1,00%

28.021.220

- 1,00%

28.021.220

**c. Penghargaan pengabdian**

Penghargaan pengabdian diberikan kepada pegawai yang mengabdikan terus menerus selama sekurang-kurangnya 25 tahun di Perusahaan termasuk masa kerja pada masa penugasan di luar Perusahaan yang diakui sebagai bagian dari pola karir serta pegawai yang mengakhiri masa tugas dan diberhentikan dengan hormat karena mencapai batas usia pensiun normal atau meninggal dunia.

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas penghargaan pengabdian adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Tingkat diskonto	7,40%	7,20%
Tingkat kenaikan gaji	8,00%	8,00%
Tingkat kenaikan emas	10,00%	-
Tingkat mortalita	TMI IV 2019	TMI IV 2019
Tingkat cacat	10%	1%
Umur pensiun	56 tahun/56 years	56 tahun/56 years
Tingkat mengundurkan diri	5,00% pada usia 25 tahun, dan menurun secara linear sampai dengan 0% pada usia pensiun normal pada 2022. 5,00% for employees with ages 25 years old, decreasing linearly to 0% at age of normal pension on 2022	0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**b. Housing allowance (continued)**

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 are as follows:

**Sensitivity analysis**

PV defined benefits obligations

Discount Rate Assumptions

+ 1.00%

- 1.00%

Salary Increment Assumptions

+ 1.00%

- 1.00%

**c. Employee appreciation**

Employee appreciation are given to employees who serve continuously for at least 25 years in the Company including the service period during outside assignments that are recognized as part of the career pattern and employees who end their term of service and are honorably terminated because they reach the normal retirement age or die.

The actuarial assumptions used to determine employee appreciation expenses and liabilities are as follows:

Discount rate  
Salary increase rate  
Gold increase rate  
Mortality rate  
Disability rate  
Retirement age  
Resignation rate

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**c. Penghargaan pengabdian (lanjutan)**

**c. Employee appreciation (continued)**

Nilai kini liabilitas pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities as of December 31, 2022 and 2021 are as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas	56.107.104	71.953.008	Present value of liabilities
<b>Liabilitas yang diakui</b>	<b>56.107.104</b>	<b>71.953.008</b>	<b>Recognized liabilities</b>

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas awal tahun	71.953.008	77.955.694	Present value of liabilities beginning of year
Biaya jasa kini	5.243.584	5.618.720	Current service cost
Biaya bunga	4.927.744	5.012.148	Interest cost
Pembayaran imbalan	(7.024.243)	(4.028.112)	Benefits paid
Keuntungan aktuarial	(18.992.989)	(12.605.442)	Actuarial gain
<b>Nilai kini liabilitas akhir tahun</b>	<b>56.107.104</b>	<b>71.953.008</b>	<b>Present value of liabilities end of year</b>

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Biaya jasa kini	5.243.584	5.618.720	Current service cost
Biaya bunga	4.927.744	5.012.148	Interest cost
Keuntungan aktuarial	(18.992.989)	(12.605.442)	Actuarial gain
<b>Total</b>	<b>(8.821.661)</b>	<b>(1.974.574)</b>	<b>Total</b>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
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**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**c. Penghargaan pengabdian (lanjutan)**

**c. Employee appreciation (continued)**

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	31 Desember/December 31,		
	2022	2021	
Liabilitas awal tahun	71.953.008	77.955.694	Liabilities beginning of year
Beban yang diakui dalam laba rugi	10.171.328	10.630.868	Expense recognized in profit or loss
Pembayaran	(7.024.243)	(4.028.112)	Contribution
Penghasilan yang diakui dalam penghasilan komprehensif lain	(18.992.989)	(12.605.442)	Income recognized in the other comprehensive income
<b>Liabilitas akhir tahun</b>	<b>56.107.104</b>	<b>71.953.008</b>	<b>Liabilities end of year</b>

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 are as follows:

Analisis sensitivitas		Sensitivity analysis	
Nilai kini kewajiban imbalan pasti		PV defined benefits obligations	
		Discount Rate Assumptions	
Asumsi Tingkat Diskonto			
+ 1,00%	14.089.939		+ 1.00%
- 1,00%	16.844.229		- 1.00%
Asumsi Tingkat Kenaikan Gaji			Salary Increment Assumptions
+ 1,00%	16.821.274		+ 1.00%
- 1,00%	14.085.427		- 1.00%

**d. Kesehatan pensiun**

**d. Pension health**

Kesehatan pensiun diberikan kepada pegawai pada masa pensiun meliputi pegawai yang bersangkutan bersama istri/suami dan anak yang sah yang tercantum dalam Surat Keputusan Pensiun. Manfaat yang diterima peserta berupa premi BPJS dan bantuan penggantian rawat inap dalam jumlah tertentu. Program kesehatan pensiun ini dikelola oleh Yayasan Kesejahteraan karyawan Angkasa Pura I (YAKKAP I).

Pension health is given to employees in retirement including the employee concerned with his/her wife/husband and legitimate children listed in the Pension Decree. The benefits received by participants were in the form of BPJS premiums and assistance in hospitalization reimbursement at certain amount. This pension health program is managed by the Angkasa Pura I Employee Welfare Foundation (YAKKAP I).

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**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**d. Kesehatan pensiun (lanjutan)**

**d. Pension health (continued)**

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas kesehatan pensiun adalah sebagai berikut:

The actuarial assumptions used to determine pension health expenses and liabilities are as follows:

	31 Desember/December 31,		
	2022	2021	
Tingkat diskonto	7,40%	7,60%	Discount rate
Tingkat kenaikan iuran BPJS	8,00%	8,00%	Increase BPJS retribution rate
Tingkat mortalita	TMI IV 2019	TMI IV 2019	Mortality rate
Tingkat cacat	10%	1%	Disability rate
Umur pensiun	56 tahun/56 years	56 tahun/56 years	Retirement age
Tingkat mengundurkan diri	5,00% pada usia 25 tahun, dan menurun secara linear sampai dengan 0% pada usia pensiun normal pada 2022. 5,00% for employees with ages 25 years old, decreasing linearly to 0% at age of normal pension on 2022	0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021	Resignation rate

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2022 and 2021 are as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas	345.635.844	541.623.320	Present value of liabilities
Nilai wajar aset program	(392.205.561)	(388.766.400)	Fair value of plan assets
Defisit	(46.569.717)	152.856.920	Deficit
Batas atas aset	46.569.717	-	Limit over asset
<b>Liabilitas yang diakui</b>	<b>-</b>	<b>152.856.920</b>	<b>Recognized liabilities</b>

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas awal tahun	541.623.320	517.775.500	Present value of liabilities beginning of year
Biaya bunga	40.914.636	38.529.946	Interest cost
Biaya jasa kini	12.811.376	4.050.018	Current service cost
Iuran peserta program	(6.545.699)	3.543.684	Plan participant's contributions
Pembayaran imbalan	-	(8.085.769)	Benefits paid
(Keuntungan) kerugian aktuarial	(243.167.789)	(14.190.059)	Actuarial (gain) loss
<b>Nilai kini liabilitas akhir tahun</b>	<b>345.635.844</b>	<b>541.623.320</b>	<b>Present value of liabilities end of year</b>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**d. Kesehatan pensiun (lanjutan)**

**d. Pension health (continued)**

Rekonsiliasi saldo awal dan akhir dari nilai wajar aset program adalah sebagai berikut:

The reconciliation of beginning and ending balance of fair value of plan assets is as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai wajar aset program awal tahun	388.766.400	387.090.980	Fair value of plan assets beginning of year
Imbal hasil aset program	29.453.386	28.861.495	Return on plan assets
Iuran peserta program	4.102.000	3.543.684	Plan participant's contributions
Pembayaran imbalan	(6.545.700)	(8.085.769)	Benefit paid
Keuntungan aktuarial	(23.570.525)	(22.643.990)	Actuarial gain
<b>Nilai wajar aset program akhir tahun</b>	<b>392.205.561</b>	<b>388.766.400</b>	<b>Fair value of plan assets end of year</b>

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Biaya bunga	40.914.636	38.529.946	Interest cost
Biaya jasa kini	8.709.376	4.050.018	Current service cost
Ekspektasi hasil program	(29.453.386)	(28.861.495)	Expectations plan assets
<b>Total</b>	<b>20.170.626</b>	<b>13.718.469</b>	<b>Total</b>

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

	31 Desember/December 31,		
	2022	2021	
Jumlah pengukuran kembali awal tahun	99.077.136	90.623.203	Re-measurement amount beginning of year
Kerugian aktuarial	(173.027.546)	8.453.932	Actuarial loss
<b>Akumulasi jumlah pengukuran kembali</b>	<b>(73.950.410)</b>	<b>99.077.135</b>	<b>Accumulated amount of re-measurements</b>



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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**d. Kesehatan pensiun (lanjutan)**

**d. Pension health (continued)**

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	31 Desember/December 31,	
	2022	2021
Liabilitas awal tahun	152.856.920	130.684.520
Beban yang diakui dalam laba rugi	20.170.626	13.718.469
Beban yang diakui dalam penghasilan komprehensif lain	(173.027.546)	8.453.931
<b>Liabilitas akhir tahun</b>	<b>-</b>	<b>152.856.920</b>

Liabilities beginning of year  
Expense recognized in profit or loss  
Expense recognized in the other comprehensive income

**Liabilities end of year**

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 are as follows:

**Analisis sensitivitas  
Nilai kini kewajiban imbalan pasti**

Asumsi Tingkat Diskonto	
+ 1,00%	286.998.618
- 1,00%	424.213.290
Asumsi Tingkat Kenaikan Gaji	
+ 1,00%	345.635.844
- 1,00%	345.635.844

**Sensitivity analysis  
PV defined benefits obligations**

Discount Rate Assumptions	
+ 1.00%	
- 1.00%	
Salary Increment Assumptions	
+ 1.00%	
- 1.00%	

Komposisi pengelolaan dana atas aset ditempatkan adalah pada deposito berjangka, piutang pinjaman, reksadana, obligasi, properti dan saham.

The composition of management of planned asset are on time deposits, receivable loans, mutual funds, bonds, property and stocks.

**e. Program dana pensiun**

**e. Pension fund program**

Program dana pensiun ini dikelola oleh Dana Pensiun Angkasa Pura I.

The pension fund program is managed by Dana Pensiun Angkasa Pura I.

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas dana pensiun adalah sebagai berikut:

The actuarial assumptions used to determine pension fund expenses and liabilities are as follows:

	31 Desember/December 31,	
	2022	2021
Tingkat diskonto	7,20%	7,50%
Tingkat kenaikan Penghasilan Dasar Pensiun (PhDP)	3,00%	6,00%
Tingkat mortalita	TMI IV 2019	TMI IV 2019
Tingkat cacat	10%	1%
Umur pensiun	56 tahun/56 years	56 tahun/56 years
Tingkat mengundurkan diri	5,00% pada usia 25 tahun, dan menurun secara linear sampai dengan 0% pada usia pensiun normal pada 2022.	5,00% for employees with ages 25 years old, decreasing linearly to 0% at age of normal pension on 2022
	0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021	0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021

Discount rate  
Basic Income Pension Allowance (PhDP)  
increase  
Mortality rate  
Disability rate  
Retirement age  
Resignation rate

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
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**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**e. Program dana pensiun (lanjutan)**

**e. Pension fund program (continued)**

Nilai kini liabilitas dan nilai wajar aset program pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities and fair value of plan assets as of December 31, 2022 and 2021 are as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas	1.409.870.234	1.357.278.979	Present value of liabilities
Nilai wajar aset program	(970.043.737)	(824.276.570)	Fair value of plan assets
<b>Liabilitas yang diakui</b>	<b>439.826.497</b>	<b>533.002.409</b>	<b>Recognized liabilities</b>

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas awal tahun	1.357.278.979	1.435.155.793	Present value of liabilities beginning of year
Biaya bunga	97.811.709	96.768.946	Interest cost
(Keuntungan) kerugian aktuarial	49.850.655	(88.980.478)	Actuarial (income) loss
Biaya jasa kini	11.174.621	17.563.275	Current service cost
Dampak atas perubahan metode atribusi	-	-	Impact of changes in attribution method
Iuran peserta program	-	2.256.004	Plan participant's contributions
Pembayaran imbalan	(106.245.730)	(105.484.561)	Benefits paid
<b>Nilai kini liabilitas akhir tahun</b>	<b>1.409.870.234</b>	<b>1.357.278.979</b>	<b>Present value of liabilities end of year</b>

Rekonsiliasi saldo awal dan akhir dari nilai wajar aset program adalah sebagai berikut:

The reconciliation of beginning and ending balance of fair value of plan assets is as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai wajar aset program awal tahun	824.276.570	942.893.277	Fair value of plan assets beginning of year
Iuran pemberi kerja	131.620.438	28.621.781	Employer's contributions
Imbal hasil aset program	62.851.905	63.391.293	Return on plan assets
Kerugian aktuarial	55.417.598	(107.401.224)	Actuarial loss
Iuran peserta program	2.122.956	2.256.004	Plan participant's contributions
Pembayaran imbalan	(106.245.730)	(105.484.561)	Benefit paid
<b>Nilai wajar aset program akhir tahun</b>	<b>970.043.737</b>	<b>824.276.570</b>	<b>Fair value of plan assets end of year</b>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
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**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**e. Program dana pensiun (lanjutan)**

**e. Pension fund program (continued)**

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Biaya bunga	97.811.709	96.768.946	Interest cost
Biaya jasa kini	11.174.621	17.563.275	Current service cost
luran peserta	(2.122.956)	-	Participant contributions
Ekspektasi hasil program	(62.851.905)	(63.391.293)	Expectations plan assets
<b>Total</b>	<b>44.011.469</b>	<b>50.940.928</b>	<b>Total</b>

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

	31 Desember/December 31,		
	2022	2021	
Jumlah pengukuran kembali awal tahun	613.769.284	595.348.537	Re-measurement amount beginning of year
Kerugian aktuarial	(5.566.944)	18.420.747	Actuarial loss
<b>Akumulasi jumlah pengukuran kembali</b>	<b>608.202.340</b>	<b>613.769.284</b>	<b>Accumulated amount of re-measurements</b>

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	31 Desember/December 31,		
	2022	2021	
Liabilitas awal tahun	533.002.409	492.262.515	Liabilities beginning of year
Beban yang diakui dalam laba rugi	44.011.469	50.940.928	Expense recognized in profit or loss
Beban yang diakui dalam penghasilan komprehensif lain	(5.566.943)	18.420.747	Expense recognized in the other comprehensive income
luran pemberi kerja	(131.620.438)	(28.621.781)	Employer's contributions
<b>Liabilitas akhir tahun</b>	<b>439.826.497</b>	<b>533.002.409</b>	<b>Liabilities end of year</b>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**e. Program dana pensiun (lanjutan)**

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 adalah sebagai berikut:

**Analisis sensitivitas**

**Nilai kini kewajiban imbalan pasti**

Asumsi Tingkat Diskonto

+ 1,00%	1.262.857.374
- 1,00%	1.529.429.655

Asumsi Tingkat Kenaikan Gaji

+ 1,00%	1.398.429.112
- 1,00%	1.372.127.571

Komposisi pengelolaan dana atas aset ditempatkan adalah pada surat berharga negara, deposito berjangka, saham, reksadana, obligasi dan aset lainnya.

**f. Program masa persiapan pensiun**

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas masa persiapan pensiun adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Tingkat diskonto	7,20%	7,60%
Tingkat kenaikan gaji dasar	3,00%	3,00%
Tingkat probabilitas klaim	1,69%	1,69%
Tingkat mortalita	TMI IV 2019	TMI IV 2019
Tingkat cacat	10%	1%
Umur pensiun	56 tahun/56 years	56 tahun/56 years
Tingkat mengundurkan diri	5,00% pada usia 25 tahun, dan menurun secara linear sampai dengan 0% pada usia pensiun normal pada 2022. 5,00% for employees with ages 25 years old, decreasing linearly to 0% at age of normal pension on 2022	0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021

Nilai kini liabilitas pada tanggal 31 Desember 2022 dan 2021 adalah:

	31 Desember/December 31,	
	2022	2021
Nilai kini liabilitas	1.155.252	1.146.653
<b>Liabilitas yang diakui</b>	<b>1.155.252</b>	<b>1.146.653</b>

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**e. Pension fund program (continued)**

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 are as follows:

**Sensitivity analysis  
PV defined benefits obligations**

Discount Rate Assumptions

+ 1.00%	
- 1.00%	

Salary Increment Assumptions

+ 1.00%	
- 1.00%	

The composition of management of planned asset are on Government bond, time deposits, stocks, mutual funds, bonds and other assets.

**f. Retirement preparation pension program**

The actuarial assumptions used to determine retirement preparation pension program expenses and liabilities are as follows:

Discount rate
Salary increase rate
Probability claim rate
Mortality rate
Disability rate
Retirement age
Resignation rate

The present value of liabilities as of December 31, 2022 and 2021 are as follows:

Fair value of plan assets

**Recognized liabilities**

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
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**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**f. Program masa persiapan pensiun (lanjutan)**

**f. Retirement preparation pension program  
(continued)**

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas awal tahun	1.146.653	1.244.075	Present value of liabilities beginning of year
Biaya jasa kini	116.749	64.482	Current service cost
Biaya bunga	81.239	78.089	Interest cost
Pembayaran imbalan (Keuntungan)	(155.441)	(348.722)	Benefits paid
kerugian aktuarial	(33.948)	108.729	Actuarial (gain) loss
<b>Nilai kini liabilitas akhir tahun</b>	<b>1.155.252</b>	<b>1.146.653</b>	<b>Present value of liabilities end of year</b>

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Biaya jasa kini	116.749	64.482	Current service cost
Biaya bunga (Keuntungan)	81.239	78.089	Interest cost
kerugian aktuarial	(33.948)	108.729	Actuarial (gain) loss
<b>Total</b>	<b>164.040</b>	<b>251.300</b>	<b>Total</b>

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Jumlah pengukuran kembali awal tahun (Keuntungan)	-	-	Re-measurement amount beginning of year
kerugian aktuarial	-	-	Actuarial (gain) loss
<b>Akumulasi jumlah pengukuran kembali</b>	<b>-</b>	<b>-</b>	<b>Accumulated amount of re-measurements</b>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
(lanjutan)**

**f. Program masa persiapan pensiun (lanjutan)**

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31	
	2022	2021
Liabilitas awal tahun	1.146.653	1.244.075
Beban yang diakui dalam laba rugi (Penghasilan) beban yang diakui dalam penghasilan komprehensif lain	164.040	251.300
Pembayaran	(155.441)	(348.722)
<b>Liabilitas akhir tahun</b>	<b>1.155.252</b>	<b>1.146.653</b>

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 adalah sebagai berikut:

**Analisis sensitivitas**

Nilai kini kewajiban imbalan pasti	
Asumsi Tingkat Diskonto	
+ 1,00%	1.042.555
- 1,00%	1.200.618
Asumsi Tingkat Kenaikan Gaji	
+ 1,00%	1.203.574
- 1,00%	1.038.911

**g. Program uang pesangon**

Perusahaan membukukan liabilitas imbalan pasca kerja yang terdiri dari manfaat untuk pengunduran diri secara sukarela, manfaat meninggal dunia, manfaat cacat dan manfaat pensiun.

Asumsi aktuarial yang digunakan dalam menentukan beban dan liabilitas dana pensiun adalah sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Tingkat diskonto	7,20%	7,40%
Tingkat kenaikan Penghasilan Dasar Pensiun (PhDP)	8,00%	8,00%
Tingkat mortalita	TMI IV 2019	TMI IV 2019
Tingkat cacat	10%	1%
Umur pensiun	56 tahun/56 years	56 tahun/56 years
Tingkat mengundurkan diri	5,00% pada usia 25 tahun, dan menurun secara linear sampai dengan 0% pada usia pensiun normal pada 2022. 5,00% for employees with ages 25 years old, decreasing linearly to 0% at age of normal pension on 2022	0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021

**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**f. Retirement preparation pension program (continued)**

The movements of the liabilities in the consolidated statement of financial position are as follows:

Liabilitas beginning of year	1.244.075
Expense recognized in profit or loss	251.300
(Gain) expense recognized in the other comprehensive income	(348.722)
Contribution	(155.441)
<b>Liabilities end of year</b>	<b>1.146.653</b>

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 are as follows:

**Sensitivity analysis**

PV defined benefits obligations	
Discount Rate Assumptions	
+ 1.00%	1.042.555
- 1.00%	1.200.618
Salary Increment Assumptions	
+ 1.00%	1.203.574
- 1.00%	1.038.911

**g. Severance pay program**

The Company recorded liabilities for post-employment benefit program which comprises of benefits for voluntary resignation, benefit for death, benefit for disability and benefit for pension.

The actuarial assumptions used to determine pension fund expenses and liabilities are as follows:

Discount rate	7,20%	7,40%
Basic Income Pension Allowance (PhDP) increase	8,00%	8,00%
Mortality rate	TMI IV 2019	TMI IV 2019
Disability rate	10%	1%
Retirement age	56 tahun/56 years	56 tahun/56 years
Resignation rate	5,00% pada usia 25 tahun, dan menurun secara linear sampai dengan 0% pada usia pensiun normal pada 2022. 5,00% for employees with ages 25 years old, decreasing linearly to 0% at age of normal pension on 2022	0,7% pada usia 20 tahun s.d 45 tahun dan sebesar 0,1% pada usia 46 tahun s.d 55 tahun pada 2021 0,7% at 20 years until 45 years old and 0,1% at 46 years until 55 years on 2021



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**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**g. Program uang pesangon (lanjutan)**

**g. Severance pay program (continued)**

Nilai kini liabilitas pada tanggal 31 Desember 2022 dan 2021 adalah:

The present value of liabilities as of December 31, 2022 and 2021 are as follows:

	31 Desember/December 31,		
	2022	2021	
Nilai kini liabilitas	95.876.398	43.834.966	Fair value of plan assets
<b>Liabilitas yang diakui</b>	<b>95.876.398</b>	<b>43.834.966</b>	<b>Recognized liabilities</b>

Rekonsiliasi saldo awal dan akhir dari nilai kini liabilitas adalah sebagai berikut:

The reconciliation of beginning and ending balance of present value of liabilities is as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Nilai kini liabilitas awal tahun	43.834.966	52.507.823	Present value of liabilities beginning of year
Dampak atas perubahan metode atribusi			Impact of changes in attribution method
Biaya jasa kini	46.508.149	3.474.719	Current service cost
Biaya bunga	3.235.882	3.524.000	Interest cost
Biaya lalu	720.201		Experience cost
Pembayaran imbalan (Keuntungan) kerugian aktuarial	(213.673)	(1.368.588)	Benefits paid
	1.790.873	(14.302.988)	Actuarial (gain) loss
<b>Liabilitas akhir tahun</b>	<b>95.876.398</b>	<b>43.834.966</b>	<b>Liabilities end of year</b>

Rincian beban yang diakui dalam laporan laba rugi dan penghasilan komprehensif lain konsolidasian adalah sebagai berikut:

The details of expenses recognized in the consolidated statements of profit or loss and other comprehensive income are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Biaya jasa kini	46.508.149	3.474.719	Current service cost
Biaya bunga	3.235.882	3.524.000	Interest cost
Biaya lalu	720.201	-	Experience cost
<b>Total</b>	<b>50.464.232</b>	<b>6.998.719</b>	<b>Total</b>

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**26. LIABILITAS IMBALAN KERJA KARYAWAN  
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**26. EMPLOYEE BENEFITS LIABILITIES (continued)**

**g. Program uang pesangon (lanjutan)**

**g. Severance pay program (continued)**

Rekonsiliasi saldo pengukuran kembali pada laporan posisi keuangan konsolidasian adalah sebagai berikut:

The reconciliation of re-measurement in the consolidated statements of financial position are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Jumlah pengukuran kembali awal tahun (Keuntungan) kerugian aktuarial	(19.242.265)	(4.939.277)	Re-measurement amount beginning of year
	1.790.873	(14.302.988)	Actuarial (gain) loss
<b>Akumulasi jumlah pengukuran kembali</b>	<b>(17.451.392)</b>	<b>(19.242.265)</b>	<b>Accumulated amount of re-measurements</b>

Mutasi liabilitas yang diakui di laporan posisi keuangan konsolidasian adalah sebagai berikut:

The movements of the liabilities in the consolidated statement of financial position are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Liabilitas awal tahun	43.834.966	52.507.823	Liabilities beginning of year
Beban yang diakui dalam laba rugi (Penghasilan) beban yang diakui dalam penghasilan komprehensif lain	50.464.232	6.998.719	Expense recognized in profit or loss
Pembayaran	1.790.873	(14.302.988)	(Gain) expense recognized in the other comprehensive income
	(213.673)	(1.368.588)	Contribution
<b>Akumulasi jumlah pengukuran kembali</b>	<b>95.876.398</b>	<b>43.834.966</b>	<b>Accumulated amount of re-measurements</b>

Nilai kini liabilitas akhir setelah efek analisa sensitivitas pada tanggal 31 Desember 2022 adalah sebagai berikut:

The present values of liabilities after the effect of sensitivity analysis on December 31, 2022 are as follows:

<b>Analisis sensitivitas</b>		<b>Sensitivity analysis</b>	
Nilai kini kewajiban imbalan pasti		PV defined benefits obligations	
Asumsi Tingkat Diskonto		Discount Rate Assumptions	
+ 1,00%	85.553.874	+ 1.00%	
- 1,00%	99.475.549	- 1.00%	
Asumsi Tingkat Kenaikan Gaji		Salary Increment Assumptions	
+ 1,00%	115.599.990	+ 1.00%	
- 1,00%	73.372.696	- 1.00%	

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**27. MODAL SAHAM**

Modal saham dan kepemilikannya pada tanggal 31 Desember 2022 dan 2021 adalah sebagai berikut:

Pemegang saham/Shareholders	Jenis saham/ Type of shares	31 Desember 2022 dan 2021/December 31, 2022 and 2021		
		Jumlah saham ditempatkan dan disetor penuh/ Number of share issued and fully paid	% Kepemilikan/ % Ownership	Jumlah/Total
Pemerintah Indonesia/ Government of The Republic of Indonesia	Seri A Dwiwarna	1	1%	1.000
PT Aviastri Pariwisata Indonesia (Persero)	Seri B	6.414.411	99%	6.414.411.000
		6.414.412	100%	6.414.412.000

Pada tanggal 15 Desember 2021 terjadi perubahan Anggaran Dasar Perusahaan yang dinyatakan dalam Akta Notaris Desman, SH, M.Hum., M.M No. 66 mengenai Pernyataan Keputusan Para Pemegang Saham Perusahaan Perseroan (Persero) PT Angkasa Pura I. Akta perubahan anggaran dasar tersebut telah mendapatkan persetujuan dari Kementerian Hukum dan Hak Asasi Manusia Republik Indonesia dengan No. AHU-AH.01.03-0028335 pada tanggal 13 Januari 2022. Saham perusahaan terbagi menjadi Saham Seri A Dwiwarna yang dimiliki Negara Republik Indonesia dan Seri B yang dapat dimiliki oleh Negara Republik Indonesia dan/atau masyarakat. Modal Dasar Perusahaan sebesar Rp12.000.000.000 terbagi menjadi sebagai berikut:

- 1 Saham Seri A Dwiwarna dengan nominal sebesar Rp1.000.000 (nilai penuh).
- 11.999.999 Saham Seri B masing-masing dengan nominal sebesar Rp1.000.000 (nilai penuh) atau seluruh nya dengan nilai saham Rp11.999.999.000.

**28. PENYERTAAN MODAL PEMERINTAH**

	31 Desember/December 31,	
	2022	2021
Penyertaan modal negara	22.963.207	22.963.207

Penambahan penyertaan pada tahun 2016 sebesar Rp255.096.706 adalah Penambahan Penyertaan Modal Negara yang berasal dari Bantuan Pemerintah Yang Belum Ditentukan Statusnya (BPYBDS) sesuai Peraturan Pemerintah No. 25 Tahun 2016 tanggal 27 Juni 2016.

**27. SHARES CAPITAL**

The composition of the Company's shareholders as of December 31, 2022 and 2021 is as follows:

On December 15, 2021, there were amendments made to the Articles of Association of the Company stated in Notarial Desman, SH, M.Hum., M.M No. 66 regarding Statement of Ministry of State Owned Company of General Meeting of Shareholders of PT Angkasa Pura I. This Amendment was approved by the Ministry of Law and Human Rights Republic of Indonesia No. AHU-AH.01.03-0028335 dated January 13, 2022. The company shares are divided into 2 series, Series A Dwiwarna that specially owned by Government of Republic of Indonesia and Series B that can be owned by Government of Republic of Indonesia and/or by public. The Company capital of Rp12,000,000,000 divided into:

- 1 Seri A Dwiwarna shares with a nominal value of Rp1,000,000 (full amount).
- 11,999,999 Seri B shares with nominal value each Rp1,000,000 (full amount) or full value off share Rp11,999,999,000.

**28. GOVERNMENT CAPITAL INVESTMENT**

Additional investment in 2016 amounted to Rp255,096,706 is the addition of the Government Capital Participation derived from "Bantuan Pemerintah Yang Belum Ditentukan Statusnya" (BPYBDS) as the Government Regulation No. 25 of 2016 dated June 27, 2016.

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**28. PENYERTAAN MODAL PEMERINTAH (lanjutan)**

Berdasarkan Peraturan Pemerintah ("PP") No. 46 Tahun 2018 tanggal 27 September 2018, Perusahaan menerima pengurangan Penyertaan Modal Negara (PMN) Republik Indonesia dengan nilai buku sebesar Rp232.133.499 untuk dijadikan penambahan Penyertaan Modal Negara (PMN) Republik Indonesia kedalam modal Perusahaan Umum LPPNPI.

**28. GOVERNMENT CAPITAL INVESTMENT  
(continued)**

Based on the Government Regulation ("PP") No. 46 of 2018 dated September 27, 2018, the Company received deduction in capital investment from the Republic of Indonesia amounting to Rp232,133,499 to be made into addition of capital investment to LPPNPI.

**29. PENGALIHAN ASET TETAP KENAVIGASIAN**

**29. THE TRANSFER OF NAVIGATION FIXED ASSETS**

	31 Desember/December 31,		
	2022	2021	
Nilai buku aset tetap kenavigasian	(37.004.793)	(37.004.793)	Book value of navigation fixed assets
Akumulasi penyusutan aset tetap kenavigasian	408.393.524	408.393.524	Accumulated depreciations of navigation fixed assets

Pengurangan modal Pemerintah melalui pengalihan aset kenavigasian ke LPPNPI berdasarkan surat dari Menteri BUMN No.S-46/MBU/2014 tanggal 30 Januari 2014 tentang persetujuan pengalihan aset tetap kenavigasian kepada Perum LPPNPI dengan nilai buku sebesar Rp270.831.524.

Deduction of Government capital by transfer of navigation fixed assets to LPPNPI based on a letter from the Minister of BUMN No.S-46/MBU/2014 dated January 30, 2014 regarding the approval of the transfer of navigation fixed assets to Perum LPPNPI with the book value of Rp270,831,524.

Pengaruh atas pengalihan aset tetap kenavigasian kepada Perum LPPNPI, sebagai berikut:

The effect of the transfer of fixed assets to the Perum LPPNPI as follows:

- a. Aset tetap kenavigasian yang telah dijadikan PMN pada perusahaan diserahkan kembali sebesar nilai bukunya yaitu Rp270.831.524, sesuai dengan surat Perusahaan No.AP.1.6724/PL.07/2013/PD-B tanggal 28 November 2013 perihal revisi usulan pengalihan aset tetap kenavigasian kepada Perum LPPNPI, serta berdasarkan Berita Acara Perubahan Nilai Aset yang Diserahterimakan No.BA. 656/KU.21/2013/PDB tanggal 30 Desember 2013.
- b. BPYBDS berupa aset tetap kenavigasian yang diserahkan kembali kepada pemerintah adalah sebesar nilai perolehan Rp731.281.272 yang terdiri dari Bandara Juanda Surabaya sebesar Rp69.306.329, Bandara Hasanuddin Makassar Rp26.009.312, Bandara Adi Sutjipto Yogya Rp17.826 dan MATSC Makassar Rp635.947.805 dengan akumulasi penyusutan sebesar Rp408.393.524.

- a. Navigation fixed assets that have been used as PMN in the company handed back at book value of Rp270,831,524, in accordance with the Company's letter No.AP.1.6724/PL.07/2013/PD-B dated November 28, 2013 regarding the proposed revisions to the transfer of navigation fixed assets to Perum LPPNPI, and based on the Minutes of the Asset Value Change No. BA. 656/KU.21/2013/PD-B dated December 30, 2013.
- b. BPYBDS in the form of navigation fixed assets that are handed back to the government is at cost of Rp731,281,272 consisting of Juanda Airport in Surabaya at Rp69,306,329, Hasanuddin Airport Makassar at Rp26,009,312, Adi Sutjipto Airport Yogya at Rp17,826 and MATSC Makassar at Rp635,947,805 with accumulated depreciation of Rp408,393,524.

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**29. PENGALIHAN ASET TETAP KENAVIGASIAN  
(lanjutan)**

Pengaruh atas pengalihan aset tetap kenavigasian kepada Perum LPPNPI, sebagai berikut:

- c. Penyesuaian atas aset kenavigasian yang diserahkan adalah hasil rapat klarifikasi terkait daftar aset hasil penilaian Direktorat Jenderal Kekayaan Negara yang diselenggarakan pada tanggal 17 Oktober 2014. Adapun aset yang dikoreksi dari daftar penyerahan adalah Tanah di Surabaya sebesar Rp93.955, tanah di Kupang Rp377.625 dan MATSC Makassar sebesar Rp1.221.652.

**30. PENGGUNAAN SALDO LABA**

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor: AP.I.3691/KU.01.03/2021/DU-B tanggal 28 Juni 2021, pemegang saham Perusahaan setuju untuk tidak membagikan dividen.

Berdasarkan Risalah Rapat Umum Pemegang Saham Nomor: AP.I.3694/RT.01/2022/DU-B tanggal 29 Juni 2022, pemegang saham Perusahaan setuju untuk tidak membagikan dividen.

**31. KEPENTINGAN NON-PENGENDALI**

Rincian kepentingan non-pengendali atas ekuitas dan bagian atas hasil bersih entitas anak yang dikonsolidasi sebagai berikut:

	Kepemilikan (%)/ Ownership (%)	Nilai Tercatat/Carrying Amounts	
		2022	2021
PT Angkasa Pura Logistik	0,28	90.792	1.129.525
PT Angkasa Pura Suport	0,19	3.111.315	986.054
PT Angkasa Pura Properti	0,04	320.677	(41.810)
PT Angkasa Pura Hotel	0,01	15.783	120.696
PT Angkasa Pura Retail	2,50	373.015	1.538.703
<b>Total</b>		<b>3.911.582</b>	<b>3.733.168</b>

Pada tahun 2022 dan 2021, Perusahaan mempunyai 5 (lima) entitas anak yang dikonsolidasi. Seluruh entitas anak berkedudukan di Jakarta sebagai kantor pusatnya.

**29. THE TRANSFER OF NAVIGATION FIXED  
ASSETS (continued)**

The effect of the transfer of fixed assets to the Perum LPPNPI as follows:

- c. Adjustment for transferred navigation assets is the result of a clarification meeting regarding assets assessment results list Directorate General of State Assets held on October 17, 2014. The assets corrected from the list submission are Surabaya Land amounting to Rp93,955, land in Kupang amounting to Rp377,625 and Makassar MATSC amounting to Rp1,221,652.

**30. USAGE OF RETAINED EARNINGS**

Based on minutes of General Meeting of shareholders No. AP.I.3691/KU.01/03/2021/DU-B dated June 28, 2021, the Company's shareholders agreed to not declare any dividend.

Based on minutes of General Meeting of shareholders No. AP.I.3694/RT.01/2022/DU-B dated June 29, 2022, the Company's shareholders agreed to not declare any dividend.

**31. NON-CONTROLLING INTEREST**

Details of non-controlling interests in the equity and net results of consolidated subsidiaries are as follows:

PT Angkasa Pura Logistik
PT Angkasa Pura Suport
PT Angkasa Pura Properti
PT Angkasa Pura Hotel
PT Angkasa Pura Retail

**Total**

In 2022 and 2021, the Company has 5 (five) consolidated subsidiaries. All subsidiaries are domiciled in Jakarta as their head office.

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**32. PENDAPATAN USAHA**

Rincian pendapatan usaha adalah sebagai berikut:

**32. OPERATING REVENUES**

The details of operating revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021	
<b>Aeronautika</b>			<b><i>Aeronautical</i></b>
<b>PJP4U (Pelayanan Jasa Pendaratan Penempatan dan Penyimpanan Pesawat Udara)</b>			<b><i>PJP4U (Aircraft Landing, Placing and Storing Services)</i></b>
Domestik	161.871.964	186.092.796	<i>Domestic</i>
Internasional	310.073.679	28.448.787	<i>International</i>
<b>Subtotal</b>	<b>471.945.643</b>	<b>214.541.583</b>	<b><i>Subtotal</i></b>
<b>PJP2U (Pelayanan Jasa Penumpang Pesawat Udara)</b>			<b><i>PJP2U (Aircraft Passenger Services)</i></b>
Domestik	1.826.857.628	937.518.807	<i>Domestic</i>
Internasional	602.583.538	2.145.236	<i>International</i>
<b>Subtotal</b>	<b>2.429.441.166</b>	<b>939.664.043</b>	<b><i>Subtotal</i></b>
<b>Aviobridge</b>			<b><i>Aviobridge</i></b>
Domestik	89.596.321	66.655.183	<i>Domestic</i>
Internasional	54.378.096	2.500.869	<i>International</i>
<b>Subtotal</b>	<b>143.974.417</b>	<b>69.156.052</b>	<b><i>Subtotal</i></b>
<b>Pemakaian counter dan conveyor</b>			<b><i>Use of counters and conveyor</i></b>
Domestik	82.349.138	25.735.812	<i>Domestic</i>
Internasional	31.601.727	109.958	<i>International</i>
<b>Subtotal</b>	<b>113.950.865</b>	<b>25.845.770</b>	<b><i>Subtotal</i></b>
<b>PJKP2U (Pelayanan Jasa Kargo dan Pos Pesawat Udara)</b>			<b><i>PJKP2U (Cargo Services and Aircraft Postal Services)</i></b>
Domestik	105.452.953	104.576.018	<i>Domestic</i>
Internasional	23.471.031	27.194.124	<i>International</i>
<b>Subtotal</b>	<b>128.923.984</b>	<b>131.770.142</b>	<b><i>Subtotal</i></b>
<b>Total pendapatan aeronautika</b>	<b>3.288.236.075</b>	<b>1.380.977.590</b>	<b><i>Total aeronautical revenue</i></b>



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**32. PENDAPATAN USAHA (lanjutan)**

Rincian pendapatan usaha adalah sebagai berikut:  
(lanjutan)

**32. OPERATING REVENUES (continued)**

The details of operating revenues are as follows:  
(continued)

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021	
<b><u>Non-aeronautika</u></b>			<b><u>Non-aeronautical</u></b>
<b>Pemakaian sarana non-aeronautika</b>			<b>Use of non-aeronautical facilities</b>
Parkir kendaraan	361.734.621	230.467.413	Parking lots
Listrik	43.451.735	34.858.341	Electricity
Reklame	8.174.744	9.002.017	Advertising
Pas bandara	5.506.639	3.851.815	Airport pass
Layanan data	4.431.843	4.550.369	Data services
Air	4.011.058	1.851.446	Water
Telepon	2.085.724	2.953.251	Telephone
<b>Subtotal</b>	<b>429.396.364</b>	<b>287.534.652</b>	<b>Subtotal</b>
<b>Pendapatan sewa</b>			<b>Rentals revenues</b>
Sewa ruang	403.015.102	272.914.746	Room of rent
Sewa tanah	72.888.780	83.655.446	Rent of lands
Sewa peralatan	65.677.342	64.343.215	Rent of equipments
Sewa kendaraan	9.300.614	8.289.715	Rent of vehicles
Sewa penggunaan hak atas tanah	6.284.534	5.185.079	Rent of use of land rights
Sewa antena	2.227.260	2.134.595	Rent of antena
Sewa tempat	984.148	60.033	Rent of spaces
Lain-lain	2.140.280	1.358.545	Others
<b>Subtotal</b>	<b>562.518.060</b>	<b>437.941.374</b>	<b>Subtotal</b>
<b>Pergudangan &amp; logistik</b>			<b>Warehousing &amp; logistics</b>
Jasa logistik	448.738.789	351.497.905	Logistic services
Domestik	124.324.714	107.616.354	Domestic
Internasional	26.786.082	19.956.929	International
Jasa <i>Regulated Agent</i>	47.005.931	42.427.314	Regulated Agent services
<b>Subtotal</b>	<b>646.855.516</b>	<b>521.498.502</b>	<b>Subtotal</b>
Pendapatan konsesi	540.144.135	201.140.988	Concessions revenues
Pemakaian ruang tunggu	124.204.179	36.594.188	Use of lounge
Jasa pemeliharaan dan perbaikan	103.855.520	63.472.338	Maintenance and services
<i>Upfront fee</i> (Catatan 44i)	86.351.720	-	<i>Upfront fee</i> (Notes 44i)
Jasa penjualan komoditas	58.047.279	256.152.580	Commodities trading
<i>Event</i> dan promosi	18.073.521	13.810.990	Event and promotion
Jasa lainnya	105.172.055	6.542.256	Other services
<b>Total pendapatan non-aeronautika</b>	<b>2.674.618.349</b>	<b>1.824.687.868</b>	<b>Total non-aeronautical revenues</b>
<b>Total</b>	<b>5.962.854.424</b>	<b>3.205.665.458</b>	<b>Total</b>

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**32. PENDAPATAN USAHA (lanjutan)**

Jumlah pendapatan usaha yang berasal dari pihak berelasi dan pihak ketiga sebagai berikut:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
Pihak Berelasi (Catatan 42)	616.374.373	384.027.176	Related Parties (Note 42)
Pihak Ketiga	5.346.480.051	2.821.638.282	Third Parties
<b>Total</b>	<b>5.962.854.424</b>	<b>3.205.665.458</b>	<b>Total</b>

Rincian penjualan kepada pelanggan dengan jumlah lebih besar dari 10% pendapatan adalah sebagai berikut:

The amounts of operating revenues with details above consists of related parties and third parties as follows:

Details of sales to customers that make up more than 10% of revenues are as follows:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31				
	Pendapatan/Revenue		Persentase dari total pendapatan/Percentage of total revenue		
	2022	2021	2022	2021	
PT Batik Air Indonesia	1.560.182.584	867.132.188	26,16%	27,04%	PT Batik Air Indonesia

**33. BEBAN PEGAWAI**

Akun ini terdiri dari:

**33. EMPLOYEE EXPENSES**

This account consists of the following:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,		
	2022	2021	
Tunjangan operasional	821.000.565	784.317.732	Operational allowance
Gaji dan upah	234.777.638	231.734.832	Wages & salaries
Pengobatan	72.503.579	74.669.569	Medicals
Lembur	5.909.159	1.111.857	Overtime
Pakaian seragam	344.342	166.080	Employee uniform
Lain-lain	25.389.305	12.034.962	Others
<b>Total</b>	<b>1.159.924.588</b>	<b>1.104.035.032</b>	<b>Total</b>

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**34. BEBAN OPERASIONAL BANDARA**

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Penyusutan dan amortisasi	1.801.856.689	1.912.297.469
Jasa alih daya	425.895.412	364.460.132
Logistik	321.124.987	223.987.033
Utilitas	257.862.861	203.739.562
Pemeliharaan	178.307.067	173.006.822
Jasa kebersihan bandara	101.626.663	112.086.547
Pembelian tiket dan hotel	97.472.246	14.094.242
Sewa	94.402.912	131.262.834
Jasa pelayanan penumpang	51.955.514	26.583.383
Penerimaan Negara Bukan Pajak	50.697.638	5.263.818
Pembelian dan pemakaian persediaan	41.237.433	27.895.492
Konstruksi	32.339.752	36.353.568
Pembelian komoditi	14.309.401	222.718.000
Lainnya	47.362.909	23.793.312
<b>Total</b>	<b>3.516.451.484</b>	<b>3.477.542.214</b>

**34. AIRPORT OPERATION EXPENSES**

This account consists of the following:

Depreciation and amortization
Outsourcing
Logistic
Utilities
Maintenance
Airport cleaning services
Purchase of ticket and hotel
Rent
Passenger services
Non-Tax State Revenue
Purchase and usage of inventories
Construction
Purchase of commodities
Others
<b>Total</b>

**35. BEBAN UMUM DAN ADMINISTRASI**

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021 (Disajikan kembali - Catatan 4 / (As Restated - Notes 4)
Penurunan nilai piutang	285.333.191	394.216.675
Pajak	229.614.866	226.332.280
Imbalan paska kerja	198.776.679	199.263.379
Jasa profesional dan konsultan	140.877.302	77.962.472
Pejabat nonpegawai	129.595.572	101.981.139
Pemakaian persediaan	33.248.390	27.034.450
Asuransi	24.582.831	24.956.600
Perjalanan dinas	13.505.645	12.276.117
Aset dibiayakan	12.776.710	30.157.967
Makanan dan minuman	9.363.867	7.135.769
Pendidikan dan pelatihan	6.322.770	6.291.469
Rapat dinas	5.324.367	4.561.065
Tenaga pendukung administrasi	4.248.786	2.515.836
Olahraga	516.357	584.039
Lainnya	100.830.932	73.568.840
<b>Total</b>	<b>1.194.918.265</b>	<b>1.188.838.097</b>

**35. GENERAL AND ADMINISTRATIVE EXPENSES**

This account consists of the following:

Impairment of receivable
Taxes
Post employee benefits
Professional service and consultant
Non-employee officer expense
Usage of inventories
Insurance
Business travel
Low value asset
Food and beverage
Education and training
Meeting expense
Outsourcing administration
Sport
Others
<b>Total</b>

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**36. PENGHASILAN LAIN-LAIN**

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Pembalikan atas penyisihan penurunan nilai aset keuangan Garuda Indonesia Grup	74.488.815	-
Pembalikan akrual GVK	108.668.748	-
Pembalikan akrual bonus	89.387.171	-
Pemulihan atas penyisihan penurunan nilai aset keuangan	146.241.264	77.802.677
Penghapusan PPN Keluaran	48.175.800	-
Pembalikan akrual PKWT	43.307.113	-
Keuntungan dari aset tetap	17.190.611	4.074.092
Pembalikan beban akrual	11.104.701	27.626.641
Denda	2.409.574	3.254.483
Lelang	1.571.677	-
Rumah peristirahatan	101.505	-
Keuntungan penghentian kontrak sewa PSAK 73	-	15.872.107
Laba selisih kurs, neto	-	2.689.749
Lainnya	59.124.669	7.298.555
<b>Total</b>	<b>601.771.648</b>	<b>138.618.304</b>

**36. OTHER INCOME**

This account consists of the following:

Reversal of allowance for impairment of financial asset of Garuda Indonesia Group
Reversal of accrual GVK
Reversal of accrual bonus
Recovery of allowance for impairment financial assets
Reversal of VAT out
Reversal of accrual PKWT
Gain on fixed asset
Reversal of accrued expense
Penalty
Auction
Rest house
Gain on rent contract termination PSAK 73
Gain on foreign exchange, net
Others
<b>Total</b>

**37. BEBAN LAIN-LAIN**

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Penurunan nilai aset tetap dan properti investasi	19.687.874	3.800.382
Kerugian penghapusan aset tetap	19.213.336	413.267
Beban PKBL	15.513.026	16.812.060
Rugi selisih kurs, neto	6.700.187	-
Sumbangan	477.628	461.724
Lelang	310.364	-
Penghapusan PPN Masukan	-	61.440.975
Lain-lain	34.042.982	20.597.573
<b>Total</b>	<b>95.945.397</b>	<b>103.525.981</b>

Impairment of fixed assets and investment properties
Loss on retirement of fixed assets
PKBL expenses
Loss on foreign exchange, net
Donation
Auction
Write-off of VAT-In
Other
<b>Total</b>

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**38. PENGHASILAN KEUANGAN**

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Keuntungan restrukturisasi pinjaman	311.588.936	-
Jasa giro	40.083.480	20.916.710
Bunga obligasi dan reksadana	3.278.264	5.730.515
Bunga deposito	2.157.927	4.534.971
<b>Total</b>	<b>357.108.607</b>	<b>31.182.196</b>

**38. FINANCE INCOME**

This account consists of the following:

Gain on loan restructuring  
Current account  
Bond and mutual fund interest  
Deposit of interest

**Total**

**39. BEBAN KEUANGAN**

Akun ini terdiri dari:

	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31,	
	2022	2021
Bunga pinjaman bank dan obligasi	1.596.043.941	1.549.537.106
Beban pendanaan	20.342.278	-
Beban bunga sewa	16.285.040	18.549.077
Beban administrasi bank	4.860.815	3.976.850
<b>Total</b>	<b>1.637.532.074</b>	<b>1.572.063.033</b>

**39. FINANCE COSTS**

This account consists of the following:

Bank loans and bonds interest  
Financing expenses  
Lease interest expense  
Bank administration charges

**Total**

**40. ASET KEUANGAN DALAM MATA UANG ASING**

**40. FINANCIAL ASSETS DENOMINATED IN FOREIGN CURRENCY**

	31 Desember/December 2022			31 Desember/December 2021			
	Mata uang asing/foreign currency USD	Mata uang asing/foreign currency SGD	Setara dalam rupiah/In rupiah Rp	Mata uang asing/foreign currency USD	Mata uang asing/foreign currency SGD	Setara dalam rupiah/In rupiah Rp	
<b>ASET</b>							<b>ASSETS</b>
Kas dan setara kas	10.725.142	-	168.717.215	10.984.475	2.624	156.765.113	Cash & cash equivalents
Piutang usaha	-	-	-	13.782	-	196.661	Trade Receivables
<b>Total</b>	<b>10.725.142</b>	<b>-</b>	<b>168.717.215</b>	<b>10.998.257</b>	<b>2.624</b>	<b>156.961.774</b>	<b>Total</b>
<b>LIABILITAS</b>							<b>LIABILITY</b>
Utang usaha	2.073	-	32.607.860	2.137	-	30.500.624	Trade Payables
<b>Aset keuangan, neto</b>	<b>10.727.215</b>	<b>-</b>	<b>201.325.075</b>	<b>11.000.394</b>	<b>2.624</b>	<b>187.462.398</b>	<b>Financial assets, net</b> <b>Financial assets, net</b>

Aset dan liabilitas keuangan di atas dijabarkan menggunakan kurs tengah Bank Indonesia tanggal 31 Desember 2022 dan 2021.

Financial assets and liabilities mentioned above are revaluated using the Bank Indonesia middle rate as at December 31, 2022 and 2021.

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**41. TRANSAKSI NON-KAS**

Informasi pendukung laporan arus kas konsolidasian sehubungan dengan aktivitas non-kas sebagai berikut:

	31 Desember/December 31,	
	2022	2021
Kapitalisasi biaya pinjaman ke aset tetap	12.212.640	167.310.989
Penambahan aset hak-guna melalui liabilitas sewa	45.960.074	636.718

Perubahan pada liabilitas yang timbul dari aktivitas pendanaan pada laporan arus kas konsolidasian adalah sebagai berikut :

	Non-arus kas/Non-cash flow				31 Desember 2022/ December 31, 2022	
	1 Januari 2022/ January 1, 2022	Arus kas/ Cash flow	Selisih kurs/ Foreign exchange difference	Amortisasi biaya pinjaman/ Amortization cost of loans		
Pinjaman bank jangka panjang	23.588.168.784	(57.696.569)	-	(276.415.450)	23.254.056.765	Long-term bank loans
Obligasi dan sukuk ijarah	3.712.680.188	-	-	1.942.825	3.714.623.013	Bonds payable and sukuk ijarah
Pinjaman bank jangka pendek	114.656.344	(7.371.000)	-	-	107.285.344	Short-term bank loans
<b>Total</b>	<b>27.415.505.316</b>	<b>(65.067.569)</b>	<b>-</b>	<b>(274.472.625)</b>	<b>27.075.965.122</b>	<b>Total</b>

	Non-arus kas/Non-cash flow				31 Desember 2021/ December 31, 2021	
	1 Januari 2021/ January 1, 2021	Arus kas/ Cash flow	Selisih kurs/ Foreign exchange difference	Amortisasi biaya pinjaman/ Amortization cost of loans		
Pinjaman bank jangka panjang	21.010.586.987	2.590.231.796	-	(12.649.999)	23.588.168.784	Long-term bank loans
Obligasi dan sukuk ijarah	2.996.091.817	721.900.000	-	(5.311.629)	3.712.680.188	Bonds payable and sukuk ijarah
Pinjaman bank jangka pendek	110.494.801	4.161.543	-	-	114.656.344	Short-term bank loans
<b>Total</b>	<b>24.117.173.605</b>	<b>3.316.293.339</b>	<b>-</b>	<b>(17.961.628)</b>	<b>27.415.505.316</b>	<b>Total</b>

**41. NON-CASH TRANSACTIONS**

Supplementary information to the consolidated statements of cash flow relating to non-cash activities is as follows:

Movement of liabilities arising from financing activities in the consolidated statement of cash flows are as follows:



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**42. TRANSAKSI DENGAN PIHAK BERELASI**

Sifat hubungan dan jenis transaksi dengan pihak berelasi adalah sebagai berikut:

**a. Sifat Hubungan Berelasi**

<b>Sifat relasi/ <i>Nature of relationship</i></b>
Pemegang Saham/ <i>Shareholder</i>
Entitas yang berelasi dengan Pemerintah/ <i>Government related entities</i>
Entitas Asosiasi/ <i>Associated entities</i>
Imbalan kerja/ <i>Employee benefits plan</i>

**b. Transaksi dengan Pihak Berelasi**

Dalam kegiatan usahanya, Perusahaan dan entitas anak melakukan transaksi tertentu dengan pihak berelasi.

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut:

**42. TRANSACTION WITH RELATED PARTIES**

The nature of relationships and transactions with related parties are as follows:

**a. Nature of Relationship**

<b>Nama pihak berelasi/ <i>Name of related party</i></b>	<b>Jenis transaksi/ <i>Nature of transaction</i></b>
Pemerintah Republik Indonesia/ <i>The Government of The Republic of Indonesia</i>	Setoran saham/ <i>Share capital</i> Dividen/ <i>Dividend</i>
PT Aviawi Pariwisata Indonesia (Persero)	Jasa konsesi/ <i>Concession service</i> Setoran saham/ <i>Share capital</i>
PT Bank Mandiri (Persero) Tbk	Jasa perbankan/ <i>Banking services</i>
PT Bank Rakyat Indonesia (Persero) Tbk	Jasa perbankan/ <i>Banking services</i>
PT Bank Negara Indonesia (Persero) Tbk	Jasa perbankan/ <i>Banking services</i>
PT Bank Tabungan Negara Tbk	Jasa perbankan/ <i>Banking services</i>
PT Bank Syariah Indonesia Tbk	Jasa perbankan/ <i>Banking services</i>
PT Garuda Indonesia (Persero) Tbk	Penjualan jasa/ <i>Sales</i>
PT Pertamina (Persero)	Penjualan jasa/ <i>Sales</i>
PT Perusahaan Listrik Negara (Persero)	Penjualan jasa/ <i>Sales</i>
PT Telekomunikasi Indonesia (Persero) Tbk	Penjualan jasa/ <i>Sales</i>
PT Asuransi Jasa Indonesia (Persero)	Penjualan jasa/ <i>Sales</i>
PT Perusahaan Umum (Perum) Lembaga Penyelenggara Pelayanan Navigasi Penerbangan Indonesia (LPPNPI)	Penjualan jasa/ <i>Sales</i>
Perusahaan Badan Usaha Milik Negara (BUMN) lainnya/ <i>Other Stated Owners Enterprise (BUMN)</i>	Penjualan jasa dan jasa pembangunan/ <i>Sales and construction services</i>
PT Gapura Angkasa	Penjualan jasa/ <i>Sales</i>
PT Jasa Marga Bali Tol	Penjualan jasa/ <i>Sales</i>
PT Bandara Internasional Batam	Penjualan jasa/ <i>Sales</i>
Dana Pensiun Angkasa Pura	Jasa pensiun/ <i>Pension services</i>

**b. Transaction with Related Parties**

In the normal course of business, the Company and its subsidiaries entered into transactions with related parties.

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows:

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**42. TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**b. Transaksi dengan Pihak Berelasi (lanjutan)**

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut:(lanjutan)

**42. TRANSACTION WITH RELATED PARTIES  
(continued)**

**b. Transaction with Related Parties (continued)**

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Aset/ Percentage to Total Assets		
	2022	2021	2022	2021	
<b>Aset</b>					<b>Assets</b>
<b>Kas dan setara kas (Catatan 5)</b>					<b>Cash and cash equivalents (Note 5)</b>
<b>Bank</b>					<b>Bank</b>
<b>Rupiah</b>					<b>Rupiah</b>
PT Bank Mandiri (Persero) Tbk	670.556.433	221.159.216	1,63%	0,52%	PT Bank Mandiri (Persero) Tbk
PT Bank Tabungan Negara (Persero) Tbk	347.494.660	418.383.035	0,84%	0,98%	PT Bank Tabungan Negara (Persero) Tbk
PT Bank Syariah Indonesia Tbk	185.084.377	197.769.658	0,45%	0,46%	PT Bank Syariah Indonesia Tbk
PT Bank Negara Indonesia (Persero) Tbk	129.936.801	154.269.334	0,32%	0,36%	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	26.592.513	14.859.942	0,06%	0,03%	PT Bank Rakyat Indonesia (Persero) Tbk
<b>Sub-total</b>	<b>1.359.664.784</b>	<b>1.006.441.185</b>	<b>3,31%</b>	<b>2,36%</b>	<b>Sub-total</b>
<b>Dolar AS</b>					<b>US Dollar</b>
PT Bank Negara Indonesia (Persero) Tbk	148.030.033	137.689.745	0,36%	0,32%	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	19.275.434	17.626.630	0,05%	0,04%	PT Bank Mandiri (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	880.309	801.532	0,00%	0,00%	PT Bank Rakyat Indonesia (Persero) Tbk
PT Bank Syariah Indonesia Tbk	-	314.359	0,00%	0,00%	PT Bank Syariah Indonesia Tbk
<b>Sub-total</b>	<b>168.185.776</b>	<b>156.432.266</b>	<b>0,41%</b>	<b>0,37%</b>	<b>Sub-total</b>
<b>Dolar Singapura</b>					<b>Singapore Dollar</b>
PT Bank Negara Indonesia (Persero) Tbk	-	27.637	-	0,00%	PT Bank Negara Indonesia (Persero) Tbk
<b>Sub-total</b>	<b>-</b>	<b>27.637</b>	<b>-</b>	<b>0,00%</b>	<b>Sub-total</b>
<b>Total bank</b>	<b>1.527.850.560</b>	<b>1.162.901.088</b>	<b>3,71%</b>	<b>2,73%</b>	<b>Total bank</b>

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**42. TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**b. Transaksi dengan Pihak Berelasi (lanjutan)**

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

**42. TRANSACTION WITH RELATED PARTIES  
(continued)**

**b. Transaction with Related Parties (continued)**

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Aset/ Percentage to Total Assets		
	2022	2021	2022	2021	
<b>Deposito Rupiah</b>					<b>Time deposits Rupiah</b>
PT Bank					PT Bank
Negara Indonesia (Persero) Tbk	35.000.000	-	0,09%	-	Negara Indonesia (Persero) Tbk
PT Bank Syariah Indonesia Tbk	10.000.000	-	0,02%	-	PT Bank Syariah Indonesia Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	-	35.000.000	0,00%	0,08%	PT Bank Rakyat Indonesia (Persero) Tbk
<b>Total deposito</b>	<b>45.000.000</b>	<b>35.000.000</b>	<b>0,11%</b>	<b>0,08%</b>	<b>Total deposito</b>
<b>Total</b>	<b>1.572.850.560</b>	<b>1.197.901.088</b>	<b>3,83%</b>	<b>2,79%</b>	<b>Total</b>
<b>Investasi Jangka Pendek (Catatan 6)</b>					<b>Short-Term Investment (Note 6)</b>
<b>Obligasi Rupiah</b>					<b>Bonds Rupiah</b>
FR0028, 2005, 10%	5.065.000	5.462.500	0,01%	0,01%	FR0028, 2005, 10%
<b>Sub-total</b>	<b>5.065.000</b>	<b>5.462.500</b>	<b>0,01%</b>	<b>0,01%</b>	<b>Sub-total</b>
<b>Deposito yang dibatasi Penggunaannya</b>					<b>Restricted time deposits</b>
PT Bank Mandiri (Persero) Tbk	35.000.000	20.000.000	0,09%	0,05%	PT Bank Mandiri (Persero) Tbk
PT Bank Negara Indonesia (Persero) Tbk	-	13.320.000	-	0,03%	PT Bank Negara Indonesia (Persero) Tbk
<b>Sub-total</b>	<b>35.000.000</b>	<b>33.320.000</b>	<b>0,09%</b>	<b>0,08%</b>	<b>Sub-total</b>
<b>Total</b>	<b>40.065.000</b>	<b>38.782.500</b>	<b>0,10%</b>	<b>0,09%</b>	<b>Total</b>

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**42. TRANSAKSI DENGAN PIHAK BERELASI  
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**42. TRANSACTION WITH RELATED PARTIES  
(continued)**

**b. Transaksi dengan Pihak Berelasi (lanjutan)**

**b. Transaction with Related Parties (continued)**

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Total/Total		Persentase Terhadap Total Aset/ Percentage to Total Assets		
	2022	2021	2022	2021	
<b>Piutang usaha (Catatan 7)</b>					<b>Trade receivables (Note 7)</b>
<b>Lancar</b>					<b>Current</b>
PT Gapura Angkasa	90.657.355	82.455.837	0,22%	0,19%	PT Gapura Angkasa
PT Merpati Nusantara Airlines	47.812.949	47.406.446	0,12%	0,11%	PT Merpati Nusantara Airlines
PT Aerofood Indonesia	24.684.815	44.031.799	0,06%	0,10%	PT Aerofood Indonesia
PT Garuda Indonesia (Persero) Tbk	22.893.070	169.404.845	0,06%	0,40%	PT Garuda Indonesia (Persero) Tbk
PT Pertamina Patra Niaga	20.186.882	10.380.997	0,05%	0,02%	PT Pertamina Patra Niaga
PT Garuda Maintenance Facility Aero Asia Tbk	16.312.305	20.462.260	0,04%	0,05%	PT Garuda Maintenance Facility Aero Asia Tbk
PT Citilink Indonesia	12.158.232	40.766.868	0,03%	0,10%	PT Citilink Indonesia
PT Telekomunikasi Seluler	5.844.383	1.769.558	0,01%	0,00%	PT Telekomunikasi Seluler
PT Bank Mandiri (Persero) Tbk	5.261.365	337.512	0,01%	0,00%	PT Bank Mandiri (Persero) Tbk
PT Merpati Maintenance Facility	3.883.664	-	0,01%	-	PT Merpati Maintenance Facility
PP KSO	3.449.291	1.418.019	0,01%	0,00%	PP KSO
PT Wijaya Karya (Persero) Tbk	3.039.000	-	0,01%	-	PT Wijaya Karya (Persero) Tbk
Lain-lain (dibawah Rp3 miliar)	19.228.234	26.257.176	0,04%	0,06%	Others (below Rp3 billion)
<b>Sub-total</b>	<b>275.411.545</b>	<b>444.691.317</b>	<b>0,67%</b>	<b>1,04%</b>	<b>Sub-total</b>

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**42. TRANSAKSI DENGAN PIHAK BERELASI  
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**b. Transaksi dengan Pihak Berelasi (lanjutan)**

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut:(lanjutan)

**42. TRANSACTION WITH RELATED PARTIES  
(continued)**

**b. Transaction with Related Parties (continued)**

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Persentase Terhadap Total Aset/				
	Total/Total		Percentage to Total Assets		
	2022	2021	2022	2021	
<b>Piutang usaha (Catatan 7)</b>					<b>Trade receivables (Note 7)</b>
<b>Tidak lancar</b>					<b>Non-current</b>
PT Garuda Indonesia (Persero) Tbk	156.689.027	-	0,38%	-	PT Garuda Indonesia (Persero) Tbk
PT Aerofood Indonesia	44.909.972	-	0,11%	-	PT Aerofood Indonesia
PT Barata Indonesia (Persero)	14.236.549	-	0,03%	-	PT Barata Indonesia (Persero)
<b>Sub-total</b>	<b>215.835.548</b>	<b>-</b>	<b>0,52%</b>	<b>-</b>	<b>Sub-total</b>
<b>Total</b>	<b>491.247.093</b>	<b>444.691.317</b>	<b>1,19%</b>	<b>1,04%</b>	<b>Total</b>
<b>Piutang lain-lain (Catatan 8)</b>					<b>Other receivables (Note 8)</b>
PT Aviassi Pariwisata Indonesia	9.387.328	-	0,02%	-	PT Aviassi Pariwisata Indonesia
PT Pembangunan Perumahan	532.219	-	0,00%	-	PT Pembangunan Perumahan
Airnav Indonesia	428.602	-	0,00%	-	Airnav Indonesia
PT Wijaya Karya Bangunan Gedung Tbk	200.000	-	0,00%	-	PT Wijaya Karya Bangunan Gedung Tbk
PT Utama Karya (Persero)	158.103	-	0,00%	-	PT Utama Karya (Persero)
PT Bandara Internasional Batam	126.944	-	0,00%	-	PT Bandara Internasional Batam
PT Angkasa Pura II	65.896	-	0,00%	-	PT Angkasa Pura II
<b>Total</b>	<b>10.899.092</b>	<b>-</b>	<b>0,03%</b>	<b>-</b>	<b>Total</b>

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**42. TRANSAKSI DENGAN PIHAK BERELASI  
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**b. Transaksi dengan Pihak Berelasi (lanjutan)**

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut:(lanjutan)

**42. TRANSACTION WITH RELATED PARTIES  
(continued)**

**b. Transaction with Related Parties (continued)**

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Persentase Terhadap Total Liabilitas/				
	Total/Total		Percentage to Total Liabilities		
	2022	2021	2022	2021	
<b>Utang usaha (Catatan 20)</b>					<b>Trade payables (Note 20)</b>
PT Waskita Karya (Persero) Tbk	100.609.479	18.285.219	0,32%	0,06%	PT Waskita Karya (Persero) Tbk
PT Pembangunan Perumahan (Persero) Tbk	89.206.307	29.651.818	0,28%	0,09%	PT Pembangunan Perumahan (Persero) Tbk
PT Adhi Karya (Persero) Tbk	75.290.581	-	0,24%	-	PT Adhi Karya (Persero) Tbk
PT Nindya Karya (Persero)	23.994.024	17.516.886	0,08%	0,05%	PT Nindya Karya (Persero)
PT Varuna Tirta Prakasya (Persero)	12.052.563	-	0,04%	-	PT Varuna Tirta Prakasya (Persero)
PT Berdikari Meubel Nusantara	3.647.876	-	0,01%	-	PT Berdikari Meubel Nusantara
PT Pelita Air Service	3.274.804	2.550.048	0,01%	0,01%	PT Pelita Air Service
Lain-lain (dibawah Rp3 miliar)	9.603.036	58.354.476	0,03%	0,18%	Others (below Rp3 billion)
<b>Total</b>	<b>317.678.670</b>	<b>126.358.447</b>	<b>1,00%</b>	<b>0,39%</b>	<b>Total</b>



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**42. TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**42. TRANSACTION WITH RELATED PARTIES  
(continued)**

**b. Transaksi dengan Pihak Berelasi (lanjutan)**

**b. Transaction with Related Parties (continued)**

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut:(lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	Persentase Terhadap Total Liabilitas/				
	Total/Total		Percentage to Total Liabilities		
	2022	2021	2022	2021	
<b>Utang lain-lain (Catatan 22)</b>					<b>Other payables (Note 22)</b>
PT Utama Karya (Persero)	84.404.032	37.323.376	0,27%	0,11%	PT Utama Karya (Persero)
PT Waskita Karya (Persero) Tbk	58.785.518	159.206.571	0,19%	0,49%	PT Waskita Karya (Persero) Tbk
PT Wijaya Karya (Persero) Tbk	48.364.579	287.793.189	0,15%	0,88%	PT Wijaya Karya (Persero) Tbk
PT Pembangunan Perumahan (Persero) Tbk	22.940.306	147.210.722	0,07%	0,45%	PT Pembangunan perumahan (Persero) Tbk
PT Adhi Karya (Persero) Tbk	14.400.430	91.530.957	0,05%	0,28%	PT Adhi Karya (Persero) Tbk
PT Nindya Karya (Persero)	14.324.710	66.675.033	0,05%	0,20%	PT Nindya Karya (Persero)
PT Amarta Karya (Persero) Tbk	8.980.953	11.440.098	0,03%	0,04%	PT Amarta Karya (Persero) Tbk
PT Telekomunikasi Indonesia (Persero) Tbk	3.963.618	2.734.937	0,01%	0,01%	PT Telekomunikasi Indonesia (Persero) Tbk
PT Istaka Karya (Persero) Tbk	3.672.439	15.073.024	0,01%	0,05%	PT Istaka Karya (Persero) Tbk
PT Asuransi Jasa Indonesia (Persero)	3.554.007	5.945.374	0,01%	0,02%	PT Asuransi Jasa Indonesia (Persero)
PT Mandiri Sekuritas	3.322.948	-	0,01%	0,00%	PT Mandiri Sekuritas
Lain-lain (dibawah Rp3 miliar)	8.030.655	9.379.732	0,03%	0,03%	Others (below Rp3 billion)
<b>Total</b>	<b>274.744.195</b>	<b>834.313.013</b>	<b>0,86%</b>	<b>2,56%</b>	<b>Total</b>
<b>Utang bank jangka pendek (Catatan 23)</b>					<b>Short-term bank loans (Note 23)</b>
PT Bank Negara Indonesia Indonesia (Persero) Tbk	38.946.344	51.596.344	0,12%	0,16%	PT Bank Negara Indonesia Indonesia (Persero) Tbk
PT Bank Mandiri (Persero) Tbk	34.500.000	23.500.000	0,11%	0,07%	PT Bank Mandiri (Persero) Tbk
PT Bank Syariah Indonesia Tbk	33.839.000	39.560.000	0,11%	0,12%	PT Bank Syariah Indonesia Tbk
<b>Total</b>	<b>107.285.344</b>	<b>114.656.344</b>	<b>0,34%</b>	<b>0,35%</b>	<b>Total</b>

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**42. TRANSAKSI DENGAN PIHAK BERELASI  
(lanjutan)**

**42. TRANSACTION WITH RELATED PARTIES  
(continued)**

**b. Transaksi dengan Pihak Berelasi (lanjutan)**

**b. Transaction with Related Parties (continued)**

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut: (lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

	<b>Total/Total</b>		<b>Persentase Terhadap Total Liabilitas/ Percentage to Total Liabilities</b>		
	<b>2022</b>	<b>2021</b>	<b>2022</b>	<b>2021</b>	
<b>Utang bank jangka panjang (Catatan 23)</b>					<b>Long-term bank loans (Note 23)</b>
<b>Perusahaan</b>					<b>The Company</b>
PT Bank Mandiri (Persero) Tbk	5.947.072.397	5.949.763.475	18,72%	18,24%	PT Bank Mandiri (Persero) Tbk
PT Sarana Multi Infrastruktur (Persero)	3.280.696.161	3.282.180.691	10,33%	10,06%	PT Sarana Multi Infrastruktur (Persero)
PT Bank Tabungan Negara (Persero)	2.998.643.100	3.000.000.000	9,44%	9,20%	PT Bank Tabungan Negara (Persero)
PT Bank Syariah Indonesia Tbk	1.999.094.997	2.000.000.000	6,29%	6,13%	PT Bank Syariah Indonesia Tbk
PT Bank Negara Indonesia (Persero)	886.183.998	886.585.000	2,79%	2,72%	PT Bank Negara Indonesia (Persero)
PT Bank Rakyat Indonesia (Persero)	332.266.864	332.417.216	1,05%	1,02%	PT Bank Rakyat Indonesia (Persero)
<b>Total</b>	<b>15.443.957.517</b>	<b>15.450.946.382</b>	<b>48,62%</b>	<b>47,37%</b>	<b>Total</b>
<b>Utang bank jangka panjang (Catatan 23)</b>					<b>Long-term bank loans (Note 23)</b>
<b>Entitas Anak</b>					<b>Subsidiaries</b>
PT Bank Syariah Indonesia Tbk	162.662.045	189.811.222	0,51%	0,58%	PT Bank Syariah Indonesia Tbk
PT Bank Negara Indonesia (Persero)	7.086.721	26.033.774	0,02%	0,08%	PT Bank Negara Indonesia (Persero)
<b>Total</b>	<b>169.748.766</b>	<b>215.844.996</b>	<b>0,53%</b>	<b>0,66%</b>	<b>Total</b>

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**42. TRANSAKSI DENGAN PIHAK BERELASI  
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**42. TRANSACTION WITH RELATED PARTIES  
(continued)**

**b. Transaksi dengan Pihak Berelasi (lanjutan)**

**b. Transaction with Related Parties (continued)**

Rincian akun signifikan dengan pihak-pihak berelasi (pemerintah, entitas pemerintah atau dinyatakan lain) sebagai berikut:(lanjutan)

Details of significant accounts with related parties (government, owned entities unless otherwise stated) are as follows: (continued)

Tahun yang berakhir pada tanggal  
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Year ended December 31

	Pendapatan/Revenue		Persentase dari total pendapatan/Percentage of total revenue		
	2022	2021	2022	2021	
<b>Pendapatan</b>					<b>Revenues</b>
PT Garuda Indonesia (Persero) Tbk	228.644.440	135.350.584	3,83%	4,22%	PT Garuda Indonesia (Persero) Tbk
PT Pertamina Patra Niaga	80.831.620	6.397.804	1,36%	0,20%	PT Pertamina Patra Niaga
PT Citilink Indonesia	68.091.983	57.663.199	1,14%	1,80%	PT Citilink Indonesia
PT Gapura Angkasa	56.461.995	52.803.657	0,95%	1,53%	PT Gapura Angkasa
PT Aerofood Indonesia	26.930.438	15.204.781	0,45%	0,47%	PT Aerofood Indonesia
PT Bank Mandiri (Persero) Tbk	25.286.057	10.545.948	0,42%	0,33%	PT Garuda Indonesia (Persero) Tbk
PT Pelita Air Service	23.835.360	1.675.133	0,40%	0,05%	PT Pelita Air Service
PT Bank Negara Indonesia (Persero) Tbk	23.796.294	18.316.773	0,40%	0,57%	PT Bank Negara Indonesia (Persero) Tbk
PT Bank Rakyat Indonesia (Persero) Tbk	23.733.115	6.260.510	0,40%	0,20%	PT Bank Rakyat Indonesia (Persero) Tbk
PT Garuda Maintenance Facility Aero AsiaTbk	8.986.027	20.105.546	0,15%	0,63%	PT Garuda Maintenance Facility Aero Asia Tbk
Lain-lain (dibawah 10 miliar)	49.777.044	59.703.241	0,83%	1,86%	Others (below 10 billion)
<b>Total</b>	<b>616.374.373</b>	<b>384.027.176</b>	<b>10,33%</b>	<b>11,86%</b>	<b>Total</b>

**Kompensasi personil manajemen kunci**

Total manfaat yang dibayarkan oleh Kelompok Usaha untuk Dewan Komisaris dan Direksi sebesar Rp119.185.377 dan Rp100.529.465 masing-masing untuk tahun yang berakhir pada tanggal 31 Desember 2022 dan 2021 (tidak diaudit).

**Key management personnel compensation**

Total benefits paid by the Group for the Board of Commissioners and Directors amounted to Rp119,185,377 and Rp100,529,465 for the years ended December 31, 2022 and 2021, respectively (unaudited).

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**43. INFORMASI SEGMENT OPERASI**

Informasi segmen operasi sebagai berikut:

**43. OPERATION SEGMENT INFORMATION**

Operation segment information is as follows:

31 Desember/December 31, 2022

	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
<b>PENDAPATAN USAHA</b>						<b>OPERATING REVENUES</b>
Kantor Pusat	-	92.642.387	92.642.387	(15.119.535)	77.522.852	Head Office
Bandara Adi Sucipto	4.020.844	3.270.514	7.291.358	(1.189.973)	6.101.385	Adi Sucipto Airport
Bandara Adi Soemarmo	35.979.258	29.265.169	65.244.427	(10.648.100)	54.596.327	Adi Soemarmo Airport
Bandara Ahmad Yani	76.382.105	62.128.440	138.510.545	(22.605.367)	115.905.178	Ahmad Yani Airport
Bandara Juanda	504.414.820	410.285.971	914.700.791	(149.282.112)	765.418.679	Juanda Airport
Bandara Syamsudin Noor	101.764.739	82.774.421	184.539.160	(30.117.385)	154.421.775	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	175.298.609	142.586.136	317.884.745	(51.879.813)	266.004.932	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	1.049.139.355	853.359.463	1.902.498.818	(310.493.928)	1.592.004.890	I Gusti Ngurah Rai Airport
Bandara Praya	69.533.409	56.557.780	126.091.189	(20.578.488)	105.512.701	Praya Airport
Bandara El Tari	31.245.572	25.414.836	56.660.408	(9.247.161)	47.413.247	El Tari Airport
Bandara Sultan Hassanudin	283.250.293	230.392.957	513.643.250	(83.828.231)	429.815.019	Sultan Hassanudin Airport
Bandara Sam Ratulangi	61.840.448	50.300.402	112.140.850	(18.301.748)	93.839.102	Sam Ratulangi Airport
Bandara Pattimura	28.034.721	22.803.161	50.837.882	(8.296.906)	42.540.976	Pattimura Airport
Bandara Frans Kaisiepo	6.537.393	5.317.450	11.854.843	(1.934.749)	9.920.094	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	155.398.368	126.399.479	281.797.847	(45.990.315)	235.807.532	Yogyakarta International Airport
Bandara Sentani	53.444.367	43.471.114	96.915.481	(15.816.918)	81.098.563	Sentani Airport
<b>Anak Perusahaan</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	708.904.575	708.904.575	(115.695.507)	593.209.068	Angkasa Pura Logistik
Angkasa Pura Properti	-	266.428.989	266.428.989	(43.482.068)	222.946.921	Angkasa Pura Properti
Angkasa Pura Hotel	-	262.489.165	262.489.165	(42.839.076)	219.650.089	Angkasa Pura Hotel
Angkasa Pura Suport	-	919.520.929	919.520.929	(150.068.774)	769.452.155	Angkasa Pura Suport
Angkasa Pura Retail	-	95.211.813	95.211.813	(15.538.874)	79.672.939	Angkasa Pura Retail
<b>Total pendapatan usaha</b>	<b>2.636.284.301</b>	<b>4.489.525.151</b>	<b>7.125.809.452</b>	<b>(1.162.955.028)</b>	<b>5.962.854.424</b>	<b>Total operating revenue</b>
<b>BEBAN USAHA</b>						<b>OPERATING EXPENSES</b>
Kantor Pusat	-	733.776.902	733.776.902	(131.647.608)	602.129.294	Head Office
Bandara Adi Sucipto	23.818.901	19.374.056	43.192.957	(7.749.289)	35.443.668	Adi Sucipto Airport
Bandara Adi Soemarmo	54.298.185	44.165.601	98.463.786	(17.665.481)	80.798.305	Adi Soemarmo Airport
Bandara Ahmad Yani	134.659.085	109.530.354	244.189.439	(43.810.258)	200.379.181	Ahmad Yani Airport
Bandara Juanda	294.518.369	239.558.297	534.076.666	(95.819.200)	438.257.466	Juanda Airport
Bandara Syamsudin Noor	124.456.394	101.231.587	225.687.981	(40.490.894)	185.197.087	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	152.851.347	124.327.757	277.179.104	(49.728.965)	227.450.139	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	453.425.933	368.812.121	822.238.054	(147.518.507)	674.719.547	I Gusti Ngurah Rai Airport
Bandara Praya	87.203.740	70.930.650	158.134.390	(28.371.041)	129.763.349	Praya Airport
Bandara El Tari	42.636.647	34.680.223	77.316.870	(13.871.493)	63.445.377	El Tari Airport
Bandara Sultan Hassanudin	163.487.902	132.979.425	296.467.327	(53.189.484)	243.277.843	Sultan Hassanudin Airport
Bandara Sam Ratulangi	77.736.673	63.230.233	140.966.906	(25.291.006)	115.675.900	Sam Ratulangi Airport
Bandara Pattimura	41.194.115	33.506.881	74.700.996	(13.402.176)	61.298.820	Pattimura Airport
Bandara Frans Kaisiepo	24.523.525	19.947.190	44.470.715	(7.978.533)	36.492.182	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	298.089.804	242.463.266	540.553.070	(96.981.138)	443.571.932	Yogyakarta International Airport
Bandara Sentani	40.335.056	32.808.131	73.143.187	(13.122.688)	60.020.499	Sentani Airport
<b>Anak Perusahaan</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	667.894.230	667.894.230	(119.827.536)	548.066.694	Angkasa Pura Logistik
Angkasa Pura Properti	-	253.497.828	253.497.828	(45.480.285)	208.017.543	Angkasa Pura Properti
Angkasa Pura Hotel	-	213.918.668	213.918.668	(38.379.351)	175.539.317	Angkasa Pura Hotel
Angkasa Pura Suport	-	856.870.706	856.870.706	(153.731.984)	703.138.722	Angkasa Pura Suport
Angkasa Pura Retail	-	179.273.682	179.273.682	(32.163.661)	147.110.021	Angkasa Pura Retail
<b>Total beban usaha</b>	<b>2.013.235.676</b>	<b>4.542.777.788</b>	<b>6.556.013.464</b>	<b>(1.176.220.578)</b>	<b>5.379.792.886</b>	<b>Total operating expenses</b>
<b>LABA (RUGI) USAHA</b>	<b>1.244.510.678</b>	<b>(674.714.690)</b>	<b>569.795.988</b>	<b>13.265.550</b>	<b>583.061.538</b>	<b>OPERATING INCOME (LOSS)</b>

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**43. INFORMASI SEGMENT OPERASI (lanjutan)**

**43. OPERATION SEGMENT INFORMATION  
(continued)**

Informasi segmen operasi sebagai berikut:  
(lanjutan)

Operation segment information is as follows:  
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31 Desember/December 31, 2022

	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
<b>PENDAPATAN (BEBAN) NON-USAHA</b>						<b>NON-OPERATING REVENUE (EXPENSE)</b>
Kantor Pusat	-	(1.238.748.436)	(1.238.748.436)	10.090.472	(1.228.657.964)	Head Office
Bandara Adi Sucipto	391	318	709	(6)	703	Adi Sucipto Airport
Bandara Adi Soemarmo	(35.195)	(28.627)	(63.822)	520	(63.302)	Adi Soemarmo Airport
Bandara Ahmad Yani	(1.396.072)	(1.135.551)	(2.531.623)	20.622	(2.511.001)	Ahmad Yani Airport
Bandara Juanda	(327.132)	(266.086)	(593.218)	4.832	(588.386)	Juanda Airport
Bandara Syamsudin Noor	(441.060)	(358.754)	(799.814)	6.515	(793.299)	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	(80.694)	(65.635)	(146.329)	1.192	(145.137)	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	(103.695)	(84.345)	(188.040)	1.532	(186.508)	I Gusti Ngurah Rai Airport
Bandara Praya	(46.302)	(37.662)	(83.964)	684	(83.280)	Praya Airport
Bandara El Tari	(3.272)	(2.662)	(5.934)	48	(5.886)	El Tari Airport
Bandara Sultan Hassanudin	(26.084)	(21.216)	(47.300)	385	(46.915)	Sultan Hassanudin Airport
Bandara Sam Ratulangi	(37.283)	(30.325)	(67.608)	551	(67.057)	Sam Ratulangi Airport
Bandara Pattimura	(14.061)	(11.437)	(25.498)	208	(25.290)	Pattimura Airport
Bandara Frans Kaisiepo	(13.866)	(11.279)	(25.145)	205	(24.940)	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	-	-	-	-	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	(4.445.556)	(3.615.971)	(8.061.527)	65.667	(7.995.860)	Yogyakarta International Airport
Bandara Sentani	(7.531.003)	(6.125.642)	(13.656.645)	111.243	(13.545.402)	Sentani Airport
<b>Entitas anak</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	394.409	394.409	(3.213)	391.196	Angkasa Pura Logistik
Angkasa Pura Properti	-	(1.209.475)	(1.209.475)	9.852	(1.199.623)	Angkasa Pura Properti
Angkasa Pura Hotel	-	(1.104.191)	(1.104.191)	8.994	(1.095.197)	Angkasa Pura Hotel
Angkasa Pura Suport	-	(23.991.171)	(23.991.171)	195.425	(23.795.746)	Angkasa Pura Suport
Angkasa Pura Retail	-	15.554	15.554	(127)	15.427	Angkasa Pura Retail
<b>Total beban non usaha</b>	<b>(14.500.884)</b>	<b>(1.276.438.184)</b>	<b>(1.290.939.068)</b>	<b>10.515.601</b>	<b>(1.280.423.467)</b>	<b>Total non operating expense</b>
Laba (rugi) entitas asosiasi	-	(23.471.366)	(23.471.366)	-	(23.471.366)	Income (loss) associates
<b>Laba (rugi) sebelum pajak</b>	<b>1.230.009.794</b>	<b>(1.974.624.240)</b>	<b>(744.614.446)</b>	<b>23.781.151</b>	<b>(720.833.295)</b>	<b>Income (loss) before tax</b>
Pajak final	-	(70.780.368)	(70.780.368)	-	(70.780.368)	Final tax expense
Pajak penghasilan badan	25.762.731	20.955.147	46.717.878	-	46.717.878	Corporate income taxes
<b>Rugi tahun berjalan</b>	<b>1.255.772.525</b>	<b>(2.024.449.461)</b>	<b>(768.676.936)</b>	<b>23.781.151</b>	<b>(744.895.785)</b>	<b>Loss for the year</b>
<b>Laba diatribusikan kepada:</b>						<b>Income attributable to:</b>
Pemilik entitas induk	-	-	-	-	(745.072.037)	The owner of parent entity
Kepentingan non pengendali	-	-	-	-	176.252	Non controlling interest
<b>TOTAL RUGI TAHUN BERJALAN</b>	<b>1.255.772.525</b>	<b>(2.024.449.461)</b>	<b>(768.676.936)</b>	<b>23.781.151</b>	<b>(744.895.785)</b>	<b>TOTAL LOSS FOR THE YEAR</b>

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**43. INFORMASI SEGMENT OPERASI (lanjutan)**

**43. OPERATION SEGMENT INFORMATION  
(continued)**

Informasi segmen operasi sebagai berikut:  
(lanjutan)

Operation segment information is as follows:  
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	<b>Aeronautika/ Aeronautica</b>	<b>Non-aeronautika/ Non-aeronautica</b>	<b>Jumlah/ Total</b>	<b>Eliminasi/ Elimination</b>	<b>Konsolidasian/ Consolidated</b>	
<b>ASET</b>						<b>ASSET</b>
Kantor Pusat	-	5.338.248.393	5.338.248.393	(290.693.722)	5.047.554.671	Head Office
Bandara Adi Sucipto	149.902.103	121.928.872	271.830.975	(14.802.526)	257.028.449	Adi Sucipto Airport
Bandara Adi Soemarmo	316.815.668	257.694.697	574.510.365	(31.284.898)	543.225.467	Adi Soemarmo Airport
Bandara Ahmad Yani	1.127.823.677	917.360.503	2.045.184.180	(111.370.277)	1.933.813.903	Ahmad Yani Airport
Bandara Juanda	1.456.772.862	1.184.924.482	2.641.697.344	(143.853.335)	2.497.844.009	Juanda Airport
Bandara Syamsudin Noor	1.379.225.300	1.121.848.070	2.501.073.370	(136.195.672)	2.364.877.698	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	946.185.874	769.618.130	1.715.804.004	(93.433.916)	1.622.370.088	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	3.126.803.062	2.543.310.350	5.670.113.412	(308.765.395)	5.361.348.017	I Gusti Ngurah Rai Airport
Bandara Praya	986.405.499	802.332.371	1.788.737.870	(97.405.522)	1.691.332.348	Praya Airport
Bandara El Tari	268.017.226	218.002.532	486.019.758	(26.466.152)	459.553.606	El Tari Airport
Bandara Sultan Hassanudin	2.144.719.316	1.744.493.249	3.889.212.565	(211.786.637)	3.677.425.928	Sultan Hassanudin Airport
Bandara Sam Ratulangi	517.659.551	421.059.103	938.718.654	(51.117.820)	887.600.834	Sam Ratulangi Airport
Bandara Pattimura	241.224.249	196.209.392	437.433.641	(23.820.400)	413.613.241	Pattimura Airport
Bandara Frans Kaisiepo	151.030.697	122.846.859	273.877.556	(14.913.972)	258.963.584	Frans Kaisiepo Airport
Bandara Internasional Yogyakarta	6.645.207.495	5.405.145.341	12.050.352.836	(656.200.622)	11.394.152.214	International Yogyakarta Airport
Bandara Sentani	151.240.004	123.017.107	274.257.111	(14.934.640)	259.322.471	Sentani Airport
<b>Entitas anak</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	507.151.161	507.151.161	(27.616.860)	479.534.302	Angkasa Pura Logistik
Angkasa Pura Properti	-	304.076.705	304.076.705	(16.558.462)	287.518.242	Angkasa Pura Properti
Angkasa Pura Hotel	-	734.402.710	734.402.710	(39.991.818)	694.410.892	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.043.766.402	1.043.766.402	(56.838.183)	986.928.219	Angkasa Pura Suport
Angkasa Pura Retail	-	17.897.239	17.897.239	(974.592)	16.922.647	Angkasa Pura Retail
<b>Total aset</b>	<b>19.609.032.583</b>	<b>23.895.333.668</b>	<b>43.504.366.251</b>	<b>(2.369.025.421)</b>	<b>41.135.340.830</b>	<b>Total assets</b>
<b>LIABILITAS</b>						<b>LIABILITIES</b>
Kantor Pusat	-	29.080.242.670	29.080.242.670	(826.002.955)	28.254.239.715	Head Office
Bandara Adi Sucipto	185.434.174	150.830.304	336.264.478	(9.551.346)	326.713.132	Adi Sucipto Airport
Bandara Adi Soemarmo	15.973.455	12.992.648	28.966.103	(822.761)	28.143.342	Adi Soemarmo Airport
Bandara Ahmad Yani	34.823.344	28.324.960	63.148.304	(1.793.681)	61.354.623	Ahmad Yani Airport
Bandara Juanda	179.396.142	145.919.028	325.315.170	(9.240.339)	316.074.831	Juanda Airport
Bandara Syamsudin Noor	20.967.081	17.054.414	38.021.495	(1.079.973)	36.941.522	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	33.129.166	26.946.933	60.076.099	(1.706.418)	58.369.681	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	423.069.053	344.120.138	767.189.191	(21.791.446)	745.397.745	I Gusti Ngurah Rai Airport
Bandara Praya	89.522.555	72.816.751	162.339.306	(4.611.129)	157.728.177	Praya Airport
Bandara El Tari	12.475.231	10.147.228	22.622.459	(642.574)	21.979.885	El Tari Airport
Bandara Sultan Hassanudin	64.576.603	52.525.963	117.102.566	(3.326.212)	113.776.354	Sultan Hassanudin Airport
Bandara Sam Ratulangi	69.176.560	56.267.522	125.444.082	(3.563.147)	121.880.935	Sam Ratulangi Airport
Bandara Pattimura	16.296.779	13.255.637	29.552.416	(839.415)	28.713.001	Pattimura Airport
Bandara Frans Kaisiepo	3.197.927	2.601.162	5.799.089	(164.719)	5.634.370	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	-	-	-	-	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	102.357.501	83.256.568	185.614.069	(5.272.231)	180.341.838	International Yogyakarta Airport
Bandara Sentani	127.722.123	103.887.898	231.610.021	(6.578.713)	225.031.308	Sentani Airport
<b>Entitas anak</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	191.981.403	191.981.403	(5.453.091)	186.528.315	Angkasa Pura Logistik
Angkasa Pura Properti	-	98.642.143	98.642.143	(2.801.856)	95.840.285	Angkasa Pura Properti
Angkasa Pura Hotel	-	130.043.683	130.043.683	(3.693.792)	126.349.891	Angkasa Pura Hotel
Angkasa Pura Suport	-	587.343.464	587.343.464	(16.683.060)	570.660.404	Angkasa Pura Suport
Angkasa Pura Retail	-	113.811.160	113.811.160	(3.232.722)	110.578.438	Angkasa Pura Retail
<b>Total liabilitas</b>	<b>1.378.117.694</b>	<b>31.323.011.677</b>	<b>32.701.129.371</b>	<b>(928.851.580)</b>	<b>31.772.277.791</b>	<b>Total liabilities</b>



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**43. INFORMASI SEGMENT OPERASI (lanjutan)**

**43. OPERATION SEGMENT INFORMATION  
(continued)**

Informasi segmen operasi sebagai berikut:  
(lanjutan)

Operation segment information is as follows:  
(continued)

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	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
<b>PENDAPATAN USAHA</b>						<b>OPERATING REVENUES</b>
Kantor Pusat	-	10.002.141	10.002.141	(2.880.558)	7.121.583	Head Office
Bandara Adi Sucipto	3.700.517	4.889.499	8.590.016	(2.473.874)	6.116.142	Adi Sucipto Airport
Bandara Adi Soemarmo	14.559.642	19.237.678	33.797.320	(9.733.430)	24.063.890	Adi Soemarmo Airport
Bandara Ahmad Yani	37.368.908	49.375.598	86.744.506	(24.981.909)	61.762.597	Ahmad Yani Airport
Bandara Juanda	212.026.877	280.151.447	492.178.324	(141.744.473)	350.433.851	Juanda Airport
Bandara Syamsudin Noor	49.534.714	65.450.296	114.985.010	(33.115.009)	81.870.001	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	100.265.540	132.481.016	232.746.556	(67.029.644)	165.716.912	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	207.309.481	273.918.345	481.227.826	(138.590.794)	342.637.032	I Gusti Ngurah Rai Airport
Bandara Praya	26.142.489	34.542.112	60.684.601	(17.476.810)	43.207.791	Praya Airport
Bandara El Tari	17.960.216	23.730.861	41.691.077	(12.006.786)	29.684.291	El Tari Airport
Bandara Sultan Hassanudin	156.563.144	206.867.128	363.430.272	(104.665.789)	258.764.483	Sultan Hassanudin Airport
Bandara Sam Ratulangi	37.321.625	49.313.122	86.634.747	(24.950.299)	61.684.448	Sam Ratulangi Airport
Bandara Pattimura	16.958.162	22.406.846	39.365.008	(11.336.892)	28.028.116	Pattimura Airport
Bandara Frans Kaisiepo	3.968.076	5.243.025	9.211.101	(2.652.743)	6.558.358	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	-	-	-	-	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	74.254.976	98.113.216	172.368.192	(49.641.029)	122.727.163	Yogyakarta International Airport
Bandara Sentani	31.741.610	41.940.239	73.681.849	(21.219.941)	52.461.908	Sentani Airport
<b>Anak Perusahaan</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	578.625.259	578.625.259	(166.640.684)	411.984.575	Angkasa Pura Logistik
Angkasa Pura Properti	-	232.528.741	232.528.741	(66.966.915)	165.561.826	Angkasa Pura Properti
Angkasa Pura Hotel	-	109.332.696	109.332.696	(31.487.176)	77.845.520	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.018.324.249	1.018.324.249	(293.271.416)	725.052.833	Angkasa Pura Suport
Angkasa Pura Retail	-	256.152.580	256.152.580	(73.770.442)	182.382.138	Angkasa Pura Retail
<b>Total pendapatan usaha</b>	<b>989.675.977</b>	<b>3.512.626.094</b>	<b>4.502.302.071</b>	<b>(1.296.636.613)</b>	<b>3.205.665.458</b>	<b>Total operating revenue</b>
<b>BEBAN USAHA</b>						<b>OPERATING EXPENSES</b>
Kantor Pusat	-	717.863.220	717.863.220	(130.298.259)	587.564.961	Head Office
Bandara Adi Sucipto	26.894.859	35.536.220	62.431.079	(11.331.770)	51.099.309	Adi Sucipto Airport
Bandara Adi Soemarmo	40.953.242	54.111.584	95.064.826	(17.255.072)	77.809.754	Adi Soemarmo Airport
Bandara Ahmad Yani	108.542.749	143.417.705	251.960.454	(45.732.958)	206.227.496	Ahmad Yani Airport
Bandara Juanda	224.888.223	297.145.164	522.033.387	(94.753.485)	427.279.902	Juanda Airport
Bandara Syamsudin Noor	104.354.065	137.883.190	242.237.255	(43.968.115)	198.269.140	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	131.595.355	173.877.150	305.472.505	(55.445.849)	250.026.656	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	414.564.656	547.764.933	962.329.589	(174.670.977)	787.658.612	I Gusti Ngurah Rai Airport
Bandara Praya	63.907.305	84.440.822	148.348.127	(26.926.442)	121.421.685	Praya Airport
Bandara El Tari	32.445.321	42.870.054	75.315.375	(13.670.379)	61.644.996	El Tari Airport
Bandara Sultan Hassanudin	140.132.418	185.157.185	325.289.603	(59.042.820)	266.246.783	Sultan Hassanudin Airport
Bandara Sam Ratulangi	55.117.867	72.827.324	127.945.191	(23.223.137)	104.722.054	Sam Ratulangi Airport
Bandara Pattimura	36.239.788	47.883.689	84.123.477	(15.269.124)	68.854.353	Pattimura Airport
Bandara Frans Kaisiepo	21.341.098	28.198.026	49.539.124	(8.991.771)	40.547.353	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	15.604	15.604	(2.832)	12.772	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	262.144.615	346.372.093	608.516.708	(110.450.941)	498.065.767	Yogyakarta International Airport
Bandara Sentani	27.389.423	36.189.688	63.579.111	(11.540.148)	52.038.963	Sentani Airport
<b>Anak Perusahaan</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	555.925.906	555.925.906	(100.905.264)	455.020.642	Angkasa Pura Logistik
Angkasa Pura Properti	-	223.286.526	223.286.526	(40.528.397)	182.758.129	Angkasa Pura Properti
Angkasa Pura Hotel	-	181.741.998	181.741.998	(32.987.713)	148.754.285	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.138.789.551	1.138.789.551	(206.699.956)	932.089.595	Angkasa Pura Suport
Angkasa Pura Retail	-	278.114.115	278.114.115	(50.440.319)	227.673.796	Angkasa Pura Retail
<b>Total beban usaha</b>	<b>1.690.510.984</b>	<b>5.329.411.747</b>	<b>7.019.922.731</b>	<b>(1.274.135.728)</b>	<b>5.745.787.003</b>	<b>Total operating expenses</b>
<b>RUGI USAHA</b>	<b>(700.835.007)</b>	<b>(1.816.785.653)</b>	<b>(2.517.620.660)</b>	<b>(22.500.885)</b>	<b>(2.540.121.545)</b>	<b>OPERATING EXPENSES</b>

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**43. INFORMASI SEGMENT OPERASI (lanjutan)**

**43. OPERATION SEGMENT INFORMATION  
(continued)**

Informasi segmen operasi sebagai berikut:  
(lanjutan)

Operation segment Information is as follows:  
(continued)

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	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
<b>PENDAPATAN (BEBAN) NON-USAHA</b>						<b>NON-OPERATING REVENUE (EXPENSE)</b>
Kantor Pusat	-	(1.723.121.286)	(1.723.121.286)	250.177.744	(1.472.943.542)	Head Office
Bandara Adi Sucipto	(805)	(1.063)	(1.868)	334	(1.534)	Adi Sucipto Airport
Bandara Adi Soemarmo	(24.204)	(31.981)	(56.185)	10.031	(46.154)	Adi Soemarmo Airport
Bandara Ahmad Yani	(1.248.925)	(1.650.207)	(2.899.132)	517.595	(2.381.537)	Ahmad Yani Airport
Bandara Juanda	(312.435)	(412.820)	(725.255)	129.483	(595.772)	Juanda Airport
Bandara Syamsudin Noor	(548.695)	(724.991)	(1.273.686)	227.397	(1.046.289)	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	(69.881)	(92.334)	(162.215)	28.961	(133.254)	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	(219.489)	(290.011)	(509.500)	90.963	(418.537)	I Gusti Ngurah Rai Airport
Bandara Praya	(108.127)	(142.868)	(250.995)	44.811	(206.184)	Praya Airport
Bandara El Tari	(9.152)	(12.092)	(21.244)	3.793	(17.451)	El Tari Airport
Bandara Sultan Hassanudin	(20.197)	(26.686)	(46.883)	8.370	(38.513)	Sultan Hassanudin Airport
Bandara Sam Ratulangi	(63.948)	(84.494)	(148.442)	26.502	(121.940)	Sam Ratulangi Airport
Bandara Pattimura	(49.491)	(65.392)	(114.883)	20.510	(94.373)	Pattimura Airport
Bandara Frans Kaisiepo	(23.991)	(31.700)	(55.691)	9.943	(45.748)	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	-	-	-	-	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	(4.769.461)	(6.301.896)	(11.071.357)	1.976.618	(9.094.739)	Yogyakarta International Airport
Bandara Sentani	(5.972.481)	(7.891.449)	(13.863.930)	2.475.188	(11.388.742)	Sentani Airport
<b>Entitas anak</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	(18.619.126)	(18.619.126)	3.324.154	(15.294.972)	Angkasa Pura Logistik
Angkasa Pura Properti	-	(291.553)	(291.553)	52.052	(239.501)	Angkasa Pura Properti
Angkasa Pura Hotel	-	333.854	333.854	(59.604)	274.250	Angkasa Pura Hotel
Angkasa Pura Suport	-	(33.485.109)	(33.485.109)	5.978.244	(27.506.865)	Angkasa Pura Suport
Angkasa Pura Retail	-	560.656	560.656	(100.096)	460.560	Angkasa Pura Retail
<b>Total pendapatan (beban) non usaha</b>	<b>(13.441.282)</b>	<b>(1.792.382.548)</b>	<b>(1.805.823.830)</b>	<b>264.942.993</b>	<b>(1.540.880.837)</b>	<b>Total non operating revenue (expense)</b>
Laba (rugi) entitas asosiasi	-	(51.485.777)	(51.485.777)	-	(51.485.777)	Income (loss) associates
<b>Laba sebelum pajak</b>	<b>(714.276.289)</b>	<b>(3.660.653.978)</b>	<b>(4.374.930.267)</b>	<b>242.442.108</b>	<b>(4.132.488.159)</b>	<b>Income before tax</b>
Pajak final	-	(63.272.144)	(63.272.144)	-	(63.272.144)	Final tax expense
Pajak penghasilan badan	397.150.238	524.755.235	921.905.473	-	921.905.473	Corporate income taxes
<b>Laba tahun berjalan</b>	<b>(317.126.051)</b>	<b>(3.199.170.887)</b>	<b>(3.516.296.938)</b>	<b>242.442.108</b>	<b>(3.273.854.830)</b>	<b>Profit for the year</b>
<b>Laba diatribusikan kepada:</b>						<b>Income attributable to:</b>
Pemilik entitas induk	-	-	-	-	(3.273.048.654)	The owner of parent entity
Kepentingan non pengendali	-	-	-	-	(806.176)	Non controlling interest
<b>TOTAL RUGI TAHUN BERJALAN</b>	<b>(1.487.555.335)</b>	<b>(2.028.781.354)</b>	<b>(3.516.336.690)</b>	<b>242.482.860</b>	<b>(3.273.854.830)</b>	<b>TOTAL LOSS FOR THE YEAR</b>

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**43. INFORMASI SEGMENT OPERASI (lanjutan)**

**43. OPERATION SEGMENT INFORMATION  
(continued)**

Informasi segmen operasi sebagai berikut:  
(lanjutan)

Operation segment Information is as follows:  
(continued)

31 Desember/December 31, 2021

	Aeronautika/ Aeronautica	Non-aeronautika/ Non-aeronautica	Jumlah/ Total	Eliminasi/ Elimination	Konsolidasian/ Consolidated	
<b>ASET</b>						<b>ASSET</b>
Kantor Pusat	-	5.592.568.691	5.592.568.691	(315.616.607)	5.276.952.084	Head Office
Bandara Adi Sucipto	126.516.605	167.166.590	293.683.195	(16.574.011)	277.109.184	Adi Sucipto Airport
Bandara Adi Soemarmo	264.632.442	349.659.263	614.291.705	(34.667.552)	579.624.153	Adi Soemarmo Airport
Bandara Ahmad Yani	945.355.311	1.249.099.462	2.194.454.773	(123.844.052)	2.070.610.721	Ahmad Yani Airport
Bandara Juanda	1.226.475.751	1.620.544.343	2.847.020.094	(160.671.576)	2.686.348.518	Juanda Airport
Bandara Syamsudin Noor	1.138.653.237	1.504.504.317	2.643.157.554	(149.166.593)	2.493.990.961	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	790.906.969	1.045.026.625	1.835.933.594	(103.610.910)	1.732.322.684	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	2.447.825.216	3.234.315.317	5.682.140.533	(320.671.594)	5.361.468.939	I Gusti Ngurah Rai Airport
Bandara Praya	774.909.639	1.023.889.328	1.798.798.967	(101.515.217)	1.697.283.750	Praya Airport
Bandara El Tari	215.978.646	285.372.926	501.351.572	(28.293.775)	473.057.797	El Tari Airport
Bandara Sultan Hassanudin	1.723.824.024	2.277.691.400	4.001.515.424	(225.825.518)	3.775.689.906	Sultan Hassanudin Airport
Bandara Sam Ratulangi	429.736.538	567.811.566	997.548.104	(56.296.626)	941.251.478	Sam Ratulangi Airport
Bandara Pattimura	197.580.009	261.062.778	458.642.787	(25.883.505)	432.759.282	Pattimura Airport
Bandara Frans Kaisiepo	127.413.227	168.351.298	295.764.525	(16.691.471)	279.073.054	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	119	119	(6)	113	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	5.363.013.241	7.086.157.850	12.449.171.091	(702.568.955)	11.746.602.136	International Yogyakarta Airport
Bandara Sentani	109.351.607	144.486.450	253.838.057	(14.325.350)	239.512.707	Sentani Airport
<b>Entitas anak</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	458.037.854	458.037.854	(25.849.366)	432.188.488	Angkasa Pura Logistik
Angkasa Pura Properti	-	295.290.473	295.290.473	(16.664.717)	278.625.756	Angkasa Pura Properti
Angkasa Pura Hotel	-	649.566.966	649.566.966	(36.658.311)	612.908.655	Angkasa Pura Hotel
Angkasa Pura Suport	-	1.194.271.156	1.194.271.156	(67.398.691)	1.126.872.465	Angkasa Pura Suport
Angkasa Pura Retail	-	121.718.145	121.718.145	(6.869.404)	114.848.741	Angkasa Pura Retail
<b>Total aset</b>	<b>15.882.172.462</b>	<b>29.296.592.917</b>	<b>45.178.765.379</b>	<b>(2.549.663.807)</b>	<b>42.629.101.572</b>	<b>Total asset</b>
<b>LIABILITAS</b>						<b>LIABILITIES</b>
Kantor Pusat	-	29.407.486.434	29.407.486.434	(837.952.324)	28.569.534.110	Head Office
Bandara Adi Sucipto	7.905.879	10.446.050	18.351.929	(522.929)	17.829.000	Adi Sucipto Airport
Bandara Adi Soemarmo	24.581.346	32.479.371	57.060.717	(1.625.918)	55.434.799	Adi Soemarmo Airport
Bandara Ahmad Yani	47.794.755	63.151.284	110.946.039	(3.161.355)	107.784.684	Ahmad Yani Airport
Bandara Juanda	130.956.417	173.032.921	303.989.338	(8.662.031)	295.327.307	Juanda Airport
Bandara Syamsudin Noor	21.792.536	28.794.513	50.587.049	(1.441.454)	49.145.595	Syamsudin Noor Airport
Bandara Sultan Aji M. Sulaiman	37.238.886	49.203.799	86.442.685	(2.463.143)	83.979.542	Sultan Aji M. Sulaiman Airport
Bandara I Gusti Ngurah Rai	314.832.100	415.988.151	730.820.251	(20.824.375)	709.995.876	I Gusti Ngurah Rai Airport
Bandara Praya	90.521.753	119.606.535	210.128.288	(5.987.506)	204.140.782	Praya Airport
Bandara El Tari	21.255.969	28.085.546	49.341.515	(1.405.963)	47.935.552	El Tari Airport
Bandara Sultan Hassanudin	32.107.555	42.423.763	74.531.318	(2.123.734)	72.407.584	Sultan Hassanudin Airport
Bandara Sam Ratulangi	90.243.487	119.238.861	209.482.348	(5.969.100)	203.513.248	Sam Ratulangi Airport
Bandara Pattimura	26.158.292	34.562.992	60.721.284	(1.730.224)	58.991.060	Pattimura Airport
Bandara Frans Kaisiepo	7.845.206	10.365.883	18.211.089	(518.916)	17.692.173	Frans Kaisiepo Airport
Strategic Business Unit DPS	-	15.723	15.723	(448)	15.275	Strategic Business Unit DPS
Bandara Internasional Yogyakarta	279.967.400	369.921.367	649.888.767	(18.518.271)	631.370.496	International Yogyakarta Airport
Bandara Sentani	106.973.157	141.343.801	248.316.958	(7.075.674)	241.241.284	Sentani Airport
<b>Entitas anak</b>						<b>Subsidiaries</b>
Angkasa Pura Logistik	-	167.022.213	167.022.213	(4.759.218)	162.262.995	Angkasa Pura Logistik
Angkasa Pura Properti	-	94.793.973	94.793.973	(2.705.681)	92.088.292	Angkasa Pura Properti
Angkasa Pura Hotel	-	114.609.831	114.609.831	(3.265.753)	111.344.078	Angkasa Pura Hotel
Angkasa Pura Suport	-	792.512.239	792.512.239	(22.582.259)	769.929.980	Angkasa Pura Suport
Angkasa Pura Retail	-	121.117.539	121.117.539	(3.451.187)	117.666.352	Angkasa Pura Retail
<b>Total liabilitas</b>	<b>1.240.174.738</b>	<b>32.336.202.789</b>	<b>33.576.377.527</b>	<b>(956.747.463)</b>	<b>32.619.630.064</b>	<b>Total liabilities</b>

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**44. PERJANJIAN-PERJANJIAN PENTING**

- a) Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara

Pada tanggal 15 Desember 2015, Perusahaan mengadakan Perjanjian dengan Direktorat Jenderal Perhubungan Udara (DJPU) mengenai pemberian konsesi untuk melakukan kegiatan pelayanan jasa kebandarudaraan sebagaimana yang dituangkan dalam perjanjian No. HK.201/2/8/DRJU.kum-2015 dan No. SP.333/HK.06.03/2015/DU (Perjanjian Konsesi).

DJPU memberikan hak kepada Perusahaan melakukan kegiatan pelayanan jasa kebandarudaraan termasuk meliputi pelayanan sehubungan dengan jasa pesawat udara, penumpang, barang, dan pos. Layanan tersebut mencakup penyediaan dan/atau pengembangan:

- Fasilitas kegiatan pelayanan pendaratan, lepas landas, manuver, parkir, dan penyimpanan pesawat udara;
- Fasilitas terminal untuk pelayanan angkutan penumpang, kargo, dan pos;
- Fasilitas elektronika, listrik, air, dan instalasi limbah buangan; dan
- Lahan untuk bangunan, lapangan, dan industri serta gedung atau bangunan yang digunakan untuk mendukung transportasi udara.

Ketentuan-ketentuan penting dalam Perjanjian Konsesi adalah sebagai berikut, antara lain:

- Perusahaan diwajibkan untuk membayar pendapatan konsesi dari pelayanan jasa kebandarudaraan sebesar 2,5% dari pendapatan pelayanan jasa kebandarudaraan per tahun, yang akan dievaluasi setiap 5 (lima) tahun.
- Perjanjian Konsesi berlaku selama 2 (dua) tahun, dihitung sejak ditandatanganinya perjanjian, dan diperpanjang selama 30 tahun sesuai kesepakatan DJPU dan Perusahaan, setelah Perusahaan mendapat persetujuan Rapat Umum Pemegang Saham.

**44. SIGNIFICANT AGREEMENTS**

- a) *Concession Agreement - Directorate General of Civil Aviation*

*On December 15, 2015, the Company entered into an agreement with the Directorate General of Civil Aviation (DJPU) regarding the concession provided to the Company to conduct airport services as stated in agreement No. HK.201/2/8/DRJU.kum-2015 and No. SP.333/HK.06.03/2015/DU (Concession Agreement).*

*DJPU granted the right to the Company to conduct the airport service activities including aircraft, passenger, freight and postal related services. Such services encompass for the provision and/or development of:*

- *Facilities for service activities for landing, takeoff, maneuvering, parking and storage of aircraft;*
- *Terminal facilities for passenger transport services, cargo, and mail;*
- *Electronic facilities, electricity, water, and waste disposal installations; and*
- *Areas for the building, grounds, and industry as well as buildings provided to support air transportation.*

*Important conditions in the Concession Agreement, among others, are as follows:*

- *The Company is required to pay concession revenue of airport service activities amounting to 2.5% of total revenue of airport service activities per year, which will be evaluated every 5 (five) years.*
- *The Concession Agreement is valid for 2 (two) years, starting from date the Concession Agreement is signed, and extended for 30 years as agreed by DJPU and the Company, after the Company received approval from Shareholders General Meeting.*

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**44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)**

- a) Perjanjian Konsesi - Direktorat Jenderal Perhubungan Udara (lanjutan)

DJPU memiliki kewenangan untuk melakukan pengawasan dan pengendalian terhadap pelaksanaan Konsesi berdasarkan Perjanjian Konsesi sesuai dengan kewenangannya yang diatur oleh Undang-Undang.

Pada tanggal 28 Juni 2018, Perusahaan telah menerima tagihan pembayaran konsesi pelayanan jasa kebandarudaraan tahun 2016 dari DJPU sebesar Rp91.505.658. Berdasarkan surat tagihan tersebut setiap keterlambatan pembayaran akan dikenakan denda sebesar 2% setiap bulannya, setelah 30 hari sejak dikeluarkannya tagihan tersebut. Pada tanggal 31 Oktober 2019, Perusahaan telah melakukan pembayaran secara penuh atas tagihan tersebut di atas.

Pada tahun 2022, perusahaan mencatat besaran untuk konsesi untuk tahun 2022 sebesar 1% dari pendapatan jasa kebandarudaraan berdasarkan proposal yang disepakati oleh AP1 dan AP2 yang telah diajukan ke Kementerian Perhubungan. Sampai dengan tanggal penyelesaian laporan keuangan konsolidasian, perpanjangan perjanjian dan persetujuan proposal tersebut masih dalam proses.

Sehubungan dengan keterlambatan pembayaran tagihan tersebut di atas, Perusahaan telah membayar denda sebesar Rp33.586.076 pada tanggal 1 Juli 2022.

Pada tanggal 31 Desember 2022 dan 2021, Perusahaan mencatat akrual beban konsesi masing-masing sebesar Rp209.295.910 dan Rp287.070.364.

**44. SIGNIFICANT AGREEMENTS (continued)**

- a) *Concession Agreement - Directorate General of Civil Aviation (continued)*

*DJPU has the authority to supervise and control the implementation of the Concession based on Concession Agreement in accordance with its authority which is regulated by the Law.*

*On June 28, 2018, the Company has received an invoice from DJPU for payment of aeronautical service concession for year 2016 amounting Rp91,505,658. Based on the information stated in the invoice, every late payment made 30 days after the date of invoice will be subjected to penalty of 2% each month. On October 31, 2019, the Company has been fully paid the invoice as stated above.*

*In 2022, the Company recognized concession fee for the year 2022 of 1% of airport service revenue based on a proposal agreed upon by AP1 and AP2 that has been submitted to the Ministry of Transportation. Up until the date of completion of the consolidated financial statements, the extension of the agreement and approval of those proposal is still in process.*

*In relation with the late payment of the invoice as stated above, the Company has paid the penalty amount of Rp33,586,076 on July 1, 2022.*

*On December 31, 2022 and 2021, the Company has recorded accrued concession expense amounted Rp209,295,910 and Rp287,070,364, respectively.*

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**44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)**

- b) Perjanjian kerja sama pemanfaatan tanah milik Tentara Nasional Indonesia Angkatan Darat (TNI AD) di Bandara Internasional Ahmad Yani

Pada tanggal 17 Juni 2014, Perusahaan dan TNI AD menandatangani perjanjian kerjasama pemanfaatan sebagian tanah Milik TNI AD di Bandara Internasional Ahmad Yani Semarang dengan jangka waktu selama 30 (tiga puluh) tahun terhitung sejak ditandatanganinya perjanjian. Perjanjian kerja sama ini mempunyai maksud dan tujuan melaksanakan pengembangan sarana dan prasarana Bandar Udara Internasional Ahmad Yani Semarang untuk penerbangan sipil dan penerbangan militer dengan prinsip prinsip korporasi.

Ruang lingkup kerjasama adalah :

- Pemanfaatan tanah milik TNI AD seluas 885.500 m<sup>2</sup> dimana tanah seluas 676.089 m<sup>2</sup> akan digunakan untuk areal pengembangan bandar udara dan tanah seluas 208.411 m<sup>2</sup> akan digunakan untuk areal resapan pada sisi utara areal pengembangan bandar udara.
- Pembayaran kontribusi kepada negara oleh Perusahaan berupa kontribusi tetap dan pembagian keuntungan atas pemanfaatan lahan.
- Aset yang diperoleh dari kerja sama pemanfaatan ini akan diserahkan oleh Perusahaan kepada TNI AD setelah perjanjian berakhir yang dituangkan dalam berita acara serah terima.

Sarana dan prasarana yang telah ada sebelumnya maupun dibangun oleh Perusahaan akan diserahkan kepada TNI AD.

Perusahaan dikenakan kontribusi tetap kepada negara atas pemanfaatan tanah milik TNI AD tersebut yakni sebesar 0,6% dari nilai wajar tanah yang menjadi objek kerjasama pemanfaatan atau sebesar 0,6% x Rp219.471.288 yakni Rp1.316.827. Dimana diasumsikan kenaikan nilai tanah yang menjadi objek KSP sebesar 4,14% setiap tahun. Selain itu juga terdapat pembagian keuntungan sebesar 12,29% dari arus kas bersih dari aktivitas operasi dan investasi per tahun. Untuk periode tahun buku 2022 dan 2021, nilai arus kas bersih dari aktivitas operasi dan investasi Bandara Internasional Ahmad Yani Semarang masing-masing adalah arus kas negatif Rp55.660.844 dan arus kas negatif Rp35.831.511.

**44. SIGNIFICANT AGREEMENTS (continued)**

- b) Cooperation agreements utilization of land owned by Indonesian Army (TNI AD) in Ahmad Yani International Airport

On June 17, 2014 the Company and TNI AD signed into cooperation agreement utilization of some of the land owned by TNI AD in Ahmad Yani International Airport for period of 30 (thirty) years from the signing of the agreement. This cooperation agreement has the sole purpose to enable the development of facilities and infrastructure Ahmad Yani International Airport in Semarang for civil aviation and military aviation with the principles of the corporation.

The scope of cooperation are :

- The utilization of land owned by TNI AD area of 885,500 m<sup>2</sup> where the land of 676,089 m<sup>2</sup> will be used for airport development area and the land of 208,411 m<sup>2</sup> will be used for recharge areas on the north side of the airport development area.
- Payment of contributions to the country by the Company is in the form of fixed contributions and profit sharing on land use.
- Assets obtained from this utilization cooperation will be handed over by the Company to TNI AD after the agreement ends which is stated in the minutes of handover.

Facilities and infrastructure that have been previously established or built by the Company will be handed over to TNI AD.

The company is subject to a fixed contribution for the utilization of the land owned by the TNI AD, which is 0.6% of the fair value of the land which is the object of the joint utilization or 0.6% x Rp.219,471,288, which is equal to Rp1,316,827. Where it is assumed that the increase in the value of land which is the object of the KSP is 4.14% every year. In addition, there is also a profit sharing of 12.29% of net cash flow from operating and investing activities per year. For the fiscal year 2022 and 2021, the net cash flow value from operating and investing activities of Ahmad Yani International Airport in Semarang is negative cash flow of Rp55,660,844 and negative cash flow of Rp35,831,511, respectively.



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**44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)**

- c) Perjanjian kerja sama pemanfaatan tanah milik Tentara Nasional Indonesia Angkatan Laut (TNI AL) di Bandar Udara Internasional Juanda Surabaya

Pada tanggal 13 Februari 2014, Perusahaan dan TNI AL menandatangani perjanjian kerjasama pemanfaatan tanah dan fasilitas milik TNI AL di Bandar Udara Internasional Juanda Surabaya dengan jangka waktu selama 30 (tiga puluh) tahun terhitung sejak ditandatanganinya perjanjian. Perjanjian kerjasama ini bertujuan untuk melaksanakan pengembangan Bandar Udara Internasional Juanda Surabaya untuk kepentingan penerbangan sipil maupun penerbangan TNI AL.

Objek perjanjian kerjasama ini adalah tanah seluas 3.143.352 m<sup>2</sup> beserta fasilitas di atasnya milik TNI AL yang akan dimanfaatkan oleh Perusahaan.

Sarana dan prasarana yang telah ada sebelumnya maupun dibangun oleh Perusahaan akan diserahkan kepada TNI AL. Perusahaan diwajibkan melaksanakan pembayaran kontribusi tetap dan pembagian keuntungan atas pemanfaatan tanah beserta fasilitasnya dari hasil pembangunan dan pengembangan Terminal 2 Bandara.

- d) Perjanjian jasa konstruksi gedung terminal dan fasilitas penunjang Bandara Surabaya Internasional Juanda

Pada tanggal 4 Juli 2019, Perusahaan dan PT Waskita Karya (Persero) Tbk. menandatangani perjanjian pengadaan jasa No. PJKP-19003930 untuk melakukan perluasan dan pembenahan interior gedung terminal 1 dan fasilitas penunjangnya di Bandara Internasional Juanda Surabaya dengan addendum terakhir, yaitu addendum II Nomor : 253-AD/4700019318/PL.02/2021 tanggal 16 April 2021 dengan nilai kontrak termasuk addendum sebesar Rp770.358.053 (termasuk PPN). Jangka waktu perjanjian selama 420 hari terhitung sejak 4 Juli 2019 sampai dengan 26 Agustus 2020 dan diperpanjang hingga tanggal 30 Agustus 2021. Pada Tanggal 31 Desember 2021, presentase penyelesaian atas pengerjaan konstruksi tersebut telah mencapai 100% dari keseluruhan pekerjaan.

**44. SIGNIFICANT AGREEMENTS (continued)**

- c) *Cooperation agreements utilization of land owned by Indonesian Navy (TNI AL) Juanda International Airport in Surabaya*

*On February 13, 2014, the Company and TNI AL signed into cooperation agreement utilization of and facilities owned by TNI AL in International Airport Juanda Surabaya for period of 30 (thirty) years from the signing of the agreement. This cooperation agreement intended to carry out the development of Juanda International Airport for the benefit of civil aviation and aviation Indonesian Navy.*

*The object of this cooperation agreement is an area of 3,143,352 m<sup>2</sup> and the facilities on it owned by TNI AL which will be utilized by the Company.*

*Facilities and infrastructure that have been previously established or built by the Company will be handed over to TNI AL. The Company is required to pay fixed contribution and profit sharing from land use and its facilities from the results of the construction and development of Airport Terminal 2.*

- d) *Construction service agreements of terminal building and supporting facilities at Juanda International Airport Surabaya*

*On July 4, 2019, the Company and PT Waskita Karya (Persero) Tbk. signed a construction service agreement No. PJKP-19003930 to expand and revamp terminal building and its supporting facilities of Juanda International Airport Surabaya with the last addendum, namely addendum II Number : 253-AD/4700019318/PL.02/2021 dated April 16, 2021 with a contract value including an addendum of Rp770,358,053 (including VAT). The agreement period is 420 days from July 4, 2019 to August 26, 2020 and is extended until August 30, 2021. As of December 31, 2021, the percentage of completion of the construction has reached 100% from total construction.*

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**44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)**

- e) Perjanjian jasa konstruksi gedung terminal dan fasilitas penunjang Bandara Internasional Sultan Hasanuddin Makassar

Pada tanggal 19 Maret 2019, Perusahaan dan PT Wijaya Karya (Persero) Tbk. menandatangani perjanjian pengadaan jasa No. PJKP-19003608 untuk melakukan konstruksi dan pengembangan gedung terminal dan fasilitas penunjangnya di Bandara Sultan Hasanuddin Makassar dengan nilai kontrak sebesar Rp2.666.418.700 (nilai termasuk PPN). Jangka waktu perjanjian terhitung sejak 27 Februari 2019 sampai dengan 11 Mei 2021 dan diperpanjang hingga tanggal 24 Oktober 2022. Pada tanggal 28 September 2022, terdapat addendum nilai kontrak sehubungan peningkatan pajak dari 10% ke 11%. Pada tanggal 31 Desember 2022, presentase penyelesaian atas pengerjaan konstruksi tersebut telah mencapai 65,06% dari keseluruhan pekerjaan.

- f) Perjanjian dengan APP

1. Perjanjian kerjasama tentang bangun guna serah (BOT) atas tanah seluas 12.000 m<sup>2</sup> di Sunset Road Bali antara Perusahaan dengan APP

Pada tanggal 19 September 2012, Perusahaan dan APP menandatangani perjanjian kerjasama No.SP/96.HK.06.03/2012/DU dan No. APP.001/PKS/2012/DU tentang bangun serah guna (BOT) atas tanah seluas 12.000 m<sup>2</sup> di Sunset Road Bali dimana tanah milik Perusahaan akan diserahkan kepada APP untuk dibangun kondotel dan fasilitas penunjang yang selanjutnya dikelola dan diusahakan oleh APP. Jangka waktu perjanjian kerjasama adalah 32 (tiga puluh dua) tahun dengan 6 (enam) bulan persiapan dengan kompensasi yang akan diterima Perusahaan adalah sebesar Rp39.168.000.

2. Perjanjian kerjasama tentang bangun guna serah (BOT) atas tanah seluas 16.386 m<sup>2</sup> di Sunset Road Bali antara Perusahaan dan APP.

**44. SIGNIFICANT AGREEMENTS (continued)**

- e) *Construction service agreements of terminal building and supporting facilities at Sultan Hasanuddin International Airport Makassar*

*On March 19, 2019, the Company and PT Wijaya Karya (Persero) Tbk. signed construction service agreement No. PJKP19003608 to construct and develop terminal building and its supporting facilities of Sultan Hasanuddin Airport Makassar with contract value of Rp2,666,418,700 (include VAT). The term of the agreement started on February 27, 2019 until May 11, 2021 and has been extended until October 24, 2022. On September 28, 2022, there is an addendum to the contract value in connection with the increase in taxes from 10% to 11%. As of December 31, 2022, the percentage of completion of the construction has reached 65.06% from total construction.*

- f) *Agreements with APP*

1. *Cooperation agreement on build operation transfer (BOT) on land covering an area of 12,000 m<sup>2</sup> in Sunset Road Bali between the Company and APP*

*On September 19, 2012, the Company and APP signed into cooperation agreement No.SP/96.HK.06.03/2012/DU and No. APP.001/PKS/2012/DU regarding the use of building (BOT) on land of 12,000 m<sup>2</sup> on Sunset Road Bali where the Company's land will be handed over to APP to build condotels and supporting facilities which managed by APP. The period of the cooperation agreement is 32 (thirty two) years with 6 (six) months of preparation with the compensation to be received by the Company amounting to Rp39,168,000.*

2. *Cooperation agreement on build operation transfer (BOT) on land covering an area of 16,386 m<sup>2</sup> in Sunset Road Bali between the Company and APP.*

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**44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)**

g) Perjanjian dengan APP (lanjutan)

Pada tanggal 4 Agustus 2014, Perusahaan dan APP menandatangani perjanjian kerjasama No. SP.187/KB.03.02/2014/PD dan No. APP. 001/PKS/2014/DU tentang bangun serah guna (BOT) atas tanah seluas 16.386 m<sup>2</sup> di Sunset Road Bali dimana tanah milik Perusahaan akan diserahkan kepada APP untuk dibangun kondotel, vilatel, area komersial dan fasilitas penunjang yang selanjutnya dikelola dan diusahakan oleh APP.

Jangka waktu perjanjian kerjasama adalah 32 (tiga puluh dua) tahun dengan 6 (enam) bulan persiapan sejak tanggal 4 Agustus 2014. Kompensasi yang akan diterima Perusahaan adalah sebesar Rp54.000.000.

Berdasarkan Berita Acara Kesepakatan tanggal 28 September 2020, perjanjian kerjasama tersebut telah diakhiri tanggal 30 September 2020 dengan kompensasi yang harus dibayarkan oleh APP kepada Perusahaan sebesar Rp5.400.000.

h) Perjanjian Kerjasama Pemanfaatan Bandara Sentani

Pada tanggal 13 Oktober 2019, Perusahaan dan Direktorat Jenderal Perhubungan Udara Kementerian Perhubungan Republik Indonesia (Dephub) menandatangani Perjanjian Kerja Sama Pemanfaatan (KSP) Barang Milik Negara Pada Bandar Udara Kelas I Utama Sentani Jayapura No. HK.201/0027/KUM/BRJU/X/2019 dan SP.314/HK.09.01/2019/DU. Perjanjian ini berlaku selama 30 tahun sejak ditandatanganinya perjanjian.

Ruang lingkup kerjasama tersebut adalah sebagai berikut:

- Mengelola dan melakukan optimalisasi penyediaan dan pengembangan Bandar Udara Sentani Jayapura sehingga meningkatkan perannya dalam mendukung kegiatan perekonomian.
- Memberikan kontribusi tetap dan pembagian keuntungan atas pengelolaan Bandar Udara Sentani Jayapura sebagai Penerimaan Negara Bukan Pajak (PNBP).
- Penyerahan hasil pengembangan, pembangunan dan penambahan fasilitas Bandar Udara Sentani Jayapura dari Perusahaan kepada Dephub.

**44. SIGNIFICANT AGREEMENTS (continued)**

g) Perjanjian dengan APP (lanjutan)

On August 4, 2014, the Company and APP signed into cooperation agreement No. SP.187/KB.03.02/2014/PD and No. APP. 001/PKS/2014/DU regarding the use of building (BOT) on area of 16,386 m<sup>2</sup> on Sunset Road Bali where the Company's land will be handed over to APP to build condotel, vilatel, commercial areas and supporting facilities which are managed by APP.

The term of this agreement is 32 (thirty two) years with 6 (six) months from the date of preparation of August 4, 2014. Compensation for the Company amounted Rp54,000,000.

Based on Minutes of Agreement dated September 28, 2020, the agreement was terminated on September 30, 2020 with the compensation to be paid by APP to the Company amounted to Rp5,400,000.

h) Cooperation Agreement of Utilization of Sentani Airport

On October 13, 2019, the Company and Directorate General of Civil Aviation Ministry of Transportation Republic Indonesia (Dephub) signed Cooperation Agreement of State Property Utilization of Main Class I Sentani Airport Jayapura No. HK.201/0027/KUM/BRJU/X/2019 and SP.314/HK.09.01/2019/DU. This agreement is effective for 30 years from signing date of the agreement.

Scopes of the cooperation are as follows:

- Manage and optimize provision and development of Sentani Airport Jayapura as the result increase its role in developing the economy activities.
- Provide permanent contribution and profit sharing for management of Sentani Airport Jayapura as non-tax state revenue (PNBP).
- Hand over of the result of the development, construction and addition facilities of Sentani Airport Jayapura from the Company to Dephub.

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**44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)**

- h) Perjanjian Kerjasama Pemanfaatan Bandara Sentani

Perusahaan dikenakan kontribusi tetap tahun pertama sebesar Rp10.206.694.000 (nilai penuh) dengan kenaikan sebesar 3,60% setiap tahun serta pembagian keuntungan sebesar 7,43% dari pendapatan per tahun apabila BMN yang menjadi objek KSP telah menghasilkan keuntungan.

Sehubungan dengan penurunan kinerja keuangan akibat pandemi Covid-19, Perusahaan mengajukan permohonan keringanan kontribusi tetap atas KSP Bandara Sentani, dimana perusahaan telah mendapatkan persetujuan untuk mendapatkan keringanan kontribusi tetap sebesar 50% untuk tahun 2022 dan 2023.

Pada tanggal 18 Maret 2022, Perusahaan telah melakukan pembayaran kontribusi tetap tahun kedua sebesar Rp5.477.848.

- i) Perjanjian Kerjasama Pemberian Dukungan dan Pengelolaan pada Proyek Kerjasama Pemerintah dan Badan Usaha (KPBU) Bandar Udara Kediri

Pada tanggal 26 Oktober 2020, Perusahaan dan PT Gudang Garam Tbk (Gudang Garam) menandatangani Perjanjian Induk tentang Perjanjian Kerjasama Pemberian Dukungan dan Pengelolaan pada Proyek KPBU Bandar Udara Kediri dimana kerjasama akan dilakukan dalam 2 (dua) tahap:

- Tahap penetapan badan usaha pemrakarsa dan pengadaan Badan Usaha Pelaksana (BUP);
- Tahap pembangunan dan pengelolaan bandar udara Kediri.

**44. SIGNIFICANT AGREEMENTS (continued)**

- h) *Cooperation Agreement of Utilization of Sentani Airport*

*The company is subject to a fixed contribution in first year amounted to Rp10,206,694,000 (full amount) with an annual increase of 3.60% as well as a profit sharing of 7.43% of annual revenue if BMN as the KSP object has made a profit.*

*In connection with the decline in financial performance due to the Covid-19 pandemic, the Company applied for permanent contribution relief for the Sentani Airport KSP, where the company has obtained approval to obtain a fixed contribution relief of 50% for 2022 and 2023.*

*On March 18, 2022, the Company has paid the second year fixed contribution amounting to Rp5.477.848.*

- i) *Cooperation Agreement of Support and Operation of Government and Business Entity Cooperation Project (KPBU) Kediri Airport*

*On October 26, 2020, the Company and PT Gudang Garam Tbk (Gudang Garam) signed a Master Agreement regarding the Cooperation Agreement for Providing Support and Operation of Kediri Airport KPBU Project, whereas the cooperation will be carried out in 2 (two) stages:*

- The appointment stage of the initiating business entity and the procurement of the Implementation Business Entity (BUP);*
- The construction and operation stage of Kediri airport.*

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**44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)**

- i) Perjanjian Kerjasama Pemberian Dukungan dan Pengelolaan pada Proyek Kerjasama Pemerintah dan Badan Usaha (KPBU) Bandar Udara Kediri (lanjutan).

Atas kerjasama tersebut, Gudang Garam akan membayarkan kompensasi kepada Perusahaan sebagai berikut:

- *Upfront fee/Technical Expertise Fee* atas advis yang diberikan oleh Perusahaan pada proses pengadaan BUP dan technical know-how dalam pembangunan dan pengelolaan di bidang kebandarudaraan;
- *Management fee* atas biaya pengelolaan bandar udara Kediri;
- *Variable Incentives*, yaitu bagi hasil atas pendapatan kegiatan pengelolaan bandar udara Kediri.

Perjanjian ini berlaku sejak ditandatanganinya perjanjian sampai dengan Perjanjian Kerjasama Pengelolaan Bandar Udara Kediri berlaku efektif dan mengikat para pihak.

Pada tanggal 11 Februari 2021, Perusahaan telah menerima 25% pembayaran *Upfront Fee/Technical Expertise Fee* sebesar Rp22.028.500.

Sehubungan dengan telah keluarnya Surat Pengumuman Hasil Pengadaan Badan Usaha Pelaksana Proyek Kerja Sama Pemerintah dengan Badan Usaha (KPBU) Bandar Udara Baru di Kabupaten Kediri Nomor: PL.104/02/07/Panpel-Kediri-2022 tanggal 29 Juli 2022 yang menyatakan bahwa PT Gudang Garam sebagai pemenang lelang, maka pada tanggal 16 Agustus 2022, Perusahaan telah menerima sisa 75% pembayaran *Upfront Fee/Technical Expertise Fee* sebesar Rp66.085.500.

Pada tanggal 26 Januari 2021, Perusahaan dan Gudang Garam menandatangani Perjanjian Kerja Sama Operasi (KSO) Penyelenggaraan Jasa Kebandarudaraan di Bandar Udara Kediri dimana Gudang Garam menyerahkan pengoperasian bandar udara Kediri kepada Perusahaan. Atas kegiatan pengoperasian tersebut, Perusahaan memperoleh *management fee* dan *variable incentives* sebagaimana dijelaskan di atas. Jangka waktu perjanjian ini akan ditetapkan kemudian berdasarkan perjanjian KPBU antara Gudang Garam dengan Penanggung Jawab Proyek Kerjasama, yaitu DJPU.

**44. SIGNIFICANT AGREEMENTS (continued)**

- i) *Cooperation Agreement of Support and Operation of Government and Business Entity Cooperation Project (KPBU) Kediri Airport (continued).*

*For the cooperation, Gudang Garam will pay compensation to the Company as follows:*

- *Upfront fee/Technical Expertise Fee for the advice given by the Company on the BUP procurement process and technical know-how in the development and operation of the airport sector;*
- *Management fee for the operation fee of Kediri airport;*
- *Variable Incentives, which is revenue sharing from the operation of Kediri airport.*

*This Agreement is valid from the signing of the agreement until the Kediri Airport Operation Cooperation Agreement becomes effective and binding on the parties.*

*On February 11, 2021, the Company has received 25% of the Upfront Fee/Technical Expertise Fee amounted to Rp22,028,500.*

*In connection with the issuance of the Letter of Announcement on the Procurement of Business Entities Implementing the Public Private Partnership Project (PPP) for the New Airport in Kediri Regency Number: PL.104/02/07/Panpel-Kediri-2022 dated Jul7 29, 2022 stating that PT Gudang Garam as the winner of the auction, on August 16, 2022, the Company has received the remaining 75% payment of the Upfront Fee/Technical Expertise Fee of Rp66,085,500.*

*On January 26, 2021, the Company and Gudang Garam signed Joint Operation Agreement of Operating Airport Services at Kediri Airport whereas Gudang Garam handover the operation of Kediri airport to the Company. For the operational activities, the Company will obtain management fee and variable incentives as explained above. The period of the agreement will be determined later based on KPBU agreement between Gudang Garam and the Representation of of the Project Cooperation, which is DJPU.*

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**44. PERJANJIAN-PERJANJIAN PENTING (lanjutan)**

- j) Perjanjian Penyelesaian Pembayaran Progres Termin VI atas Pekerjaan Design & Build Pengembangan Bandar Udara Sultan Hasanuddin Makassar, Sulawesi Selatan Tahap 1 – Stage I – Paket 1.

Pada tanggal 30 Desember 2022, Perusahaan dan PT Wijaya Karya (Persero) menandatangani Perjanjian Penyelesaian Pembayaran atas tagihan progress termin VI untuk pekerjaan design & build pengembangan bandar udara Sultan Hasanuddin Makassar, Sulawesi Selatan Tahap I – Stage I – Paket 1 dimana disepakati untuk pembayaran kewajiban oleh Perusahaan kepada WIKA akan dilakukan melalui penggunaan instrumen/fasilitas perbankan oleh Perusahaan yang akan jatuh tempo setelah 15 (lima belas) bulan.

**45. KONTINJENSI**

- a) Gugatan Paulus Wuwungan

Perusahaan menerima gugatan perdata dari Paulus Wuwungan melalui Pengadilan Negeri Manado tanggal 28 Mei 2019 sehubungan dengan dua bidang tanah di Douna Sekolah, Manado dengan total luas tanah 33.500 m<sup>2</sup> dan nilai gugatan sebesar Rp10.000 per m<sup>2</sup> atau sebesar Rp335.000.000. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan Menteri BUMN Republik Indonesia.

Berdasarkan putusan Pengadilan Negeri Manado tanggal 29 Juni 2020, gugatan dikabulkan dan Perusahaan serta Menteri BUMN Republik Indonesia diharuskan melakukan pembayaran secara tanggung renteng ganti kerugian atas tanah sebesar Rp1.000 per m<sup>2</sup> atau sebesar Rp33.500.000.

**44. SIGNIFICANT AGREEMENTS (continued)**

- j) Settlement Agreement for Payment Term VI Progress for project related the Design & Build the Development of Sultan Hasanuddin Airport Makassar, South Sulawesi Phase 1 – Stage I – Package 1.

On December 30, 2022, the Company and PT Wijaya Karya (Persero) signed Settlement Agreement for Payment Term VI Progress for project related the Design & Build the Development of Sultan Hasanuddin Airport Makassar, South Sulawesi Phase 1 – Stage I – Package 1, where it was agreed that the payment of obligations by the Company to WIKA would be carried out through the use of banking instruments/facilities by the Company which would due after 15 (fifteen) months.

**45. CONTINGENCIES**

- a) Paulus Wuwungan's lawsuit

The Company received a civil lawsuit from Paulus Wuwungan through the Manado District Court on May 28, 2019 in connection with two parcels of land at Douna Sekolah, Manado with a total land area of 33,500 m<sup>2</sup> and a claim value of Rp10,000 per m<sup>2</sup> or Rp335,000,000. The other defendants are the Minister of Transportation of the Republic of Indonesia and the Minister of State-Owned Entities of the Republic of Indonesia.

Based on the decision of the Manado District Court dated June 29, 2020, the lawsuit was granted and the Company and the Minister of State-Owned Entities of the Republic of Indonesia are required to jointly pay compensation for land amounting to Rp1,000 per m<sup>2</sup> or Rp33,500,000.



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**45. KONTINJENSI (lanjutan)**

a) Gugatan Paulus Wuwungan (lanjutan)

Pada tanggal 13 Agustus 2020, Perusahaan mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 2 Juli 2021, telah terbit putusan banding yang membatalkan putusan tingkat pertama.

Pada tanggal 23 Februari 2022, Paulus Wuwungan melakukan upaya hukum luar biasa berupa Peninjauan Kembali. Perusahaan juga telah mengajukan kontra memori Peninjauan Kembali pada tanggal 11 April 2022.

Per 31 Desember 2022, perkara tengah diperiksa pada tingkat Kasasi dan Perseroan menunggu Putusan.

b) Gugatan Maria Nellie Awuy

Perusahaan menerima gugatan perdata dari Maria Nellie Awuy Sumakul melalui Pengadilan Negeri Manado tanggal 18 November 2016 sehubungan dengan tanah seluas 26.880 m<sup>2</sup> yang terletak di Desa Mapanget Barat, Manado dengan nilai gugatan sebesar Rp64.123.200. Adapun sebagai tergugat lainnya adalah Menteri Perhubungan Republik Indonesia dan turut tergugat adalah Menteri Keuangan Republik Indonesia dan Menteri BUMN Republik Indonesia.

Berdasarkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018, sebagian gugatan dikabulkan dan Perusahaan diharuskan melakukan pembayaran ganti kerugian atas tanah sebesar Rp17.203.200 dan uang paksa sebesar Rp1.000 per hari jika lalai melaksanakan putusan.

Pada tanggal 19 Oktober 2018, Perusahaan mengajukan permohonan banding kepada Pengadilan Tinggi Manado. Pada tanggal 17 Desember 2019, putusan Pengadilan Tinggi Manado menguatkan putusan Pengadilan Negeri Manado tanggal 31 Juli 2018.

**45. CONTINGENCIES (continued)**

a) *Paulus Wuwungan's lawsuit (continued)*

*On August 13, 2020, the Company submitted an appeal to the Manado High Court. On July 2, 2021, an appeal decision has been issued which annuls the decision of the first instance.*

*On February 23, 2022, Paul Wuwungan made an extraordinary legal remedy in the form of a Judicial Review. The Company has also filed a counter memory Review on April 11, 2022.*

*As of December 31, 2022, the case is being examined at the Cassation level and the Company is awaiting a Verdict.*

b) *Maria Nellie Awuy's lawsuit*

*The Company received a civil lawsuit from Maria Nellie Awuy Sumakul through the Manado District Court on November 18, 2016 in connection with a land area of 26,880 m<sup>2</sup> located in Mapanget Barat Village, Manado with a claim value of Rp64,123,200. The other defendants are the Minister of Transportation of the Republic of Indonesia and also the co-defendants are the Minister of Finance of the Republic of Indonesia and the Minister of State-Owned Entities of the Republic of Indonesia.*

*Based on the decision of the Manado District Court dated July 31, 2018, part of the lawsuit was granted and the Company was required to pay compensation for land amounting to Rp17,203,200 and a fine of Rp1,000 per day if the Company fails to implement the decision.*

*On October 19, 2018, the Company submitted an appeal to the Manado High Court. On December 17, 2019, the Manado High Court's decision confirmed the Manado District Court decision on July 31, 2018.*

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**45. KONTINJENSI (lanjutan)**

b) Gugatan Maria Nellie Awuy (lanjutan)

Pada tanggal 12 Februari 2020, Perusahaan mengajukan permohonan kasasi kepada Mahkamah Agung Republik Indonesia. Pada tanggal 21 Maret 2022 telah diterbitkan Putusan Kasasi Mahkamah Agung yang mengabulkan Permohonan Kasasi Perusahaan, dimana Perusahaan dibebaskan dari hukuman membayar ganti kerugian sebesar Rp17.203.200.

c) Gugatan Sylvana Yunita

Perusahaan menerima gugatan perdata dari Sylvana Yunita sehubungan dengan sebidang tanah Pasini (*Individual Beziť*) seluas 19.300 m<sup>2</sup> yang terletak di tempat yang terdahulu bernama Koyawas, di Desa Mapanget Barat, Kecamatan Dimembe, Minahasa (saat ini masuk wilayah Manado) dengan nilai gugatan sebesar Rp11.850.200.

Pada tanggal 7 Januari 2021, telah disampaikan Putusan Pengadilan Negeri Manado yang menyatakan bahwa gugatan Penggugat tidak dapat diterima. Selanjutnya, pada tanggal 14 Januari 2021, Penggugat mengajukan upaya hukum banding. Pada tanggal 24 Maret 2021, Perusahaan mengajukan kontra memori banding. Pada tanggal 21 September 2021, telah ada Putusan Banding yang menguatkan Putusan Pengadilan tingkat pertama. Pada tanggal 22 Oktober 2021, Sylvana Yunita mengajukan permohonan kasasi. Adapun saat ini Perusahaan sedang menunggu Putusan Kasasi.

**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN KEUANGAN**

**MANAJEMEN RISIKO**

Liabilitas keuangan pokok Kelompok Usaha terdiri dari utang usaha, utang lain-lain, beban akrual, utang bank jangka pendek, utang bank jangka panjang, utang obligasi dan sukuk ijarah, liabilitas sewa dan utang jangka panjang lainnya. Tujuan utama dari liabilitas keuangan tersebut adalah untuk mengumpulkan dana untuk operasi Kelompok Usaha. Kelompok Usaha juga memiliki berbagai aset keuangan seperti kas dan setara kas, investasi jangka pendek, piutang usaha, piutang lain-lain, pendapatan yang masih harus diterima, investasi jangka panjang dan aset tidak lancar lainnya yang timbul secara langsung dari kegiatan usahanya.

**45. CONTINGENCIES (continued)**

b) *Maria Nellie Awuy's lawsuit (continued)*

*On February 12, 2020, the Company filed an appeal to the Supreme Court of the Republic of Indonesia. On March 21, 2022, a Supreme Court Cassation Decision was issued granting the Company's Cassation Application, in which the Company was exempted from the penalty of paying compensation of Rp17,203,200.*

c) *Sylvana Yunita's lawsuit*

*The Company received a civil lawsuit from Sylvana Yunita for a piece of Pasini land (Individual Beziť) covering an area of 19,300 m<sup>2</sup> which was located in a place previously called Koyawas, in Mangapet Barat Village, Dimembe sub-district, Minahasa (currently included in Manado area) with a claim value of Rp11,850,200.*

*On January 7, 2021, the Decision made by Manado District Court has been delivered, which states that the Plaintiff's Claim cannot be accepted. Furthermore, on January 14, 2021, the Plaintiff filed an appeal. On March 24, 2021, the Company filed a counter memorandum of appeal. On September 21, 2021, there has been an Appeals Decision which affirms the Court's Decision on the first instance. On October 22, 2021, Sylvana Yunita filed an appeal. As for now, the Company is awaiting a Cassation Ruling.*

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE AND POLICIES**

**RISK MANAGEMENT**

*The principal financial liabilities of the Group consist of trade payables, other payables, accrued expenses, short-term bank loans, long-term bank loans, bonds payable and sukuk ijarah, lease liabilities and other long-term liabilities. The main purpose of these financial liabilities is to raise funds for the operations of the Group. The Group also has various financial assets such as cash and cash equivalents, short-term investments, trade receivables, other receivables, accrued revenues, other current assets, long-term investments and other non-current assets which arise directly from its operations.*

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**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN  
KEUANGAN (lanjutan)**

**MANAJEMEN RISIKO (lanjutan)**

Kegiatan Kelompok Usaha mencakup aktivitas pengambilan risiko dengan sasaran tertentu dengan pengelolaan yang profesional. Fungsi Utama dari manajemen risiko Kelompok Usaha adalah untuk mengidentifikasi seluruh risiko kunci, mengukur risiko-risiko ini dan mengelola posisi risiko. Kelompok Usaha secara rutin menelaah kebijakan dan sistem manajemen risiko untuk menyesuaikan dengan perubahan di pasar dan praktik pasar terbaik.

Tujuan Kelompok Usaha dalam mengelola risiko keuangan adalah untuk mencapai keseimbangan yang sesuai antara risiko dan tingkat pengembalian dan meminimalisasi potensi efek memburuknya kinerja keuangan Kelompok Usaha.

Kelompok Usaha mendefinisikan risiko keuangan sebagai kemungkinan kerugian atau laba yang hilang, yang disebabkan oleh faktor internal dan eksternal yang berpotensi negatif terhadap pencapaian tujuan Kelompok Usaha.

Direksi menyediakan kebijakan tertulis manajemen risiko secara keseluruhan termasuk kebijakan tertulis untuk area khusus seperti risiko mata uang asing, risiko tingkat bunga, risiko kredit dan risiko likuiditas instrumen keuangan. Masing-masing unit usaha melaksanakan manajemen risiko berdasarkan kebijakan - kebijakan yang disetujui oleh Direksi. Biro Manajemen Risiko dan Kepatuhan ("BMRK") memonitor pelaksanaan manajemen risiko yang dilaksanakan oleh Kelompok Usaha.

Risiko signifikan yang berasal dari instrumen keuangan Kelompok Usaha diantaranya adalah risiko tingkat suku bunga, risiko kredit dan risiko likuiditas.

**a. Risiko suku bunga**

Risiko tingkat suku bunga adalah risiko dimana nilai wajar atau arus kas masa datang dari suatu instrumen keuangan akan berfluktuasi akibat perubahan suku bunga pasar.

Perusahaan memiliki eksposur terhadap risiko perubahan suku bunga pasar yang berkaitan dengan kas dan setara kas, investasi jangka pendek dan utang bank.

Saat ini, Perusahaan belum memiliki kebijakan formal untuk lindung nilai risiko tingkat suku bunga.

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE  
AND POLICIES (continued)**

**RISK MANAGEMENT (continued)**

*The Group's activities involve taking on risks in a targeted manner and managing them professionally. The main functions of the Group's risk management are to identify all key risks for the Group, measure these risks and manage the risk positions. The Group regularly reviews its risk management policies and systems to reflect changes in markets and best practices.*

*The Group's aim in managing the financial risks is to achieve an appropriate balance between risk and return, and to minimize potential adverse effects on the Group's financial performance.*

*The Group defines financial risk as the possibility of losses or profits foregone, which may be caused by internal or external factors which might have negative potential impact to the achievement of the Group's objectives.*

*The Directors provide written policies for overall risk management, as well as written policies covering specific areas, such as foreign currency risk, interest rate risk, credit risk and liquidity risk of financial instruments. Each business unit carries out the risk management based on the written policies approved by the Board of Directors. Risk Management and Compliance Bureau monitors the risk management carried out by the Group.*

*The significant risks arising from financial instruments to which the Group is exposed are interest rate risk, credit risk and liquidity risk.*

**a. Interest rate risk**

*Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates.*

*The Company is exposed to the risk of changes in market interest rates related to cash and cash equivalents, short-term investment and bank loans.*

*Currently, the Company does not yet have a formal policy to hedge interest rate risk.*

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KEUANGAN (lanjutan)**

**MANAJEMEN RISIKO (lanjutan)**

**a. Risiko suku bunga (lanjutan)**

Pergerakan tingkat suku bunga diawasi untuk meminimalisasi dampak negatif terhadap posisi keuangan Perusahaan. Pinjaman dalam berbagai tingkat suku bunga menyebabkan Perusahaan terekspos risiko tingkat bunga. Untuk mengukur risiko pasar atas pergerakan suku bunga, Perusahaan melakukan analisis pada pergerakan marjin tingkat bunga dan profil jatuh tempo aset dan liabilitas keuangan berdasarkan jadwal perubahan suku bunga.

Perusahaan menghadapi risiko tingkat suku bunga atas penarikan pinjaman bank jangka panjang dan obligasi masing-masing sebesar Rp108.940.007 dan Rp4.717.994.657 pada tanggal 31 Desember 2022 dan 2021.

Pada tanggal 31 Desember 2022 dan 2021, jika tingkat bunga atas pinjaman lebih tinggi/rendah 1% dan variabel lain dianggap tetap, laba setelah pajak untuk tahun berjalan akan lebih rendah/tinggi masing-masing sebesar Rp240.089.334 dan Rp259.453.011, terutama sebagai akibat tingginya/rendahnya beban bunga dari pinjaman dengan suku bunga mengambang.

**b. Risiko kredit**

Risiko kredit adalah risiko bahwa Kelompok Usaha akan mengalami kerugian yang timbul dari pelanggan atau *counterparty* yang gagal memenuhi kewajiban kontraktual mereka. Risiko kredit terutama berasal dari piutang usaha dari para pelanggan sehubungan dengan pendapatan usaha pelayanan jasa kebandarudaraan dan jasa terkaitnya.

Kelompok Usaha terekspos risiko kredit terutama dari piutang usaha dan piutang lain-lain. Risiko kredit dikendalikan dengan pengawasan terus menerus atas saldo dan penagihan piutang usaha dan piutang lain-lain.

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE  
AND POLICIES (continued)**

**RISK MANAGEMENT (continued)**

**a. Interest rate risk (continued)**

*Interest rate movements are monitored to minimize any negative impact on the Company's financial position. Borrowings at different interest rates caused the Company exposed to interest rate risk. To measure the market risk of interest rate movements, the Company conducts analysis on interest margin and the maturity profile of financial assets and liabilities based on schedule of changes in interest rates.*

*The Company is exposed to the interest rate risk for the interest-bearing loans drawdowns from long-term bank loan and bonds totalling Rp108,940,007 and Rp4,717,994,657 as of December 31, 2022 and 2021, respectively.*

*As of December 31, 2022 and 2021, if interest rates on Rupiah-denominated borrowings had been 1% higher/lower with all other variables held constant, profit after tax for the year would have been Rp240,089,334 and Rp259,453,011 lower/higher, respectively, mainly as a result of higher/lower interest expense on floating rate borrowings.*

**b. Credit risk**

*Credit risk is the risk that the Group will incur a loss arising from its customers' or counterparties' failure to fulfill their contractual obligations. Credit risk arises mainly from trade receivables from customers relating to operating revenues of airport services and its related services.*

*The Group is exposed to credit risk mainly from trade receivables and other receivables. Credit risk is controlled by the continuous monitoring of balances and billing of accounts receivable and other receivables.*

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**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN  
KEUANGAN (lanjutan)**

**MANAJEMEN RISIKO (lanjutan)**

**b. Risiko kredit (lanjutan)**

Tabel di bawah ini menunjukkan risiko kredit maksimum untuk komponen-komponen dari laporan posisi keuangan konsolidasian pada tanggal 31 Desember 2022 dan 2021:

31 Desember 2022/December 31, 2022						
	< 1 tahun/ < 1 year	1-2 tahun/ 1-2 years	> 2 tahun/ > 2 years	Penyisihan kerugian penurunan nilai Allowance for impairment loss	Total/ Total	
Piutang usaha	814.775.747	198.787.326	220.033.015	(638.625.767)	594.970.321	Trade receivables
Piutang lain-lain	10.440.214	218.151	5.005.123	(3.698.759)	11.964.729	Other receivables
Pendapatan yang masih harus diterima	244.685.466	22.810.954	22.944.672	(74.484.433)	215.956.659	Accrued revenues
<b>Total</b>	<b>1.069.901.427</b>	<b>221.816.431</b>	<b>247.982.810</b>	<b>(716.808.959)</b>	<b>822.891.709</b>	<b>Total</b>

31 Desember 2021/December 31, 2021						
	< 1 tahun/ < 1 year	1-2 tahun/ 1-2 years	> 2 tahun/ > 2 years	Penyisihan kerugian penurunan nilai Allowance for impairment loss	Total/ Total	
Piutang usaha	557.719.476	318.153.913	202.782.400	(554.272.344)	524.383.445	Trade receivables
Piutang lain-lain	590.424	3.223.644	-	(3.485.034)	329.034	Other receivables
Pendapatan yang masih harus diterima	117.409.290	105.386.897	19.692.835	(106.672.320)	135.816.702	Accrued revenues
<b>Total</b>	<b>675.719.190</b>	<b>426.764.454</b>	<b>222.475.235</b>	<b>(664.429.698)</b>	<b>660.529.181</b>	<b>Total</b>

**c. Risiko likuiditas**

Risiko likuiditas adalah risiko dimana entitas akan mengalami kesulitan dalam memperoleh dana untuk memenuhi komitmen jangka pendek terkait dengan instrumen keuangan.

Mengingat bahwa Perusahaan pada saat ini sedang melakukan pengembangan bandara, peningkatan kapasitas dan pelayanan serta fasilitas kebandarudaraan kearah bandara bertaraf International. Kegiatan Perusahaan tersebut membutuhkan sumber dana arus kas masa depan yang cukup signifikan, maka dalam mengelola likuiditas Perusahaan selalu memantau arus kas dan setara kas agar memadai untuk membiayai operasional rutin.

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE  
AND POLICIES (continued)**

**RISK MANAGEMENT (continued)**

**b. Credit risk (continued)**

The table below shows the maximum exposure to credit risk on the components of the consolidated statement of financial position as of December 31, 2022 and 2021:

**c. Liquidity risk**

Liquidity risk is the risk that the entity will face difficulty in obtaining funds to meet short-term commitments associated with financial instruments.

Currently the Company conducting business development by establishing airport, increase the capacity of airport facilities and services as well as to the international standard airport . The Company's activities require funding of future cash flows are quite significant, then to manage the liquidity of the Company constantly monitors the flow of cash and cash equivalents to be sufficient to finance routine operations.

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**46. TUJUAN DAN KEBIJAKAN RISIKO MANAJEMEN  
KEUANGAN (lanjutan)**

**MANAJEMEN RISIKO (lanjutan)**

**c. Risiko likuiditas (lanjutan)**

Perusahaan mengelola risiko likuiditas dengan mempertahankan kas dan setara kas yang mencukupi untuk memungkinkan Perusahaan memenuhi komitmen jangka pendek dan operasi normal. Selain itu Perusahaan juga melakukan pengawasan terhadap proyeksi arus kas secara aktual dengan melakukan evaluasi terhadap aset dan liabilitas keuangan yang telah jatuh tempo.

**47. NILAI WAJAR**

Tabel berikut menyajikan nilai tercatat, yang juga merefleksikan nilai wajarnya, dari instrumen keuangan Kelompok Usaha:

	<b>31 Desember 2022/ December 31, 2022</b>	<b>31 Desember 2021/ December 31, 2021</b>	
Aset keuangan			<i>Financial assets</i>
Lancar			<i>Current</i>
<u>Pinjaman yang diberikan dan piutang</u>			<u><i>Loans and receivables</i></u>
Kas dan setara kas	2.220.931.962	1.273.303.657	<i>Cash and cash equivalents</i>
Investasi jangka pendek	103.557.146	83.231.618	<i>Short-term investment</i>
Piutang usaha	540.807.889	524.383.445	<i>Trade receivables</i>
Piutang lain-lain	11.964.730	329.034	<i>Other receivables</i>
Pendapatan yang masih harus diterima	215.956.659	135.816.702	<i>Accrued revenues</i>
Tidak lancar			<i>Non-current</i>
Piutang pihak berelasi, neto	54.162.433	-	<i>Due from related parties, net</i>
Investasi jangka panjang	312.988.683	339.163.940	<i>Long-term investment</i>
Aset tidak lancar lainnya	5.889.705	4.779.746	<i>Other non-current assets</i>
<b>Total</b>	<b>3.466.259.207</b>	<b>2.361.008.142</b>	<b>Total</b>
Liabilitas keuangan			<i>Financial liabilities</i>
Lancar			<i>Current</i>
<u>Liabilitas keuangan yang diukur dengan biaya perolehan diamortisasi</u>			<u><i>Financial liabilities measured at amortized cost</i></u>
Utang usaha	560.599.107	502.081.155	<i>Trade payables</i>
Utang lain-lain	783.146.141	1.585.623.128	<i>Other payables</i>
Beban akrual	780.539.735	1.225.193.788	<i>Accrued expenses</i>
Utang bank jangka pendek	107.285.344	114.656.344	<i>Short-term bank loans</i>
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:			<i>Current maturities of long-term liabilities:</i>
Utang bank jangka panjang	36.235.992	474.059.314	<i>Long-term bank loans</i>
Utang obligasi dan sukuk ijarah	444.000.000	-	<i>Bonds payable and sukuk ijarah</i>
Liabilitas sewa	14.447.941	38.385.262	<i>Lease liabilities</i>
Tidak lancar			<i>Non-current</i>
Utang bank jangka panjang	23.217.820.773	23.114.109.470	<i>Long-term bank loans</i>
Utang obligasi dan sukuk ijarah	3.270.623.013	3.712.680.188	<i>Bonds payable and sukuk ijarah</i>
Utang jangka panjang lainnya	1.338.016.953	392.993.453	<i>Other long-term liabilities</i>
Liabilitas sewa	188.457.940	181.828.568	<i>Lease liabilities</i>
<b>Total</b>	<b>30.741.172.939</b>	<b>31.341.610.670</b>	<b>Total</b>

**46. FINANCIAL RISK MANAGEMENT OBJECTIVE  
AND POLICIES (continued)**

**RISK MANAGEMENT (continued)**

**c. Liquidity risk (continued)**

The Company manages liquidity risk by maintaining sufficient cash and cash equivalents to allow the Company fulfill short term commitments and normal operation. In addition, the Company also supervises the actual cash flow projections by evaluating the assets and matured financial liabilities.

**47. FAIR VALUE**

The following table sets out the carrying values, which also reflects the estimated fair values, of the Group's financial instruments:



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**47. NILAI WAJAR (lanjutan)**

Detail dari liabilitas keuangan Kelompok Usaha dalam nilai tercatat dan nilai wajarnya adalah:

	31 Desember 2022/December 31, 2022		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
<b>Liabilitas keuangan</b>			<b>Financial liabilities</b>
<b>Tidak lancar</b>			<b>Non-current</b>
Utang bank jangka panjang	23.594.787.323	23.254.056.763	Long-term bank loans
Utang obligasi dan sukuk ijarah	3.721.900.000	3.714.623.013	Bonds payables and sukuk ijarah
	31 Desember 2021/December 31, 2021		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
<b>Liabilitas keuangan</b>			<b>Financial liabilities</b>
<b>Tidak lancar</b>			<b>Non-current</b>
Utang bank jangka panjang	23.652.483.894	23.588.168.782	Long-term bank loans
Utang obligasi dan sukuk ijarah	3.721.900.000	3.712.680.188	Bonds payables and sukuk ijarah

Selain instrumen keuangan yang dijabarkan di atas, Kelompok Usaha tidak memiliki aset dan/atau kewajiban lain yang dicatat pada nilai wajarnya.

Nilai wajar didefinisikan sebagai jumlah dimana instrumen tersebut dapat dipertukarkan di dalam transaksi terkini antara pihak yang berkeinginan dan memiliki pengetahuan yang memadai melalui suatu transaksi yang wajar, bukan dalam penjualan yang dipaksakan atau penjualan likuidasi.

Metode-metode dan asumsi-asumsi di bawah ini digunakan untuk mengestimasi nilai wajar untuk masing-masing kelas instrumen keuangan:

- a. Aset keuangan lancar dan liabilitas keuangan jangka pendek

Nilai wajar aset keuangan lancar dan liabilitas keuangan jangka pendek yang akan jatuh tempo dalam waktu satu tahun atau kurang diasumsikan sama dengan nilai tercatatnya karena bersifat jangka pendek.

- b. Aset keuangan tidak lancar dan liabilitas keuangan jangka panjang

Nilai wajar dari aset keuangan tidak lancar dan liabilitas keuangan jangka panjang selain aset keuangan tersedia untuk dijual dan utang bank, diasumsikan sama dengan nilai tunai yang akan diterima atau dibayarkan karena saat jatuh temponya tidak dinyatakan dalam kontrak-kontrak terkait, sehingga tidak memungkinkan untuk menentukan kapan aset keuangan dan liabilitas keuangan jangka panjang tersebut akan direalisasi dan dilunasi.

**47. FAIR VALUE (continued)**

The details of the Group's financial liabilities in their carrying value and fair value are:

	31 Desember 2022/December 31, 2022		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
<b>Liabilitas keuangan</b>			<b>Financial liabilities</b>
<b>Tidak lancar</b>			<b>Non-current</b>
Utang bank jangka panjang	23.594.787.323	23.254.056.763	Long-term bank loans
Utang obligasi dan sukuk ijarah	3.721.900.000	3.714.623.013	Bonds payables and sukuk ijarah
	31 Desember 2021/December 31, 2021		
	Nilai tercatat/ Carrying value	Nilai wajar/ Fair value	
<b>Liabilitas keuangan</b>			<b>Financial liabilities</b>
<b>Tidak lancar</b>			<b>Non-current</b>
Utang bank jangka panjang	23.652.483.894	23.588.168.782	Long-term bank loans
Utang obligasi dan sukuk ijarah	3.721.900.000	3.712.680.188	Bonds payables and sukuk ijarah

Other than the financial instruments described above, the Group does not have any other assets or liabilities that are recorded at their fair values.

Fair value is defined as the amount at which an instrument could be exchanged in a current arm's length transaction between knowledgeable willing parties, other than in a forced or liquidation sale.

The following methods and assumptions were used to estimate the fair value of each class of financial instruments:

- a. Current financial assets and liabilities

The fair values of current financial assets and liabilities with maturities of one year or less are assumed to be approximately the same as their carrying amounts due to their short-term nature.

- b. Non-current financial assets and liabilities

The fair values of non-current financial assets and liabilities other than available-for-sale financial assets and bank loans are assumed to be the same as the cash amount that will be received or paid due to the fact that their maturities are not stated in the related contracts, therefore it is not possible to determine when the financial assets and financial liabilities will be realized and settled, respectively.

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**47. NILAI WAJAR (lanjutan)**

- b. Aset keuangan tidak lancar dan liabilitas keuangan jangka panjang (lanjutan)

Investasi jangka pendek dan investasi jangka panjang merupakan aset Perusahaan yang nilai wajarnya didasarkan atas kuotasi harga pasar terakhir pada tanggal 31 Desember 2022, 2021 dan 2020.

Pinjaman jangka panjang yang memiliki suku bunga variabel dan tetap disajikan sebesar biaya perolehan diamortisasi dengan menggunakan metode Suku Bunga Efektif (SBE).

Estimasi nilai wajar bersifat judgmental dan melibatkan batasan-batasan yang beragam, termasuk:

- Nilai wajar disajikan tidak mempertimbangkan dampak fluktuasi mata uang di masa depan.
- Estimasi nilai wajar tidak selalu mengindikasikan nilai yang Kelompok Usaha akan catat pada saat pelepasan/penghentian aset dan liabilitas keuangan.
- Tingkat 1 : Nilai wajar diukur berdasarkan pada harga kuotasi (tidak disesuaikan) dalam pasar aktif untuk aset atau liabilitas sejenis.
- Tingkat 2 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.
- Tingkat 3 : Nilai wajar diukur berdasarkan teknik-teknik valuasi, yaitu untuk seluruh input yang tidak dapat diketahui baik secara langsung ataupun tidak langsung memiliki dampak signifikan atas nilai wajar tercatat.

Pada tanggal 31 Desember 2022 dan 2021, hirarki nilai wajar Kelompok Usaha untuk aset yang nilai wajarnya diungkapkan adalah sebagai berikut:

31 Desember 2022/December 31, 2022

	Total/ Total	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	
Aset yang nilai wajarnya diungkapkan					Assets for which fair value are disclosed
Aset tidak lancar					Non-current Assets
Properti investasi	1.403.004.986	-	1.403.004.986	-	Investment properties

31 Desember 2021/December 31, 2021

	Total/ Total	Tingkat 1/ Level 1	Tingkat 2/ Level 2	Tingkat 3/ Level 3	
Aset yang nilai wajarnya diungkapkan					Assets for which fair value are disclosed
Aset tidak lancar					Non-current Assets
Properti investasi	1.091.012.044	-	1.091.012.044	-	Investment properties

**47. FAIR VALUE (continued)**

- b. Non-current financial assets and liabilities (continued)

Short-term investment and long-term investment represent the Company's assets which their fair value are stated with last quoted market prices as of December 31, 2022, 2021 and 2020.

Long-term loans with floating and fixed interest rates are carried at amortized costs using Effective Interest Rate (EIR).

Fair value estimation is judgmental and involving various boundaries, including:

- Fair values presented do not consider the impact of future currency fluctuation.
- Fair value estimation do not always indicate the value that the Group will record at the time of sales/termination of financial assets and liabilities.
- Level 1 : Fair value measured based on quoted prices (unadjusted) in active markets for identical assets or liabilities.
- Level 2 : Fair value measured based on valuation techniques, which for all inputs that have a significant effect on the recorded fair values are observable, either directly or indirectly.
- Level 3 : Fair value measured based on valuation techniques for which any inputs that have a significant effect on the recorded fair values that are not based on observable market data (unobservable inputs).

As of December 31, 2022 and 2021, fair value hierarchy of the Group for assets which fair value were disclosed are as follows:

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**47. NILAI WAJAR (lanjutan)**

Pada tanggal 31 Desember 2022, tidak terdapat pengalihan antara pengukuran nilai wajar Tingkat 1 dan Tingkat 2 dan tidak ada pengalihan dari Tingkat 3 pengukuran nilai wajar.

Tidak terdapat aset dan liabilitas lain yang diukur dan diungkapkan berdasarkan nilai wajar selain yang telah dijelaskan di atas.

**48. KELANGSUNGAN USAHA**

Pada tanggal 31 Desember 2022, Kelompok Usaha telah mengalami kerugian selama 3 tahun terakhir. Kemampuan Kelompok Usaha untuk mempertahankan kelangsungan usahanya tergantung pada kemampuannya untuk membiayai operasional di masa yang akan datang, pelaksanaan restrukturisasi pinjaman, keterpulihan industri penerbangan dari pandemic Covid-19 dan dukungan secara berkesinambungan dari pemegang saham Perusahaan. Laporan keuangan konsolidasian disusun dengan asumsi bahwa Kelompok Usaha akan melanjutkan operasinya sebagai entitas yang memiliki kelangsungan usaha

Kegiatan usaha Kelompok Usaha telah terpengaruh dan mungkin terus terpengaruh oleh pandemi Covid-19 yang mempengaruhi usaha di bidang penerbangan. Namun di tahun 2022, kondisi mulai berangsur pulih berkurangnya penyebaran virus Covid-19 serta adanya pelonggaran kebijakan Pemerintah terkait pembatasan perjalanan dan tingginya tingkat vaksinasi.

Pencapaian kinerja Kelompok Usaha pada tahun 2022 mencerminkan strategi yang disusun manajemen untuk mempertahankan kelangsungan usahanya mulai membuahkan hasil.

Dalam menjalankan usahanya, manajemen Kelompok Usaha telah dan akan melakukan program *Corporate Transformation* yang akan dimonitor secara berkala saat implementasi *action plan* jangka pendek maupun jangka panjang, dengan strategi dan penjelasannya sebagai berikut:

**47. FAIR VALUE (continued)**

As of December 31, 2022, there is no transfer between measurement of fair value of Level 1 and Level 2 and no transfer from Level 3 fair value measurements.

No other assets and liabilities have been measured and disclosed based on fair value other than above explained.

**48. GOING CONCERN**

As of December 31, 2022, the Group has experienced losses for the last 3 years. The Group's ability to continue as a going concern depends on their ability to finance its operations in the future, the result of loan restructuring, the recoverability of the flight industries from Covid-19 pandemic, and continuing support from the Company's shareholders. The consolidated financial statements were prepared assuming that the Group will continue to operate as going concern entity.

The Group's operations have been affected and may continue to be affected by the Covid-19 pandemic affecting the flight industries. However, in 2022, conditions will begin to recover, reducing the spread of the Covid-19 virus and easing Government policies regarding travel restrictions and high vaccination rates.

The performance achievement of the Group in 2022 reflected that the strategies created by the management to continue as a going concern has started to become successful.

In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations:

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**48. KELANGSUNGAN USAHA (lanjutan)**

Dalam menjalankan usahanya, manajemen Kelompok Usaha telah dan akan melakukan program *Corporate Transformation* yang akan dimonitor secara berkala saat implementasi *action plan* jangka pendek maupun jangka panjang, dengan strategi dan penjelasan sebagai berikut: (lanjutan)

A. *Business Turnaround*, Perusahaan akan melaksanakan transformasi internal operasional dan strategi bisnis untuk memaksimalkan *value proposition*, melalui strategi antara lain:

- *Revenue growth*
  - *Initiatives city-pair* melalui aktivasi rute penerbangan di Bandara I Gusti Ngurah Rai Denpasar dan Bandara Internasional Yogyakarta dengan beberapa bandara internasional (MEL, KUL, ICN);
  - Penyesuaian tarif PJP2U pada 13 Bandara AP I dan tarif PJKP2U pada 14 Bandara AP I;
  - Kerjasama strategis bidang logistik dan kargo; Kerjasama pengelolaan (CTO) di Terminal Kargo Internasional Bandara Juanda Surabaya pada 1 Desember 2022;
  - Optimalisasi *Advertising Space Plan* (ASP) serta *market sounding area* komersial bandara
  - *Revenue Enhancement*, bertujuan untuk meningkatkan pengembangan bisnis Perusahaan dengan melakukan Optimalisasi bisnis subsidiaries, pengembangan aset idle dan bisnis lainnya dan pengembangan bisnis logistik (*freight forwarder, warehouse dan express delivery*)
- *Cost and operational optimization*  
*Cost and operational optimization* bertujuan untuk mengurangi tekanan biaya pada *cash flow* Perusahaan dengan melakukan *cost categorizing* untuk identifikasi jenis *cost* yang bisa dikurangi serta melakukan kebijakan-kebijakan *cost leadership* antara lain:
  - Optimalisasi biaya operasional & SDM melalui mekanisme *Airport Operational Based on Traffic* (*review jam operasional, menyesuaikan biaya berdasar jumlah pergerakan trafik pesawat, penumpang dan kargo, optimalisasi SDM, kebijakan downsizing*);

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

A. *Business Turnaround*, the Company will carry out internal operational transformations and business strategies to maximize the value proposition, through strategies:

- *Revenue growth*
  - *Initiatives city-pair* through activation of flight routes at I Gusti Ngurah Rai Airport Denpasar and Yogyakarta International Airport with several international airports (MEL, KUL, ICN);
  - Adjustments of tariff PJP2U on 13 Airport of AP1 and tariff on 14 Airports AP1
  - Strategic cooperation in logistics and cargo; Management cooperation (CTO) at the International Cargo Terminal at Juanda Airport, Surabaya on December 1, 2022;
  - Optimization of the Advertising Space Plan (ASP) and market sounding in the commercial area of the airport
  - Revenue Enhancement, aims to increase the Company's business development by optimizing the business of subsidiaries, developing idle assets and other businesses and developing the logistics business (*freight forwarder, warehouse and express delivery*)
- *Cost and operational optimization*  
*Cost and operational optimization* aims to reduce cost pressure on the Company's cash flow by conducting *cost categorizing* to identify types of costs that can be reduced and implementing *cost leadership policies*, including:
  - *Optimizing operational costs & HR through the Airport Operational Based on Traffic mechanism* (*reviewing operating hours, adjusting costs based on the number of aircraft, passenger and cargo traffic movements, optimizing HR, downsizing policies*);

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**48. KELANGSUNGAN USAHA (lanjutan)**

Dalam menjalankan usahanya, manajemen Kelompok Usaha telah dan akan melakukan program *Corporate Transformation* yang akan dimonitor secara berkala saat implementasi *action plan* jangka pendek maupun jangka panjang, dengan strategi dan penjelasan sebagai berikut: (lanjutan)

A. *Business Turnaround*, Perusahaan akan melaksanakan transformasi internal operasional dan strategi bisnis untuk memaksimalkan *value proposition*, melalui strategi antara lain: (lanjutan)

- Optimalisasi kontrak kebersihan landside & terminal melalui pemaketan kontrak;
- Optimalisasi biaya sewa BHS & biaya sewa peralatan keamanan (perubahan kontrak sewa peralatan dari *fixed cost & variable cost*).
- Program *cost leadership* oleh Anak Perusahaan;
- Memperketat kontrol terhadap pencapaian dengan penerapan *Nerve Center*.
  - i. Pembentukan tim *Cost Leadership* dan *Revenue Enhancement*;
  - ii. Pemantauan berkala berbasis risiko melalui sistem *I-Risk*;
  - iii. Pemantauan berkala penerapan operasi bandara berbasis trafik di seluruh bandara;
  - iv. *Monitoring* terkait capaian trafik secara berkala dan pembuatan analisis sensitivitas atas setiap perubahan yang material;

Realisasi *Cost Leadership* beban Perusahaan Januari 2022 sampai dengan Desember 2022 adalah sebesar Rp292 Miliar dari target Rp171 Miliar

- *Business transformation*
  - Proses transformasi strategi dan model bisnis Anak Perusahaan dengan tujuan menciptakan *revenue stream* baru di luar Perusahaan (*non-eliminated items*) dan meningkatkan efisiensi;
  - Kerjasama strategis dengan investor/operator internasional untuk meningkatkan jumlah trafik penerbangan internasional dari dan ke bandara yang dikelola Perusahaan, membuka rute penerbangan internasional baru dan meningkatkan

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

A. *Business Turnaround*, the Company will carry out internal operational transformations and business strategies to maximize the value proposition, through strategies: (continued)

- *Optimization of landside & terminal cleaning contracts through contract packaging;*
- *Optimization of BHS rental costs & security equipment rental costs (changes in equipment rental contracts from fixed costs & variable costs).*
- *Cost leadership program for subsidiaries of the Company*
- *Restrict control over achievement with the application of the Nerve Center.*
  - i. *Formation of a Cost Leadership and Revenue Enhancement team;*
  - ii. *Periodic risk-based monitoring through the I-Risk system*
  - iii. *Periodic monitoring of the implementation of traffic-based airport operations at all airports*
  - iv. *Monitoring related to traffic achievements on a regular basis and making sensitivity analyzes of any material changes;*

*Realization of Cost Leadership Cost Leadership January 2022 to December 2022 amounting to IDR 292billion from the target of IDR171 billion*

- *Business transformation*
  - *Process of transforming strategy and business model of Subsidiaries with the aim of creating new revenue streams outside the Company (non-eliminated items) and increasing efficiency;*
  - *Strategic cooperation with international investors/operators to increase the amount of international flight traffic to and from airports managed by the Company, open new international flight routes and improve passenger services through*

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**48. KELANGSUNGAN USAHA (lanjutan)**

Dalam menjalankan usahanya, manajemen Kelompok Usaha telah dan akan melakukan program *Corporate Transformation* yang akan dimonitor secara berkala saat implementasi *action plan* jangka pendek maupun jangka panjang, dengan strategi dan penjelasan sebagai berikut: (lanjutan)

A. *Business Turnaround*, Perusahaan akan melaksanakan transformasi internal operasional dan strategi bisnis untuk memaksimalkan *value proposition*, melalui strategi antara lain: (lanjutan)

- layanan penumpang melalui investasi oleh mitra strategis. Adapun proses yang telah terealisasi adalah sebagai berikut:
  - Penandatanganan Perjanjian Kerjasama antara Badan Pengusahaan Batam dengan PT Bandara Int'l Batam dalam rangka Perjanjian Pemerintah dengan Badan Usaha untuk Desain, Pembangunan, Pembiayaan, Pengalihan, Pengoperasian dan Pemeliharaan Bandara Hang Nadim Batam (BTH) pada Selasa, 21 Desember 2021;
  - Kerja sama strategis dengan Bandara Kediri (DHO) melalui KSO (Kerjasama Operasional) antara PT Gudang Garam, Tbk (PT GG) dan PT Angkasa Pura I,

Meningkatkan pendapatan Non-Aeronautika melalui pengembangan *commercial space plan* dan tenant *mixing*, sehingga dapat meningkatkan aset dan optimalisasi ruang komersial.

B. *Organization and Culture*, berfokus pada pengembangan sumber daya manusia dan budaya untuk memberikan pelayanan terbaik dan meningkatkan fungsi manajemen risiko. Adapun inisiatif utama yang dilaksanakan antara lain:

- Membentuk *transformation office*, guna mendorong percepatan restrukturisasi & transformasi Perusahaan;
- Redesign struktur organisasi, sejalan dengan kebijakan Holding pada program *Airport Transformation*;
- Pengembangan kapasitas dan kapabilitas sumber daya manusia;
- Program *collaborative training*;

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

A. *Business Turnaround*, the Company will carry out internal operational transformations and business strategies to maximize the value proposition, through strategies: (continued)

- *investment by strategic partners. The processes that have been realized are as follows:*
  - *Signing of the Cooperation Agreement between the Batam Concession Agency and PT Airport Int'l Batam in the framework of the Government Agreement with Business Entities for the Design, Development, Financing, Transfer, Operation and Maintenance of Hang Nadim Airport Batam (BTH) on Tuesday, 21 December 2021;*
  - *Strategic cooperation with Kediri Airport (DHO) through KSO (Operational Cooperation) between PT Gudang Garam, Tbk (PT GG) and PT Angkasa Pura I*

*Increase Non-Aeronautical revenue through the development of commercial space plans and tenant mixing, so as to increase assets and optimize commercial space.*

B. *Organization and Culture*, focuses on developing human resources and culture to provide the best service and improve the risk management function. The main initiatives implemented include:

- *Forming a transformation office, in order to accelerate the Company's restructuring & transformation;*
- *Organizational structure redesign, in line with Holding's policy on the Airport Transformation program;*
- *Development of human resource capacities and capabilities;*
- *Collaborative training programs;*



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**48. KELANGSUNGAN USAHA (lanjutan)**

Dalam menjalankan usahanya, manajemen Kelompok Usaha telah dan akan melakukan program *Corporate Transformation* yang akan dimonitor secara berkala saat implementasi *action plan* jangka pendek maupun *jangka* panjang, dengan strategi dan penjelasan sebagai berikut: (lanjutan)

B. *Organization and Culture*, berfokus pada pengembangan sumber daya manusia dan budaya untuk memberikan pelayanan terbaik dan meningkatkan fungsi manajemen risiko. Adapun inisiatif utama yang dilaksanakan antara lain: (lanjutan)

- Pengembangan dashboard *EPM* (*Enterprise Performance Management*);
- Pengembangan *Airport Based Restructuring Framework (ABRF)*;
- Penguatan peran manajemen risiko untuk mendorong indeks maturitas risiko perusahaan melalui penerapan *four eyes principle*, dan perencanaan berbasis risiko;
- Simplifikasi struktur Direksi Perusahaan menjadi lebih lean yang terhitung efektif mulai tanggal 12 Desember 2022.

C. *Financial Restructuring*, merupakan rencana Perusahaan sebagai solusi untuk menghadapi tekanan likuiditas akibat situasi Pandemi Covid - 19 saat ini. Inisiatif utama yang dilaksanakan antara lain adalah:

- Perjanjian restrukturisasi utang dengan beberapa lender telah efektif pada 15 Juli 2022, dengan ketentuan utama antara lain:
  - Ketentuan pembayaran fasilitas kredit menjadi triwulanan setiap tanggal 23 dimulai bulan September 2022 sesuai dengan proporsi pokok dan tingkat suku bunga baru yang disepakati;
  - Pembayaran proporsi tingkat suku bunga sebesar 2% tahun 2022 dan 2023 sedangkan sisanya akan menjadi bunga ditangguhkan akan dibayarkan tahun 2025 dan 2026;
  - Perubahan kewajiban rasio keuangan menjadi sebagai berikut:
    - Current ratio, sekurang-kurangnya 1 (satu) kali yang berlaku sejak laporan keuangan 31 Desember 2024;
    - Debt-Service Coverage Ratio (DSCR): lebih dari 1 (satu) kali sejak laporan keuangan 31 Desember 2023;

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

B. *Organization and Culture*, focuses on developing human resources and culture to provide the best service and improve the risk management function. The main initiatives implemented include: (continued)

- Development of *EPM* (*Enterprise Performance Management*) dashboards;
- Development of *Airport Based Restructuring Framework (ABRF)*;
- Strengthening the role of risk management to drive the company's risk maturity index through the application of the *four eyes principle* and risk-based planning;
- Simplification of the Company's Board of Directors structure to become leaner which is effective starting December 12, 2022.

C. *Financial Restructuring*, is the Company's plan as a solution to deal with liquidity pressures due to the current Covid - 19 Pandemic situation. The main initiatives implemented include:

- Debt restructuring agreements with several lenders became effective on July 15, 2022, with the main provisions including:
  - Terms of payment for credit facilities to be quarterly on the 23rd starting in September 2022 in accordance with the agreed principal proportion and new interest rate;
  - Payment of a proportionate interest rate of 2% in 2022 and 2023, while the remainder will be deferred interest to be paid in 2025 and 2026;
- Changes in liability financial ratios to be as follows:
  - Current ratio, at least 1 (one) time effective since the financial report December 31, 2024;
  - Debt-Service Coverage Ratio (DSCR): more than 1 (one) time since the financial report December 31, 2023;

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**48. KELANGSUNGAN USAHA (lanjutan)**

Dalam menjalankan usahanya, manajemen Kelompok Usaha telah dan akan melakukan program *Corporate Transformation* yang akan dimonitor secara berkala saat implementasi *action plan* jangka pendek maupun *jangka* panjang, dengan strategi dan penjelasan sebagai berikut: (lanjutan)

C. *Financial Restructuring*, merupakan rencana Perusahaan sebagai solusi untuk menghadapi tekanan likuiditas akibat situasi Pandemi Covid - 19 saat ini. Inisiatif utama yang dilaksanakan antara lain adalah: (lanjutan)

- *Debt to Equity Ratio (DER)*: tidak lebih dari 5 (lima) kali sejak laporan keuangan 31 Desember 2022 hingga 31 Desember 2024; dan tidak lebih dari 3 (Tiga) kali sejak laporan keuangan 31 Desember 2025
- *Initiatives cash maintenance (cash-lab)* melalui manajemen *term of payment* dan alternatif pendanaan, dengan penjelasan sebagai berikut:
  - Optimalisasi pengelolaan kas melalui jadwal pembayaran dengan kebijakan *Term of Payment Vendor 90 hari* sesuai Surat Edaran Direksi Keuangan No.85/2021 dari sebelumnya 45 hari terhitung mulai tanggal 01 Oktober 2021, yang telah disesuaikan Kembali menjadi 120 hari per 1 Februari 2022 berdasarkan Surat Edaran Direksi Keuangan No. 11/2022;
  - Akselerasi penerimaan kas melalui intensifikasi penagihan piutang;
  - Penyelesaian piutang bermasalah;
  - Monitoring kas Perusahaan melalui strategi pengelolaan terintegrasi yang sesuai dengan *Cash Account & Management Agreement (CAMA)*;
  - Mengeksplor potensi pendanaan potensial lainnya seperti *Non Cash Loan*;
- *Deleveraging Initiatives* melalui skema *airport partnership* berupa *spin-off* dan sekuritisasi bandara/klaster bandara yang potensial, dengan penjelasan sebagai berikut:

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

C. *Financial Restructuring*, is the Company's plan as a solution to deal with liquidity pressures due to the current Covid - 19 Pandemic situation. The main initiatives implemented include: (continued)

- *Debt to Equity Ratio (DER)*: no more than 5 (five) times since the financial report December 31, 2022 to December 31, 2024; And no more than 3 (Three) times since the financial report December 31, 2025
- *Initiatives cash maintenance (cash-lab)* through term of payment management and alternative funding, with the following explanation:
  - Optimization of cash management through payment schedules with a 90-day Vendor Term of Payment policy according to the Director of Finance Circular Letter No.85/2021 from the previous 45 days starting October 1, 2021, which has been readjusted to 120 days as of February 1, 2022 based on the Circular Letter Director of Finance No. 11/2022;
  - Acceleration of cash receipts through intensification of accounts receivable collection;
  - Settlement of bad debts;
  - Monitoring the Company's cash through an integrated management strategy in accordance with the Cash Account & Management Agreement (CAMA);
  - Exploring other potential funding potentials such as Non-Cash Loans;
- *Deleveraging Initiatives* through an airport partnership scheme in the form of spin-offs and potential airport/airport cluster securitization, with the following explanation:

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C. *Financial Restructuring*, merupakan rencana Perusahaan sebagai solusi untuk menghadapi tekanan likuiditas akibat situasi Pandemi Covid - 19 saat ini. Inisiatif utama yang dilaksanakan antara lain adalah: (lanjutan)

- Telah disampaikan surat Direktur Pengembangan Usaha tanggal 6 Juli 2022 perihal Penyampaian Proposal Penawaran *Investment Opportunities* Perusahaan kepada INA;
- Pada 09-10 Oktober 2022 telah dilaksanakan roadshow sekuritisasi di Washington DC, US penyampaian rencana strategis Perusahaan dalam acara *T20 Special Event toward G20 Summit: "Infrastructure Development through Innovation and Collaborative Financing: toward Greater Inclusivity and Productivity"* merujuk pada Surat Direktur FEB UGM No 969/UNI/FEB.PPEB/TR/2022 tanggal 14 September 2022 perihal Undangan;
- Telah dilaksanakan pertemuan antara PT Angkasa Pura I dengan calon partner dalam kegiatan *SOE International Conference: Driving Sustainable & Inclusive Growth* di Bali Nusa Dua Convention Center pada 17 & 18 Oktober 2022, merupakan bagian dari *Trade, Investment & Industry Working Group (TIIWG) Road to G20*;
- *Portfolio management* dan optimalisasi aset.

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

C. *Financial Restructuring*, is the Company's plan as a solution to deal with liquidity pressures due to the current Covid - 19 Pandemic situation. The main initiatives implemented include: (continued)

- A letter from the Director of Business Development was submitted on July 6, 2022 regarding Submission of the Company's *Investment Opportunities Offering Proposal* to INA;
- On October 9-10, 2022 a securitization roadshow was held in Washington DC, US the submission of the Company's strategic plan in the *T20 Special Event toward the G20 Summit: "Infrastructure Development through Innovation and Collaborative Financing: toward Greater Inclusivity and Productivity"* referring to the Letter of the Director of FEB UGM No 969/UNI/FEB.PPEB/TR/2022 dated 14 September 2022 regarding Invitations;
- A meeting was held between PT Angkasa Pura I and potential partners in the *SOE International Conference: Driving Sustainable & Inclusive Growth* at the Bali Nusa Dua Convention Center on 17 & 18 October 2022, as part of *Trade, Investment & Industry Working Group (TIIWG) Road to G20*;
- *Portfolio management and asset optimization*.

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**48. KELANGSUNGAN USAHA (lanjutan)**

Dalam menjalankan usahanya, manajemen Kelompok Usaha telah dan akan melakukan program Corporate Transformation yang akan dimonitor secara berkala saat implementasi action plan jangka pendek maupun jangka panjang, dengan strategi dan penjelasan sebagai berikut: (lanjutan)

D. *Digitalization, for Structure/Process/People*, merupakan key enabler untuk proses implementasi dan pemantauan inisiatif transformasi yang dilakukan. Pada tahun 2020 dan 2021 Perusahaan melakukan fokus pada optimalisasi bisnis melalui pemanfaatan teknologi yang sejalan dengan kondisi Perusahaan misalnya *wifi monetizing, landing page*, perluasan bisnis optimalisasi kargo dengan memanfaatkan potensi trafik kargo akibat pertumbuhan e-commerce yang tinggi dan program Pemerintah (Kawasan Ekonomi Khusus). Di tahun 2022 hingga 2023, pengembangan digital yang akan dilaksanakan berfokus pada 3 program utama antara lain:

- *Data driven decision making platform: real time financial data update, visualization & analytics*
  - *Enterprise Performance Management Development* dimana tahun 2022 Phase I Migrasi data warehouse sudah dilakukan, dan tahun 2023 Phase II migrasi *tableau output dashboard (data visualisation)*;
  - *SAP Upgrade to S4/HANA* yang direncanakan shadow operation tahun 2023.
- *Digital monetization & revenue safeguarding: new business development through monetization of digital services*
  - *Point of Sales System (POSS)*
  - *Cargo Information System (CIS)*
  - *Common Use Check In System (CUCS)*
  - *Wifi Advertising*
  - *IBCS Upgrade to 5G*
  - *APS ISP (Internet Service Provider)*
- *Accelerate business process & automation: effectiveness & efficiency process through business automation*
  - *RPA & OCR for Doc. Verification & Payment*
  - *Airport Operation Data Sharing (AODS)*
  - *Airport Collaborative Decision Making*

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

D. *Digitalization, for Structure/Process/People*, is a key enabler for the process of implementing and monitoring the transformation initiatives undertaken. In 2020 and 2021 the Company will focus on business optimization through the use of technology that is in line with the Company's conditions, for example *wifi monetizing, landing pages*, expanding the cargo optimization business by utilizing the potential for cargo traffic due to high e-commerce growth and Government programs (Special Economic Zones). From 2022 to 2023, digital development will focus on 3 main programs, including:

- *Data driven decision making platform: real time financial data update, visualization & analytics*
  - *Enterprise Performance Management Development* where in 2022, Phase I migration data warehouse has taken place, and in 2023, Phase II migration *tableau output dashboard (data visualisation)*;
  - *SAP Upgrade to S4/HANA* which is planned for shadow operation in 2023.
- *Digital monetization & revenue safeguarding: new business development through monetization of digital services*
  - *Point of Sales System (POS)*
  - *Cargo Information System (CIS)*
  - *Common Use Check In System (CUCS)*
  - *Wifi Advertising*
  - *IBCS Upgrade to 5G*
  - *APS ISP (Internet Service Provider)*
- *Accelerate business process & automation: effectiveness & efficiency process through business automation*
  - *RPA & OCR for Doc. Verification & Payment*
  - *Airport Operation Data Sharing (AODS)*
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Terkait dengan program *Corporate Transformation*, Perusahaan telah dan akan melakukan beberapa inisiatif sebagai berikut:

- Perbaikan outlook rating API di 2023 Pefindo menerbitkan sertifikat rating Obligasi Berkelanjutan I Angkasa Pura I Tahun 2021 dan Sukuk Berkelanjutan I Angkasa Pura I Tahun 2021 idAA+ & idAA+(sy) outlook negatif pada 15 Juni 2022; Pefindo kembali menerbitkan sertifikat rating atas pemantauan khusus (special review) pada 1 Agustus 2022 dengan hasil penyesuaian outlook stable dengan rating tetap di idAA+ & idAA+(sy), dimana definisi atas peringkat idAA menandakan kemampuan Perusahaan untuk memenuhi komitmen keuangan jangka panjang atas efek utang tersebut dibandingkan dengan Perusahaan lain di Indonesia adalah sangat kuat. Adapun tanda + menunjukkan bahwa peringkat yang diberikan relatif kuat dan di atas rata-rata kategori yang bersangkutan dan outlook stabil menunjukkan rating tidak dapat berubah; Penyesuaian outlook tersebut dikarenakan Perusahaan telah menyelesaikan proposal restrukturisasi fasilitas pinjaman yang telah disetujui 14 kreditor pada 15 Juli 2022
- Dukungan Pemerintah yang kuat terhadap keberlangsungan Perusahaan Perusahaan sebagai infrastructure provider dan perpanjangan tangan pemerintah untuk memastikan konektivitas antar wilayah, Perusahaan mendapat dukungan Pemerintah. Adapun bentuk dukungan yang didapatkan Perusahaan adalah sebagai berikut:
  - Penerimaan Restitusi Pajak
    - Direktorat Jenderal Pajak telah menyampaikan Surat Ketetapan Pajak Lebih Bayar (SKLB) atas pelaksanaan kewajiban Pajak Pertambahan Nilai Barang dan Jasa dari Wajib Pajak/Pengusaha kena Pajak pada tanggal 28 Desember 2021 yang mengindikasikan bahwa proses restitusi pajak Perusahaan di Direktorat Pajak senilai Rp914 Miliar telah mencapai proses akhir yang telah diterima tunai pada 24 Januari 2022;

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

*In relation to the Corporate Transformation program, the company has and will undertake the following initiatives:*

- *Improvement of API rating outlook in 2023 Pefindo issues rating certificates for Angkasa Pura I Sustainable Bonds I Year 2021 and Angkasa Pura I Sustainable Bonds I Year 2021 idAA+ & idAA+(sy) negative outlook on 15 June 2022; Pefindo re-issued a certificate of rating for special monitoring (special review) on August 1, 2022 with a stable outlook adjustment with a fixed rating at idAA+ & idAA+(sy), where the definition of the idAA rating indicates the Company's ability to meet long-term financial commitments for these debt securities compared to other companies in Indonesia is very strong. The + sign indicates that the rating given is relatively strong and above the average for the category concerned and the outlook is stable indicating that the rating cannot change; The outlook adjustment is because the Company has completed the loan facility restructuring proposal which was approved by 14 creditors on July 15, 2022*
- *Strong government support for the sustainability of the company Companies as infrastructure providers and an extension of the government to ensure connectivity between regions, the company has the support of the government. The forms of support obtained by the Company are as follows:*
  - *Receipt of Tax Restitution*
    - *The Directorate General of Taxes has submitted an Overpaid Tax Assessment Letter (SKLB) for the implementation of the obligation of Value Added Tax on Goods and Services from Taxpayers/Taxable Entrepreneurs on December 28, 2021 which indicates that the Company's tax refund process at the Tax Directorate in the amount of IDR 914 billion has reached the final process that has been received in cash on January 24, 2022;*

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**48. KELANGSUNGAN USAHA (lanjutan)**

Dalam menjalankan usahanya, manajemen Kelompok Usaha telah dan akan melakukan program Corporate Transformation yang akan dimonitor secara berkala saat implementasi action plan jangka pendek maupun jangka panjang, dengan strategi dan penjelasan sebagai berikut: (lanjutan)

Terkait dengan program *Corporate Transformation*, Perusahaan telah dan akan melakukan beberapa inisiatif sebagai berikut: (lanjutan)

- Direktorat Jenderal Pajak telah menyampaikan Surat Ketetapan Pajak Lebih Bayar (SKLB) atas pelaksanaan kewajiban Pajak Penghasilan pada tanggal 12 April 2022 yang mengindikasikan bahwa proses restitusi pajak Perusahaan di Direktorat Pajak senilai Rp 94 Miliar (Rp93.812.756.049,-) (angka penuh) telah mencapai proses akhir yang telah diterima tunai pada tanggal 09 Mei 2022
- Perusahaan telah mengusulkan kembali untuk mendapatkan Penyertaan Modal Negara (PMN) melalui PT Aviata Pariwisata Indonesia (Persero) sebesar Rp1,478 Triliun untuk kebutuhan pembangunan infrastruktur dan pengembangan Bandara Sultan Hasanuddin Makassar, menindaklanjuti Surat Vice President Director PT Aviata No: INJ.02.04/23/10/2022/A.0749 tanggal 12 Oktober 2022 perihal Permohonan Data dan Analisis Kajian Penyempurnaan Usulan PMN Tahun 2023
- Kebijakan Presiden Republik Indonesia Bapak Joko Widodo pada hari Jumat 30 Desember 2022, Pemerintah mencabut PPKM yang tertuang dalam instruksi Mendagri Nomor 50 dan 51 Tahun 2022
- PT Angkasa Pura I dengan kondisi trend pemulihan covid 19 dan trafik global memperkirakan CAGR pertumbuhan trafik penumpang 2019 - 2027 mencapai 2,35% dengan jumlah trafik penumpang di tahun 2025 sebesar 86 juta penumpang
  - Tidak ada pembatasan perjalanan;
  - Pelaksanaan Haji dan Umroh kembali dibuka;
  - Dihapusnya kebijakan yang menghambat perjalanan (testing dan karantina) bagi pelaku perjalanan yang telah mendapatkan vaksin dosis lengkap;

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

*In relation to the Corporate Transformation program, the company has and will undertake the following initiatives: (continued)*

- *The Directorate General of Taxes has submitted a Tax Overpayment Assessment Letter (SKLB) for the implementation of Income Tax obligations on April 12, 2022 which indicates that the Company's tax refund process at the Tax Directorate is in the amount of IDR 94 billion (Rp 93,812,756,049,-) (full amount) has reached the final process which has been received in cash on May 9, 2022*
- *The company has proposed again to obtain State Equity Investment (PMN) through PT Aviata Wisata Indonesia (Persero) in the amount of IDR 1.478 Trillion for the needs of infrastructure development and development of Sultan Hasanuddin Makassar Airport, following up on the Letter of the Vice President Director of PT Aviata No: INJ.02.04/23/10/2022/A.0749 dated 12 October 2022 concerning Request for Data and Analysis of the 2023 PMN Proposal Completion Study*
- *Policy of the President of the Republic of Indonesia Mr. Joko Widodo on Friday 30 December 2022, the Government revoked the PPKM as stated in the instructions of the Minister of Home Affairs Number 50 and 51 of 2022*
- *PT Angkasa Pura I with the condition of the recovery trend of Covid 19 and global traffic estimates that the CAGR of passenger traffic growth for 2019 - 2027 will reach 2.35% with total passenger traffic in 2025 of 86 million passengers*
  - *No travel restrictions;*
  - *Implementation of Hajj and Umrah re-opened;*
  - *Elimination of policies that impede travel (testing and quarantine) for travelers who have received full doses of vaccines;*



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Terkait dengan program *Corporate Transformation*, Perusahaan telah dan akan melakukan beberapa inisiatif sebagai berikut: (lanjutan)

- Asumsi forecast ACI yang mengatakan bahwa trafik 2023 akan *recover* sebesar 82% dari 2019 (dengan penyesuaian)
- Diperkirakan terdapat kenaikan jumlah penumpang internasional yang cukup signifikan di Bali karena adanya beberapa event/festival internasional pada tahun 2023

**49. PERISTIWA SETELAH PERIODE PELAPORAN**

**Penyelesaian pembayaran termin VI atas Pekerjaan Design & Build Pengembangan Bandar Udara Sultan Hasanuddin Makassar kepada WIKA**

Dalam rangka menindaklanjuti Perjanjian penyelesaian pembayaran progress termin IV atas pekerjaan Design & Build Pengembangan Bandar Udara Sultan Hasanuddin, Makassar, pada tanggal 22 Februari 2023, Perusahaan menandatangani perjanjian kredit non tunai dengan PT Bank Tabungan Indonesia (Persero) Tbk untuk memperoleh fasilitas SCF skema Payable Financing, SKBDN, dan Trust Receipt atas SKBDN yang telah diterbitkan oleh Bank dengan limit fasilitas sebesar Rp1.500.000.000. Fasilitas tersebut digunakan untuk kebutuhan modal kerja untuk pembayaran kepada pemasok Perusahaan. Pada tanggal 24 Februari 2023, Perusahaan mengajukan dokumen surat keterangan pembayaran atas invoice yang diajukan dalam SKBDN kepada BTN dan pada tanggal 27 Februari 2023, BTN menerbitkan SKBDN untuk pembayaran tagihan kepada WIKA sebesar Rp265.765.757.

**48. GOING CONCERN (continued)**

*In running its operations, the Group's management has started to and will carry out the Corporate Transformation program which will be monitored regularly during the implementation of short-term and long-term action plans, with the following strategies and explanations: (continued)*

*In relation to the Corporate Transformation program, the company has and will undertake the following initiatives: (continued)*

- *ACI forecast assumption which says that traffic in 2023 will recover by 82% from 2019 (with adjustments)*
- *It is estimated that there will be a significant increase in the number of international passengers in Bali due to several international events/festivals in 2023*

**49. SUBSEQUENT EVENT**

**Completion of payment for term VI of the Sultan Hasanuddin Makassar Airport Development Design & Build Work to WIKA**

*In order to follow up on the Agreement for settlement of the progress of payment for term IV for the Design & Build job of Sultan Hasanuddin Airport Development, Makassar, on February 22, 2023, the Company signed a non-cash credit agreement with PT Bank Savings Indonesia (Persero) Tbk to obtain an SCF facility for the Payable Financing scheme, SKBDN, and Trust Receipt for SKBDN issued by the Bank with a facility limit of Rp1,500,000,000. This facility is used for working capital needs such as payments to the Company's suppliers. On February 24, 2023, the Company submitted a payment statement document for the invoice submitted in the SKBDN to BTN and on February 27, 2023, BTN issued an SKBDN for bill payments to WIKA amounting to Rp265,765,757.*

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**50. INFORMASI KEUANGAN ENTITAS INDUK**

Berikut ini adalah Informasi Keuangan terpisah PT Angkasa Pura I. (Entitas Induk), terdiri dari laporan posisi keuangan Entitas Induk pada tanggal 31 Desember 2022 dan laporan laba rugi dan penghasilan komprehensif lain, laporan perubahan ekuitas dan arus kas Entitas Induk terkait untuk tahun yang berakhir 31 Desember 2022 dan ikhtisar kebijakan akuntansi signifikan. Informasi Keuangan Entitas Induk disajikan sebagai informasi tambahan terhadap laporan keuangan konsolidasian Grup pada tanggal 31 Desember 2022 dan untuk tahun yang berakhir pada tanggal tersebut.

**50. FINANCIAL INFORMATION OF PARENT ENTITY**

The following is separate PT Angkasa Pura I (the Parent Entity)'s Financial Information, consisting of the statement of financial position of the Parent Entity as of December 31, 2022 and statements of profit or loss and other comprehensive income, changes in equity and cash flows of the Parent Entity for the year ended December 31, 2022 and a summary of significant accounting policies. The Parent Entity's Financial Information is presented as supplementary information to the consolidated financial statements of the Group as of December 31, 2022 and for the year then ended.

		Disajikan Kembali / As Restated (Catatan/Note 4)				
		31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020		
<b>LAPORAN POSISI KEUANGAN</b>					<b>STATEMENT OF FINANCIAL POSITION</b>	
<b>ASET</b>					<b>ASSETS</b>	
<b>ASET LANCAR</b>					<b>CURRENT ASSETS</b>	
Kas dan setara kas	1.929.492.538	997.212.126	1.022.754.405	Cash and cash equivalents		
Investasi efek	38.557.146	49.911.618	96.115.484	Investment securities		
Piutang usaha, neto				Trade receivables, net		
Pihak berelasi	122.675.596	145.935.352	189.854.591	Related parties		
Pihak ketiga	261.217.086	273.441.376	324.658.541	Third parties		
Piutang lain-lain, neto	11.793.891	10.810.062	42.071.917	Other receivables, net		
Persediaan, neto	8.449.125	8.103.394	8.041.580	Inventories, net		
Uang muka dan biaya dibayar di muka	3.271.303	21.738.576	8.861.463	Advances and prepaid expense		
Pendapatan akrual	147.011.285	105.799.562	308.080.185	Accrued revenues		
Pajak dibayar di muka	24.014.620	44.386.577	989.340.544	Prepaid taxes		
Estimasi tagihan pajak	-	952.396.514	-	Estimated claims for refundable tax		
Aset lancar lainnya	417.877	8.797.829	20.906.596	Other current assets		
<b>TOTAL ASET LANCAR</b>	<b>2.546.900.467</b>	<b>2.618.532.986</b>	<b>3.010.685.306</b>	<b>TOTAL CURRENT ASSETS</b>		
<b>ASET TIDAK LANCAR</b>					<b>NON-CURRENT ASSETS</b>	
Estimasi tagihan pajak	43.849.951	124.850.814	202.609.802	Estimated claims for refundable tax		
Aset pajak tangguhan	1.499.232.456	1.490.559.119	549.119.042	Deferred tax assets		
Investasi jangka panjang	1.610.293.472	1.636.468.730	1.398.568.604	Long-term investments		
Piutang Jangka Panjang, neto	37.964.490	-	-	Trade receivable, net		
Properti investasi, neto	83.827.569	86.567.327	89.417.296	Investment property, net		
Aset tetap, neto	34.750.377.999	35.937.351.075	35.877.331.509	Fixed assets, net		
Aset takberwujud, neto	67.592.136	101.718.916	124.115.063	Intangible assets, net		
Aset hak-guna, neto	255.784.438	332.566.730	587.419.850	Right-of-use assets, net		
Aset tidak lancar lainnya	1.249.058	1.249.058	125.325	Other non-current assets		
<b>TOTAL ASET TIDAK LANCAR</b>	<b>38.350.171.569</b>	<b>39.711.331.769</b>	<b>38.828.706.491</b>	<b>TOTAL NON-CURRENT ASSETS</b>		
<b>TOTAL ASET</b>	<b>40.897.072.036</b>	<b>42.329.864.755</b>	<b>41.839.391.797</b>	<b>TOTAL ASSETS</b>		

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	Disajikan Kembali / As Restated (Catatan/Note 4)			
	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	31 Desember 2020/ December 31, 2020	
<b>LIABILITAS DAN EKUITAS</b>				<b>LIABILITIES AND EQUITY</b>
<b>LIABILITAS</b>				<b>LIABILITIES</b>
<b>LIABILITAS JANGKA PENDEK</b>				<b>CURRENT LIABILITIES</b>
Utang usaha				Trade payables
Pihak ketiga	124.244.647	213.793.819	71.992.912	Third parties
Pihak berelasi	527.718.858	197.239.287	28.809.069	Related Parties
Utang lain-lain	230.024.078	266.610.337	2.203.157.331	Other payables
Pendapatan diterima di muka	40.778.571	89.059.078	80.265.051	Unearned revenues
Beban akrual	1.359.523.899	2.733.410.169	768.862.649	Accrued expenses
Utang pajak	64.614.230	37.447.022	194.295.612	Taxes payable
Liabilitas jangka panjang yang jatuh tempo dalam waktu satu tahun:				Current maturities of long-term liabilities:
Utang bank jangka pendek	11.700.815	399.900.410	199.950.205	Short-term bank loans
Utang obligasi dan sukuk ijarah	444.000.000	-	890.000.000	Bonds payable and sukuk ijarah
Liabilitas sewa	73.369.345	84.804.315	170.955.411	Lease liabilities
<b>TOTAL LIABILITAS JANGKA PENDEK</b>	<b>2.875.974.443</b>	<b>4.022.264.437</b>	<b>4.608.288.240</b>	<b>TOTAL CURRENT LIABILITIES</b>
<b>LIABILITAS JANGKA PANJANG</b>				<b>NON-CURRENT LIABILITIES</b>
Liabilitas jangka panjang setelah dikurangi bagian yang jatuh tempo dalam waktu satu tahun:				Long-term liabilities - net of current maturities:
Utang bank jangka panjang	23.072.607.185	22.971.423.377	20.327.000.378	Long-term bank loans
Utang obligasi dan sukuk ijarah	3.270.623.013	3.712.680.188	2.106.091.817	Bonds payable and sukuk ijarah
Liabilitas sewa	236.845.231	284.314.712	445.779.661	Lease liabilities
Utang jangka panjang lainnya	1.363.645.720	382.873.170	396.326.923	Other non-current liabilities
Liabilitas imbalan kerja karyawan	759.611.929	912.761.313	852.364.590	Employee benefits liabilities
<b>TOTAL LIABILITAS JANGKA PANJANG</b>	<b>28.703.333.078</b>	<b>28.264.052.760</b>	<b>24.127.563.369</b>	<b>TOTAL NON-CURRENT LIABILITIES</b>
<b>TOTAL LIABILITAS</b>	<b>31.579.307.521</b>	<b>32.286.317.197</b>	<b>28.735.851.609</b>	<b>TOTAL LIABILITIES</b>
<b>EKUITAS</b>				<b>EQUITY</b>
Modal Saham	6.414.412.000	6.414.412.000	6.414.412.000	Shares Capital
Modal dasar 12.000.000 saham dengan nilai nominal Rp1.000.000 per saham				Authorized capital 12,000,000 shares with par value of Rp1,000,000 per share
Modal ditempatkan dan disetor 6.414.412 saham tahun 2018 dan 2017				Issued and paid-up 6,414,412 shares in year 2018 and 2017
Penyertaan modal negara	22.963.207	22.963.207	22.963.207	Government capital investment
Tambahan modal disetor	16.424.662	16.424.662	16.424.662	Addition paid in capital
Nilai buku aset tetap kenavigasian	(37.004.793)	(37.004.793)	(37.004.793)	Book value of fixed assets navigation
Akumulasi penyusutan aset tetap kenavigasian	408.393.524	408.393.524	408.393.524	Accumulated depreciation of navigation fixed assets
Penghasilan komprehensif lain	(307.084.285)	(403.136.378)	(395.015.680)	Other comprehensive income
Saldo laba				Retained earnings
Dicadangkan	9.230.837.096	9.230.837.096	9.230.837.096	Appropriated
Tidak dicadangkan	(6.431.176.896)	(5.609.341.760)	(2.557.469.828)	Unappropriated
<b>TOTAL EKUITAS</b>	<b>9.317.764.515</b>	<b>10.043.547.558</b>	<b>13.103.540.188</b>	<b>TOTAL EQUITY</b>
<b>TOTAL LIABILITAS DAN EKUITAS</b>	<b>40.897.072.036</b>	<b>42.329.864.755</b>	<b>41.839.391.797</b>	<b>TOTAL LIABILITIES AND EQUITY</b>

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<b>LAPORAN LABA RUGI DAN PENGHASILAN KOMPREHENSIF LAIN</b>			<b>STATEMENT OF PROFIT OR LOSS OTHER COMPREHENSIVE INCOME</b>
<b>PENDAPATAN USAHA</b>			<b>OPERATING REVENUES</b>
Pendapatan aeronautika	3.320.877.479	1.403.695.997	Aeronautical revenues
Pendapatan non-aeronautika	1.552.376.502	903.642.548	Non-aeronautical revenues
<b>Total</b>	<b>4.873.253.981</b>	<b>2.307.338.545</b>	<b>Total</b>
Beban operasional bandara	(2.853.126.836)	(2.884.732.791)	Airport operation expenses
Beban pegawai	(930.311.668)	(910.189.379)	Employee expenses
Beban umum dan administrasi	(915.432.861)	(916.039.952)	General administrative expenses
Beban pemasaran	(6.901.993)	(6.362.201)	Marketing expenses
Penghasilan lain-lain	487.634.809	80.389.952	Other income
Beban lain-lain	(166.379.491)	(36.465.527)	Other expenses
<b>LABA (RUGI) USAHA</b>	<b>488.735.941</b>	<b>(2.366.061.353)</b>	<b>OPERATING PROFIT (LOSS)</b>
Penghasilan keuangan	463.615.120	25.201.171	Finance income
Beban keuangan	(1.728.700.623)	(1.516.398.922)	Finance costs
Bagian laba entitas asosiasi	(24.565.997)	(52.980.474)	Equity income of associate entities
<b>RUGI SEBELUM PAJAK FINAL DAN PAJAK PENGHASILAN BADAN</b>	<b>(800.915.559)</b>	<b>(3.910.239.578)</b>	<b>LOSS BEFORE FINAL TAX AND CORPORATE INCOME TAX</b>
Beban pajak final	(57.383.008)	(35.241.848)	Final tax expense
<b>RUGI SEBELUM PAJAK PENGHASILAN BADAN</b>	<b>(858.298.567)</b>	<b>(3.945.481.426)</b>	<b>LOSS BEFORE CORPORATE INCOME TAX</b>
<b>BEBAN PAJAK PENGHASILAN BADAN, NETO</b>	<b>36.463.431</b>	<b>893.609.494</b>	<b>CORPORATE INCOME TAX EXPENSE, NET</b>
<b>RUGI TAHUN BERJALAN</b>	<b>(821.835.136)</b>	<b>(3.051.871.932)</b>	<b>LOSS FOR THE YEAR</b>

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**50. FINANCIAL INFORMATION OF PARENT  
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	Disajikan Kembali / As Restated (Catatan/Note 4)		
	31 Desember 2022/ December 31, 2022	31 Desember 2021/ December 31, 2021	
<b>RUGI KOMPREHENSIF LAIN</b>			<b>OTHER COMPREHENSIVE LOSS</b>
<b>Pos yang akan direklasifikasi ke laba rugi:</b>			<b>Item that will not be reclassified to profit or loss:</b>
Laba (rugi) belum terrealisasi investasi efek	(4.605.590)	(1.242.543)	Unrealized gain (loss) on securities investment
<b>Pos-pos yang tidak akan direklasifikasikan ke laba rugi</b>			<b>Items that will not be reclassified to profit or loss</b>
Rugi komprehensif entitas asosiasi	(1.149.387)	(20.321)	Loss comprehensif income from associate
Rugi aktuarial imbalan kerja karyawan	99.508.296	(6.857.834)	Actuarial loss on employee benefits
<b>Rugi komprehensif lain tahun berjalan setelah pajak</b>	<b>93.753.319</b>	<b>(8.120.698)</b>	<b>Other comprehensive loss for the year after tax</b>
<b>Total penghasilan komprehensif tahun berjalan</b>	<b>(728.081.817)</b>	<b>(3.059.992.630)</b>	<b>Total comprehensive income for the year</b>

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50. INFORMASI KEUANGAN ENTITAS INDUK (lanjutan)

50. FINANCIAL INFORMATION OF PARENT ENTITY (continued)

LAPORAN PERUBAHAN EKUITAS

STATEMENT OF CHANGES IN EQUITY

	Modal saham ditempatkan dan disetor/ Issued and paid shares capital	Penyertaan modal pemerintah/ Government capital investment	Tambah Modal Disetor/ Additional Paid-in Capital	Nilai buku aset kenavigasian/ Book value of fixed assets navigation	Akumulasi penyusutan aset tetap kenavigasian/ Accumulated depreciation of navigation fixed assets	Laba (rugi) belum direalisasi atas pemilikan efek/ Unrealized gain (loss) on marketable securities	Keuntungan (kerugian) aktuarial imbalan kerja/ Gain (loss) Actuarial post Retirement benefits	Keuntungan (kerugian) entitas asosiasi/ Gain (loss) of associated entities	Saldo laba/Retained Earnings		Total ekuitas/ Total equity	
									Dicadangkan/ Appropriated	Belum dicadangkan/ Unappropriated		
Saldo per 1 Januari 2021 (dilaporkan sebelumnya)	6.414.412.000	22.963.207	16.424.662	(37.004.793)	408.393.524	5.897.395	(401.768.917)	(7.741.604)	9.230.837.096	(2.484.727.525)	13.167.685.045	Balance as of Januari 1, 2021 (as previously reported)
Dampak dari perubahan Kebijakan akuntansi	-	-	-	-	-	-	8.597.446	-	-	(72.742.303)	(64.144.857)	Effects of changes of accounting policies
Saldo tanggal 1 Januari 2021 (disajikan kembali)	6.414.412.000	22.963.207	16.424.662	(37.004.793)	408.393.524	5.897.395	(393.171.471)	(7.741.604)	9.230.837.096	(2.557.469.828)	13.103.540.188	Balance as of January 1, 2021 (as restated)
Rugi bersih tahun berjalan	-	-	-	-	-	-	-	-	-	(3.051.871.932)	(3.051.871.932)	Net loss for the year
Pendapatan komprehensif lain	-	-	-	-	-	-	-	(20.321)	-	-	(20.321)	Other comprehensive income
Rugi belum direalisasi atas pemilikan efek	-	-	-	-	-	(1.242.543)	-	-	-	-	(1.242.543)	Unrealized loss on securities investment
Pengukuran kembali liabilitas imbalan kerja	-	-	-	-	-	-	(6.857.834)	-	-	-	(6.857.834)	Re-measurement of employee benefits liabilities
Saldo per 31 Desember 2021 (disajikan kembali)	6.414.412.000	22.963.207	16.424.662	(37.004.793)	408.393.524	4.654.852	(400.029.305)	(7.761.925)	9.230.837.096	(5.609.341.760)	10.043.547.558	Balance as of December 31, 2021 (as restated)
Rugi bersih tahun berjalan	-	-	-	-	-	-	-	-	-	(821.835.136)	(821.835.136)	Net loss for the year
Pendapatan komprehensif lain	-	-	-	-	-	-	-	1.149.387	-	-	1.149.387	Other comprehensive income
Rugi belum direalisasi atas pemilikan efek	-	-	-	-	-	(4.605.590)	-	-	-	-	(4.605.590)	Unrealized loss on securities investment
Pengukuran kembali liabilitas imbalan kerja	-	-	-	-	-	-	99.508.296	-	-	-	99.508.296	Re-measurement of employee benefits liabilities
Saldo tanggal 31 Desember 2022	6.414.412.000	22.963.207	16.424.662	(37.004.793)	408.393.524	49.262	(300.521.009)	(6.612.538)	9.230.837.096	(6.431.176.896)	9.317.764.515	Balance as of December 31, 2022



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**50. FINANCIAL INFORMATION OF PARENT  
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	Tahun yang berakhir pada tanggal 31 Desember/ Year ended December 31		
	2022	2021	
<b>LAPORAN ARUS KAS</b>			<b>STATEMENT OF CASH FLOWS</b>
<b>ARUS KAS DARI AKTIVITAS OPERASI</b>			<b>CASH FLOWS FROM OPERATING ACTIVITIES</b>
Penerimaan dari pelanggan	4.553.756.056	2.648.576.181	Receipts from customers
Pembayaran kas kepada pemasok dan karyawan	(2.762.246.360)	(2.714.840.577)	Cash payment to suppliers and employees
Penerimaan (pembayaran) pajak	1.049.766.840	(173.237.373)	Tax receipt (payment)
Penerimaan pendapatan bunga	69.272.021	25.201.171	Receipt of interest income
Pembayaran bunga	(1.044.457.731)	(1.398.069.107)	Interest payment
<b>Kas bersih yang diperoleh (digunakan) dari aktivitas operasi</b>	<b>1.866.090.826</b>	<b>(1.612.369.705)</b>	<b>Net cash provided (used in) by operating activities</b>
<b>ARUS KAS DARI AKTIVITAS INVESTASI</b>			<b>CASH FLOWS FROM INVESTING ACTIVITIES</b>
Penerimaan dari (pengeluaran untuk) investasi jangka pendek	6.748.882	46.203.866	Received from (payment for) short-term investment
Pengeluaran untuk investasi jangka panjang	(163.723.654)	(215.503.979)	Payment for long-term investment
Penambahan aset tetap	(677.393.006)	(1.722.538.611)	Addition in fixed assets
<b>Kas bersih yang digunakan untuk aktivitas investasi</b>	<b>(834.367.778)</b>	<b>(1.891.838.724)</b>	<b>Net cash used in investing activities</b>
<b>ARUS KAS DARI AKTIVITAS PENDANAAN</b>			<b>CASH FLOWS FROM FINANCING ACTIVITY</b>
Penerimaan pinjaman bank	-	3.051.544.690	Proceed from bank loans
Penerimaan obligasi dan sukuk ijarah	-	1.611.900.000	Proceed from bonds payable and sukuk ijarah
Pembayaran pinjaman jangka panjang	(10.600.339)	(1.089.950.205)	Payment on on long-term loans
Penerimaan dividen	-	8.282.226	Proceed from dividends
Pembayaran liabilitas sewa	(73.353.135)	(101.369.742)	Payments of lease liabilities
<b>Kas bersih yang digunakan (diperoleh) untuk aktivitas pendanaan</b>	<b>(83.953.474)</b>	<b>3.480.406.969</b>	<b>Net cash used in (provided by) financing activities</b>
Dampak perubahan selisih kurs terhadap kas dan setara kas	(15.489.162)	(1.740.819)	Effect of exchange rate changes on cash and cash equivalents
<b>KENAIKAN (PENURUNAN) KAS DAN SETARA KAS</b>	<b>932.280.412</b>	<b>(25.542.279)</b>	<b>INCREASE (DECREASE) IN CASH AND CASH EQUIVALENTS</b>
<b>KAS DAN SETARA KAS AWAL TAHUN</b>	<b>997.212.126</b>	<b>1.022.754.405</b>	<b>CASH AND CASH EQUIVALENTS AT BEGINNING OF YEAR</b>
<b>KAS DAN SETARA KAS AKHIR TAHUN</b>	<b>1.929.492.538</b>	<b>997.212.126</b>	<b>CASH AND CASH EQUIVALENTS AT END OF YEAR</b>

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**50. INFORMASI KEUANGAN ENTITAS INDUK  
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**IKHTISAR KEBIJAKAN AKUNTANSI YANG  
PENTING**

**a. Dasar penyusunan laporan keuangan  
tersendiri entitas induk**

Laporan keuangan tersendiri Entitas Induk disusun sesuai dengan Pernyataan Standar Akuntansi Keuangan ("PSAK") No. 4, "Laporan Keuangan Tersendiri".

PSAK No. 4 menyatakan bahwa ketika sebuah entitas induk memilih untuk menyajikan laporan keuangan terpisah, laporan keuangan tersebut seharusnya hanya disajikan sebagai informasi tambahan pada laporan keuangan konsolidasi. Laporan keuangan tersendiri yang disajikan oleh entitas induk, di mana investasi dalam entitas anak, entitas asosiasi dan entitas dikendalikan bersama dicatat berdasarkan kepemilikan langsung dan bukan berdasarkan hasil yang dilaporkan dan aset neto entitas investasi.

Kebijakan akuntansi yang diterapkan dalam penyusunan informasi keuangan 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.

Penyertaan saham pada entitas anak dicatat pada biaya perolehan. Entitas induk mengakui dividen dari entitas anak pada perkiraan laba rugi dalam laporan keuangan tersendiri ketika hak menerima dividen ditetapkan.

**2. INVESTASI JANGKA PANJANG**

Investasi jangka panjang Entitas induk terdiri dari penyertaan saham dan obligasi dengan rincian sebagai berikut:

	<b>31 Desember/December 31,</b>	
	<b>2022</b>	<b>2021</b>
Penyertaan saham	1.591.663.031	1.615.080.641
Obligasi	18.630.440	21.389.088
<b>Total</b>	<b>1.610.293.471</b>	<b>1.636.469.729</b>

**50. FINANCIAL INFORMATION OF PARENT  
ENTITY (continued)**

**SUMMARY OF SIGNIFICANT ACCOUNTING  
POLICIES**

**a. Basis of preparation of the separate  
financial statements of the parent entity**

The separate financial statements of the Parent Entity are prepared in accordance with the Statement of Financial Accounting Standards ("PSAK") No. 4, "Separate Financial Statements".

PSAK No.4 provides that when a parent entity chose to present the separate financial statements, such financial statements should only be presented as supplementary information to the consolidated financial statements. Separate financial statements are those presented by a parent, in which the investments in the subsidiary, associate entity and jointly controlled entity 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.

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.

Investments in shares of stock of subsidiaries are accounted for at acquisition cost. The parent entity recognizes dividends from subsidiaries in profit or loss in its separate financial statements when its right to receive the dividends was established.

**2. LONG-TERM INVESTMENTS**

The Parent Entity's long term investments consist of investments in shares and bond with details are as follows:

*Investment in shares*  
*Bond*  
**Total**

**PT ANGKASA PURA I  
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Tanggal 31 Desember 2022 dan untuk  
Tahun yang Berakhir pada Tanggal Tersebut  
(Disajikan dalam ribuan Rupiah,  
kecuali dinyatakan lain)**

**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
NOTES TO THE CONSOLIDATED  
FINANCIAL STATEMENTS  
As of December 31, 2022  
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(Expressed in thousands of Rupiah,  
unless otherwise stated)**

**50. INFORMASI KEUANGAN ENTITAS INDUK  
(lanjutan)**

**INVESTASI JANGKA PANJANG (lanjutan)**

a. Penyertaan saham

Informasi mengenai entitas anak dan asosiasi yang dimiliki Kelompok Usaha diungkapkan dalam Catatan 1c dan 14 atas Laporan Keuangan Konsolidasian.

Pada tanggal 31 Desember 2022 dan 2021, Entitas Induk memiliki penyertaan saham sebagai berikut:

	Persentase Kepemilikan/ Percentage of ownership	Biaya perolehan 31 Desember 2022/ Acquisition cost December 31, 2022	Persentase Kepemilikan/ Percentage of ownership	Biaya perolehan 31 Desember 2021/ Acquisition cost December 31, 2021
<u>Entitas Anak/Subsidiaries</u>				
PT Angkasa Pura Support	99,81%	250.000.000	99,81%	250.000.000
PT Angkasa Pura Properti	99,96%	167.940.000	99,96%	167.940.000
PT Angkasa Pura Hotel	99,99%	649.864.789	99,99%	649.864.789
PT Angkasa Pura Logistik	99,72%	180.750.000	99,72%	180.750.000
PT Angkasa Pura Retail	97,50%	48.750.000	97,50%	48.750.000
<u>Entitas Asosiasi/Associates</u>				
PT Gapura Angkasa	7,76%	8.080.850	7,76%	3.494.468
PT Jasa Marga Bali Tol	6,31%	11.244.385	6,31%	17.757.694
PT Bandara International Batam	51,00%	275.033.007	51,00%	296.523.690
Total		1.591.663.031		1.615.080.641

b. Obligasi

Pada tanggal 31 Desember 2022 dan 2021, Entitas Induk memiliki obligasi sebagai berikut:

	31 Desember 2022/ December 31, 2022		31 Desember 2021/ December 31, 2021		
	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	Nilai nominal/ Nominal value	Nilai tercatat/ Carrying value	
RI0148	15.206.000	13.630.440	15.206.000	16.389.088	RI0148
BEXI04CCN7	5.000.000	5.000.000	5.000.000	5.000.000	BEXI04CCN7

**50. FINANCIAL INFORMATION OF PARENT  
ENTITY (continued)**

**LONG-TERM INVESTMENTS (continued)**

a. Investment in shares

Information pertaining to subsidiaries and associates owned by the Group is disclosed in Notes 1c and 14 to the Consolidated Financial Statements.

As of December 31, 2022 and 2021, the Parent Entity has investment in shares as follow:

b. Bonds

As of December 31, 2022 and 2021, the Parent Entity has bonds as follow:

**PT ANGKASA PURA I  
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Tahun yang Berakhir pada Tanggal Tersebut  
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**PT ANGKASA PURA I  
AND ITS SUBSIDIARIES  
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(Expressed in thousands of Rupiah,  
unless otherwise stated)**

**50. INFORMASI KEUANGAN ENTITAS INDUK  
(lanjutan)**

**INFORMASI TAMBAHAN ATAS LAPORAN  
ARUS KAS**

Transaksi non-kas terdiri dari:

	<u>31 Desember 2022/ December 31, 2022</u>	<u>31 Desember 2021/ December 31, 2021</u>
Penambahan aset hak-guna melalui liabilitas sewa	25.883.654	789.045.239
Kapitalisasi biaya pinjaman ke aset tetap	12.212.640	454.563.998

Perubahan pada liabilitas yang timbul dari aktivitas  
pendanaan pada laporan arus kas adalah sebagai  
berikut :

**50. FINANCIAL INFORMATION OF PARENT  
ENTITY (continued)**

**SUPPLEMENTAL INFORMATION TO THE  
STATEMENT OF CASH FLOW**

Non-cash transaction consists of:

Addition of right-of-use assets through lease liabilities	25.883.654	789.045.239
Capitalization of borrowing costs	12.212.640	454.563.998

Movement of liabilities arising from financing  
activities in the statement of cash flows are as  
follows:

	<u>1 Januari 2022/ January 1, 2022</u>	<u>Arus kas/ Cash flow</u>	<u>Non-arus kas/Non-cash flow</u>		<u>31 Desember 2022/ December 31, 2022</u>	
			<u>Selisih kurs/ Foreign exchange difference</u>	<u>Lainnya/ Other</u>		
Pinjaman bank jangka panjang	23.371.323.788	(10.600.319)	-	(276.415.470)	23.084.307.999	Long-term bank loans
Obligasi dan sukuk ijarah	3.712.680.188	-	-	1.942.825	3.714.623.013	Bonds payable and sukuk ijarah
<b>Total</b>	<b>27.084.003.976</b>	<b>(10.600.319)</b>	<b>-</b>	<b>(274.472.645)</b>	<b>26.798.931.012</b>	<b>Total</b>

	<u>1 Januari 2021/ January 1, 2021</u>	<u>Arus kas/ Cash flow</u>	<u>Non-arus kas/Non-cash flow</u>		<u>31 Desember 2021/ December 31, 2021</u>	
			<u>Selisih kurs/ Foreign exchange difference</u>	<u>Lainnya/ Other</u>		
Pinjaman bank jangka panjang	20.526.950.582	2.851.594.485	-	(7.221.279)	23.371.323.788	Long-term bank loans
Obligasi dan sukuk ijarah	2.996.091.817	721.900.000	-	(5.311.629)	3.712.680.188	Bonds payable and sukuk ijarah
<b>Total</b>	<b>23.523.042.399</b>	<b>3.573.494.485</b>	<b>-</b>	<b>(12.532.908)</b>	<b>27.084.003.976</b>	<b>Total</b>

# 2022

Laporan Tahunan  
Annual Report



**Angkasa Pura | AIRPORTS**

## **PT Angkasa Pura I**

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